



ATOS ORIGIN IN INSURANCE >>

A winning formula for your business

INTRODUCTION

Atos Origin's strategy is based on a well-balanced mix of service offerings which demonstrate our in-depth understanding of market issues and solutions to address strategies, people, products, processes and operating infrastructure challenges. We work with the leading insurers to help them evolve, differentiate and face up to the challenges of today's uncertain world.

A man in a dark suit is leaning over a railing, looking down at a patterned floor with skylights. The floor has a repeating geometric pattern of stars and leaves. The skylights are rectangular and set into the floor. The man's right arm is extended, resting on the railing. The background shows a blue sky and a cityscape.

**KNOW YOUR BUSINESS
SHARE THE RISK
DELIVER BENEFITS »»**



Atos Origin is a successful, Global IT Services and Consulting business, with 50,000 employees operating in 40 countries. As Worldwide IT Partner for the International Olympic Committee we are renowned for mission critical delivery.

Over 20% of Atos Origin's business is in the Financial Services market, where we have become the power behind optimisation in some of the household names in the sector:

- > Driving benefit delivery in mergers with Resolution Plc
- > Running the technology behind some of the leading financial exchanges in Europe, including LIFFE, LCH and Euronext
- > Delivering IT services for major institutions such as Achmea, BNPP, Dresdner Kleinwort and Standard Chartered
- > Being the number one player in payments in Europe with clients such as ING and Deutsche Bank.

Atos Origin's business model is based on a well-balanced mix of service offerings which demonstrate our in-depth understanding of market issues and solutions to address strategies, people, products, processes and operating infrastructure challenges, delivered by a team of Financial Services professionals.

Insurance is a strategic focus of Atos Origin's business, where we bring a fresh and independent perspective, founded on award winning delivery. We work with the leading insurers to help them evolve, differentiate and face up to the challenges of today's uncertain world.

Our insurance clients say that our strongest differentiator is our approach, consistently identifying three key themes about how we work:

1. We are specialists and understand your industry and its challenges
2. We take time to identify compelling benefits and put these at the heart of our relationships in concrete business terms
3. We are relationship focused and have demonstrated commitment, sharing risk with true accountability.

Our capability is industry leading, but ultimately what defines Atos Origin is our people; how they work, their credentials and what they stand for.

This is what sets us apart in our market and is what you will see when you start to get to know us more.

WHAT OUR CLIENTS SAY



NFU Mutual

"The choice of Atos Origin was made not only because of its ability to provide the required expertise and levels of service, but also its close fit with our culture and its commitment to the welfare and development of employees. We look forward to developing our business with the help of Atos Origin in coming years."

William Schouten, Corporate Services Director, NFU Mutual



"LV= selected Atos Origin as its IT Partner because of the confidence, culture and experience they demonstrated; I was very pleased that a flawless Transition of a complex legacy infrastructure was completed as planned, with no disruption to the business; Atos Origin now delivers back to LV= a greatly improved IT service, to very high standards and at reduced cost."

Richard Rowney, Chief Operating Officer, LV=



"This outsourcing of ICT (to Atos Origin) will allow us to respond more rapidly to the changing demands of our customers. Outsourcing these activities will also guarantee the continuity, stability and reliability of Achmea's production processes."

Paul Piebinga, Achmea Group IT Services Manager



"Atos Origin worked pro-actively, as part of our team, to help us achieve our business goals. They deployed the right people, at the right places, at the right time, with the right skills and they did the job. So far, together, we're being very successful."

Brendan Meehan, Group Chief Operating Officer, Resolution Plc



ADVANCING IN A CHANGING LANDSCAPE

THE UK INSURANCE MARKET IS GOING THROUGH CHANGES WHICH ARE RE-SHAPING THE INDUSTRY. THE MAIN DRIVERS OF THESE ARE:

Strategy and innovation

From mergers and acquisitions and overseas investment; through competition from non-traditional providers, products and insurance centres; to partner based business models in the context of long-term viability and market positioning.

