annual report 2011

Shaping the future of information technology & business

Your business technologists. **Powering progress**

Atos

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Leadership

Atos is a leading international information technology services company with annual revenues in 2011 of €8.5 billion (pro forma) and 74,000 employees in 48 countries. The company's expertise covers a wide range of IT specialties, including Consulting & Technology Services, Systems Integration, Managed Services and Hi-Tech Transactional Services. Atos is the Worldwide Information Technology Partner for the Olympic and Paralympic Games and is listed on the Paris Eurolist Market.
Atos is ideally positioned to become a leader both in fundamental IT, through its unique managed services platform, and in critical IT, its Hi-Tech Transactional Services and Specialized Businesses representing already 20% of its turnover.
On July 1st, 2011 Atos completed the acquisition of Siemens IT Solutions and Services, forming a new global IT Champion.

At the same time, Siemens became the largest industrial shareholder of Atos with a 15% stake as well as Atos' largest client. The acquisition provided Atos a leading position in the European IT services market especially in Managed Services.
Together it will progress as Atos, a strong combination that will drive growth and greatly enhance the services it provides to you as a client. The power of this partnership allows it to pursue its vision for the future. That is, to accelerate progress by uniting people, business and technology. Atos continues its journey to reinforce its leadership, creating Canopy, a new company dedicated to Cloud Computing between Atos, EMC and VMware.
Client dedication, strong values, and its people are the basis of the company's success story. Its business technologists display a distinct commitment to developing new solutions and innovations.

Showing leadership in Corporate Responsibility

Sustainability is at the core of Atos' corporate strategy and its ambition remains to be recognized as a world leader in providing innovative IT solutions to help our clients become more sustainable.
So by embedding sustainability in the Group as part of one company DNA, Atos automatically ensures that it is similarly embedded in all the propositions we make to our clients.
In this way Atos will become 'best-in-class', not only for its own operations, but also in the way it serves its clients.
The company wants to be recognized as one of the best companies to work for, innovative, socially responsible and able to attract and retain the best talents across all our geographies.
Report is available on www.atos.net.

€8.5
billion
pro forma revenue in 2011

74,000
business technologists

48
countries

60,000
engineers

A+ for the Corporate Responsibility Report

A+ is the highest level of qualification from the Global Reporting Initiative, requiring entire management disclosure on sustainability performance standards and assurance by a third external party.

Thierry Breton on the Atos vision and decisions

Atos Chairman and Chief Executive Officer Thierry Breton provides an overview of the results and strategic directions that the company took during 2011.

How did Atos perform in 2011?
Thierry Breton: In a very challenging economic environment, Atos Origin became Atos, a leading information technology group worldwide, and in Europe, after the successful integration of Siemens IT Solutions and Services that our shareholders massively approved at the extraordinary general assembly meeting on July 1st, 2011. The new Atos generated €8.5 billion revenue (pro forma 2011) with 74,000 employees, most of them engineers, from almost 50 countries. Group profitability is 6.2%, thanks to the swift deployment of the Total Operational Performance (TOP^2) program, pursued in order to capture the synergies from the Siemens IT Solutions and Services integration.

Can you confirm that Atos is in a dynamic growth action plan?
Thierry Breton: Atos returned to organic growth in 2011, demonstrating the positive impact of the Siemens IT Solutions and Services acquisition. Finally, the Group debt was limited to €142 million at the end of 2011, thanks to an increased free cash flow. Overall, Atos has fully accomplished its three year recovery plan (2009 - 2011). Since 2008, Atos has increased its number of engineers by 45%, its revenue (statutory) by 55% , its profitability 140 basis points (and above 250 basis points for Atos Origin standalone); it has also divided its net debt by two. This is reflected into Atos share price which has increased by nearly 200% over this period.

What contribution did the Wellbeing@work initiative make in 2011?
Thierry Breton: Creating one of the most innovative and socially responsible companies to work for is indeed at the core to our strategy, as I want to ensure that our people are at the heart of the reinvention of your company. Regarding our worldwide Wellbeing@work ambition, Atos Corporate and Social Responsibility Report was awarded A+ by the Global Reporting Initiative, recognizing Atos' leading position in the field of sustainability. In addition, as part of its objective to be recognized as one of the best companies in terms of work environment, Atos has been awarded "Best Workplace" in Poland and will participate to the Great Place to Work challenge in all its major geographies in 2012.

How will the London 2012 Olympic and Paralympic Games enhance the visibility of Atos?
Thierry Breton: London 2012 provides the

"2011 marked a turning point in our history, when, following the acquisition of Siemens IT Solutions and Services, Atos became a European IT champion. We are now even better positioned to reach our 2013 targets thanks to the ramp up of our transformation program, TOP^2, and our new eXpand project for business growth. We believe 2012 will be a solid year".

perfect showcase for us. Some 90% of everything we do is applicable to any business environment, whether it is project management, IT security, systems integration or sustainability. It will give us a fantastic opportunity to show to our customers, partners and stakeholders what "powering progress" – our new brand signature – is all about.

How well prepared is Atos for the challenges of 2012?

Thierry Breton: Earlier this year, we have announced a strategic alliance with global Cloud technology leaders EMC and VMware to address the growing Cloud market. By creating a new company, Canopy, we will provide a market-leading one-stop shop for Cloud services, enabling our customers to easily, securely and cost effectively accelerate their move to the Cloud. In parallel, we will continue to develop our Hi-Tech Transactional Services, including Technology Advanced Offerings for Smart Energy, Smart Mobility, Security or Content Management.

In 2012, your company will put emphasis on innovation, while continuing its strategy of growth and performance. Our goal is to help and support our customers to reinvent their models of future growth at a time of massive change that can affect them financially, economically, technologically and socially. We will also deploy new technologies to support our Zero email™ initiative, improving collaboration and driving our ambition in enterprise social network.

As a conclusion?

Thierry Breton: I remain convinced that while respecting our commitments semester after semester, demonstrating our ability to execute our transformation plans perfectly and anticipating the new technology trends post-crisis, at Atos we have all the ingredients for becoming one of the world leaders in information technology.

I would like to thank, on behalf of our shareholders, the Board of Directors and myself, all those who contribute to our development and the realization of our objectives by participating in a lasting way to create shared value, and especially each of our 74,000 business technologists.

Thierry Breton
Chairman and Chief Executive Officer

+55%
on pro forma revenue

+45%
engineers

+140
basis points in statutory profitability

Running Atos
General management

Atos' Group General Management is composed of a Chairman and Chief Executive Officer and two Senior Executive Vice Presidents.

Thierry Breton
Chairman and Chief Executive Officer.

Charles Dehelly
Senior Executive Vice President in charge of Global Operations, Responsible for Global Systems Integration, Global Managed Services, TOP² Program, Global Purchasing, and Geographic Business Units.

Gilles Grapinet
Senior Executive Vice President in charge of Global Functions, Responsible for Global Support Functions, Global Sales & Markets, Siemens Strategic Partnership, Global Consulting & Technology Services, and Hi-Tech Transactional Services.

Michel-Alain Proch
Executive Vice President
Group Chief Financial Officer.

Jean-Marie Simon
Executive Vice President
Group Human Resources.

Philippe Mareine
Executive Vice President
Group General Secretary.

Board of Directors

Atos is incorporated in France as a "Société Anonyme" (Joint Stock Corporation) with a Board of Directors chaired by Thierry Breton, Chairman and CEO.
The twelve members of the Board of Directors as at 31st December 2011 were:
Thierry Breton,
René Abate,
Nicolas Bazire,
Jean-Paul Béchat,
Dr. Roland Busch,
Jean Fleming,
Bertrand Meunier,
Aminata Niane,
Michel Paris,
Pasquale Pistorio,
Vernon Sankey,
Lionel Zinsou-Derlin,
and **Colette Neuville,** was renewed as censor in June 2011.

Corporate Governance
In line with its mode of governance, a session dedicated to corporate governance matters takes place regularly during the Board of Directors' meetings. The Board adheres to the AFEP-MEDEF Code of Corporate Governance for listed companies and communicates annually on areas identified for continuous improvement in terms of corporate governance. At its meeting of 22nd December 2011, the Board evaluated and confirmed consistency in good application of these rules during 2011, with particular reference to the integration consequences following the acquisition of Siemens IT Solutions and Services in July 2011.

