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 competitors 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 2016 Registration Document filed with the Autorité des Marchés Financiers (AMF) on March 30, 2017 under the registration number: D.17-0274 and its update filed on August 4, 2017 under the registration number: D.17-0274-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. Moreover, as stated in the Update of the 2016 Registration Document filed with the AMF on August 4, 2017 under the registration number: D.17-0274-A01, 2016 accounts have been restated to take into account the integration of Unify S&P and the change of accounting treatment of Worldline’s intermediation activities; therefore all 2016 net income and free cash flow related figures are referring to those restated accounts.

Business Units include, Germany, North America (NAM: USA, Canada, and Mexico), France, United Kingdom & Ireland, Worldline, Benelux & The Nordics (BTN: Belgium, Denmark, Estonia, Finland, Lithuania, Luxembourg, The Netherlands, Poland, Russia, and Sweden), and Other Business Units including Central & Eastern Europe (CEE: Austria, Bulgaria, Croatia, Czech Republic, Greece, Hungary, Italy, Romania, Serbia, Slovakia and Switzerland), Iberia (Spain and Portugal), Asia-Pacific (APAC: Australia, China, Hong Kong, India, Indonesia, Japan, Malaysia, New Zealand, Singapore, Taiwan, and Thailand), South America (SAM: Argentina, Brazil, Colombia, and Uruguay), Middle East & Africa (MEA: 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. 2017 key figures, strategy and objectives for 2018
2. Financial performance
3. Commercial activities: focus on digital
4. Follow-up on operations and transformation programs
5. Conclusion and Q&A
2017 key figures, strategy and objectives for 2018

Thierry Breton
Chairman & CEO
2017 key figures (1/2)
A very strong set of results

Revenue
€12.7bn

Growth at constant FX
+10.1%

Operating margin
€1,292m
+18% at constant scope and exchange rates

Operating margin rate*
10.0%
+140bps at constant scope and exchange rates

Organic growth
+2.3%

Book to bill
110%
123% in Q4

* excluding positive effect from pension one-offs
2017 key figures (2/2)
A very strong set of results

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income Group share</td>
<td>€601m</td>
<td>+11% vs. 2016*</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>€714m</td>
<td>+25% year-on-year</td>
</tr>
<tr>
<td>Basic Earnings Per Share</td>
<td>€5.72</td>
<td>+9% vs. 2016*</td>
</tr>
<tr>
<td>OM conversion to FCF**</td>
<td>56.5%</td>
<td>vs. 50.8% in 2016</td>
</tr>
<tr>
<td>Total number of employees</td>
<td>97,267</td>
<td>-3% year-on-year</td>
</tr>
<tr>
<td>Net cash position</td>
<td>€307m</td>
<td>Intact capability to finance future developments</td>
</tr>
</tbody>
</table>

Proposed dividend at € 1.70 per share

* excluding the one-off sale of Visa share
** excluding effect from pension one-offs in 2017
2017 highlights

Large end-to-end signatures to power the digital transformation of Atos clients

Digital Transformation Factory now representing 23% of Group revenue, driving the growth of Atos digital businesses

Atos technology leap further accelerated

Pursuing selective acquisition strategy to reinforce Atos’ footprint and digital capacities

→ 2017 execution perfectly in line with 3-year plan objectives
2017: Once again Atos received the highest CSR Global Awards from leading independent external agencies

Global CSR Awards 2017:
- DJSI World & Europe
- GRI
- Ecovadis;
- CDP...

DJSI World & Europe

People

Business & Innovation

Ethics & Procurement

Environment
For Atos customers, 2017 was the year of digital buy-in

### Atos Digital Transformation Factory
(as a % of total Group revenue)

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>13%</td>
</tr>
<tr>
<td>2017</td>
<td>23%</td>
</tr>
<tr>
<td>2018e</td>
<td></td>
</tr>
<tr>
<td>2019e</td>
<td>c. 40%</td>
</tr>
</tbody>
</table>

Digital businesses

Digital Transformation Factory 23%
For Atos customers, 2017 was the year of digital buy-in Cloudification

>€1.1bn revenue in 2017

- Cost
- Quality
- Agility
- Flexibility
- Control of Data location

Atos

Application Consulting

Application Transformation

Legacy Apps
Digital Apps

End-to-end IT Service Management & Orchestration

Classical infra
Data-center in a box
Atos Private Cloud
Public Clouds

End-to-end Automatization & Robotization

End-to-end Cybersecurity

Application Consulting

End-to-end IT Service Management & Orchestration

End-to-end Automatization & Robotization

End-to-end Cybersecurity

10 | Atos – FY 2017 results
For Atos customers, 2017 was the year of digital buy-in in Cybersecurity & GDPR compliance.

