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 2017 Registration Document filed with the Autorité des Marchés Financiers (AMF) on February 26, 2018 under the registration number: D.18-0074 and its update filed with the Autorité des Marchés Financiers (AMF) on July 27, 2018 under the registration number: D.18-0074-A01.

- The Group’s financial information relating to the financial year ended December 31, 2018 included in this document has been prepared using a process similar to that adopted for the preparation of the Group’s annual consolidated financial statements but is not yet audited. Accordingly, Atos has not yet obtained from its statutory auditors the assurance that they will be able to certify its financial statements without reserve. The Board of Directors of Atos SE has examined at its January 29, 2019 meeting the Group’s financial information for the financial year ended December 31, 2018 included in this document and has approved its communication. The Group’s financial statements which will be approved by the Board of Directors, to be held on February 20, 2019, shall include any material events previously unknown by the Group and of which it becomes aware or which may occur after January 30, 2019. Therefore the financial information presented in this document shall be, in accordance with the AMF position-recommendation n°2004-04, qualified as estimated results (résultats estimés).

- Revenue organic growth is presented at constant scope and exchange rates, and restated for the impact of IFRS 15. Operating margin is presented as defined in the 2017 Registration Document. Starting January 1st, 2018, dividends paid to non-controlling interests are not anymore a Free Cash Flow item but reported in line ‘Dividends paid’.

- Business Units include Germany, North America (USA, Canada, and Mexico), France, United Kingdom & Ireland, Worldline, 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.

- 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 or Worldline’s shares for sale or an invitation or inducement to invest in Atos or Worldline’s shares in France, the United States of America or any other jurisdiction.

- Any information or project mentioned in this document may require to be executed the appropriate processes with the relevant works councils’ representatives in accordance with applicable laws.
2019 Investor Day
Business & Platform Solutions

Sean Narayanan
Head – B&PS
Rakesh Khanna
CEO – Atos Syntel

2019 Investor Day
Atos B&PS delivers Digital @ Scale
Strengthened by Atos Syntel

Industry aligned Global Business
> 50% of revenue from TOP 60 clients

Global Player
€4bn+ annual revenue

Strong IP and Partners on Digital, AI and Cloud

58,000 technologists
inc 20,000 Digital Experts

3 Global and 13 regional delivery centers

55m bot executions
340 use-cases
122 customers

3+m SAP users
4+m Smart Grid end-points
70m Connected transactions per day

2019 Investor Day | 5
Our 2021 ambition is to grow circa 5% CAGR
Digital and AI will fuel the growth

€4.1bn 2018
+5% CAGR
+200 bps margin
2021 €4.75bn

**DIGITAL**
1.1bn 27% AI, Analytics, IOT, Automation, CX, Mobility, Cloud

**ADM**
1.8bn 44% Application Development and Maintenance

**REST**
1.0bn 29% Tech Professional Services

1.6bn 33% Application Development and Maintenance
0.8bn 17%

Geographies
NAO, UK, Germany, France

Verticals
Financial Services & Insurance, Healthcare, Retail & Transportation, Manufacturing, Telco Media Tech, Energy & Utilities, Public sector

Technology Towers
AI, Analytics, IOT, Automation, CX, Mobility, Cloud

Application Development and Maintenance

Tech Professional Services

EXPAND
ADJACENT
CORE

+5% CAGR
+200 bps margin

Our 2021 ambition is to grow circa 5% CAGR
Digital and AI will fuel the growth
2021 Ambition: Digital Transformation Leader

**Digital Engineering & Analytics**
- **Codex suite**, featuring **AI, IOT, Analytics**
- Align to **Industry Priorities** – Industry 4.0 Mindsphere
- **SAP S/4 HANA**, SAP Cloud transformation

**Cloud Services**
- Scale up **ADM** and migrate through **micro-services** and cloud transformation
- **Integrated IT Operations** – Application and Infrastructure Management powered by **Intelligent Automation**
- **End-to-end Cloud Transformation**