Customer and distribution

Seeking out profitable distribution, customer retention and multi-channel servicing in the context of rising customer expectations, reducing loyalty and disintermediation.

Technology and operational transformation

Combining cost efficiency, creation of agile operations and technology, and exploitation of outsourcing in the context of economic uncertainty, softening of premiums, and the need to deliver transformational business change, often with large scale legacy technology.

Regulation and compliance

From financial crime and security, through Solvency II to the Retail Distribution Review (RDR) and London Market reform in the context of a growing climate of corporate risk aversion and customer nervousness from the broader challenges in the financial markets.

Depending upon where you are in the world of insurance, these four drivers are forcing very different pressures and subsequent reactions.

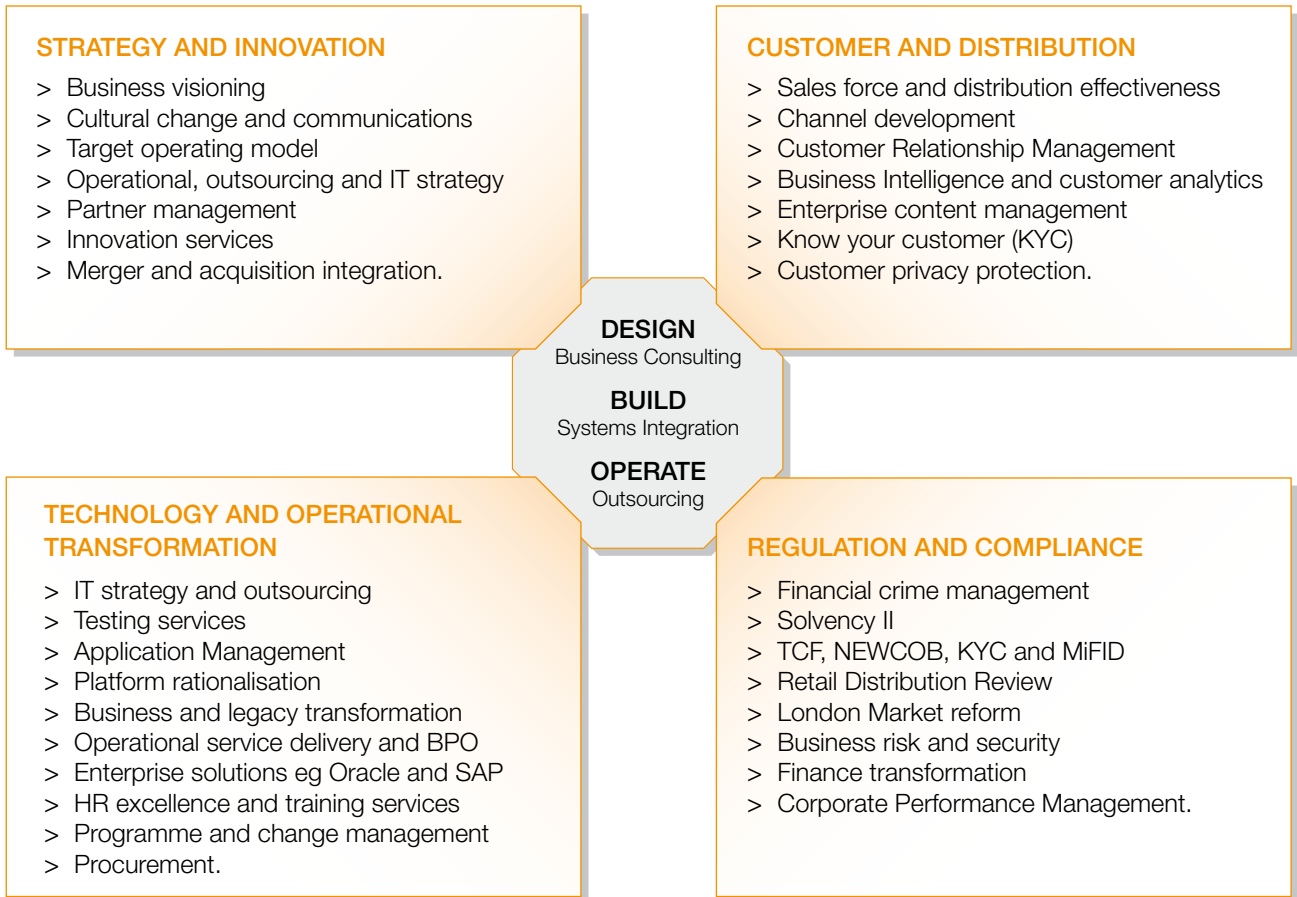
Atos Origin's strategy is to ensure adaptability as the scale and pace of the market drivers evolve. Being a partner of change we turn vision into results. Our core strengths, bringing together our Global Consulting, Systems Integration and Managed Operation capabilities, harnessed with our appetite for benefit delivery, are brought to bear on specific industry challenges.