The Executive Committee

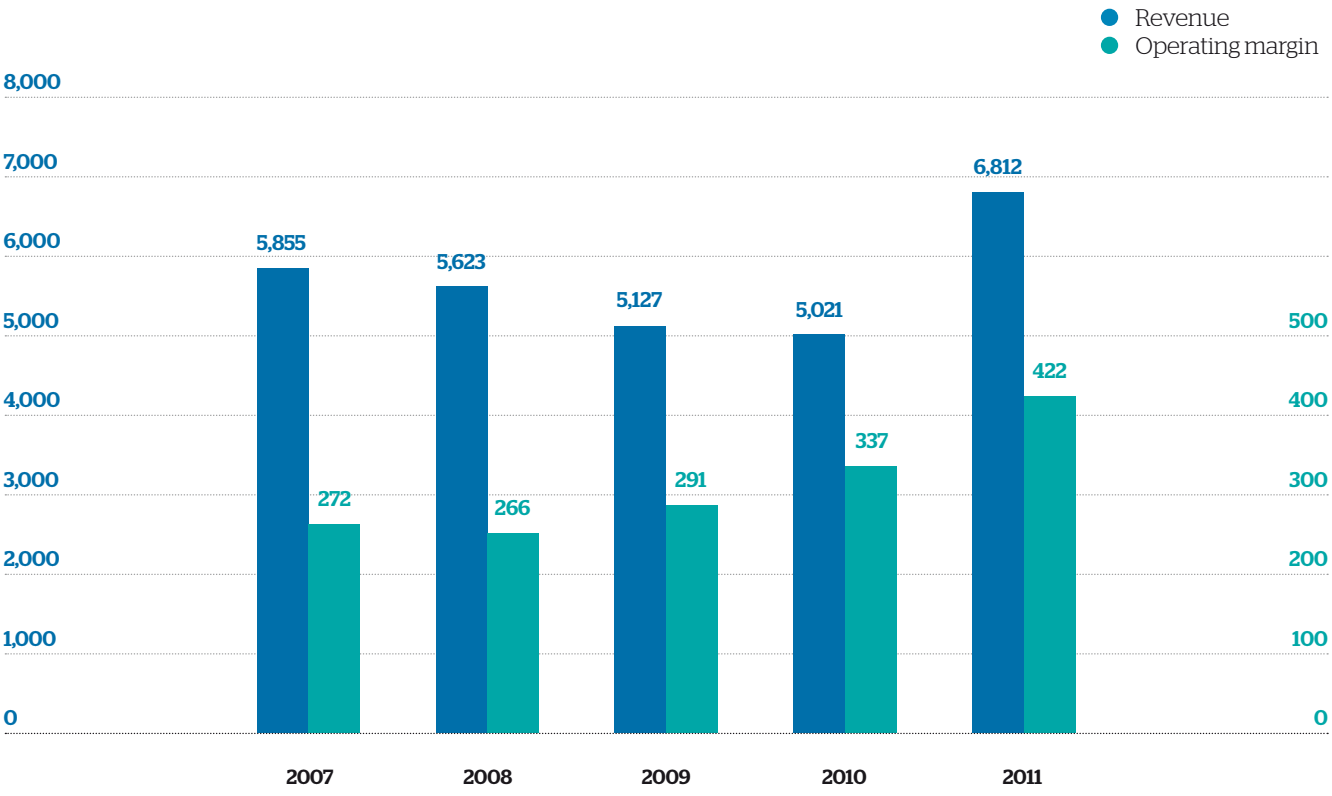
The role of the Atos Executive Committee is to develop and execute the Group strategy and to ensure value is delivered to clients, shareholders and employees. Its role is also to improve interaction and cooperation between the Geographic Business Units, the Global Service Lines, and Global Functions.

The Executive Committee is composed of:
Thierry Breton, Chairman & CEO,
Charles Dehelly, Senior Executive Vice President,
Gilles Grapinet, Senior Executive Vice President,
Michel-Alain Proch, Head of Finance,
Jean-Marie Simon, Head of Human Resources,
Philippe Mareine, General Secretary of the Group,
Marc Meyer, Head of Talents & Communications,
Hervé Payan, Head of Sales & Marketing Support,
Ingo Juraske, Head of Public Sector, Healthcare & Transports,
Jeremy Hore, Head of Siemens Account,
Robert Goegele, Head of Manufacturing, Retail & Services,
Dr. Ljiljana Mitic, Head of Financial Services,
Francis Delacourt, Head of Energy & Utilities,
Bruno Fabre, Head of Telecoms, Media & Technology,
Swen Rehders, Head of Strategic Sales & Engagements,
Jos Blejie, Head of Siemens Global Partnership,
Winfried Holz, Head of Germany,
Ursula Morgenstern, Head of UK & Ireland,
Laurent Kocher, Head of France,
Rob Pols, Head of Benelux,
Hanns-Thomas Kopf, Head of Central & Eastern Europe,
John Evers, Head of North America,
Kari Kupila, Head of North & South West Europe,
Patrick Adiba, Head of Iberia and Major Events,
Herbert Leung, Head of Asia Pacific,
Alexandre Gouvêa, Head of Latin America,
Milind Kamat, Head of India,
Christophe Duquenne, Head of Atos Worldline,
Eric Grall, Head of Managed Services,
Francis Meston, Head of Systems Integration,
Marc-Henri Desportes, Head of Hi-Tech Transactional Services & Specialized Businesses,
Arnaud Ruffat, Head of Consulting and Technology Services.

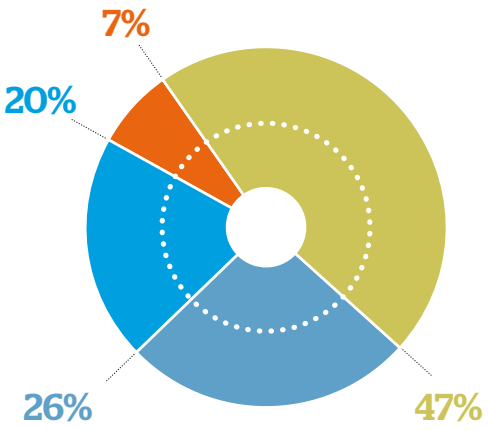
Our model
our results

In 2011, the Atos Group's activity returned to organic growth. Nearly three quarters of the revenue base was generated by multi-year contracts. Europe remained the Group's main operational base, generating 90 per cent of total revenue. The integration of Siemens IT Solutions and Services reinforced Atos' European customer base and also resulted in larger sized operations in North America. Atos services and solutions continued to add value across many industry sectors organized through 5 global markets.

Revenue and operating margin from 2007 to 2011 *(in EUR million)*



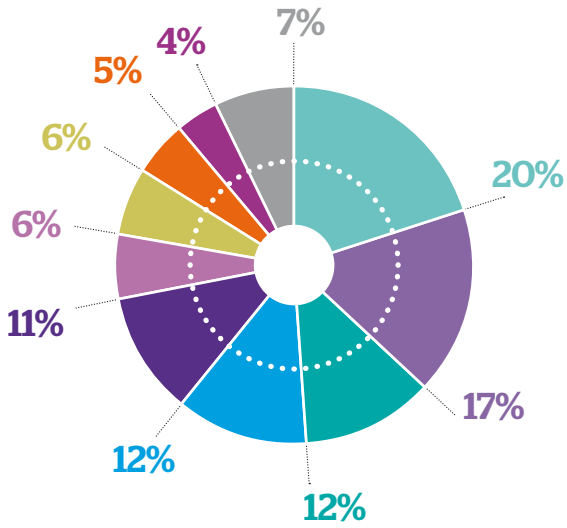
Breakdown by Service Line *(in EUR million)*



	2011 PF 12m	2011 Statutory	2010 CS ER*
Managed Services	3,952	2,892	2,842
Systems Integration	2,241	1,771	1,806
HTTS & Specialized Businesses	1,726	1,562	1,533
Consulting & Technology Services	593	588	608
Group	**8,511**	**6,812**	**6,790**

** Constant scope and exchange rates*

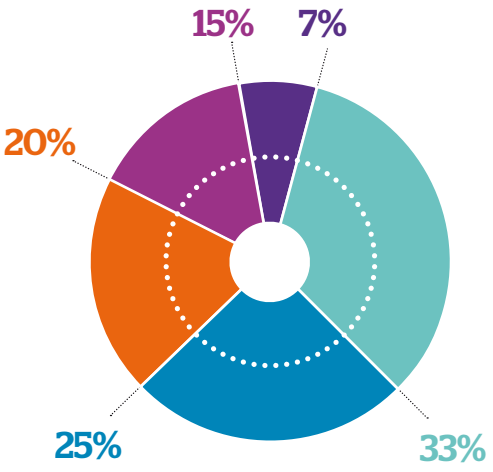
Breakdown by Geographic Business Unit *(in EUR million)*



	2011 PF 12m	2011 Statutory	2010 CS ER*
Germany	1,703	1,100	1,054
United Kingdom & Ireland	1,461	1,195	1,146
France	1,000	991	1,021
Benelux	1,026	942	1,006
Atos Worldline	913	913	903
Central & Eastern Europe	526	311	283
North America	498	304	276
North & South West Europe	415	224	241
Iberia	343	314	315
Other GBUs	626	519	545
Group	**8,511**	**6,812**	**6,790**

** Constant scope and exchange rates*

Breakdown by Market *(in EUR million)*



	2011 PF 12m	2011 Statutory	2010 CS ER*
Manufacturing, Retail & Services	2,855	2,130	1,982
Public, Health & Transports	2,154	1,779	1,800
Financial Services	1,674	1,408	1,434
Telecoms, Media & Technology	1,250	959	989
Energy & Utilities	579	537	584
Group	**8,511**	**6,812**	**6,790**

** Constant scope and exchange rates*

Operational Excellence

Atos meets the requirements of its global client base with four service lines, delivering world-class expertise to clients in Consulting & Technology Services, Systems Integration, Managed Services and Hi-Tech Transactional Services.

1.

Atos Consulting & Technology Services

Transforming business through innovative Information Technologies

Atos aims to transform the business of its clients by leveraging the latest Information Technologies. Atos Consulting & Technology Services help clients deliver innovation to their customers and improve their cost and effectiveness. The advisory services and expertise of Atos enables clients to enhance essential processes and projects. The company's three practices: Business Innovation, Operational Excellence and IT Leadership offer a range of cost effective transformation and innovative solutions that are specially tailored to each industry sector.

2.

Systems Integration

Delivering seamless business systems

Atos has a strong portfolio of Systems Integration offerings that deliver significant added value to clients and enable them to improve their growth and profitability. The company's distributed delivery model provides high quality, scalability, predictability and flexibility at competitive price points. Atos has also established a major nearshore and offshore presence. Atos is continuing to adapt its existing portfolio to cater for the increase in global demand for Software-as-a-Service.