Explosion of Cybercrime

- 3 million endpoints secured
- >8 million IoT devices managed
- 100 million security events managed each hour
- 1.4 million unique IPs scanned for vulnerabilities

Increased awareness & demand acceleration

Eradicating nascent risks

Atos Prescriptive Security Operation Centers
For Atos customers, 2017 was the year of digital buy-in Workplace digitization

Reinforced leadership

- Investments in digital offerings portfolio
- Leverage Unify digital technologies
- Increased win rate
- Deploying consumer experience in enterprises
- Strengthened recognition by all major industry analysts
For Atos customers, 2017 was the year of digital buy-in Artificial Intelligence

Our solutions already embedding AI delivering the best business outcomes to our clients

Sequana | Bullion | Quantum

- Data lakes
- Deep learning algorithms
- High Performance Computing

Trust, intimacy, & knowledge of clients challenges
For Atos customers, 2018-19 will be the years of digital dividends.
2018-2019: delivering Digital dividends
Digital skilling and competence building

Digital graduates from world leading universities
1,100 x3 in 2017 vs. 2016

Digital certifications
x 2.5 16,000 new employees digital certified

Digital R&D experts
+ 1,500 in 2017
For Atos customers, 2018-19 will be the years of digital dividends – Partnerships
## 2018-2019: delivering Digital dividends
Stronger top management team & enhanced operational governance

<table>
<thead>
<tr>
<th>Group General Management Committee</th>
<th>Executive Committee appointments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gilles Grapinet</td>
<td>Ursula Morgenstern</td>
</tr>
<tr>
<td>Global Functions &amp; Worldline CEO</td>
<td>CEO Germany*</td>
</tr>
<tr>
<td>Patrick Adiba</td>
<td>Sean Naranayan</td>
</tr>
<tr>
<td>CEO North America Operations</td>
<td>Head of Business &amp; Platforms Solutions</td>
</tr>
<tr>
<td>Michel-Alain Proch</td>
<td>Guiseppe di Franco</td>
</tr>
<tr>
<td>Chief Digital Officer, Internal IT, Security &amp; Quality</td>
<td>CEO Central &amp; Eastern Europe</td>
</tr>
<tr>
<td>Robert Vassoyan</td>
<td>Marc-Henri Desportes</td>
</tr>
<tr>
<td>Chief Commercial Officer</td>
<td>Worldline Deputy CEO**</td>
</tr>
<tr>
<td>Elie Girard</td>
<td></td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td></td>
</tr>
<tr>
<td>Eric Grall</td>
<td></td>
</tr>
<tr>
<td>Global Operations &amp; TOP Program</td>
<td></td>
</tr>
</tbody>
</table>

* subject to the formal approval from Supervisory Board of Atos Information Technology Gmbh
** to be proposed for approval to the Worldline’s Board of Directors
### Significant improvements in 2018 comforting 2019 Ambition

<table>
<thead>
<tr>
<th>Metric</th>
<th>2018 objectives</th>
<th>2019 Ambition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue organic growth</td>
<td>+2% to +3%</td>
<td>+2% to +3% 2017-2019 CAGR</td>
</tr>
<tr>
<td>Operating margin</td>
<td>10.5% to 11% of revenue</td>
<td>c. 11.5% of revenue</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>c. 60% of operating margin</td>
<td>c. 65% of operating margin</td>
</tr>
</tbody>
</table>

*Post IFRS 15*
Operational performance
Elie Girard
Group CFO
Constant scope and exchange rates figures reconciliation

