

DELIVERING EXCELLENCE >>

Review 2008

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Atos Origin is a leading information technology services company mainly based in Europe generating annual revenues of EUR 5.5 billion and employs 50,000 people.

The Group has grown fast through acquisitions from a French base in IT outsourcing, to become a leading IT Services player with a global footprint providing a full range of Consulting, Systems Integration and Managed Operations capabilities.

The Group developed a combination of local, near-shore and off-shore platforms.

The Group, as part of the top IT companies in Europe, is number one in The Netherlands, number two in France. With the critical size reached for the European market, Atos Origin is one of the very key players in Europe. Each year, the Group demonstrates its commercial dynamics and wins deals against large international IT players. Outside Europe, the Group is expanding in fast growing countries such as India and China.

Atos Origin provides end-to-end delivery with an integrated operating model: design, build and operate. The Group develops Consulting, Systems Integration and Managed Operations in full synergies.

The Group's vision is to be a leading IT player focused on delivering business outcomes and delivering globally. The mission of the Group is to advance the performance of its clients by offering innovative solutions that deliver measurable business value through the integrated operating model over the long-term. Therefore the Group continues to invest in Innovation in order to be proactive with its customers.

Predominantly based in Europe, 68% of the 2008 Group's revenues are generated from recurrent applications management and infrastructure outsourcing contracts.

In 2008, the Group reached a revenue organic growth at +5.6% above the market average.

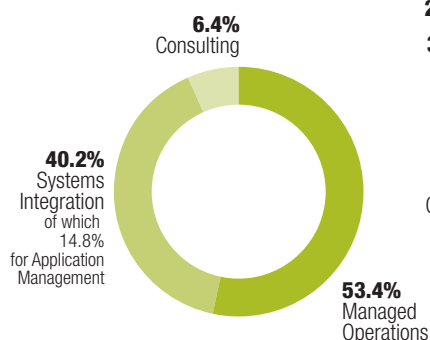
During the year 2008, the Group maintained a good level of signatures, with an excellent run rate in the renewal of major contracts which demonstrated the customers' confidence in Atos Origin. The Group was also able to deploy key offerings, thus fertilised major clients such as in France Suez-GDF, EDF and a major oil company, and in the United Kingdom with the Ministry of Justice.

In November 2008 with the appointment of Thierry Breton as Chairman and Chief Executive Officer of Atos Origin, the Group implemented a very strong program called TOP (Total Operational Performance) and a new organisation to develop the operational excellence, to operate as a more global and more integrated Company and to reach the profitability of the best players in the Information Technology sector.

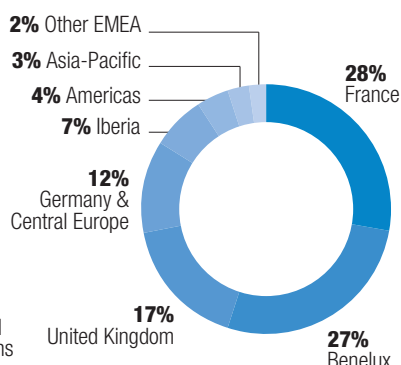
In order to achieve this objective, the Shareholders voted at the Ordinary and Extraordinary Meeting held on 10 February 2009, the change of mode of Governance with the implementation of a Board of Directors chaired by Thierry Breton, Chairman and CEO of Atos Origin.

REVENUE PROFILE

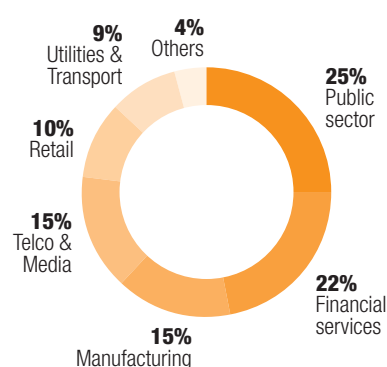
by service line




by geographic area



by industry sector





Thierry Breton
Chairman and CEO

Dear Shareholders,

It is my pleasure to address you as the Chairman and CEO of your Company, Atos Origin, a leading high technology group, with more than 50,000 employees around the world, of which more than 42,000 are engineers.

SOLID GROWTH BUILT ON RECURRING BUSINESS

In 2008, despite the developing economic crisis, Atos Origin demonstrated a solid sales performance with a +5.6% organic growth in revenue, underpinned by strong activity of its recurring business. Proof of our customers continued trust in us we signed many important deals during the year. In France, we signed new contracts with the Home Office to implement and manage biometric passports; with ERDF to deliver a smart metering solution and with Michelin. We renewed contracts in Germany with E-Plus and in The Netherlands with KPN and NXP. In the United Kingdom, we signed some significant Public Service contracts as well as some new names in the private sector.

2008 was also the year of the Beijing Olympic Games where, after five years of preparation, and under the spotlight of the world's media, our team once again demonstrated its exceptional expertise at the world's largest sporting event. Managing a team of over 4,000 people during Games time, Atos Origin delivered a flawless performance and broke numerous technology records to deliver the competition results accurately and securely to the world in a fraction of a second.

I would like to take this opportunity to thank on your behalf all our employees for their skill, expertise and continued commitment to delivering high quality services to our customers around the world.

INSUFFICIENT 2008 OPERATIONAL PERFORMANCE

With a 4.8% operating margin, our performance has remained below that of our main competitors. When the Supervisory Board appointed me to lead the Group, they asked me to correct this situation and to accelerate its transformation.

During my first couple of weeks, I conducted a review that confirmed the strengths of the Company: strong customer relationships based on long lasting trust; solid portfolio of recurring contracts; leading position in our key European countries; market leading solutions especially within Atos Worldline, our specialised subsidiary focused on electronic payments, e-services and customer relationship management; and talented, committed and skilled workforce.

Atos Origin is at the centre of a structurally growing market sector. It has significant potential to improve how it operates by integrating the different entities which have been brought together following recent acquisitions; by pooling resources and skills; increasing global delivery and offshore capabilities and boosting its thinly spread innovation resources. The reorganisation and transformation into an integrated Company will lead to strong improvement of its operational efficiency.

SWIFT AND FIRM ACTION

Immediately upon taking office on 17 November 2008, I was strongly involved in the budget process.

I requested the teams to make realistic assumptions on market conditions while preparing for 2009, and take strong measures to adapt our cost base and operating model.

In this context and to provide the Group with every chance to succeed, I have launched with the approval of the Supervisory Board, three key programs for the quick reshaping of the Company:

- new governance structure;
- adapted operational organisation;
- TOP program.

GOVERNANCE FIT FOR THE CRISIS

At the Annual General Meeting held on 10 February 2009, the Shareholders voted for the transformation of the Group's governance from a two-tiered Supervisory Board / Management Board model towards a single Board of Directors structure with a Chairman & CEO. Leveraging the new Board elected with the strong support of all shareholders, the Group now has the necessary reactivity to operate in the more challenging economic environment and execute its transformation programme.

AN ORGANISATION MODEL TO OVERCOME THE GROUP'S CHALLENGES

In order to transform Atos Origin into an integrated global organisation, I have decided to reshape the operational organisation of the Company. Effective since 18 February 2009, the new organisation has been designed with four clear objectives in mind:

- increase focus on clients and global Markets;
- industrialise our global and local delivery capabilities;
- boost our innovation potential;
- move to an integrated operating model.

With the implementation of this new organisation, two Senior Executive Vice-Presidents have been appointed reporting directly to me: Charles Dehelly, responsible for Operations, and Gilles Grapinet, responsible for Global Functions.

