Universal Registration Document 2023

Including the 2023 annual financial report

Atos

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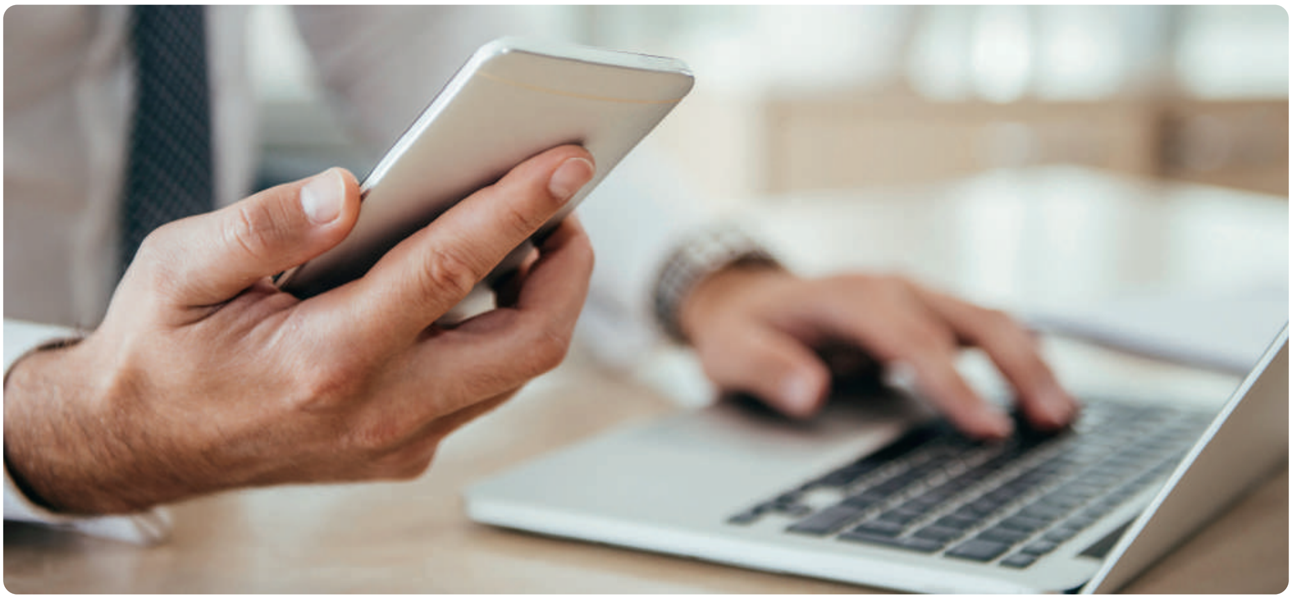
including annual financial report

The French version of this Universal Registration Document was filled on May 24, 2024 with the Autorité des Marchés Financiers (AMF), as competent authority under Regulation (EU) 2017/1129, without prior approval pursuant to Article 9 of Regulation (EU) 2017/1129.

The Universal Registration Document may be used for the purposes of an offer to the public of securities or admission of securities to trading on a regulated market if it is supplemented by a security note and, if applicable, a summary together with any amendments to the Universal Registration Document. All shall be approved by the AMF in accordance with Regulation (EU) 2017/1129.

This Universal Registration Document is a free translation into English of the official version of the Universal Registration Document which has been prepared in French and in ESEF format (European Single Electronic Format) and which includes the Annual Financial Report for the fiscal year ended December 31, 2023 and is available on the AMF's website (www.amf-france.org) and on the Company's website (www.atos.net).



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Group Overview

Chairman introduction

"Our collective journey through 2023 was marked by many challenges. For this, I would like to extend my profound gratitude to all of our employees and clients. Your commitment to the values and vision of Atos Group is the cornerstone of our 2023 accomplishments and will play a vital role in 2024 and beyond."

Jean-Pierre Mustier

Chairman of Atos SE (Societas Europaea) Board of Directors

Reflections on 2023

2023 has been a challenging year for our Group, which has gone through major changes in terms of organization and governance.

Despite this, thanks to all our employees and customers, our commercial activity continued to show strength throughout our transformation in unfavourable environment.. I am also proud that the Group has continued to play a leading role in the field of sustainability, winnig awards such as the Platinum EcoVadis Medal for the fourth consecutive year.

While the Atos Group achieved its revenue and margin targets it set for 2023, major challenges remain, notably in relation to the sustainability of the Group's debt.

Looking towards 2024

Our 2024 priority remains the refinancing of our debt, to support the Group's long-term financial sustainability. We are actively evaluating all strategic alternatives available to us, in the best interest of our stakeholders and in particular our 94,000 employees and customers.

Late March, we entered into an amicable conciliation procedure, following the ad hoc mandate initiated last February, with the aim of promoting the emergence of a global agreement on the restructuring of the Group's financial debt.

We will provide regular updates on the progress of the ongoing discussions.

A stronger team

I am pleased with the measures taken to strengthen the Group's Board of Directors. These appointments bring to the Board new expertise in technology and major transformation projects, and are extremely valuable to the Group in its current strategic endeavors.

I would also like to welcome Paul Saleh to his new role as Chief Executive Officer of Atos Group, who following his successful tenure as the Chief Financial Officer, will bring his wide experience in companies' turnaround.

Today, there are still many challenges for us to navigate through to create a resilient and dynamic Group for tomorrow. Nevertheless, I am confident we will succeed as a team, and I want to take this opportunity to thank our clients and all our Atos Group colleagues for their unfailing support.

Chief Executive Officer introduction

Dear shareholders,

2023 was a pivotal year for the Group as we continued to transform our business. We successfully executed our strategy to create two distinct yet complementary business units—Eviden and Tech Foundations. Each line of business is now well positioned to compete and grow in the markets they serve.

Our new operating model gives us greater agility and flexibility to serve our clients, deliver on our commitments and accelerate our growth. The Atos Group's strategy is gaining traction in a dynamic and challenging market environment. Eviden continues to grow its revenue and operating margins, while Tech Foundations experienced a managed revenue decline with a strong rebound in operating margins.

Moving forward, we have three priorities: pursue profitable growth in all our markets, capture market share by offering unmatched value to clients, and drive innovation. We also remain laser focused on refinancing the Group's debt having entered an amicable conciliation procedure to facilitate a global refinancing agreement and have laid out the parameters of our refinancing framework with our financial creditors. We believe this is the best path forward to achieve a financial solution that serves the best interests of the company and all its stakeholders.

Driving Innovation and Value

The Atos Group was founded 24 years ago on the belief that technology can transform businesses and change our world for the better. More than two decades later, we continue to deliver unmatched value to clients by operating at the heart of their organizations.

In 2023, we expanded the breadth and depth of our capabilities to harness the power of artificial intelligence (AI), advanced analytics, cloud computing and cybersecurity to transform their enterprises and accelerate growth. Most importantly, the relationships with our clients are very strong. That is a testament to the talent, creativity, and resilience of our 94,000 people as of end of March 2024 around the world, who include more than 80,000 engineers and 5,000 scientists. I am incredibly proud of the Atos team, and the work we do.

Across our portfolio, we delivered value to clients through our differentiated solutions and deep industry expertise. We have a long track record in being recognized as a leader by the industry analysts and the past year was no exception. We were honored to be recognized by the industry analyst community as a leader in fields such as advanced computing, data analytics, cybersecurity, and managed security services, GenAI, hybrid cloud, and digital workplace services. Throughout the year, we enhanced our reputation across all of our digital transformation segments. And we were proud to partner with independent research firms, including Gartner, ISG and many others.

Winning together

Fueled by the ingenuity of our people and products, we continued to foster deep relationships with clients and win new business.

- While the world's top athletes train for the upcoming 2024 Olympic and Paralympic Games in Paris, Atos stepped up its preparations as the lead technology integrator for the games. Together with our partners, we will ensure the games are fully connected, secure and digitally enabled. In October, Atos launched its Technology Operations Center (TOC), the control and command center that manages technology integration for all 63 Olympic and Paralympic competition and non-competition venues. The world will be watching—and we will be ready;
- Together with a leading luxury brand and Google Cloud, we are transforming the online consumer experience in the luxury beauty industry by integrating generative AI into the purchasing experience;
- We are leading Europe's advancements in supercomputing technology and have signed to deliver the region's first exascale supercomputer to EuroHPC, which will be used to tackle the most demanding simulations and compute intensive AI applications in science and industry across the continent.

Investing in Our People and Communities

In 2023, we continued to invest in the training and development of our people, empowering them with essential skills to learn, grow and advance their careers. For a total of 400,000 professional certifications achieved in the last years, our teams completed over 86,000 certifications in 2023, with 72,000 focusing on advanced digital technologies such as AI, machine learning, cloud computing and cybersecurity.

Once again, our teams made a positive difference in the communities where we live and work. Our citizenship activities focused on four key initiatives: advancing quality education, promoting health equity, addressing climate change and closing the gender gap in technology. We also support nonprofit organizations and social communities and invest in broader commercial projects. I am especially proud of our support for Women in Tech, a global organization that empowers women to pursue careers in STEM.

Looking ahead

As we look ahead to 2024, we are committed to strengthening the long-term health of our business, with a relentless focus on driving both top- and bottom-line growth, including margin expansion and bolstering our competitiveness in every market we serve.

The journey ahead may not always be smooth, but I have never been more confident in our strategy and the remarkable resilience of the Atos team. At our core, we unleash the power of technology to solve our clients' toughest challenges. This is who we are and what we do.

Thank you for your continued support.

Paul Saleh

Chief Executive Officer

The Atos raison d'être

The Atos raison d'être, as included in its articles of association on April 30, 2019 at the General Meeting of shareholders of Atos, describes how the Company's entire operations contribute to the common good. The raison d'être guides Atos to engage with its stakeholders, or its "ecosystem": employees, customers, shareholders, academia and research centers, industrial partners and public authorities.

> "The purpose of Atos is to help design the future of the information space. Its expertise and services support the development of knowledge, education and research in a multicultural approach and contribute to the development of scientific and technological excellence. Across the world, the Group enables its customers and employees, and members of societies at large to live, work and develop sustainably, in a safe and secure information space."

By adopting this raison d'être, Atos pledges its responsibility to design the digital space by building it in a trusted manner, tackling climate change and contributing to scientific and technological excellence.

Architecture of Atos' contribution

Atos organized its raison d'être into three pillars with a dedicated ambition for each one:

Trust Building a trusted digital space	Environment Tackling climate change	Excellence Contributing to scientific and technological excellence
to provide everyone with the skills to use digital technologies confidently, and to mitigate the risk exposure of individuals, companies and states in the digital space, (for more details and 2023 achievements please refer to Chapters 2.3.3.1 Digital Security, 5.4.4 Security and Data Protection and 5.3.6 Accessibility and Digital Inclusion)	to improve the environmental performance of digital solutions and turn new technologies into allies in the fight against global warming (for more details and 2023 achievements please refer to Chapter 5.2 Environment)	to promote excellence in scientific and technological advancement, knowledge-sharing, and research (for more details and 2023 achievements please refer to Chapter 2.4 Thriving innovation and partnerships)

This organization in three pillars, illustrates Atos' commitments to its raison d'être and allows employees to better link their daily contribution to it. The ambition of the Group to be a leader in a secure and decarbonized digital space is completely aligned on the first two pillars (Trust and Environment), while leveraging the expertise and knowledge of Atos' human capital promoted by the third pillar (Excellence) to achieve it.

Atos profile

[GRI 2-1], [GRI 2-6]

Atos is a global leader in digital transformation with c. 94,000 employees and annual revenue of c. € 11 billion. European number one in cybersecurity, cloud and high-performance computing, the Group provides tailored end-to-end solutions for all industries in 69 countries.

A pioneer in decarbonization services and products, Atos is committed to a secure and decarbonized digital for its clients. Atos is a SE (Societas Europaea), and listed on Euronext Paris.

In 2023, we achieved the operational separation of the company into two distinct companies Tech Foundations and Eviden. We continued to evolve these companies and develop our teams' skills and competencies to set the foundations for future growth and to fully align with our clients' needs.

Atos is a purpose driven Group committed to help design the future of the information space. Through our colleagues, scientists, experts, Scaler accelerator members and R&D, we contribute to the development of scientific and technological excellence around the world. Specifically in the domains of decarbonization, digital security, cloud and digital technologies.

As the Worldwide IT Partner of the International Olympic Committee (IOC) and International Paralympic Committee (IPC), as well as the lead integrator, Atos has run and orchestrated the key digital IT systems for many years that will help deliver the Paris 2024 games safely and securely. Our work with the IOC is complemented by a new partnership with UEFA to manage, improve and optimize its technology landscape in support of national team football and major events including the UEFA EURO 2024 championship.

Maintaining our leadership in sustainability

82/100
Top 10%
In the S&P´s Global Sustainability Yearbook for 11 years in a row.

72/100
Top 1% globally
Improved +2 points in the ESG Scorecard provided by Moody's Analytics compared to 2022.

Top 11%
Atos awarded the highest rating available to an organization (the AAA rating) in the Morgan Stanley Capital International (MSCI).

84/100
Top 1%
Atos has again been awarded a "Platinum" EcoVadis Medal for its commitment to sustainability.

C+
Top 20%
Remains awarded Prime Status based on the ESG Corporate Rating letter grade meeting or exceeding the industry-specific Prime threshold defined by ISS ESG's Industry Classification Matrix.

Highlights and rewards

#1 European actor in Managed Security Services
(Gartner 2023)

#3 in Supercomputers worldwide
(Hyperion Research 2022)

Challenger in Public Cloud IT Transformation Services
(Gartner 2023)

Leader in Future of Work solutions
(ISG 2023)

World leader in Generative Artificial Intelligence services
(ISG 2023)

+72,000 digital certifications in 2023

Global leader in Digital Workplace for seven consecutive years
(Gartner 2023)

Leader in Next-Gen Private / Hybrid Cloud & Datacenter Services
(ISG 2023)

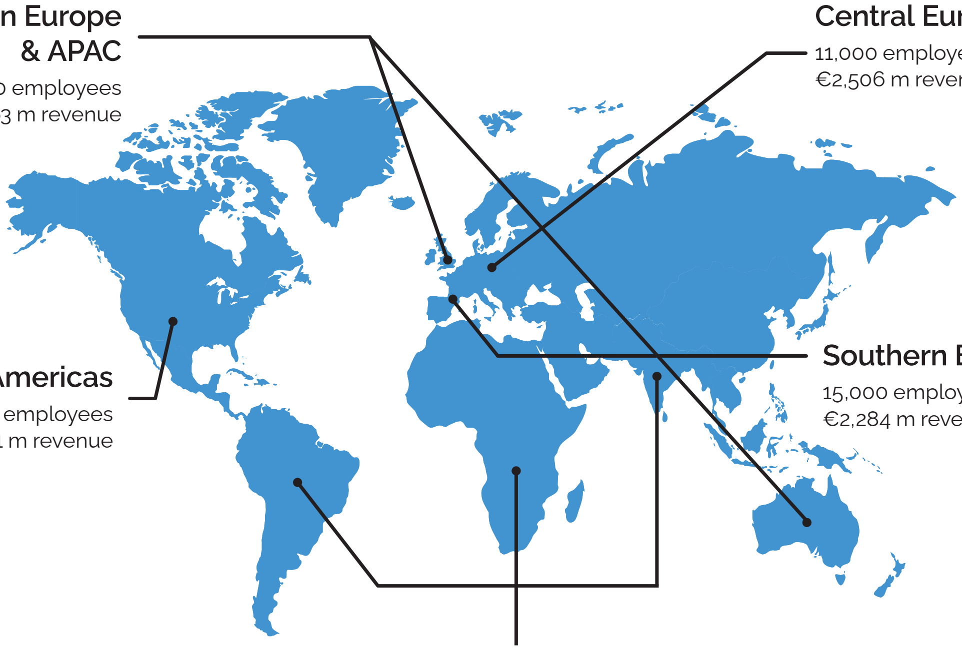
2.231 millions tons CO_2e emissions (full scope 1, 2, 3), -32.5% vs. 2019

Worldwide IT supplier to the Olympic and Paralympic Games since 2002

93% of key people retention

S&P Global Corporate Sustainability Assessment (CSA) Score: 82/100 – Top 10% in the IT Services Industry

95,000 employees working in 69 countries representing 143 nationalities



Board of Directors

[GRI 2-9]

Jean-Pierre Mustier

Chairman of the Board of Directors of Atos SE

Independent Director and Member of the Ad Hoc Committee

Laurent Collet-Billon

Vice-Chairman of the Board of Directors of Atos SE

Independent Director, Chair of the Ad Hoc Committee, member of the Audit Committee and member of the Nomination and Governance Committee

Elizabeth Tinkham

Lead Independent Director

Chair of the Nomination and Governance Committee and member of the Ad Hoc Committee

Sujatha Chandrasekaran

Independent Director

Member of the Nomination and Governance Committee

Alain Crozier

Independent Director

Kat Hopkins

Director representing the employee shareholders

Member of the Nomination and Governance Committee

David Layani

Non-Independent Director

Helen Lee Bouygues

Non-Independent Director

Farès Louis

Employee Director

Member of the CSR Committee

Monika Maurer

Independent Director

Member of the CSR Committee

Françoise Mercadal-Delasalles

Independent Director

Chair of the CSR Committee and member of the Remuneration Committee

Mandy Metten

Employee Director

Member of the Remuneration Committee

Jean-Jacques Morin

Independent Director

Chair of the Audit Committee and member of the Ad Hoc Committees

Astrid Stange

Independent Director

Chair of the Remuneration Committee, member of the Audit Committee and member of the Ad Hoc Committee

Composition of the Board of Directors

14 Board members

1 Lead Independent Director

81.82% [(1)] Independent Directors

57 % of women [(2)]

58 years average age

2 Directors representing Employees
1 Director representing Employee Shareholders

8 different nationalities
1 multi-national member

The Board of Directors defines the strategy of the Atos Group and oversees its implementation. The Board endeavors to promote long-term value creation by the company by considering the social and environmental aspects of its activity.