<table>
<thead>
<tr>
<th>In € million</th>
<th>2017</th>
<th>2016 Restated</th>
<th>% change</th>
<th>2016 Reported</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory revenue</td>
<td>12,691</td>
<td>12,138</td>
<td>+4.6%</td>
<td>11,717</td>
<td>+8.3%</td>
</tr>
<tr>
<td>Exchange rates effect</td>
<td>-188</td>
<td>-187</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue at constant exchange rates</td>
<td>12,691</td>
<td>11,950</td>
<td>+6.2%</td>
<td>11,530</td>
<td>+10.1%</td>
</tr>
<tr>
<td>Scope effect</td>
<td>467</td>
<td>887</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exchange rates effect on acquired/disposed perimeters</td>
<td>-7</td>
<td>-8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue at constant scope and exchange rates</strong></td>
<td><strong>12,691</strong></td>
<td><strong>12,410</strong></td>
<td><strong>+2.3%</strong></td>
<td><strong>12,410</strong></td>
<td><strong>+2.3%</strong></td>
</tr>
<tr>
<td>Statutory operating margin</td>
<td>1,292</td>
<td>1,122</td>
<td>+15.2%</td>
<td>1,104</td>
<td>+17.0%</td>
</tr>
<tr>
<td>Scope effect</td>
<td>-2</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exchange rates effect</td>
<td>-21</td>
<td>-21</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating margin at constant scope and exchange rates</strong></td>
<td><strong>1,292</strong></td>
<td><strong>1,098</strong></td>
<td><strong>+17.6%</strong></td>
<td><strong>1,098</strong></td>
<td><strong>+17.6%</strong></td>
</tr>
<tr>
<td>as % of revenue</td>
<td>10.2%</td>
<td>8.9%</td>
<td></td>
<td>8.9%</td>
<td></td>
</tr>
</tbody>
</table>

- **Scope effect** mainly related to Unify Services and Unified Communication & Collaboration (UCC, formerly Unify S&P), Anthelio, Equens, Paysquare, and Komerçni Banka Smartpay
- **Exchange rates effect** mainly coming from the British pound and the American dollar
### 2017 performance by Division

- Each Division generated positive growth every quarter
- Atos Digital Transformation Factory successfully achieved 23% of Group revenue
- Operating margin achieved 10.0% improving by +140 bps excluding pension one-offs

<table>
<thead>
<tr>
<th>Division</th>
<th>Revenue 2017 (€ million)</th>
<th>Revenue 2016 (€ million)</th>
<th>Organic evolution</th>
<th>Operating margin 2017</th>
<th>Operating margin 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure &amp; Data Management</td>
<td>7,144</td>
<td>7,081</td>
<td>+0.9%</td>
<td>752</td>
<td>681</td>
</tr>
<tr>
<td>Business &amp; Platform Solutions</td>
<td>3,243</td>
<td>3,163</td>
<td>+2.5%</td>
<td>245</td>
<td>203</td>
</tr>
<tr>
<td>Big Data &amp; Cybersecurity</td>
<td>754</td>
<td>680</td>
<td>+10.9%</td>
<td>114</td>
<td>111</td>
</tr>
<tr>
<td>Corporate costs</td>
<td>-72</td>
<td>-93</td>
<td></td>
<td>253</td>
<td>196</td>
</tr>
<tr>
<td>Worldline</td>
<td>1,550</td>
<td>1,486</td>
<td>+4.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12,691</strong></td>
<td><strong>12,410</strong></td>
<td><strong>+2.3%</strong></td>
<td><strong>1,292</strong></td>
<td><strong>1,098</strong></td>
</tr>
</tbody>
</table>

*At constant scope and exchange rates
Infrastructure & Data Management

- Revenue growth fully in line with 3-year plan
- Acceleration of the transition to hybrid cloud and UCC integration led to profitability improvement
- -5% staff reduction at 45,678 from automation

<table>
<thead>
<tr>
<th>In € million</th>
<th>2017</th>
<th>2016*</th>
<th>Organic evolution</th>
</tr>
</thead>
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<tr>
<td>Revenue</td>
<td>7,144</td>
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<td>Operating margin</td>
<td>752</td>
<td>681</td>
<td></td>
</tr>
<tr>
<td>Operating margin rate</td>
<td>10.5%</td>
<td>9.6%</td>
<td></td>
</tr>
</tbody>
</table>

* At constant scope and exchange rates
Business & Platform Solutions

- Continuous top line improvement
- Growth led by Codex and SAP HANA take-off
- Strong margin increase thanks to RISE program (Application Management Industrialization)
- -4% staff reduction at 31,279 from robotization

