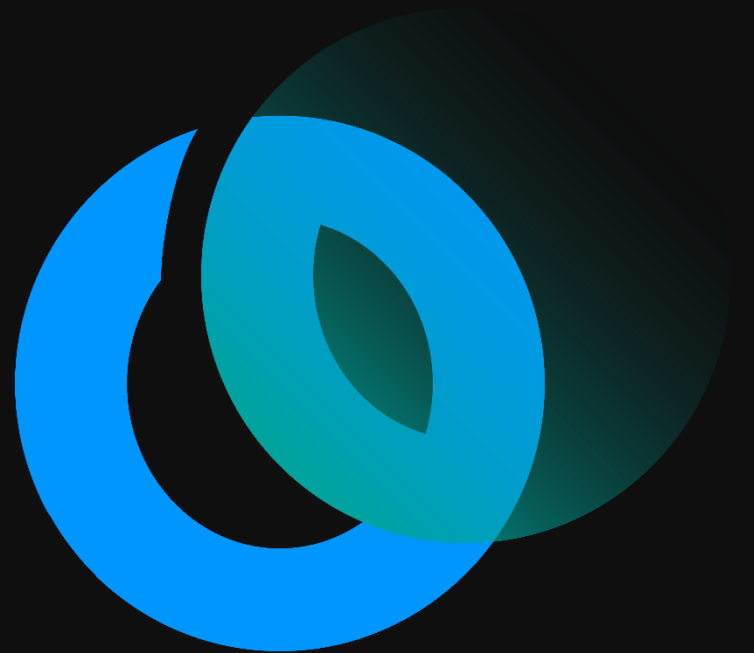


FY 2022 Results

Bezons,
March 1, 2023



Disclaimer

This document contains forward-looking statements that involve risks and uncertainties, including references, concerning the Group's expected growth and profitability in the future which may significantly impact the expected performance indicated in the forward-looking statements. These risks and uncertainties are linked to factors out of the control of the Company and not precisely estimated, such as market conditions or competitor's behaviors. Any forward-looking statements made in this document are statements about Atos' beliefs and expectations and should be evaluated as such. Forward-looking statements include statements that may relate to Atos' plans, objectives, strategies, goals, future events, future revenues or synergies, or performance, and other information that is not historical information. Actual events or results may differ from those described in this document due to a number of risks and uncertainties that are described within the 2021 Universal Registration Document filed with the Autorité des Marchés Financiers (AMF) on April 6, 2022 under the registration number D.22-0247 and the Amendment to the 2021 Universal Registration Documents filed with the AMF on August 5, 2022 under number D.22-0247-A01. Atos does not undertake, and specifically disclaims, any obligation or responsibility to update or amend any of the information above except as otherwise required by law. This document does not contain or constitute an offer of Atos' shares for sale or an invitation or inducement to invest in Atos' shares in France, the United States of America or any other jurisdiction.

This presentation includes information on specific transactions that shall be considered as projects only. In particular, any decision relating to the information or projects mentioned in this document and their terms and conditions will only be made after the ongoing in-depth analysis considering tax, legal, operational, finance, HR and all other relevant aspects have been completed and will be subject to general market conditions and other customary conditions, including governance bodies and shareholders' approval as well as appropriate processes with the relevant employee representative bodies in accordance with applicable laws.

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

Regional Business Units include Americas including North America (USA, Canada, Guatemala and Mexico) and South America (Argentina, Brazil, Chile, Colombia, Uruguay, and Peru), Northern Europe and APAC including Northern Europe (United Kingdom & Ireland, Belgium, Denmark, Estonia, Belarus, Finland, Luxembourg, The Netherlands and Sweden) and Asia-Pacific (Australia, China, Hong Kong, India, Japan, Malaysia, New Zealand, Philippines, Singapore, Taiwan, and Thailand), Central Europe (Germany, Austria, Bulgaria, Bosnia, Croatia, Czech Republic, Greece, Hungary, Israel, Poland, Romania, Serbia, Slovenia, Slovakia, and Switzerland), Southern Europe (France, Andorra, Spain, Portugal, and Italy) and Rest of the World including 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.