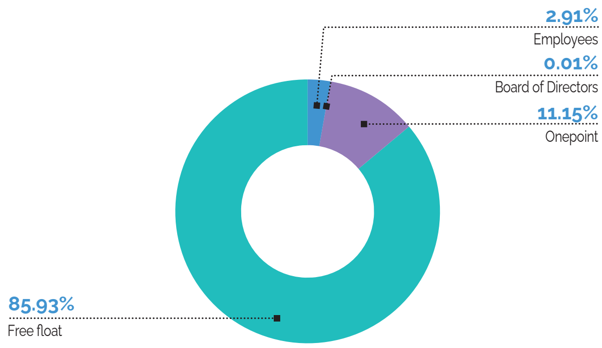
Composition of the Committees

The Audit Committee	
• Independent Director Chair • 3 members • 100% independent Directors	Jean-Jacques Morin (Chairman) Laurent Collet-Billon Astrid Stange
The Nomination & Governance Committee	
• Independent Director Chair • 4 members • 75% independent Directors	Elizabeth Tinkham (Chairwoman) Laurent Collet-Billon Sujatha Chandrasekaran Kat Hopkins
The Remuneration Committee	
• Independent Director Chair • 3 members • 67% independent Directors	Astrid Stange (Chairwoman) Françoise Mercadal-Delasalles Mandy Metten
The CSR Committee	
• Independent Director Chair • 3 members • 67% independent Directors	Françoise Mercadal-Delasalles (Chairwoman) Farès Louis Monika Maurer
The Ad Hoc Committee	
• Independent Director Chair • 5 members • 100% independent Directors	Laurent Collet-Billon (Chairman) Jean-Pierre Mustier Elizabeth Tinkham Jean-Jacques Morin Astrid Stange

1) *In accordance with the rules set out in the AFEP-MEDEF Code, directors representing employee shareholders and employee directors are not included in the ratios of independent directors.*

2) *54.55% (6 out of 11) pursuant to the legal ratio. Directors representing employees and employee directors are not taken into account in determining the ratio of gender diversity on the Board of Directors (art. L. 225-23 and L. 225-27-1 of the French Commercial Code).*

% of shareholders voting rights as of December 31, 2023



Group Executive Board

[GRI 2-9]

Group Executive Board

The Group Executive Board of the Atos Group has evolved during the course of 2023 to ensure a successful execution of the Groups Operations Performance and Strategic Plan. The Executive Board draws on the experience of leaders at the Group level, and from the leadership of both Tech Foundations and Eviden.

The role of the Group Executive Board is to develop the Group strategy and to ensure value is delivered to clients, shareholders, partners and employees.

Paul Saleh
Atos Group CEO

Carlo d'Asaro Biondo
Atos Group COO,
Head of Eviden and Head of Tech Foundations

Jacques-François de Prest
Atos Group CFO

Paul Peterson
Atos Group Chief Human Resource Officer

Raoul Roth
Head of Southern Europe for the Group

Clay Van Doren
Head of Central Europe, Northern Europe and APAC for the Group and Chief Growth Officer

Michael Grunberg
Head of Americas

Rakesh Khana
Head of Digital

Diane Galbe
Head of Innovation and Partnerships for the Group'

Group Executive Board Bios

Paul Saleh is the Atos Group Chief Executive Officer . Paul is a seasoned financial leader within the IT services industry. He has served in many executive leadership positions throughout his career, including as Chief Financial Officer at CSC/DXC, as CFO at Sprint Nextel Corporation which included a time as interim CEO, as well as holding senior financial leadership roles at Walt Disney Company.

Most recently, Paul has served as the CEO of Gainwell Technologies.

Over Paul's career, he has been recognized with many accolades in finance leadership. Paul holds an MBA (Master in Business Administration) from the University of Michigan's Ross School of Business and a Master in Engineering from the University of Michigan.

Carlo d'Asaro Biondo is the Atos Group COO and Head of Eviden and Head of Tech Foundations. Carlo has spent more than 30 years in technology, telecoms and media, digital technology, enterprises and political institutions.

He started his career as a management consultant in Italy and has held multiple executives' positions: KPMG Consulting (CEO France), Unisys Media (MD Europe), AOL (CEO France and President Europe) and Lagardère Interactive (CEO International). While at Google (Alphabet) from 2009 to 2020, he was successively President Operations of Southern Europe, Eastern Europe, Middle East and Africa (SEEMEA) and EMEA President for Partnerships and Strategic relationships. From 2020 to 2022, he served as SVP of Partnerships and Alliances at TIM spa (former Telecom Italia) and founding CEO of Noovle spa, i.e., Tim cloud and IT activities based on a partnership with Google.

Previously, he served as a Senior Advisor at the Boston Consulting Group (BCG), and supported investment funds in acquisition due diligence and tech-related expertise. Since 2018, he is a Board Member of the NGO Optic-Humana Technology and since 2023, he is Board Member of Poste Italiane, where he is a member of the Risk and Audit Committee and chairs the Remunerations Committee. Prior to joining the management of the Group, he was from August 1, 2023 to December 1, 2023, an independent director at the Atos SE (Societas Europaea) Board of Directors.

Jacques-François de Prest is Atos Group CFO and joins Atos from Mobivia, where he was CFO and Performance Leader. Before that he spent over 20 years in the telecommunications industry, including senior finance roles at both Vodafone and Millicom. Jacques-François holds a graduate degree from ESCP Europe and an MBA from INSEAD.

Paul Peterson is Atos Group Chief Human Resource Officer. In more than 25 years at Atos, Paul has been Head of Human Resources (HR) and Talent in North America, Head of HR for Global Infrastructure and Data Management, and Deputy Head of Group HR. He's held leadership roles in HR, IT, and Operations going back to when he joined Atos as the HR Director for Major Events.

Michael Grunberg is Head of Americas. Michael has spent the last 33 years with the company through acquisitions. During this time his previous roles include Sales, Sales Management, General Management, Client Management and Delivery Management.

Clay Van Doren is Head of Central Europe, Northern Europe and APAC for the Group and Chief Growth Officer. Prior to joining Atos, Clay was the Global Head for CSC's technology, communications and media business. Clay has also held various roles at British Telecom (BT) and was the founder and CEO of a US-based VoIP company, Veritel Corporation.

Diane Galbe is Head of Partnerships for the Group. She has a wealth of experience and successful track record in terms of company transformation and carve-out. She joined Atos in March 2022, as General Secretary and Chief Strategy & Sustainability Officer, also in charge of Mergers & Acquisitions. Previously, she spent 15 years in various management positions at Suez. In particular, she was a member of the Executive Committee and Deputy General Manager of the Group, in charge of strategy, transformation and the global Smart & Environmental Solutions Business Unit.

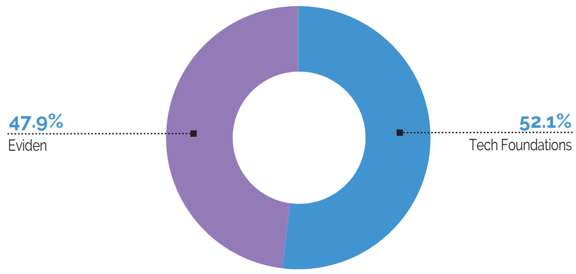
Raoul Roth is the Group Senior Vice President and Head of Southern Europe, with a successful track record in digital and infrastructure services. Most recently, Raoul is the Head of Tech Foundations France. His career spans over 26 years at Atos, where he has led numerous turnarounds. Raoul's expertise lies in sales and operations, particularly in account performance improvement. He joined Atos in 1995 and has been instrumental in the transformation and modernization of IT applications for French teams. His leadership extends to the global stage, where he has contributed to the technological integration of major events like the Olympic and Paralympic Games Paris 2024. Raoul holds a Master's degree in General Management from the prestigious ESCP Business School.

Rakesh Khanna is Head of Digital for the Group. Prior to this, Rakesh was the CEO of Atos Syntel. He was Syntel's CEO and President until October 2018, prior to its acquisition by Atos.

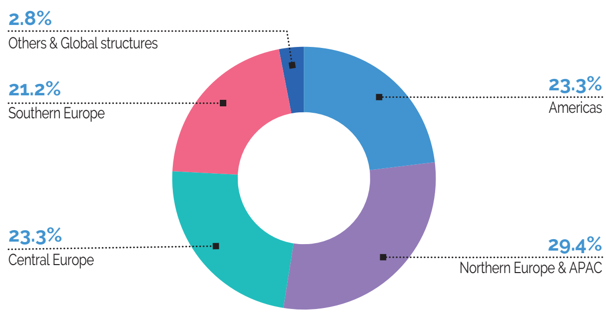
Financial performance

[GRI 201-1], [GRI 2-6]

Breakdown by business lines

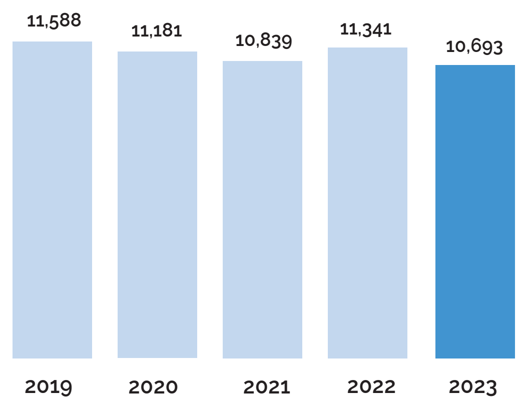


Breakdown by Regional Business Unit

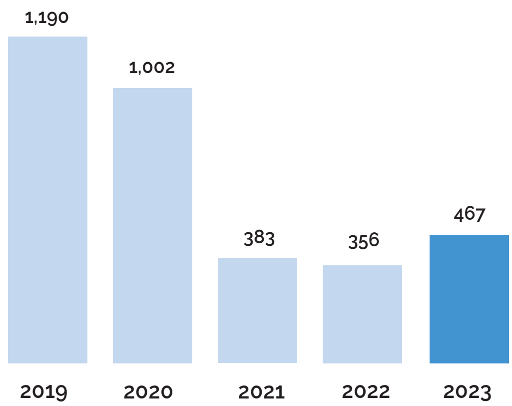


5-year financial performance

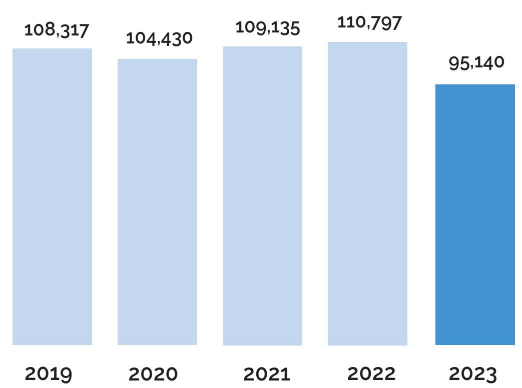
Revenue performance *(in € million)*



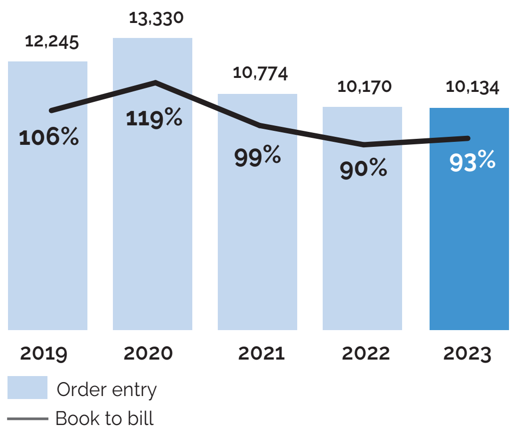
Operating margin *(in € million)*



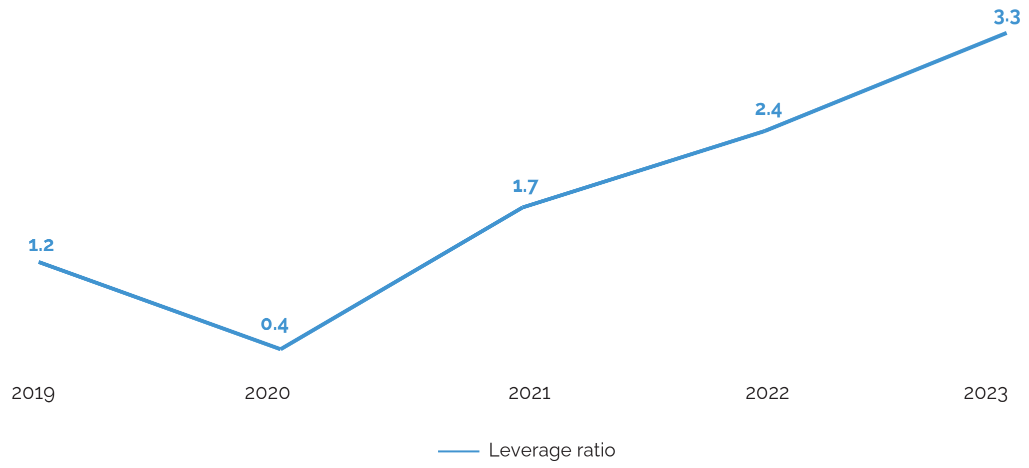
Employee evolution



Order entry and book to bill ratio *(in € million)*



Leverage ratio *(net debt/OMDA)*



Integrated Performance Dashboard

[GRI 2-22]

Atos is a leading global player in Corporate Social Responsibility (CSR). By integrating environmental, social, ethical and security dimensions into its business strategy and the design of digital solutions, Atos is ideally positioned to shape a more sustainable future in a safe and secure digital space, in line with its *raison d'être*.

An integrated performance dashboard is published each year on Atos' website and communicated at the Group´s strategic meetings. The indicators are as follows:

Integrated Dashboard		2023 results
Financial	Revenue growth at constant currency	**0.4%**
	Operating margin rate	**4.4%**
	Free Cash Flow	**€ -1,078 m**
Environmental Carbon footprint of Atos operations	All GHG emissions - Scopes 1, 2, 3 (in million tCO2 e)	**2.231**
	Intensity by Revenue - All GHG emissions (Scopes 1, 2, 3) *(in tCO2e/€ million)*	**208.62**
Social Talent attraction and retention	Internal fulfillment	**72%**
	Key People retention	**93%**
	Percentage of women recruited	**35.7%**
Governance	**Client satisfaction and delivery capability** Net Promoter Score for all clients	**74%**
	Supply chain Total percentage of spend assessed in terms of ESG by Ecovadis and alternative assessments	**73%**

2023 key achievements

January

Atos announced that it has signed a contract with Madrid City Council, for which it plays a key role in updating and expanding the new Territorial Municipal Emergency Plan (PEMAM 'Plan Territorial de Emergencia Municipal del Ayuntamiento de Madrid') of the city, presented on January 30 by the Mayor of Madrid, José Luis Martínez-Almeida.

Atos, a global leader in digital transformation, announced that is has entered into exclusive negotiations with Mitel Networks ("Mitel") for the sale of its Unified Communications & Collaboration Services businesses ("Unify").

February

Atos announced a contract to build and install a new high-performance computer for the Max Planck Society, a world-leading science and technology research organization. The new system will be based on Atos' latest BullSequana XH3000 platform, which is powered by AMD EPYC™ CPUs and Instinct™ accelerators. In its final configuration, the application performance will be three times higher than the current "Cobra" system, which is also based on Atos technologies.

Atos has been appointed by West Hertfordshire Teaching Hospitals NHS Trust a maximum ten-year contract to continue the Trust's transformation. The Tech Foundations business line will provide service desk, infrastructure and network and hosting services – with potential to broaden to digital and other services.

March

Atos (the Tech Foundations business line) announced that it has been positioned as a Leader by Gartner in its 2023 Magic Quadrant for Outsourced Digital Workplace Services (ODWS), based on its Completeness of Vision and Ability to Execute.

April

Atos has announced that it has been chosen by the Aix-Marseille-Provence Metropolitan Authority, as part of the FIDAMIA project, to implement an industrialized solution for contextual image analysis and its interfacing with various metropolitan devices. These enable users to report equipment malfunctions and initiate the process by which these can be solved. The contract, awarded to the Tech Foundations business line, covers the development, deployment and maintenance of a self-learning Artificial Intelligence (AI) model, as well as the training of Metropolitan Council staff.

Eviden, announced the opening of three cloud centers – in India (Bangalore and Pune) and Poland (Bydgoszcz) – to support customers worldwide at every stage of their cloud journey, from cloud migration and continuous optimization to accelerating innovation, all protected under the umbrella of cybersecurity. Each cloud center is dedicated to a specific workstream (Migration, CloudOps or Engineering), supporting Eviden's cloud approach to end-to-end cloud services at scale.

May

Atos, official Digital Technology Partner for the 2023 and 2027 editions of the European Games, announced a major IT milestone. The Tech Foundations business line successfully launched an innovative ticketing platform for the third edition of the European Games which took place in Poland at the end of June.

Eviden, launched Qaptiva^{TM}, its new Quantum Computing offering to enable real world application development and usage, using best-of-breed quantum computing technologies.

Eviden and the University of Edinburgh announced a three-year contract extension to increase the computing capacity of the BullSequana XH2000. This energy-efficient supercomputing system was delivered by Atos to facilitate the Extreme Scaling Service of DiRAC, allowing the UK science community to pursue cutting-edge research on a broad range of topics, from simulating the entire evolution of the universe to modelling the fundamental structure of matter.

June

Eviden announced **AIsaac Cyber Mesh**, a next generation of cybersecurity detection and response, reinforced by Amazon Web Services (AWS) Security Data Lake and powered by generative AI technologies. **AIsaac Cyber Mesh offers an advanced end-to-end detection, response, and recovery solution, built on a cybersecurity mesh-enabled architecture using generative AI and predictive analytics.**

Eviden announced that GMV, leading provider of satellite control centers, has selected Eviden's SkyMon solution for the new center being set up by Hisdesat, the Spanish Government satellite operator. SkyMon will monitor next-generation satellites from the "Spainsat NG" program, the most advanced satellites in Europe for defense and secure communications.

Eviden announced it was awarded a major $100M contract with NCMRWF, on behalf of the India Ministry of Earth Sciences, to build two new supercomputers dedicated to weather modelling and climate research for IITM (Indian Institute of Tropical Meterology) and NCMRWF (National Centre for Medium Range Weather Forecasting).

