Q3 2019 revenue

October 24, 2019
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- Revenue organic growth is presented at constant scope and exchange rates.

- Business Units include North America (USA, Canada, and Mexico), Germany, France, United Kingdom & Ireland, Benelux & The Nordics (Belgium, Denmark, Estonia, Finland, Lithuania, Luxembourg, The Netherlands, Poland, Russia, and Sweden), and Other Business Units including Central & Eastern Europe (Austria, Bulgaria, Croatia, Czech Republic, Greece, Hungary, Israel, Italy, Romania, Serbia, Slovakia and Switzerland), Iberia (Spain and Portugal), 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. Q3 2019 Highlights

2. Q3 2019 Performance

3. Conclusion and Q&A
Q3 2019 Highlights
Thierry Breton
Chairman & CEO
Q3 2019 Highlights

Infrastructure & Data Management back to growth fueled by North America as anticipated

Stable revenue in Business & Platform Solutions with soft activity in Healthcare and Financial Services in North America

Order entry and cost synergies with Syntel continued to materialize as planned

Very strong performance in Big Data & Cybersecurity led by Cybersecurity services and High Performance Computing

Strong commercial dynamic with a book to bill at 100% with large signatures in North America and Germany

Acceleration in Atos innovation capabilities:
Opening of 3 Labs of which 2 new Atos-Google Labs, extended HPC performance

Atos confirmed leadership in sustainability as #1 worldwide in Digital industry on the Dow Jones Sustainability Index
Q3 2019 key figures

- **Organic growth**: €2,770m (+1.8%)
- **Revenue**: €2,7775m
- **Order entry**: 100%
- **Book to bill**: +1.8%
- **Backlog**: €21.2bn
- **Total headcount**: 107,543
## 2019 objectives confirmed

<table>
<thead>
<tr>
<th>Metric</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue organic growth</td>
<td>+1% to +2%</td>
</tr>
<tr>
<td>Operating margin</td>
<td>c. 10.5% of revenue</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>€0.6 to €0.7bn</td>
</tr>
</tbody>
</table>
Moving Atos Labs network towards Artificial Intelligence

2 new Atos-Google labs opened in Q3 in Dallas and Munich, 1 new Lab in Grenoble

- North America (4) New AI Lab in Q3
  - Hybrid Cloud, AI, Immersive Experience, Cyber Security, Advance Computing

- UK & Ireland (6)
  - AI, Hybrid Cloud, Immersive Experience

- France (11) New AI Lab in Q3
  - Advance Computing (HPC, Quantum), Edge, Hybrid Cloud, AI, Cyber Security

- Germany (7) New AI Lab in Q3
  - AI, Cyber Security, Advance Computing (HPC), Immersive Experience, Edge

- Benelux & The Nordics (5)
  - Hybrid Cloud, AI

- Central & Eastern Europe (3)
  - Edge, Cyber Security

- Asia (3)
  - Intelligent Automation

- South America (1)
  - Immersive Experience

- Iberia (1)
  - Immersive Experience, Edge

(x): Number of R&D and Innovation Centers
HPC: targeted investments to further lead the innovation race

New Generation capabilities to maintain Leadership

- Addressing the energy challenge
  - AI for energy consumption
  - New cognitive and modular Data Center
- Preparing for Exascale generation
  - European Processor Initiative (EPI)
  - Low latency interconnections
- Designing HPC future platforms extending capabilities
  - Cloud hybridization
  - From Data Center to Edge computing
  - Quantum evolution with Atos QLM
Highest recognition levels for Atos’ Corporate Responsibility & Sustainability

For the 5th year in a row, Atos recognized both in the DJSI* World Index and the DJSI Europe Index enabling GOLD recognition worldwide.

In 2019, Atos has reached the #1 position worldwide in Digital industry.