3.

Managed Services
Transforming IT infrastructure and business operations

Atos is the undisputed European leader in Managed Services. It is one of the very few companies that can provide all the "design, build and operate" elements of a complete outsourcing solution. Atos can manage and transform all the IT operations of its clients, including the management of their entire information and data processing systems.

4.

Hi-Tech Transactional Services & Specialized Businesses
Advancing business strategy through innovative processing solutions

Atos is a recognized European leader in payment services and innovative processing solutions, through its Atos Worldline unit. This specializes in electronic payment services (issuing, acquiring, card and non-card payment solutions and processing), e-Services for Customers, Citizens and Communities, and financial markets. The Atos Worldgrid unit is a global leader in Smart Energy Solutions, and Atos Healthcare, the company's medical business process outsourcing division, is the number one occupational health provider in the UK.

Specialized solutions

Atos offers a range of highly innovative and effective solutions and state-of-the-art tools to its clients that deliver valuable improvements in their efficiency, growth and sustainability.

Adaptive Workplace
Ensuring access to any communication, collaborative or business application, regardless of the provisioning to end-users.

Application Operations
Application Operations from Atos offer high availability and quality coupled with innovative process design and execution.

Application Management Services
A unique blend of business insight and IT capability that delivers greater adaptive software performance and long-term process evolution.

Business Integration Solutions
Helping optimize business processes, increase security, optimize the interworking of a system environment, and providing optimal support for business processes.

Business Process Solutions
A comprehensive approach covering people, processes and technology and with a focus on business needs. Around SAP solutions, Atos delivers a unique set of skills and methodologies that help companies to optimize their business processes.

Civil and National Security
A unique full-spectrum solution and service approach that helps you detect, prevent, respond and recover in a network-centric environment.

Identity, Security and Risk Management
An end-to-end approach to business risk and information security which addresses the full threat landscape enterprise-wide.

Managed Infrastructure Solutions
Delivering a truly adaptive enterprise by taking the infrastructure from a basic model to a dynamic, UBC-based model.

Network and Communications
Network and Communication Services help clients to lower their infrastructure costs through network virtualization.

SAP Industry Solutions
Core business performance solutions around some of SAP's most sturdy and reliable industry software packages for all industries.

Sustainability
Intelligent solutions and creative answers for complex challenges that enable companies to enhance their ability to perform.

HTTS Payment
With HTTS Payment we cover the full functional scope for both issuers and acquirer organizations including ATM management, authorization servers, payment gateways and security servers. We connect the worlds of electronic and mobile banking and e/m-commerce.

e-CS: e- Connectivity Services for Customers, Citizens and Communities
IT is mature to support citizens relationship and e-Government initiatives: Automatic Traffic Control, Smart energy metering, Smart tolling to control CO_2 emissions, digitalization of government processes like tax collection. Connected services are now maturing, thanks to high-quality and high throughput networks available almost everywhere: connected vehicles, contactless ticketing and all mobile services.

Distinct market expertise

The essence of operational excellence at Atos is delivering an end-to-end service across all industry sectors. One which integrates innovative solutions and best practices from our partners in a way that creates a real bond with our clients.

Manufacturing, Retail & Services

Companies in the manufacturing, retail and services sectors are facing significant challenges from today's economic conditions and from far-reaching changes to the habits and expectations of consumers.

To enjoy continuing success, companies must optimize their operations and improve their flexibility across the value chain. Applying its expertise in production and innovation processes, Atos implements world-class, tailored solutions for clients in these sectors. Atos' revenue from this market increased by 7.5% in 2011.

+10,000

manufacturing experts
Top IT partner to European manufacturing companies

Public sector, Healthcare & Transports

The dominant theme in the provision of public services is to do more with less. Under high budgetary pressure and increased demands from citizens, the public sector is making the difficult cultural transition to new models of IT service delivery.

With its deep understanding of cultural diversity, Atos is an active partner to governments, healthcare and transport service providers. Atos provides modern applications, secure Cloud Computing and shared services, helping to deliver improvements in frontline services.

40

years' experience of public sector projects across Europe and the Americas
Delivering effective added value solutions to healthcare providers around the world
Innovating in Infrastructure & Cities: integrated and optimized key urban services

Financial Services

Banking, finance and insurance companies across the world are facing a range of unique and distinct pressures. The sector is characterized by high levels of regulatory uncertainty, challenges to capital and liquidity, and reputational risks.

As capital becomes scarce, the focus is on optimizing its use and maximizing its return. Atos is supporting the world's leading financial services companies through times of rapid change, enabling innovative client engagement and maximum operational efficiency.

15,000

financial services business technologists with 30 years' full process service to the banking industry

Top 3 IT service provider to Financial Services in Europe

Telecoms, Media & Technology

Telecoms and media companies are facing unprecedented competitive challenges, as digital technologies erode their traditional businesses and pose disruptive new threats to long-established revenue streams.

Atos can help these companies take advantage of convergence and technological innovation to grow revenues and improve their competitiveness in today's challenging market. In particular, Atos has extensive expertise in new media management and in monetizing content delivery.

9,000

professionals in Telecommunications, Media and Technology, delivering sector-specific solutions for the enterprise, consumer and wholesale markets.

Over 220 telecommunications companies, including Tier 1 carriers and service providers, are clients of Atos

Energy & Utilities

Today's energy and utilities companies are confronting the combined challenges of deregulation, increasing energy costs, environmental concerns, regulatory changes and the need to invest in alternative energy sources.

Energy and utility companies can only compete if they can establish and sustain operational excellence. The ability to master real-time information is critical. Atos has over 30 years' specialist experience in these sectors and of its 3,000 or so business technologists working in this sector, 1,500 work in Atos Worldgrid.

3,000

over 3,000 dedicated industry experts with 30 years full process, consulting and IT service to the Utility sector

Strategic IT partner to major Utilities companies with more than 3% of worldwide market share

International presence

Atos operates in 48 countries around the world. The acquisition of Siemens IT Solutions and Services in 2011 has led to a significant strengthening of its global footprint in key locations, and an increase in specialist resources amongst its 74,000 business technologists. With its new scale and broad coverage of the market in Europe, Atos is now positioned as the European leader in IT services.

Workforce breakdown by country at December 31st, 2011

14,850
France

9,700
UK
Ireland
UK

10,010
Germany

5,550
Iberia
Spain
Andorra
Portugal

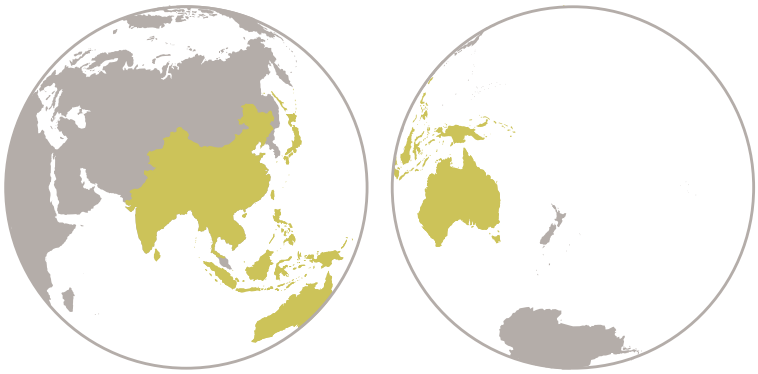
8,300
Benelux
Belgium
Luxembourg
Netherlands

1,700
North & South West Europe
Denmark
Finland
Greece
Italy
Sweden
Switzerland

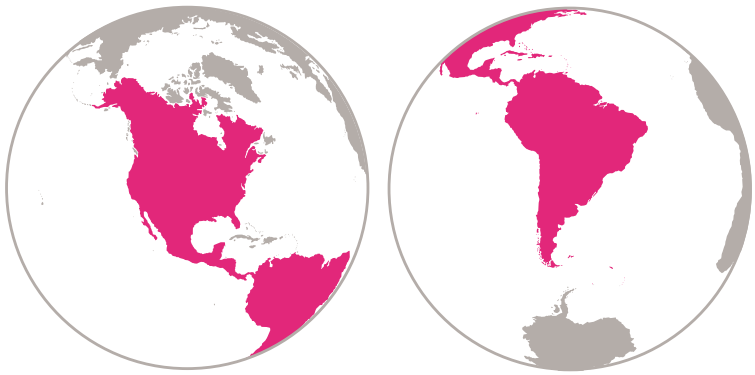
4,800
Central Eastern Europe
Austria
Bulgaria
Croatia
Czech Republic
Poland
Romania
Russia
Serbia
Slovakia
Turkey

8,600
India, Middle East & Africa

Egypt
India
Morocco
South Africa
United Arab Emirates



3,800
Asia Pacific
Australia
China
& Hong Kong
Indonesia
Japan
Malaysia
Philippines
Singapore
Taiwan
Thailand



3,800
North America
Canada
USA

2,900
Latin America
Argentina
Brazil
Chile
Colombia
Mexico

Partnership with Siemens

On July 1st, 2011 Atos completed the acquisition of Siemens IT Solutions and Services, forming a new global IT champion. At the same time, Siemens became the largest industrial shareholder of Atos with a 15% stake as well as Atos' largest client.