<table>
<thead>
<tr>
<th>In € million</th>
<th>2017</th>
<th>2016*</th>
<th>Organic evolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>3,243</td>
<td>3,163</td>
<td>+2.5%</td>
</tr>
<tr>
<td>Operating margin</td>
<td>245</td>
<td>203</td>
<td></td>
</tr>
<tr>
<td>Operating margin rate</td>
<td>7.6%</td>
<td>6.4%</td>
<td></td>
</tr>
</tbody>
</table>

* At constant scope and exchange rates
Double digit revenue growth led by the demand for Cybersecurity solutions and High Performance Computing

Further investments to extend the Division markets both in terms of industries and geographies

+13% staff increase at 4,221

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016*</th>
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</tr>
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<tbody>
<tr>
<td>Revenue</td>
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<td>Operating margin</td>
<td>114</td>
<td>111</td>
<td></td>
</tr>
<tr>
<td>Operating margin rate</td>
<td>15.2%</td>
<td>16.3%</td>
<td></td>
</tr>
</tbody>
</table>

* At constant scope and exchange rates
Worldline

- Solid organic growth with H2 at +6.4%
- Reinforcement of offers to support key payment market trends
- Fast integration of acquisitions contributing to margin improvement
- Direct staff at 8,682, +7% increase led by acquisitions

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016*</th>
<th>Organic evolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,550</td>
<td>1,486</td>
<td>+4.3%</td>
</tr>
<tr>
<td>Operating margin</td>
<td>253</td>
<td>196</td>
<td></td>
</tr>
<tr>
<td>Operating margin rate</td>
<td>16.3%</td>
<td>13.2%</td>
<td></td>
</tr>
</tbody>
</table>

*At constant scope and exchange rates
## 2017 performance by Business Unit

- **Positive growth in almost all Business Units**
- **Strong operating margin improvement in most of the geographies**

<table>
<thead>
<tr>
<th>In € million</th>
<th>Revenue 2017</th>
<th>Revenue 2016*</th>
<th>Organic evolution</th>
<th>Operating margin 2017</th>
<th>Operating margin 2016*</th>
<th>Operating margin % 2017</th>
<th>Operating margin % 2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>2,251</td>
<td>2,215</td>
<td>+1.6%</td>
<td>190</td>
<td>172</td>
<td>8.5%</td>
<td>7.8%</td>
</tr>
<tr>
<td>North America</td>
<td>2,231</td>
<td>2,208</td>
<td>+1.1%</td>
<td>266</td>
<td>246</td>
<td>9.4%</td>
<td>8.1%</td>
</tr>
<tr>
<td>France</td>
<td>1,725</td>
<td>1,712</td>
<td>+0.7%</td>
<td>163</td>
<td>122</td>
<td>8.7%</td>
<td>7.1%</td>
</tr>
<tr>
<td>United Kingdom &amp; Ireland</td>
<td>1,715</td>
<td>1,694</td>
<td>+1.2%</td>
<td>181</td>
<td>220</td>
<td>10.6%</td>
<td>13.0%</td>
</tr>
<tr>
<td>Benelux &amp; The Nordics</td>
<td>1,084</td>
<td>1,092</td>
<td>-0.8%</td>
<td>94</td>
<td>77</td>
<td>8.7%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Other Business Units</td>
<td>2,136</td>
<td>2,003</td>
<td>+6.6%</td>
<td>224</td>
<td>162</td>
<td>10.5%</td>
<td>13.0%</td>
</tr>
<tr>
<td>Worldline</td>
<td>1,550</td>
<td>1,486</td>
<td>+4.3%</td>
<td>-79</td>
<td>-96</td>
<td>-0.7%</td>
<td>-0.9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12,691</strong></td>
<td><strong>12,410</strong></td>
<td><strong>+2.3%</strong></td>
<td><strong>1,292</strong></td>
<td><strong>1,098</strong></td>
<td><strong>10.2%</strong></td>
<td><strong>8.9%</strong></td>
</tr>
</tbody>
</table>

*At constant scope and exchange rates

**Global structures include the IT Services Divisions global costs not allocated to the Business Units and Corporate costs. Worldline holds its own corporate costs**
2017 headcount evolution

Headcount as of 31/12/16: 100,096

- Scope: +1,069
- Hiring: +12,693
- Leavers: -11,588
- Restructuring & dismissals: -5,003