Climate dimension #1

Social dimension #1

*MEMBER OF Dow Jones Sustainability Indices

In Collaboration with RobecoSAM
Main wins in Q3 2019

- Digital Workplace
- Leadership in Healthcare Company in North America
- Hybrid Cloud Migration
- Cybersecurity services
- European leading Oil & Gas Company
- Cloud Workplace
- Next Generation 9-1-1
- S/4 HANA Implementation
- Multinational Software Corporation
- New multi-format video player system
- Cybersecurity services
- BullSequana Servers
- Meteo Simulation System
Q3 2019 Commercial activity dashboard

Order entry
€2.8bn

Backlog
€21.2bn
1.9 year of revenue

Book to bill
100%
87% in Q3 2018

Qualified Pipeline
€7.2bn
7.6 months of revenue
Constant scope and exchange rates figures reconciliation

In € million

<table>
<thead>
<tr>
<th>In € million</th>
<th>Q3 2019</th>
<th>Q3 2018</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory revenue</td>
<td>2,770</td>
<td>2,884</td>
<td>-4.0%</td>
</tr>
<tr>
<td>Exchange rates effect</td>
<td></td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Revenue at constant exchange rates</td>
<td>2,770</td>
<td>2,895</td>
<td>-4.3%</td>
</tr>
<tr>
<td>Scope effect</td>
<td></td>
<td>-181</td>
<td></td>
</tr>
<tr>
<td>Exchange rates effect on acquired/disposed perimeters</td>
<td></td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Revenue at constant scope and exchange rates</td>
<td>2,770</td>
<td>2,722</td>
<td>+1.8%</td>
</tr>
</tbody>
</table>

- **Exchange rates** effect positively contributed to revenue for €+19 million mainly coming from the American dollar.
- **Scope effect** mostly related to the restatement linked to the deconsolidation of Worldline, the acquisition of Syntel, and the disposal of some specific Unified Communication & Collaboration activities.
Q3 2019 performance by Division

- Infrastructure & Data Management returned to growth in Q3 led by North America
- Soft Business & Platform Solutions activity in both Healthcare and Financial Services in North America
- Strong growth in all business segments in Big Data & Cybersecurity

<table>
<thead>
<tr>
<th>In € million</th>
<th>Q3 2019</th>
<th>Q3 2018*</th>
<th>Organic evolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure &amp; Data Management</td>
<td>1,533</td>
<td>1,521</td>
<td>+0.8%</td>
</tr>
<tr>
<td>Business &amp; Platform Solutions</td>
<td>1,010</td>
<td>1,008</td>
<td>+0.2%</td>
</tr>
<tr>
<td>Big Data &amp; Cybersecurity</td>
<td>227</td>
<td>193</td>
<td>+17.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,770</strong></td>
<td><strong>2,722</strong></td>
<td><strong>+1.8%</strong></td>
</tr>
</tbody>
</table>

* At constant scope and exchange rates
Return to growth as expected and fueled by North America

Strong order entry led by Germany and North America

Continued development of Hybrid Cloud and Transformation Services in all geographies

<table>
<thead>
<tr>
<th></th>
<th>Q3 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,533</td>
</tr>
<tr>
<td>Organic growth</td>
<td>+0.8%</td>
</tr>
<tr>
<td>Order Entry</td>
<td>1,550</td>
</tr>
<tr>
<td>Book to Bill</td>
<td>101%</td>
</tr>
<tr>
<td>Direct headcount</td>
<td>43,836</td>
</tr>
<tr>
<td>Variation in Q3 at constant scope</td>
<td>-2%</td>
</tr>
</tbody>
</table>

North America: 28%
Germany: 21%
United-Kingdom & Ireland: 20%
Benelux & The Nordics: 9%
France: 15%
Other Business Units: 7%

In € million
Infrastructure & Data Management follow-up
Executing on “back to growth strategies” in line with 3 Year Plan

Securing renewals and winning more “new”
- 4 new large deals each >180M TCV
- 10 new contracts between 30M and 100M TCV
- 10 out of 11 renewals >30M TCV

Hybrid Cloud growth ahead of plan
- +23% YTD Organic Growth
- Modernizing & Migrating

Leading in Digital Workplace
- Significant Order Entry with large to very large contracts

North America back to growth
- Performed in Q3

Accelerating growth in “Other Business Units”
- +5% YTD Organic Growth in “Other Business Units” (CEE, APAC, MEA, ...)

