Q3 2017 revenue

Bezons
October 24, 2017
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 with the Autorité des Marchés Financiers (AMF) 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.

Business Units include North America (NAM: USA, Canada, and Mexico), Germany, United-Kingdom & Ireland, France, Benelux & The Nordics (BTN: Belgium, Denmark, Estonia, Finland, Lithuania, Luxembourq, The Netherlands, Poland, Russia, and Sweden), Worldline, 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, Philippines, 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. Q3 2017 highlights
2. Operational performance
3. Commercial activity
4. Transformation TOP Program
5. Conclusion and Q&A
Q3 2017 highlights

Contract signatures: acceleration in digital businesses materializing the **Atos Digital Transformation Factory success**

**Organic growth** by division fully in line with 3-year plan

Pursue **acquisition strategy** creating value for our shareholders with financial discipline

A new step in the **Atos technology leap**

→ 2017 execution perfectly in line with 3-year plan objectives
Q3 2017 key figures

Revenue

€3,002m
+10.9% at constant exchange rates

Order entry

€2,892m
96% book to bill

Organic growth

+2.5%
+2.3% on 9m YTD

Total headcount

98,692
-0.5% in Q3 (excluding scope effect)
A continued revenue growth momentum driven by the Group commercial dynamism

Statutory revenue (€m)
Organic evolution %

Q4 2014 2,666 +0.1%
Q1 2015 2,427 +0.2%
Q2 2015 2,514 +0.3%
Q3 2015 2,708 +0.5%
Q4 2015 3,036 +0.4%
Q1 2016 2,757 +1.6%
Q2 2016 2,940 +1.8%
Q3 2016 2,777 +1.8%
Q4 2016 3,244 +1.9%
Q1 2017 3,111 +2.0%
Q2 2017 3,200 +2.4%
Q3 2017 3,002 +2.5%
Pursue acquisitions strategy in 2017
Reinforcing Atos’ footprint and digital capacities

<table>
<thead>
<tr>
<th>e-payments</th>
<th>Cloud orchestration</th>
<th>Big Data &amp; AI</th>
<th>Cybersecurity</th>
<th>e-health</th>
<th>e-payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>e-payments</td>
<td>engage</td>
<td>Data</td>
<td>Siemens</td>
<td>Convergence Creators</td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td></td>
<td></td>
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<tr>
<td>Digital technologies</td>
<td></td>
<td></td>
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<tr>
<td>Cost synergies</td>
<td></td>
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</tr>
</tbody>
</table>

8 | Atos – Q3 2017 revenue
From data to artificial intelligence

Atos strategy in AI development

1/ Access to Data
Legacy data and data lakes

Largest European data hosting company integrating, processing, managing, and securing our customers’ data

2/ Algorithms factory and software expertise
Most recent and continuously evolving software and specific algorithms

Reinforced internal resources and outstanding network of partners, JV, and open-source development ecosystem

3/ High Performance Computing
Deep Learning and model training require huge computing power

Sequana and Bullion: the world’s most efficient supercomputers and servers; Roll-out of Quantum Learning Machine

4/ Trust, intimacy, understanding of clients challenges. Running on dedicated high performance servers
Data scientists, strategic partners, vertical business expertise

Atos Codex successful roll-out, reinforced internal data scientists (zdata), vertical business experts (e-health consultants), longstanding commercial relationship

Atos is fully geared to deliver its clients needs in AI
Rolling-out Artificial Intelligence to Atos’ major clients

Our solutions already embedding AI...

1/ Data lakes
2/ Deep learning algorithms
3/ High Performance Computing
4/ Atos Codex

...delivering the best business outcomes to our clients

Varian Medical Systems: Improve product manufacturing
City of Eindhoven: Real time forecast
Siemens: Industrial Data Analytics with Mindsphere
Ulster Bank: AI-powered CRM
Madrilena Red De Gas: Fraud detection
European Commission: Energy storage on grid
Entertainment park company: Predicting ride & attraction failure
Operational performance
Elie Girard
Group CFO
## Constant scope and exchange rates figures reconciliation

<table>
<thead>
<tr>
<th></th>
<th>Q3 2017</th>
<th>Q3 2016</th>
<th>change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory revenue</td>
<td>3,002</td>
<td>2,777</td>
<td>+8.1%</td>
</tr>
<tr>
<td>Exchange rates effect</td>
<td>-69</td>
<td>-69</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue at constant exchange rates</strong></td>
<td>3,002</td>
<td>2,708</td>
<td>+10.9%</td>
</tr>
<tr>
<td>Scope effect</td>
<td></td>
<td>227</td>
<td></td>
</tr>
<tr>
<td>Exchange rates effect on acquired/disposed perimeters</td>
<td>-4</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue at constant scope and exchange rates</strong></td>
<td>3,002</td>
<td>2,930</td>
<td>+2.5%</td>
</tr>
</tbody>
</table>