Headcount as of 31/12/17: 97,267
## Cash flow statement

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating margin</td>
<td>1,292</td>
<td>1,122</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>10.2%</td>
<td>9.2%</td>
</tr>
<tr>
<td>OMDA</td>
<td>1,608</td>
<td>1,374</td>
</tr>
<tr>
<td>as a % of revenue</td>
<td>12.7%</td>
<td>11.3%</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>-526</td>
<td>-456</td>
</tr>
<tr>
<td>Change in working capital requirement</td>
<td>-25</td>
<td>-8</td>
</tr>
<tr>
<td><strong>Cash from operations</strong></td>
<td><strong>1,057</strong></td>
<td><strong>910</strong></td>
</tr>
<tr>
<td>Reorganisation, Rationalisation &amp; Integration</td>
<td>-157</td>
<td>-150</td>
</tr>
<tr>
<td>Taxes paid</td>
<td>-133</td>
<td>-131</td>
</tr>
<tr>
<td>Net cost of financial debt paid</td>
<td>-24</td>
<td>-20</td>
</tr>
<tr>
<td>Other changes</td>
<td>-30</td>
<td>-40</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td><strong>714</strong></td>
<td><strong>569</strong></td>
</tr>
<tr>
<td><strong>Free Cash Flow / Operating Margin</strong></td>
<td><strong>55.3%</strong></td>
<td><strong>50.8%</strong></td>
</tr>
</tbody>
</table>

*excluding effect from pension one-offs*
Net cash evolution

- Net cash 31/12/16: 329
- Free cash flow: +714
- Acquisitions: -403
- Capital increase: +38
- Dividend paid: -168
- Share buy-back: -59
- FX rate fluctuation effect: -144
- Net cash 31/12/17: 307
### Income statement

**In € million**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>12,691</td>
<td>12,138</td>
</tr>
<tr>
<td><strong>Operating margin</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of revenue</td>
<td>10.2%</td>
<td>9.2%</td>
</tr>
<tr>
<td>Reorganization, Rationalisation, Integration &amp; acquisition costs</td>
<td>-163</td>
<td>-164</td>
</tr>
<tr>
<td>Amortization of intangible assets (PPA from acquisitions)</td>
<td>-109</td>
<td>-106</td>
</tr>
<tr>
<td>Equity based compensation</td>
<td>-86</td>
<td>-50</td>
</tr>
<tr>
<td>Visa Share</td>
<td></td>
<td>51</td>
</tr>
<tr>
<td>Others</td>
<td>-59</td>
<td>-27</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>875</td>
<td>827</td>
</tr>
<tr>
<td>Net financial expenses</td>
<td>-62</td>
<td>-55</td>
</tr>
<tr>
<td><strong>Profit before tax</strong></td>
<td>813</td>
<td>772</td>
</tr>
<tr>
<td>Tax charge</td>
<td>-149</td>
<td>-141</td>
</tr>
<tr>
<td><strong>Effective tax rate</strong></td>
<td>-18.3%</td>
<td>-18.3%</td>
</tr>
<tr>
<td>Share of net profit of associates</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>665</td>
<td>632</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>64</td>
<td>53</td>
</tr>
<tr>
<td><strong>Net income Group share</strong></td>
<td>601</td>
<td>579</td>
</tr>
<tr>
<td><strong>Net income Group Share excluding Visa share effect</strong></td>
<td>601</td>
<td>543</td>
</tr>
</tbody>
</table>
## Net Income and EPS Group share evolution

### Normalized Basic EPS Group share (in € per share)
- 2016: 7.54
- 2017: 7.51

### Normalized Diluted EPS Group share (in € per share)
- 2016: 8.24
- 2017: 8.21

### Net income Group share and Visa share
- **2016**
  - Net income Group share: 579
  - Visa share: 36
- **2017**
  - Net income Group share: 601
  - Visa share: 579

### Diagrams
- **Net Income and EPS Group share evolution**
Simplified balance sheet

### 31 December 2016
€ 13.4 billion

<table>
<thead>
<tr>
<th>Assets</th>
<th>Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill: 4.18</td>
<td>Shareholders’ equity: 4.84</td>
</tr>
<tr>
<td>Non-current assets: 2.84</td>
<td>Other non-current liabilities: 1.86</td>
</tr>
<tr>
<td>Current assets: 4.36</td>
<td>Gross debt: 1.69</td>
</tr>
<tr>
<td>Cash: 2.02</td>
<td>Other current liabilities: 5.02</td>
</tr>
</tbody>
</table>

