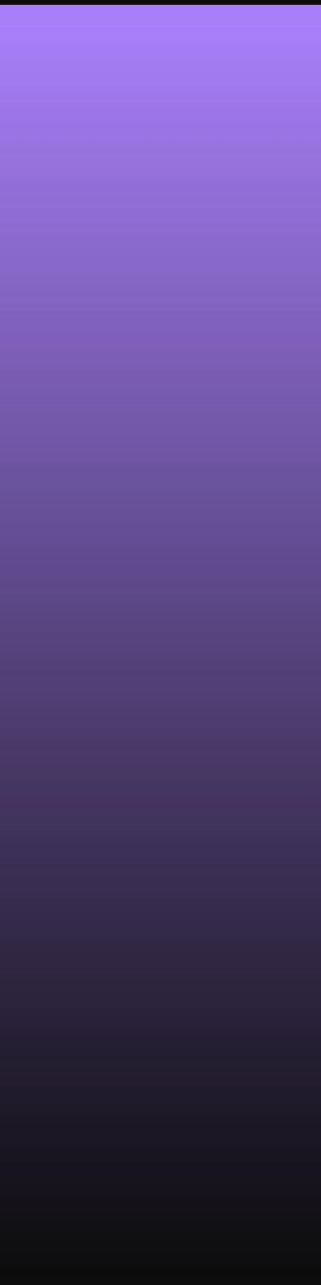
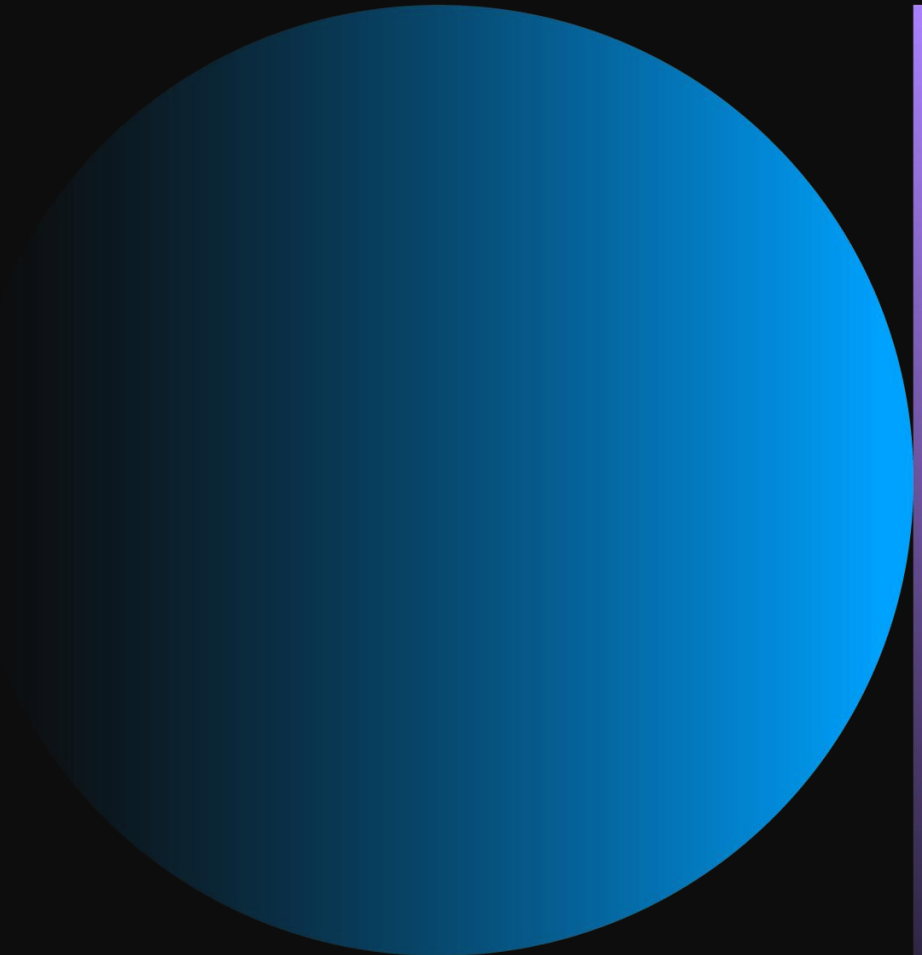




# Q3 2021 Revenue

Bezons, October 21, 2021



# 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 2020 Universal Registration Document filed with the Autorité des Marchés Financiers (AMF) on April 7, 2021 under the registration number D.21-0269 and the Amendment to the 2020 Universal Registration Documents filed with the AMF on July 30, 2021 under number D.21-0269-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.