Today's presenters



Nouridine Bihmane

*Co-CEO, in charge of
Tech Foundations*



Diane Galbe

Group Senior Executive VP



Philippe Oliva

*Co-CEO, in charge of the
Evidian perimeter*



Nathalie Sénéchault

Group CFO

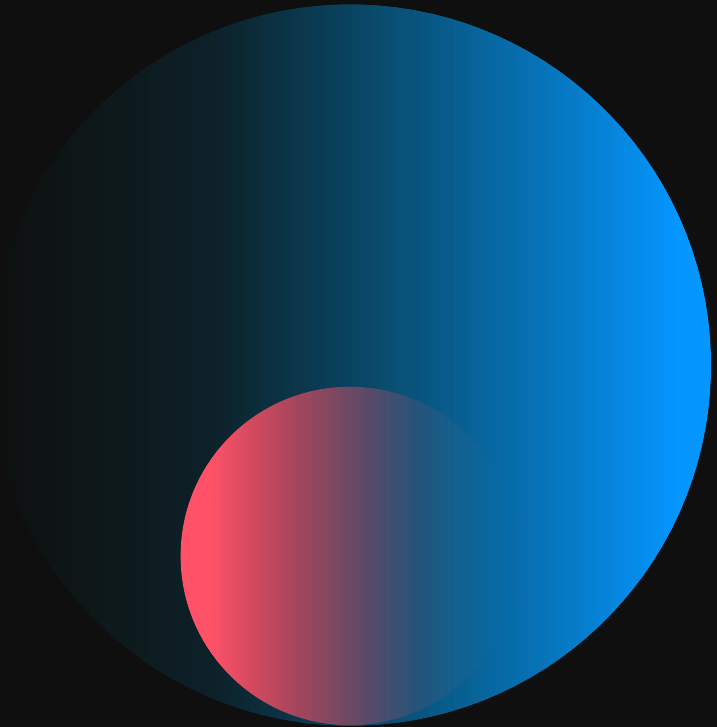
Agenda

1. 2022 Highlights
2. Progress in Strategic Transformation Project
3. 2022 Financial Performance
4. Outlook
5. Q&A



01. 2022 Highlights

*Nourdine Bihmane
& Philippe Oliva*



2022 highlights

Atos delivering on strategic transformation plan



Strong operational recovery in H2 delivers FY22 results in line with guidance



Robust pick-up in commercial momentum in Q4 with book-to-bill at 112%



Confidence for 2023, progressing towards mid-term ambitions



Significant progress achieved in separation project

Clear path for contemplated completion in H2 2023

2022

Key Financial Figures

Revenue

€ 11.3 bn

+1.3% yoy, cst. curr.
+0.1% yoy, organic

Operating Margin

3.1%

of revenue

OMDA

€1,020 m

Free Cash Flow

€-187 m

€-58 m excluding costs related to
transformation plan

Net Debt

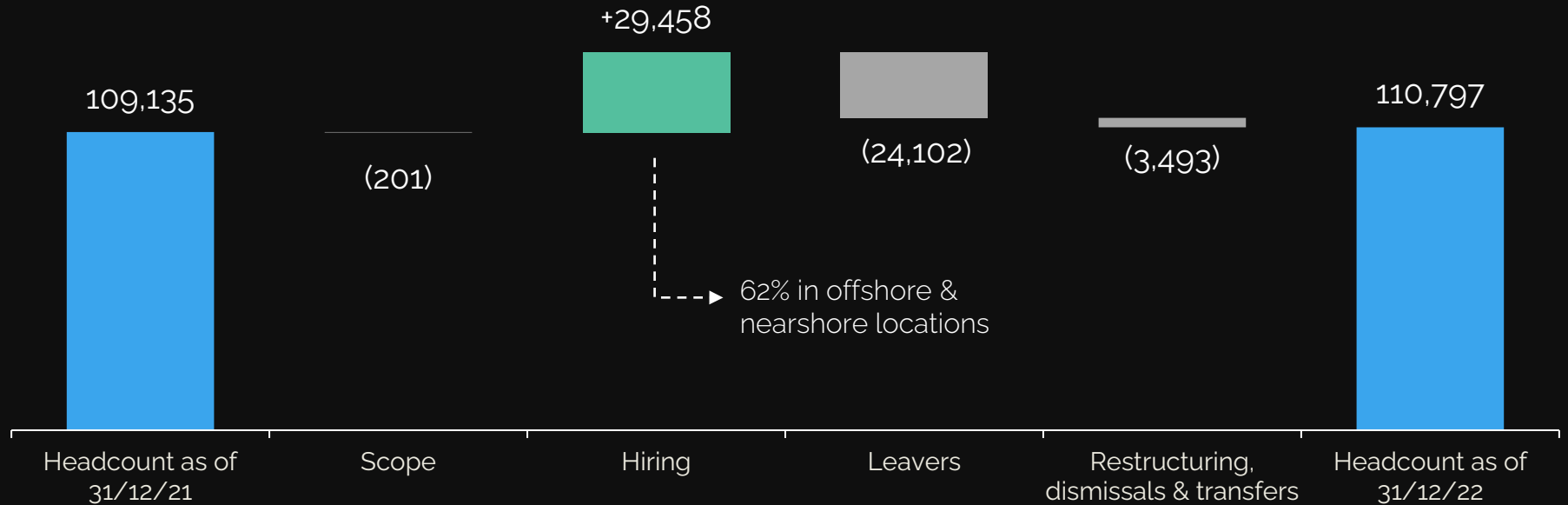
€ 1,450 m

2.4x pre IFRS 16 OMDA

Headcount

110,797

Headcount evolution



Sept. 2022: Atos listed for the first time as one of 'Europe's Best Workplaces' Certification achieved in 19 countries

c. 85,000
Digital certifications in 2022

Tech Foundations in 2022: fast and tangible first results on turnaround plan



REFOCUS



- ✓ **Mobilized** teams around ambitious turnaround plan
- ✓ Near term **pricing actions** to mitigate inflation
- ✓ Actions to **reshape** business portfolio (BPO, VAR, disposal of UCC)



RECOVER



- ✓ **Cost** take-out actions
- ✓ **Restructuring** initiated, focus on US, UK in 2022
- ✓ Strong actions on underperforming contracts



REBOUND



- ✓ Increased **add-on and** revenue
- ✓ Drove revenue **retention**
- ✓ Won **large deals** and **new logos**
- ✓ **Accelerate building partnerships**
- ✓ Revitalized product roadmap for Edge, Sovereign Cloud and Public Cloud offerings