### 31 December 2017
€ 13.5 billion

<table>
<thead>
<tr>
<th>Assets</th>
<th>Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill: 4.38</td>
<td>Shareholders’ equity: 5.23</td>
</tr>
<tr>
<td>Non-current assets: 2.66</td>
<td>Other non-current liabilities: 1.59</td>
</tr>
<tr>
<td>Current assets: 4.18</td>
<td>Cash: 2.26</td>
</tr>
<tr>
<td>Other current liabilities: 4.72</td>
<td>Gross debt: 1.95</td>
</tr>
</tbody>
</table>

- Shareholders equity +8%
- Net pension provision decreasing by c. €-200 m

→ Solid financial structure
→ Capacity for further development
2017 to 2018 operating margin: forecasted evolution

- 2017: 10.2%
- 2017 excl. pension one-offs: 10.0%
- FX effect as of end of Dec 2017: -10bps
- 2017 pro forma: 10.3%
- 2018e: 10.5% to 11%

Additional factors:
- Pension one-offs: -20 bps
- 12 month scope effect: -10bps
- IFRS 15: +50bps
- Worldline: +15bps
2017 to 2018 free cash flow: forecasted evolution

- Additional FCF from 2017 acquisitions: +5
- Operating margin improvement (excl. pension one-offs): +70
- Net release of provisions: +15
- Capex net of deprecations: +10
- Reorganisation, Rationalization & Integration: +10
- Tax: -25
- Others: +10

2017: $714 million, 56.5% OM conversion to FCF

2018e: C. 60% OM conversion to FCF
Commercial activities: focus on digital
Patrick Adiba
2017 Commercial activity dashboard

Order entry
€13.9bn
+6.9% year-on-year

Backlog
€22.7bn
1.8 years of revenue

Book to bill ratio
110%
123% in Q4

Qualified pipeline
€7.4bn
7.0 months of revenue
Results of the focus on top accounts
Top accounts: 200 Atos’ largest clients

- 63% of Atos revenue
- +4% Top 200 accounts revenue growth
- 53% Win rate (up 5 points year-on-year)
- +20% Number of clients > €50m
- 54% of Cross-selling (3 divisions at least, < 90% for the lead one)
**Digital Transformation Factory**

*(as a % of total Group revenue)*

- Canopy Orchestrated Hybrid Cloud
- SAP HANA
- Atos Digital Workplace
- CODEX

<table>
<thead>
<tr>
<th>Year</th>
<th>Canopy</th>
<th>SAP HANA</th>
<th>Atos Digital Workplace</th>
<th>CODEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>4%</td>
<td>2%</td>
<td>1%</td>
<td>6%</td>
</tr>
<tr>
<td>2017</td>
<td>13%</td>
<td>6%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>2018e</td>
<td>6%</td>
<td>7%</td>
<td>2%</td>
<td>9%</td>
</tr>
<tr>
<td>2019e</td>
<td>c.40%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Atos – FY 2017 results*
Atos Canopy Orchestrated Hybrid Cloud
Transforming datacenter operations into flexible cloud solutions

• Secure and stable Data Center Services leveraging newest and proven cloud technologies
• Shared private cloud to run and manage all applications easily and flexibly
• Atos responsible for Henkel’s Datacenter infrastructure
• Enables Henkel to react to the digitization of the market

Worldwide leader in adhesive technologies, beauty care, laundry and home care
• 50,000 staff
• € 18.6bn 2016 revenue

Henkel

39 | Atos – FY 2017 results
Earth Observation Services
Atos Codex innovation to create a new business platform

New eco-system to deliver digital services from Earth Observation data
A driver for disruptive new services and business models for our customers

Platform and toolbox to create new use cases for all markets

**Agriculture**
Harvest & Irrigation Optimization / Food security

**Wildlife Protection**
Tracking and monitoring endangered species across the planet

**Transportation**
Optimization of marine route

**Oil & Gas**
Monitor pipes for preventive maintenance

**Insurance**
Monitor risk
Airports of Thailand
SAP S/4HANA rollout in 6 airports

Challenges
An overwhelming air traffic growth
Be the world’s smartest airport

Solution
SAP S/4HANA to support its vision
Complimentary solutions

Benefits
Modernization of AOT business
Improved user and customer experience
Real time access to analytics & visualization
European multinational luxury conglomerate
GDPR compliance as part of a Large Big Data project