July

Atos announced that its Tech Foundations business line successfully delivered data-driven digital services for the European Games 2023, which took place between June 21 and July 2, 2023 in Kraków and the regions of Malopolska and Silesia in Poland. Atos, a longstanding supporter of the Olympic Movement, and the European Olympic Committees (EOC), the governing body for Europe's National Olympic Committees, partnered to improve fan and athlete engagement.

Launch of the **Ultra Ethernet Consortium** (UEC) that is bringing together leading companies including Eviden for industry-wide cooperation to build a complete Ethernet-based communication stack architecture for high-performance networking.

Eviden**, through its Worldgrid business,** specializing in energy management solutions and nuclear control systems, and **Schneider Electric**, the leader in the digital transformation of energy management and industrial automation, announced that they have signed a major contract with EDF. The two Groups will supply the Level 1 standard control systems for EDF's six planned nuclear power plants (EPR2), as part of the plan to revive the nuclear industry announced by French President Emmanuel Macron.

September

Atos announced the renewal of a six-year framework agreement to provide engineering and space computing services to France's National Centre for Space Studies (CNES). CNES has selected the Tech Foundations business line to lead one of the five French and European consortia contributing to its various civil, scientific and military programs under the "**Ingénierie Bord et Informatique Spatiale" (IBIS)** framework agreement.

The ASISA Group, the Spanish' leading healthcare private Group, has entrusted the Atos Tech Foundations business line with the modernization and management of its digital workplace services, care and support for its entire workforce, including medical professionals, specialists and office staff, geographically distributed throughout Spain and other countries.

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October

Atos inaugurates the Technology Operations Center (TOC), in presence of Nourdine Bihmane, then Chief Executive Officer of the Atos Group and Co-CEO of Tech Foundations, and Tony Estanguet, Chairman of the Organizing Committee of the Olympic and Paralympic Games Paris 2024.

A French-German consortium composed of Eviden, and ParTec, the German modular supercomputing company, announce a contract with EuroHPC to provide the very first Exascale supercomputer in Europe, to be operated by the Jülich Supercomputing Centre (Germany) for an overall project cost of 500 million euros.

Atos announced the continuation of its longstanding partnership with Lotterywest, through a 5-year contract extension aimed at the delivery of core infrastructure services by its Tech Foundations business line, in partnership with NEXTDC.

Atos announced its partnership with Special Olympics, Inc. (Special Olympics), a global nonprofit organization that promotes understanding, acceptance, and inclusion among people with and without intellectual disabilities through sporting activities.

Eviden announced its new Generative AI Acceleration Program to help businesses and organizations exploit, scale and leverage the power of Gen AI with complete trust.

November

Eviden announced that it now has 48 systems in the TOP500, the official listing of the world's most powerful supercomputers, out of which 11 are in the TOP100 and two in the TOP10.

Launch of CLUSSTER project aimed to strengthen the French and European cloud industry by creating a cloud dedicated to artificial intelligence, high-performance computing and quantum computing. As a single-entry point, the CLUSSTER project will bring together a range of digital resources for the academic and industrial communities. The project is being led by a consortium of French academic and industrial researchers in numerical calculation and AI: GENCI, CEA, CNRS and Inria, as well as industrialists Eviden, OVHcloud, CS Group, ActiveEon and Qarnot. CLUSSTER is funded as part of France's 'Plans d'Investissement d'Avenir 2030' (Future Investment Plans 2030).

Eviden, announced EcoDesignCloud, its new trusted cloud-based platform which helps organizations in their sustainable product management and development by providing a trusted calculation of the environmental impact of each product, at every stage of its lifecycle.

Atos announced the continuation of its longstanding partnership with WA Health's Health Support Services (HSS) – the ICT service provider for the Western Australian public health system – through a 5-year, A$242 M contract aimed at the delivery of managed services, hybrid cloud and core infrastructure services by the Tech Foundations business line.

Atos and the World Wide Fund for Nature (WWF) announced a 3-year strategic partnership to leverage technology to support biodiversity conservation and to encourage businesses to decarbonize. This comprehensive partnership has been designed to tackle three key priorities – business transformation, financing and influence – which are essential to effectively tackle the current biodiversity crisis.

December

As the Official Information Technology Partner of UEFA National Team Football until 2030, Atos will deliver key on-site and remote IT services for the UEFA EURO 2024™ taking place from June 14 to July 14, 2024, in Germany.

Atos announced the launch of a new global offering by its Tech Foundations business line designed to help enterprises reach their CSR goals. With 57% of enterprise IT's carbon footprint attributable to workplace devices [(1)], this service offering represents a major step forward in providing clients with access to new sustainable IT solutions.

Atos Group announced that it is strengthening its partnership network. As part of this, it has initiated a cooperation agreement with Onepoint, a key player in consulting for the major transformations of corporate businesses and government agencies.

In France, Atos has announced that its private cloud offer delivered by the Tech Foundations business line will be available to the 2,000 members of the Centrale d'Achat de l'Informatique Hospitalière (CAIH) following its selection for the "Consulting, support and hosted infrastructures for health data (HDS) contract".

1) Source: SSRN, ICT sector electricity consumption and greenhouse gas emissions – 2020 outcome

Atos story

Founded in 1997, Atos is a global leader in digital transformation, with c.94,000 employees and an annual turnover of €11 billion. A leader in the cloud, cybersecurity and supercomputer markets in Europe, the Group provides integrated solutions in 69 countries, across all sectors. A pioneer in decarbonization services, Atos is committed to providing secure and decarbonised digital solutions to its customers. Atos is an SE (Societas Europaea) listed on Euronext Paris.

1997

Atos itself was formed in 1997 from the merger of two French-based digital services companies, Axime and Sligos, creating a European digital and payment services provider.

2002

In 2002, Atos branched out into digital consultancy practice with the acquisition of KPMG Consulting's business in the United Kingdom and The Netherlands. This gave the Group a major presence in this market, which continues today.

2011

In 2011, Atos announced the completion of the acquisition of Siemens IT Solutions and Services - a powerful combination of two highly complementary organizations. This deal ranked Atos as one of the top ten global IT services providers and fifth in Managed Services worldwide.

2014

In 2014, Atos became a Europe-based world leader in cloud, cybersecurity, and Big Data with the acquisition of Bull, further strengthening its research and development credentials.

2015

In 2015, with the acquisition of Xerox ITO Atos broadened its footprint from being Europe-centric to truly global with the US becoming its largest geography.

2018

Atos' global reach was further cemented in 2018 with the acquisition of Syntel, headquartered in Michigan and serving customers from India.

2019

In 2019, Atos announced its project to create two pure play leaders, Atos and Worldline, through the exceptional distribution in kind to Atos shareholders of 23.5% of Worldline's share capital, enabling Atos to focus as a leading digital pure player and Worldline as an undisputed payment leader.

2020/21

In 2020 and 2021, the Group pursued 20 bolt-on acquisitions to support its business mix evolution toward Digital, Cloud, Security and Decarbonization, with the acquisitions of EcoAct, Paladion, Cryptovision and MavenWave amongst others.

2022

Atos announced its intention to create two companies best able to meet the expectations of their divergent markets, Tech Foundations and Eviden.

2023

Atos completed the creation of two companies Tech Foundations and Eviden as part of the wider Atos Group. The Group started the divestment of non-core activites such as Unify and EcoAct.

Market trends

Technology at the top of the agenda

The past year has seen mixed trends which continue to affect the economy, with global growth continuing to slow down. The economic rebound of 2021 is now distant, with a forecast for growth slowing down from 3.5% in 2022 to 3.0% in 2023 and 2.9% in 2024, as reported by the IMF in its World Economic Outlook of October 2023.

Meanwhile, the global inflation is forecast to decline steadily, according to the IMF, from 8.7% in 2022 to 6.9% in 2023 and 5.8% in 2024, due to tighter monetary policies aided by lower international commodity prices. However, the IMF assesses that inflation is not expected to return to target until 2025 in most cases.

In this environment, the role of digital, targeting the development of new ways of doing business, is further expanding to help enterprises mitigate risks and balance challenges and opportunities.

At its 2023 IT Symposium, Gartner reiterated the need for IT to provide agility and resilience at the same time. Gartner believes that enterprises should be putting even more focus on technology, assessing through its CEO Survey that technology is now the second major CEO priority for 2024, just behind growth, a 23% increase over the past year. According to the IT analyst firm, CEOs need to move forward and take decisive actions on digital transformation, as we are entering the next S curve of technology-enabled business value innovation: the "Autonomous Business" era, with Data and Artificial Intelligence at the heart. For Gartner, decision makers must continue to securely run the business but accelerate "AI-readiness" transformation and make bold bets to build their next mid- to long-term growth strategy.

For organizations, navigating this Data and AI-driven digital transformation journey requires a change in business models, strategy and ultimately purpose. For several years now, some of their key priorities have been the following:

- become fully customer, employee, or citizen experience-centric, moving from a pure 'produce and sell' to a more responsive customer-led approach,
- provide intelligent data-driven orchestration, being able to adapt to market changes and evolving customer or citizen demands in real time,
- adopt open platform foundations and real time process automation across physical and digital worlds, to deliver the best products and services at the lowest cost while being ready to adapt in hours or just seconds,
- consider shifting mindsets of both consumers and employees by striving for purpose, considering sustainability and new economic models.

In support of these priorities, enterprises have progressively adopted key technologies such as the Internet of Things (IoT), edge computing and high-performance computing (HPC), artificial intelligence (AI, including new Generative AI technologies), augmented reality (AR) / virtual reality (VR)/ Metaverse, blockchain, and more, with many of them fully enabled by Cloud services. Many show very strong growth potential for CEOs. In this context, AI is identified by CEOs as the core technology that is most likely to impact their industries over the next three years.

In its Forecast for the Internet of Things, Endpoints and Communications (Worldwide, 2021-2031, 4Q22 Update), Gartner anticipates that installed IoT endpoints will grow from 9.7 billion units in 2023 to 18.9 billion units in 2031, a CAGR of 9.8% between 2021 and 2031. Many use cases address security and video surveillance, as well as industrial IoT applications, connected vehicles, smart cities, smart homes, smart grids and more. This will require ever-growing capabilities in intelligent automation to connect organizations, people and things, transform data into insights and value, and to guarantee trust and compliance.

Meanwhile, the needs to mitigate risks and deliver agility and resilience are also creating a reinforced interest in technologies such as core systems optimization, hybrid cloud transformation and enterprise-wide cybersecurity, that will deliver further operational efficiencies.

Across all industries, these evolutions are changing the game dramatically. In this context, the key questions for each Executive Board are:

- how to be a disrupter rather than being disrupted?
- how to be in the best position within new value chains or ecosystems brought about by Data and AI-centric transformation?
- how to adapt business models, customer relations and operations to survive and thrive in this new economy?
- how to make the right strategic and tactical choices in a highly dynamic technical landscape?
- how to create a broader purpose for the enterprise that will attract customers and retain employees?
- how to rethink the digital core so that it makes the enterprise more immune to economic challenges and risks, through better agility and security?

Atos aims to be a major digital partner for its customers that helps enterprises solve strategic and tactical digital dilemmas for their organization and deliver the business technology platforms needed to succeed in this time of constant change. This fuels growth in the technology and services market, notably around cross-industry and industry-specific solutions, fully supported by our portfolio of offers.

Market sizing and competitive landscape (1)

[GRI 2-6]

The overall IT market for 2023 was estimated at US$ 4.92 trillion worldwide representing a 4,8% increase over 2022. The market CAGR is expected to reach 6,9% for the years between 2022 and 2027.

Within this global IT market, the largest region remains North America, representing US$ 1.79 trillion, growing 6.3% compared to 2022. Western Europe recorded US$ 979 billion, an increase of 4.4% over 2022. The rest of the world market is valued at US$ 2.15 trillion, growing 3.8% from 2022.

The Atos addressable market is a subset of the overall IT market, focusing essentially on large enterprises and public services, in the submarkets discussed below.

Tech Foundations perimeter

Tech Foundations primarily focuses on the Infrastructure Implementation and Managed Services submarket, focusing on employee experience, data center and hosting, and network and communications. The submarket represented US$ 348 billion in 2023, with a growth of 4.4% compared to 2022.

In this submarket, the employee experience (Managed Workplace Services) segment represented US$ 29,8 billion in 2023, growing 3.0% from 2022. Atos has strong capabilities in this field, being recognized a leader by many analyst firms including Gartner, IDC and NelsonHall. Atos has an end-to-end solution to transform the employee experience that has earned a leader ranking in the Gartner Magic Quadrants for Managed Workplace Services in North America and Europe for many years successively, including up to 2023.

Eviden perimeter

Eviden addresses selected markets in the domains of systems integration, cloud solutions, security solutions, and advanced computing.

Digital business line

Digital primarily addresses two submarkets of the IT Services market, the Consulting submarket, and the Application Modernization submarket.

- The Consulting submarket represented US$ 297 billion in 2023, growing 8.2% from 2022, and is essentially comprised of the Business Consulting and Technology Consulting segments. In this submarket, Eviden essentially provides services in the areas of digital transformation, customer experience and sustainability consulting.
- The Application Modernization submarket represented US$ 366 billion in 2023, with a growth of 5.1% compared to 2022. Eviden offers application management and transformation services as well as design, build and run services for key ISV solutions such as SAP, Microsoft, Oracle, Salesforce and ServiceNow. It also provides a significant set of services in the areas of data analytics, automation and AI, as well as many industry-ready solutions leveraging IoT technologies.

The Digital business line achieved recognition in 2023 from ISG as a leader in SAP, Microsoft Cloud Services, IoT Services and ServiceNow (in Germany) as well as recognition by Nelson Hall for SAP Cloud Migration. In the critical breakthrough segment of Generative A, HFS recognized Eviden as Market leaders for Generative Enterprise services.

Cloud business line

Customer need for migration to the cloud remains very high. This is confirmed by Gartner, who consider that while in 2023 organizations used cloud computing either as a technology disruptor or capability enabler, more than 50% of enterprises will use industry cloud platforms by 2028 to accelerate their business initiatives. In 2028, most organizations will be leveraging cloud as a business necessity. The drive to cloud is supported by demand created by hyperscale cloud providers and large-scale ISVs cloud-based suites, and the market for public cloud services is valued at US$ 575 billion in 2023, growing 17.8% from 2022, and showing a CAGR of 19.1% over the 2022-2027 period.

In Cloud, Eviden were recognized by ISG as a leader in both Multi Public Cloud Series and the AWS ecosystem as well as a Challenger in Public Cloud by Gartner.

1) *Sources: Gartner, Market Databook,4Q23 Update (Dec 2023); Gartner, Forecast: IT Services, Worldwide, 2020-2026, 4Q23 Update (Dec 2023); Gartner, Forecast: Public Cloud Services, Worldwide, 2021-2027, 4Q23 Update (Dec 2023).*

Big Data and Security business line

Digital security [1]

The information security and risk management submarket is sized at US$ 188 billion in 2023, a growth of 14.2% over 2022 and presenting a CAGR for the 2022-2027 period of 11.9%. In this submarket, Eviden offers a comprehensive range of services, software and hardware solutions, including cybersecurity services, cybersecurity products in identity management and encryption, and solutions for mission-critical industries, notably in defense and homeland security.

In the specific segment of the Managed Security Services (MSS), Eviden remains in the top 5 vendors worldwide, and the N°1 in Europe.

Eviden has been ranked by NelsonHall as the Leader in Cyber Resiliency Services with the greatest ability to meet future client requirements. Eviden provides cybersecurity services focusing on building trust and compliance and has been designing and testing BCM and resiliency plans to enable clients to more quickly respond and recover to cyber threats. As part of this investment into responding and recovering from threats more rapidly and completely, Eviden has been bringing advanced AI solutions into its cybersecurity offerings.

Advanced computing [2]

Hyperion analysts see Eviden as the leading European-based vendor of High-Performance Computing systems, and the third vendor worldwide in high-end supercomputers. According to their most recent forecast in June 2023, the broad HPC market (which includes servers, storage, middleware, applications and services) will reach US$ 52 billion in 2026 (a CAGR of 8.8%), notably driven by a strong growth of Exascale-class supercomputers, the increasing use of HPC for artificial intelligence, the democratization of HPC in the cloud, and the emergence of quantum computing, four domains in which Eviden is well placed.

This has enabled Eviden to win up to now 7 of the 9 large EuroHPC projects (including the first Exascale system in Europe, JUPITER) dedicated to position Europe as a leader in HPC. This is achieved thanks to the performance and power of the BullSequana systems, our strong technological expertise and innovation and our ability to effectively manage large-scale projects. Eviden is also strongly positioned in AI-dedicated supercomputers with its ThinkAI offering, and in the high growth cloud HPC domain - which is estimated to grow by a CAGR of 16,5% over the next 3 years and reach $11 Bn by 2026, according to Hyperion - with its Nimbix offering. In Quantum Computing, Eviden is ranked as a leader by TBR in their Market Landscape for Quantum Computing.

Business computing and AI [3]

With its BullSequana server range, Eviden is also positioned on the high-end computing infrastructures market, dedicated to running critical applications (such as SAP or Oracle), in the hybrid cloud, and is the leading European-based vendor of large open servers. The power and distinctiveness of Eviden technology have driven worlds class companies such as Cisco, Dell-EMC, and Hitachi Vantara to sign reselling agreements for BullSequana Servers.

Eviden is also positioned in the edge computing market. Growing at 13% CAGR, edge computing should reach nearly US$ 242 billion by 2025 according to IDC, driven by the rapid expansion of data volumes, the development of 5G, Artificial Intelligence, and higher regulations. In this market, Eviden positions high-end, high-performance use cases associated with the rise of artificial intelligence and 5G. Eviden notably develops software solutions such as computer vision, and industry specific solutions, and services. Eviden has been recognized by ISG as the world leader of leaders in Edge/AI.

1) Sources: Gartner, Forecast: Information Security and Risk Management, Worldwide, 2021-2027, 4Q23 Update (Dec 2023); Gartner, Market Share: Managed Security Services, Worldwide, 2022 (Apr 2023); NelsonHall, Cyber Resiliency Services 2021 (Feb 2021).

