

Q1 2020 revenue

April 22, 2020

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

Agenda

1. Q1 2020 highlights and objectives for 2020
2. Financial performance
3. Conclusion and Q&A



Q1 2020 highlights

Elie Girard

CEO

Number one priority: take care of our employees...



Immediate adoption of all hygiene and safety guidelines



Crisis Management Task Forces to lead employee care



Full adoption of work from home across the Group



Travel stoppage

Very centralized model allowing to react very fast to the Covid-19 crisis with a strong mobilization of the Human Resources network

... while supporting our customers during the crisis



Seamless business continuity plans implementation



Support of our customers for generalized work-from-home



"Always Ready" Covid-19 tailored solutions program



Reinforced cybersecurity



Support Public & Health authorities



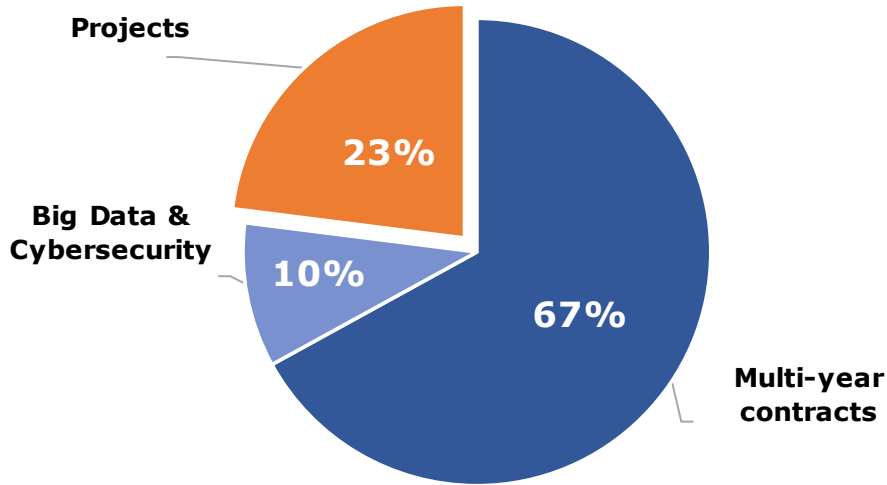
Accelerate medical research

Fully centralized operational processes allowing to ensure very fast seamless business continuity and support for our customers

A resilient business profile... (1/2)