Atos
# Infrastructure & Data Management in North America

## Building on Fundamentals

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Satisfaction</strong></td>
<td>Increase in <strong>Net Promoter Score</strong> enabling new opportunities &amp; securing renewals</td>
</tr>
<tr>
<td><strong>Go-to-Market</strong></td>
<td>All <strong>go-to-market resources closer to Clients</strong> and increase of Client Architects</td>
</tr>
<tr>
<td><strong>Hybrid Cloud Services</strong></td>
<td><strong>Leveraging Google partnership</strong> and Hybrid Cloud solutions also with Atos DPC, VMware, Azure and AWS</td>
</tr>
<tr>
<td><strong>Digitalization</strong></td>
<td><strong>Growing proportion of projects in Digital</strong> (IoT, Cloud, ServiceNow, HANA, workplace modernization)</td>
</tr>
<tr>
<td><strong>Unified Communication &amp; Collaboration</strong></td>
<td><strong>Good momentum in UCC</strong> for public safety services</td>
</tr>
</tbody>
</table>
Business & Platform Solutions

- Continued strong growth in Digital Transformation projects in all geographies
- Order entry synergies with Syntel continuing to materialize as planned
- Impact from Healthcare activities and tensions in Financial Services in North America
- Cleaning of several low margin Atos legacy contracts in H1 2019

<table>
<thead>
<tr>
<th>In € million</th>
<th>Q3 2019</th>
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<tbody>
<tr>
<td>Revenue</td>
<td>1,010</td>
</tr>
<tr>
<td>Organic growth</td>
<td>+0.2%</td>
</tr>
<tr>
<td>Order Entry</td>
<td>970</td>
</tr>
<tr>
<td>Book to Bill</td>
<td>96%</td>
</tr>
<tr>
<td>Direct headcount</td>
<td>49,857</td>
</tr>
<tr>
<td>Variation in Q3 at constant scope</td>
<td>-1%</td>
</tr>
</tbody>
</table>

North America: 24%
France: 20%
Germany: 15%
Benelux & The Nordics: 10%
United-Kingdom & Ireland: 9%
Other Business Units: 23%
Syntel integration and revenue synergies
New signatures in Q3 and strong pipeline

**Syntel clients** – High customer retention rate and good traction on combined offerings on Cloud and Cybersecurity

Focused on driving **account expansion**; **21 deals** closed in Q3 by cross selling Syntel capabilities

**Land-and-Expand model** of Syntel implemented in **8 Atos clients**

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**Revenue Synergies**

- **21** deals closed in Q3
- c. **$255M** order entry signed in Q3
- Total opportunities end of September up to **$1.1bn** full pipeline

**Leading healthcare customer in North America**
*New customer*

To provide end-to-end cloud transformation on both infrastructure and applications

**Large aircraft manufacturer**
*(Atos customer)*

Expand our contract by integrating Atos Syntel and our proprietary IP SyntBots

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Syntel delivery and cost synergies
Account Transformation and Integrated Offerings

**Transformation synergies**

Wave 3 of transition to Atos Syntel completed in Q3 leading to €1.1bn contracts transferred to Atos Syntel team

€30M cost synergies confirmed in 2019 through improved operational effectiveness and actions on G&A

Launched Cloud-native Fast Data platform and Atom - an intelligent digital platform to power customers’ smart applications

**Process, quality and tools integration**

- Development and deployment of our new integrated delivery platform KI NxT bringing together best practices from Atos and Syntel
- Piloted in 32 projects in Q3 and now rolling-out since October 1st
Big Data & Cybersecurity