Strong synergies

The partnership that Atos has formed with Siemens is unique in the IT services market. Now ranked in the top 10 global IT services providers, number five in Managed Services worldwide and the number one European player in Europe, the company offers a powerful combination of two highly complementary organizations. Together as Atos, they are a leader in foundation and business-critical IT services that will spur growth for their clients' businesses. "With the combined expertise and knowledge of Siemens IT Solutions and Services and Atos, we are uniquely positioned to help our clients in the new era of IT," Chairman and CEO Thierry Breton said. In Managed Services, the acquisition of Siemens IT Solutions and Services has more than doubled the capability and capacity of Atos. It is now a leader in Cloud Computing services with 30 major data centers, 900,000 SAP users and management of more than 90,000 servers globally.

The alliance has also propelled its market-leading Systems Integration solutions and provided greater opportunities to expand its electronic payments and transaction-based activities.

Growth accelerator

Through joint go-to-market plans and joint investment programs with Siemens, the deal has enabled Atos to accelerate its strategy to further grow its business in Hi-Tech Transactional Services. Atos is now actively pursuing opportunities to extend its successful Atos Worldline business to new markets, geographies and clients.
As a result of the alliance, Atos' commitment to innovation has been bolstered by the two companies forming a strategic global partnership to jointly develop new IT solutions for which both parties are each committed to investing €50 million over the next three years. This will facilitate collaboration on large bids and R&D efforts to strengthen innovation and secure new business opportunities across all markets.

future & trends

Business as usual no longer exists, it has become the exception. Economic and social changes, technology advances, environmental challenges and market demands all require an agile organization that can respond quickly and competently in order to remain successful.

Talking about a revolution

The next IT revolution has arrived. Atos is helping its clients leverage for competitive advantage, game-changing trends such as Cloud Computing and Big Data, and to respond to the security challenge.

Paul Stewart,
CEO of Canopy

Bruno Vaffier
Senior Vice President Innovation, Business Development and Strategy, Atos

"Canopy is a new company dedicated to Cloud Computing thanks to the partnership between Atos, EMC and VMware".

Paul Stewart

The emergence of Cloud Computing presents organizations with a complex maze of opportunities and challenges.

Atos has the ambition to be a European and global leader in the Cloud. In 2011, the company made a strategic priority of developing a clear Cloud strategy based on two main elements:

- delivering high quality services to clients using Atos' own Private Cloud, allowing clients to benefit from a full range of Cloud-based services.
- providing software vendors with the means to evolve to Cloud based Software-as-a-Service (SaaS), running SaaS applications on Atos Cloud Infrastructure-as-a-Service (IaaS).

The acquisition of Siemens IT Solutions and Services has enhanced Atos' Cloud infrastructure and capabilities, positioning Atos to respond with compelling propositions to the fast growing and rapidly evolving market for Cloud Services. "In 2011 we saw growing demand in all markets, and it's clearly shifting from IaaS to SaaS," says Jérôme Brun, Senior Vice-President of Cloud Services. "We developed a lot of new SaaS offerings with software vendors such as SAP and Microsoft and we now offer most of our own vertical solutions in SaaS from our data centers."

"We are also seeing a new trend from very large customers who want on-premises Cloud services in their own organizations, from our data centers," says Paul Stewart, CEO of Canopy "We are now developing offerings in partnership with vendors and deploying these platforms in customer premises" Stewart adds.

"By 2020, IDC predicts there will be over 35 Zettabytes of data on the planet (equivalent to a pile of DVDs stretching half way from Earth to Mars)".

François Gruau
Senior Vice President Business Development & Innovation, Atos

Early 2012 Atos, EMC Corporation and VMware announced a strategic alliance for open Cloud Computing. Additionally, Atos plans to create a new company, Canopy, providing a wide range of Cloud solutions and services designed to speed the delivery and help customers quickly take advantage of the benefits of Cloud Computing. Based on best-of-breed technology from global Cloud Computing industry leaders EMC and VMware, the new offerings will include an open Cloud platform that enables customers to easily and flexibly choose, access and deploy Cloud-based services for their enterprise IT needs. Canopy will enable the transformation of the application landscape of customers and help them capture the value delivered by the Cloud.

Big Data

The term 'Big Data' refers to new ways and methods that are being developed to deal with the data explosion.
For today's enterprises, analysis of internal, structured data alone is no longer sufficient to deliver a competitive edge. Large organizations such as banks need to be able to filter, process and analyze vast amounts of unstructured data from the world wide web, from social media, location-based services, RFID, financial trading, loyalty schemes, telematics, call data records, machine to machine information and others.
The overall goal of Big Data is to generate added value from this data and become a 'data-driven company', making use of the information extracted from the data to take business decisions.

Big Data is leading to a revolution in storage and database software and hardware, according to François Gruau, Senior Vice-President Business Development & Innovation.
"Traditional data and computing models can no longer cope with the amount of data being created," says Bruno Vaffier, Senior Vice-President Innovation Business Development and Strategy, "The successful companies of the future will be those that can provide decision makers with the information they need at the moment they need. We are helping to develop new Big Data solutions that will help our clients stay ahead of the competition", Vaffier adds.

Security

The last few years have seen unprecedented changes in computing and digital communications. Atos believes that the current security and compliance regime is no longer suitable for this new world.
Historically, security has chiefly been defensive and reactive in nature, and has been based on passwords and barriers such as firewalls.
"For the majority of organizations and individuals, passwords are no longer good enough," says Mark Jones, Global Director, Identity, Security & Risk Management.
"Using a password to defend Cloud-based data is simply too risky. Recent events demonstrate that no amount of barriers can keep hackers out."
Atos research has shown that approximately half of all computer breaches involve compromised passwords. "We feel that the business use of biometrics and smart cards has come of age," Jones says. "Smart cards and biometrics have evolved over the years and are now less expensive and more deployable."
Following the integration of Siemens IT Solutions and Services in 2011, Atos now has one of the most comprehensive global security and compliance portfolios, supporting its clients as they address the security challenges and threats of today's digital world.

Hospital Biometrics

Hospitaller Order of St. John of God, a leading Austria hospital wanted to provide protection for sensitive medical data in the context of access to the hospital information system. After full rollout, with the support of Atos, the entire clinical staff – some 3,700 persons in eight hospitals and three nursing facilities – will use their fingerprints for authentication when accessing the central clinical documentation system, the medical charts (including medication), and the digital nursing documentation.

Staying ahead in a fast moving world

Mobile data and social networking are transforming communications and business processes for good. In both these areas, Atos has established a significant competitive advantage.

Jan Krans,
Executive Business Consultant,
Atos Consulting

Thomas Daubigny,
Head of Mobility Solutions, Atos

Mobility

Mobility is a key area of investment for Atos. More than one thousand mobility specialists work for Atos worldwide, and the company has opened two European mobility studios that are dedicated to developing and implementing mobile solutions for the group's customers.
Atos has developed a diverse range of out of the box mobile services (M2M, m-payment, m-loyalty, m-push, m-ticketing, m-store, m-banking,...) to accelerate the time to market to any mobile initiatives worldwide.
In addition to mobilizing enterprise applications (Atos won the SAP's Mobility Showcase Award in November 2011), Atos focus is to take benefit from the user's context where people are, when they are there, and what they are doing – to deliver enriched services that adapt to the situation of the

"There are significant opportunities out there for companies who fully embrace the potential of internal and external social media".

Jan Krans

"Social collaboration will create exciting new ways business technologists interact on every device, anytime, anywhere".

Mischa Van Oijen,
Wellbeing@work team member, Atos

user. This enables organizations to grow market share, improve customer relations and manage their operations more effectively.
"Smart Mobility turns context into direct and sustainable business advantage," explains Thomas Daubigny, Head of Mobility Solutions at Atos. "We help our clients use mobile data to drive new revenue and enhance customer satisfaction."
Atos is already deeply engaged in several contextual mobile programs across markets such as Connected Vehicles, Smart Cities/ Buildings, Smart Shopping and Mobile Health projects on a risk sharing model. More than 300 customers worldwide have now benefited from Atos' know-how in Mobility and from its contextual approach.

Benefits of social collaboration tools for business

In 2011, the use of social networking continued to proliferate around the world. Generation Y became characterized above all by its intense use of social media such as Facebook and Twitter in both their private and professional lives.
As the younger generation join companies and begin to assume management positions, organizations need to respond rapidly to this revolution in communication.
"This is the positive effect of the consumerization of IT. Nowadays, thanks to web 2.0, private individuals have all the means available to communicate and network in a more effective and efficient way than we have as employees. As a result, Atos is bringing these tools to the work environment to reap the same benefits, and factoring in all security issues. This is the double-edged sword which has to be grasped by management to unleash the power of social collaboration within enterprises," explains Jan Krans, Executive Business Consultant at Atos Consulting who will also lead Atos Consulting's global Zero email™ offering.
"For enterprises, the social revolution is impacting brand and service management; those who use social media are tearing down the traditional walls by sharing brand experiences in communities, such as Twitter, Facebook."
Atos is also helping its customers to make use of social collaboration and networking to enhance their business processes, internally but also externally in the Social Customer Relationship Management (Social CRM) area, where social media is rapidly becoming Generation Y's preferred channel for interacting with enterprises and public sector organizations.

+300

customers worldwide have benefited from Atos' know-how in Mobility

To become a Zero email™ Company

In February 2011, Atos announced its groundbreaking ambition to become a Zero email Company™ within three years. Atos aspires to eradicate internal emails, through improved communications and new collaboration and social media tools which are more personal, immediate and cost-effective than email.
Atos believes the current volume of emails people in business send and receive is unsustainable. Managers can spend between 5 and 20 hours a week reading and writing emails. Corporate users may receive as much as 200 mails per day, 18% of which is spam. Since that announcement Atos has worked with industry and internal experts to form a point of view which will guide the strategy it employs to address the problem of email overload for its own workforce.
In 2012, Atos also will launch Zero email™ as a new Global Key Offering to its customers.
"Atos is leading the way in leveraging new social and technological trends, and will be promoting multiple solutions to improve internal communications and collaboration," said Robert Shaw, Atos' Global Program Director for Zero email™.