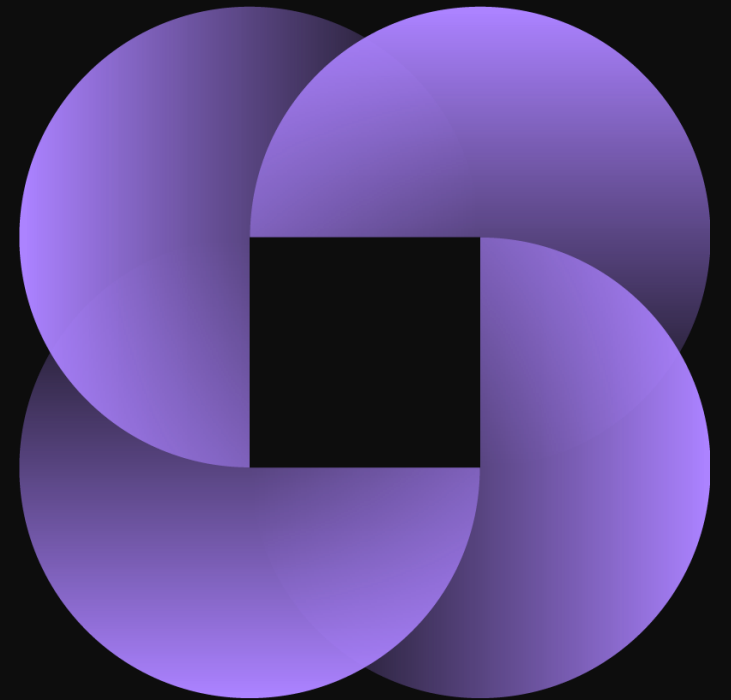
Revenue organic growth is presented at constant scope and exchange rates.

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

- 1** | Q3 2021 Highlights
- 2** | Group Transformation Update
- 3** | Q3 2021 Financial Performance
- 4** | Conclusion and Q&A