Challenges

**Broad scope**
Data lake project including 3 Azure platforms worldwide

**Complexity**
Various data protection regulations

**Security**
Identify the technical & organizational measures to rightfully process personal data

**Digital transformation**
Luxury global market in which personal data management becomes a key business asset

Solution

**Data protection readiness**
Global business approach to rightfully collect, process & store personal data & data flows

Benefits

**Improved security awareness**

**Trusted innovation for new customer services**

**Privacy by design**

**Global 360° visibility**
## 2018 in North America: action plan on top line

<table>
<thead>
<tr>
<th>Growth levers</th>
<th>Actions</th>
</tr>
</thead>
</table>
| **Sales organization**               | • For each top account: one sale executive + one delivery executive  
• 2 different sales roles and approach: Large deals hunting / Cross-selling & fertilization |
| **Industrialization of large deals hunting** | • Dedicated Head and team for large deals hunting  
• Move from General Bonus Schemes to Specific Sales Commissions |
| **Fertilization**                    | • Dedicated Head of cross-selling & fertilization  
• Alignment of US performance to Group average with sales operations champion transferred from the UK (Pipeline x3 over 3 years) to the US |
| **Momentum in Big Data & Cybersecurity** | • Leverage 2017 success in Big Data & Cybersecurity in North America  
• 2018 target vs. 2017: €+50 million |
| **Momentum in the healthcare sector** | • Finalize integration in the healthcare consulting space  
• Deploy new expertise to healthcare ITO installed base |
| **Momentum in UCC**                  | • Stabilization of top line in 2018  
• Focus on NG 911 (working on signature with main US cities) |
2017–2018: A fully secured trajectory to deliver our Operating Margin commitment

Continuous improvement TOP programs

- Other TOP actions
  - Productivity, Lean, E2E
  - Real Estate
- Volume mix
- Execution Risk

Salary | Workforce Mgmt | Price Erosion | Procurement | 2017 pro forma 10.3%

New TOP programs:
- Application Management industrialization (RISE)
- Global IT costs optimization
- Overhead optimization
- SG&A function transformation

2018e

10.5% to 11%
Industrialization of B&PS Application Services (RISE Program)

2017-2018 Key Strategic Objectives

- Account Transformation; India-led Delivery
- Integrated delivery tools & methods through our platform
- Implementation/Roll out of B&PS Production Platform across all delivery centers
- Deployment of Automation Platform (AIAP)
- Delivery Center Network for Industrialized & Global delivery

• RISE Program on-track in 2017 versus initial plan and continuing into 2018
• Additional levers & opportunities planned in 2018 vs initial plan (RISE 2.0)
Focus on new TOP initiatives – SG&A Functions Transformation

Robotized Process Automation for our functions
eg., Rationalization of admin. and transactional tasks

More online and self-service tools
eg. Self-service reports production

Digital tools to increase our performance
eg. Rollout of Salesforce completed
Automation Update in Infrastructure & Data Management

H2 Automation Account Coverage

263
+142 vs H1

Current Average DC Automation Achieved (post full deployment)

46%

Automation Catalog (BOTS deployed)

From 340 BOTS in H1 to 717 BOTS in H2
+111 %

Account with Highest Automation Achieved to Date (post full deployment)

75 %
Automation update in Business & Platform Solutions and Big Data & Cybersecurity

**Business & Platform Solutions**
- From 2,000+ in 2017 to **3,500** BOTS end of H1 2018
- Automation Account Coverage: **130 (+37)** in Q4 2017

**Big Data & Cybersecurity**
- Prescriptive SOC
- 70%+ Automation on incoming security incidents
- Automated obsolescence analysis on BDS hardware products (80% reduction in human efforts)
Conclusion and Q&A
Thierry Breton
Chairman & CEO
2018 priorities

- Accelerating digital transformation businesses supported by digital skilling & competence building
- Deploying the new TOP transformation programs to deliver operational profitability
- Rolling-out Artificial Intelligence in all our offerings
- Pursuing selective acquisition strategy, fully supporting Worldline ambition

Stronger financial objectives in 2018 confirming 2019 Ambition targets
Thanks