Changing the games in China, India, Brazil & Russia

World-class IT services are playing a crucial part in the continued growth of Brazil, Russia, India and China. In all these markets, Atos is helping its clients rise to the challenges of economic transformation.

Antoine Garibal,
Vice President Business Development
Atos Worldgrid

Over the course of 2011, the balance of global economic power continued to shift.

While the economies of developed markets in Europe and the US struggled to achieve growth, the giant emerging markets of Brazil, Russia, India and China (BRIC) powered ahead, driven by their growing middle classes, rising domestic demand and foreign investment, and government infrastructure programs.
Atos has established a strong presence in each of these countries. It is accompanying the expansion of its global clients in these markets and is building long-term relationships with the local private and public sectors. This growth agenda is well synchronized with the hosting of the Olympic Games in these countries, for which Atos is the Worldwide IT Partner.

China

In 2011, China continued to evolve progressively from being the world's manufacturing workshop to also being a global hub for research and development centers.
A number of Chinese companies have now emerged as global leaders with ambitions to match. Atos is working to establish successful long-term relationships with these companies, based on the transfer of technology and the sharing of expertise.
In 2011, Atos increased its penetration of the Chinese market by creating specific vehicles with local partners, such as Yunano, the joint venture for ERP services on the Cloud that it created with Ufida, the Chinese leader in management software solutions. In May, Atos Worldgrid formed a joint venture with a leading Chinese telecommunications equipment provider, ZTE, to address the smart energy market, and has since won a smart metering pilot project in the South of China.
"Atos is committed to investing in technology transfer with its Chinese partners, providing the most advanced solutions to the next generation of global leaders," says Antoine Garibal, Vice President Business Development Atos Worldgrid.
With 2,000 staff in Greater China, Atos has built a strong market share in several growing niche markets such as SAP services, card payment transaction services or command and control centers for nuclear power stations.
Atos' growth strategy in China was reinforced by its role as Worldwide IT Partner for the Beijing 2008 Olympic and Paralympic Games, which increased its visibility in the market and helped develop a pool of talents.

India

India forms a critical part of the global business model for Atos and is the home to its largest Global Delivery Centers. Atos India has over 8,500 business technologists who serve the company's global and local clients while leveraging the country's cost advantages and rich talent pool to provide 24/7 expert IT services.
India's industrialized processes and offshore

"Atos' participation as worldwide IT partner for the Rio 2016 Olympic Games also represents a unique opportunity to increase its visibility and presence in the market".

Antoine Garibal

models have transformed the global IT industry. Atos has been in the vanguard of this transformation and continues to expand its platform in India through several long-term contracts with blue chip companies.
Atos is committed to increasing its share in the domestic IT services market. For Antoine Garibal, "With GDP growth expected to be in the 7%- 8% range in the coming years, there are substantial opportunities for Atos to support the Indian government and the private sector as India modernizes its infrastructure, from roads, power and sanitation, to health, banking and e-government."
Following its acquisition of specialized payments processor, Venture Infotek, in 2010, Atos is now the largest third party payment processing company in India. In 2011 Atos established a Future Center in India to provide its global and local customers with industry solutions for tomorrow.

Brazil

In the first year of the administration of President Dilma Rousseff, the Brazilian economy continued to grow moderately.
Atos continues to build on its long-term relationship with its major Brazilian client, Petrobras. The oil giant has large-scale investment plans over the next few years as it explores Brazil's massive offshore oil discoveries, and Atos aims to support the company in its growth and transformation.
Given the central role of Petrobras in the national economy, Atos is well positioned for major growth opportunities with a range of other clients, by leveraging the capabilities of its 3,200 professionals in Central and South America.
Atos' long-standing strength in the Telecommunications and Industry markets has been further deepened through recent new customers and projects.

Russia

The acquisition of Siemens IT Solutions and Services provides Atos with a distinctive footprint, with significant assets and operations within the Russian market. A number of the Group's key clients are keen to increase their business in Russia and seek a trusted partner with local roots to support their local subsidiaries. Atos' outstanding Managed Services capabilities in the region and pool of 800 business technologists are major points of differentiation to tap into this growth potential.
In specialized areas of the economy, such as the country's vast oil and gas industry, there is a high level of interest in innovative IT solutions and products. The Sochi Olympic Winter Games in 2014 will provide Atos with new opportunities to expand in the Russian market.

Using the IT revolution to improve citizen services

2011 was dominated by the European debt crisis. Governments at all levels are under strong pressure to cut spending and reduce deficits. Atos' solutions for the public sector are helping to enable high quality services while reducing capital expenditure.

Ingo Juraske
Head of Public Sector, Healthcare and Transports, Atos

"Governmental IT systems have huge potential to fully exploit the power of state-of-the-art IT systems and services".

As a recognized leader in e-services and Hi-Tech Transactional Services (HTTS), Atos is a long-standing partner of the European public sector.

The Siemens IT Solutions and Services acquisition in 2011 significantly reinforced the scale and scope of Atos' portfolio of service offerings. Across the world, Atos is helping governmental organizations scale back spending, modernize their IT infrastructure and become more citizen-centric.

"Everybody is under severe budget restraints and facing spending reductions," says Ingo Juraske, Head of Public Sector, Healthcare & Transports. "Atos has a high level of expertise and experience in providing solutions that enable the public sector to free up capital expenditure and move spending to operating expenditure. Freeing up cash also enables the public sector to take full advantage of the second IT revolution leveraging Cloud, Big Data, Mobility and Social Media Solutions and Services."

For instance, Atos is implementing Business Process Outsourcing for major social security and health organizations in a range of European countries. In the UK, healthcare professionals employed by Atos Healthcare provide cost-efficient medical services to the Department for Work and Pensions.

Citizen-centric

Atos is also helping governmental organizations transform their IT infrastructure and enable governments to deliver citizen-centric services such as car registration and access to welfare benefits. Thanks to its network of data centers in Europe, Atos can deliver these solutions locally, responding to the data privacy concerns.

"Everywhere, organizations now need to do more with less," Juraske says. "There's a major trend to make public services available on the Internet anywhere, anytime, on any device. Leveraging our public sector blueprints and our experience in Managed Services, HTTS, Consulting and Systems Integration, Atos is partnering with the public sector to modernize the IT landscape to take full advantage of the second IT revolution."

business & technology

Atos powers progress with one aim. Its market expertise and passion for technology are geared to envision and deliver the progress enabled by technology to create a collaborative and sustainable firm of the future for its clients.

12 months of business & technology

During 2011, companies and organizations around the world relied on Atos for its expert solutions and services.

Financial transaction platform

January ABN Amro and Atos Worldline conclude a five-year agreement for the supply and management of a platform to support and process transactions via the iDEAL electronic payment standard in compliance with SEPA requirements for electronic money transfer in Europe.

Data centers for US transport operator

February Atos signs a new five-year deal with FirstGroup, the leading transport operator in North America and the UK. This follows the successful outsourcing of FirstGroup's UK data centers to Atos in 2010.

The electronic payment

March ING and Atos extend their partnership in iDEAL transactional services. ING will use the platform from Atos Worldline to support transactions through the electronic payment standard iDEAL until at least the end of 2014.

Managing European retailer's IT infrastructure and services

April Neckermann, one of Europe's largest mail order companies, extends its IT contract with Atos for a further five years. Atos will continue to manage Neckerman's entire IT infrastructure and services.

In China Atos continues to increase its visibility in the market by transferring state-of-the-art technology.

Joint-venture in China

May Atos Worldgrid forms a joint venture with ZTE, a leading Chinese telecom equipment provider, in order to address the growing smart energy market in China. The joint venture will deliver advanced meter management solutions and other smart grid related IT services to utilities in China. ZTE brings its communication platforms experience and its customer base while Atos Worldgrid provides its unique smart grid solution.

Aeronautics award

June Atos and its partners are awarded "best R&D project in terms of results and impact" in the category 'systems, equipment and software for aeronautics and space' at Aerospace Valley – the world competitiveness cluster for aeronautics, space and embedded systems.

Sustainability rating

June Atos receives the highest rating for its second Corporate Responsibility Report from the Global Reporting Initiative (GRI), the international standard for sustainability reporting.

Acquisition of Siemens IT Solutions and Services

July A new brand, Atos, is created to strengthen market positioning and highlight the Company's commitment to its clients and its corporate values – accountability, trust, operational competitiveness, service to clients, innovation, social wellbeing and excellence. The Atos brand brings together the heritages of Atos Origin and Siemens IT Solutions and Services. It represents the company's vision to create the firm of the future where people, technology and business work together to accelerate progress. It also highlights its commitment to strive to power sustainable progress.

12 months of business & technology

One year before London 2012, Atos confirms its technology plans for the Games are on track and on schedule.

Atos
Worldwide IT Partner

London 2012 Olympic and Paralympic Games

July Atos also extends its current partnership with the International Paralympic Committee (IPC) to include the London 2012 Paralympic Games.

Atos Sphere™ and Adaptive Workplace

August Atos is awarded a new five-year contract for Cloud services with ISS, one of the UK's largest providers of facility services. Atos will manage all of ISS' IT services and infrastructure in the UK.