SECTION 1

# Q3 2021 Highlights

# Q3 2021

## Key Figures

### Revenue

---

**€ 2,666m**  
0.0% at cc.

### Digital, Cloud, Security & Decarbonization

---

**52%**  
of Q3 revenue

### Headcount

---

**106,665**  
+1,857 vs end of June 2021

### Order entry

---

**€ 2,399m**  
BtB at 90%

### Backlog

---

**€ 23.4bn**  
2.1 years of revenue

### Weighted pipeline

---

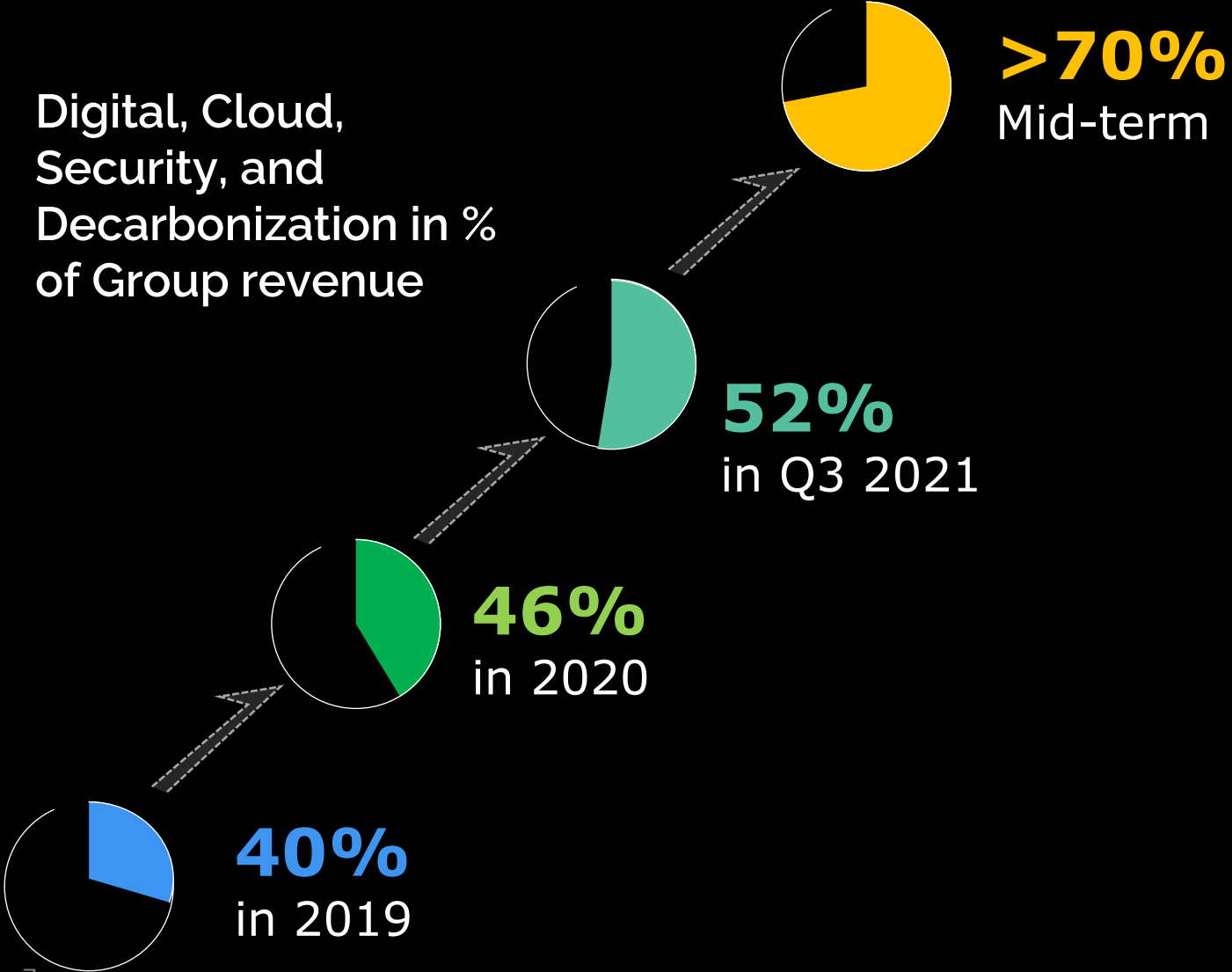
**€ 7.4bn**  
7.9 months of revenue

# 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.

# New breakthroughs achieved with Cloud and Digital partners



Advanced Consulting Partner  
Managed Services Partner

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



13 times Gold partner  
Managed Services Partner

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



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



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



Global Alliance Partner  
Regulatory compliance in FS

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



Global Platinum partner  
SAP Partner Managed Cloud

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



Platinum partner  
Global reach established

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



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

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

## Recent achievements

31%

Revenue growth in Q3

1<sup>st</sup>

World-first carbon neutral detection and response cyber services

1<sup>st</sup>

Partnership with BASF to lead Product Carbon Footprint methodology



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



Launch of JCI partnership

## Key Wins to date

Local central bank in EU  
Company in luxury

Advisory Services for Net Zero



Assessment and consulting

Car manufacturer  
Tyre supplier

Green Factory – Digital solutions to reduce Energy consumption



Telekom Austria

Digitized carbon footprint and ESG reporting for OT

European High Tech player

Digital Decarbonization Assessment and Decarbonization Level Agreement

# 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

Atos

# 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

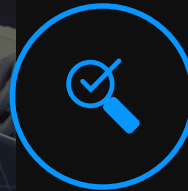
**400+ expected** by year end of which **200+ departures**

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

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



## Looking for partners on commoditized technology and service layers:

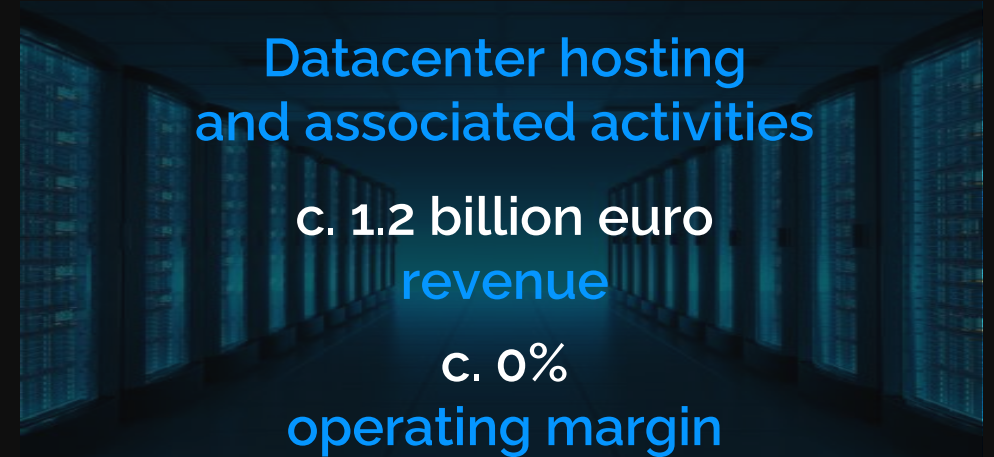
- *Data centers*
- *Legacy compute & storage*
- *Networks*
- *Infrastructure fulfillment*
- *Maintenance*
- *Infra projects*