Our insurance business solutions

We have developed specific solutions, leveraging our design, build and operate capabilities for each of the major areas in Insurance life and pensions, general insurance, commercial insurance and reinsurance.



Our global insurance clients

Atos Origin delivers consultancy, systems integration and managed operations to a wide range of clients in the Insurance market. Below is a sample of some of the clients we have engaged with.



LIFE AND PENSIONS

THE DEMOGRAPHIC AND ECONOMIC EFFECTS OF AN AGEING POPULATION, LOOKING FOR LONG-TERM SAVINGS, CARE AND PENSIONS MAKE THIS A MARKET WITH MANY ATTRACTIONS.

Capturing this, however, is not always easy. Many existing players continue to wrestle with legacy investments in systems and processes whilst trying to create profitable new world developments in distribution such as Self Invested Personal Premiums (SIPPs), Wraps and an edge in the strong IFA market.

The competitive landscape remains strong, with the looming presence of substitute providers such as asset managers and personal accounts, acquirers in the form of specialist consolidators, overseas buyers and commissions in new business.

To advance business performance and win in the long-term insurers continue to seek cost reduction together with agility in operations and distribution. These changes require realistic solutions. Atos Origin has delivered these to clients, creating real value in areas such as:

- > Business, operational and technology strategy through to implementation
- > Distribution and channel effectiveness
- > Legacy strategy and technology transformation
- > Outsourcing
- > HR excellence
- > Programme and change management
- > Financial crime management
- > Solvency II.





Strategy and innovation

Atos Origin focuses on providing practical help to key challenges facing the industry, based on deep industry and solution experience in areas such as:

- > Business visioning and cultural change
- > Target operating model design, including operational, outsourcing and IT strategy
- > Innovation services using our SEE methodology (Solution Engineering Environment)
- > Merger and acquisition integration.

CASE STUDY: RESOLUTION LIFE

Strategy and target operating model development

Resolution Life became the leading UK consolidator of closed life funds through pursuing a growth strategy of acquisitions and a merger with Britannic Group.

Resolution Life selected Atos Consulting as its operational and implementation partner. We provided the expertise needed to help manage and achieve a co-ordinated programme of due diligence and acquisitions, providing the skills and resources to address the complex challenges of integration.

Furthermore we supported the design and implementation of Resolution Life's future operating model, including outsourcing arrangements.

The quality of this work was recognised through the Management Consultancies Association (MCA) Award of Best Business Strategy in the Private Sector.

Technology transformation

Technology lies at the heart of both creating value from legacy investments and building the new world.

Atos Origin focuses on tangible benefit delivery in this complex environment through solutions including:

- > Enterprise Architecture
- > IT strategy
- > IT function benchmarking and IT transformation
- > Application Management and legacy transformation
- > Platform rationalisation
- > IT outsourcing
- > Solution software engineering
- > Testing services.

CASE STUDY: NATIONAL FARMERS UNION MUTUAL IT outsourcing

Atos Origin took ownership responsibility for all of NFU Mutual's (NFUM) IT infrastructure and partial IT customer services. The ten year outsourcing project included a successful 80 staff TUPE transfer and will transform their users' experience of IT Services against a clear set of targets. The plan has delivered over 25% cost reduction.