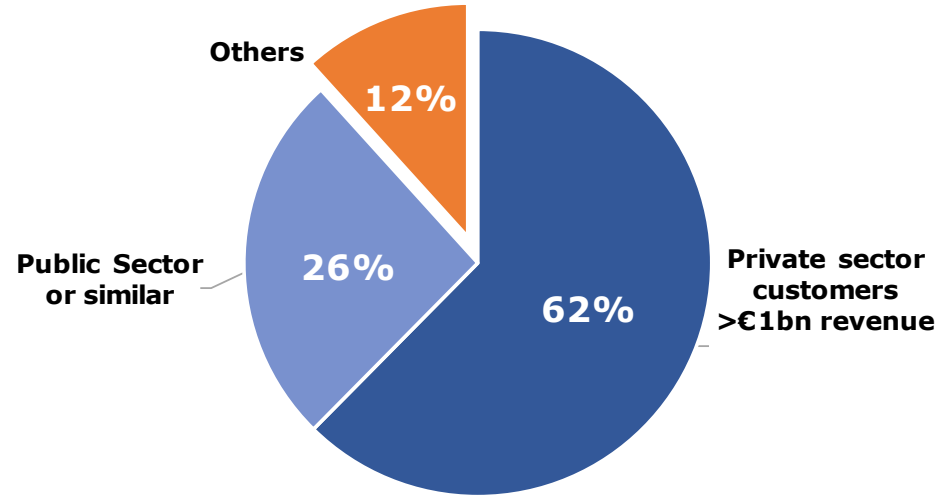
A strong business mix

- ▶ 2/3 of multi-year contracts
- ▶ c. 75% of critical services



A robust customer base

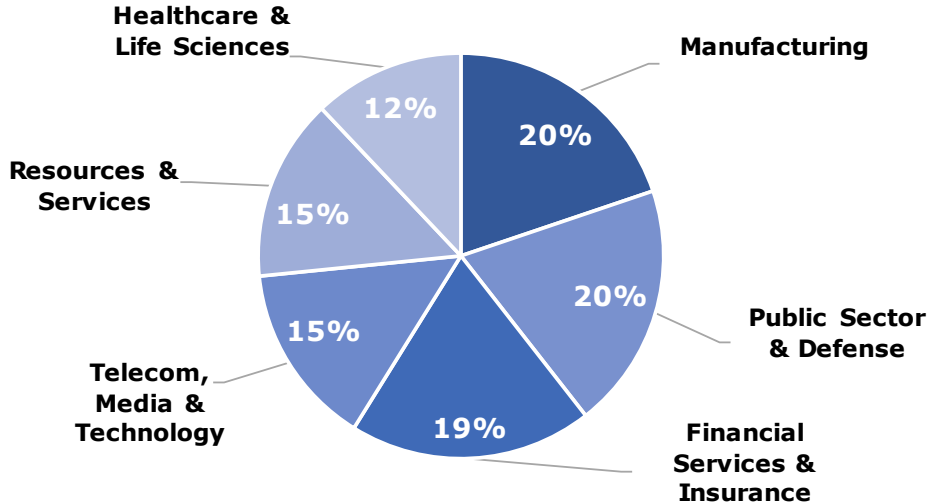
- ▶ c. 90% of Atos' business with companies having more than €1bn annual revenue or with Public Sector



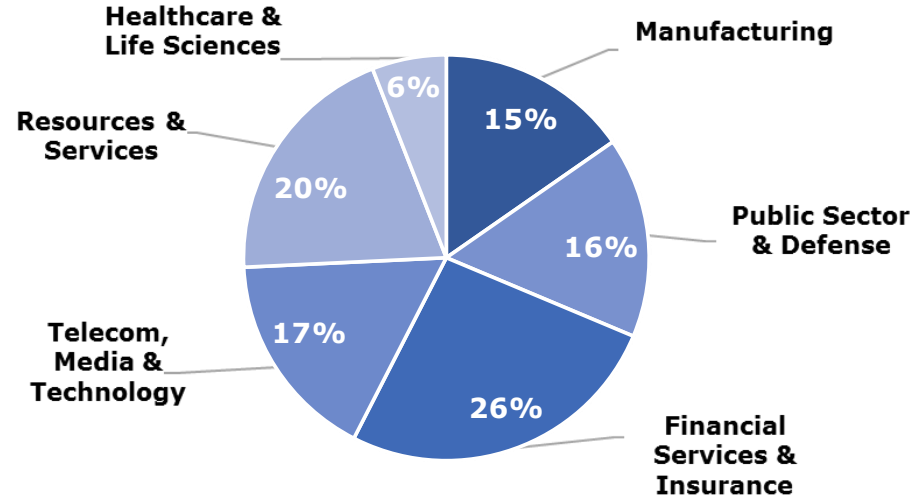
A resilient business profile... (2/2)