2) Sources: Hyperion Research, HPC Market update, June 2023; TBR, Quantum Computing Market Landscape (Jul 2021).

3) Sources: IDC Edge spending guide, 2022; ISG Provider Lens 'Internet of Things Solutions and services. 2021.

Market size and Atos market share

Atos Regional Business Unit market shares within the Worldwide IT Services market are presented below:

	Market		Atos	
In billion € (2023)	2023 Market	Weight	2023 Revenue	Share *(%)*
Americas	602	45%	2.4	0.4%
Northern Europe & APAC	514	39%	3.2	0.6%
Central Europe	96	7%	2.5	2.6%
Southern Europe	96	7%	2.3	2.4%
Others & Global Structures	25	2%	0.3	1.2%
Total	**1,332**	**100%**	**10.7**	**0.8%**

Source: Gartner IT Services Forecast, 4Q2023

In 2023, major industry analyst firms have assessed Atos capabilities and positioned Atos as follows:

Business model

[GRI 2-6]

Sustainable Digital Transformation

It has become mandatory for enterprises and public organizations to "future-proof" their organizations to successfully navigate disruptions beyond their control and previously seen as outside of their sphere of influence or activity.

This is achieved through a robust digital strategy underpinned by a long-term sense of purpose that leverages reliable, innovative and sustainable partners.

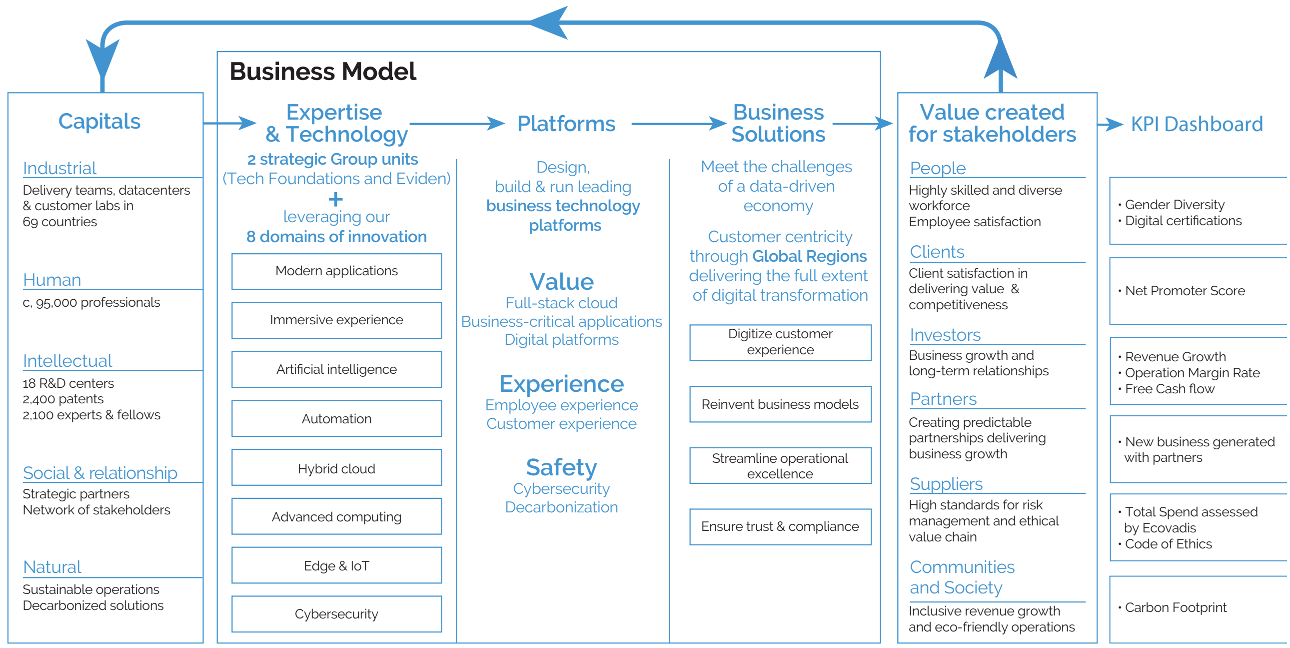
Atos has a strong ambition to be recognized as one of the companies that may act as such partner. Our ambition is to be the leader in secure and decarbonized digital and our purpose is to help design the future of the information space. We use our expertise and services to support the development of knowledge, education and research in a multicultural approach and contribute to the development of scientific and technological excellence.

The past year has seen continued economic uncertainty, with enterprises having to take decisive action on their digital transformation, with Data and Artificial Intelligence at the heart of it. Decision makers continue to run securely the business but must accelerate their AI-readiness. This is fully supported by our innovation and business model.

Across the world, the Group enables its customers, employees and members of societies at large to live, work and develop sustainably, in a safe and secure information space.

In its mission, the Group leverages the capital it has built over years, and a solid business model based on distinctive expertise, technologies, platforms and business solutions.

The following value creation model explains how Atos creates inclusive and sustainable value for all its stakeholders. The Atos integrated management dashboard measures both financial and extra-financial performance.



Our Capitals

Over the years, Atos has built strong assets that bring the Group a solid and distinctive position on the digital transformation market, and constitute a firm foundation, which its business model relies on:

Industrial capital with delivery teams, datacenters and customer innovation labs covering 69 countries. Harnessing the latest hybrid cloud technologies and digital design, development and operation tools, processes and best practices with Gen AI at their core. These centers enable Atos to serve and support its customers 24/7 anytime, anywhere, with the ability to provide a combination of local, nearshore and offshore delivery.

Human capital of 95,000 business technologists. Atos experts include consultants, developers, integrators and operation specialists, sourced from tier one universities worldwide. Highly skilled on the whole spectrum of digital technologies, Atos people benefit from a steady investment in the latest technological and leadership trends through intensive and dedicated training programs.

Intellectual capital with significant Digital and Cloud R&D spending per year, leveraging the innovation of 18 R&D centers with a focus on strategic technologies. Atos excellence in R&D is illustrated by a world-class portfolio of IP solutions and 2,400 patents. It is nurtured by a Group- wide community of 2,100 experts and fellows, and by a unique Scientific Community composed of around 175 scientists, which crafts the Group's vision for the future of technology in business and anticipates upcoming market trends and technologies.

Extended **social and relationship capital,** relying on a strong network of partners featuring leading technology providers (Amazon Web Services, Cisco, Dell Technologies, Google Cloud, Microsoft, Oracle, Red Hat, SAP, Siemens, VMware, Worldline, and many more), customers, research institutions and industry consortia. As a leading digital transformation company, Atos is committed to supporting society, with strong contributions to diversity and social inclusion programs.

Strong natural capital relying on Atos' deep commitment to sustainability. Atos involvement in sustainability is embodied in pioneering an ambitious environmental program to reduce its carbon emissions through measurement, reporting, optimization, offsetting and the use of decarbonized energy sources. Previously, The Atos Group is committed to shift to the most demanding 1.5°C Science-Based Target (scope 1, 2, 3) and to achieve net-zero carbon emissions as soon as 2039.

The value we create for stakeholders

As a result of its capital assets and of its business model, Atos strives to generate value for all its stakeholders:

People: Putting "people first" is the foundation of the Atos way of working and growth strategy. Atos is committed to attract and nurture today's most talented digital experts from diverse backgrounds and offer them the opportunity to build the new digital world. Atos is a responsible employer, promoting collaborative working, diversity, inclusion and well-being at work. With dedicated programs for talented and high potential individuals, the Group offers tremendous opportunities to fast-track career growth. Many programs aimed at fostering diversity are also active, such as "Women in Atos" which aim is to develop the presence of women in technology sector;

Clients: Atos aims to be the trusted partner of its customers in their digital transformation journey and was the first Information and Communication Technology (ICT) Company to obtain the approval of its Binding Corporate Rules (BCR) by European data protection authorities putting data protection as a key component of its business culture, for clients, partners and suppliers. It is committed to providing clients the best range of services and solutions to anticipate and meet their needs, co-innovate, and help them to create the firm of the future.

Investors: Atos remains committed to long-term investor and shareholder value creation.

Partners: Atos offers strong business growth and co-innovation opportunities to its large ecosystem of partners, ranging from large Groups of startups, that are deeply supported by Atos Labs and Business Technology Innovation Centers. Since 2020, our "Atos Scaler" program accelerates the open innovation between Atos and startups in all industries worldwide.

Suppliers: Atos is committed to delivering high value to its networks of suppliers. The Group has built solid governance, using ethics and compliance to drive organizational processes, and business, thereby securing a sustainable supply chain. Atos has put data protection as a key component of its business culture, for both customers, partners and suppliers.

Community & society: Atos aspires to achieve excellence in its community and society contribution. In 2023, Atos was once again selected for the 11th successive year as a member of the DJSI Europe Index and included in S&P´s Global Sustainability Index. Atos also delivered a new milestone towards its commitment to decrease by 50% its total carbon emissions by 2025 (against a 2019 baseline) with a 32.5% absolute emissions' reduction between 2019 and 2023.

Vision, ambition & strategy

Balancing two distinct market trajectories and setting the stage for future success

Atos's mission is to "help design the future of information technology space." The Group aims to achieve this by leveraging its expertise in technology, engineering, and digital transformation to create innovative solutions that address the needs and challenges of its clients. Atos also strives to be a responsible and sustainable corporate citizen and is committed to building a positive and diverse corporate culture.

In 2022 Atos completed a strategic review of its operations. This identified two distinct market dynamics which would be key drivers for future success.

The Atos Board of Directors outlined the following rationale for the Strategy:

(i) The creation of two companies, each with a more focused strategy, adapted to their own market, a dedicated management team and performance management system and agility to execute their own transformation plan.

(ii) Ensure each company has an adequate capital structure adapted to its own growth and cash generation profile.

(iii) Unlock the value of Eviden by creating a company exposed to high-growth and high-margin markets.

(iv) Fully financed turnaround plan for Tech Foundations (TFCo) to bring it back to free cash flow positive by 2026, while keeping optionality to participate in market consolidation.

In 2023, the Atos Group implemented the creation of these two companies following the successful completion of the required social and regulatory processes.

Operational Carve Out

In addition to value, clients are increasingly calling for responsible and holistic approaches to technology built upon security and decarbonization, that drive both business and societal outcomes. Following the strategic review of its operations, Atos refocused its business on 2 market dynamics best able to meet those client needs and away from the industry-led approach it established in 2020.

Tech Foundations perimeter

Tech Foundations specializes in infrastructure and managed services focusing on designing, building and managing complex and critical information systems worldwide. In these areas, Tech Foundations is a recognized leader in Managed Infrastructure Services and Digital Workplace, which include the following offerings:

- Hybrid Cloud & Infrastructure: Management, orchestration and modernization of business-critical operations in the cloud and infrastructure continuum seamlessly from edge-to-data center-to-cloud digital infrastructure, including networks and enterprise application operations.
- Digital Workplace: Management of end-to-end employee experience through digital collaboration and performance tools, as well as intelligent customer care services.
- Technology Advisory & Customized Services: Advisory, end-to-end local professional services and expertise, from application design, build and run, to hybrid infrastructure services.
- Digital Business Platforms: Incubation and scale-up of services and solutions in high-growth technological domains including Generative AI, critical communications, digital identity, sustainable IT, major events, edge & sovereign cloud management, and security services.

Eviden perimeter

Eviden conglomerates the Digital, Cloud, Big Data and Cybersecurity units of the business forming a new perimeter to accelerate growth in markets experiencing double-digit growth.

- **Digital:** Digital solutions, applications and platforms leverage the cloud transformation of many organizations to build new data flows, and new exposure of data. Digital solutions & applications enable organizations to build agility into the core of their organization and join the physical to the digital. COVID-19 has accelerated the adoption of these technologies as many organizations have sought to become hands free towards their customers.
- **Cloud:** Full stack cloud has expanded beyond the hybrid, multi-cloud and convergent cloud approaches of recent past to include sovereignty. In doing so reaching into the late majority and laggard users later in the technology adoption curve. Building upon the holistic and end-to-end approaches of the past, sovereignty adds new layers of requirement such as ownership, homologation and the nationality of operators into the mix of services clients require. Orchestration remains key both in terms of migration and operation of these cloud services.
- **Big Data and Cybersecurity:** Big data and Cybersecurity includes the world of digital security as well as mission critical systems, advanced computing, artificial intelligence and big data. The increasingly complex digital environments of clients reflect not just a willingness but a desire to not depend on a single technology provider for their complete environments.

Divestment Strategy

The Group implemented its divestment strategy in line with the wider strategic plan of the Group announced in June 2022, selling non-core assets such as EcoAct, Unify and the Group's operations in Italy.

Market Updates

The Group provided an update to its strategy in November 2023 with the following announcement:

- The Group was examining additional initiatives to address the Group capital raising plan and upcoming debt maturities in 2025. The Group's policy is to fully cover its estimated liquidity needs with long-term borrowings, cash and other appropriate capital market instruments, to have sufficient flexibility to finance its operations and future developments. Atos is assessing the feasibility to access the debt and equity capital markets, and/or is considering the sale of additional assets, to address its capital raising plan, the €1.5 billion term loan A maturing in January 2025 (after the two 6-month extensions available to the Company) and the €750 million bonds maturing in May 2025.

The Group provided a new update to the market in January 2024 with the following updates:

- Group's strategy adjusted in light of financial constraints to ensure the repayment and refinancing of its financial debts while maintaining an attractive business mix.
- During the first quarter of 2024, Atos will assess whether these measures are sufficient to cover financing maturities and cash requirements on a long-term basis.
- Reduction in the planned size of Eviden's capital increase, as a result of changing market conditions and reactions.
- Atos has reshaped management team to implement adjusted strategy. Paul Saleh, former Group CFO is appointed Chief Executive Officer ; and Jacques-François de Prest joins Atos as Group CFO.
- Changes to the Group's Board of Directors with the appointment of Françoise Mercadal-Delasales and Jean-Jacques Morin, Sujatha « Suja » Chandrasekaran et Monika Maurer, strengthening its skills in the strategic areas of finance and major transformation projects.

The Group provided a further update to the market in February 2024 with the following updates:

- Atos has entered into discussions with its banks with a view to reaching a refinancing plan for its financial debt. Following these initial discussions, it appeared pertinent to request the appointment of a *mandataire ad hoc* [1] in order to frame these discussions and facilitate a rapid outcome.
- Negotiations for the sale of the Tech Foundations perimeter to EPEI have ended with no deal reached.
- Atos has announced the nomination of three new directors to further strengthen its Board of Directors during the company's transformation period. The Board approved the cooptation of David Layani and Helen Lee Bouygues as Directors representing the anchor shareholder Onepoint, which holds 11.4% of the Group. The Board of Directors also approved the appointment of Mandy Metten as Employee Director.

The Group provided other update to the market in March 2024 with the following:

- Atos has been informed by Airbus that discussions related to the sale of its BDS (Big Data & Security) business will not proceed.
- Atos SE has announced that the Company has entered into an amicable conciliation procedure [2]. The purpose of this procedure is to facilitate a global refinancing agreement with the banks and bondholders of Atos SE's (the "financial creditors").

The Group provided a new update to the market in April 2024 with the following:

- Atos has announced the nomination of Alain Crozier, a new Independent Director to strengthen its Board of Directors during the company's transformation period.
- Atos has announced the parameters of its refinancing framework, based on its full business perimeter of Tech Foundations and Eviden.
- Atos announces revisions to the 2024-2027 business plan to lead to an increase in new money needs and to a potential additional debt reduction.
- Atos has announced the reception of a non-binding letter of intent received from the French state to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS (Big Data & Security) business.

The Group provided a new update to the market in May 2024 with the following:

- Atos received four financial restructuring proposals as part of the current conciliation process: a group of bondholders and banks of the Company's banking group, Bain Capital, EP Equity Investment, controlled by Mr. Daniel Kretinsky in partnership with Attestor Limited, and Onepoint, controlled by Mr. David Layani in consortium with Butler Industries.
- Atos has announced that €100 million interim financing agreement with bondholders signed and discussions are progressing with banks and the French State on the remaining €350 million.
- Atos has announced that it has requested and obtained the extension of the deadline for the Annual General Meeting to approve the 2023 financial statements to December 31, 2024, by the President of the Pontoise Commercial Court, to provide Atos with a stable framework to complete the current discussions on a financial restructuring agreement by July 2024.

1) *The mandataire ad hoc is an independent third party whose mission is to assist the Company in its discussions, in order to converge on an appropriate financial solution as soon as possible, in the Company's corporate interests.*
The mandat ad hoc is an amicable procedure allowing negotiations to be conducted within a confidential framework.
The mandat ad hoc would only concern the financial debt of the Company and would have no impact on the employees, customers and suppliers of the group.

2) *According to French law, a conciliation procedure lasts four months, which may be extended by one month; Maître Hélène Bourbouloux of FHB SELARL was appointed as conciliator.*
The conciliation procedure concerns only the financial indebtedness of Atos SE and will not impact suppliers, employees, the governance of the Company, or other creditors of the Company or its subsidiaries.

Atos Corporate Social Responsibility (CSR)

At Atos, the Corporate Social Responsibility (CSR) program is part of its raison d'être: *"The purpose of Atos is to help design the future of the information space. Its expertise and services support the development of knowledge, education and research in a multicultural approach and contribute to the development of scientific and technological excellence. Across the world, the Group enables its customers and employees and members of societies at large to live, work and develop sustainably in a safe and secure information space."*

Atos is convinced that digital technologies can significantly contribute to sustainable goals. Following this approach of "Digital for Good", Atos sets priorities in the areas of Environment, Social and Governance (ESG) in which it can contribute, in particular with its core digital strengths.

Atos approach to CSR

[GRI 2-22]

Atos' approach to Corporate Social Responsibility is based on an analysis of the material CSR issues for the Atos Group, considering the expectations of stakeholders and the impact on the business.

While the CSR program addresses a wide range of topics, the materiality assessment allows the Company to address ESG issues that have higher relevance for stakeholders and have a higher impact on Atos for achieving the organization's goals, strengthen its business model and enhance its positive impact on society.