Atos reinforces its leadership in payments and mobility in Europe

September Atos and French cellular carriers Bouygues Telecom, Orange and SFR launch Buyster, an innovative online payment solution for landlines and mobiles, bringing together their expertise in electronic transactions, secure payments and telecoms. Buyster improves the security of payment transactions over the Internet and provides a payment solution suitable for m-Commerce.

IT system management services for German bank

September BHF-BANK outsources part of its IT system management to Atos. Atos takes over responsibility for the private bank's workplace computers, file and email services as well as its telecommunications and network technology. BHF-Bank employees responsible for these services transfer to Atos.

Atos partners with the leading Chinese Software vendor UFIDA

November Atos and Ufida Software, the Chinese leader in management software solutions in Asia-Pacific, form a new joint venture, Yunano™ to provide innovative Cloud Computing services in Europe the Middle East and Africa (EMEA). The partnership will offer Ufida access into the European market and will support Atos as it expands in the Chinese market.

Transformational partnership

October Kingfisher, Europe's leading home improvement retailer and the third largest in the world, extends its outsourcing and transformational partnership with Atos. For the next four years, Atos will provide desktop services, operational processing, technical administration and software roll out to Kingfisher IT Services in continental Europe.

ECM for defense client

November Atos supports Thales, a world leader in mission-critical solutions for Defense and Security, Aerospace and Transportation, in the worldwide implementation of its unique, global and highly secure Enterprise Content Management platform.

Atos wins the prestigious **'Best CIO blog'** award at the 2011 Computer Weekly Social Media Awards in London.

Optimizing IT infrastructure

December Atos signs a global seven-year contract with Bayer Business Services GmbH, the global competence center of the Bayer Group for IT and business services. Atos will take over full management of the defined IT services from Bayer Business Services from April 2012.

Smart mobility takes off

December Air France KLM chooses Atos to support it in implementing its customer mobile service system. Atos will implement an automated CRM platform to enable Air France KLM passengers to receive real-time information about their flight, for a simpler, smoother journey.

London 2012 Games: embracing the challenge

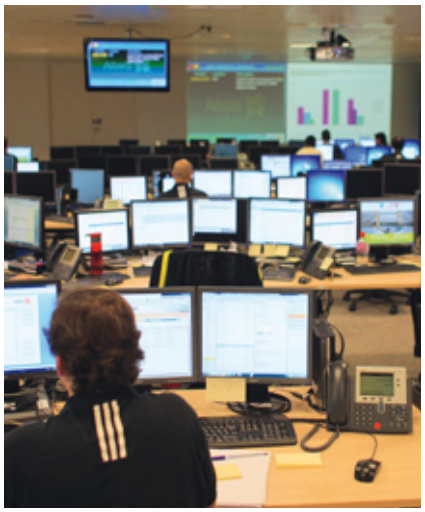
As the Worldwide IT Partner for the Olympic and Paralympic Games, Atos integrates, manages and secures the vast IT system that relays results, events and athlete information to spectators and media around the world.

Three questions to Patrick Adiba, Head of Major Events, Atos

What are the technology challenges for Atos at the London 2012 Games?
Patrick Adiba: The London 2012 Games will be the first Games in the age of hyperconnectivity. We estimate that there will be 8.5 billion devices connected to the Internet – which is more than the world's population! Data will have to be available in real time for all of these new devices and networks, from mobile phones to tablets to social media. Because of this increase in connectivity, we've developed new and innovative approaches to ensure the highest levels of IT security.

How can Atos help to deliver a green London 2012 Games?
Patrick Adiba: Atos has globally recognized expertise in environmental innovation. We are committed to helping the Organizing Committees deploy technological solutions to shrink the Games' carbon footprint. This is happening in many different ways from reducing paper consumption, reducing the amount of hardware and power consumption, and cutting down on travel. At London 2012, we are focused on enabling remote working for media coverage of the Games. That means that less energy will be consumed in London and that broadcasters will cut down on travel and hence reduce their carbon emissions. We've also taken important steps to reduce the consumption of paper, by using an online accreditation system and expanding the coverage of our Commentator Information System which transmits results to the media. It's part of our Atos IT for Green solution. In 2010, the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games awarded Atos a Sustainability Star in recognition of our commitment to contributing to greener Olympic Games.

How will Atos leverage its role at London 2012?
Patrick Adiba: London 2012 will be a showcase for our excellence in people, technology and processes. It's a large-scale, highly complex project, covering many clients, sites and systems, as well as being a multi-supplier project with many varied dependencies. The lessons learned in such a critical and high-pressure environment enable us to improve the quality of our services and improve our capacity to deliver complex projects in other industries and markets. The whole event is highly visible and I believe that Atos can leverage its role as IT partner to highlight to clients its ability to deliver a complex project on time and with a very high quality of service.



4 years: preparing ahead

Atos is currently preparing for the Sochi 2014 Olympic Winter Games in Russia and the Rio 2016 Olympic Summer Games in Brazil.

Technology for the London 2012 Games

Volunteer Portal: facilitated London 2012 to recruit up to enabled people to apply for up to 70,000 volunteer roles during Games time.
Technology Lab: tests all the technology for the Games with more than 200,000 hours of testing.
Equipment Deployment Centre: configures and distributes to the venues thousands of computers, servers, network and security devices.
myInfo+: available for the very first time at London 2012, the new Internet application will enable accredited media, sports officials and athletes to access information on competition schedules, medal ranking tables, transport news and sports records via their laptops.
Commentator Information System: remotely available for all Olympic sports for the first time at London 2012 and for the first time for 5 Paralympic sports. It displays results on touch-screen PCs in less than 0.3 seconds at venue broadcast sites, providing broadcasters with the results before they hear the roar of the crowd.

For all the media in the world

The Atos contract with the International Olympic Committee is the world's largest sports-related IT contract. In its role as lead integrator, project manager and IT operations manager, Atos is ultimately responsible for the entire IT infrastructure of the Games. The challenge for Atos is to create an IT solution that allows the capture and reporting of every moment of the action and instantly to bring it to the world. For the London 2012 Games, Atos expects to process 30% more results data than at the Beijing 2008 Summer Games, ensuring the world's media meets the increasing demand of fans for live information as it happens.

Technology for the Paralympic Movement
Atos has also been a key technology provider for the Paralympic Movement since 2002, and its contract with the International Paralympic Committee (IPC) as Worldwide Information Technology Partner was extended in 2011 to cover the London 2012 Paralympic Games. As part of this agreement, Atos has designed, built and is now running the IPC's new website (www.paralympic.org) to help the Paralympic Movement promote Paralympic sports, athletes and news to a global audience. This latest contract fits well with Atos' ambitions to create a durable legacy of innovative and sustainable solutions that broaden everyone's access to the IT revolution.

Atos is responsible for:

200,000
Running 200,000 hours of testing in order to simulate every possible outcome

200,000
Issuing 200,000 accreditations

3,500
Managing technology specialists

9,500
computers

900
servers

The culture of innovation

Innovation lies at the core of Atos business strategy.

The company has organized itself so that it can think one step ahead and anticipate coming technology challenges to help its clients to reinvent their growth models.

Technology that will shape the future of business

Atos has implemented a range of initiatives to help, support and grow its clients' businesses as the global economy emerges from its crisis.

Journey 2014 and beyond

The company's scientific community is a close network of 90 leading business technologists, representing a mix of all skills and backgrounds, whose mission is to help Atos prepare for upcoming technology disruptions and challenges. By sharing this vision with its customers and investing in the related findings, Atos intends to help its clients make critical choices regarding the future of their business solutions.

In 2011, after two years of research, the Scientific Community published Journey 2014, an extensive document that provides a clear picture of future technology trends, and practical tips on how businesses can use technology to grow and transform.
Building on this achievement, the Scientific Community has worked with Atos' clients to develop proofs of concept in the key areas that will transform the IT industry, as identified in Ascent Journey 2014.

90

leading business technologists are part of the Scientific Community

To date, more than 10 proofs of concept have been implemented, for example, in the domains of Smart Mobility, Cloud Orchestration, Social Network Analysis, Business Process Modeling, Identity Management, and Smart Metering.

During 2011, the Scientific Community also focused its attention on designing the Future Center in India. This will showcase these proofs of concept and technology innovations so that Atos can present its vision to customers, partners and staff. The Future Center is considered key to supporting an open innovation culture within Atos.
The Scientific Community has now begun to build Journey 2016, a further development of its vision for the future that will identify the

zero email

Atos' Scientific Community has played a visionary role towards achieving the company's ambition to be a Zero email™ organization by the end of 2013. The Community contributed extensively to pilot projects which identified collaboration technologies, social community platforms and increased the use of tools such as Office Communicator (OCS), Atos Wiki and Livemeeting as ways to address this ambition. The Scientific Community's White Paper entitled "The Zero email Company™" describes the email problem and suggests technology options available to organizations who wish to address the inbox overload experienced by their employees.

technology challenges and new business opportunities of the next five years.

Finding future talent

Members of the Scientific Community also play an important role as mentors in the Atos IT Challenge. This is a new competition to encourage the next generation of IT talents from 25 universities across France, Germany, India, Netherlands, Spain, and the UK. The theme for the first Atos IT Challenge is smart mobility – an area where Atos has led the market with a series of mobile user solutions. The IT Challenge calls for a new, innovative and useful technology that can be used anywhere, anytime and on any device to add value to a business or an individual. Over 75 innovative ideas were submitted, of which 15 will go through to the final in 2012. Prizes include invitations to the London 2012 Olympic Games and industrial implementation of the winning idea.

