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Revenue organic growth is presented at constant scope and exchange rates.

Regional Business Units include Americas including North America (USA, Canada, Guatemala and Mexico) and South America (Argentina, Brazil, Chile, Colombia, Uruguay, and Peru), Northern Europe and APAC including Northern Europe (United Kingdom & Ireland, Belgium, Denmark, Estonia, Belarus, Finland, Luxembourg, The Netherlands and Sweden) and Asia-Pacific (Australia, China, Hong Kong, India, Japan, Malaysia, New Zealand, Philippines, Singapore, Taiwan, and Thailand), Central Europe (Germany, Austria, Bulgaria, Bosnia, Croatia, Czech Republic, Greece, Hungary, Israel, Poland, Romania, Serbia, Slovenia, Slovakia, and Switzerland), Southern Europe (France, Andorra, Spain, Portugal, and Italy) and Rest of the World including Middle East & Africa (Algeria, Benin, Burkina Faso, Egypt, Gabon, Ivory Coast, Kenya, Kingdom of Saudi Arabia, Madagascar, Mali, Mauritius, Morocco, Qatar, Senegal, South Africa, Tunisia, Turkey and UAE), Major Events and Global Delivery Centers.
Today’s presenters

Nourdine Bihmane
Co-CEO, in charge of Tech Foundations

Diane Galbe
Group Senior Executive VP

Philippe Oliva
Co-CEO, in charge of the Evidian perimeter

Nathalie Sénéchault
Group CFO
Agenda

1. 2022 Highlights
2. Progress in Strategic Transformation Project
3. 2022 Financial Performance
4. Outlook
5. Q&A
01. 2022 Highlights

Nourdine Bihmane
& Philippe Oliva
2022 highlights
Atos delivering on strategic transformation plan

- **Strong operational recovery in H2** delivers FY22 results in line with guidance

- **Robust pick-up in commercial momentum in Q4** with book-to-bill at 112%

- **Confidence for 2023**, progressing towards mid-term ambitions

- **Significant progress achieved in separation project**
  Clear path for contemplated completion in H2 2023
<table>
<thead>
<tr>
<th>Key Financial Figures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
</tr>
<tr>
<td>€ 11.3 bn</td>
</tr>
<tr>
<td>+13% yoy, cst. curr.</td>
</tr>
<tr>
<td>+0.1% yoy, organic</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
</tr>
<tr>
<td>3.1% of revenue</td>
</tr>
<tr>
<td><strong>OMDA</strong></td>
</tr>
<tr>
<td>€1,020 m</td>
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<tr>
<td><strong>Free Cash Flow</strong></td>
</tr>
<tr>
<td>€-187 m</td>
</tr>
<tr>
<td>€-58 m excluding costs related to transformation plan</td>
</tr>
<tr>
<td><strong>Net Debt</strong></td>
</tr>
<tr>
<td>€ 1,450 m</td>
</tr>
<tr>
<td>2.4X pre IFRS 16 OMDA</td>
</tr>
<tr>
<td><strong>Headcount</strong></td>
</tr>
<tr>
<td>110,797</td>
</tr>
</tbody>
</table>
Headcount evolution

Headcount as of 31/12/21: 109,135
Scope: (201)
Hiring: +29,458
Leavers: (24,102)
Restructuring, dismissals & transfers: (3,493)
Headcount as of 31/12/22: 110,797

62% in offshore & nearshore locations

Sept. 2022: Atos listed for the first time as one of ‘Europe’s Best Workplaces’
Certification achieved in 19 countries

C. 85,000
Digital certifications in 2022
Tech Foundations in 2022: fast and tangible first results on turnaround plan

REFOCUS
✓ Mobilized teams around ambitious turnaround plan
✓ Near term pricing actions to mitigate inflation
✓ Actions to reshape business portfolio (BPO, VAR, disposal of UCC)

RECOVER
✓ Cost take-out actions
✓ Restructuring initiated, focus on US, UK in 2022
✓ Strong actions on underperforming contracts

REBOUND
✓ Increased add-on and revenue
✓ Drove revenue retention
✓ Won large deals and new logos
✓ Accelerate building partnerships
✓ Revitalized product roadmap for Edge, Sovereign Cloud and Public Cloud offerings

Repositioning Tech Foundations’ portfolio
Global leader in managed infrastructure services and employee experience;
European leader in private, hybrid and sovereign cloud; Visionary managed services offerings enabled by AI
Pioneering tech in decarbonization
Tech Foundations in 2022: delivering ahead of plan