Since 2010, the Atos Group has been performing regular materiality assessments. Every two or three years Atos uses an external expert to perform this assessment using the input from several stakeholders and getting the support and involvement of the CSR Committee of the Board of Directors. This materiality follows an ESG approach covering Environment, Social and Governance dimensions. The materiality assessment also highlights the direct contribution to eight SDGs among the 17 United Nations Sustainable Development Goals (SDGs) for the 11 material issues presented in the Chapter 5.1.5.

CSR challenges and indicators of progress

[GRI 2-22]

As a result of the 2020 materiality assessment, the following challenges have been identified to lead Atos' CSR journey. These challenges are embedded in the Group long-term CSR strategy and are reviewed annually to ensure that they still reflect the evolving context and are aligned with the expectations of its stakeholders.

Environmental dimension

For details on the Environmental chapter of Atos' CSR program please refer to Section 5.2.

Material and relevant topics	2023 results
Decarbonization solutions to address client's environmental challenges (IT for Green)	• Atos evolved its market-leading net-zero transformation portfolio by investing in new digital platforms and decarbonization solutions. • Atos evolved its net-zero partner ecosystem through strategic collaboration with technology and climate consulting partners. • Atos was recognized as a leader in Sustainability Services by major Analyst firms.
Atos Carbon footprint and energy efficiency of Atos operations	• Atos CO_2 emissions (Scopes 1, 2, 3) have decreased by 32.5% between 2019 and 2023. • Atos was awarded by the European Union for the energy efficiency of 3 of its datacenters in the UK and Germany. • Above 96% of the electricity consumed by Atos' core datacenter is renewable.
Eco-efficient digital technologies and solutions (Green IT)	• At the end of 2023, 17 of the top 100 most energy-efficient supercomputers were manufactured by Atos (Green 500 ranking as of November 2023).

Social dimension

For details on the Social chapter of Atos' CSR program please refer to Section 5.3.

Material and relevant topics	2023 results
Talent attraction and retention	• 13,771 employees recruited, and representing 35.7% of women • Key people retention: 93%
Skills management and development	• 62% of employees with an Individual Development Plan (IDP) and 86.4% having a performance review • 72,888 digital certifications
Employee's health and safety	• 40 sites covered by ISO 45001 Occupational Health and Safety
Diversity and Inclusion	• 32.69% gender diversity in Atos • 32% gender diversity among Atos´s Executives • 26% gender diversity among Key People • 27% gender diversity in Scientific Community • Gender diversity in talent programs: Fuel 50%, Gold for Business leaders 39%, Gold for Technology leaders 24% • 27 nationalities in Executive Management

Governance dimension

For details on the Governance chapter of Atos' CSR program please refer to Section 5.4.

Material and relevant topics	2023 Results
Client satisfaction and delivery capability	• Atos reached a 74% in the Net Promoter Score (NPS) for all clients, including improved perception on its innovation capabilities. The NPS increased in 2023 further, in particular at our Group Top 200 clients.
Corporate governance	• Appointment of a lead independent director, assuming a number of prerogatives such as overseeing potential conflicts of interests, engaging with shareholders on governance matters, leading the Board's executive sessions and running the performance evaluation of the Board. • Continued and accelerated renewal of the composition of the Board of Directors and the committees all chaired by independent directors. • Improved rating of independent directors from 73% to 82% as of April 2, 2024.
Security and Data Protection	• During 2023, 98.72% of Atos in scope sites, those with 500 or more employees, under contractual or legal requirements to do so, have maintained ISO 27001:2013 certification as either part of the Atos Multisite Certification or local certification processes. • Atos maintained close to 0 the level of material complaints regarding breaches of client privacy and losses of client data giving rise to legal proceedings with an amount claimed of at least € 300,000.
Research and Innovation	• Intellectual Property portfolio reached over 2,400 patents including 6 new ones on Quantum.
Compliance (Compliance with law and regulations, including anti-bribery)	• 92.33% of employees successfully completed the Code of Ethics' e-learning. • **0** significant fines were levied for non-compliance (0 in 2022, 2021, 2020 and 2019). • The Corruption Risk Mapping results were finalized and associated action plans regarding main risks identified. • The Third-party Management System was enhanced in alignment with the 2023 corruption risk mapping results. • The tool supporting the whistleblowing system to improve the processing, reporting and follow-up of alerts was rolled-out in Asia Pacific.
Supply Chain Management	• 73% of total Atos Group spend is with suppliers assessed by EcoVadis and alternative CSR assessments.

2023 market recognition

In recognition of its CSR commitments, Atos continued its leading position within its sector in all ESG relevant criteria, as illustrated by the current market perception from the main international CSR ratings:

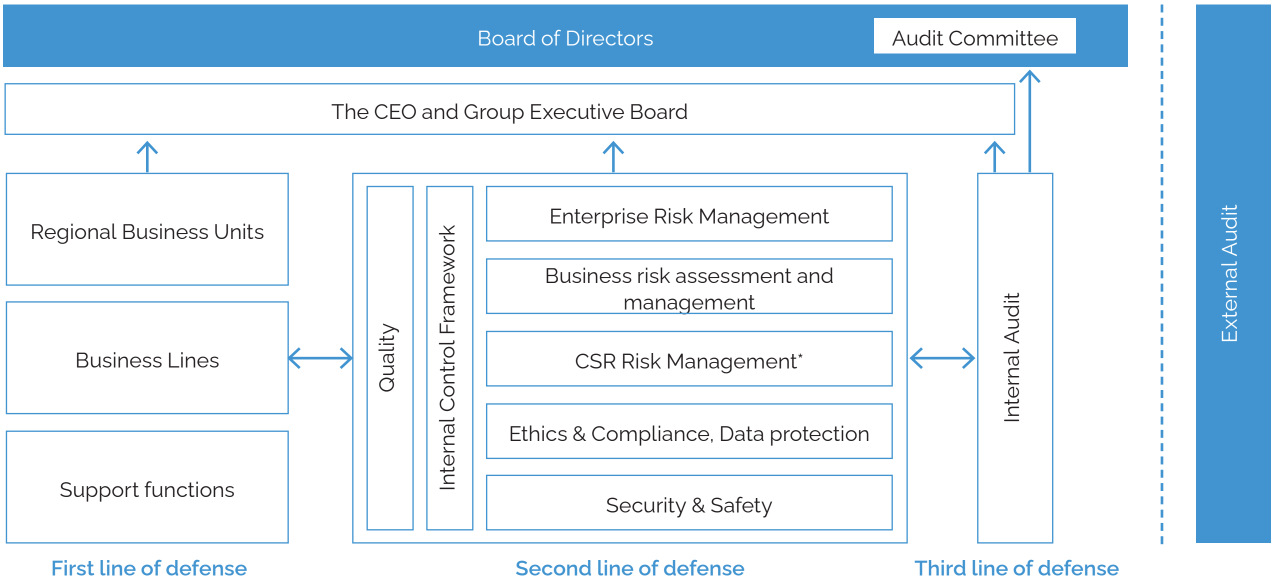
2023 MARKET ESG RATINGS	ATOS SCORE	ATOS POSITION
S&P Global ESG (for DJSI inclusion)	82/100	Top 10%
MSCI	AAA	Top 11%
ISS ESG	C+	Top 20%
Moody's Analytics	72/100	Top 1%
ECOVADIS	84/100	Top 1%

Note: information as of February 15, 2024.

Risk management

[GRI 3-3]

Atos operates in a fast-changing environment. This, by nature, exposes the Company to various risks. If these risks were to materialize, they could adversely impact the Company's operations, weaken its financial performance, harm its reputation and more generally jeopardize the achievement of its short- and medium-term targets. In order to mitigate the risk exposure and, beyond that, to succeed and develop securely and sustainably, Atos has implemented a multi-factor risk management system, the governance of which can be set out as follows:



The **first line of defense** is ensured by all Atos employees in their daily work under managerial supervision. They define and execute operational processes, systems and controls to ensure resilience and compliance with legislation, regulation, contractual obligations, and Group policies and standards. The first line also performs day-to-day risk identification, assessment, management and reporting.

The **second line of defense** provides oversight and control. In light of risk analyses conducted through complementary approaches, it establishes enterprise-wide risk governance and business resilience requirements. It sets functional policies, limits of authority and maintains the internal control framework while monitoring the effectiveness of controls carried out by first line with the support of Internal Control Managers and Risk and Internal Control Coordinators. Insurance management forms part of the second line of protection.

Being the **third line of defense**, the internal audit team works according to an annual plan approved by Group management and the Audit Committee. It conducts audits, investigations and advisory engagements to provide independent assurance of the effectiveness of the first and second lines of protection.

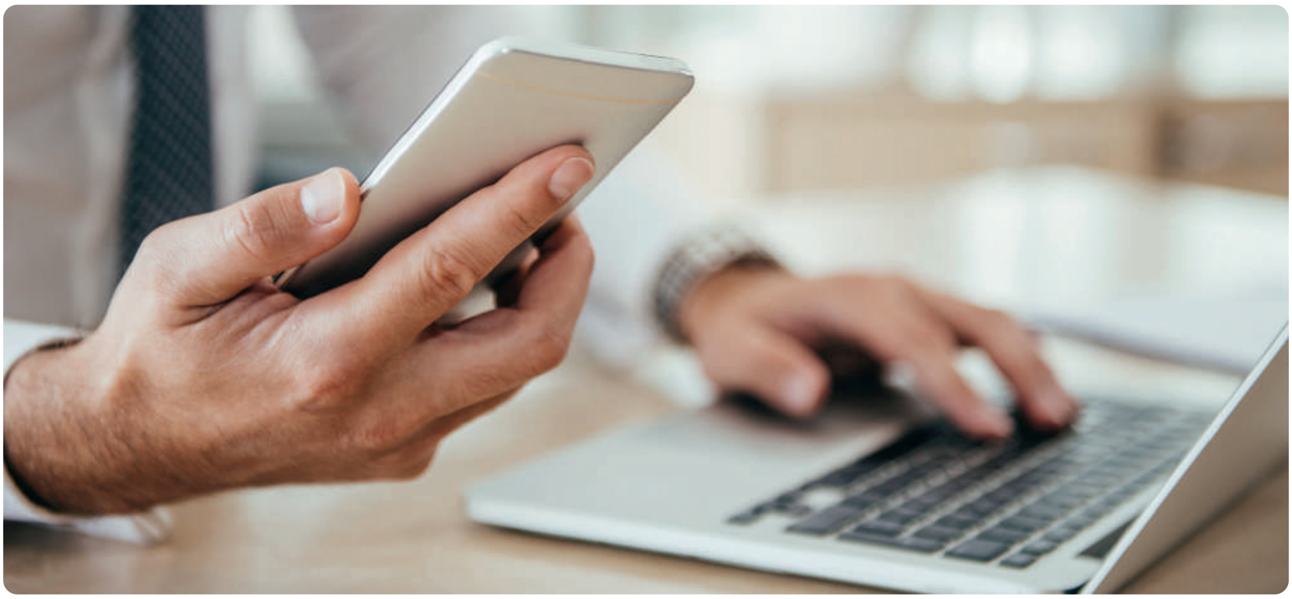
Risk management (continued)

The CEO and Group Executive Board are regularly updated on topics related to internal control, internal audit and risks. The Audit Committee receives a report on internal audit activities at least six times a year, quarterly reports on contracts with significant risks and periodic updates on internal control and risk management.

Based on the Enterprise Risk Management cartography, the below table lists the main risks identified, broken down by category, along with the corresponding CSR challenges.

These risks, which could also represent opportunities, are further detailed in section 7 of present document.

Enterprise risks				
Operational and financial	**People**	**IT Security**	**Go to market**	**Growing risks**
• Implementation of the assets disposal program • Financial rating • Liquidity and going concern • Customer relationship and delivery quality	• People retention • People acquisition & Labor Market • Company Culture • Governance efficiency	• Cyber attack • Systems security • Data protection	• Market environment • Innovation and Intellectual property • Customer digital transformation and business model disruption	• Regulation & compliance • Environmental impact
CSR Challenges				
Governance	Social Governance	Governance	Governance	Governance Environment
Reference to section 7				
7.2.1	7.2.2	7.2.3	7.2.4	7.2.5



2

Organization & Business offering

2.1 2023: a year of execution

Atos entered the year 2023 with a strategic blueprint that had been ambitiously outlined the previous year. This plan was aimed at restructuring the Atos Group into two distinct companies, Eviden and Atos – Tech Foundations, each with a clear focus and dedicated resources to drive growth and innovation within their respective markets. The strategy was a bold move to harness the company's potential by allowing each entity to specialize and adapt quickly to market demands, technological advancements, and client needs.

In late 2023, the Atos Group outlined 4 key priorities:

(i) **Refinancing.** All financing needs for 2024 are secured and we are focused on refinancing Term Loan A, which matures in January 2025, over the coming months (subject to a 6 month extension under normal conditions). This will provide additional stability for the business;

(ii) **Completing the planned sale of Tech Foundations** as part of our transformation. Shareholders will vote on the proposed transaction in 2024;

(iii) **Working closely with the French state** to ensure sensitive activities are dealt with correctly; and

(iv) **Ensuring Eviden is successful** and remains attractive to employees, clients, and shareholders.

The Strategic Plan and Its Initial Intentions

The vision for Eviden was to carve out a niche in the burgeoning cybersecurity, big data, cloud, and digital services markets. It was positioned to function as an autonomous company with the agility of a startup but the backing of an established tech giant. On the other hand, Tech Foundations would continue its support of the digital backbone in managed services, focusing on hybrid cloud and infrastructure, digital workplace and technology advisory and customized services.

As the Atos Group embarked on this journey of transformation, it anticipated leveraging the synergies between the two companies while capitalizing on their individual strengths. The move was designed to unlock shareholder value and provide a clearer strategic narrative to customers, employees, and investors alike.

Market Headwinds and Strategic Pivot

As 2023 unfolded, Atos faced significant market headwinds and a restrictive liquidity environment that challenged the implementation of its strategic plan. In particular, the tech sector was grappling with a landscape marked by economic uncertainties, global inflation, geopolitical crisis, supply chain disruptions, and a shift in business and consumer behaviour following the COVID-19 pandemic. These factors created a volatile corporate action market, making it difficult for Atos to proceed with the strategic sale of Eviden as initially planned.

In response to these challenges, the Atos Group demonstrated strategic agility by pivoting its focus toward the sale of Tech Foundations, one of the companies created as a result of the strategic restructuring of the Group. The contemplated sale of Tech Foundations was under thorough discussion, with the company carefully navigating the complex market terrain to find a suitable buyer in the Daniel Kretinsky-led EPEI that aligned with its long-term objectives and values. Discussions with EPEI on potential sale of Tech Foundations had concluded with no deal reached.

While the headwinds in the wider market impacted its strategic plan, the digital technology market remained resilient. We see sustained spending across the sector. Our view is further confirmed by industry experts like Gartner.

The Disposal Program and its achievements

Despite the market headwinds, Atos successfully completed the first phase of its disposal program. This phase involved the sale of several business units, including Unify, an integrated communications provider; EcoAct, an international climate strategy consulting firm; Atos Italy, the Italian branch of its operations.

These divestitures were part of Atos's strategic refocusing and allowed the company to streamline its operations and concentrate on its core business areas. The Group announced the expansion of its disposal activities in October 2023.

Clients Trust and Choose Atos

We are honored that clients consistently choose to work with us during our transformation.

- Notable client projects are a testiment to the immense trust our clients place in us. These include an 8-year partnership with UEFA, significant deals for supercomputers in India and EuroHPC, and the continuation of infrastructure services contracts in Western Australia.
- We are focused on delivering for them and ensuring client satisfaction, as demonstrated by our strategic Net Promoter Score currently at +74 across our most important accounts in both Tech Foundations and Eviden.

Strategic Partnerships Driving Innovation and Growth

Our partnerships with industry giants like AWS, Microsoft, Google, ServiceNow, Salesforce, SAP, and many others are flourishing. These include ElevateNow for SAP transformation, CloudCatalyst with AWS, and the expansion of Generative AI with Microsoft and AWS.

The Right Plan for the Right Outcome

We have the right plan and the right team to transform our business, and we have time to get the right outcome for all stakeholders.

1. We have recently strengthened our Atos Group management team with the appointment of a COO to focus on operational oversight, commercial development, and business efficiency.
2. The Group remains an attractive employer and continues to demonstrate progress in non-financial areas having recently ranked as #83 out of 850 in the Financial Times-Statistia Diversity Leaders ranking for Europe.
3. As of Q1 2024, our (LTM) attrition rate across the Group stood at 13% vs 15.3% in 2023, the lowest Q1 over 3 years

2.2 Tech Foundations perimeter

The purpose of Tech Foundations is to advance what matters to the world's businesses, institutions and communities. It is a managed services provider, focusing on hybrid cloud & infrastructure, employee experience, technology and advisory services that leverage decarbonized, automated and AI-enabled solutions.

Tech Foundations orchestrates and integrates the combined expertise, R&D, IP and investments of an ecosystem of trusted partners for service delivery end to end, and to ensure upfront selection of best-fit complementary solutions. It focuses on accelerating and amplifying delivery of enterprises' desired business outcomes: cost optimization, sustainable enterprise, employee engagement, secure enterprise, and digital transformation.

Its differentiators lie in its end-to-end integration expertise, together with the technology and engineering heritage of Atos built over 30 years as a provider across the IT continuum, including mission-critical and complex ecosystems. It draws on a history of recognized market leadership in Digital Workplace, Infrastructure and transformation to Hybrid Cloud.

Enterprise customers face the challenges of implementing digital transformation in a context of rising IT ownership costs and an evolving mix of legacy and next-generation technologies. They need to accelerate often complex migrations to multi-cloud environments, whilst maintaining sovereignty and meeting regulatory frameworks.

Leveraging its agile employee base and a customer-centric, industrialized, and automated operating model, Tech Foundations supports its customers to meet these challenges by:

- Optimizing workplace environments and running mission-critical operations 24/7;
- Managing the complexity of a multi-cloud environment and modernizing application development;
- Providing trusted private and sovereign cloud platforms while meeting compliance requirements;
- Leveraging over 10 Global Delivery Centers worldwide, where a total of 45,000 employees provides around-the-clock hands-on service delivery.