Supporting client innovation

Working together with its customers and partners, Atos continues to pursue its approach to open innovation. Published since 2008, Ascent Look Out supports the company's vision of how technology and new technologies can power progress for business. Customer innovation workshops and joint proofs of concept provide successful methods for Atos to help its customers to progress in product and services innovation.

Commitment to innovation

There is no doubt that the acquisition of Siemens IT Solutions and Services in 2011 and the establishment of Atos' strategic partnership with Siemens reinforced the commitment of Atos to invest in innovation to the benefit of its customers. As part of the deal, the two companies agreed to allocate a combined sum of €100 million towards Research & Development over the next three years, to speed up innovative offerings and jointly develop distinctive new IT products and solutions in areas such as mobility, energy, and manufacturing etc.

By the end of 2011, seven projects had been submitted to the joint investment committee of Atos and Siemens, including a communications platform for the remote capture of data and solutions for electric car and railway maintenance.

25
universities

75
innovative ideas

Atos acquired BlueKiwi

bluekiwi

On April, 3rd.2012 Atos acquired BlueKiwi to strengthen its position on the Enterprise Social Network market.
BlueKiwi is a Leading European Enterprise Social Software company, with already numerous prestigious clients in various industries and hundreds of thousands of users, and is the fastest growing social business company in Europe.
Gartner's analysts have recognized BlueKiwi as a visionary company consistently since 2007.
BlueKiwi's solution is an innovative ESN application, enabling organizations to engage with their employees, partners and customers to increase business performance and collaboration. This solution is already delivered in the SaaS mode.
It is a new technology brick in Atos' portfolio, and its products and solutions will be reinforced to ensure the best compatibility with Atos SaaS, PaaS, Cloud and Zero email™ ambitions.

Thought Leadership from Atos

The technology and business landscape has been changing at an unprecedented speed and, as one of the world's leading IT companies, we have the responsibility to think one step ahead, to anticipate coming business and technology challenges, and work with our clients to reinvent their growth models in the post-crisis economic environment. There has never been a better time to see how technology's possibilities can power progress for your business. As business technologists we can provide that vision – a vision that we deliver through our commitment to innovation.
Our vision of how technology's new possibilities can power progress for your business is supported by two recent publications: *Ascent Journey 2014* and *Ascent Look Out*.

Ascent Journey 2014

Simplicity with Control is a compilation of the extensive research conducted by the Atos Scientific Community over the past two years. It provides a clear and thorough picture of the technology trends that will shape our future and Atos' vision on the technology that will shape business through to 2014.
http://atos.net

Ascent Look Out Trends 2012+

This trend report supports our vision of how technology's new possibilities can power progress for our clients' business. No hype, no hidden agenda, just facts and analysis presented in a clear format, giving an at-a-glance summary of emerging trends, obstacles and opportunities. Organized by market, Ascent Look Out helps our client to create the Firm of the Future.
http://ascentlookout.atos.net

people & organization

Atos clients benefit from an experienced team of business technologists around the globe. Atos business technologists have a profound knowledge of both business and engineering. These experts have the experience and know-how to deliver end-to-end blueprints that can consistently stimulate client growth and profitability.

Talent management

With more than 74,000 business technologists working in 48 countries, Atos sees itself as a people company. In order to grow its business, the company continues to invest in employees' expertise development. The company's goal is to empower each and every one of its business technologists to make the most of their career at Atos.

"We must be attentive to the performance of each employee and their potential. Our combined talents, from experts to managers, have all the ingredients we need to shape the future of Atos. We are therefore committed to providing everyone with the opportunity to progress through promotions or new positions.

Marc Meyer,
Head of Talents & Communications

Thanks to the expanded size and diversity of its new business profile, Atos can provide ample career opportunities to its employees.

To help its customers innovate and acquire a competitive advantage, Atos invests continuously in the expertise and skills of its people. Talents development, attraction and retention are all top priorities for the company.
For Atos, Talents are high performers who make things happen. They have the potential to help shape the future of Atos. There are three Group development programs offered to Talents: the Juniors Group for dynamic high performing young professionals at the beginning of their career from all over Atos, Executive Coaching and the Gold in partnership with the Global Talents Development Program. In cooperation with leading business school HEC in Paris, the Gold program aims to develop future "best-in-class" leaders of Atos and create ambassadors for the company's values. It provides a unique opportunity to network with Talents from across the world of Atos.

Nurturing high performers

Talents also have the opportunity to participate in global strategic programs such as the TOP² (Total Operational Performance) initiative, which now encompasses former Siemens IT Solutions and Services staff under the new name of TOP². The program focuses mainly on cost optimization, lean management and offshore data centers to ensure effective integration within the new Atos.
The eXpand program was launched in September 2011 with the mission to achieve "best in class" sales practices by 2013 and create a sustainable and growing revenue. The program focuses on increasing order entries. Ten initiatives were launched for Atos' selling community in 2011, ranging from portfolio positioning and product-market strategy to sales performance management and talent management.

On-going learning

At the same time, all of the company's employees can improve their learning and career opportunities by taking advantage of Atos' on-going professional education programs.

Thanks to the On Demand eLearning programs, employees can access hundreds of courses on management and business skills, anytime and anywhere. And the Atos University Academies train employees around the world in crucial skills and competencies, complementing their on the job training.

LUCY CAO,
Project Director,
Atos Worldline, China

Since joining the company in 1997, I have participated in a range of leadership programs at Atos. These prepared me for increased management responsibility along my career path. I'm also a keen participant in online e-learning courses to enhance my technical skills in my specialist area of project management and delivery management. In addition, I have been able to grow my expertise through working in operational management roles at two Olympic Games (Athens 2004; Beijing 2008) and at the first Youth Olympic Games (YOG) in Singapore in 2010.

DEREK PALME,
Director of Service Delivery Management, Managed Services, Germany

I joined Atos as part of the Siemens IT Solutions and Services acquisition. There are 36 people in my GOLD group, spanning the globe from all continents. I have just returned from my second module where we were put in the business cockpit, taking the driver's seat to confront the difficult challenges of leading a service business from a CEO perspective in an international context. Around half of the group are former Siemens people. What binds the entire group is that we want to lead change to further develop Atos as the European leader in IT services.

Wellbeing@work

The Wellbeing@work initiative will underpin ongoing transformation at Atos and build an environment where people really enjoy working together to achieve the best results.

Philippe Mareine,
General Secretary
"More than 150 employees from all Atos geographies are actively involved in the Wellbeing@work community. Their overriding objectives are to build a great place to work together and a solid foundation for a sustainable Firm of the Future,"

Jean-Marie Simon,
Head of Human Resources
"In October 2011, Atos launched a web-based tool (www.atoswellbeing.com) to help improve the work-life balance. 30,000 employees from 8 global business units have already filled out the questionnaire, with 82% of respondents rating the work/ life balance at Atos to be good overall".

In 2011, more than 30,000 employees have been participating to the Great Place to Work challenge.

Following the launch of the new Atos in 2011, the company's internal change program, Wellbeing@work, has played a key role in supporting and accelerating the transition of the new company into One Atos.

In essence, Wellbeing@work aims to create the right environment for personal development and to attract and nurture talent. By introducing new technologies and new ways of working that enable collaboration across borders and business units, the aim is to achieve a healthy work/life balance and for Atos to be recognized as one of the best companies to work for.

A great place to work

Atos ambition is to be recognized as a best workplace in the geographies where it operates. In 2011, more than 30,000 employees have been participating to the Great Place to Work challenge.
Significant progress was made in 2011 in the implementation of new collaborative tools and technologies such as Remote Working. Following active promotion around the Atos world of the advantages of increased usage of Office Communicator (OCS)/Live Meeting, by the end of 2011 there were 54,000 active users of OCS, who can now work from home on certain days of the week.
Recognizing and rewarding the achievements of its employees forms another major plank of Atos' Wellbeing@work program. In 2011, the Atos Accolade program of employee awards was implemented in five countries and business units.
Rollout of the company's Health@work initiative continued in 2011. This innovative initiative aims to get the most from the Atos workforce by taking care of both the psychological and physical health of Atos' people. In 2011, Atos appointed Health Case Managers (HCM) in the Netherlands to support employees in getting back to work following sickness absence. This resulted in a 2.5% decrease in long-term absenteeism.

Concept Atos Campus

The unique Atos Campus in Bezons, France, caters specifically for the existing Atos workforce and for the next generation of business technologists. Many of the wellbeing design and layout concepts of this Campus were incorporated during 2011 into a Campus Pack to create a template for how other Atos offices and sites will operate throughout the world in the future. At the end of 2011, the new Atos Campus in Pune, India, implemented nearly 90% of the Campus Pack ideas for best practices at work.

BIJIT MAZUMDER,
Director Hi-Tech Transactional Services UK & Ireland & Global Wellbeing@work Council Chairman

The Wellbeing@work Council brings together 35 very talented and motivated people from around the globe who are keen to make a positive difference to the way we and our clients work. The Council is not just a think tank for new ideas, we are ambassadors of Wellbeing@work that actively support the design and roll-out of local and global initiatives. Following its inception in 2010, the Council has made significant contributions to key programs such as Zero email™ and remain focused on achieving our ambition to be recognized as one of the best companies to work for.

"The Wellbeing@work initiative is designed as a catalyst for the group transformation. It demonstrates that employees and talents continue to be a top strategic priority for Atos".