Repositioning Tech Foundations' portfolio

Global leader in managed infrastructure services and employee experience;

European leader in private, hybrid and sovereign cloud; Visionary managed services offerings enabled by AI

Pioneering tech in decarbonization

Tech Foundations in 2022: delivering ahead of plan

€6,026 m

2022 revenue

-1.6%

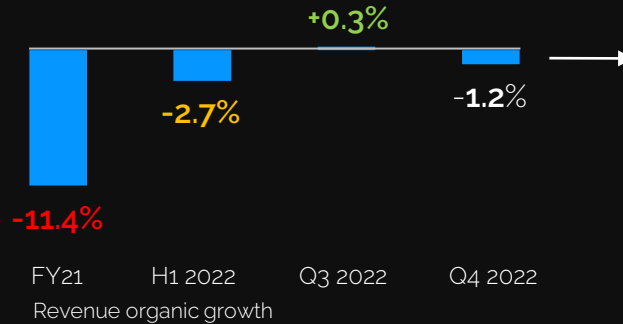
Organic revenue growth
-1.7% at constant currency

1.3%

Operating Margin



Better-than-anticipated top line momentum

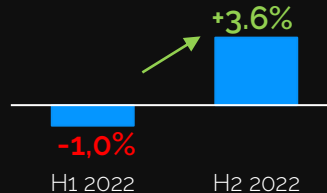


Q4: **deliberate reduction** in BPO and VAR as part of portfolio rationalization

+1.0% excl. non-strategic activities (BPO, VAR, UCC)

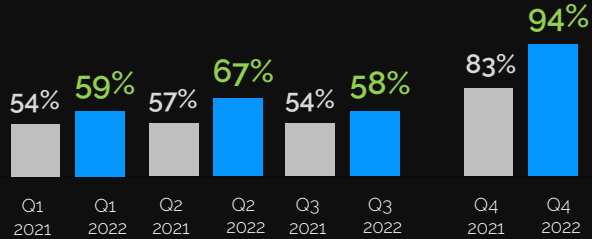


Operating margin turned positive **3 years ahead of plan**



- ✓ **Robust improvement** in H2
- ✓ **Performance actions** focused on costs structure and underperforming contracts

Tech Foundations in 2022: accelerated commercial performance



- ✓ Continued **growth in new logos**
- ✓ Increased **selectivity** in order entry
- ✓ Early successes with **large deals**

Q4 main wins



8 years partnership to provide a comprehensive and secure end-to-end IT solution

- ✓ Large contract
- ✓ New logo



World's largest healthcare company

Industry-leading Workplace extension
Digital engagement

- ✓ Large contract



Newly formed global consumer company

Digital Workplace service requirements over a 3-year term

- ✓ New logo



Global Strategic Partnership to transform the Infrastructure Outsourcing industry

- ~\$0.5Bn of joint pipeline to date
- Upskilling programme launched

Evidian in 2022: strong value proposition around clear distinctive factors



World leader in **managed security services**



Emerging **end-to-end cloud** transformation player



Strong offering in **sovereign cloud** solutions



Trusted **sustainability** partner enabling clients' decarbonization



Sole European **HPC** manufacturer



Strong expertise in **application** modernization and migration



Key strategic player in Europe for **mission critical systems**

- Roadmap to **maximize synergies** between key areas of expertise
- Positioning Evidian as a **leading high value-added services & solutions provider** to clients increasingly mindful of **security** and **sovereignty** issues

Evidian in 2022: uptick in revenue growth and operating margin in H2

€5,315 m

2022 revenue

+4.8%

Growth at constant
currency

+2.0% organic

5.2%

2022 Operating
Margin



+5.4% organic revenue growth in H2 (+11% in Q4)

- ✓ Ramp-up of **Advanced Computing** following strong order entry in Q2
- ✓ Steady strong growth in **Cybersecurity Services** where Evidian capitalizes on global leadership
- ✓ Acceleration in **Digital**



Operating margin: 6.7% in H2 vs. 3.5% in H1

- ✓ Actions on **cost base** and **pricing**
- ✓ Increased **utilization** of billable resources
- ✓ Higher volumes in Advanced Computing resulting in **better fixed costs absorption**

Evidian: pick up in commercial momentum in Q4



130%

Q4 book-to-bill
vs. 85% in Q3 2022

- ✓ Strong sequential increase at both **BDS** and **Digital**
- ✓ 51% short-term bookings with **faster revenue yield**
- ✓ Focus on smaller, **low-risk** contracts

Q4 main wins



Max Planck

Build and install new HPC based on Atos' latest BullSequana HX3000 platform



New logo



Eurocontrol

Strategic deal to provide MDR services to an EU agency responsible for Aviation and Air Navigation across the European Union



Large contract



Global retail leader

Design, build, roll out and support new IT solution based on mobile application, supported by Digital Enablement Platform built on Microsoft Azure