THE TOP (TOTAL OPERATIONAL PERFORMANCE) PROGRAM WILL IMPROVE OUR OPERATIONAL PERFORMANCE

I launched the TOP ("Total Operational Performance") Program as early as December 2008. It is key to our operational improvement and is designed to deliver the recurring savings that will secure Atos Origin's sustainable competitiveness. The program leverages an in-depth transformation of the Group and a significantly increased speed of execution to reach its main goal: weather the difficult economic environment and close the gap with the best market players in terms of operating margin.

Supported by over twenty cross company initiatives and the direct involvement of over two hundred team members, TOP is built around four major transformation levers:

- leveraging the benefits of a global and integrated Group;
- closing the gap with industry benchmark on focused operational performance items;
- develop and implement lean management techniques;
- implementing sustainability initiatives focusing on both people development and minimising our impact on the environment.

EFFICIENT AND REACTIVE TO FACE THE CRISIS

Our Group anticipates that the economic and financial crisis will be long and difficult, especially in 2009. Short term, we must put particular focus on serving our clients efficiently, while being ready to react and respond to change. I have therefore set a half-year rhythm for the Group. This has a direct impact on how we set the targets and reward our managers as they reach their half-year objectives.

ATOS ORIGIN: WELL POSITIONED TO BENEFIT FROM MARKET EVOLUTIONS

We must also look beyond the crisis to ensure that we anticipate the major evolutions of our industry. Technology is moving increasingly towards shared infrastructure environments in massive data centres and virtualised business services. As technology continues to penetrate the mass market and interconnected communities develop exponentially, Atos Origin must further strengthen its e-Services and Customer Relationship Management solutions. With a strongly industrialised managed services business, deep technological expertise of its integration teams and leading edge consulting activities that through business expertise and innovation help our customers design new services, Atos Origin can leverage the strength of a global integrated and diversified Group to take advantage of all these opportunities.

2009 must be the year of Atos Origin's transformation into an integrated Company, whose pooled global skills will efficiently translate into client benefits. With the passion of all our employees, their know-how, expertise and innovative approach, this will be the foundation of our value creation strategy and of our 2009 ambition to increase our operating margin. With a new governance structure, a reshaped operational organisation, and the TOP Program in action, the Group is now in a favourable position to face the challenges of the economic environment and build its medium term development.

Thierry Breton
Chairman and CEO

“ 2009 will be the year of Atos Origin's transformation into an integrated Company, whose pooled global skills will efficiently translate into client benefits. With the passion of all our employees, their know-how, expertise and innovative approach, this will be the root of our value creation strategy and of our 2009 ambition to increase our operating margin. ”

ATOS ORIGIN IN 2008 >>

Financial highlights

(in EUR million)	2008	2007	% change
TOTAL GROUP REVENUE NEW SCOPE *	5,479	5,188	+5.6%
Change in perimeter	144	512	
Impact from exchange rates		156	
TOTAL GROUP REVENUE	5,623	5,855	-4.0%
TOTAL GROUP OPERATING MARGIN NEW SCOPE *	260.5	235.2	+10.7%
% of revenue	4.8%	4.5%	
Change in perimeter	6	27	
Impact from exchange rates		9	
TOTAL GROUP OPERATING MARGIN	266.4	271.5	-1.9%
% of revenue	4.7%	4.6%	
NET INCOME GROUP SHARE	22.6	48.2	-53.1%
% of revenue	0.4%	0.8%	
ADJUSTED NET INCOME GROUP SHARE ^(c)	180.6	139.9	+29.1%
% of revenue	3.2%	2.4%	
Earnings per share (EPS)			
Basic EPS ^(a)	0.32	0.70	-54%
Diluted EPS ^(b)	0.32	0.70	-54%
Adjusted basic EPS ^{(a) (c)}	2.59	2.03	+28%
Adjusted diluted EPS ^{(b) (c)}	2.59	2.02	+28%

* At same scope and exchange rates (excluding Italy and AEMS Exchange and at 2008 rates).

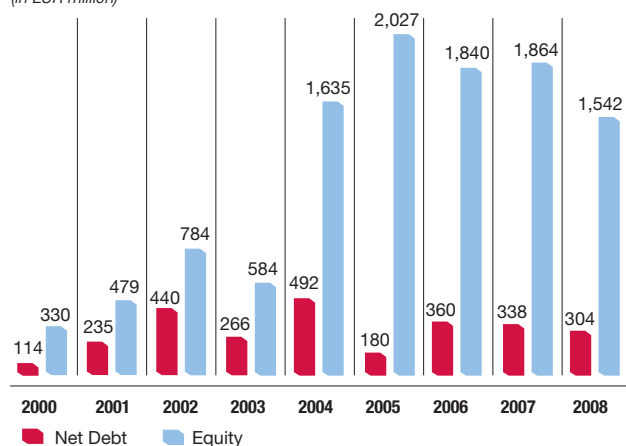
(a) In euros, based on a weighted average number of shares.

(b) In euros, based on a diluted weighted average number of shares.

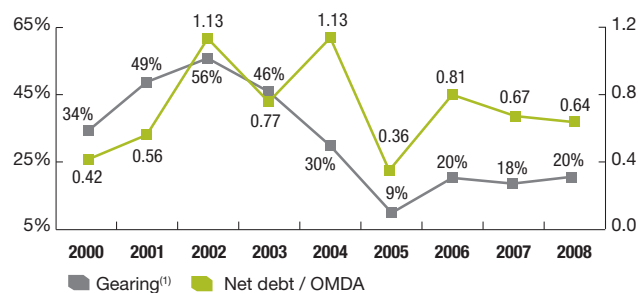
(c) Based on net income (Group share) before unusual, abnormal and infrequent items (net of tax).

9-YEAR NET DEBT AND EQUITY EVOLUTION

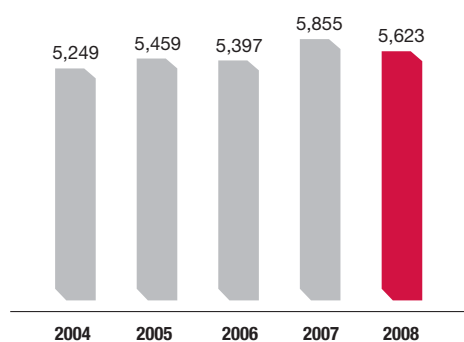
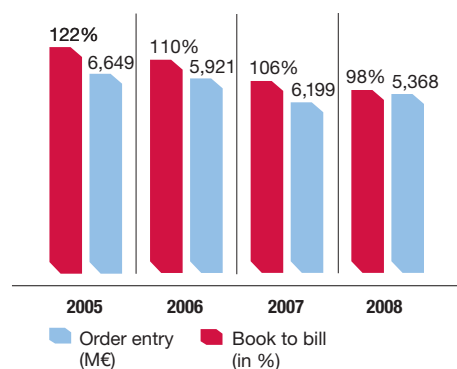
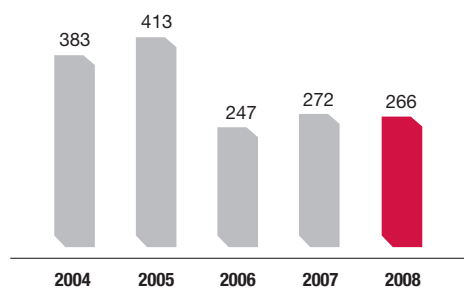
(in EUR million)



