Resources & Services

Giuseppe Di Franco,
Head of Resources & Services

Guillaume Beuscart,
Head of Retail, Transportation & Logistics
RESOURCES & SERVICES
ID CARD

- c. 18,000 HEADCOUNT WORLDWIDE
- Present in 50 COUNTRIES
- 43% Energy & Utilities
- 57% Retail, Transportation & Logistics
- €1.7bn 2019 REVENUE
- €2.0bn 2019 ORDER ENTRY
- €175m 2019 OPERATING MARGIN
- +7.8% 2019 Organic growth
- 114% 2019 BOOK TO BILL
- 10.1% 2019 OPERATING MARGIN RATE
- TOP10 CUSTOMERS representing c. 43% OF REVENUE
- Global Accounts representing c. 56% of revenue
- c. 56% Energy & Utilities
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### RESOURCES & SERVICES
#### GLOBAL CONTEXT: ACCELERATION OF DIGITAL TRANSFORMATION

<table>
<thead>
<tr>
<th>100%</th>
<th>+300%</th>
<th>+80%</th>
<th>€20bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>working on a change according to 3 linked drivers: <strong>Decarbonization</strong>, Digitalization, Decentralization</td>
<td>of data collected and stored by E&amp;U companies in 5 years, leveraging on <strong>Intelligent Analytics</strong> on Data Platforms</td>
<td>of retailers are going to implement <strong>Artificial Intelligence</strong> solutions</td>
<td>per year in savings from cost-effective <strong>autonomous technology</strong>, benefitting to last mile and decarbonization</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>80%</th>
<th>+50%</th>
<th>+700%</th>
<th>x3</th>
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<td>investing in <strong>digitalization</strong> of engineering and operations by implementing an integrated ecosystem along IT, OT, IoT</td>
<td>Covid effects + millennials enhanced interactions with E&amp;U players via <strong>mobile, web</strong> and <strong>social media</strong></td>
<td>Increase in demand to <strong>e-commerce</strong> players</td>
<td>The worldwide transport of passengers will be multiplied by 3 in 2050. <strong>Control systems</strong> over infrastructure and networks are key for efficiency and <strong>decarbonization</strong></td>
</tr>
</tbody>
</table>

**Energy & Utilities (E&U)**

**Retail, Transportation & Logistics**

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*Covid has negative effects on market growth in the short term, while in the middle/long term increases the digital change*
RESOURCES & SERVICES
ATOS INDUSTRY EXPERTISE AND ASSETS

<table>
<thead>
<tr>
<th>OUR EXPERTISE</th>
<th>OUR SOLUTIONS &amp; IP</th>
<th>OUR EXPERIENCE</th>
<th>OUR PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>l More than 7,000 dedicated industry specialists in E&amp;U, Retail, Transport and Logistics</td>
<td>1 Packaged solutions for Energy &amp; Utilities (Billing, smart metering, networks management,...)</td>
<td>• American delivery services company</td>
<td>.sap</td>
</tr>
</tbody>
</table>
RESOURCES & SERVICES/ ENERGY & UTILITIES
VALUE CHAIN DIGITAL TRANSFORMATION: PACKAGED SOLUTIONS

Objective: focus on proven vertical Energy & Utilities packaged offerings, replicating best practices and expertise cross-borders, reducing risks and enhancing profitability

TRADITIONAL E&U...

1. PACKAGED SOLUTIONS

- Decarbonization: control systems for GenCo & DisCo for renewables
- HyperAutomation
- Smart Digital Processes transformation
- Meter-to-cash and customer experience
- Asset lifecycle Management
- ....

... NEW “GREEN” E&U

- Smart Cities
- Smart Oilfield
- Smart building
- Domotics
- Electric Vehicle
- Micro-Renewable
- Energy Storage

Customer/Prosumer centricity in unbundled decarbonized ecosystem

Bundled flow Generation, Distribution and Retail to final Users
RESOURCES & SERVICES / RETAIL, TRANSPORTATION & LOGISTICS
VALUE CHAIN DIGITAL TRANSFORMATION: PACKAGED SOLUTIONS

Objective: focus on proven vertical Retail, Transportation & Logistics packaged offerings, replicating best practices and expertise cross-borders, reducing risks and enhancing profitability

2 PACKAGED SOLUTIONS

- HyperAutomation
- Customer Experience
- Decarbonized and intelligent supply-chain
- Store security
- Automated inventory tracking (RFID)
- “Rebound Retail” for re-opening (contactless; scan and go; pick-up-only stores)
- ...