Siemens

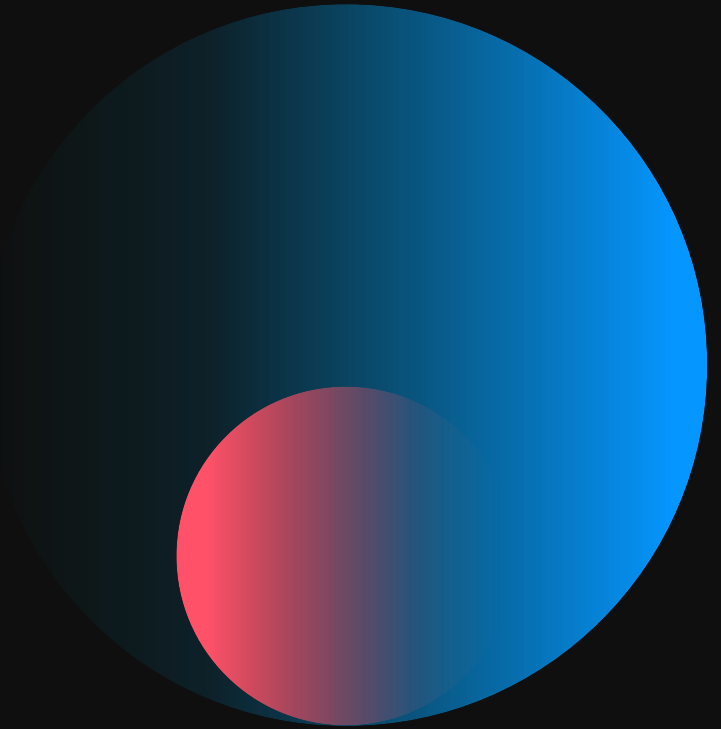
Deliver next generation Integration and Orchestration driven services through Atos SIO/SIAM Bridge solution



Large contract

02. Progress in Strategic Transformation Project

Diane Galbe



Significant progress achieved in strategic transformation project



Works councils **Information and consultation process complete**

- ✓ Consultation process of Atos European works councils (SEC) **completed in 3 months**
- ✓ Local consultation processes **completed in all 31 countries** where it was necessary



Separation workstreams progressing as planned



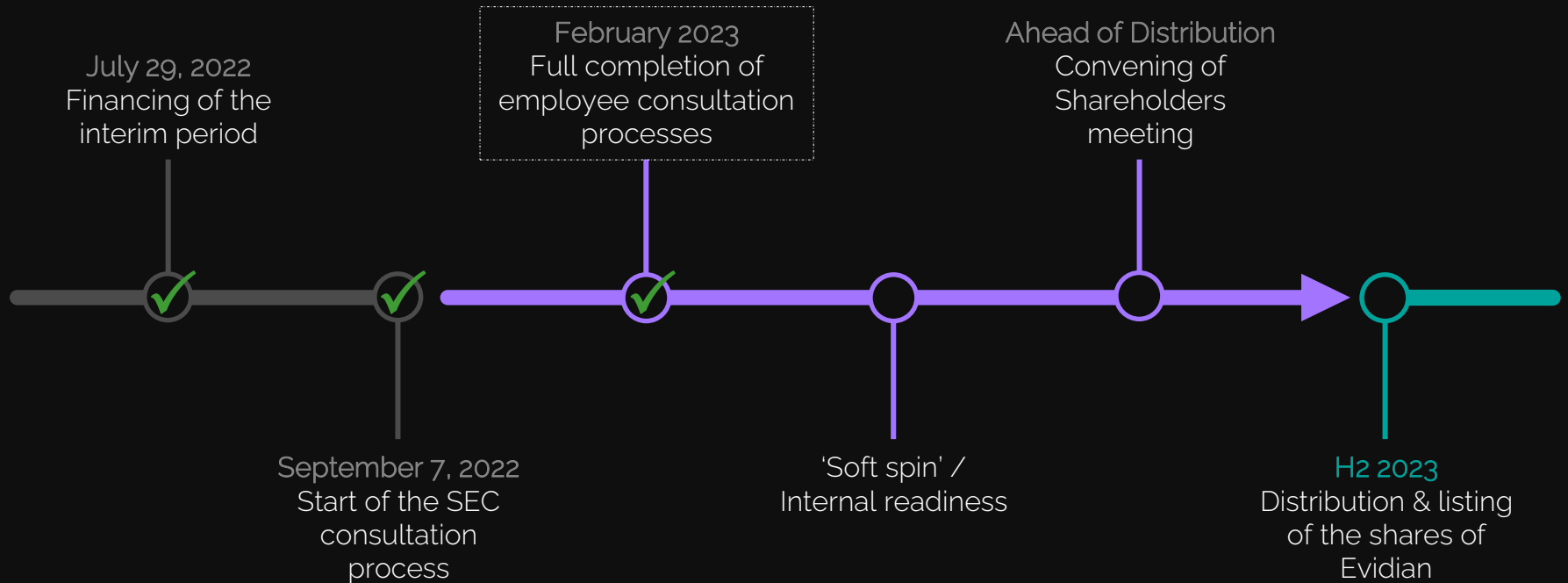
c.80% of €700 million **divestment program** secured



Discussions on a non-exclusive basis with Airbus to form **long-term partnership** and to **sell 29.9% stake in Evidian**, fully consistent with separation plan

