Q3 2021 Revenue

Bezons, October 21, 2021

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Revenue organic growth is presented at constant scope and exchange rates.

Industries include **Manufacturing** (Aerospace, Automotive, Chemicals, Consumer Packaged Goods (Food & Beverage), Discrete Manufacturing, Process Industries, Services and Siemens), **Financial Services & Insurance** (Insurance, Banking & Financial Services, and Business Transformation Services), **Public Sector & Defense** (Defense, Education, Extraterritorial Organizations, Public Administration, Public Community Services and Major Events), **Telecom, Media & Technology** (High Tech & Engineering, Media, and Telecom), **Resources & Services** (Energy, Retail, Transportation & Hospitality, and Utilities) and **Healthcare & Life Sciences** (Healthcare and Pharmaceutical).

Regional Business Units include **North America** (USA, Canada, Guatemala and Mexico), **Northern Europe** (United Kingdom & Ireland, Belgium, Denmark, Estonia, Belarus, Finland, Lithuania, Luxembourg, The Netherlands, Poland, Russia and Sweden), **Central Europe** (Germany, Austria, Bulgaria, Bosnia, Croatia, Czech Republic, Greece, Hungary, Romania, Serbia, Slovenia, Slovakia, Israel, and Switzerland), **Southern Europe** (France, Andorra, Spain, Portugal and Italy) and **Growing Markets** including Asia-Pacific (Australia, China, Hong Kong, India, Japan, Malaysia, New Zealand, Philippines, Singapore, Taiwan, and Thailand), South America (Argentina, Brazil, Chile, Colombia, Uruguay, and Peru), Middle East & Africa (Algeria, Benin, Burkina Faso, Egypt, Gabon, Ivory Coast, Kenya, Kingdom of Saudi Arabia, Madagascar, Mali, Mauritius, Morocco, Qatar, Senegal, South Africa, Tunisia, Turkey and UAE), Major Events and Global Delivery Centers.

Agenda

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2 | Group Transformation Update

3 | Q3 2021 Financial Performance

4 | Conclusion and Q&A

SECTION 1

Q3 2021 Highlights

Q3 2021
Key Figures

Revenue	Digital, Cloud, Security & Decarbonization	Headcount
€ 2,666m 0.0% at cc.	52% of Q3 revenue	106,665 +1,857 vs end of June 2021