€6,026 m
2022 revenue

-1.6%
Organic revenue growth -1.7% at constant currency

1.3%
Operating Margin

Better-than-anticipated top line momentum

-11.4% -2.7% -1.2% +0.3%
FY21 H1 2022 Q3 2022 Q4 2022
Revenue organic growth

Q4: deliberate reduction in BPO and VAR as part of portfolio rationalization

+1.0% excl non-strategic activities (BPO, VAR, UCC)

Operating margin turned positive 3 years ahead of plan

+3.6% -1.0%
H1 2022 H2 2022

✓ Robust improvement in H2
✓ Performance actions focused on costs structure and underperforming contracts
Tech Foundations in 2022: accelerated commercial performance

- Continued growth in new logos
- Increased selectivity in order entry
- Early successes with large deals

Q4 main wins

- 8 years partnership to provide a comprehensive and secure end-to-end IT solution
- World’s largest healthcare company
- Newly formed global consumer company

- Industry-leading Digital Workplace engagement requirements over a 3-year term
- Large contract
- New logo
- Large contract
- New logo

Global Strategic Partnership to transform the Infrastructure Outsourcing industry
- ~$0.5Bn of joint pipeline to date
- Upskilling programme launched
Evidian in 2022: strong value proposition around clear distinctive factors

- World leader in **managed security services**
- Emerging **end-to-end cloud transformation player**
- Strong offering in **sovereign cloud solutions**
- Trusted **sustainability partner enabling clients’ decarbonization**

- Sole European **HPC manufacturer**
- Strong expertise in **application modernization and migration**
- Key strategic player in Europe for **mission critical systems**

- Roadmap to **maximize synergies** between key areas of expertise
- Positioning Evidian as a **leading high value-added services & solutions provider** to clients increasingly mindful of **security and sovereignty** issues
Evidian in 2022: uptick in revenue growth and operating margin in H2

€5,315 m
2022 revenue

+4.8%
Growth at constant currency
+2.0% organic

5.2%
2022 Operating Margin

+5.4% organic revenue growth in H2 (+11% in Q4)

✓ Ramp-up of Advanced Computing following strong order entry in Q2
✓ Steady strong growth in Cybersecurity Services where Evidian capitalizes on global leadership
✓ Acceleration in Digital

Operating margin: 6.7% in H2 vs. 3.5% in H1

✓ Actions on cost base and pricing
✓ Increased utilization of billable resources
✓ Higher volumes in Advanced Computing resulting in better fixed costs absorption
Evidian: pick up in commercial momentum in Q4

130%

Q4 book-to-bill
vs. 85.5% in Q3 2022

- Strong sequential increase at both BDS and Digital
- 51% short-term bookings with faster revenue yield
- Focus on smaller, low-risk contracts

Q4 main wins

Max Planck
Build and install new HPC based on Atos’ latest BullSequana HX3000 platform

New logo

Eurocontrol
Strategic deal to provide MDR services to an EU agency responsible for Aviation and Air Navigation across the European Union

Large contract

Global retail leader
Design, build, roll out and support new IT solution based on mobile application, supported by Digital Enablement Platform built on Microsoft Azure

Large contract

Siemens
Deliver next generation Integration and Orchestration driven services through Atos SIO/SIAM Bridge solution

Large contract

14 | 01-03-2023 | © Atos
02. Progress in Strategic Transformation Project

Diane Galbe
Significant progress achieved in strategic transformation project

Works councils **Information and consultation process complete**
- Consultation process of Atos European works councils (SEC) completed in 3 months
- Local consultation processes completed in all 31 countries where it was necessary

**Separation workstreams** progressing as planned

C.80% of €700 million **divestment program** secured

Discussions on a non-exclusive basis with Airbus to form **long-term partnership** and to **sell 29.9% stake in Evidian**, fully consistent with separation plan
Separation project key milestones
On track for completion in H2 2023

- **July 29, 2022**
  Financing of the interim period

- **September 7, 2022**
  Start of the SEC consultation process

- **February 2023**
  Full completion of employee consultation processes

- **Ahead of Distribution**
  Convening of Shareholders meeting

- **H2 2023**
  Distribution & listing of the shares of Evidian

'Soft spin' / Internal readiness
Non core businesses divestment program well on track