- **Exchange rates** mainly coming from the American dollar and the British pound depreciating versus the Euro.
- **Scope effect** mainly related to the positive contribution of Unify S&G, Anthelio, Equens, Paysquare, Komerčni Banka Smartpay.
Q3 2017 revenue by Division

- Organic growth by Division fully in line with 3-year plan
- Continuing focus on cross-Divisions sales fueled by Digital Transformation Factory offerings

### In € million

<table>
<thead>
<tr>
<th>Division</th>
<th>Q3 2017</th>
<th>Q3 2016*</th>
<th>Organic evolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure &amp; Data Management</td>
<td>1,712</td>
<td>1,697</td>
<td>+0.9%</td>
</tr>
<tr>
<td>Business &amp; Platform Solutions</td>
<td>762</td>
<td>745</td>
<td>+2.2%</td>
</tr>
<tr>
<td>Big Data &amp; Cybersecurity</td>
<td>154</td>
<td>135</td>
<td>+13.8%</td>
</tr>
<tr>
<td>Worldline</td>
<td>375</td>
<td>352</td>
<td>+6.4%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>3,002</strong></td>
<td><strong>2,930</strong></td>
<td><strong>+2.5%</strong></td>
</tr>
</tbody>
</table>

* At constant scope and exchange rates
## Infrastructure & Data Management

- **Continued strong growth in Hybrid Cloud Transformation**
- **Leadership reinforced in Digital Workplace**

### Q3 2017 Revenue

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€1,712</td>
</tr>
<tr>
<td>Organic growth</td>
<td>+0.9%</td>
</tr>
<tr>
<td>Order entry</td>
<td>€1,490</td>
</tr>
<tr>
<td>Book to bill</td>
<td>87%</td>
</tr>
<tr>
<td>Direct headcounts</td>
<td>46,902</td>
</tr>
</tbody>
</table>

In € million

- North America: 28%
- Germany: 23%
- United-Kingdom & Ireland: 19%
- Benelux & The Nordics: 9%
- France: 14%
- Other Business Units: 23%
Business & Platform Solutions

- Positive trend recorded in the previous quarters confirmed
- Increasing demand related to S/4 HANA implementation
- New projects delivered in Industry 4.0 based on Atos Codex

<table>
<thead>
<tr>
<th>In € million</th>
<th>Q3 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>762</td>
</tr>
<tr>
<td>Organic growth</td>
<td>+2.2%</td>
</tr>
<tr>
<td>Order entry</td>
<td>815</td>
</tr>
<tr>
<td>Book to bill</td>
<td>107%</td>
</tr>
<tr>
<td>Direct headcounts</td>
<td>31,856</td>
</tr>
</tbody>
</table>
Big Data & Cybersecurity

- Efficient cross-selling on existing Infrastructure & Data Management customers
- Strong revenue growth in Cybersecurity
- Dynamic HPC and bullions sales supporting Big Data services

<table>
<thead>
<tr>
<th></th>
<th>Q3 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>154</td>
</tr>
<tr>
<td><strong>Organic growth</strong></td>
<td>+13.8%</td>
</tr>
<tr>
<td><strong>Order entry</strong></td>
<td>203</td>
</tr>
<tr>
<td><strong>Book to bill</strong></td>
<td>132%</td>
</tr>
<tr>
<td><strong>Direct headcounts</strong></td>
<td>4,113</td>
</tr>
</tbody>
</table>

- France: 49%
- Germany: 15%
- North America: 8%
- United-Kingdom & Ireland: 5%
- Benelux & The Nordics: 3%
- Other countries: 19%
Worldline

Strong revenue growth acceleration
- Increased volumes in all businesses
- High demand for digitalization of transactions
- India boosted by demonetization

Revenue performance by Business Line

<table>
<thead>
<tr>
<th>Service</th>
<th>Q3 2017</th>
<th>Q3 2016*</th>
<th>Organic evolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Processing</td>
<td>169</td>
<td>159</td>
<td>6.8%</td>
</tr>
<tr>
<td>Merchant Services &amp; Terminals</td>
<td>128</td>
<td>120</td>
<td>6.3%</td>
</tr>
<tr>
<td>Mobility &amp; e-Transactional Services</td>
<td>77</td>
<td>73</td>
<td>5.9%</td>
</tr>
<tr>
<td><strong>Total Worldline</strong></td>
<td><strong>375</strong></td>
<td><strong>352</strong></td>
<td><strong>6.4%</strong></td>
</tr>
</tbody>
</table>

* At constant scope and exchange rates

Revenue mix by Country

- France: 26%
- Belgium: 19%
- Germany: 6%
- Netherlands: 13%
- United-Kingdom: 13%
- Other countries: 23%