The deal includes a further commitment to transform the NFUM IT estate, virtualising server and storage, moving core processing to Atos Origin shared services facility, and driving a common desktop standard out to staff and agents across the UK.

GENERAL INSURANCE

AFTER A NUMBER OF YEARS OF HEALTHY PROFITS, INSURERS WORLDWIDE ARE BEING IMPACTED BY A SOFT PRICING LANDSCAPE.

Customer loyalty is proving ever more challenging to retain, whilst the growth of new distributors and dis-intermediation through price comparison web-sites are putting further pressures on profitability.

When added to the uncertainties of climate change on claims and underwriting, increasing sophistication in the perpetrators of fraud and customer concerns over security and data loss, general insurance is an increasingly pressured marketplace.

Atos Origin has combined its deep knowledge of the industry, with the technology products and services it offers, to provide solutions that deliver real client value in the context of these challenges. We are focused on:

- > Improving insight and relationships with customers
- > Driving back-office efficiencies in the context of increasing regulation
- > Transforming IT performance through outsourcing and platform redevelopment.





Regulation and compliance

The risks of customer data loss, fraud, terrorism financing and money laundering are currently at the forefront of regulator, customer and media attention. Compounded with other regulatory changes the industry is increasingly finding that compliance programmes are demanding a high proportion of management attention and resources.

Atos Origin combines the strength in security and information risk, experience gained in roles such as IT partner for the International Olympic Committee, with a dedicated business risk and compliance practice. Focusing on operational implementation in areas such as financial crime management, Treating Customers Fairly (TCF), MiFID, NewCob, Know Your Customer (KYC), Solvency II, SEPA and London Market reform.

CASE STUDY: GLOBAL GENERAL INSURER

Security and information risk

Following a period of acquisitive growth, globalisation and outsourcing, the client identified the need for greater consistency from an IT risk and security perspective.

Atos Origin applied its security consulting strategy method, known as 'Columbus' to:

- > Develop a global security and information risk management approach which combined consistency with appropriate flexibility
- > Align areas of potential exposure with associated business impacts and investment cases
- > Create a clear and justifiable remediation roadmap.

Technology transformation

Pressures on margins, a shortening of the insurance cycle and growth in new distributors have led general insurers to be particularly demanding in cost effective and agility technology provision.

Our work with LV= is a good example of how Atos Origin has honed its technology solution set to the needs of a rapidly growing player in this market.

CASE STUDY: LIVERPOOL VICTORIA (LV=)

Transformational IT outsourcing

LV= was facing a number of IT challenges that were constraining its business strategy:

- > An ageing legacy mainframe system, costly to maintain
- > A need to adapt IT to suit changing business requirements
- > The makings of a transformation plan that needed assurance and certainty of delivery
- > Desire to give business units visibility of IT costs.

Atos Origin took over the running and maintenance of their legacy IT infrastructure as well as the management of their applications development. The deal involved a rapid transition of three months and the delivery of improved response times. This is now allowing increased business operations, faster quotes and swifter case reconciliation by customer service representatives as well as the normal benefits of IT outsourcing.

COMMERCIAL INSURANCE AND REINSURANCE

PAPER-BASED PROCESSES AND OTHER INEFFICIENT PRACTICES THAT THE LARGE COMMERCIAL RISK AND REINSURANCE INDUSTRY USE IS THE FOCUS OF INCREASING REFORM.

Increased global competition, the increasing requirement to maximise capital return, regulatory pressure and the possibility of competition from banks have all conspired to create an environment where change is an imperative for future success. The last few years have seen all constituents of the industry face up to the challenges and begin the process of transformation:

- > The European reinsurance industry, faced with the possibility of competition from investment banking, is beginning to recognise the significance of insurance linked securities.
- > Insurers in London face competition from other insurance centres, demands from principle distribution channels for greater efficiency and increased levels of maturity in other geographies across major product segments. Due to these challenges there is a need for improved levels of efficiency and customer service, through the use of standards and the reform of its centralised processes.
- > Other centres are looking to build regional insurance hubs, writing business on a global basis and taking advantage of lower cost, modern operations to build market share.
- > Brokers, challenged by regulatory and competitive pressures, are having to re-examine their business model and seek new sources of customer value.