Separation project key milestones

On track for completion in H2 2023



Non core businesses divestment program well on track

€700m
expected proceeds

c.80%
already secured
within 7 months

Transaction	Signing	Status
<i>Worldline stake</i>	<i>June 2022</i>	✓ <i>Closed</i>
<i>EGSE</i>	<i>September 2022</i>	<i>Closing expected in Q1 23</i>
<i>Sislog</i>	<i>October 2022</i>	✓ <i>Closed</i>
<i>Atos Italia*</i>	<i>November 2022</i>	<i>Closing expected in H1 23</i>
<i>UCC*</i>	<i>January 2023</i>	<i>Closing expected in H2 23</i>

* Transactions are subject to the consultation of relevant employee representative bodies and other customary regulatory approvals

Key Non-Financial Indicators & Recognitions

Sustainability in our DNA

Net promoter score
from our clients

66%

stable vs 2021

CO₂ Emissions
scopes 1,2 and 3

2.5 Mtons

reduced by -24% since 2019

% of total spend
assessed by Ecovadis
or alternative assessments

70%

vs. 68% in 2021



**S&P Global
Sustainability**
85/100
Top 1%*

10th consecutive year in S&P's
Global Sustainability
Yearbook



Ecovadis
84/100
Top 1%

On environment, labour &
human rights, responsible
procurement and ethics



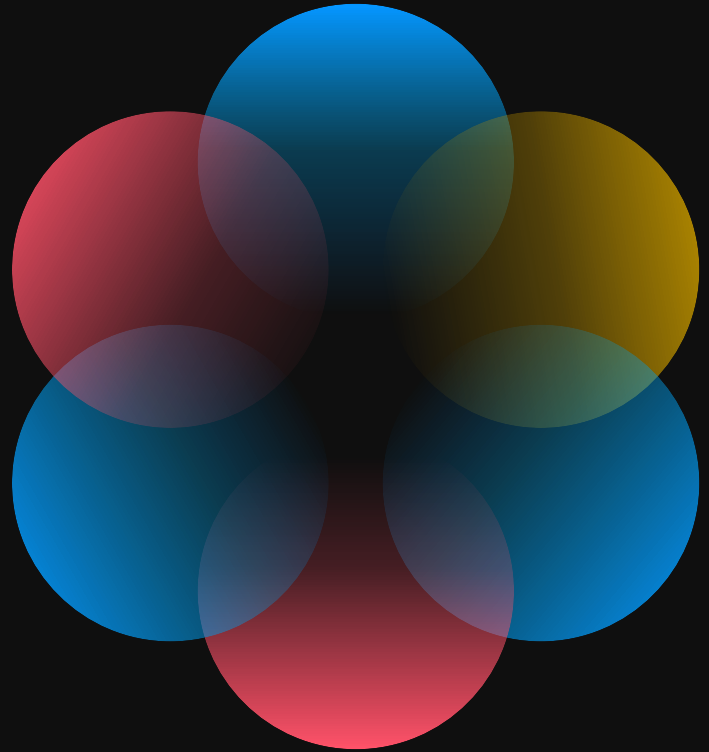
**CDP
Leadership
Band
Top 2%**

10th consecutive year on
CDP Leadership Band

* Within the IT industry

03. 2022 Financial Performance

Nathalie Sénéchault



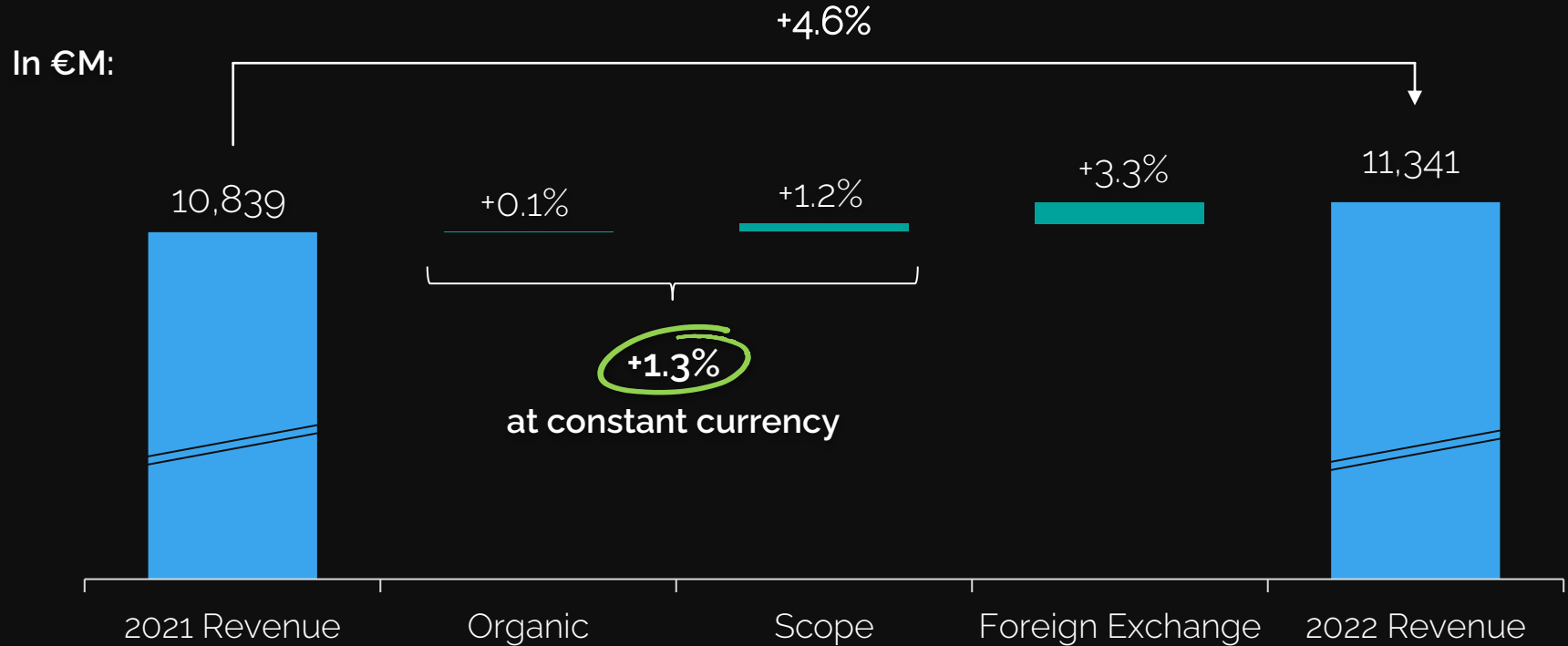
2022

Financial overview

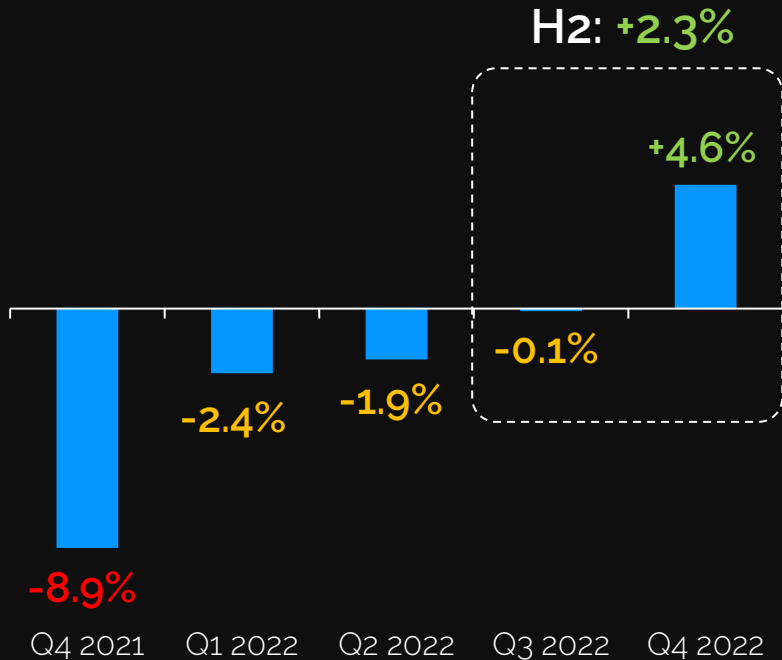