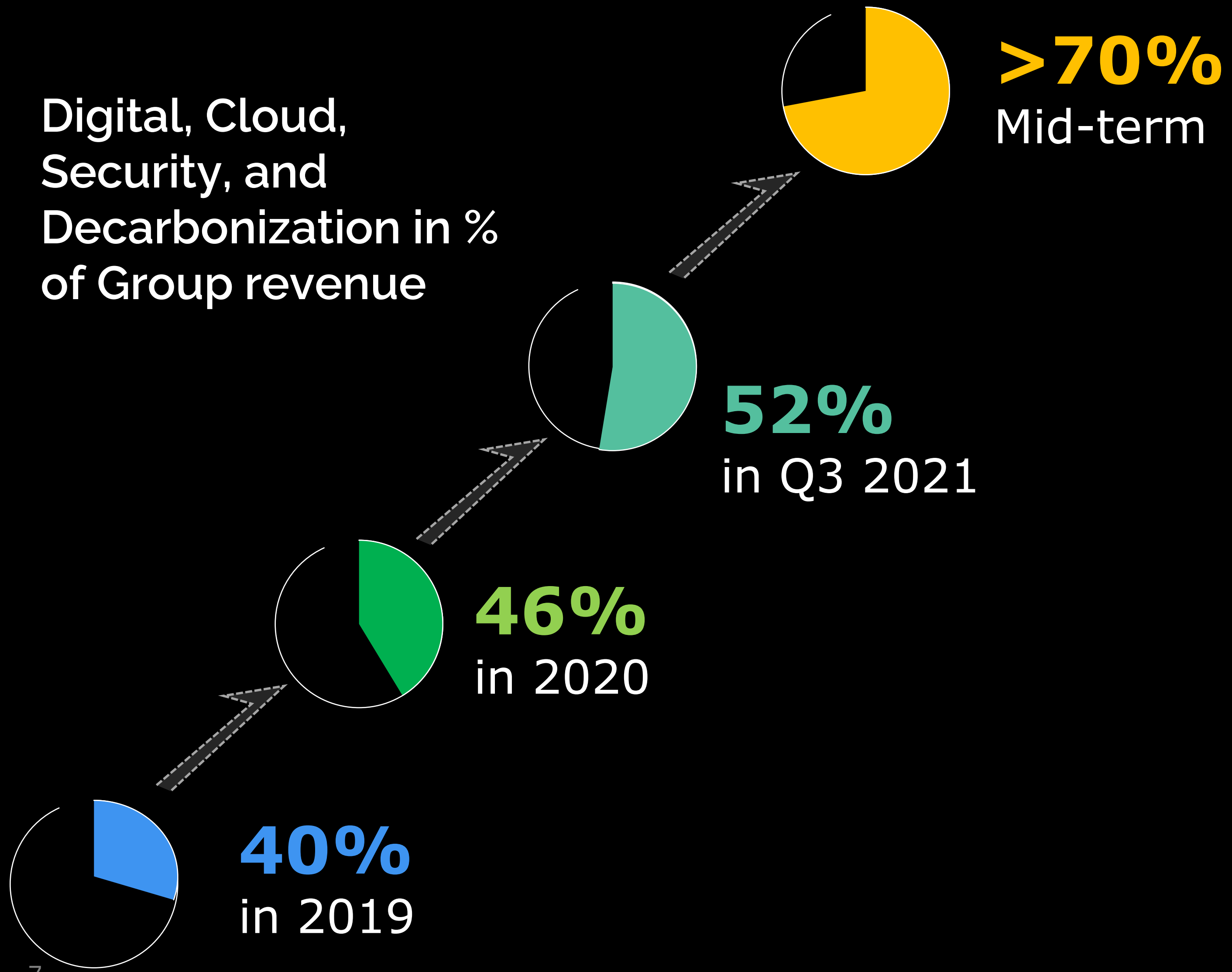
Order entry	Backlog	Weighted pipeline
€ 2,399m BtB at 90%	€ 23.4bn 2.1 years of revenue	€ 7.4bn 7.9 months of revenue

Q3 2021
Main Wins

Manufacturing	Financial Services & Insurance	Public Sector & Defense	Telecom, Media & Technology	Resources & Services	Healthcare & Life Sciences
German Automotive	US Global Insurer	Public Authority	European High Tech leader	Large European Utility	North American leader in HealthCare
Digital transformation on S/4 Hana Cloud	Migration to Public Cloud combining Atos, Syntel, and Maven Wave capabilities	Dev Ops and integration to support Digital transformation	Digital transformation embarking Cloud, Security and Decarbonization	Distribution Network Management and Control combining SAP & Atos Energy solutions	Digital tool development to enhance patient experience

Business shift to growth areas accelerating

Digital, Cloud, Security, and Decarbonization in % of Group revenue



Q3 Highlights

- >70% of pipeline in Digital, Cloud, Security and Decarbonization

- Big Data & Cybersecurity: +25% revenue growth at cc.

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New breakthroughs achieved with Cloud and Digital partners

aws

Advanced Consulting Partner
Managed Services Partner

- New Mainframe Migration
- New status 'Level 1' MSSP
- New offers in Marketplace

Microsoft

13 times Gold partner
Managed Services Partner

- Extension to Azure Sentinel with Paladion
- Specialization for SAP on Azure
- New offers in Marketplace

Google Cloud

11 Global Specialization
Managed Services Partner

- New Partnership step-up
- Rewarded as 'Global Social Impact' Partner for 2020
- Specialization for SAP on GCP
- New offers in Marketplace

OVH

Strategic Alliance Partner
100% European multi-cloud

- Extension to Public Sector / Healthcare
- BullSequana in OVH data centers
- 130 data centers able to host data in SecNumCloud managed by Atos

IBM Cloud

Global Alliance Partner
Regulatory compliance in FS

- Center of excellence for digital transformation in Financial Services thanks to Edifixio

SAP

Global Platinum partner
SAP Partner Managed Cloud

- Successful completion of Atos SAP migration to Rise
- Positioned as a Leader in SAP Cloud Migration Services

salesforce

Platinum partner
Global reach established

- Partnership strengthened with Profit4SF, Eagle Creek, and Edifixio recently acquired
- EU/US reach created with high customer satisfaction

snowflake

Established Elite Partner status

- Immediate Elite partnership through Visual BI acquisition
- New customer use cases on AWS, Azure and GCP

Security in Q3: leveraging Atos customer base and bolt-on acquisition synergies

Fast growing revenue and strong pipeline

+36%
revenue growth at cc.