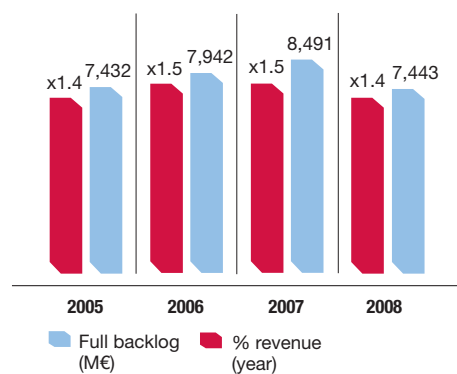
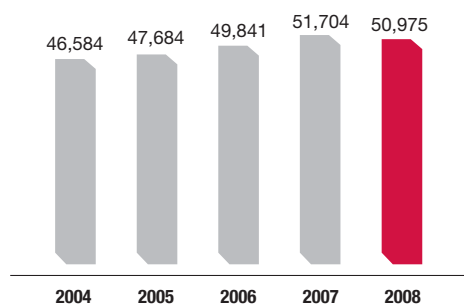
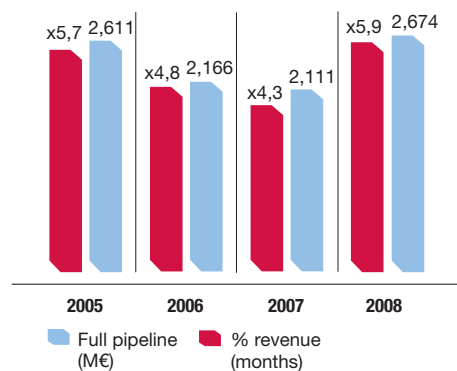
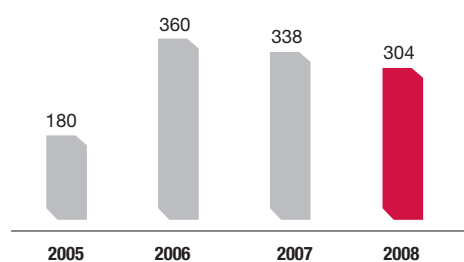
9-YEAR GEARING AND LEVERAGE RATIO EVOLUTION



(1) Gearing ratio: net debt / group equity

5-YEAR REVENUE PERFORMANCE*(in EUR million)***ORDER ENTRY****5-YEAR OPERATING MARGIN PERFORMANCE***(in EUR million)*

2003 only under French; 2004 to 2008 under IFRS.
 2004 and 2005 operating margin presented before equity-based compensation.

FULL BACKLOG**5-YEAR EMPLOYEES EVOLUTION****FULL PIPELINE****NET DEBT***(in EUR million)*



Company 2008 highlights

DECEMBER

- **English Heritage:** outsourcing contract renewal to provide IT support at over 120 English Heritage sites and offices across the United Kingdom.
- **GasTerra:** three-year contract extension to manage IT infrastructure and virtualisation of office environment.
- **La Poste:** conduct a study into the use of RFID—radio-frequency identification—for business mail services.
- **E-Plus Group:** IT outsourcing contract extension. Flexible IT services for improved business efficiency.

NOVEMBER

- **Thierry Breton** appointed Chairman of the Management Board and Chief Executive Officer of Atos Origin.
- Conclusions from **first ever real-time “personal carbon” calculation trial:** ground-breaking trial proves carbon emissions can be managed like money.
- **The French National Geographic Institute** chooses Atos Origin to implement the first national website to assist geography teaching. An innovative educational approach to geography.
- **Atos Origin to become a VMware global IT partner** to address growing demand for adaptive virtualisation services.
- **2008 Sesames Award for innovative solution:** Atos Origin wins “Fast booking on ATM” which allows users to book and purchase tickets on ATMs 24/7.

OCTOBER

- **Redcats Group:** Atos Origin European IT Outsourcing Partner. Powerful technology platform supporting growth in multi-channel home shopping business.
- Atos Origin selected as Infrastructure Outsourcing partner for **City of Fort Wayne and Allen County Indiana (United States).**
- **Atos Worldline wins Innovation Award** for its mobile boarding passes solution developed for Air France KLM: paperless tickets solution delivered via mobile.
- **Dutch Ministry of Education, Culture and Science:** IT services outsourcing. Agreement with a contract value of almost EUR 50 million with a duration of four years.

SEPTEMBER

- **CNES collaborative portal:** to support all its Intranet sites by implementing a unique collaboration and enterprise content management platform.
- **Innovation and Research in food traceability:** participation in Traceback1, a European Union Research project to improve food supply chains traceability.
- **Atos Worldline supports Monoprix** in its Move to Online Retailing to build, launch and run the French retailer's new e-commerce site www.monoprix.com.
- **French Health Authority:** implementation and hosting of an information system dedicated to the certification of health establishments across France.

AUGUST

- **EADS** and Atos Origin consolidate 15-year partnership with Global Framework Contract for Onboard Software and Engineering.
- Atos Origin smashes **IT records during Beijing 2008 Olympic Games**: the most information intensive Olympic Games.
- **Transaction on Atos Euronext Market Solutions joint venture**: Atos Origin acquires from NYSE Euronext AEMS Clearing & Settlement and Capital Markets businesses after the disposal by Atos Origin of 50% stake in AEMS to NYSE Euronext.
- **Britvic**: Strategic co-sourcing partner for Applications Development and Applications support.

JULY

- **Neckermann.de**: comprehensive IT service agreement signed. New IT structure supports the expansion strategy of the retail company.
- **Michelin** selects Accenture & Atos Origin consortium as global strategic partner for its core business: R&D, Manufacturing and Business Intelligence areas.
- **Heathrow Express** launches mobile ticketing with the first implementation of Atos Origin's AVANTIXMetro solution: easier and more convenient to buy train tickets.
- **NXP**: global five-year outsourcing contract. Under the contract Atos Origin will deliver global data centre management services.

JUNE

- Atos Origin wins contract to supply information system for **ERDF smart meters**. Strategic partnership to span several decades.
- Atos Origin and Sagem Sécurité win **Biometric Passport** contract: an innovative technology solution serving the needs of citizens and helping to modernise governments.
- **Competency Centre for Energy and Utility in Beijing** to offer technical automation solutions to the civil nuclear industry and the oil & gas markets.
- **RSA** launches first ever trial to enable real-time "personal carbon" calculation. Pilot shows the potential to measure personal carbon footprints.

MAY

- **ING and Atos Origin** form European alliance in SEPA payment services. Launched a joint offering of end-to-end services for back-office payment processing to banks and corporations within Europe.
- Atos Origin activities dedicated to **Renault** Corporate Applications Management have obtained CMMI3 Certification.
- **Grenoble University Hospital** supply for 65 hospitals with the innovative open source healthcare solution, Cristal.

- Atos Origin leads **Orchestra**—one of the European Union's major research and innovation projects for risk management.

APRIL

- For the fourth year in succession, **Atos Origin wins SAP Partner Excellence award for Customer Satisfaction and Quality**.
- **Atos Consulting chosen by MMA** to partner merger with Azur. Company to conduct the feasibility study and lead the operational deployment of the merger.
- **NXP** chooses SaaS based B2B offering from Atos Origin and Axway: multi-year contract to manage its suppliers' and customers' business-to-business (B2B) transactions worldwide.

MARCH

- **German electronic health card**: five-year contract with the Gematik.
- Atos Worldline operates **France Loisirs** new automated order service based on voice recognition.
- **KPN**: new three-year contract with KPN to be the System Integrator for Enterprise Application Integration and Delivery Orchestration.
- **British Petroleum**: contract extension for card transaction processing services, including credit, debit, loyalty, fuel and charge cards, as well as manual voucher processing.

FEBRUARY

- **Beijing International MBA**: signature of a long-term partnership to accelerate sales performance at Beijing University (BiMBA).
- **Commerzbank**: new contract to offer innovative online credit decision for eBay new credit card.
- **Alcatel-Lucent Network Services**: new five-year service contract for IT in data centre.
- **Disposal of Atos Origin Italian operations to Engineering** following the agreement signed on 11 December 2007.