**Digital Customer Experience**
- **Industry specific consulting** and omni-channel and personalization
- **Full stack Development and Integration**
- **High Touch B2C Verticals**

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2019 Investor Day | 7
A workforce geared towards growth, assets to support the growth

2018 - 48% nearshore offshore ratio

2021 - 60% nearshore offshore ratio

Total B&PS employees: c.58,000

North America >5500 +4500 ▲
Europe >22500 +500 ▲
India >25000 +18000 ▲
Rest of the world >5000

Number of employees

2019 Investor Day 8
Profitable Growth: Leverage Atos Syntel Model

1. Reverse integrate Atos B&PS large global contracts into Atos Syntel model
2. Accelerate B&PS Transformation Plan
3. Target Margin Growth > Revenue Growth
First results of the integration and synergies

Atos expects to generate compelling and significant synergies to deliver growth and high profitability

1 Protect the Base
100% client retention

2 Cost synergies > $120m by 2021
Account transformation – $800m
Wave 1 accounts transitioned starting January 2019

3 On track for revenue synergies >$250m run rate within 3 years
Won deals - $40m Application Transformation and $2m IT Operations powered by Automation
Enable Digital @ Scale for Clients
Customer Imperatives and Our Solution

1. Accelerate your Digital Journey

2. Serve mission-critical business

3. Meet your ever-shifting business requirements with scale and flexibility

Increase enterprise agility and business performance: Taking E2E accountability of digital transformation with industry expertise

Adopt “Digital native” standards to better meet client expectations

Capture local context and deliver operational excellence at scale

2019 Investor Day | 11
Increase enterprise agility
Smart Device platform for global appliance manufacturer

“Smart Home” Ecosystem

Global IoT Platform: Digital@Scale

- 90% reduction in on-boarding time
- Platform to roll out new IoT capabilities
- Powered by Atom for IoT
Increase enterprise agility
“Amazon Proofing” a $100 billion retailer

Digital Transformation Journey

- **30% faster time to market** by Cloud Migration to Pivotal Cloud foundry
- **22% Sales increase** through iPad application for Home selling
- Automation through SyntBots for modernization and ATOM
Evolve your platform to “digital native” standard
Modernizing insurance policy distribution

Modernized legacy print policy system
Leading Mutual Life Insurer

- Electronic Delivery and Digitization of policies
- Reduced policy delivery time from 45 days to 1 day
- Cloud Ready system for future scalability
- Automation through SyntBots for modernization
Service Offerings to Deliver Digital @ Scale

Partnering with clients to go Digital @ Scale

Digital Transformation
IT OPS
Solutions for every industry
Cloud enablement
Automation powered by AI
Legacy modernization
Enterprise platforms
B&PS operating margin levers
Strategy to deliver the 200 bps margin increase

1. Change **Business Mix** to more **Digital, Vertical and Industrialized** solutions
   - Focus on offerings that bring high value to our customers: Digital Engineering & Analytics, Cloud Services, Digital Customer Experience
   - Implement Atos Syntel vertical design model on our business beyond North America

2. Increase **Offshore and Nearshore**
   - Account transformation for reverse integration customers
   - Solution new business leveraging Atos Syntel delivery framework

3. **Strengthen B&PS Operations**; accelerate **AI-automation for Results - SOAR** program in customer engagements and delivery platforms
   - Streamline processes and tools in delivery, client management and pre-sales
   - Simplify and innovate technical leadership at the customer
   - Integrate EQUIP with the global delivery platform KI
   - Accelerate AIAP, ATOM and SyntBots with our customers
Our 2021 outcomes
B&PS as the driver of growth and profitability

- CAGR growth circa 5% to 4.75bn
- Increase profitability 200 bps
- Implement Atos Syntel vertical model
- Leverage local strengths
- Digital portfolio 50%
- Nearshore offshore 60%
- Enhanced capabilities of Atos Syntel - SyntBots and ATOM
- Focus on Digital and SOAR

Deliver **Digital @ Spada**