... NEW “GREEN” RETAIL

Hyper-convenient retail experience; Traceable & sustainable logistics

The customer
RESOURCES & SERVICES
THE COMMON FRAMEWORK FOR CUSTOMERS

1 - 2
PACKAGED SOLUTIONS
Customer Intelligence & Engagement
Asset management & Network modeling
Billing & Credit

3
PLATFORMS & MICRO-SERVICES
SAP SCP, Red Hat, Google, AWS, Microsoft, ...
Booking data, Warehouse data, Bills & Credits
Readings from Smart meters...

4
ECOSYSTEM OF MULTIPLE INFRASTRUCTURES
PLANTS
NETWORKS
PRODUCTION, UPSTREAM PLANTS, HARBORS, AIRPORTS, WAREHOUSES, PIPELINES, RAILWAYS NETWORKS, ELECTRICITY NETWORKS, WASTE MGT NETWORKS, STORES, HOTELS
Client STORIES
RESOURCES & SERVICES
ENEL CASE: ATOS ACROSS THE VALUE CHAIN WITH GLOBAL COVERAGE

+500M EURO CONTRACTS WITH ENEL
(2° worldwide E&U player per market cap), to become the first leading private operator in the world in the Renewable Energy and Network sectors, thanks to DECARBONISATION AND ELECTRIFICATION Enel strategy.

SCALE AGILE
From Rooms to Organizations

SCALE DATA
DRIVEN
From data informed to data driven company

LAUNCH MICROSERVICES
From cloud only to microservices only

LAUNCH DIGITAL VALUE
From digital cost to digital revenue

METER TO CASH
Cash flow improvement for about 1,5 B euro/year

HYPERAUTOMATION
Cost saving
Time reduction
  c.25%
c.40%

DATA LAKE
2700B readings for data-Economy program

DIGITAL CHANNELS
Solution for improving 75M customers experience

SUBSCRIPTION ECONOMY
Planned 7B euro turnover in the next 5 years

DIGITAL WORKPLACE
70k new digital workplace in 32 countries

CYBERSECURITY
Homogeneous cybersecurity in 32 countries

BUSINESS IMPACT

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BUSINESS IMPACT
RESOURCES & SERVICES
MAJOR GLOBAL LOGISTICS FIRM: A TRANSFORMATIONAL PARTNERSHIP

+2000 ATOS EMPLOYEES
are partnering with the Client across its key strategic programs to position it as a DIGITAL, AGILE and e-COMMERCE oriented organization.
Our growing relationship (+20% IN THE LAST 2 YEARS), enabled Atos to launch a dedicated Innovation Center of Excellence in collaboration with Client, to generate sustainable digital impact.

SCALE AGILE
2,200 agile professionals & 15M+ Shipments/Day

MIGRATE TO CLOUD
From mainframe to cloud to microservices

DATA DRIVEN TRANSFORMATION
Data at the heart of the business

LAUNCH DIGITAL VALUE
True global mobile app installation

BUSINESS IMPACT

PRICING AND RATING
Enabled 67% more pricing agreements processed per week
$51 B total processed per year

REVENUE MANAGEMENT
11M Airways Bills processed daily with Zero manual adjustment delivering 40% cost savings

OPERATIONS
35% increased shipment volume processing enabled

CLEARANCE
99% faster clearance in Canada through automated Single Window Clearance

E-COMMERCE
Implemented 7-day delivery with 15 M+ shipments per day (mobile/ web)

IT MODERNIZATION
Mainframe to Cloud-native apps (30 K+ MIPS retired)

ACROSS GEOGRAPHIES
US, EMEA, APAC, LAC
RESOURCES & SERVICES
MID-TERM TARGETS: REVENUE GROWTH AND OPERATING MARGIN

- **MAIN ORGANIC GROWTH DRIVERS**
  - Packaged vertical offerings, focusing on decarbonization and digitalization
  - Platform and Microservices enabling new digital innovation
  - Geographical customers’ expansion, led by Industry expertise

- **MAIN OPERATING MARGIN DRIVERS**
  - Packaged replicable solutions
  - Syntel full leveraging (front-end offerings and off-shore efficiency)
  - Cost base optimization, including RACE program

- **MAIN AREAS FOR ACQUISITIONS**
  - Vertical players to enhance go-to-market and global footprint (bolt-on acquisitions, e.g. in SAP Industry Solutions)
  - Platform enabling providers, in specific domains (SAP SCP, Google, ...)
  - Start-ups dedicated to specific R&S technological assets

*medium-term annual growth rate at constant currency*
Thank YOU