In € million

- Q3 2017: 375
- Order entry: 384
- Book to bill: 103%
- Headcounts: 9,142
Q3 2017 revenue by Business Unit

- Positive dynamic in continental Europe
- Atos UK operations well positioned to face Brexit
- Strong mobilization in North America to boost commercial activity

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Q3 2017</th>
<th>Q3 2016*</th>
<th>Organic evolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>561</td>
<td>552</td>
<td>+1.6%</td>
</tr>
<tr>
<td>North America</td>
<td>520</td>
<td>520</td>
<td>+0.0%</td>
</tr>
<tr>
<td>United-Kingdom &amp; Ireland</td>
<td>401</td>
<td>403</td>
<td>-0.7%</td>
</tr>
<tr>
<td>France</td>
<td>391</td>
<td>373</td>
<td>+4.9%</td>
</tr>
<tr>
<td>Benelux &amp; The Nordics</td>
<td>260</td>
<td>261</td>
<td>-0.4%</td>
</tr>
<tr>
<td>Other Business Units</td>
<td>495</td>
<td>468</td>
<td>+5.6%</td>
</tr>
<tr>
<td>Worldline</td>
<td>375</td>
<td>352</td>
<td>+6.4%</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>3,002</strong></td>
<td><strong>2,930</strong></td>
<td><strong>+2.5%</strong></td>
</tr>
</tbody>
</table>

* At constant scope and exchange rates
Q3 2017 headcount evolution

<table>
<thead>
<tr>
<th>Headcount as of 30/06/17</th>
<th>Scope</th>
<th>Hiring</th>
<th>Leavers, restructuring &amp; dismissals</th>
<th>Headcount as of 30/09/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>98,480</td>
<td>+692</td>
<td>+3,321</td>
<td>-3,801</td>
<td>98,692</td>
</tr>
</tbody>
</table>
### Acquisitions 1/2

<table>
<thead>
<tr>
<th>Company</th>
<th>Cybersecurity</th>
<th>Company</th>
<th>Cloud Orchestration</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIEMENS Convergence Creators</td>
<td>• Cybersecurity IP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Network security expertise</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Market shares in telco and aerospace</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• c. €50 million annual revenue basis after decommissioning of non-strategic activities and restructuring (18-24 months)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Positive margin in 2018</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Circa 70 ServiceNow certified consultants joining 200+ Atos certified staff (Engage ESM)</td>
<td></td>
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<tr>
<td></td>
<td>• Atos in a leading position in ServiceNow</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Circa €15 million estimated 2017 revenue</td>
<td></td>
<td></td>
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</tbody>
</table>

Note: Siemens Convergence Creators closing subject to information/consultation of employee representative’s bodies as well as the approvals of the regulatory and antitrust authorities.
### Acquisitions 2/2

<table>
<thead>
<tr>
<th>Company</th>
<th>e-health</th>
<th>e-payments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contribution to Atos</strong></td>
<td><img src="#" alt="Pursuit HealthcareAdvisors" /></td>
<td><img src="#" alt="Digital River baltics" /></td>
</tr>
<tr>
<td><strong>Key figures</strong></td>
<td><img src="#" alt="The Breakaway Group" /></td>
<td><img src="#" alt="First Data baltics" /></td>
</tr>
</tbody>
</table>

**e-health**
- Consulting skills
- Reinforced leading position in North America (Anthelio) on healthcare growing market
- Increased cross-selling capabilities

**Key figures**
- Total 2017 estimated revenue at c. € 70 million
- Profitability in line with the Group

**e-payments**
- Strong reinforcement in online payment and e-commerce
- Leading position in Baltics
- Enhanced market share in India

- Total 2017 estimated revenue at c. € 55 million
- Positive impact on Worldline growth profile and profitability
IFRS 15 implementation

<table>
<thead>
<tr>
<th>Identification of the performance obligations in multiple arrangements services contracts</th>
<th>Not material</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Atos: Transition &amp; transformation/build phases</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Costs to acquire a contract</th>
<th>Not material</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Atos: Incremental pre-sales costs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Agent versus Principal</th>
<th>More material</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Atos: Resale activities and associated services</td>
<td></td>
</tr>
</tbody>
</table>

Estimated effect:
- c. -5% on revenue
- c. +50 bps on operating margin rate
- No impact on operating margin and free cash flow amounts
Commercial activity
Patrick Adiba
Chief Commercial Officer
Q3 Commercial activity dashboard

**Order entry**
- €2.9bn

**Backlog**
- €21.9bn
  - 1.8 years of revenue

**Book to bill ratio**
- 96%
  - 105% September YTD 2017

**Qualified pipeline**
- €7.3bn
  - 7.0 months of revenue
New Q3 2017 contracts leveraging the Atos Digital Transformation Factory

