2019 Investor Day
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
Infrastructure and Data Management

Eric Grall
Global operation and TOP Program
Head of infrastructure & Data management
Contents

- IDM FY18 portfolio mix & evolution
- FY19-FY21 revenue outlook
- 3-year plan strategies for growth
- The next horizon for accelerated growth
- FY19-FY21 Operating margin outlook
- Productivity strategies
- Workforce implications
FY18 IDM revenue: c. €6,326m
Portfolio mix

<table>
<thead>
<tr>
<th>IDM Portfolio</th>
<th>FY18 % of revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cloud &amp; Orchestrated Hybrid Cloud</td>
<td>18%</td>
</tr>
<tr>
<td>Classic DC operations (non Cloud)</td>
<td>15%</td>
</tr>
<tr>
<td>Mainframe Business Critical Operations</td>
<td>5%</td>
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</tr>
<tr>
<td>UCC (former Unify)</td>
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</tr>
<tr>
<td>IoT Services (Things + Edge + End-to- End Mgt)</td>
<td>1%</td>
</tr>
</tbody>
</table>

WHAT IT TAKES TO OPERATE END-TO-END MISSION CRITICAL SERVICES

Nuclear and 24x7 Plants, Banks & Trading, Pension & Insurance, Olympic Games, Rail systems & real time information, Hospitals, Emergency Systems, 24x7 Logistics, Defense Infrastructure
IDM Technology landscape: increasing complexity in the NOW, orchestrate/automate in the FUTURE
## FY21 IDM revenue mix evolution

<table>
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<th>IDM Portfolio</th>
<th>FY18 % of revenue</th>
<th>Planned FY21 % of revenue</th>
</tr>
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<tr>
<td>Cloud &amp; Orchestrated Hybrid Cloud</td>
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<tr>
<td>Classic DC operations (non Cloud)</td>
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<td>Mainframe Business Critical Operations</td>
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<td>3%</td>
</tr>
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Average of Industry Analysts CAGR for IDM Portfolio

1) Sources: Gartner/PAC/IDC 2018 Market Forecasts applied to IDM portfolio scope
**IDM 2019 – 2021**

Revenue outlook

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**KEY ASSUMPTIONS**

- +1% OG% in 2021
- Cloud / Hybrid Cloud at ~15% OG%
- Digital Workplace stable
- Over performing in IoT
- BPO & UCC at market rate
- Atos customers mix by end 2021: Private Cloud vs. Public Cloud vs. Legacy
  
  50% / 25% / 25%
Back to Growth Strategies

- Extend Cloud / Hybrid Cloud for native Cloud developers
- Focused growth in Business Process Services (BPO)
- Augment Digital Workplace leadership with Experience
- Invest in IoT enabling at scale Deployments

- Google Strategic Partnership
- Generate Syntel revenue synergies
- Leverage Atos Industry-specific Solutions
Covering 68% of IDM Top100 customers

**New** OpenStack Atos On-Prem/Private cloud introduction in Q1 FY19:
- Increase price competitiveness vs classic Private Cloud
- Container based services
- Maintain Google developer experience (APIs, CI/CD)
- Modern development paradigms enablement

Expanding **Oracle on premise** with Atos Digital Private Cloud (DPC)

New AWS & Azure **Centers of Expertise**

**Dell Group** strategic partnership & Alliance
Google Strategic Partnership (IDM)

- €1.1bn pipeline in 10 Countries
- #1 WW Google Cloud Partner end of H1 FY19
- First on premise private Platform with Google Kubernetes Engine from Atos
- Trusted last mile partner for Cloud Security
- G-Suite: Atos as showcase for hybrid workplace
- Over €200m of net new incremental revenue for IDM linked to Google Alliance in 2021
Digital Workplace
Expanding leadership

- 4.3 million of devices under management
- Game changer in Digital Workplace: from SLA to XLA (eXperience Level Agreement), leveraging AI/ML
- Pipeline of €2.2bn of active deals (25% new logos, 65% existing customers expansion)
- Innovation fuelling price/productivity competitiveness

Delivering the next level experience
Business Process Services (BPO)

Ready for growth

- All existing contracts extended beyond 2021
- Focus on Platform+Technology transformational deals creating disruption (RPA, Re platforming, Syntbots, …)
- Aegon success as proof point
- New exclusive contract with acquirer/consolidator
- 700m+ qualified/active pipeline
Delivering on cross-sell revenue synergies in Syntel customer base

- Unqualified pipeline at €800m, qualified pipeline at €250m
- 26 opportunities in Top 50 accounts of Syntel
- First deal closed in Q4
- Ambition of €100m revenue for IDM by 2021
UCC: expanding in new market segments
Leveraging IDM-BDS with new offerings