- Continued strong business trend with double-digit growth in both High Performance Computing and Cybersecurity services
- Reinforcement of portfolio offerings with IDnomic acquisition
- Strong level of hiring in highly skilled people

### In € million Q3 2019

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>227</td>
</tr>
<tr>
<td>Organic growth</td>
<td>+17.6%</td>
</tr>
<tr>
<td>Order Entry</td>
<td>255</td>
</tr>
<tr>
<td>Book to Bill</td>
<td>112%</td>
</tr>
<tr>
<td>Direct headcount</td>
<td>5,404</td>
</tr>
<tr>
<td>Variation in Q3 at constant scope</td>
<td>+2%</td>
</tr>
</tbody>
</table>

![Pie chart showing business units distribution]

- France: 32%
- Germany: 23%
- North America: 9%
- Benelux & The Nordics: 8%
- United-Kingdom & Ireland: 2%
- Other Business Units: 26%
Big Data & Cybersecurity pursuing growth in all segments

Cybersecurity of any infrastructure

- Cloud security, multi cloud security
- International expansion

High-Performance Computing, AI, Big Data, Edge computing

- High-end HPC worldwide
- Cloud Infrastructure and High-End servers

Mission critical systems - Secured Communications - Smart processes

- New Generation Command & Control Systems
- Communication, surveillance and intelligence platforms
Q3 2019 performance by Business Unit

- Revenue growth in most of the geographies
- Strong improvement in North America close to stabilization
- Solid performance in Benelux & The Nordics as well as in Other Business Units

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Q3 2019</th>
<th>Q3 2018*</th>
<th>Organic evolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>681</td>
<td>687</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Germany</td>
<td>520</td>
<td>516</td>
<td>+0.7%</td>
</tr>
<tr>
<td>France</td>
<td>388</td>
<td>383</td>
<td>+1.2%</td>
</tr>
<tr>
<td>United Kingdom &amp; Ireland</td>
<td>393</td>
<td>389</td>
<td>+1.2%</td>
</tr>
<tr>
<td>Benelux &amp; The Nordics</td>
<td>256</td>
<td>242</td>
<td>+5.9%</td>
</tr>
<tr>
<td>Other Business Units</td>
<td>531</td>
<td>504</td>
<td>+5.3%</td>
</tr>
<tr>
<td>Total</td>
<td>2,770</td>
<td>2,722</td>
<td>+1.8%</td>
</tr>
</tbody>
</table>

*At constant scope and exchange rates
Q3 2019 headcount evolution

<table>
<thead>
<tr>
<th>Headcount as of 30/06/19</th>
<th>Scope</th>
<th>Hiring</th>
<th>Leavers</th>
<th>Restructuring &amp; dismissals</th>
<th>Headcount as of 30/09/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>108,851</td>
<td>-81</td>
<td>+4,221</td>
<td>-4,280</td>
<td>-1,168</td>
<td>107,543</td>
</tr>
</tbody>
</table>

Highlights (YTD)

- **37,000** new digital certifications
- **1,200** new Cyber Security experts (o/w 40% internal upskilling)
- **+IDnomic 110** Security experts
- **590** Google certified (+ 30% vs. H1)
- **4,430** Employees trained in Atos Codex
- **7,000+** Project Manager trained on Agile methodology
Conclusion
Thierry Breton
Chairman & CEO
## Reminder of 2019 main priorities

| **Return to growth in H2 for North America and for Infrastructure & Data Management** |
| **Successfully integrate Syntel and generate synergy plans to improve Business & Platform Solutions profitability** |
| **Roll out RACE program to increase operational profitability** |
| **Position Big Data & Cybersecurity as a leading player for the upcoming consolidation of this segment** |

**Deliver financial objectives in 2019 and confirm 2021 ADVANCE targets**
Q&A
Thank you