Tech Foundations provides as well Business Process Outsourcing services, particularly in UK markets that include Public Services, Financial Services and Health. As announced on June 7, 2023, Tech Foundations is actively reducing this activity.

Key to Tech Foundations' strategy is to invest in and deliver innovations leveraging Generative AI in response to the transformative opportunities this brings enterprises to growth, efficiency and competitive edge. Its business and technology teams pioneer value-driven Generative AI applications, while addressing enterprises' AI deployment challenges and developing best practice for human-AI collaboration.

2.2.1 Hybrid Cloud & Infrastructure Services

Tech Foundations is a recognized leader in the provision of services to manage, orchestrate and modernize business-critical operations in the cloud and infrastructure continuum, seamlessly from edge-to-data center-to-cloud digital infrastructure, including networks and enterprise application operations.

Tech Foundations is ranked by Gartner as Visionary in Data Center Outsourcing and Hybrid Infrastructure Managed Services. Its Hybrid Cloud & Infrastructure services span advisory, design, implementation, transformation, and managed services. These include:

- **Modern Mainframe**: Management, optimization and modernization of mainframes to deliver greater flexibility and cost-efficiency, making full use of mainframes' specific capabilities and performance. This includes innovations on the mainframe and integration into hybrid cloud environments.
- **Modern IT Infrastructure**: Simplified, modernized core infrastructure of servers, storage and associated security and backup to balance the need for data protection against operational costs and maximize the utilization and fail-over of IT environments.
- **Hybrid Cloud Platforms**: Services to plan, adopt and manage multi-cloud environments that achieve the desired business outcomes with the most effective combination of private, public and sovereign cloud platforms, leveraging a strategic partner network with AWS, VMware and Microsoft. Data center and cloud services span the entire cloud adoption lifecycle; this includes moving, migrating, and transforming customer workloads. This is supported in an industrialized way with Tech Foundations' Cloud Migration Factory.
- **Managed Edge Services**: Managing and operating distributed edge environments, including the network end to end.
- **Intelligent Networks**: Managing and evolving network infrastructures as powerful business enablers while simplifying network management through AI and ML. Services ensure policy-driven, outcome-based networking for improved agility and security, fortified by strategic partnerships.
- **Enterprise Applications Operations**: Services that ensure optimized environments for applications and provide reliable application operations, including archiving, web server, middle ware, databases, and custom applications. These ensure applications are more stable and protected, delivering better performance and user experience.
- **Atos Bridge**: End-to-end service integration and orchestration for IT and OT environments. Insights are extracted across an organization's entire infrastructure, aligned to business processes, and used to manage and improve both IT and business performance. This is designed to deliver intelligent business-driven IT service management in the context of ever more complex, agile and fragmented technology and data landscapes and multiple supplier environments.

End-to-end hybrid services are delivered worldwide through an ecosystem of strategic partners that includes AWS, VMware, Microsoft, Dell, ServiceNow, Cisco, and Juniper.

Based on enterprises' desired business outcomes, Tech Foundations works with its customers and other partners to identify and implement the optimal journey to a future-ready infrastructure foundation. Each journey is designed to enable the enterprise to address key business and sustainability challenges while optimizing agility and efficiency and accelerating innovation.

For example, recent IT transformation engagements include one with the European Commission and one with Ambu (the market leader in single-use endoscopy), providing data center, cloud, network management services and advisory on investment in IT service management.

Tech Foundations has a five-year contract with a large US-based telecommunications and network provider to deliver mainframe-as-a-service operations for mission-critical applications. It is working with the State of Texas Department of Information Resources, which selected a private cloud and mainframe-as-a-service model to provide adaptive, resilient, cost-effective, and secure services to over 35 state agencies.

HSS (a public healthcare organization in Western Australia) renewed a five-year contract for the provision of private cloud and fully managed public cloud, including hybrid cloud orchestration across Amazon, Google and Microsoft, and management of 2,000 servers hosting 1,000+ applications.

As the preferred outsourcing partner to AWS, Tech Foundations is delivering CloudCatalyst, a five-year Strategic Transformation Agreement announced in November 2022. With market research showing that many enterprises' journey to hybrid cloud has stalled, its purpose is to de-risk and accelerate the migration of infrastructure and workloads from on-premise to public cloud. The partnership is based on AWS and Tech Foundations' combination of market-leading technologies, understanding of legacy IT, and intimacy with specific industry environments. This positions CloudCatalyst to provide a simplified and stable migration, even for complex or critical workloads. At the end of 2023, it signed a contract with a US-based Fortune 500 manufacturer to accelerate migration of its key systems and workloads from managed on-premise to the AWS cloud.

2.2.2 Digital Workplace

Employee experience is now a strategic business priority. Boundaries between remote and office-based working have disappeared. As employee expectations shift, research shows that employee experience is directly linked to sustainable business success. Digital solutions must therefore directly enhance quality of working life, employee wellbeing and productivity as part of an inclusive, accessible, and decarbonized workplace.

Tech Foundations' strategy is to deliver a workplace that is human-centric, personalized, efficient, sustainable and cost-effective. Its portfolio is designed so that functional, physical and emotional needs of employees are met and technologies are optimized. Spanning design, implementation, managed services and support, the portfolio includes the following:

- **Accessibility** : Digital accessibility is the extent to which a digital product, service or device can be used by as many people as possible, including those with disabilities (permanent, temporary, or situational). Accessibility services ensure that technology and business do not prevent all employees from fully realizing their potential.
- **Digital Workplace Platforms** : These services are designed to provide a single point of access to data and applications at the time of need – intuitively, securely, and instantly from any device. Users can order/onboard new devices, request and access new apps, or access and share files while staying protected from accidental data loss.
- **Engaged Employee Experience** : These services transform and manage a whole-person experience, leveraging data and helping enterprises to adapt to new digital enablers. Global business services break down siloes between shared functions – integrating and orchestrating processes across HR and IT, plus procurement, finance, facilities management. Persona-based workflow design and orchestration ensures seamless employee journeys according to role.
- **Intelligent Care Center** : This helps enterprises to transform the way employees consume omnichannel support services, leveraging automation, cognitive analytics, and intelligent virtual agents to provide targeted onsite and remote support in over 40 languages. Combined with onsite support capabilities in 115 countries, this ensures employees get the support they need.
- **Intelligent Collaboration** : Solutions that enable employees to connect, communicate and collaborate to improve teamwork inside and outside the boundaries of the enterprise. Solutions encompass people, documents, and information, with voice, email, chat, and video. Employees can create content across distributed teams and control the security of their data.
- **AI and Generative AI** : The Digital Workplace will embed Microsoft 365 Copilot and Azure OpenAI Service, helping enterprises to leverage proprietary data, securely, enabling a step change in employee user experience, productivity and creativity.
- **Digital Workplace Advisory** : Services to design and orchestrate all stages, technologies and components of digital workplace transformation: from advisory, consulting, and design thinking through to industry-specific applications.

Tech Foundations has been ranked by Gartner as Leader in Outsourced Digital Workplace Services for seven consecutive years (2017-2023). Digital Workplace Services draw on an ecosystem of partners including Microsoft, Dell, ServiceNow, Virgin Pulse and Nexthink.

For the Asisa Group, provision encompasses the modernization and management of services, care and support for 6,000 employees through Spain and internationally. Other recent engagements include Device-as-a-Service provision for Technip, delivered in partnership with Dell across 31 countries and 17,000 devices, and a contract with another large energy company to deliver managed workplace services for over 30,000 employees. Digital workplace service contract extensions and renewals during 2023 include a five-year extension with one of the largest entertainment companies in the world and a three-year renewal with Honda to continue modernization and delivery of Digital Workplace services to 3,500 associates and over 25,000 dealers across the UK and Europe.

In December 2023, Tech Foundations announced the launch of its Sustainable Workplace. This is an orchestrated service that delivers low-carbon devices, using analytics to extend device lifetimes without impacting device performance or user experience. Employees are individually engaged to take actions that help improve ESG performance while enhancing employee experience. Through a partner ecosystem that includes social enterprises and circular economy specialists, Sustainable Workplace generates social and environmental value, through sustainable employment, digital inclusion and education, along the ICT supply chain.

2.2.3 Technology Advisory & Customized Services

Technology Advisory & Customized Services are designed to complement other Tech Foundations business lines and cover the entire IT lifecycle.

- **Customized Services** : Professional services that encompass staff augmentation, mid-size projects, and innovation initiatives. These operate primarily on a local basis or directly at customers' sites. Services are designed to integrate with customers' existing processes, including utilization of existing tools. Portfolios are tailored according to location and customer requirements to address specific regional and industry challenges and opportunities.
- **Integration & Value-Added Resell (VAR) Services** : Solutions and services to design and implement the backbone of customers' digital and cloud transformation through the resell of partner products (compute, storage, network) and associated software, supplemented by value-add integration services.
- **Maintenance and Support Services** : These enable customers to streamline and optimize maintenance logistics and costs related to hybrid infrastructures and networks. They include value-add offerings such as full Single Point of Contact (SPOC) delegation, vendor certified break & fix, and predictive maintenance (end-to-end monitoring and high availability).
- **Technology Consulting** : Services that help enterprises to align their IT with their strategic and operational objectives amidst a rapidly evolving business and technology landscape. Consulting inputs include technological reviews, proofs-of-concept, operational support, and implementation guidance.

Technology Advisory & Customized Services are delivered locally while accessing Tech Foundations' global and specialist resources. These include a network of 14+ innovation labs, called Inno'Labs, which combine research laboratory capabilities with industry expertise to accelerate new use cases in multiple sectors. They offer collaboration on innovation projects that leverage emerging technologies including artificial intelligence, machine learning, hyper-automation, natural language processing, computer vision, Internet of Things, metaverse, and edge.

In late 2023, Tech Foundations renewed one of its largest framework agreements, providing services to a key European central purchasing body for public procurement. This renewal complements the existing cloud-related framework agreement with customized and local services in application development, management and systems integration. Other framework agreements include that with Maastricht University Medical Center+ in the Netherlands, to deliver a range of IT services for the Maastricht UMC+ Management Team.

2.2.4 Digital Business Platforms

Digital Business Platforms is dedicated to incubating innovative proofs-of-concept, services, solutions and partnerships and delivering the related go-to-market strategies and roadmaps. It encompasses high-growth technological domains including Generative AI, critical communications, digital identity, sustainable IT, major events, edge & sovereign cloud management, and security services. Digital Business Platform is responsible for both incubating these services and solutions and scaling them.

In November 2023, Tech Foundations announced the extension of its long-term partnership with Microsoft to help enterprises unlock and scale their Microsoft 365 Copilot and Generative AI deployments. Tech Foundations and Microsoft are investing over a three-year period to build a strategic, comprehensive portfolio to harness the power of data and AI in a secure, efficient and ethical way.

As part of Tech Foundations' focus on environmental and social sustainability, Digital Business Platforms developed Tech Foundations' Sustainable IT portfolio. In addition to no- or low-carbon IT solutions, this includes IT Sustainability Advisory services to help enterprises make critical infrastructure decisions that achieve sustainability objectives and deliver tangible returns. Digital Business Platforms devised, developed and launched the new Sustainable Workplace offering (see Digital Workplace Services). Also in December 2023, Tech Foundations announced its three-year partnership with WWF with the purpose of supporting WWF projects around the world. These include: delivering automated biodiversity surveillance to protect endangered species; AI modelling for predicting and mitigating the risks of epidemics; on-site support to WWF France biodiversity projects; and industry-specific initiatives, such as the decarbonization of maritime shipping, which accounted for around 80% of global trade by volume in 2022.

Sports & Major Events

Atos has been Worldwide IT Partner of the Olympic and Paralympic Games since 2001. Paris 2024 will be Atos's 12th consecutive Olympic Games and 9th Paralympic Games as the Worldwide IT Partner. As the lead integrator, it will orchestrate over 150 key applications to manage and broadcast the Olympic and Paralympic Games, manage the 300,000 applications received on the volunteer portal and conduct 250,000 hours of testing to ensure a safe and secure delivery.

Atos is the Official Technology Partner for UEFA National Team Football (UNTF) to deliver technological support for UNTF and its competitions. It manages and secures the underlaying hybrid-cloud environment and the infrastructure required to host UEFA services, applications, and data. In addition to the activities related to the organization of UEFA events, Tech Foundations provides a full range of services – with advanced digital workplace, user support, and network solutions – to optimize UEFA IT operations and improve the internal user experience.

Digital Business Platforms' focus for 2024 will be accelerating delivery of the roadmap for Tech Foundations key partnerships and service lines, implementing go-to-market strategies and ensuring delivery of returns on investment for enterprises.

2.3 Eviden perimeter

Eviden is one of the largest digital and security players globally, combining a unique set of highly synergistic capabilities in digital transformation, cloud, big data and cybersecurity, with strong European sovereign capabilities. Active in Digital and Cloud services, Eviden provides a broad range of services in application development, implementation and management, digital transformation, artificial intelligence and machine learning, cloud and net zero transformation helping organizations to evolve towards virtual enterprises with physical presence. In addition, Eviden is the European leader in cybersecurity managed services (Gartner, 2023) and is also the sole European tier-one manufacturer of high-performance computers, helping organizations with digital securing and advanced data processing.

Eviden provides its services and products to a broad base of c. 500 customers across public sector & defense, manufacturing, financial services & insurance, telecom, media & technology, energy & utilities, retail, transportation and logistics and healthcare & life sciences. A truly global player, Eviden serves customers in Europe, APAC, MEA and the Americas. In Europe, Eviden is particularly well-positioned to address customers' growing sovereignty requirements, notably with regards to public cloud, thanks to its leadership in cybersecurity.

Eviden's expertise in key technology areas is recognized by leading industry analysts. In 2022, Eviden was positioned by Gartner as a leader in data and analytics. In 2023, Eviden is ranked by Gartner as a worldwide challenger in public cloud transformation services and the number one provider of managed security services in Europe. In 2023 again, Eviden is also ranked by Hyperion Research as the number 3 worldwide provider for high-end Super Computing, and by HFS Research among the world leaders in Generative Artificial Intelligence services.

Eviden's market has sustained growth over the recent years, driven by digital transformation, the move to the cloud, Big Data and digital security needs and is expected to continue to grow robustly in the coming years (despite some temporary macroeconomic slowdowns), driven by:

- The complexification of digital environments, increased exposure to cyber risk and expert resource scarcity, leading organizations to increasingly rely on external technology partners.
- The disruption brought by public cloud and hyperscalers, significantly changing profit pools and go-to-market in favor of alliances between information technology service providers, cloud hyperscalers and as-a-service software platforms.
- The growing use of Artificial Intelligence (AI) / machine Learning technologies in information systems, and the fast rise of innovative Generative AI applications. End 2023, Eviden, notably announced a Generative AI Acceleration Program to help businesses and organizations exploit, scale and leverage the power of Gen AI with complete trust, thanks to a unique positioning in Europe that spans the entire AI spectrum. The program is built on multiple Gen AI projects already conducted with numerous organizations across all verticals, and leverages Eviden's Gen AI R&D experience with leading research consortiums worldwide.
- Tightening regulatory environments with growing focus on data and technology sovereignty concerns, leading customers to mitigate regulation compliance-related risks by selecting providers with local footprints and creating high synergies potential between data, cloud and cybersecurity businesses.
- Accelerated pace of digitization, with customers looking to stay ahead of fast-emerging technology trends and build next-generation technology capabilities as differentiators.
- Customers' net zero ambitions, translating into concrete opportunities for digital services providers, digitization being a key enabler of sustainability.
- Market resilience through downturns, with increased digital spend post Covid.

Eviden provides services, solutions and products (including advisory, design, implementation, maintenance & management and product development for hardware and software) across 3 Business Lines: Digital, Cloud and Big Data and Cybersecurity and 5 Service Lines, each with its unique offering:

(i) Digital Services;

(ii) Cloud;

(iii) Digital Security;

(iv) High performance Computing, Quantum and AI; and

(v) Business Computing and AI.

(i. and II, forming the Digital Business Line & iii, iv and v, forming the Big Data and Cybersecurity Business Line)

2.3.1 Digital services

Over the past years, companies have significantly accelerated the pace of their digitization initiatives and elevated digital transformation programs higher on their priority list. In Digital Services, Eviden works with clients across all industries, enabling them to transform themselves to gain competitive advantage and resilience, across three dimensions: transformation acceleration, smart platforms and sustainability, with a full spectrum service portfolio comprising Advisory, Design, Modernize, Build and Run.

Transformation Acceleration consists in helping clients to integrate emerging technologies, data and new business models in order to drive value through Digital Transformation Consulting, Data Analytics, Artificial Intelligence, Customer Experience, Internet of Things, and Digital Business Operations. Through their deep expertise, Eviden consultants understand customers' needs and goals, design the solutions and orchestrate the relevant architectures to achieve business transformation through data and technologies.

2023 has seen significant acceleration in the usage of Artificial Intelligence, mainly thanks to the general adoption of Generative AI services such as ChatGPT, Microsoft Copilot or Google Gemini.

This year, Eviden announced its Generative AI Acceleration Program to help our customers harness the transformative power of AI. Our Generative AI Acceleration Program enables our customers to realize the benefits of Generative AI, elevate customer and employee experience, revolutionize software development, and redefine knowledge management.

Smart Platforms, the most significant revenue contributor within Digital Services, focuses on helping clients digitalize and modernize their applications and processes. Clients run their businesses on applications and Eviden enables them to build, manage, modernize and integrate next generation business application platforms, through Application Services, Digital Assurance, Digital Integration, Service Integration and market leading packaged software solutions from Salesforce, SAP, Microsoft, and ServiceNow.

Eviden's Smart Platforms offering includes application implementation and managed services, across the following:

- SAP Solutions (digitizing the entire business and IT landscape for customers, while delivering operational and financial efficiencies using private and/or hyperscale public cloud platforms);
- ServiceNow Solutions (services for the defining platform of the 21st century to build applications that enable easier and faster business processes, customer service, IT, security and HR);
- Salesforce Solutions (modernizing applications through architecture, design, implementation and testing. Offers for CRM, API management, low code platforms, collaboration and industry specific offerings);
- Application Services (ongoing application development and management services with intelligent automation, leveraging agile and DevOps methodologies);
- Digital Assurance (independent end-to-end testing services to deliver objective quality assurance, with artificial intelligence and machine learning driven test factory and test automation);
- Digital Integration (digital enablement of business processes through low code and API management frameworks, SOA solutions and complex event processing);
- Oracle, ECM, PLM Solutions (modernizing applications through standard SaaS offerings in Oracle, enterprise content management and product lifecycle management).

