Q1 2021 Revenue

Bezons, April 20, 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. 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.

Atos consolidated and statutory financial statements for the year ended December 31, 2020, were approved by the Board of Directors on February 17, 2021. Following their audit procedures on the consolidated financial statements for the year ended December 31, 2020, the statutory auditors issued on April 1, 2021 a qualified opinion due to a limitation on the scope of the audit as two US legal entities representing 11% of 2020 consolidated revenue that require additional diligences. For the sake of clarity, except for the qualification included in the statutory auditors’ report on the consolidated financial statements for the year ended December 31, 2020, the Group consolidated financial statements are audited and the financial statements included in the Universal Registration Document are unchanged compared to the version published by the Company on February 18, 2021. As of today, the Group has not identified misstatements on the two US entities that are material for the consolidated financial statements.

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


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. North America Audit Follow-up
2. Q1 2021 highlights
3. Next steps of Group Transformation
4. Q1 2021 financial performance
5. Q&A
SECTION 1
North America Audit Follow-up
North America 2020 Audit: Immediate reaction from the Company and transparent communication on April 1st - Reminder of Status

- In 2 US legal entities representing 11% of 2020 group revenue, several issues found.

- Those legal entities are not related to Syntel.

- The Group has not identified misstatements that are material for the consolidated financial statements.

- Even though not material to the Group, several accounting errors were identified as well as internal control weaknesses.
North America Audit: Plan of actions

- The Company has decided to conduct a full accounting review of the 2 US legal entities.

- A status update will be given at the time of H1 results.

- A strong remediation and prevention plan has been designed under the leadership of Group General Secretary and is being implemented.
North America Audit: Remediation and Prevention Plan

- Preventive controls
- Guidelines and documentation
- HR Review
- Skilling and organization
- Awareness and Training

Complementary analysis ongoing to ensure the plan is exhaustive
SECTION 2
Q1 2021 highlights
Q1 2021
Key Figures

Revenue
€ 2,692m
-1.9% at cc
-3.9% organically

Digital, Cloud, Security
& Decarbonization
51% of Q1 revenue

Headcount
104,485 stable
vs end of 2020
Q1 2021
Key Figures

Order entry
- € 2,596m
- BtB at 96%

Backlog
- € 23.2bn
- +8% YoY
- 2.1 years of revenue

Weighted pipeline
- € 8.4bn
- +14% YoY
- 9 months of revenue
## Q1 2021
### Main Wins

<table>
<thead>
<tr>
<th>Manufacturing</th>
<th>Financial Services &amp; Insurance</th>
<th>Public Sector &amp; Defense</th>
<th>Telecom, Media &amp; Technology</th>
<th>Resources &amp; Services</th>
<th>Healthcare &amp; Life Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading multi-national automotive manufacturer</td>
<td>A large European bank</td>
<td>Bundesagentur für Arbeit</td>
<td>Large European Telco company</td>
<td>International Airline</td>
<td>Pierre Fabre</td>
</tr>
<tr>
<td>Smart factory and IoT solutions</td>
<td>Journey to the Cloud</td>
<td>Analytics platform and applications</td>
<td>Digital Workplace and Cyber-security/vulnerability management</td>
<td>Digital Workplace</td>
<td>Transformation to Cloud supported by AI and automation solutions</td>
</tr>
</tbody>
</table>
Digital Security: ambition supported by Atos customer base, portfolio extension and acceleration from recent acquisitions

**Significant wins using Atos wide presence**

Homeland & Defense:
- Swiss Federal Office for Civil Protection

Cybersecurity & Managed Security:
- Paris 2024 Olympics
- Pierre Fabre
- Large Railway Operator in the Netherlands
- Large Telco Operator in Morocco

Managed Detection & Response:
- Mexico Large Utility

Critical Coms & Emergency Management:
- Iberdrola
- City of Madrid

Satellite monitoring:
- Eutelsat

**Portfolio Innovations**

New extended Managed Detection & Response offer combining Paladion platform and Atos Prescriptive SOC

Evidian IDaaS in Google Cloud Platform

Enhanced Vulnerability Assessments

IoT Cloud security platform

**Growth acceleration in Q1 2021**

+37% revenue growth at constant currency

Strong order entry with 129% Book to Bill

Successful integration of growing acquisitions: Paladion, SEC Consult, Infidem, Motiv, digital.security
Big Data: ambition supported by the raise of Edge and acceleration of high-end servers with hyperscalers, partners of Atos

- Q1 2021 Order entry +17% growth
- Edge computing multiple new logos & use cases
- BullSequana S contract with Google accelerating

- Factory capacity doubled YoY
- Across Atos Industries and Geographies
- 500+ high speed servers to date
Decarbonization: a successful development of the Business Line