A well balanced Industry mix

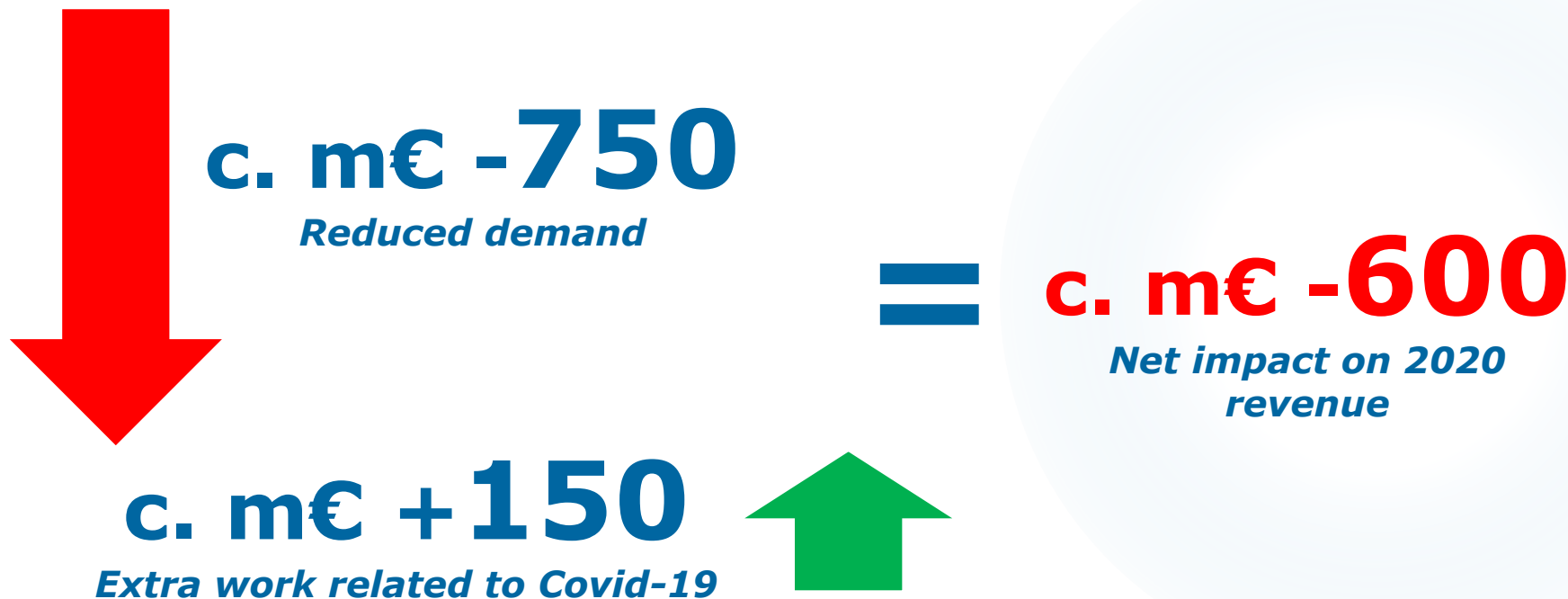
Atos Industry mix



Global IT Services spend by Industry*



... allowing to contain 2020 revenue impact



All stakeholders contributing to mitigate the crisis impact



Concrete contributions and implications per stakeholder...

Third parties

- ✓ Spend freeze for non customer related requirements
- ✓ Reduction of consumption, price renegotiations
- ✓ Reduction / replacement of subcontractors
- ✓ Travel freeze

Employees & Public support

- ✓ Hiring freeze
- ✓ Salary freeze / variable compensation
- ✓ Increase vacation consumption
- ✓ Part-time work / furlough including public support

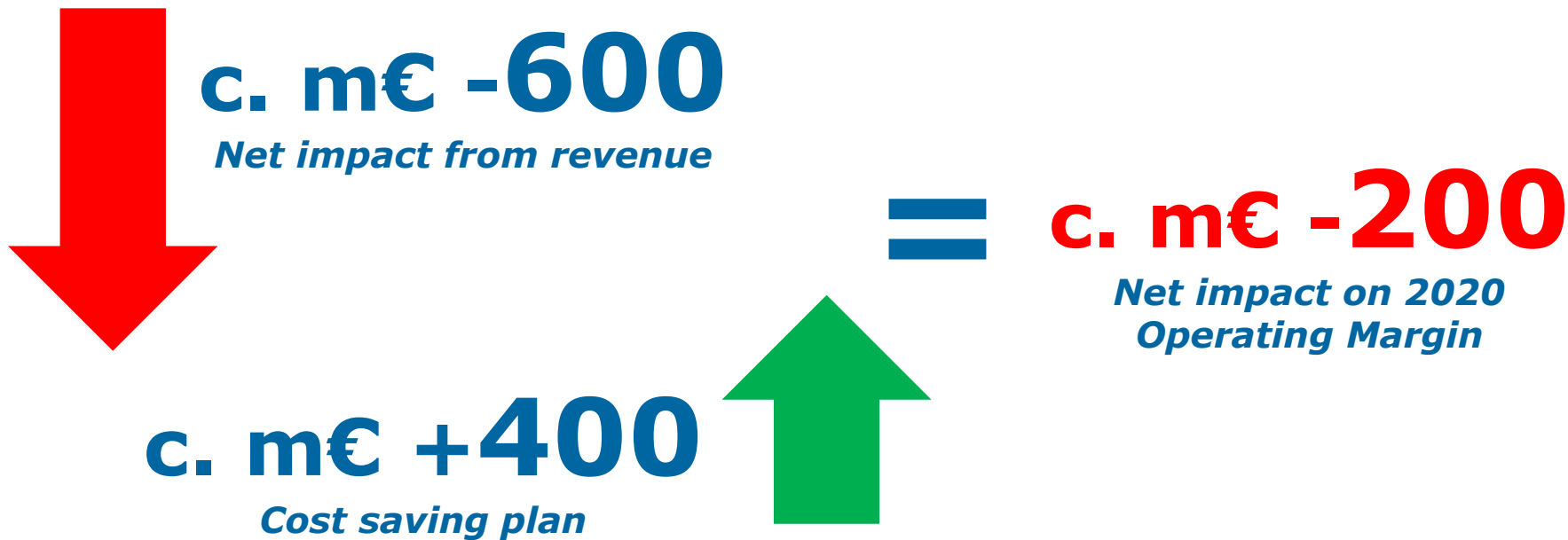
Customers

- ✓ Reasonable flexibility granted to some customers, expanding services post crisis
- ✓ Contract management

Shareholders & Group Management

- ✓ Cancellation of the dividend on last Fiscal Year
- ✓ Reduction of Group Management compensation