€700m expected proceeds

c.80% already secured within 7 months

<table>
<thead>
<tr>
<th>Transaction</th>
<th>Signing</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worldline stake</td>
<td>June 2022</td>
<td>✓ Closed</td>
</tr>
<tr>
<td>EGSE</td>
<td>September 2022</td>
<td>Closing expected in Q1 23</td>
</tr>
<tr>
<td>Sislog</td>
<td>October 2022</td>
<td>✓ Closed</td>
</tr>
<tr>
<td>Atos Italia*</td>
<td>November 2022</td>
<td>Closing expected in H1 23</td>
</tr>
<tr>
<td>UCC*</td>
<td>January 2023</td>
<td>Closing expected in H2 23</td>
</tr>
</tbody>
</table>

* Transactions are subject to the consultation of relevant employee representative bodies and other customary regulatory approvals
Key Non-Financial Indicators & Recognitions

Sustainability in our DNA

<table>
<thead>
<tr>
<th>Net promoter score from our clients</th>
<th>CO2 Emissions scopes 1,2 and 3</th>
<th>% of total spend assessed by Ecovadis or alternative assessments</th>
</tr>
</thead>
<tbody>
<tr>
<td>66% stable vs 2021</td>
<td>2.5 Mtons reduced by -24% since 2019</td>
<td>70% vs. 68% in 2021</td>
</tr>
</tbody>
</table>

S&P Global Sustainability
85/100
Top 1%*
10th consecutive year in S&P’s Global Sustainability Yearbook

Ecovadis
84/100
Top 1%
On environment, labour & human rights, responsible procurement and ethics

CDP Leadership Band
Top 2%
10th consecutive year on CDP Leadership Band

* Within the IT industry
03. 2022 Financial Performance

Nathalie Sénéchault
## 2022 Financial overview

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY 2022</th>
<th>FY 2021</th>
<th>Change</th>
<th>Change at cst. currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>11,341</td>
<td>10,839</td>
<td>+4.6%</td>
<td>+1.3%</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>356</td>
<td>383</td>
<td>-46 bps</td>
<td>-60 bps</td>
</tr>
<tr>
<td>In % of revenue</td>
<td>3.1%</td>
<td>3.5%</td>
<td>-40 bps</td>
<td>-60 bps</td>
</tr>
<tr>
<td>OMDA</td>
<td>1,020</td>
<td>1,095</td>
<td>-7.3%</td>
<td>-6.5%</td>
</tr>
<tr>
<td>In % of revenue</td>
<td>9.0%</td>
<td>10.1%</td>
<td>-110 bps</td>
<td>-109 bps</td>
</tr>
<tr>
<td>Normalized Net income</td>
<td>-28</td>
<td>-215</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net income</td>
<td>-1,012</td>
<td>-2,962</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free Cash Flow excluding costs of transformation plan</td>
<td>-58</td>
<td>-419</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>-187</td>
<td>-419</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net debt</td>
<td>1,450</td>
<td>1,226</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2022 revenue bridge

Return to growth at constant currency, organic stabilization

In €M:

2021 Revenue: 10,839

- Organic: +0.1%
- Scope: +1.2%
- Foreign Exchange: +3.3%

2022 Revenue: 11,341

+1.3% at constant currency
+4.6% overall
+1.2% organic stabilization
+3.3% foreign exchange impact
Continued sequential improvement in organic growth

Organic growth turned positive in Q4:

- **Evidian** strongly up
- **Tech Foundations** down due to portfolio rationalization
- Comparison basis

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2021</th>
<th>2022</th>
<th>2022</th>
<th>2022</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4</td>
<td>-8.9%</td>
<td>-2.4%</td>
<td>-1.9%</td>
<td>-0.1%</td>
<td>+4.6%</td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

H2: +2.3%
2022 operating margin
Strong recovery in H2 as expected

3.1% operating margin in FY22

H2 improvement mainly driven by:

✓ Decrease in structure costs
✓ Selectiveulings
✓ Cost discipline
✓ Reduction in underperforming contracts and associated losses
✓ Pricing
## Operating margin to Net income