Atos Origin has developed solutions that address these challenges, they range from the provision of standard based messaging infrastructure to support the efficient exchange of information between brokers, insurers and other counterparts, through to the redesign of front and back office business operations for both brokers and insurers.

We are well positioned help the industry through this transformation as it seeks to modernise and improve efficiency and customer service.





Customer and distribution

As a result of product homogeneity and impersonal sales and servicing channels, insurance is increasingly seen as a commodity; and despite strong drivers for growth, the hunt for profitable distribution remains elusive.

Atos Origin's solutions span sales force effectiveness through to the data and technology excellence issues that underpin profitable distribution.

CASE STUDY: SWISS RE

Front-office business transformation

At the project outset Swiss Re were already a leading global reinsurer, but as in many modern markets they had identified the need to continually evolve to sustain and improve on this position. In support of this Swiss Re selected Atos Consulting as their business partner to help improve the efficiency and performance of their Client Markets function.

We supported in rolling out their global Business Transformation Initiative (BTI) to further their market standing in sales force effectiveness and client management methodology.

The end programme enabled Swiss Re to dramatically improve their client servicing proposition across their entire global footprint and in doing so have created a worldwide community of client managers with a single business language and terminology and an agreed set of best practices and core competencies.

The specific issues driving the change programme are:

- > Changing the sales approach to differentiate themselves in the changing customer landscape
- > Concentrating on value-add services to protect market share in an increasingly competitive marketplace
- > Developing a framework against which client and line managers could be assessed and developed
- > Developing of a client manager community across product and solution lines to leverage knowledge and increase sales across each account.

Operational transformation

Market competition combined with economic uncertainty is causing insurers to look hard once again at their operating model and cost levels. Our clients continually seek the ability to make breakthrough changes in cost and service levels and understand how they can capitalise from market developments and invest in transformational programmes such as outsourcing, multi-supplier management and procurement.

Atos Origin focuses on harnessing operational and technology excellence with industry insight to create solutions of lasting benefit.

CASE STUDY: WRITEPLACE

Standards based and secure messaging

Faced with growth in competition from overseas and a need to restructure distribution channels, the reinsurance and large commercial risk industry has identified the need to improve efficiency and customer service.

In response, Atos Origin developed a solution called WritePlace which increases the level of structured information exchanged between trading parties. WritePlace can handle ACORD Standard messages and is based on the renowned Atos Worldline messaging infrastructure. Certification was achieved in October 2007.

WritePlace provides the industry with increased efficiency for brokers and insurers in business acquisition and servicing. It provides:

- > Improvements in service levels with less error and rework
- > Electronic channels, reducing cost of business acquisition
- > Opportunities for business reorganisation due to reduced dependence on physical location
- > Access to data needed to generate market indices
- > Reductions in operational risk and increases regulatory compliance.

ABOUT ATOS ORIGIN

WE ARE TODAY ONE OF THE FEW INTERNATIONAL SERVICE COMPANIES THAT CAN TRULY PROVIDE INTEGRATED SERVICES – BUSINESS CONSULTING, SYSTEMS INTEGRATION AND MANAGED OPERATIONS – THROUGH STRATEGIC RELATIONSHIPS WITH SELECT CLIENTS.