Sustainability continues to be a strong focus area for Eviden, as the world faces many complex and pressing issues, from climate change and resource scarcity to social inequality, in an environment of intricate business and political relationships. At Eviden, we believe that digital technology, when harnessed with a sustainability mindset, can simultaneously foster economic growth, promote social equity, and minimize environmental impact, ensuring a future where the ambitions of all generations are met.

Eviden offers a broad range of sustainability consulting services covering strategy and advisory, sustainable business impact, digital sustainability, and sustainability reporting.

A particular highlight of 2023 was the announcement by Eviden of EcoDesignCloud, its new trusted cloud-based platform which helps organizations in their sustainable product management and development by providing a trusted calculation of the environmental impact of each product, at every stage of its lifecycle.

2.3.2 Cloud

Over the recent years, and particularly through the pandemic, the scale of accelerated digitalization has been driving the market for data center consolidation and migration to cloud, while complying with the emergence of new regulations related to data storage and privacy.

Eviden Cloud delivers on the promise of enabling business agility, continual optimization, innovation at speed and growth for our customers. We are a trusted advisor to provide transformation expertise at any stage of the Cloud, Data & AI Continuum. Our experts lead you with an ROI focus. We use Data-AI/ML to generate measurable results and continually optimize workloads. We are skilled, local and have a global scale.

Our experts deliver secure, sustainable & innovative solutions that drive ROI and Business Outcomes for our Clients.

We achieve this through:

- Agile Compressed Transformation;
- Composable IT Architectures and Data platforms to enable business outcomes;
- Broad Ecosystem Partnerships.

We bring a partner ecosystem built to deliver superior business value based on best-in-class technology. With our hyperscaler partners – Amazon Web Services (AWS), Google Cloud and Microsoft, we accelerate value creation for our clients and deliver world-class solutions across all our Industries.

The Eviden Cloud approach is supported by:

- Cloud Native Full Stack Cloud Continuum Services;
- Building Cloud, Data & AI products and platforms to accelerate capturing value;
- 4 Global Specialized Cloud Competency Centers (Platform Engineering, Cloud Migration, CloudOps, Cloud SecOps);
- Sovereign & Industry Clouds;
- Eviden Cloudamize Studio: IP, Toolset & methods.

Eviden's cloud transformation capabilities have been expanded thanks to strategic acquisitions in high demand segments.

2.3.3 Big Data and Cybersecurity

The Big Data and Cybersecurity Business Line gathers the Big Data, Security, and Mission-Critical Systems expertise developed in-house by Eviden. This advanced know-how meets critical customer challenges in processing today's and tomorrow's gigantic volumes of data, connecting people, data, and things to create business value, and fully protecting all of them.

The Business Line is structured in two division encompassing five complementary activities that help customers build trusted and integrated intelligent systems:

- **Digital Security**, encompassing the following activities:

(i) **Cybersecurity services**: cybersecurity professionals to advise, to build ongoing up-to-date extreme security;

(ii) **Cybersecurity products**: highly certified software and hardware products to support customers in protecting their data, managing access and securing identities, bringing the needed layer of trust in today's heterogenous digital environments;

(iii) **Mission Critical Systems**: highly efficient and resilient solutions for organizations that ensure the well-being of people, the protection of nations, and the integrity of infrastructures. This particularly addresses the homeland security, defense, telco, aerospace, energy, and transportation sectors;

- **Advanced Computing**, encompassing the following activities:

(i) **High-Performance Computing (HPC), Quantum and AI**: High-performance Hardware/Software technologies and services for digital simulation and Artificial Intelligence, enabling public research laboratories and corporate R&D teams to perform very complex simulations using the most powerful computing systems in the world, combination of high-end hardware and software environments optimized for manufacturing, weather forecasts, life science and oil and gas industries;

(ii) **Business Computing & AI**: uniquely powerful Hardware/Software solutions and services for computing massive business data flows and turning them into business outcomes. It includes best in class AI computer vision technologies enabling real time analytics of the most complex data (e.g. images) in a performant and secured environment.

The Business Line relies on R&D teams whose expertise is recognized internationally and strongly contributes to the development of Eviden technology portfolio, from infrastructures to smart data platforms and industry solutions.

- The R&D team is a multidisciplinary team composed of engineers and PhDs. It has developed expertise in software development (in cybersecurity, critical systems, IoT, parallel computing, Artificial Intelligence, operating systems, specialized information systems, user solutions / as a Service, telecommunications), design of complex hardware systems (supercomputers, motherboards, Hardware Security Module, secure phone), in the design of specialized components such as ASIC (interconnect, node controller), Quantum computing (algorithms, simulation, acceleration of HPC), mechanical design (servers), fluid mechanics and thermal engineering for digital infrastructures (pumps, cooling, power supplies, specialized space systems).
- The R&D team is involved in major global or European innovation programs in Digital Simulation, Big Data, Artificial Intelligence, Quantum, Cybersecurity and Advanced Computing. In addition, the team collaborates with Atos clients by implementing co-development projects, in particular with the CEA (Commissariat à l'Énergie Atomique et aux énergies alternatives), recognized as one of the best public research organizations in the world.
- The R&D team collaborates with the world's leading partner R&D teams, such as AMD, AWS, Intel, NVIDIA, Dell EMC, VMware, Google, Microsoft, and Hitachi Vantara, among others.

2.3.3.1 Digital Security

Eviden is the n°1 European player and a world-class leader in the high-growth digital security market. For Eviden, digital security means (i) the activities necessary to protect assets, to safeguard the functioning of our daily lives, through both cyber and physical means, and (ii) building resilient systems that are essential for the economy, society, and critical infrastructure. The 3 cores pillars of Digital Security activities include cybersecurity services as well as cybersecurity products and mission-critical systems. Eviden can therefore manage the whole digital security process for its customers, from consulting to operations, enabling them to go beyond traditional cyber security, towards prescriptive security (a fusion of technologies and processes enabling to dramatically improve the proactive response to threats) and business, a highly differentiated capability on the market.

Eviden's **cybersecurity services** include two different activities:

- Security advisory: these services enable organizations to audit their security and compliance levels (PCI DSS, ISO 27001, etc.) to define and integrate the most adapted security policies and solutions depending on their business context and needs. With the convergence of information technology and operational technology, Eviden has a strong expertise in consulting to support its customers in the Industrial security journey. Eviden's experts help their customers understand their risk exposure and build their cybersecurity strategy by strengthening an organization's security level with security services and solutions. In the past years, Eviden has reinforced its position on the cyber consulting and incident response market with key acquisitions in different markets and regions: acquisitions of digital.security in France, In Fidem in Canada and SEC Consult in Europe and APAC, bringing highly skilled consultants in cybersecurity consulting and incident responses. End 2022, Eviden has been ranked leader in the NelsonHall Cyber resiliency services report;
- Managed Security Services: in order to provide constant and efficient security solutions to customers faced with an increasing number of ever more sophisticated cyberattacks, (such as ransomware, distributed denial of service, botnet, advanced persistent threats, crypto-mining, phishing), Eviden not only provides advanced solutions, but also delivers complete managed security services with its network of 16 Security Operation Centers across the globe and was ranked by Gartner in 2023 as the N°1 managed Security services provider in Europe [(1)]. These capabilities act as a strong differentiator, thanks to Eviden's Aisaac Cyber Mesh, a next generation end-to-end Managed Detection, Response platform, integrating the best security technologies (SIEM, SOAR, CSPM, EDR, UBA, NTA and Security Analytics) enriched in 2023 by Generative AI and AWS Security Lake to offer extremely advanced threat detection, response and recovery capabilities. Eviden has been ranked among the global leaders by Everest Group for its Managed Detection and Responses services [(2)].

Eviden's **cybersecurity products** include:

- Access Management and Identity Governance & Administration (IGA) Software, under the Evidian brand, making sure that the right people access the right resource at the right time. Evidian is recognized as the major European player in Identity and Access Management by industry analysts such as ISG [(3)] and specifically in IGA (i.e., directory, user provisioning, access control) by Kuppingercole [(4)];
- Quantum-safe encryption solutions: relying on its highly certified Trustway range of products, Eviden offers comprehensive key management and data encryption platforms to enable customers to protect, manage securely and migrate sensitive data wherever it resides, on-premises or in virtual, public, private or hybrid cloud environments.
- Trusted digital identities: powerful solutions for securing digital identities and secure communications for people and the Internet of Things.

As a result, Eviden cybersecurity products cover customers strategic security needs such as:

- IT Security: Identity and Access Management (including as a Service), multifactor authentication (MFA), Single Sign-On (SSO), Public Key Infrastructure (PKI) and Certificate Lifecycle Management, advanced and qualified electronic signatures, e-mail and file protection up to classified information, IP Encryptors (VPN), Hardware Security Modules (HSM), and Key Management Systems;
- Government Identity: management of citizen identities with complete eID and ePassport solutions, such as ID cards, embedded card applications and middleware, Government PKI and HSM;
- IoT and Industry Security: with HSM for payment and smart metering solutions, PKI for IoT (Cooperative Intelligent Transport Systems), embedded Secure Elements and crypto libraries.

Eviden's **Mission Critical Systems** solutions and services provide efficiency and safety for mission-critical activities in defense, homeland security, telecommunications and critical industries. These activities benefit from a strong convergence with Eviden's cybersecurity, analytics, High Performance Computing and Big Data technologies, to create the intelligent defense, next Gen homeland security and industrial systems of tomorrow. Mission-Critical Systems provide products and systems as well as delivers programs in three main areas:

- Critical Communications Solutions (CCS): a range of solutions delivering secure and resilient communication systems for field operations in Homeland Security and Defense, as well as critical connectivity for Industry 4.0, energy, transportation and smart cities. Eviden's offering delivers 4G/5G connectivity in a form factor designed for critical usage, integrated with legacy PMR/LMR (Private/Land Mobile Radio) solutions. This includes compact transportable private LTE (Long Term Evolution)

1) *Atos was ranked number 1 in Europe in Managed Security Services by revenue in Gartner® Market Share report for Managed Security Services, WW, 2022.*
2) *Managed Detection and Response (MDR) Services PEAK Matrix® Assessment 2023 by Everest Group https://www.everestgrp.com/peak-matrix/it-services/managed-detection-and-response-mdr-services-peak-matrix.html*
3) *Atos named leader in IAM solutions in 2022 ISG Provider Lens™ Cybersecurity — Solutions and Services report for France and Germany (https://atos.net/fr/2022/communiques-de-presse_2022_09_14/atos-leader-cybersecurite-isg-provider-lens-france; https://www.businesswire.com/news/home/20220907005051/en/German-Firms-Tighten-Cybersecurity-Against-New-Threats)*
4) *European analyst company KuppingerCole has positioned Evidian IGA as a Market leader in the Leadership Compass report 2022, focused on Identity Governance & Administration – IGA (https://www.evidian.com/products/identity-governance-and-administration-iga-10/kuppingercole-leadership-compass-identity-governance-administration-iga/)*

networks, secure smartphones, portable modules ensuring communication resilience, mission recorders, and gateways to legacy PMR/LMR. In addition, Eviden provides a broad range of integration and support services for professional mobile radio systems. Eviden position itself as technology provider as well as a telecom system supplier with a strong ambition to expand in new geographies, especially Asia and North America.

- Command, Control and Intelligence (C2I) for defense and homeland security: this activity main focus is to provide information and decision-making systems as well as data analyzis systems for Defense and homeland security use cases. For example, the Company's Digital Battle Management System software has been selected by the French Army as the basis of SICS, France's single unified battle management system within the SCORPION program (used by French army in OPEX). On the public safety side C2I is providing solution to support the next generation emergency management systems based on its GEMMA software, which equips Public Safety Answering Points (PSAP) for emergency management, protecting millions of European citizens. The Company has also created Athea, a joint-venture with Thales, to work on the future sovereign 'infostructure' of the French Ministry of Armed Forces.
- Aerospace and Defense Electronics (ADE): Eviden designs and manufactures a range of modules intended to be integrated into defense and civilian systems. The BEN Marine range of navigation instruments equips many civilian and military ships worldwide, including the most active French military ships. The Avantix line of electronic warfare modules delivers signals intelligence, including a line of ELINT radar characterization and analysis. The Air-Land-Sea electronics activity supplies onboard equipment for communication, processing and analysis. The SkyMon system offers several interference mitigation tools and detects, analyzes and locates interferences affecting satellites and ground stations.

2.3.3.2 High-Performance Computing, Quantum and AI

As the leading European player in High-Performance Computing (winning 7 out of 9 of last Euro HPC contracts, including the first European Exascale system), and a pioneer in Quantum Computing, Eviden is the only European designer and manufacturer in High-Performance Computing, and a pioneer of next-generation analytic platforms that will be at the heart of tomorrow's business information systems.

Eviden has designed, made, and integrated several of the most powerful supercomputers worldwide, dedicated to simulation and artificial intelligence. In 2023, Eviden's HPC business was ranked n°3 worldwide in high-end supercomputers by Hyperion Research, the leading analyst firm on HPC. It has 48 systems (with 5 new entries in 2023) in the TOP500 (the official listing of the world's most powerful supercomputers), out of which two in the TOP10. Eviden has been awarded the 2023 reader's choice from HPCwire as "The Top Supercomputing Achievement" for the MareNostrum5 supercomputer, hosted by the Barcelona Supercomputing Center, and which ranks 8th in the TOP500.

In October 2023, a French-German consortium composed of Eviden and ParTec announced a contract with EuroHPC to provide the very first Exascale supercomputer in Europe, to be operated by the Jülich Supercomputing Centre (Germany). JUPITER is designed to tackle the most demanding simulations and compute intensive AI applications in science and industry. Applications will include training large foundation models for generative AI, simulations for developing advanced materials, creating digital twins of the human heart or brain for medical purposes, validating quantum computers, and high-resolution simulations of climate that encompass the entire Earth system.

Eviden's line of HPC hardware, software, services and solutions include:

- **BullSequana X**: a highly powerful range of HPC servers, from any scale to Exascale-class supercomputers, combining cutting-edge processing innovations such as the Bullsequana eXascale Interconnect, AI mechanism, and a Direct Liquid Cooling technology to deliver unprecedented performances;
- **ThinkAI**: end-to-end solutions enabling enterprises and researchers to design, build and deliver scalable, energy-efficient, high-performance AI platforms in only a few weeks. It leverages the Eviden Center of Excellence in Performance Programming, which combines in-depth industry knowledge with data science proficiency in order to strategize a purposeful roadmap for AI journeys;
- **Qaptiva:** all-in-one capabilities and a best-in-class development environment in quantum computing to enable enterprises and institutions to anticipate the availability of advanced quantum computers and implement real-world use cases. With a rich software and Hardware partner ecosystem, the Qaptiva Application development platform notably offers corporate customers solutions to facilitate the development of tangible quantum applications, and run them in as-a-service or on premises modes.

To provide all these capabilities as a service, Eviden also offers:

- The Nimbix Supercomputing Suite, which provides customers with access to one of the broadest HPC, AI, and Quantum supercomputing portfolios in the cloud, from hardware to bare metal-as-a-service.
- Scientific Computing Services (S+C), which provides IT services, solutions, and software enabling an efficient use of complex computer environments and HPC in research & development. S+C customers include leading manufacturers and suppliers in the automotive, microelectronics, aerospace, and pharmaceutical sectors, as well as scientific research institutes.

2.3.3.3 Business Computing and Artificial Intelligence

Eviden leverages its strong know-how in HPC to deliver powerful open servers, software platforms, and related services. It is the leading European provider of large open servers and a global leader in Edge AI. These computing infrastructures and the related AI software platforms and services enable customers across all industries to unleash the value of data, thus gaining competitive advantages.

Eviden provides hardware, software, solutions and services that include:

- **High-end platforms**, such as BullSequana S/SH: open servers that enable real-time analysis of very large data sets, notably for new generation "in memory" software such as SAP HANA environment, for which BullSequana S/SH series supports some of the largest implementation worldwide. Such servers are also used for the consolidation of Oracle databases and new generation converged infrastructures for "data lakes", artificial intelligence, private clouds and virtualization. As a strong recognition of its top-class technology, three world-class companies have signed a reselling agreement with the Company: Cisco, Dell-EMC and Hitachi Vantara;
- **High-performance edge servers**: BullSequana Edge and Edge nano. As data consumption becomes more and more personalized and processed in real time, transactions occur closer to the source, at the edge or distributed across networks. It is estimated that, in 2025, 75% of data will be created and processed in the edge servers and in the Internet of Things, compared to less than 50% a few years ago. BullSequana Edge portfolio is providing a secured, high performance and resilient infrastructure optimized to analyse the most complex data in real time as close as possible from where the data are generated to enable real time decision without heavy data transfer;
- A complete range of **high-performance Unix servers** (Escala), as well as new generation mainframe servers (BullSequana M).

In addition, Eviden provides **high-performance AI software, solutions, and services** that can run on any on-premise or cloud infrastructure, but can be packaged with the unique capabilities of BullSequana servers to provide powerful, plug & play AI platforms. This offering includes notably:

- A computer vision platform, which provides best-in-class computer vision solutions and AI-powered video analytics applications for multiple strategic use cases (smart city safety, access control and intrusion detection, traffic management…) deployed in more than 30 industries, with a fast-growing base of clients in 38 countries;
- Vertical AI solutions from Eviden's Big Data and Cybersecurity AI centers of excellence (DataSentics and Zdata) bringing together AI & data science services capabilities to deliver clear business outcomes to customers in multiple sectors, with a strong focus in Finance & Insurance (360° customer experience, risk scoring, fraud detection, churn prevention), Retail (product matching and categorization, Product recognition and shelf-inspection), Manufacturing (anomaly detection, quality inspection) and Healthcare.
- Eviden EcoDesignCloud, a new artficial-intelligence powered cloud-based platform launched in 2023, which helps organizations in their sustainable product management and development by providing a trusted calculation of the environmental impact of each product, at every stage of its lifecycle.