<table>
<thead>
<tr>
<th>€M</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating margin</td>
<td>356</td>
<td>383</td>
</tr>
<tr>
<td>Reorganization, Rationalization, Integration costs</td>
<td>-451</td>
<td>-437</td>
</tr>
<tr>
<td>Amortization of intangible assets</td>
<td>-140</td>
<td>-151</td>
</tr>
<tr>
<td>Equity based compensation</td>
<td>-25</td>
<td>-34</td>
</tr>
<tr>
<td>Impairment of goodwill and other non-current assets</td>
<td>-177</td>
<td>-1,490</td>
</tr>
<tr>
<td>Others</td>
<td>-359</td>
<td>-1,039</td>
</tr>
<tr>
<td>Operating income</td>
<td>-795</td>
<td>-2,768</td>
</tr>
<tr>
<td>Net financial expenses</td>
<td>-175</td>
<td>-151</td>
</tr>
<tr>
<td>Tax charge</td>
<td>-46</td>
<td>-39</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>0</td>
<td>-3</td>
</tr>
<tr>
<td>Share of net profit/(loss) of associates</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Net income – Group share</td>
<td>-1,012</td>
<td>-2,962</td>
</tr>
</tbody>
</table>

\[\text{Operating margin to Net income} = \frac{\text{Operating income}}{\text{Net income – Group share}}\]

- o/w €-266m related to Atos’ envisioned transformation plan
- o/w €-210m one-off impact from Tech Foundations addressing large underperforming contracts
- o/w €-29m cost of debt and €-109m related to the disposal of Worldline shares
2022 Free cash flow

OMDA

- Capex and leases: -656
- Change in Working Capital: +126
- Tax paid: -59
- Net cost of financing debt: -29
- RRI costs (excl. costs related to transformation plan): -154
  Include a €60m refund from German restructuring plan announced in 2021
- Other changes: -305

FCF

- Excluding costs related to transformation plan: -58
- Costs related to transformation plan: -129
- FCF: -187

In €m

+1,020
2022 change in net debt

In €M:

- Net debt Dec 2021: (1,226)
- FCF 2022: (187)
- Acquisitions & Disposals: (328)
- Sale of Worldline Shares: +219
- FX & others: +72
- Net debt Dec 2022: (1,450)

Leverage ratio at 2.4x OMDA pre IFRS 16
04. Outlook

Nourdine Bihmane
& Philippe Oliva
Evidian 2023 priorities

Drive revenue growth acceleration
- Deploy new customer value proposition and portfolio of offerings
- Maximize synergies and leverage joint go-to-market
- Build sales capabilities, increase large deals win rate

Delivery excellence and profitability
- Targeted margin improvement actions at key accounts level
- Talent management in an inflationary context: increase utilization, targeted hirings, reskilling
- Delivery-led growth approach

Successful transformation
- Shift to new operating model
- Drive innovation to the next level

In 2023, we expect
✓ Revenue organic growth to accelerate
✓ Operating margin to increase
Tech Foundations 2023 priorities

REFOCUS: accelerate the reshaping of our portfolio
- Tackle underperforming contracts, wind down non-core activities
- Continue to rationalize VAR and non strategic offerings

RECOVER: step up cost structure adaptation
- Social consultation completed; targeting 7,500+ headcount reduction over the next 3 years with significant actions planned in 2023
- Structural changes in delivery model – MTO, AI/Automation

REBOUND pave the way for future growth
- Continue commercial momentum through focus on large deals, growth squads and integrating Advisory in GTM motion
- Scale new offerings – Edge, Public cloud and sovereign cloud

In 2023, we expect:
- Continued stabilization of core revenue
- Managed decrease in revenue resulting from portfolio rationalization
- Ramp up in margin expansion actions, mitigated by inflation and portfolio rationalization
- Operating margin in positive territory, well ahead of plan
2023 full-year outlook

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**Group**

- Organic revenue growth: -1.0% to +1.0%
  - +0.1% in 2022

- Operating margin*: 4% to 5%
  - 3.1% in 2022

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**Evidian**

- Acceleration vs. 2022: +2.0% in 2022

- Improvement vs. 2022:
  - 5.2% in 2022

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**Tech Foundations**

- Managed decrease:
  - Core stabilization
  - Portfolio rationalization

- Positive territory
  - 1.3% in 2022

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* At current perimeter, including Italian activities & UCC (disposals expected to close in H1 2023 and H2 2023 respectively)
Conclusion

- Atos delivering on strategic plan

- Strong operational recovery achieved in H2 2022

- Confidence for 2023, separation project well on track

- On track to achieve 2026 objectives

Evidian and Tech Foundations will hold Investor Days prior to the envisaged separation
05. Q&A
Thank you