Key wins across Industries and Geographies

German car manufacturer
US Insurance, EU High Tech leader,
French Ministry, Middle East Bank

Technology leadership

Artificial Intelligence and Sovereignty

Moved up to #2 Worldwide in Managed Security Services

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Decarbonization: on plan to exit 2021 with c. € 100m run-rate

Recent achievements

31% Revenue growth in Q3

1st World-first carbon neutral detection and response cyber services

1st Partnership with BASF to lead Product Carbon Footprint methodology

COP26 Active engagement with COP26 and 11th Annual Sustainability Research and Report launch

Johnson Controls Launch of JCI partnership

Key Wins to date

Local central bank in EU **Company in luxury**	Advisory Services for Net Zero
cfao	Assessment and consulting
Car manufacturer **Tyre supplier**	Green Factory – Digital solutions to reduce Energy consumption
A1 Telekom Austria	Digitized carbon footprint and ESG reporting for OT
European High Tech player	Digital Decarbonization Assessment and Decarbonization Level Agreement

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Strong Anticipation and Actions in an active HR environment

Accelerate hiring to accelerate transformation

Doubled recruiter capacity

Q3 2021 hiring: +90% vs Q3 2019

Train experts and multiply skills

Total digital certifications (YTD): 61,384
+66% vs 2019

Cloud Boost Program
All Sales and Solution Architects externally certified in 2021

Record Hiring supporting Group Transformation:

+1.4% net organic in Q3

Foster employee engagement

Internal First Program to accelerate career paths

Specific compensations vs external market

Group attrition at 16% LTM

Empower all employees

LEAP program
launched to develop & promote company culture

Flexible balance between working from home & office

SECTION 2

Group Transformation Update

North America and Germany on track to deliver their specific plans

North America

Positive sequential growth Q3 vs Q2

+33% Order Entry in Digital & Cloud vs Q2

66% of new hires in Digital, Cloud, Application, and Cybersecurity

>1,100 Cloud certified employees by year-end (750 end of Q3)

Germany

Restructuring program **started in July**

200+ agreements already signed

400+ expected by year end of which **200+ departures**

Reminder:

Total program of **1,300** people for **€ 180m**

Impact: **+100bps** on Group operating margin mid-term

Program to look for partners to optimize Group assets (1/2)

Status update

Advanced discussions ongoing

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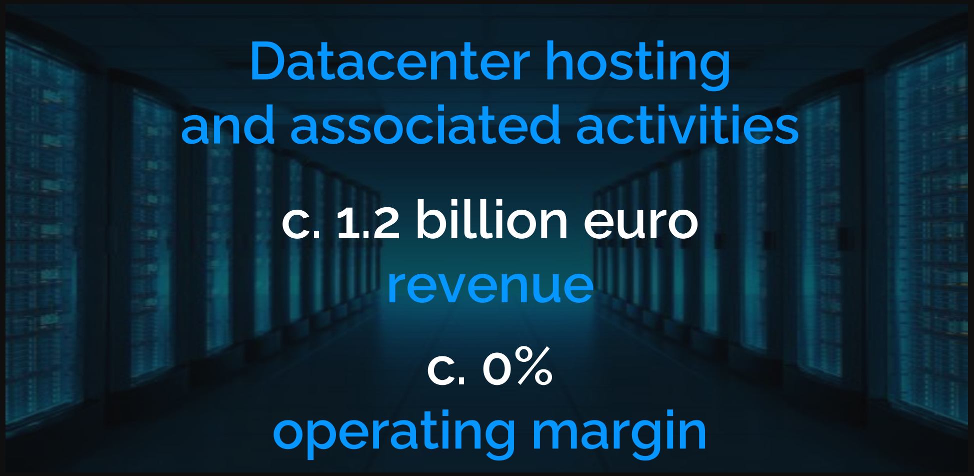
Program to look for partners to optimize Group assets (2/2)

Looking for partners on commoditized technology and service layers:

- *Data centers*
- *Legacy compute & storage*
- *Networks*
- *Infrastructure fullfillment*
- *Maintenance*
- *Infra projects*

Formal process ongoing
Indications of interest received
Separation in progress



Full focus on Data & Applications on Hybrid Multi-Cloud:

- *Overall Orchestration*
- *Private Cloud*
- *Public Cloud*
- *Middleware*
- *Databases & Applications*
- *Data analytics, AI, and automation*

**Business retained:
Fast growing segment supporting Group Transformation**

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Continued bolt-on acquisitions strategy

19 Acquisitions since January 1st, 2020

Quarter	Company	Domain
Q1 2020	Maven Wave (an atos company)	Google Cloud
Q1 2020	Miner & Kasch	AI & Machine Learning
Q2 2020	ALIA	SAP for Energy & Utilities
Q2 2020	digital.security	Cyber & IoT Security
Q2 2020	Paladion	Managed Detection & Response
Q2 2020	ecoact (an atos company)	Decarbonization
Q3 2020	eagle creek software services	Salesforce
Q3 2020	edifixio	Salesforce & Cloud
Q3 2020	SEC Consult (an atos company)	Cybersecurity Consulting
Q4 2020	motiv (an atos company)	Cybersecurity Consulting
Q4 2020	In Fidem (an atos company)	Cybersecurity Consulting
Q4 2020	Profit4SF (an atos company)	Salesforce
Q1 2021	cryptovision	Cyber Products
Q1 2021	Processia (an atos company)	Product Lifecycle Management
Q1 2021	IPSOTEK	Edge, Big Data & Analytics
Q2 2021	IDEAL GRP	Product Lifecycle Management
Q2 2021	NIMBIX (an atos company)	Big Data & Analytics
Q2 2021	visualbi	Snowflake
Q3 2021	DataSentics	Big Data, AI & ML

Digital — Cloud — Security — Decarbonization

> € 400 million based on yearly 2020 revenue

Transforming our Culture through “LEAP”

Ramp-up across the organization

Identity

Leadership

Environment

Movement

Alignment across all geographies and organization levels

Collaboration Groups focused on 4 priority areas of action
Co-creation through employee events

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SECTION 3

Q3 2021 Financial Performance

Q3 2021
Revenue evolution by Industry

€M	Revenue		
	Q3 2021	Q3 2020*	% YoY, CC
Manufacturing	518	469	+10.4%
Financial Services & Insurance	524	512	+2.3%
Public Sector & Defense	553	628	-11.9%
Telecom, Media & Technology	355	363	-2.0%
Resources & Services	383	378	+1.5%
Healthcare & Life Sciences	333	317	+5.1%
Total	2,666	2,666	0.0%

* *At constant currency*

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Quarterly revenue trend by Industry

Revenue growth at constant currency

	Q4 2020	Q1 2021	Q2 2021	Q3 2021	YoY growth rate Q4 vs Q3
Manufacturing	-7.9%	-6.7%	+1.8%	+10.4%	
Financial Services & Insurance	-0.8%	+7.4%	+3.1%	+2.3%	
Public Sector & Defense	+5.5%	-3.2%	-3.8%	-11.9%	
Telecom, Media & Technology	-6.2%	-5.0%	+1.8%	-2.0%	
Resources & Services	-8.6%	-6.2%	-2.5%	+1.5%	
Healthcare & Life Sciences	+4.3%	+3.4%	+0.3%	+5.1%	
Total	-2.1%	-1.9%	0.0%	0.0%	

Q3 2021
Performance by Regional Business Unit

€M	Revenue		
	Q3 2021	Q3 2020*	% YoY, CC
North America	617	625	-1.3%
Northern Europe	674	700	-3.8%
Central Europe	619	631	-1.8%
Southern Europe	556	520	+7.0%
Growing Markets	201	191	+4.9%
Total	2,666	2,666	0.0%

* *At constant currency*

Quarterly revenue trend by Regional Business Unit

Revenue growth at constant currency

	Q4 2020	Q1 2021	Q2 2021	Q3 2021	YoY growth rate Q4 vs Q3
North America	-3.1%	-9.4%	-1.9%	-1.3%	
Northern Europe	+0.7%	+6.2%	0.0%	-3.8%	
Central Europe	-5.1%	-8.5%	-10.3%	-1.8%	
Southern Europe	-1.0%	+1.9%	+13.1%	+7.0%	
Growing Markets	-1.5%	+5.1%	+5.6%	+4.9%	
Total	-2.1%	-1.9%	0.0%	0.0%	