Formal process ongoing  
Indications of interest received  
Separation in progress



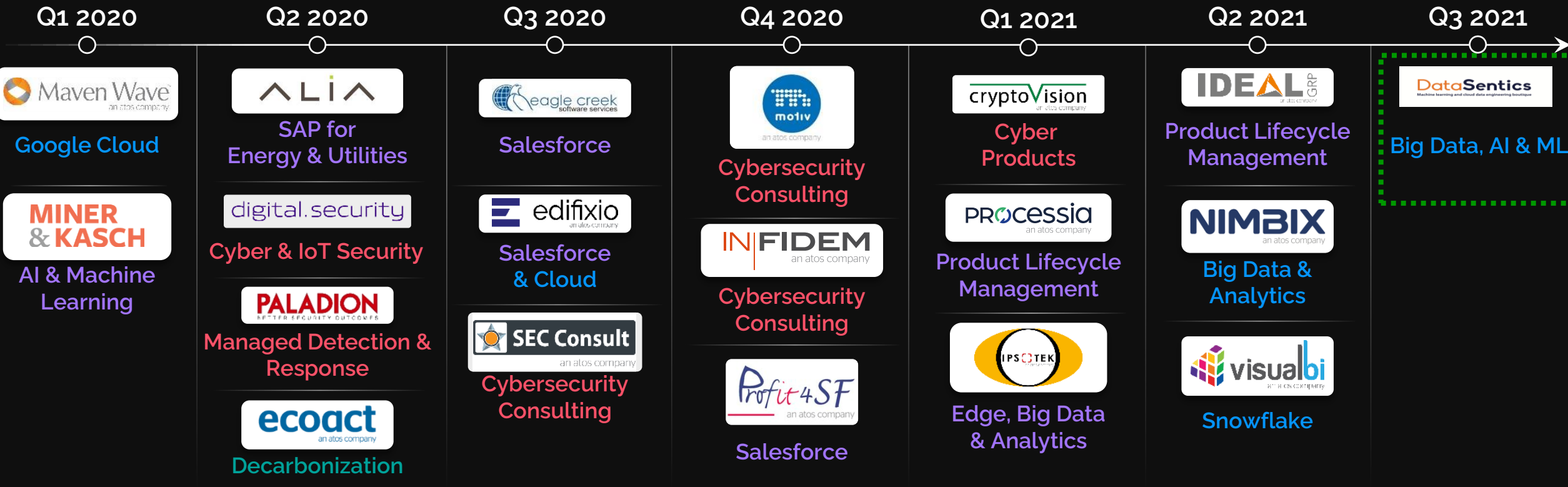
## Full focus on Data & Applications on Hybrid Multi-Cloud:

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



# Continued bolt-on acquisitions strategy

19 Acquisitions since January 1st, 2020



> € 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

SECTION 3

# Q3 2021 Financial Performance

A large, stylized number '3' is positioned on the right side of the slide. The number is filled with a solid blue color and has a thick, rounded, sans-serif font style. It is partially cut off by the right edge of the frame.