€M	FY 2022	FY 2021	Change	Change at cst. currency
Revenue	11,341	10,839	+4.6%	+1.3%
Operating Margin	356	383		
<i>In % of revenue</i>	3.1%	3.5%	-40 bps	-60 bps
OMDA	1,020	1,095		
<i>In % of revenue</i>	9.0%	10.1%	-110 bps	
Normalized Net income	-28	-215		
Net income	-1,012	-2,962		
Free Cash Flow excluding costs of transformation plan	-58	-419		
Free Cash Flow	-187	-419		
Net debt	1,450	1,226		

2022 revenue bridge

Return to growth at constant currency, organic stabilization



Continued sequential improvement in organic growth



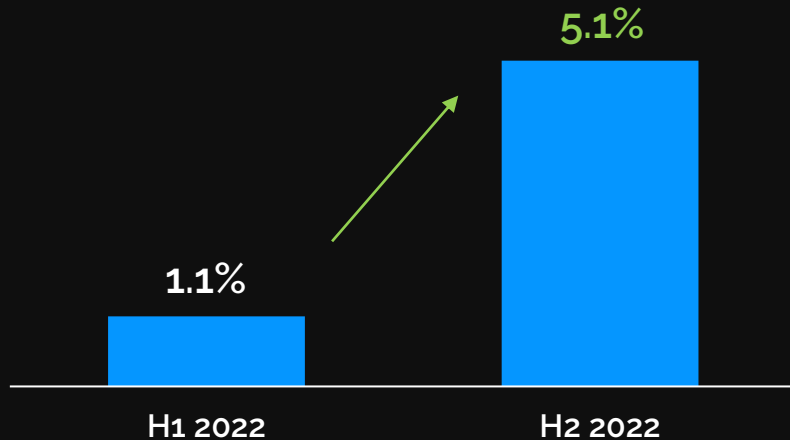
Organic growth turned positive in Q4:

- Evidian strongly up
- Tech Foundations down due to portfolio rationalization
- Comparison basis

2022 operating margin

Strong recovery in H2 as expected

3.1% operating margin in FY22



H2 improvement mainly driven by:

- ✓ Decrease in structure costs
- ✓ Selective hirings
- ✓ Cost discipline
- ✓ Reduction in underperforming contracts and associated losses
- ✓ Pricing

Operating margin to Net income

€M	2022	2021
Operating margin	356	383
Reorganization, Rationalization, Integration costs	-451	-437
Amortization of intangible assets	-140	-151
Equity based compensation	-25	-34
Impairment of goodwill and other non-current assets	-177	-1,490
Others	-359	-1,039
Operating income	-795	-2,768
Net financial expenses	-175	-151
Tax charge	-46	-39
Non-controlling interests	0	-3
Share of net profit/(loss) of associates	4	0
Net income – Group share	-1,012	-2,962