... mitigating 2020 operating margin impact



Other Q1 2020 highlights

**Implementation of
SPRING** well on track



**Major renewals
signed** in North
America

**Disposal of 13%
Worldline shares for
€1.5bn beg. of Feb**



Acquisition of **Maven
Wave** strengthening
Cloud firepower

Q1 2020 key figures

Revenue Organic evolution

-0.8%

Book to bill ratio

103%

86% in Q1 2019

Backlog

€22.1bn

1.9 year of revenue

Weighted pipeline

€7.6bn

€ +0.2bn vs December 2019

Main wins in Q1 2020



**Public Sector
& Defense**

Private
Cloud,
Artificial
Intelligence
& Machine
Learning



**Telecom,
Media &
Technology**

Hybrid Cloud,
and Security
Services

**A major US
Engineering
Company**



**Telecom,
Media &
Technology**

Digital
Workplace



**Financial
Services &
Insurance**

Digital
Workplace &
Infrastructure



**Resources &
Services**

Codex
Solutions
Automation

**A global
European
firm in Capital
Goods**



Manufacturing

SAP HANA

**A global
European
Pharmaceutical
Company**



**Health & Life
Sciences**

Digital project
on Syntel
offering

2020 objectives updated post Covid-19

	Pre Covid-19		Post Covid-19
Revenue organic evolution	c. +2%	➤	-2% to -4%
Operating margin rate	+20 bps to +40 bps vs 2019 (10.3% reported)	➤	9.0% to 9.5% of revenue
Free cash flow	c. €700m	➤	€500m to €600m

Suspension of 2021 targets, the last year of the three-year plan presented at the Investor Day held on January 30, 2019

2

Financial performance

Uwe Stelter
Group CFO

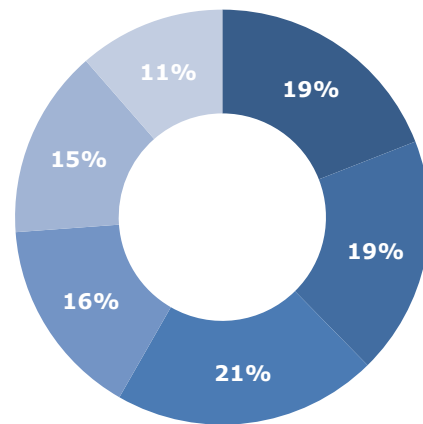
Constant scope and exchange rates figures reconciliation

<i>In € million</i>	Q1 2020	Q1 2019	% change
Statutory revenue	2,834	2,818	+0.6%
Exchange rates effect		26	
Revenue at constant exchange rates	2,834	2,843	-0.3%
Scope effect		14	
Exchange rates effect on acquired/disposed perimeters		1	
Revenue at constant scope and exchange rates	2,834	2,858	-0.8%

- ▶ **Exchange rates effect** mainly came from the USD as well as the GBP and positively contributed to revenue for €+27 million.
- ▶ **Scope effect** mostly related to the acquisitions of Maven Wave, IDnomic and X-PERION and the disposal of Unified Communication & Collaboration, ITO UK and CVC activities.

Q1 2020 performance by Industry

- ▶ **Public Sector & Defense growth with contract ramp-ups in Northern Europe**
- ▶ **Manufacturing mainly impacted by Aerospace and Chemical Industry**
- ▶ **Reduction of discretionary expenses in Financial Services & Insurance**
- ▶ **Healthcare & Life Sciences impacted by volume reductions in both North America and Northern Europe**

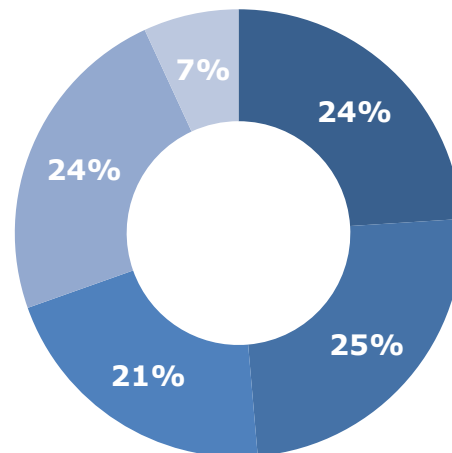


<i>In € million</i>	Q1 2020	Q1 2019*	Organic evolution
Manufacturing	539	555	-2.9%
Financial Services & Insurance	527	542	-2.6%
Public Sector & Defense	584	566	+3.2%
Telecom, Media & Technology	443	439	+0.8%
Resources & Services	418	416	+0.4%
Healthcare & Life Sciences	323	340	-4.9%
Total Group	2,834	2,858	-0.8%