- UCC “classic” market forecasted at -5% CAGR till 2021
- Targeting Global NG Emergency Services Market ($52b by 2021 - source IHS - $12b in USA NG911)
- First NG911 awarded in USA in FY18, pipeline of €350m
- Legacy communications & collaboration take over as one-stop-shop, accelerating journeys to Digital Workplace and Cloud
Internet of Things
Managing ecosystems of infrastructures

Building the foundations for exponential growth

- A complete portfolio, managing from object to edge to core & platform
- Key vertical offer in core Atos industries
- First industrial-scale deals signed & ramping up
- Siemens MindSphere Partnership: >200 pipeline opportunities
- From 3% of IDM Revenue in 2021 to >10% in 2025
Further acceleration  
Incremental short term actions taken since Q4 FY18

- Increased focus on **North America** performance
- **+15%** increase in **pre-Sales** FTEs
- x2 increase in **Client Architects** deployed in TOP100 Accounts
- Accelerated R&D investments in **AI/ML**
- Leveraging Syntel for **pure play India** offering
- Increasing go-to-market initiatives with **Strategic Partners** (Dell group, Siemens, Google)
The next horizon: a new wave of infrastructures beyond the enterprise IT infrastructure

BEYOND THE CLOUD...

IOT & Edge

THE POST-CLOUD ERA

- From 100 millions enterprise IT devices to 100 billions smarter objects in 2027
- Massive acceleration in data generation...
- ... a deluge of data to collect, process, integrate, secure at the Edge for real time human/machine interactions
- Business defined applications & new infrastructures to manage & orchestrate
The IDM universe in expansion
An explosion of infrastructures to manage/orchestrate
Smarter connected objects & Edge computing are the new frontiers of Atos IDM

23 billions
simple objects today

> 75 billions
smarter objects in 2025

Monitor
Operate
Secure

~10% of Enterprise-generated Data created & processed outside DCs & Cloud today*

~75% of Enterprise-generated Data created & processed outside DCs & Cloud by 2022*

Related increase of Hybrid Cloud consumption

*(Source: Smarter with Gartner, What Edge Computing Means for Infrastructure and Operations, October 3, 2018)
Beyond “classic” enterprise IT slight growth
IoT & Edge as the IDM growth accelerators

2028

40%
DWP, SAP, TTS, Network, BPO, ...

25%
IoT + Edge

35%
Cloud / Hybrid Cloud

~3% organic growth in 2023

TO

~8-10% organic growth in 2027
**IDM operating margin outlook FY19-FY21**  
Key strategies to deliver 3-year plan as part of new Atos **RACE**

<table>
<thead>
<tr>
<th>Sustained double digit operating margin from 2019</th>
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<tr>
<td><img src="image" alt="Diagram" /></td>
</tr>
</tbody>
</table>

- **Acceleration to India**  
  (Syntel)  
  - **OFFSHORE**

- **Atos GOAL Initiative**  
  - **LEAN X AUTOMATION**

- **Overhead Reduction**  
  - **SIMPLIFICATION**

- **Sftw-defined Cognitive AI/ML**  
  - **AUTOMATION COST TAKE OUT**

- **Pyramid Management, Procurement, ...**  
  - **New RACE INITIATIVES**
New Atos TOP initiative: GOAL
“Global Optimization through Automation & Lean”

**Context**
Combining the power of Lean x Automation

**Objectives**
1. >+20% Productivity
2. Improved CSAT
3. Employee development in automation

**Approach**
Integrated program to cover c. 80% of IDM contracts, within 30 months
Agile software-defined operations & cognitive
The next levers of automation

- **Autonomous resolution**
  - up to 50% incident resolution

- **DevOps automation**
  - Higher Productivity
  - Up to 40% automated move to production

- **Analytics & Cognitive**
  - Predictive support & proactive automated resolution

- **Business Optimization**
  - Up to 45% automated service requests

- **End User Contacts**
  - Automating >40% user interactions (chatbots/mailbots/Syntbots)

- **Partnerships**

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About 43k employees today, expected to decrease about 1% to 2% per year

Attrition constant at ~11% per year

Special measures in Germany to accelerate workforce adaptation and qualification in 2019 and 2020

Offshore convergence in Syntel campus for more integrated R&D and Engineering

Graduate & Reskill programs focused on software & automation capabilities and IT architecture
IDM 3YP - Key take-aways

Strategic Group asset for the future, preparing for accelerated growth with IoT and Edge

Positive CAGR 2019-2021

Sustained double digit operating margin from 2019
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