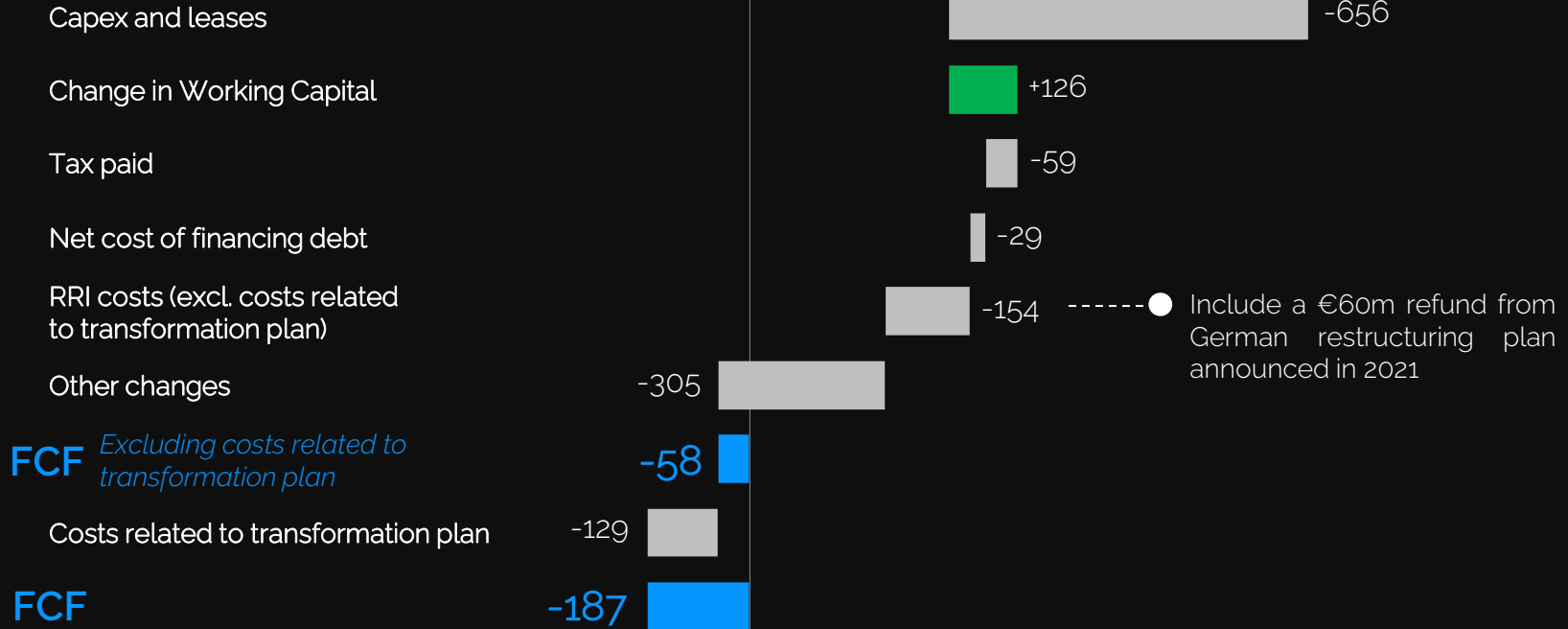
→ o/w €-266m related to Atos' envisioned transformation plan

→ o/w €-210m one-off impact from Tech Foundations addressing large underperforming contracts

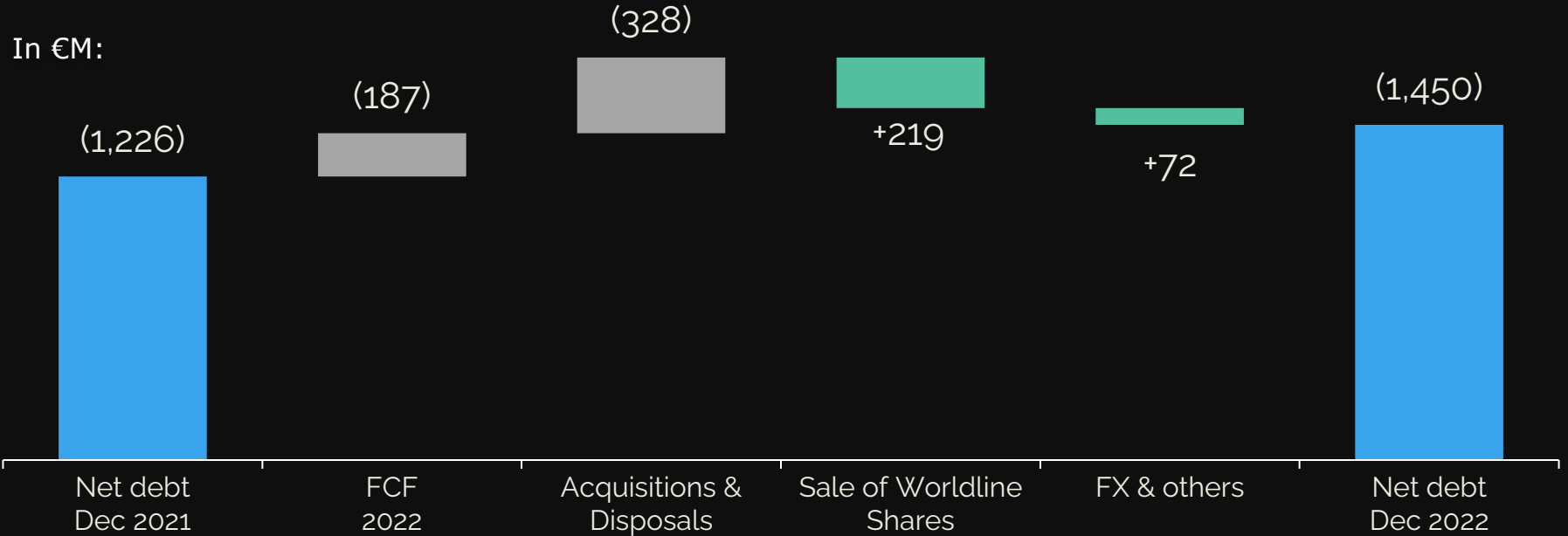
→ o/w €-29m cost of debt and €-109m related to the disposal of Worldline shares