* At constant scope and exchange rates

Q1 2020 performance by Regional Business Unit

- ▶ North America impacted by reduced project volumes
- ▶ Northern Europe supported by Public Sector & Defense
- ▶ Southern Europe faced base effects on High Performance Computing as well as project delays
- ▶ Central Europe overcompensated the reduction of project work with increased ramp up of Cloud and Unified Communication contracts



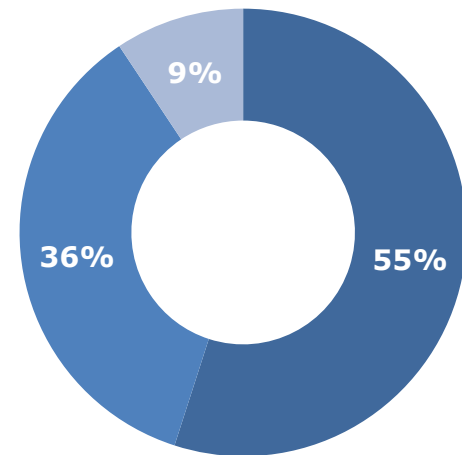
<i>In € million</i>	Q1 2020	Q1 2019*	Organic evolution
North America	681	699	-2.6%
Northern Europe	698	696	+0.3%
Southern Europe	594	609	-2.6%
Central Europe	667	660	+1.0%
Growing Markets	194	192	+1.0%
Total Group	2,834	2,858	-0.8%

* At constant scope and exchange rates

- North America
- Northern Europe
- Southern Europe
- Central Europe
- Growing Markets

Q1 2020 performance by Division

- ▶ **Resilience in Infrastructure & Data Management**
- ▶ **Business & Platform Solutions additionally impacted by a lower demand and project delays**
- ▶ **Continuous double digit growth in Big Data & Cybersecurity**



<i>In € million</i>	Q1 2020	Q1 2019*	Organic evolution
Infrastructure & Data Management	1,558	1,566	-0.5%
Business & Platform Solutions	1,016	1,069	-4.9%
Big Data & Cybersecurity	259	223	+16.3%
Total Group	2,834	2,858	-0.8%

* At constant scope and exchange rates

- Infrastructure & Data Management
- Business & Platform Solutions
- Big Data & Cybersecurity

Syntel Synergies

Sales and delivery synergies on track despite Covid-19

Revenue synergy categories

1

Leveraging both Atos and Syntel portfolios across entire customer base

2

New Global capabilities to capture large End-to-End Digital Transformation projects

Q1 2020 status

- **66** deals closed in Q1
- Total synergy pipeline of **€0.9bn** for decision in 2020

A global EU Pharma Company

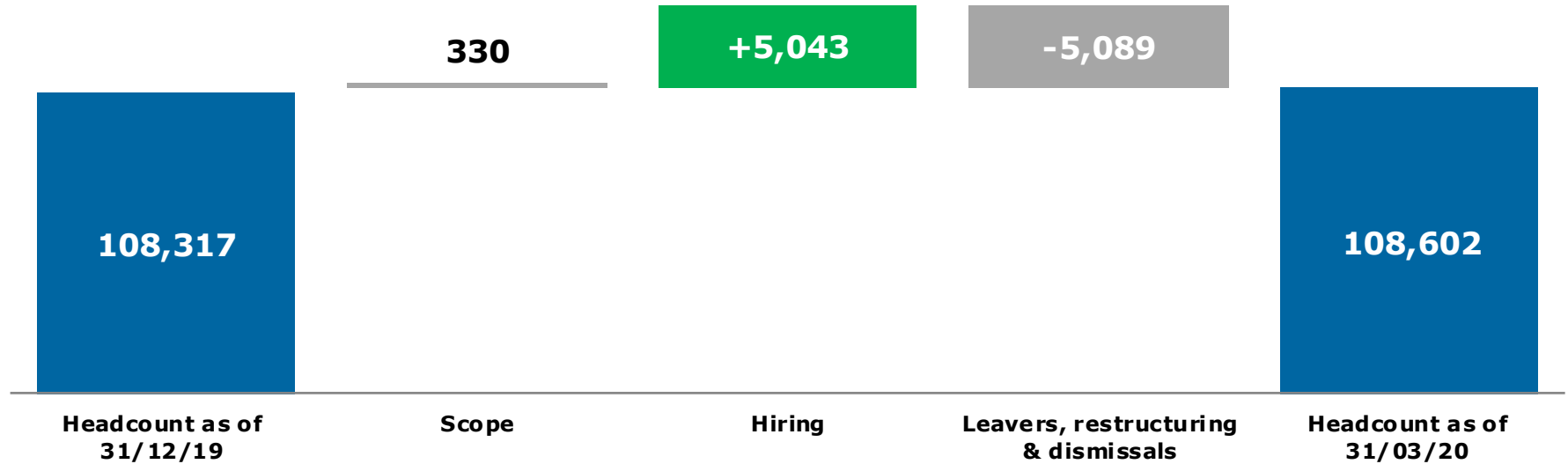
Building a Centre of Excellence for Data Analytics to digitise R&D processes