JANUARY

- **Alstom** outsources Worldwide Desktop Support to Atos Origin: 55,000 Alstom users worldwide for six years through its network of eight global service desks and onsite technicians deployed in key countries.
- **DSM**: contract for the global delivery of SAP services to increase flexibility and cost savings.
- **Thomas Cook**: double-digit million of euros contract for which Atos Origin will assume responsibility for providing the tourism group's mainframe infrastructure.
- **Highways Agency** chooses Atos Origin to manage IT infrastructure and Applications. To help deliver an efficient and sustainable road network.

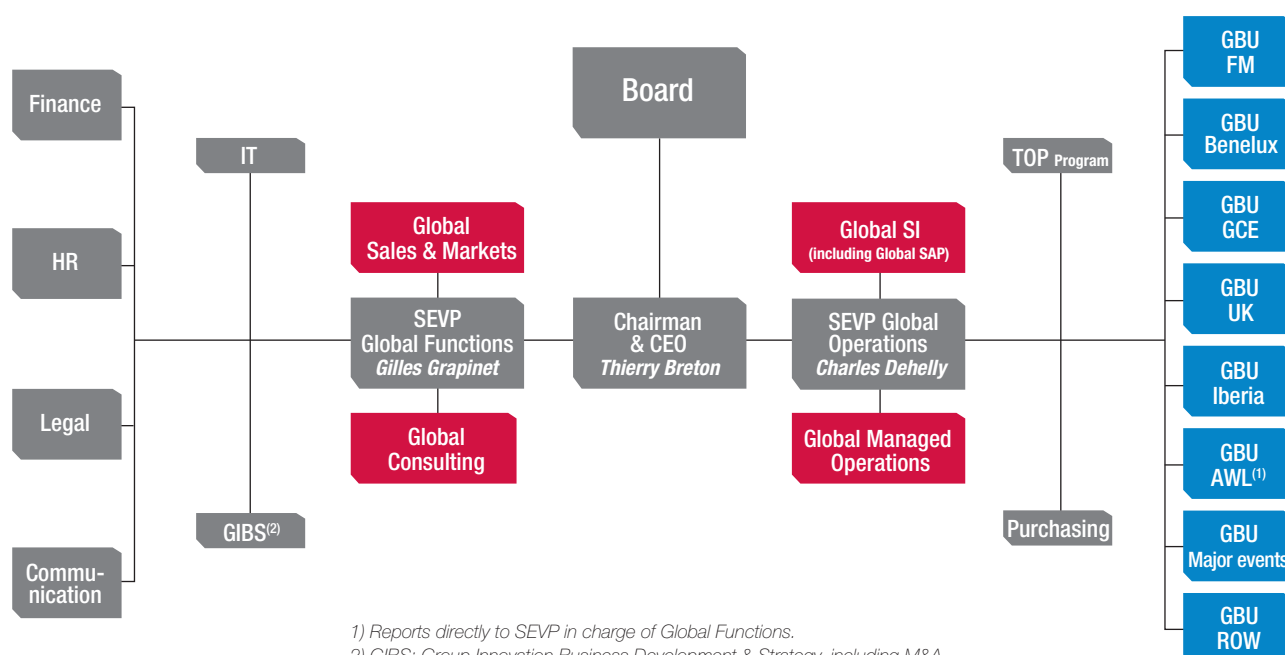
GOVERNANCE »

Atos Origin has been incorporated in France as a “Société Anonyme” with a Board of Directors elected by the shareholders of the Company at the Ordinary and Extraordinary shareholders meeting held on 10 February 2009.

GROUP TOP MANAGEMENT

The Group Top Management is composed of a Chairman and Chief Executive Officer and two Senior Executive Vice-Presidents.

Name	Operational functions	Transversal functions
Thierry Breton	Chairman and Chief Executive Officer	
Charles Dehelly	Senior Executive Vice-President Global Operations	Global Systems Integration & Managed Operations, TOP Program, Global Purchasing, Group Business Units
Gilles Grapinet	Senior Executive Vice-President Global Functions	Global functions, Global Sales & Markets, Group Innovation Business Dvpt & Strategy (GIBS), Global Consulting and Atos Worldline



THE EXECUTIVE COMMITTEE

The Group Executive Committee has been implemented to drive the operational performance of the Group. Its main tasks are to support the Top Management in defining business priorities, reviewing operational performance, executing the TOP (Total Operational Performance) Program on a weekly basis and setting major action plans. It is a dedicated Committee for the operational management of the Group.

The Executive Committee facilitates exchange and collaboration between the Global Business Units, the Global Services Lines, Global Sales & Markets and Global Functions.

In addition to the top Management members, the Executive Committee comprises the heads

of the Global Business Units, the heads of the Global Service Lines, the head of Global Sales and Markets, the Group CFO and the Group HR.

THE BOARD OF DIRECTORS

Following the Ordinary and Extraordinary Shareholders Meeting held on 10 February 2009, the shareholders approved the transformation of the Company with a new mode of governance and the establishment of a Board of Directors. The newly elected Board of Directors unanimously appointed Thierry Breton as Chairman and CEO of Atos Origin. In addition, the Board of Directors appointed Jean-Paul Béchat as Chairman of the Audit Committee and Behdad Alizadeh as Chairman of the Nominations and Remunerations Committee.

The members of the Board of Directors are:

Name	Nationality	Age	Date of appointment	Committee member	Term of offices*	Number of shares held
René Abate	French	60	2009		2011	1,000
Behdad Alizadeh	American	47	2009	N&R	2011	1,000
Nicolas Bazire	French	51	2009	N&R	2011	
Jean-Paul Béchat	French	66	2009	A	2011	1,000
Thierry Breton	French	53	2009		2011	5,000
Dominique Mégret	French	61	2009		2011	1,000
Bertrand Meunier	French	52	2009	N&R	2011	1,000
Michel Paris	French	51	2009	A	2011	1,000
Pasquale Pistorio	Italian	72	2009	A	2011	1,000
Vernon Sankey	British	59	2009	A	2011	1,000
Jean-Philippe Thierry	French	60	2009	N&R	2011	1,500

A: Audit Committee; N&R: Nominations and Remunerations Committee.

* General meeting of shareholders deciding on the accounts of the year.

PERSONS RESPONSIBLE FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Statutory Auditors	Substitute Auditors
GRANT THORNTON Jean-Pierre Colle and Vincent Frambourt <i>Appointed on: 12 June 2008 for a term of six years.</i> <i>Term of office expires: at the end of the AGM held to adopt the 2013 financial statements.</i>	CABINET IGEC 3, rue Léon-Jost, 75017 Paris <i>Appointed on: 12 June 2008 for a term of six years.</i> <i>Term of office expires: at the end of the AGM held to adopt the 2013 financial statements.</i>
DELOITTE & ASSOCIÉS Jean-Paul Picard and Jean-Marc Lumet <i>Appointed on: 23 May 2006 for a term of six years.</i> <i>Term of office expires: at the end of the AGM held to adopt the 2011 financial statements.</i>	CABINET B.E.A.S. 7-9, villa Houssay, 92200 Neuilly-sur-Seine <i>Appointed on: 23 May 2006 for a term of six years.</i> <i>Term of office expires: at the end of the AGM held to adopt the 2011 financial statements.</i>

STOCK MARKET OVERVIEW >>

Financial calendar 2009

16 April 2009
2009 First quarter revenue

26 May 2009
2009 Annual General Meeting
(2008 results)

30 July 2009
2009 Half-year results

16 October 2009
2009 Third quarter revenue

17 February 2010
2009 Annual results

Contacts

Institutional investors, financial analysts and individual shareholders may obtain information from:

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Or by sending requests for information to:
investors@atosorigin.com

Atos Origin shares are traded on the Paris Eurolist Market under Euroclear code 5173 ISIN FR0000051732. They were first listed in Paris in 1995. The shares are not listed on any other stock exchange and Atos Origin SA is the only listed Company in the Group.