THOMAS LE PIVAING,
Service Architect, France

I'm the contact person in France for Wellbeing@work. We are introducing new ways of working to improve the lives of our co-workers at Atos and to participate in the transformation of the Group. One of our ambitions is to use new communications tools to make the company more global, creating virtual communities around common topics and between teams who work remotely. For 2012, we are really focused on the rollout of global and local initiatives to answer best at employees' expectations.

"Our ambition for 2012 is to deliver tangible local and global initiatives for employees".

The pursuit of excellence

For Atos, operational excellence provides a sustainable competitive advantage both for its position in the IT services market and for its industrial and public sector clients around the world.

Atos' ambition is to be recognized as a world leader in providing innovative IT solutions to help its clients become more sustainable Firms of the Future.

To achieve this, the company is determined to embed sustainable operational excellence into its own operations and practices. At the same time, Atos provides fit for purpose solutions and toolkits that can transform a business into a sustainable, collaborative and adaptive organization. These solutions support both profit and sustainability by controlling costs, improving performance and cutting environmental impact.

"Atos is determined to embed sustainable operational excellence into its own operations and practices"

Birgitta Brys,
IT Service Performance Control,
Atos Worldline, Belgium

Key to its success in this area are the strategic partnerships Atos has with companies such as SAP and Siemens who are world leaders when it comes to sustainable business solutions.

Fit for purpose solutions in 2011

Smart Grid

Smart grid and smart meter technologies are part of the transformation towards a more sustainable future. Atos Worldgrid is a world leader in Smart Energy and designed, developed and delivered the Linky information system in 2011 for the world's first smart metering project.

HTTS and Smart Mobility

In 2011, Atos worked to deliver Connected Car solutions for new cars for leading European car makers. With innovation partner Siemens, Atos developed joint solutions for road-tooling and car sharing.

Green IT

Atos works in partnership with its clients to sustainably manage their IT infrastructure. In 2011, it successfully helped HM Revenue and Customs in the UK to achieve the government's 10% reduction in carbon emissions target.

Carbon-neutral data centers

In 2011 Atos became the first global IT services company to offer carbon-neutral data centers. During the year, 25 data centers were targeted by its carbon audit program. Atos is also developing a new generation of eco-efficient data center.

Sustaining Atos' competitiveness

Atos continues to apply Lean Management principles to enable the company to leverage the skills and creativity of its employees to pursue three main goals: improve the satisfaction of clients, increase efficiency and increase the motivation of teams.
In 2011 Lean Management played a key role in the acquisition of Siemens IT Solutions and Services by standardizing work methods and encouraging a deep understanding of the values of the new company by all employees. Atos will continue to deploy Lean Management with a focus in 2012 on the post-merger integration with Siemens IT Solutions and Services. The ambition is to place a further 9,000 employees under Lean Management practices by the end of 2012.

"Operational excellence means achieving our service commitments every day".

BIRGITTA BRYS,
IT Service Performance Control, Atos Worldline, Belgium

Operational excellence is my daily job. I'm responsible for the infrastructure for payment services in Belgium and for service performance in the IT department. At Atos Worldline it's critical that we keep to the service levels in the agreements we have with our clients. It's not only about having robust infrastructure, it's also about the people behind them – the human factor is very important in achieving operational excellence. Our people have to be able to react correctly.

MARTIN KÖRBER,
Senior Project & Transition Manager, Managed Services, Germany

Operational excellence means striving for cost competitiveness while ensuring quality, or increasing quality at fixed costs. It starts with cost awareness and the capability to identify and apply the most efficient ways of working. This is essential for the success of transitions and transformations, which is my area. It is essential to facilitate a mindset that is open to change, increase teamwork and create a work environment where people are motivated and committed to deliver quality on time and on budget."

"Operational competitiveness will be enhanced thanks to the projects of the TOP² program and Lean initiative."

First-hand experience at the Olympic and Paralympic Games

Atos brings unparalleled international experience to the challenges of the London 2012 Games. Sharing know-how and transferring knowledge form the foundations of its long-standing partnership with the IOC.

The Atos team for the London 2012 Games is composed of local business technologists from Atos UK, volunteers from across Atos and international experts from the Atos Major Events Unit, which over the years has accumulated invaluable know-how through its involvement with the world's largest sporting events as well as other large-scale events.

Michèle Hyron,
Chief Integrator for the London 2012 Olympic and Paralympic Games, Atos

"The Olympic Games are delivered and executed under the eyes of the world and there can be no delays!"

It is the sharing and transfer of this knowledge that is the secret to the success of Atos as Worldwide IT Partner for the International Olympic Committee (IOC). Thanks to the experience of employees in major events such as the Beijing 2008 Olympic Games, the Vancouver 2010 Olympic Games and the Singapore 2010 Youth Olympic Games, Atos can draw on unrivaled specialist expertise from around the world in this highly demanding area.

350 business technologists

During the course of 2011, leading business technologists from the Major Events Unit and from Atos UK worked intensively together on preparations for the London 2012 Olympic and Paralympic Games.
In October, Michèle Hyron, the Atos Chief Integrator for the London 2012 Olympic Games, was present at the opening of the Technology Operations Center for the Games. During Games time, the Technology Operations Center will operate at full capacity with a total of about 350 business technologists from Atos covering 140 positions, to manage and monitor 24/7 the technology infrastructure and systems for the event.
"Unlike other IT projects, the Olympic Games are delivered and executed under the eyes of the world and there can be no delays," Michèle says. "The pressure on us is intensifying all the time. But the Atos team in London is performing to the highest level in the most demanding and complex of environments."

London mobilization

To bring the Olympic Games experience even closer to employees, Atos also runs an Internal Volunteer Program at every Olympic Games. Open to all employees, selected volunteers are trained and located at competition venues as hosts and guides, and at the Technical Operations Center performing real operational IT roles. "For our employees, this is a once-in-a-lifetime opportunity to experience the Olympic Games. Each volunteer knows that they contribute to the success of thousands of athletes, millions of spectators, and billions of viewers," Michèle says. "Joining such a complex, demanding but also rewarding project provides Atos employees with chances to meet and work with other highly talented and knowledgeable specialists from all over the world in wide-ranging fields," she adds. In addition to the 350 or so Atos business technologists who will be deployed in London, Atos will also act as the integrator for 3,500 people at London 2012. This will include representatives of other Top Partners, local partners and the volunteers of LOCOG, the London 2012 Organizing Committee of the Olympic and Paralympic Games.All told, it's a massive human and operational challenge that Atos is uniquely positioned to take on, in 2012 and beyond.

“There’s now really an air of anticipation as this global event comes together”.
Michèle Hyron

Shareholder information

Atos 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 SA is the only listed company in the Group.

Trading information (EURONEXT)

Number of shares:	83,566,768
Sector classification:	Information Technology
Main index:	CAC AllShares
Other indices:	CAC IT, CAC IT20, CAC Next20, Euronext 100, SBF120
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		

The Euronext sector classification is as follows:

Euronext: sector classification Industry Classification Benchmark (ICB)
9000 AEX Technology
9530 AEX Software and Computer services
9533 Computer Services

FINANCIAL CALENDAR

• 25th April 2012	First Quarter revenue 2012
• 30th May 2012	Annual General Meeting
• 27th July 2012	2012 Half-year results
• 25th October 2012	Third Quarter revenue 2012

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Institutional investors, financial analysts and individual shareholders may obtain information from Gilles Arditti (gilles.arditti@atos.net) +33 (0) 173 26 00 66. Requests for information can also be sent by email to investors@atos.net.

Shareholder breakdown

The free-float of the Group shares exclude stakes exceeding 5% of the issued capital of the Group, namely the two main shareholders, Financière Daunou 17 (PAI Partners) owning 21.4% of the Group share capital on 31 December 2011, and Siemens owning 14.9% of the capital. Any other shareholder owns or disclosed to own more than 5% of the issued capital of the Group. Stakes owned by the employees and the management are excluded from the free float.

As of 31 December 2011	**Shares**	**% of capital**	**% of voting rights**	**Nominal value** (in EUR)	**Book value** (in EUR)
Treasury stock	202,370	0.2%	0.2%	202,370	6,986,461
Financière Daunou 17	17,855,541	21.4%	21.4%	17,855,541	
Siemens	12,483,153	14.9%	14.9%	12,483,153	
Board of Directors	15,640	0.0%	0.0%	15,640	
Employees	1,820,548	2.2%	2.2%	1,820,548	
Free float	51,189,516	61.3%	61.3%	51,189,516	
Total	**83,566,768**	**100%**	**100%**	**83,566,768**	

Dividend policy

During its meeting held on 22 February 2012, the Board of Directors decided to propose at the next Annual General Meeting of Shareholders, a dividend in 2012 on the 2011 results of € 0.50 per share. During the past three fiscal periods, Atos Origin has paid the following dividends:

Fiscal period	**Dividend paid per share** (in EUR)
2010	€ 0.50
2009	-
2008	-

Atos' share performance in comparison with indices (base index 100)

While the French reference index, the CAC 40 declined by -17 per cent in 2011, Atos stock price recorded a -15 per cent decline in line with the technological sector (DJ EuroStoxx Techno).

In the US, indices performed better, with for example Nasdaq which declined -1.8 percent only during 2011, the first annual loss since 2008. The Dow Jones, meanwhile, gained +5.5 percent. In this context, after the 2010 stabilization year for listed companies in Europe, 2011 was tougher with poor performance and high volatility. Atos outperformed the market, the gap having particularly increased following the completion of the deal with Siemens and then, the presentation of the new Group profile during the investor day held in October, showing the trust of investors in the management's ability to meet its upcoming challenges.

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Atos