Q1 Wins

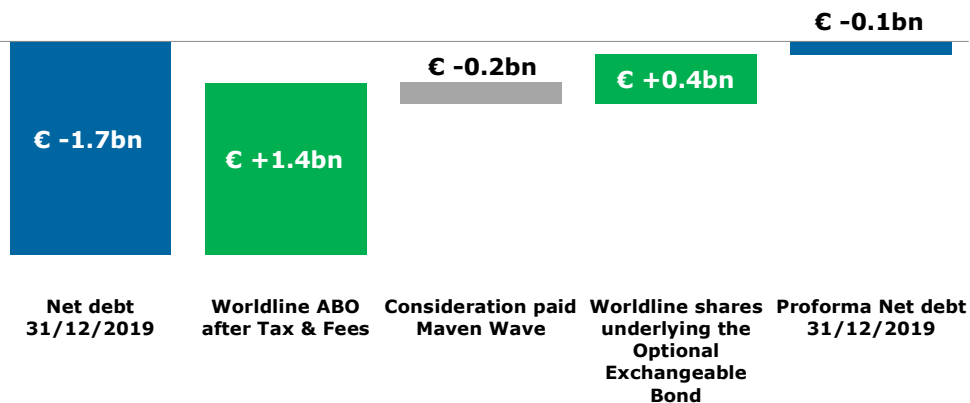
A global Financial Services Company

Application Development and Maintenance globally

Q1 2020 headcount evolution



Focus on financing and liquidity in the context of Covid-19



Gross cash

- Strong funds to face an economic downturn and to cover short term reimbursement of borrowings and lease liabilities
- €2.4bn Revolving Credit Facility not due until November 2024 (with 1 year extension option)

Gross debt: next redemptions

- 2022: €0.7bn bond
- 2023: €0.3bn bond
- 2024: €0.5bn Optional Exchangeable Bond into Worldline shares
- Beyond 2024: €1.1bn bond

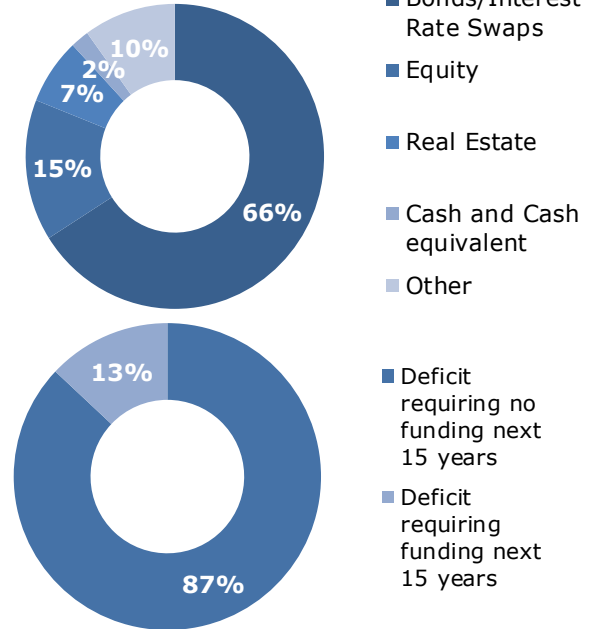
Focus on pension plans in the context of Covid-19

Plan assets : € 3.6bn end of Q1 2020

- **€ 3.9bn** as of December 31, 2019
- **small exposure to Equities**: 10% of equity well diversified geographically