TRADING OF SHARES (EURONEXT)

Number of shares	69,717,453
Sector classification	Information Technology
Main index	CAC AllShares
Other indices	CAC IT, CAC IT20, CAC Next20, Euronext 100, SBF 120
Market	Eurolist segment A
Trading place	Euronext Paris (France)
Tickers	ATO (Euronext)
Code ISIN	FR0000051732
Payability PEA/SRD	Yes/Yes

The main tickers are:

Source	Tickers	Source	Tickers
Euronext	ATO	Reuters	ATOS.PA
AFP	ATO	Thomson Finance	ATO FR
Bloomberg	ATO FP		

SHAREHOLDERS BREAKDOWN

The free-float of the Group shares is almost 100% today with the first two shareholders named PAI Partners and Pardus Capital owning each of them respectively 22.6% and 10% of the Group share capital at the end of 2008. Centaurus Capital is Group shareholder with 5% of the issued share capital.

(in shares)	31 December 2008		
	Shares	% of capital	% of voting rights
Treasury stock	1,111,293	1.6%	
Free float	68,606,160	98.4%	100.0%
TOTAL	69,717,453	100.0%	100.0%

PAI Partners, Pardus Capital, Centaurus Capital, directors and employees are all classified under free-float; details can be found in the "Common Stock" section of this report.

DIVIDENDS

During its meeting held on 17 February 2009, the Board of Directors decided to propose at the 2009 Ordinary Shareholders Meeting not to pay a dividend in 2009 on the 2008 accounts.

SHARE TRADING PERFORMANCE

Five-year key figures

		2008	2007	2006	2005	2004
High	(in EUR)	40.5	55.3	65.2	62.0	59.4
Low	(in EUR)	15.0	32.8	33.5	45.6	39.5
Closing	(in EUR)	17.9	35.4	44.9	55.7	50.0
DAILY AVERAGE VOLUME	(in shares)	395,561	821,106	640,181	438,833	357,107
FREE-FLOAT	(in %)	100%	100%	100%	100%	85%
Market capitalisation	(in EUR millions)	1,249	2,464	3,095	3,749	3,345
Enterprise value (EV)	(in EUR millions)	1,553	2,802	3,524	3,931	3,837
EV/revenue		0.28	0.48	0.64	0.72	0.73
EV/OMDA		3.3	5.5	7.9	7.9	8.8
EV/OM		5.8	10.3	14.3	9.8	10.7
P/E (YEAR-END STOCK PRICE ON ADJUSTED EPS)		6.9	17.4	27.5	14.7	15.5

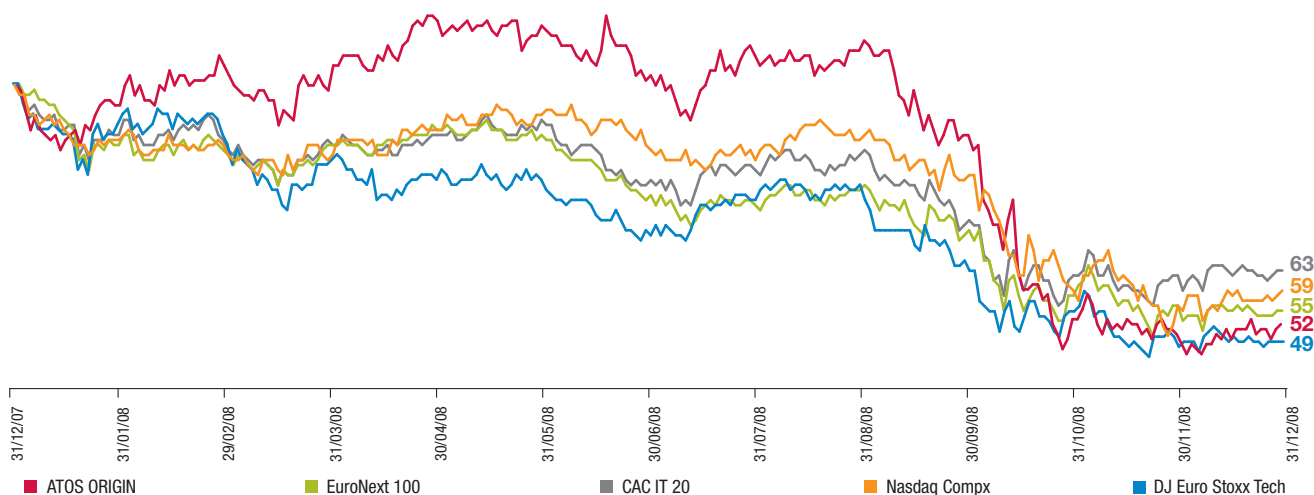
Share performance in comparison with indices (base index 100)

During 2008, all Technology indices such as the CAC IT 20, DJ Euro Stoxx Tech or the Nasdaq Composite ended the year with significant decrease in the range -37% to -51% compared to the end of 2007.

As far as Atos Origin is concerned, from January to September 2008, the stock overperformed all the Technology Indices. In the last quarter of

2008, the stock price of Atos Origin was affected in the same range as the one observed for the technology indices following the deterioration of the economic environment crisis which severely impacted the financial markets.

From 1 January 2008 to 15 September 2008, the average closing price of Atos Origin was EUR 35.46 stable compared to a closing price of EUR 35.35 at the end of 2007 and decreased at EUR 17.92 at the end of 2008.





**DELIVERING EXCELLENCE:
A GLOBAL COMMITMENT >>**

CONSULTING**A Key Enabler
for Business
Transformation**

We provide “end-to-end” services and solutions, ranging from supporting strategy development through to enterprise solutions and technology decisions. This enables our clients to become increasingly effective and to generate more value through an innovative approach to business processes, well-integrated supporting technologies and strategic investments in people. Atos Consulting™ ensures that all aspects of a client organisation – people, processes, and technology – are fully aligned with business strategy.

**SYSTEMS
INTEGRATION****Delivering
Clarity from
Complexity**

Successfully combining new solutions with established ones can transform the complete enterprise architecture into a single, seamless business system. Our extensive experience in integrating people, processes and technologies enables us to design, build and operate practical and robust solutions. Our specialists work with our clients to develop, implement, and maintain systems that will support and enhance their overall business strategy. We work with a carefully selected group of strategic partners and vendors to develop and implement end-to-end offerings and standardised packaged solutions in complex environments using best of breed technologies.

OUTSOURCING**Strategic
Alternatives
Addressing
Cost and Risk**

Our highly successful outsourcing operations manage core IT infrastructures for clients, including data centres, desktop support, server farms and network communication systems. We provide 7x24 “follow the sun” infrastructure and application support through our global network and the company has unrivalled experience in major enterprise programmes covering complex and multi-site solutions. Our Continuous Service Delivery Model (CSDM) guides our clients through the process of assessment, planning, implementation, transition, and ensures consistent, high quality service delivery worldwide.

**HIGH TECHNOLOGY
TRANSACTION
PROCESSING****Billions of
electronic
transactions**

Through its Atos Worldline subsidiary, Atos Origin is the European leader in electronic payments and transactions. It specialises in end-to-end payment services (issuing, acquiring, payment solutions and card processing), financial markets services (clearing & settlement, brokerage services and asset management) and CRM & e-services (Internet, voice and mobile solutions). Atos Worldline focuses on delivering innovative solutions and services that help its clients advance their business strategies. It offers strong industrial processing capabilities enabling to process billions of electronic transactions.