**Q1 achievements**

<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>20M€</td>
<td>Q1 Decarbonization revenue</td>
</tr>
<tr>
<td>35M€</td>
<td>Q1 Order Entry</td>
</tr>
<tr>
<td>11</td>
<td>Decarbonization Level Agreement (DLA) and Digital Decarbonization Assessment (DDA) opportunities won</td>
</tr>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt;</td>
<td>Atos and HDF energy to develop the 1&lt;sup&gt;st&lt;/sup&gt; green hydrogen data center</td>
</tr>
<tr>
<td>Jan 21&lt;sup&gt;st&lt;/sup&gt;</td>
<td>Atos joins Climate Neutral Data Center Pact</td>
</tr>
<tr>
<td>Mar 19&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Atos becomes Founding member of EU Green Digital Coalition</td>
</tr>
</tbody>
</table>

**Q1 Main Wins**

<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Climate finance services and new innovative offsetting platform</td>
</tr>
<tr>
<td>La Poste</td>
<td>Leading IT peripherals manufacturer</td>
</tr>
<tr>
<td></td>
<td>Support Net Zero emission program</td>
</tr>
<tr>
<td>A French Region</td>
<td>Advising the Region in its decarbonization ambition through DDA, Green App and a data platform</td>
</tr>
<tr>
<td>A battery manufacturer leader</td>
<td>IT services and support including DDA and DLA</td>
</tr>
</tbody>
</table>
Actions to support employees to adapt the new normal

Ensuring our employees’ future skills

13 783 New Digital Certifications completed (+20% to Q1 2020)
Led by Cloud Certifications: doubling in Q1 2021 YoY

Retaining our Key People

99% Retention of our Key People in Q1
95% in FY 2020

Equipping our employees to work from anywhere

97% employees able to work from anywhere without restriction
80% employees with an Atos laptop
20% employees with an Atos desktop (o/w 86% have taken it home)

Ensuring employees’ health and security

Real time monitoring of COVID situation with immediate worldwide reaction
Funded vaccination programs in India and the Philippines centers, with on-site inoculation in many countries
## 2021 Objectives Confirmed

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue growth (at constant currency)</td>
<td>+3.5% to +4.0%</td>
</tr>
<tr>
<td>Operating margin (% of revenue)</td>
<td>+40 to +80 bps  vs 2020</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>€550m to €600m</td>
</tr>
</tbody>
</table>
SECTION 3
Next steps of Group Transformation
Deployed at speed since early 2020, Spring is progressively enhancing Atos digital and industry dialogue with its clients

Customers
- Net Promoter score up +6%
- 53 Globally Integrated Accounts
  serving our key customers
  consistently globally, with a Q1
  Backlog up by 5% since end 2020

Sales
- Accelerated Order Entry
growth +10% 2020 vs 2019
- Pipeline end 2020: +23% YoY
- Greater ability to win Industry-led deals

Offering Portfolio
- 16 Practices including specific focus on
  Digital, Cloud, Security and Decarbonization
  solutions
- 84 ready to sell/ready to deliver Industry
  offerings

Employee Engagement
- 80% of Client Executive Partners
  feel they can bring more value to
  clients through Spring
- Great Place to Work: +9%, highest
  ever
North America Plan to return to Growth in Q3

- Ramp up new logos
- Address Industry specific demand
- Continue cross sell and upsell with Syntel
- Strengthen leadership and account teams
- Boost Quality excellence
- Leverage Partner ecosystem and recent acquisitions to accelerate momentum
Germany Plan to turnaround Infrastructure business

- Loss making and cash negative areas clearly identified in Germany
- These correspond mainly to the former IDM business
- Significant issues relating to a historical heavy cost structure hampering competitiveness and agility
- Decision to engage into discussions following local regulations to implement appropriate significant and structural measures starting within the year 2021
Accelerating Business Mix Change through a Portfolio Strategic Review

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

Key Dimensions

- **Offering change**: Spring is the organic driver supporting business mix change
- **Bolt-on acquisitions**: 3 more announced today
- **Portfolio Strategic Review on non-core assets**
In addition to Spring transformation, the Group needs a deep internal cultural change

**Atos DNA strengths**

- Clear purpose, ambition and strategy (Spring)
- Strong market positions and long standing clients
- Technology mastery
- Fighting spirit
- Key differentiators (among others Security, Decarbonization)
- Strong ESG focus
- Solid partnerships

**What we want**

- Culture of customer obsession
- Culture of structural quality
- Increase digital skills both organically and inorganically
- Step change in offshoring and nearshoring
- Reinforce accountability and develop human capital
- Align all actions with “Raison d’Etre”: commitment, loyalty, development

Launch in H1 of a Company wide change management program reporting to CEO
SECTION 4
Q1 2021 financial performance
Q1 2021
Backlog Development

Backlog (€ bn), end of period

<table>
<thead>
<tr>
<th></th>
<th>Q1 2019 (reported)</th>
<th>Q1 2020 (at constant currency)</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>20.8</td>
<td>21.4</td>
<td>23.2</td>
</tr>
<tr>
<td>Q2</td>
<td>21.3</td>
<td>22.0</td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td>21.2</td>
<td>22.5</td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td>21.9</td>
<td>23.4</td>
<td></td>
</tr>
</tbody>
</table>

Q1 Highlights

- Full backlog grew by +8% YoY
- Well balanced by Regional Business Unit
- Well balanced across Industries
Business shift to growth areas accelerating