2022 Free cash flow

OMDA



2022 change in net debt



Leverage ratio at 2.4x OMDA pre IFRS 16

04. Outlook

*Nourdine Bihmane
& Philippe Oliva*



Evidian 2023 priorities



Drive revenue growth acceleration

- Deploy new customer value proposition and portfolio of offerings
- Maximize synergies and leverage joint go-to-market
- Build sales capabilities, increase large deals win rate



Delivery excellence and profitability

- Targeted margin improvement actions at key accounts level
- Talent management in an inflationary context: increase utilization, targeted hirings, reskilling
- Delivery-led growth approach



Successful transformation

- Shift to new operating model
- Drive innovation to the next level



In 2023,
we expect

- ✓ Revenue organic growth to accelerate
- ✓ Operating margin to increase

Tech Foundations 2023 priorities



REFOCUS: accelerate the reshaping of our portfolio

- Tackle underperforming contracts, wind down non-core activities
- Continue to rationalize VAR and non strategic offerings



RECOVER: step up cost structure adaptation

- Social consultation completed; targeting 7,500+ headcount reduction over the next 3 years with significant actions planned in 2023
- Structural changes in delivery model – MTO, AI/Automation



REBOUND pave the way for future growth

- Continue commercial momentum through focus on large deals, growth squads and integrating Advisory in GTM motion
- Scale new offerings – Edge, Public cloud and sovereign cloud



In 2023,
we expect:

- ✓ Continued stabilization of core revenue
- ✓ Managed decrease in revenue resulting from portfolio rationalization
- ✓ Ramp up in margin expansion actions; mitigated by inflation and portfolio rationalization
- ✓ Operating margin in positive territory, well ahead of plan

2023 full-year outlook

	Group	Evidian	Tech Foundations
Organic revenue growth	-1.0% to +1.0% +0.1% in 2022	Acceleration vs. 2022 +2.0% in 2022	Managed decrease Core stabilization Portfolio rationalization -1.6% in 2022
Operating margin* (% of revenue)	4% to 5% 3.1% in 2022	Improvement vs. 2022 5.2% in 2022	Positive territory 1.3% in 2022

* At current perimeter, including Italian activities & UCC (disposals expected to close in H1 2023 and H2 2023 respectively)

Conclusion



Atos delivering on strategic plan




Strong operational recovery achieved in H2 2022



Confidence for 2023, separation project well on track

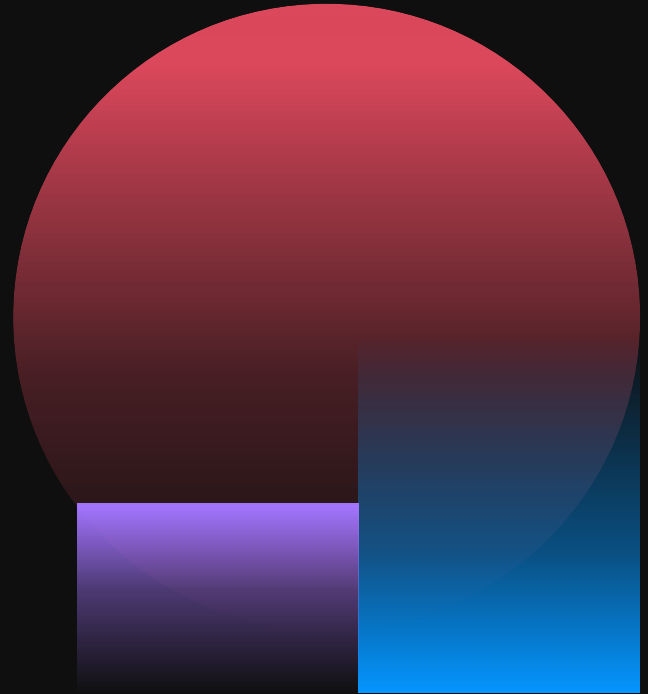


On track to achieve 2026 objectives

A large, hand-drawn callout bubble with a blue-to-pink gradient border, containing text.

Evidian and Tech Foundations will hold Investor Days prior to the envisaged separation

05. Q&A



Thank you



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