**EUR
349 M
revenue**

**EUR
2,216 M
revenue**

**EUR
2,212 M
revenue**

**EUR
846 M
revenue**



DELIVERING OPERATIONAL EXCELLENCE »

Operational Excellence is the continuous commitment we provide to our clients.

The essence of Operational Excellence at Atos Origin is delivering an end-to-end service which integrates innovative solutions and best practices for technology, processes and people to ensure high value outcomes for our clients' businesses now and in the future. Our global expertise and leadership in managing large-scale, complex IT-related projects are distinguishing factors in our successful delivery of

Operational Excellence for our clients. Central to our approach is our business-critical role as enabler for our clients to implement solutions that meet their changing business needs and that deliver improved results.

STRATEGIC AND FLEXIBLE SOLUTIONS FOR AN INDUSTRIALISED WORLD

Operational Excellence for Atos Origin is not about applying a standardised blueprint to any client. Instead, we aim to understand each client's individual objectives, and then find ways to empower their people to deliver optimised performance, increased productivity and efficiency.

We place great emphasis on understanding and meeting the needs and priorities of our clients. Our ability to deliver Operational Excellence means that we are always ready and able to help our clients address whatever challenges they face, wherever they are in the world. This year, for example, this has involved devising strong strategies and implementing highly efficient and innovative technical solutions so that our clients can adapt to changes in the economic environment, market conditions and the regulatory landscape in which they operate.

Our end-to-end service offering of Consulting, Systems Integration and Managed Operations is supported by our network of well-resourced global sourcing platforms and global delivery factories. During 2008 many of our clients leveraged the benefit of this mode of operations to help optimise their IT processes.

We use common operational models, tools and processes and best-in-class industry standards which support our industry expertise to design, build and operate innovative solutions faster. This allows us to provide systematic management of our customers' core corporate objectives which often include safety, health, environment, quality, productivity, people development, reliability and cost reductions.

CONTINUOUS IMPROVEMENTS AND INNOVATION

Unlike most other IT services firms, Atos Origin sees innovation as part and parcel of its Operational Excellence.

Over the past three years we have boosted the role of innovation in our service offering and we now regularly fulfil our clients' business ambitions through state-of-the-art technology and business-relevant solutions.

Our commitment to Operational Excellence includes a commitment to continuous improvement. It is no coincidence that a large number of our clients decide to renew their contracts with us, time and time again, and seek closer relationships and partnerships. This is because they know we are always looking for ways to improve their performance, their productivity and their efficiency, and to exploit new trends and advances to improve their business operations and help them gain a competitive edge.

MEETING THE SUSTAINABILITY CHALLENGE

Increasingly our clients turn to us for IT solutions that meet their business sustainability objectives. We apply our technical expertise to help companies and organisations better manage their interactions with people, their environmental responsibilities and how they make profits. A good example from this year is the virtualisation services we implemented for several clients to produce a greener form of IT and associated costs savings and efficiency.

OUR TOP PROGRAM

As part of our Operational Excellence drive, we put in place our Total Operational Performance (TOP) program at the beginning of December 2008. This will foster best-in-class levels of operational efficiency so as to accelerate the Group's transformation.

TRIED, TESTED AND APPROVED

Our approach to Operational Excellence is based on best-in-class skills, years of experience of working on challenging contracts and constantly striving to innovate for increased client success. In the following pages you will read about the many examples of Operational Excellence which we have delivered our clients during 2008.

5.5

**billion euros
revenues**

End-to-end services which integrate innovative solutions and best practices for technology, processes and people to ensure high value outcomes for our clients' businesses





IT PARTNER for International Paralympic Games

Complementing our role as Worldwide IT PARTNER for the Olympic Games, Atos Origin signed an agreement at the beginning of 2008 with the International Paralympic Committee (IPC) to become its Worldwide IT PARTNER.

This agreement will see us support the development of the Paralympic Movement through the creation of a system to manage athletes' data.

The agreement with the IPC further demonstrates our commitment to international sporting movements to empower people and help them achieve goals they might not have otherwise believed they could attain.

Delivering on our mission-critical role for the **Beijing 2008** Olympic Games

Operational Excellence is a defining factor in Atos Origin's role at the Olympic Games. By bringing people, processes and technology together to produce a mission-critical and innovative service, we deliver results for our clients and enable them and their suppliers to work more efficiently and effectively.

As the Worldwide IT Partner for the Olympic Games and Top sponsor, Atos Origin integrates, manages and secures the vast IT system that relays results, events and athlete information to spectators and media around the world in less than 3 seconds.

While top-class athletes from around the world broke 43 world records and 132 Olympic records during the Beijing 2008 Olympic Games, behind the scenes the IT team led by Atos Origin smashed records of its own.

Our continuous improvement of our processes and practices meant that this year our IT team:

- provided the IT systems and software that processed and activated 70 percent more accreditations – more than 340,000 in total;

- securely processed more than 80 percent more competition data for media and news agencies worldwide – totalling 1.5 million messages;
- enabled almost 50 percent more stories to be published each day in English by the Olympic News Service – totalling an average of 500 stories a day;
- added 40 percent more sports disciplines (eight in total) to the Commentator Information System to provide broadcasters with more detailed, real-time information;
- supported around 30 percent more hits on INFO2008, the intranet for the Beijing 2008 Olympic Games, averaging around 1.2 million hits each day;
- collected and filtered more than 12 million IT security events each day to detect any potential security risk for the Olympic Games IT systems.

From these, less than 100 were identified as real issues. All were resolved, with no impact at all on the Olympic Games.

“ Atos Origin, our long-term partner, is the brains behind the operations for the Olympic Games, consistently delivering on schedule and within budget. ”

JACQUES ROGGE, PRESIDENT OF THE INTERNATIONAL OLYMPIC COMMITTEE



ENSURING ACCESS TO ACCURATE, REAL-TIME RESULTS

Atos Origin introduced the Remote Commentator Information System for the Beijing 2008 Olympic Games. This new service enabled commentators to access competition results from the studios in their home countries in a fraction of a second via touch screen PCs. It also provided background information on the athletes and sports to help them add colour to their commentaries.

Protecting and securing the IT infrastructure behind the Olympic Games is the area where Atos Origin innovates and invests the most. For the Beijing 2008 Olympic Games, we implemented the latest security monitoring solution to filter and prioritise potential IT security risks so the team was immediately notified and could react quickly to any unusual or unexpected activity. Our IT Security methodology and solutions ensured that there was not a single incident that impacted the Olympic Games. ■



Transforming France's electricity system with ERDF

In 2008 we were selected by ERDF, a subsidiary of EDF and the largest electricity distribution network in the European Union, to participate in a major programme that will see the replacement of 35 million electricity meters in France, beginning with a pilot trial of 300,000 "smart meters".

The project is set to be the largest-ever energy transformation program in Europe and Atos Origin will work with ERDF to establish new benchmarks for excellence in quality and innovation.

Our in-depth expertise in the global energy sector and our track record in successfully integrating and managing ambitious long-term projects led to our selection as architects for the central information system and overall integrator for the pilot phase of the project, involving a consortium of technology firms comprising meter manufacturers, specialised software application developers and infrastructure providers. The Atos Worldline entity has twenty years of experience in designing solutions for telecom operators and in processing high-volume electronic payment transactions that require unyielding security. The unit has leveraged this expertise to provide an efficient and secure communications solution for the AMM system at optimum cost.

SMART METERS

The new "smart meters" will transmit and receive data for remote reading and optimised network management. Installing millions of these new meters is in itself a massive undertaking that will also generate huge volumes of data to be transmitted, stored and processed. Atos Origin is building the central information system which will manage this remote metering data and which forms the core of the Automated Meter Management (AMM) system.