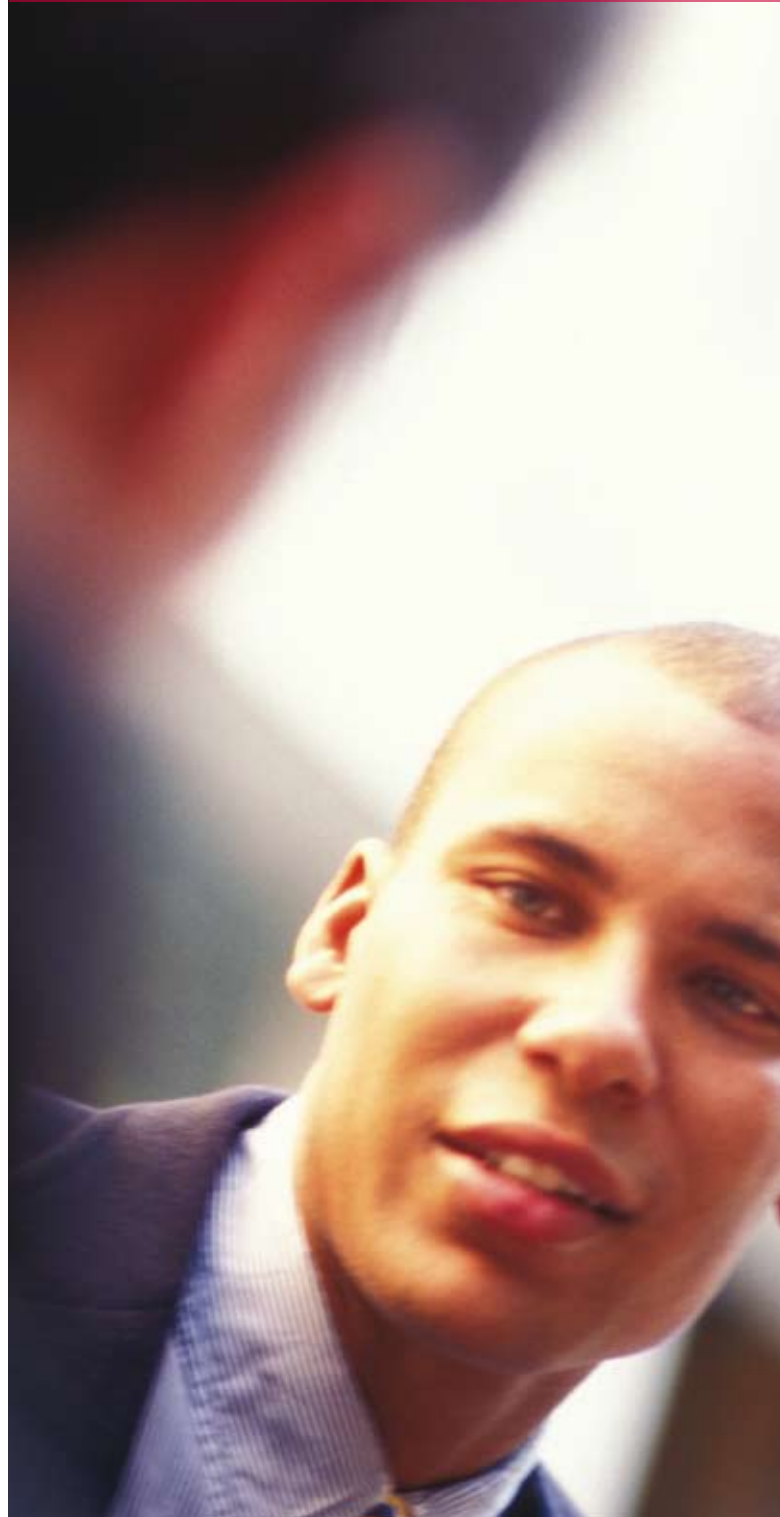
The UK Financial Services team is focused equally on insurance, corporate and investment banking, and retail banking. The Insurance team has hands on knowledge of the insurance market, resulting from direct experience and a variety of challenging engagements.

Atos Consulting defines and drives business change with clients; ensuring client's demands and competitive requirements are met with unique solutions and sustainable business change. Atos Consulting's approach is that not one size fits all, but original thinking with its foundation based firmly in business reality.