Hybrid Cloud

SAP HANA

Workplace

Codex

Digital payments

Asian Tier 1 oil company

Large manufacturer in the US
<table>
<thead>
<tr>
<th>Complete the NAO sales organization transformation</th>
<th>Strongly focus on Digital Transformation Factory momentum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Unify cross-selling on Atos customers base</td>
<td>Leverage New sales channels to accelerate bullions sales</td>
</tr>
</tbody>
</table>

Main sales focus for Q4
<table>
<thead>
<tr>
<th>Atos Digital Transformation Factory: Recognized Strong Leadership</th>
</tr>
</thead>
</table>

**Digital Services Transformation**
- **Atos Codex**
  - VISIONARY Business Insight
  - IOT WINNER
  - IOT LEADER

- **Atos Canopy**
  - Orchestrated Hybrid Cloud
  - Global Leader
  - European Leader
  - Cloud Migration
  - Global Leader
  - Private Cloud
  - #1 Growing European Player in Cloud Services (#3 worldwide)

- **SAP HANA**
  - European Leader
  - SAP HANA & S/4HANA
  - Leader GER
  - SAP HANA
  - Major Player
  - HANA Utilities

- **Atos Digital Workplace**
  - European leader
  - Global Leader
  - Visionary UC Collaboration
  - Major Player
  - UC & Collaboration

- **Cybersecurity**
  - Leader #1 Europe #4 Worldwide Managed Security
  - #1 European Player - Leader in WE - Managed Security
  - #1 European Player Worldwide IT Security

- **e-payments**
  - Strong Performer
  - Global Commerce
  - Leader Mobile Wallet

- **Global Fintech Top 25**
  - Global Leader Fintech
Transformation TOP Program
Eric Grall
Head of Global Operations
TOP is Atos DNA: focus on continuous improvement

**Total Operational Performance**

Turn around program

**TOP** to catch up with competition: “The right to grow”

**TOP2** to turn around and integrate SIS “The right to become a Tier one company”

Size + Credibility

“Tier One Program”

“The right to be the Leader”

i.e. more growth, more margin, more attractive to talents than other.”

**Tier one Company:**

Quality + Innovation + Talents

2017 TOP Programs to secure margin improvement

Continuous improvement TOP Programs

2017 New TOP Programs:
- Application Management industrialization (RISE)
- Global IT costs optimization
- Direct overhead optimization
- G&A function transformation

2016
- Pro forma & pensions
- Salary Increase
- Price concession
- Procurement
- Workforce Mgt

2017e
- Volumes/mix
- New TOP Programs
- RISE
- Productivity, LEAN,…

9.4% Salary Increase

Atos – Q3 2017 revenue
<table>
<thead>
<tr>
<th>Atos Infrastructure &amp; Data Management: automation update</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Q3 automation account coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>211</strong> (+90 vs. H1)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current average DC automation achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>50%</strong> (post full deployment)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Automation catalog x 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>(BOTS deployed)</td>
</tr>
<tr>
<td>From 340 BOTS in H1 to c. 700 BOTS in H2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Account with highest automation achieved to date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>70%+</strong> (post full deployment)</td>
</tr>
</tbody>
</table>

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Atos BDS and B&PS: automation update

**BDS**
- Prescriptive SOC: 70% Automation achieved on incoming security incidents & complemented by machine-assisted proposed actions for another 20%

**B&PS**
- 2,000+ BOTS deployed in H2 for customer environments
- B&PS Atos Virtual Assistant (AVA) case study: 40% reduction in manual/human efforts
- B&PS Q3 Automation Account Coverage: 100+
- B&PS Atos Intelligent Automation Platform (AIAP) deployment started

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### 2017 guidance & 2019 targets

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue growth</td>
<td>above +10% at constant FX above +2% organically</td>
<td>2% to 3% 2017-2019 organic CAGR</td>
</tr>
<tr>
<td>Operating margin</td>
<td>circa 10% of revenue</td>
<td>circa 11% of revenue*</td>
</tr>
<tr>
<td>Free cash flow:</td>
<td>between 55% and 58%</td>
<td>c. 65%</td>
</tr>
<tr>
<td>Operating margin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>conversion into free</td>
<td></td>
<td></td>
</tr>
<tr>
<td>cash flow</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Before IFRS 15 implementation*
Key take-aways

**Solid growth** in all Divisions matching customers’ needs

Continued high focus on **TOP transformation Program**

Accelerating the **US sales organization transformation**

Acceleration in **automation** roll-out

Customers digital transformation powered by **AI**

Pursuing our dynamic **acquisition strategy**

**2017: another year of progress in line with our 3-year plan**
Thanks