**Q1 Highlights**

- 51% of Group revenue in Digital, Cloud, Security and Decarbonization
- 70% of pipeline in Digital, Cloud, Security and Decarbonization
- Big Data & Cybersecurity: +27% revenue growth at cc
- Reinforced by 3 additional acquisitions in Digital and Security
# Q1 2021

## Revenue evolution by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Q1 2021 (€M)</th>
<th>Q1 2020* (€M)</th>
<th>% YoY, CC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>488</td>
<td>522</td>
<td>-6.7%</td>
</tr>
<tr>
<td>Financial Services &amp; Insurance</td>
<td>544</td>
<td>506</td>
<td>+7.4%</td>
</tr>
<tr>
<td>Public Sector &amp; Defense</td>
<td>579</td>
<td>599</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Telecom, Media &amp; Technology</td>
<td>373</td>
<td>393</td>
<td>-5.0%</td>
</tr>
<tr>
<td>Resources &amp; Services</td>
<td>395</td>
<td>421</td>
<td>-6.2%</td>
</tr>
<tr>
<td>Healthcare &amp; Life Sciences</td>
<td>313</td>
<td>303</td>
<td>3.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,692</strong></td>
<td><strong>2,744</strong></td>
<td><strong>-1.9%</strong></td>
</tr>
</tbody>
</table>

* At constant currency
## Quarterly revenue trend by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Q2 2020</th>
<th>Q3 2020</th>
<th>Q4 2020</th>
<th>Q1 2021</th>
<th>YoY growth rate Q2 vs Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>-14.5%</td>
<td>-12.0%</td>
<td>-7.9%</td>
<td>-6.7%</td>
<td></td>
</tr>
<tr>
<td>Financial Services &amp; Insurance</td>
<td>-4.6%</td>
<td>-1.6%</td>
<td>-0.8%</td>
<td>+7.4%</td>
<td></td>
</tr>
<tr>
<td>Public Sector &amp; Defense</td>
<td>+9.1%</td>
<td>+13.0%</td>
<td>+5.5%</td>
<td>-3.2%</td>
<td></td>
</tr>
<tr>
<td>Telecom, Media &amp; Technology</td>
<td>-10.5%</td>
<td>-2.2%</td>
<td>-6.2%</td>
<td>-5.0%</td>
<td></td>
</tr>
<tr>
<td>Resources &amp; Services</td>
<td>-7.2%</td>
<td>-15.4%</td>
<td>-8.6%</td>
<td>-6.2%</td>
<td></td>
</tr>
<tr>
<td>Healthcare &amp; Life Sciences</td>
<td>+3.5%</td>
<td>+2.9%</td>
<td>+4.3%</td>
<td>+3.4%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>-4.2%</td>
<td>-2.5%</td>
<td>-2.1%</td>
<td>-1.9%</td>
<td></td>
</tr>
</tbody>
</table>
### Q1 2021

#### Performance by Regional Business Unit

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 2021</th>
<th>Q1 2020*</th>
<th>% YoY, CC</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>564</td>
<td>622</td>
<td>-9.4%</td>
</tr>
<tr>
<td>Northern Europe</td>
<td>730</td>
<td>688</td>
<td>+6.2%</td>
</tr>
<tr>
<td>Central Europe</td>
<td>609</td>
<td>666</td>
<td>-8.5%</td>
</tr>
<tr>
<td>Southern Europe</td>
<td>607</td>
<td>596</td>
<td>+1.9%</td>
</tr>
<tr>
<td>Growing Markets</td>
<td>181</td>
<td>172</td>
<td>5.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,692</strong></td>
<td><strong>2,744</strong></td>
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* At constant currency
## Quarterly revenue trend by Regional Business Unit

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<tr>
<th></th>
<th>Q2 2020</th>
<th>Q3 2020</th>
<th>Q4 2020</th>
<th>Q1 2021</th>
<th>YoY growth rate Q2 vs Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>-2.9%</td>
<td>-2.8%</td>
<td>-3.1%</td>
<td>-9.4%</td>
<td></td>
</tr>
<tr>
<td>Northern Europe</td>
<td>-1.3%</td>
<td>+4.3%</td>
<td>+0.7%</td>
<td>+6.2%</td>
<td></td>
</tr>
<tr>
<td>Central Europe</td>
<td>-1.8%</td>
<td>-6.4%</td>
<td>-5.1%</td>
<td>-8.5%</td>
<td></td>
</tr>
<tr>
<td>Southern Europe</td>
<td>-10.6%</td>
<td>-4.6%</td>
<td>-1.0%</td>
<td>+1.9%</td>
<td></td>
</tr>
<tr>
<td>Growing Markets</td>
<td>-6.3%</td>
<td>-5.0%</td>
<td>-1.5%</td>
<td>+5.1%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-4.2%</td>
<td>-2.5%</td>
<td>-2.1%</td>
<td>-1.9%</td>
<td></td>
</tr>
</tbody>
</table>
Q1 2021

Headcount Evolution

Headcount as of 31/12/20: 104,430

- Scope: +692
- Hiring: +4,215
- Leavers: (3,690)
- Restructuring, dismissals & transfers: (1,162)

Headcount as of 31/03/21: 104,485
Thank you!