Thanks to our experience in applications for the nuclear industry, which includes partnering EDF since 1978 for France's nuclear program, we are crafting a robust architecture that combines interoperability, security and an open-ended capability to integrate further enhancements. ■

35
million
electricity
meters in
France

beginning with a pilot
trial of 300,000
"smart meters"



Sustainable IT solutions for GasTerra

RSA Calculating personal carbon footprints

Our determination to address the sustainability challenges all companies and individuals now face was illustrated in 2008 by our involvement in developing technology for the first-ever trial to calculate real-time personal carbon emissions.

Using Atos Origin technology to develop, manage and analyse the findings, a pilot was initiated by the UK's Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA) to measure the carbon emissions of participants by tracking their fuel purchases using a loyalty card.

The ground-breaking trial produced useful data for the RSA and the pilot showed the importance of providing individuals and organisations with the right information and tools to explain how to implement reducing personal carbon emissions. ■

Atos Origin has been working with the world's leading energy companies to support their diverse activities for more than 30 years. Increasingly our clients in the energy sector are seeking IT solutions to realise their sustainability objectives. This year we concluded a three-year contract to manage the broad IT services of GasTerra, an international company trading in natural gas. An important element of the contract will be to implement virtual infrastructure technology in the office environment, including both servers and data storage. Virtualisation will enable GasTerra to save on electricity costs and create a modern and flexible environment for development and acceptance. ■

“ Virtualisation of the central office environment will result in the substantial reduction of electricity consumption and indirectly in the reduction of CO₂ emissions. That is something which will benefit not only our company but also the environment. ”

JOHAN STÄBLER, CHIEF INFORMATION OFFICER OF GASTERRA

Industrialising **software production** with Renault

Our ambitious process improvement program deployed jointly with Renault bore fruit in 2008 with the award of Level 3 Capability Maturity Model Integration certification for both Renault's software production teams and our front-office activities dedicated to Renault.

This achievement demonstrates Atos Origin's ability to deliver large-scale industrialisation projects that produce gains in quality and productivity, cost savings and wait-time reduction as part of a win-win scenario.

The concurrent establishment of a common set of processes, methods and tools in the two companies brings the goals of the corporate applications management contract, signed with Renault in March 2005, within reach.

Atos Origin and Renault both adopted the CMMI quality approach from the start in their organisations to harmonise and standardise their working methods (organisation, processes and operational tools) for the industrialisation of software production. The common CMMI3 certification has enabled Renault's and Atos Origin's teams to better communicate together and improve their efficiency.

While implementing and supporting CMMI program deployment, Atos Origin launched its Global Sourcing strategy, based on the close cooperation of its front office site in Clamart, France with a network of local, nearshore and offshore back office sites.

BEST-IN-CLASS INDUSTRY STANDARDS

Atos Origin's approach to the major objective of industrialising software production is distinguished by the:

- creation of a common process repository;
- establishment of a common training program;
- deployment of shared processes and tools;
- implementation of shared monthly management indicators;
- use of a Knowledge Management tool;
- development of a change management approach (management sponsorship, and operational champions in charge of supporting and promoting the improvement process).

Credit for Level 3 CMMI certification is shared by some 1,000 employees from the front office in Clamart and back offices in Lyon, Bordeaux and Toulouse, France, plus Spain and India, all of whom were involved in this certification. ■





Flexible IT services for E-Plus Group

Looking to the future with EADS

Our dedication to continuous innovation and improvement resulted in a significant consolidation in 2008 of our 15-year partnership with EADS, the global leader in aerospace, defense and related services.

Atos Origin was selected as a preferred global supplier for engineering services to EADS, with the conclusion of a Global Framework Contract for Engineering Services. This agreement is a clear sign of the confidence that has anchored the partnership between the two companies in engineering services in France and Spain for more than 15 years.

During this period, Atos Origin has been a Preferred EADS partner for the Engineering Services.

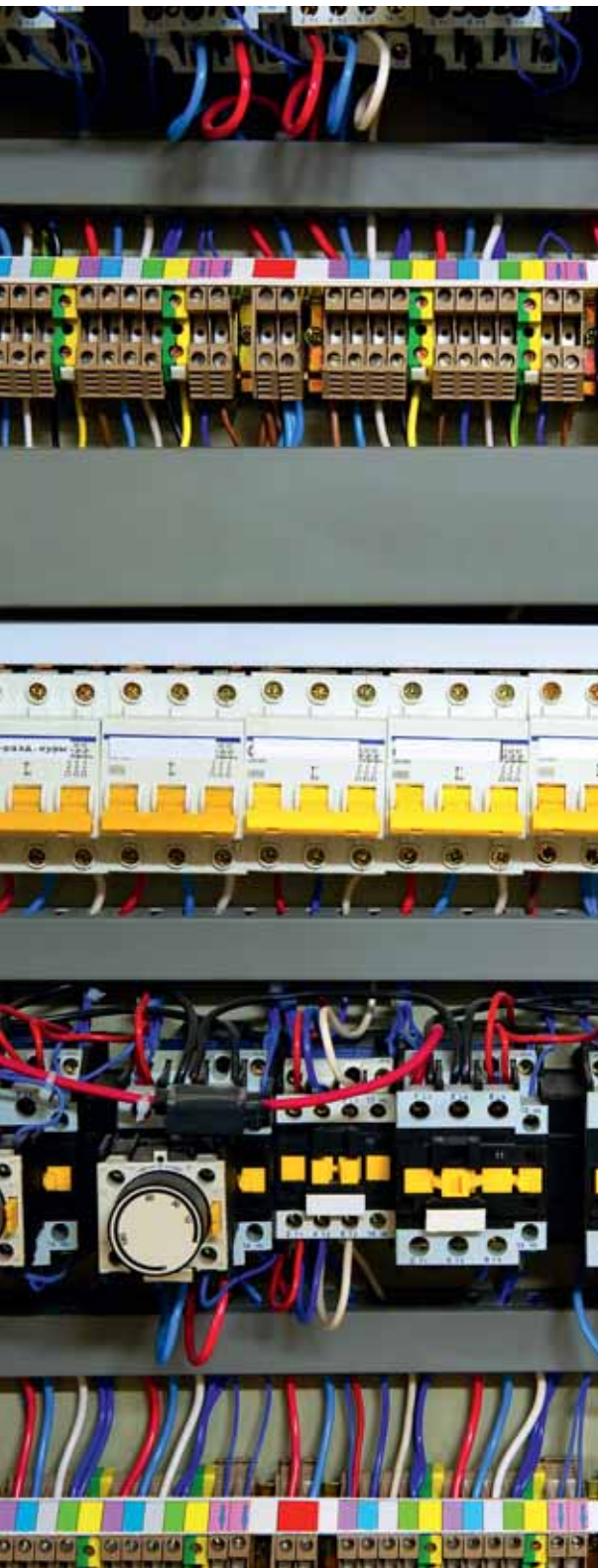
Atos Origin's in-depth knowledge of the aerospace industry will position us well to support EADS's future-facing engineering strategy. ■

As companies re-evaluate the way they acquire and use technology and business applications, Atos Origin's five-year outsourcing contract renewal with the E-Plus Group demonstrates our approach to offer scalable, flexible IT services to improve the business efficiency of our clients.

The E-Plus Group is Germany's third-largest mobile telecommunications provider and a subsidiary of KPN. Together with E-Plus Group we decided to move from a traditional IT outsourcing arrangement to a flexible IT contract which would enable the E-Plus Group to respond fast to changing business needs. By becoming more closely involved in the business activities of the E-Plus Group, we will have greater flexibility to be innovative, cost-effective and swift in designing E-Plus' IT architecture to achieve their business vision.