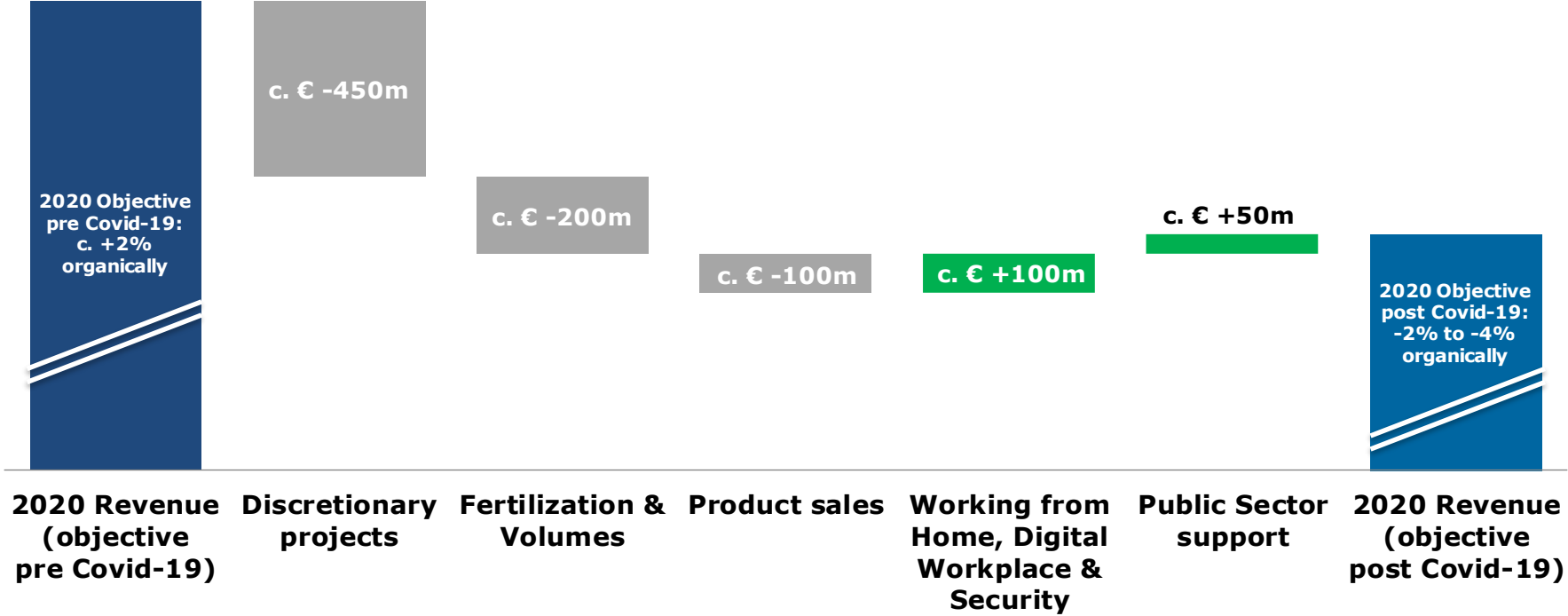
Defined benefit obligation : € 4.5bn end of Q1 2020

- **€ 4.9bn** as of December 31, 2019
- **87%** of deficit does not require funding in the next 15 years