Revenue drivers: Q4 growth vs Q3 growth

Business mix
(high growth areas
vs others)

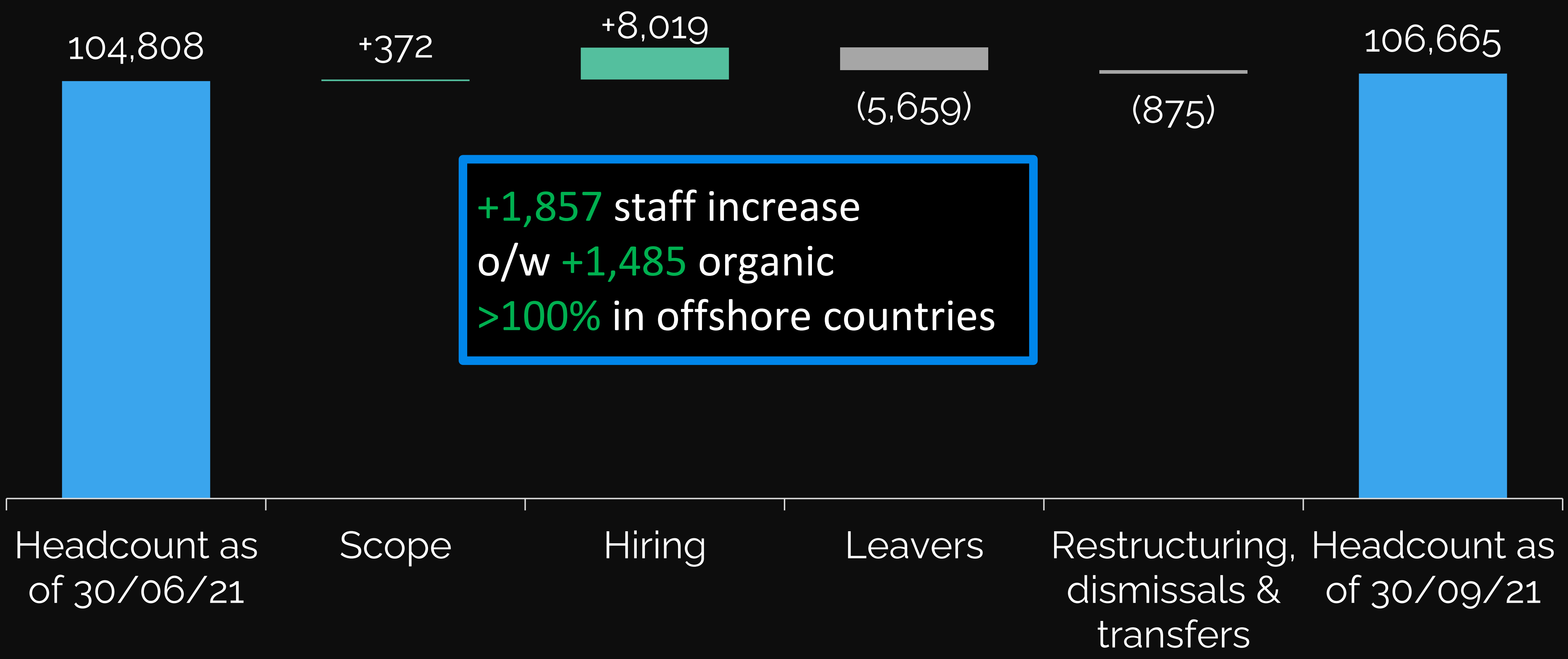
High Performance
Computer deal
flow normalizing

Comparable basis for
Texas DIR contract

Contracts ramp-up
in Northern Europe

Increased capacity
for Application
projects

Q3 2021
Headcount Evolution



+1,857 staff increase
o/w +1,485 organic
>100% in offshore countries

SECTION 4

Conclusion and Q&A

2021 Objectives Confirmed

Revenue growth (at constant currency)	Stable
Operating margin (% of revenue)	c.6.0%
Free cash flow / Cash conversion	Positive

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Q&A

Thank you!