For the next five years we will take over end-to-end responsibility for 21 business processes, including IT infrastructure and application development services, from Retail Postpaid Order Management through to Retail Postpaid Billing and Interconnect Billing. In addition, we will be paid for the services that we deliver rather than a cost agreed upfront. For example, in the case of retail postpaid order management, our fees are based on the number of new E-Plus postpaid contracts. ■

“ Many companies talk about flexible IT; we are implementing it.
Under the new contract, IT will provide a real contribution to business results
and the E-Plus Group can continue to concentrate on its core competence. ”
THOMAS WEBER, IT DIRECTOR OF E-PLUS



**Reducing operating
and energy costs
by up to**

80%

through effective
implementation of adaptive
virtualisation services

Bringing virtualisation to our customers with VMware

Atos Origin became a VMware global IT partner in 2008 to address our clients' growing interest in adaptive virtualisation services which enable fast and efficient changes in business processes based on a virtualisation framework for servers, desktops, applications and disaster recovery. Through its new relationship with VMware, Atos Origin can deliver end-to-end virtualisation services to customers during IT transformation phases. As a result, our customers worldwide will have access to a broad portfolio of industry-leading virtualisation solutions which can increase IT agility while reducing capital, operating and energy costs by up to 80 percent through effective implementation of adaptive virtualisation services.

SEAMLESS AND ONGOING SOLUTIONS

A key feature of our role as VMware global IT partner will be a seamless integration of new solutions and our ability to continue our services beyond the finalisation of IT transformation projects. In the case of a server failure, this offers dynamic management of computer capacity across a pool of servers. ■

Atos Origin leads ORCHESTRA on risk management

This year we completed implementation of ORCHESTRA, a major research and innovation project of the European Union to help national and local governments predict and react to natural disasters.

Since 2004, Atos Origin has led a consortium of 14 organisations to design and implement a standards-based IT architecture to join up national and local information systems and applications. The new Service Oriented Architecture has already brought significant benefits including the provision of better access to risk management information. It has enabled interoperability, and facilitates cost reduction through standardisation, reduced time-to-market and more competitive and improved business models for risk management authorities.

“ We want our key service and software partners to work together to deliver solutions tailored for our environment so we don't have to spend time and resources internally in deploying and integrating technology. ”

PETER LEEVER, IT MANAGER AT UNIGARANT, A DUTCH INSURANCE COMPANY



Meeting the needs of the **healthcare system** in the United Kingdom

Atos Healthcare has a team of more than

2,500

of whom 1,900 are qualified medical professionals

2008 provided further confirmation of our successful approach to finding strong innovative solutions for the public sector.

Atos Healthcare, a business division of Atos Origin, signed a two-year contract extension with the Department of Health in the UK to continue implementation of the state-of-art electronic health booking system, Choose and Book.

The Choose and Book service provides patients with increased choice and improved access to public health services the England. It is now the standard way to schedule initial hospital appointments, over 54 percent of referrals to first outpatient appointments being made using Choose and Book.

The service has delivered benefits for patients, medical professionals and hospitals by revolutionising the old booking system, and allowing patients to choose their initial hospital or

clinic appointment, and book it on the spot. The number of patients not attending appointments has reduced because patients have been more involved in deciding where and when they will be seen by a consultant or specialist.

By reducing the time spent waiting to receive their first outpatient appointment, Choose and Book also helps the NHS to measure and manage the 18 week pathway for patients. More than 14 million patients have already benefited from the system and it also helping the NHS to better utilise resources and improve productivity.

Atos Healthcare has a team of more than 2,500 of whom 1,900 are qualified medical professionals. Together with its longstanding partner, Cerner, a leading US supplier of healthcare solutions, Atos Healthcare designed, developed and has managed the Choose and Book service for the past five years. ■

“ The service has delivered benefits for patients, medical professionals and hospitals by revolutionising the old booking system, and allowing patients to choose their initial hospital or clinic appointment, and book it on the spot. ”

High Technology Card Processing for **Commerzbank**

Training and **Education** in Africa

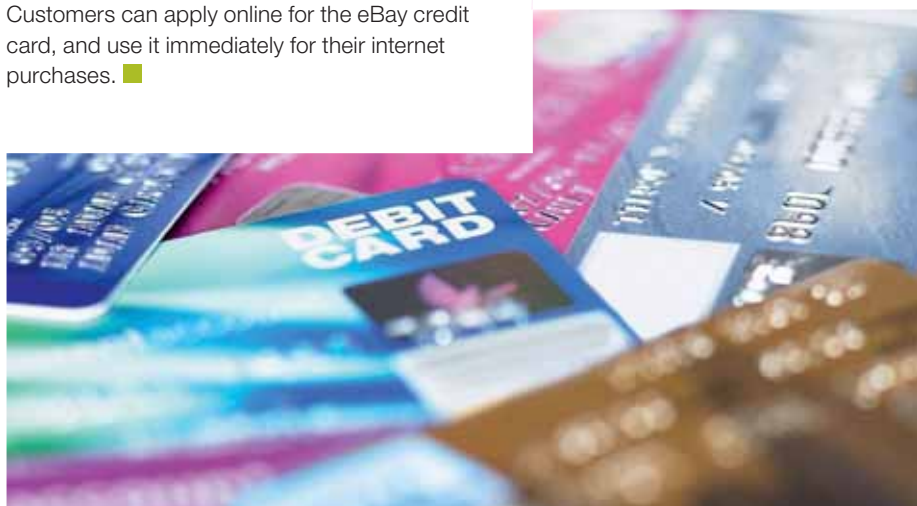
Atos Origin is supporting the International Institute for Communication and Development (IICD), a development aid organisation specialised in offering coaching, training and technical support to organisations and companies in developing countries, who apply IT to improve their products and services. Atos Origin's Learning Solutions unit in the Netherlands specialises in the development of training and educational solutions. We have signed an alliance with the IICD to donate 80 working days as well as our educational and technical knowledge to IICD and local organisations in Africa. This will include the implementation of an online training tool for self-analysis and evaluation of project progress. Consultants will also provide support for a range of IICD projects, from developing eLearning tools to educating local trainers in Zambia in the development of multimedia training materials. ■

Long-term contractual agreements offer optimal conditions to adapt processing services according to customers' needs and use of shared experiences to influence the development of innovative additional functionalities.

Atos Worldline, the European expertise of Atos Origin in electronic payments and transactions, and Commerzbank AG, one of the leading German banks, have confirmed their long-term cooperation in the card business until 2010.

The extension of this card processing contract highlights a constantly expanding business relationship in place for more than ten years between both partners. Atos Worldline is in charge of managing over one million active Visa and Mastercard cards on behalf of the German bank on its processing platform, including co-branding cards, as well as product innovations jointly developed, such as revolving credit.

Atos Worldline has also been awarded with the implementation and technical processing of the new Mastercard credit card issued by the bank jointly with eBay in Germany. This innovative credit card can be issued live — after an online credit decision — and for immediate online purchasing. Customers can apply online for the eBay credit card, and use it immediately for their internet purchases. ■



“ Atos Worldline, the European expertise of Atos Origin in electronic payments and transactions, and Commerzbank AG, one of the leading German banks, have confirmed their long-term cooperation in the card business until 2010. ”

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Atos Origin has offices in more than **120 cities worldwide** to support our customers. The addresses, phone and fax numbers of our main offices can be found on the Locations page on our website www.atosorigin.com.

Details of current job opportunities can be found in our Careers pages. An email address for general questions and comments about our Internet site can be found at the bottom of the page.

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