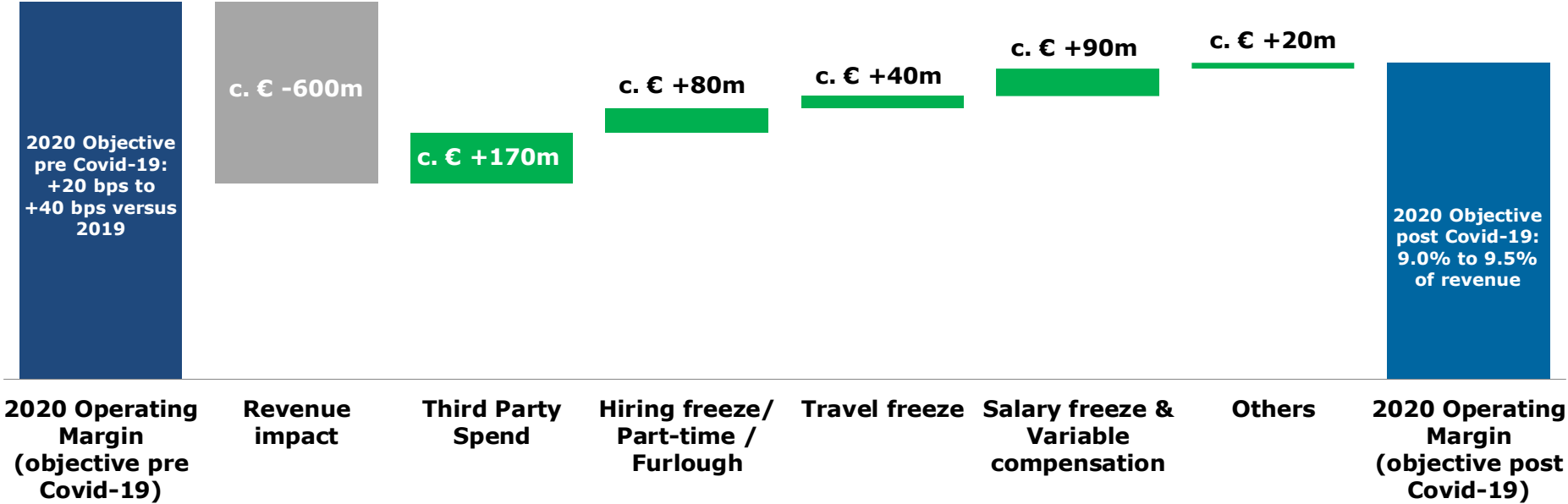


Deficit reduced from € -1.0bn end of 2019 to € -0.9bn end of Q1 2020

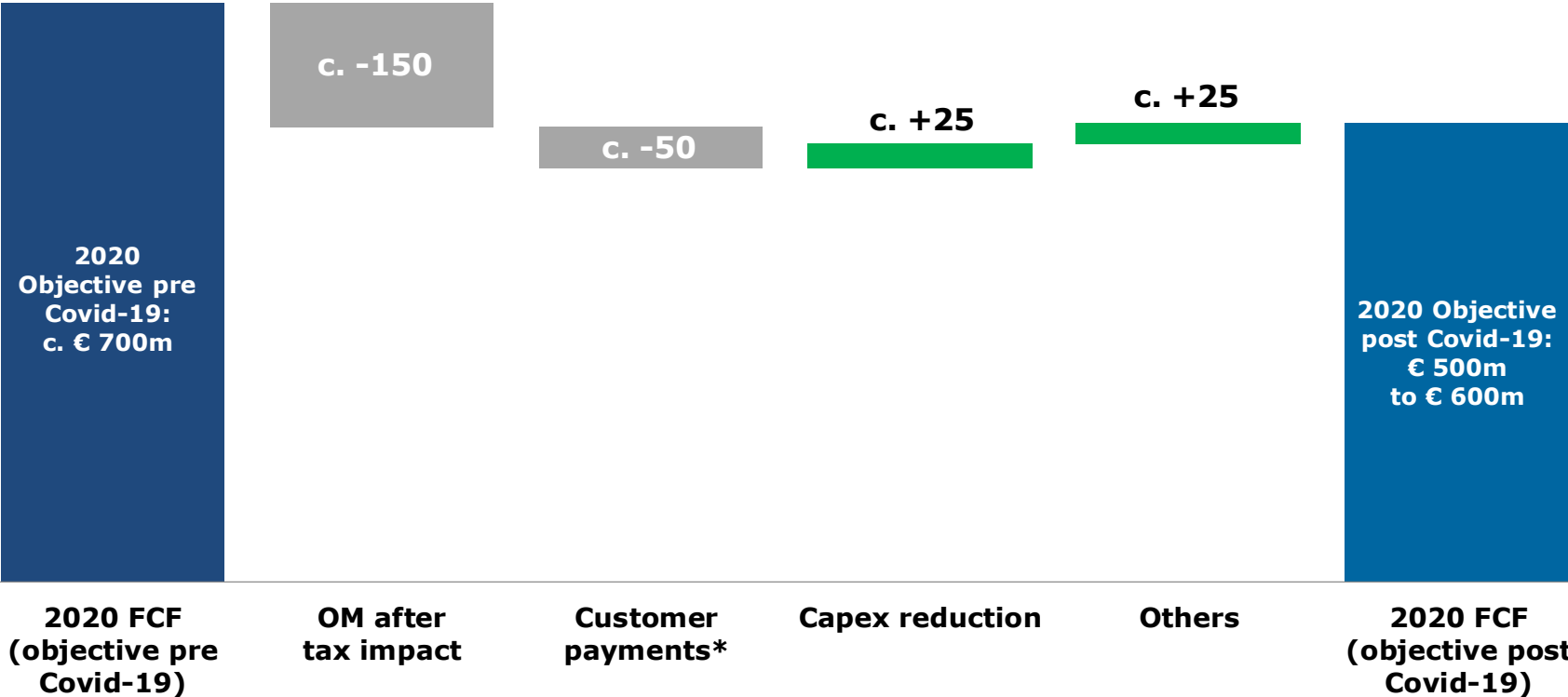
Bridge 2020 Revenue objective



Bridge 2020 Operating Margin objective



Bridge 2020 Free Cash Flow objective



*no change in sales of receivables compared to December 31, 2019, as per objective pre Covid-19

3

Conclusion

Elie Girard

CEO

2020 main priorities

Focus on customer demand post Covid-19

Cost control and Cash management

Roll-out of SPRING as planned

Pursue bolt-on acquisitions

A Group well prepared to go through an unprecedented business situation and fully ready for post Covid-19

Q&A



Thank you

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