Atos

# 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%
<b>Total</b>	<b>2,666</b>	<b>2,666</b>	<b>0.0%</b>

\* At constant currency

# 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%	
<b>Total</b>	<b>-2.1%</b>	<b>-1.9%</b>	<b>0.0%</b>	<b>0.0%</b>	

## 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%
<b>Total</b>	<b>2,666</b>	<b>2,666</b>	<b>0.0%</b>

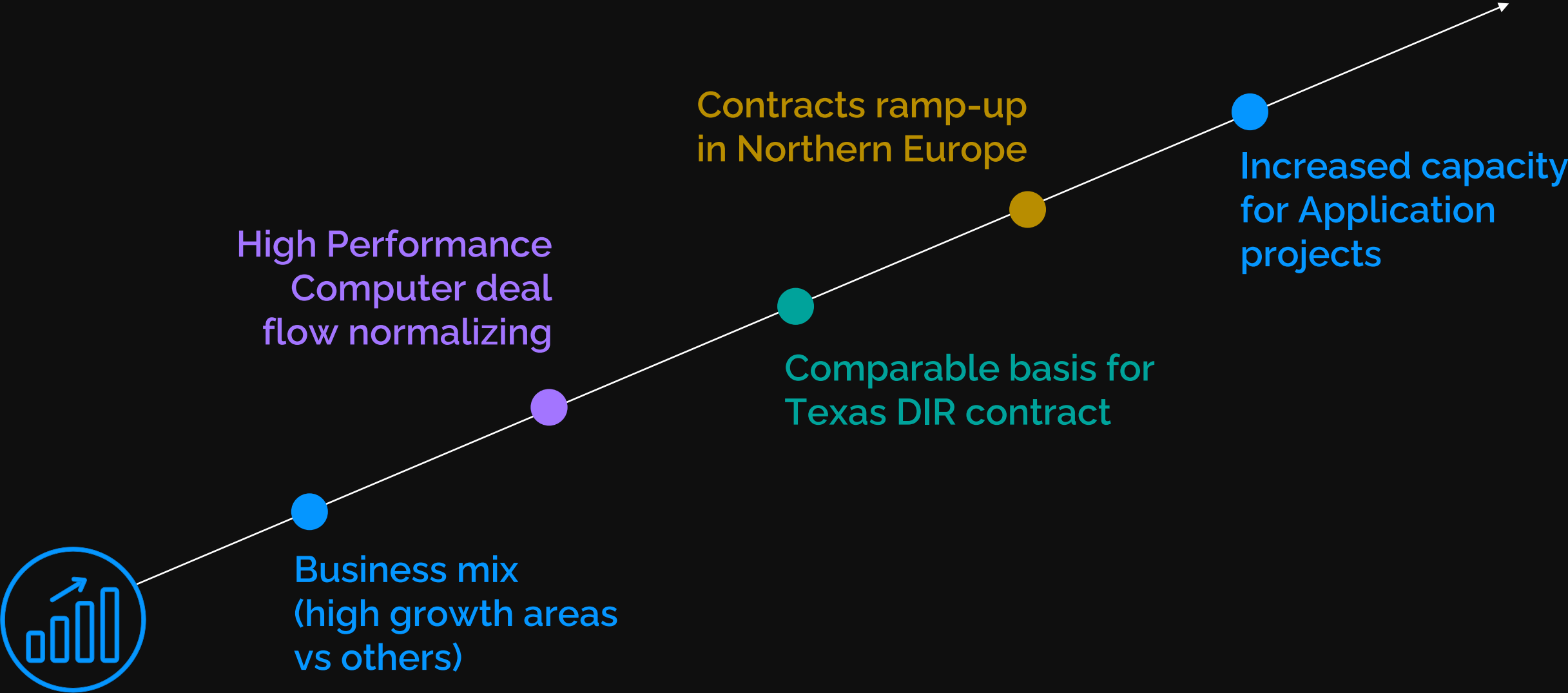
\* At constant currency

# 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



Q3 2021

# Headcount Evolution





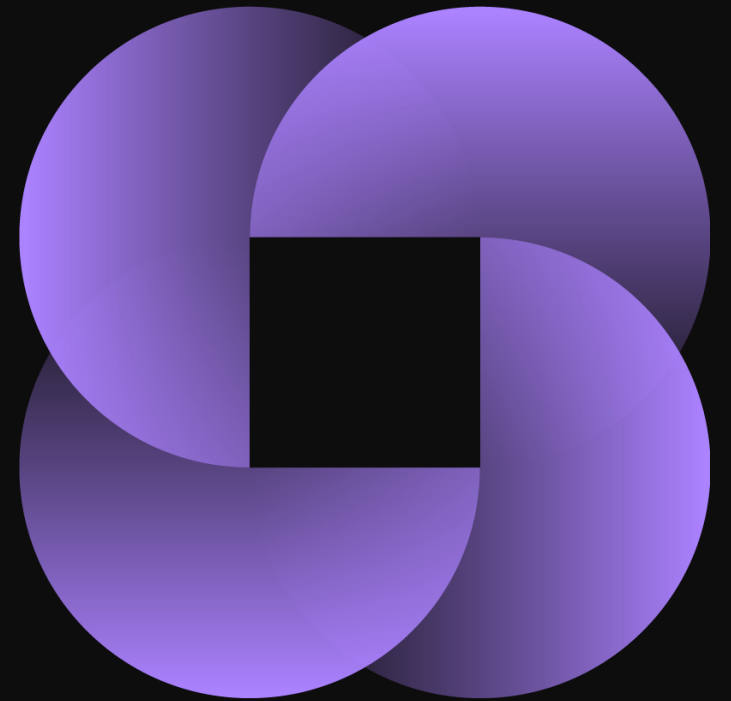
SECTION 4

# 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

Q&A



Atos



Thank you!