Our Systems Integration specialists design and implement new IT solutions and systems across a number of core markets, ensuring a seamless fit with existing infrastructures and providing ongoing support and enhancement of IT applications. As the market moves towards standardised packages, we design and implement solutions from leading vendors such as SAP, Oracle, and EMC and integrate them in complex environments using best of breed technologies.

Managed Operations specialises in managing workplace services that enable customers to run and transform their IT infrastructure operations in an innovative and cost effective way, as part of a future-proof business model. The activities encompass the management and optimisation of a client's entire information and data processing environment. We also provide Business Process Outsourcing (BPO) and specialist processing services on a global basis and are a key European player in payment and card processing services, CRM and multichannel contact services through Atos Worldline.

Atos Origin has a Global Sourcing capability which addresses the full IT lifecycle. Our network of integrated global delivery centres operate as a virtual global delivery factory using consistent infrastructure, processes, tools and definitions.





Atos Origin and the Olympic Games

Atos Origin is the Worldwide Information Technology Partner for the International Olympic Committee from 2002 to 2012. The contract is the largest sports related IT contract ever awarded.

Atos Origin is responsible for all aspects of IT, from Consulting, Systems Integration and Operations Management, to IT Security and Software Development.

“Today, technology has become crucial for the success of the Olympic Games. Atos Origin’s long-term commitment to implementing and integrating the technology consortiums behind each organising committee is essential to bringing the Olympic Games to the world. Our Worldwide IT Partner has facilitated a flawless delivery of IT systems and we are confident that Atos Origin will do an outstanding job for the Beijing 2008, Vancouver 2010 and London 2012 Olympic Games.”

Jacques Rogge, President of the International Olympic Committee

For an event of this magnitude, flawless delivery and deadlines are not negotiable. If we can do this for the Olympic Games, imagine what we could do for you.

What the Market is saying about us

Atos Consulting has been consistently awarded for achieving success for clients by the Management Consultancies Association (MCA). The UK practice received a gold MCA award in 2006 for Best Business Strategy project with Resolution; awarded Platinum in 2007 for Best Consultancy project overall and in 2008 awarded Best Public Sector project. The Awards reflects the high calibre of consultants and their commitment to deliver innovative and effective solutions that make a real difference to business and the lives of individuals.

EquaTerra’s UK Service Provider Performance 2008 study, which analyses end-client satisfaction and perceptions of outsourcing providers in the UK, ranked Atos Origin the best performer in terms of shouldering risk. They also highlight Atos Origin’s commitment to delivery, with end-clients ranked us the number one IT infrastructure provider in the UK in terms of client satisfaction levels.

In 2008 SAP awarded Atos Origin the Global Pinnacle Award in the area Outsourcing Hosting. SAP Pinnacle Awards were granted to leading SAP partners that have excelled in enhancing the customer experience by teaming with SAP to help customers address critical issues such as accelerating innovation and improving return on investment. Winners were selected based on nominations received from partners and SAP employees.



About Atos Origin

Atos Origin is an international information technology services company. Its business is turning client vision into results through the application of consulting, systems integration and managed operations. The company's annual revenues are EUR 5.8 billion and it employs over 50,000 people in 40 countries. Atos Origin is the Worldwide Information Technology Partner for the Olympic Games and has a client base of international blue-chip companies across all sectors. Atos Origin is quoted on the Paris Eurolist Market and trades as Atos Origin, Atos Worldline and Atos Consulting™.

About Atos Consulting™

Atos Consulting™, the global consulting practice of Atos Origin, is a leading provider of business, process and technology consulting services. With more than 2,500 staff globally, it focuses on delivering proven, pragmatic solutions to the telecom, manufacturing, financial services and public sectors.

Next steps

For further information please call 020 7830 5444, ukconsulting@atosorigin.com or visit our website www.atosorigin.com

ADVANCE YOUR BUSINESS >>

Advance with Atos Origin - for business and IT in harmony

Atos, Atos and fish symbol, Atos Origin and fish symbol, Atos Consulting, and the fish symbol itself are registered trademarks of Atos Origin SA. June 2008
2143-0608 UK Marketing