2.4 Thriving innovation and partnerships

Atos fosters innovation as a key element of our customers' digital transformation. By combining our technology expertise, high value-added services, and long-term vision with that of our ecosystem, we are developing our open innovation approach to build the best solutions to support our customers' digital transformation.

2.4.1 Research and Development

Atos' innovation strategy is based on the orchestration of our scientific and technological expertise with that of our ecosystem. We consider 4 main sources of expertise that contribute to shaping the technological vision of our Group.

- the **Business Experts**, whose particularity is to understand and anticipate the main societal changes that will lead to the next challenges facing our clients. They are mainly made up of our Scientific Community;
- the **Technological Experts** whose mastery of technologies allows them to anticipate their evolution and understand how they will be an enabler to help our customers to move forward;
- Nurtured by their anticipation of technological trends and their knowledge of the market, our community of **Chief Technology Officers** defines the Group's research and development strategy and draws up the technological roadmap;
- to provide ourselves with the best and cutting-edge solutions on the market and to meet our customers' challenges, we integrate into our approach **external stakeholders** such as our customers, our strategic alliances, research institutes and universities, and the start-ups of our Scaler Accelerator.

The coordination of all these skills and expertise is the Atos driving technical force. Besides, Atos continues to invest heavily in R&D. through the acquisitions of companies with a strong mindset and technological know-how, in Cloud, Big Data, Mobility, Cybersecurity and Decarbonization. This enables Atos customers to transform their businesses globally using digital technologies. Atos' R&D spending of approximately €1 billion over 4 years are enabling the development of market-driven solutions around eight strategic technologies. It also enables us to manage a portfolio of 2,000+ patents and a unique ecosystem of partners. In 2023, 64 new patents have been filled (at constant scope +10%) and notably we can emphasize a +28% of AI patents filled.

2.4.1.1 Scientific and technological Expertise

Driven by the analysis, understanding and anticipation of upcoming societal, business, and technological disruptions, Atos' innovation strategy relies on two key organizations: The Scientific Community created in 2009 and the Expert Community created in 2017.

- The **Scientific Community** brings together around 175 of Atos' top business experts. With their rich mix of skills and backgrounds, community members work together to anticipate upcoming societal, business and technology disruptions and to craft Atos' vision of the future business and technological challenges that its clients will face. The Scientific Community brings together the Group's "creators of change" whose research can be found in various publications: white papers, blogs and the much-awaited Journey Thought Leadership report, the latest edition of which "Journey 2026 - Unlocking the potential of virtual dimensions" shares its vision of the future of technology in the economic domain and anticipates the trends and methods that will contribute to reshaping business and society in the years to come.

  The 3-to-5-year vision of the Scientific Community is underpinned by a 1-to-3-year technology perspective of the Expert Community, which analyzes the key emerging technologies and develops adoption strategies for both the short and long term.
- The **Expert Community** includes around 2,100 technology specialists. They are distributed throughout the world as follows: 9% in Americas, 38% in Central Europe, 30% in Northern Europe & APAC, 21% in Southern Europe, and 2% in the rest of the world.

  Their expertise belongs to one of the 8 strategic technologies identified by the Group and is classified according to four levels of expertise (Expert, Senior Expert, Distinguished Expert and Fellow). The Expert Community develops the expertise, talents, and experience of our leading experts, providing them with a working environment in which they can learn and collaborate, resulting in disruptive innovations beyond the boundaries of the organization. They define the TechRadar, which aims to identify the major technology trends for the next 3 years and understand their impact. To illustrate, the community has notably published "Maximizing price for performance on the Cloud" and "Cloud Technology trends and predictions for 2024".

Both communities contribute to patents' creation, to the development of the personalized innovation journey that we offer to our clients and partners, from workshops' animation to the development of proofs of concept.

Atos' relationships with the academic world and research institutes help to drive its R&D and business. Atos has developed a framework for engagement, including the following activities:

- organize joint R&D aligned on major technological axes (quantum computing, high-performance computing, cybersecurity, Artificial Intelligence, decarbonization, climatology) as well as specific developments for industries (precision medicine, industry 4.0, etc.). In 2023, we continue to execute our two strategic partnerships signed with Inria and CEA in 2021,

- integrate PhD students into Atos teams to put their research topics into practice, in particular around quantum computing, high performance computing, artificial intelligence and cybersecurity;
- teaching and other curriculum-related activities. Many Atos engineers teach at universities in their countries;
- put in place AI technologies R&D partnership for sustainable biodiversity conservation with WWF;
- in October 2013, the first cohort of Atos GOLD for Experts participants began their training in technology leadership. It's been 10 years of collaboration with Cambridge and Paderborn to improve our R&D and Innovation skills.

In addition to enhancing Atos' reputation in the market, these partnerships add value in three areas:

- accelerated research power, on anticipation of leading strategic technologies through world-class academic R&D commitments;
- increasing revenues through the development of differentiating capabilities and products;
- strengthening skills and expertise through the recruitment of talented new employees within the Group.

2.4.1.2 Focus on industry challenges solutions

The cornerstone of Atos' innovation strategy lies in its ability to anticipate its customers' future industry challenges and then combine them with its longer-term view of technology developments to define investment priorities. These investments create value for its customers for their digital transformation, by bringing to market industry-driven services and solutions, supported by targeted technology solutions and products.

The development of industry solutions is built around 3 areas that Atos considers as the fundamental development axes of our customers' digital transformation journey:

- Cloud data and AI transformation
- Sovereign & edge
- Digital platform

These 3 domains are fuelled by our R&D projects organized in 8 strategic technologies according to an approach characterized by ethics, cybersecurity and decarbonization by design, here is their scope:

- **Cloud data & AI transformation** is all about incorporating the best practice and design patterns of cloud native technologies as we transform applications and IT landscape of customers leveraging data platforms and AI technologies. This comes in contrasts with pure lift and shift cloud migrations which tend to bring less return and lower value generation. In this Group we will find Atos Strategic technologies like:
  - (i) **Advanced Computing**: advanced hardware systems (High Performance Computing, Enterprise, Edge), associated software stack and a quantum computing programming and emulation environment, AI/Gen AI infrastructure,
  - (ii) **Hybrid Cloud and Data**: multi-cloud agnostic management and implementation of dedicated solutions with Atos' Hyperscaler partners,
  - (iii) **Cybersecurity**: technologies that enable end-to-end management and automatic remediation of threats to identity and access management and IT/OT encryption with its SOC (Security Operation Center);
- **Sovereign & Edge** is our effort supporting emergence of edge computing driven by new requirements in terms of low latency services, data gravity concerns or even privacy preservation techniques. In addition the resurgence of sovereignty concerns by industry and governments drive the emergence of sovereign or industry sectorial cloud solutions. In this Group we will find ATOS strategic technologies like:
  - (i) **Edge**: Design and management of intelligent Edge devices, including IoT sensors and local computing capabilities (hardware, software);
  - (ii) **Modern applications**: consolidating the design, development, deployment, and management of cloud-native applications for faster time to market, taking full advantage of cloud-based infrastructures and platforms;
- **Digital platform** is all about extracting the value out of the data. As Business models modernize themselves and want to benefit from AI assisted technologies in their value streams, they need higher quality data and data coming from multiple business coopetitor partners to create end to end services. In this Group we will find ATOS strategic technologies like
  - (i) **Artificial Intelligence**: environment enabling the design of AI solutions, industrial, trusted, efficient, and notably the computer vision. We are leveraging GenAI across projects for development, testing and IT Operations and Customer business process modernization. Especially on this AI topic, community around the world have been setup to collaborate and develop the thought leadership,
  - (ii) **Automation**: design of automation tools and technology to enable automation of IT operations,
  - (iii) **Immersive Experience**: developing solutions that address the evolution of the digital workspace and software that enables human interaction and is critical to the future,

On top of everything else, **Decarbonization** remains at the heart of our customer concerns and our approach is to develop the most efficient technologies possible and to support the digital transformation of our customers to optimize their efficiency and encourage the sobriety of their energy consumption. End of 2023, EcoDesignCloud has been released after significant effort of Atos R&D and is able to support suppliers in enhancing their product sustainability with fast and effective Life Cycle Assessments (LCA).

2.4.2 Open Innovation

R&D developments are supported by an ecosystem of partners and startups aligned with the 8 strategic technologies. A few Atos R&D projects are also part of governmental or European initiatives, demonstrating its ability to federate ecosystems and the forward-looking nature of its research topics. The continuous investment in R&D has also enabled Atos to offer the best of its technologies to its customers.

2.4.2.1 Open-Innovation with our customers

Our customers are an integral part of our innovation process and even our primary source of inspiration. The close and trusting relationship we maintain with them is a breeding ground for new topics to stimulate our R&D. Our understanding of the challenges faced by our customers, their strategy and their priorities continuously fuels our thinking to ensure that they always have a competitive advantage in their market.

In addition to our clients' technology innovation, growth and image objectives, there are other issues driven by the environment/ecosystem that must be considered. As data value ecosystems become more distributed, diverse, and transient, trust is increasingly built through consensus. Realizing the full potential of digital technology depends heavily on how it is applied and how that application is perceived. The establishment of a network is an essential success factor for the effective and efficient application of many digital technologies. At their request, we support them in their innovation approach, questioning how to approach things differently to create impact and engage technology as a vehicle for change.

- A customer-centric approach that starts from the knowledge and understanding of the customer context (strategy, objectives, blocking points, innovation model and needs) to compare it with our vision and the various market metrics, and thus identify the strategic points of attention to propose the technological content adapted to the creation of value, unique experience and security.
- A centralized team and personalized content. At each stage of the journey, we have identified the stakeholders to engage with and the reference points, to develop a common view, using the full scope of Atos' assets and ecosystem to optimize the conditions for co-innovation with our customers. We also work on joint innovation programs and business models by participating in shared innovation ecosystems that we put at the service of our customers' innovation.
- A tailor-made innovation roadmap. Based on our understanding of digital disruptions and our clients' main industrial challenges, their strategy and priorities, our anticipation of technological trends, their uses, and their impact on our clients' business, we build together their digital innovation roadmap. The elaboration of an action plan allows us to optimize the touch points to ensure follow-up, execution, and continuity.

Our goal is to guide our customers through a digital journey to improve their daily lives, prepare for the future and enable them to be even more successful in achieving their business goals.

It is also our customers' challenges that fuel and stimulate internal ideation. Twice a year, we encourage idea generation and out-of-the-box thinking within our teams to meet our clients' challenges. The best ideas will go on the road to development.

All this journey with our customers is especially materialized through Innovation Workshop taking place in our Business Technology Innovation Centers (BTIC).

2.4.2.2 Successful partnership examples in 2023

This Open-Innovation approach, made possible by our R&D ecosystem working closely with customers, partners and start-ups, has led to the following achievements of integrated technology in our services in 2023:

- **Atos OneCloud Sovereign Shield** is a complete ecosystem of edge-to-cloud platforms, offering a highly secure service that improves customers' level of control over the data they produce and exchange, helping them to regain control and effectively manage territorial legal specificities. It is based on an optimized framework of proprietary technology bricks, local and specific partnerships (with strategic players by geographical area and providing local expertise and adapted advice), global partnerships - to guarantee access to the public cloud. The choice of providers is made among **Google GCP, Amazon AWS, Microsoft Azure, OVHcloud, VMWare and Red Hat**. In November 2023, Atos announced a collaboration with Microsoft to Help Customers Take Advantage of the Microsoft cloud and Generative AI. Atos brings together its expertise in Machine Learning and AI with Azure OpenAI service. Also, Atos announced its collaboration with Microsoft to accelerate business transformation through the application of Microsoft 365 Copilot and Azure OpenAI service.
- With a unique expertise in Europe and innovative technologies such as the **Atos Qaptiva**, the most powerful quantum simulator and the way to connect QPUs with HPC in the world. Atos works closely with national players such as **GENCI** (Grand Equipement National de Calcul Intensif) and **CEA** (Commissariat à l'énergie atomique et aux énergies alternatives).
- Atos and 11 partners have finalized the **European project "EO4AGRI"** after two years of work, with the objective of boosting the digitization of the agricultural sector.
- **Atos and AWS**, as leaders in digital, cloud, big data and security, announced in June the launch of a new product: **AIsaac Cyber Mesh**, a next generation of cybersecurity detection and response, reinforced by Amazon Web Services (AWS) Security Data Lake and powered by generative AI technologies. **AIsaac Cyber Mesh offers an advanced end-to-end detection, response, and recovery solution, built on a cybersecurity mesh-enableb architecture, using generative AI and predictive analytics**.

- **Atos and Onepoint** have entered in a global partnership agreement in November 2023 focused on three main domains: **GenAI**, **path to cloud** and **decarbonation**. It will initially address the French market before its rollout at bigger scale.
- **Atos and Inria**, the French national institute for research in digital science and technology, have signed a strategic research and innovation partnership agreement. This agreement has been rollout in 2023 on the scientific theme of Artificial Intelligence applied to simulation challenges.

2.4.2.3 Atos Scaler accelerates Open Innovation with startups

One of Atos' strengths is its ability to leverage the worldwide start-up economy to design unique solutions for its clients. For the past few years, involving start-ups has become an essential part of Atos' approach to inspiring large corporates in achieving their objectives to stay ahead of the pace of innovation. In addition, collaborating with young entrepreneurs is a stimulating and constructive experience for Atos employees, helping them explore new and pioneering solutions for their clients.

In 2020, Atos launched a new program for start-ups and SMEs: Scaler, the Accelerator. Scaler accelerates a fruitful collaboration between Atos experts and a start-up's entrepreneurs. It's a win-win relationship. The start-ups win through accelerated development, access to Atos clients and partners, and brand power and visibility. Scaler wins through a spirit of innovation that inspires agility, creativity, and disruption; adds sweet-spot solutions to Atos portfolio and generates new client engagements. Scaler creates added value for Atos' clients, as the start-ups enrich its portfolio with innovative solutions. In return, Atos supports their business development and helps them grow internationally, accelerating their access to its customers and partner ecosystem.

The Scaler program has already supported 30 start-ups. Over a period of 24 months, Eviden's teams have worked with these start-ups to define the best joint value proposition before giving them access to their international customers and major strategic partners. The Scaler program recently led to the signing of a contract between Eviden and ColibrITD, for the creation of the first hybrid quantum computing platform dedicated to combustion, in partnership with the French institution ONERA.

This year, Scaler also started to prepare its fourth wave of start-ups and already onboarded 3 new start-ups, focused on Artificial Intelligence / Machine Learning, Blockchain and NetZero, in addition to the start-ups already on the program:

- **Rubiscape**: with the exponential demand for artificial intelligence and pressing time-to-market expectations, start-ups that offers AI solutions that are more efficient, and deployable more quickly and easily are high-profile gems. Rubiscape's multi-persona low-code Data Science and Machine Learning (DSML) platform offers a set of integrated tools to simplify AI solutions while providing visual analysis summaries, helping to meet business challenges and accelerate the implementation of even the most complex and ground-breaking projects.
  Rubiscape enhances Eviden's existing AI offering and is applicable to all industry sectors. Rubiscape is also part of the start-up programs of Eviden's partners AWS, Google Cloud and Microsoft. It has received numerous international awards, including the NASSCOM DeepTech Club Start-up and Aegis Graham Bell Award for product innovation;
- **Manual.to**: people at home learn through video - at work they are stuck with PDF. The success of digital transformation projects depends on adoption: people need to get up to speed as soon as possible. Industries struggle to capture the knowledge of the aging workforce and share it with the new generations. Manual.to quickly captures, shares and improves digital instructions, product manuals and trainings, with video and multilingual text. Manual.to and Eviden have a track record of helping large customers with an easy to deploy, user friendly solution;
- **ByzGen**: ByzGen is the expert in secure registries and enterprise blockchain, having developed and deployed its blockchain orchestration platform, FALKOR, over the past 6 years. ByzGen uses FALKOR to deploy simple solutions to complex trust network challenges. This helps to address the pressure of ever-increasing data scale and data management requirements, given the growth of regulation, compliance, generative artificial intelligence, ESG (environment, social, governance) and asset and property tracking. ByzGen is also part of Eviden UK&I's Horizons program.

Other start-ups will soon be joining the Scaler program, especially in the field of quantum, to complement Eviden's new offering Qaptiva™ (1) and also in Artificial Intelligence.

Each year, new startups are selected to develop their projects according to specific customer interests. They stay in the program, where Atos helps them accelerate their development and grow internationally, for a period of 18 months, accessing Atos' clients and partners and benefitting from Atos' technology expertise as well as from its global brand and visibility.

The Scaler program has fostered many open innovation projects supporting customers' business needs. To date, Atos Scaler has onboarded 30 start-ups from across the globe and around 20 client deals have already been signed with client engagements accelerating.

1) *https://eviden.com/insights/press-releases/eviden-takes-quantum-computing-application-development-to-the-next-level-with-its-new-qaptiva-offering/https://eviden.com/insights/press-releases/eviden-takes-quantum-computing-application-development-to-the-next-level-with-its-new-qaptiva-offering/*

Some examples of Atos Scaler delivering on its promises – accelerate business growth and portfolio open innovation - include:

- **Growing business**, with a few customers in Manufacturing and Financial Services in the UK such as Kore.ai, or Ministère de la Santé in France. The Scaler program recently led to the signing of a contract between Eviden and ColibrITD, for the creation of the first hybrid quantum computing platform dedicated to combustion, in partnership with the French institution ONERA;
- **Accelerating decarbonization** with Greenspector through the delivery of a platform measuring the environmental impact of web and mobile web applications for French National Health System (Délégation ministérielle au Numérique en Santé et Agence du Numérique en Santé);
- **Developing Ecosystem Play Innovation**, expanding the value-chain to offer an expanded portfolio with a selection of very innovative and complimentary startups to Atos' clients, such as attack surface management solutions of CyCognito to complete the remediation security services in Digital Security, or using Carbon Minds' environmental life-cycle data to enrich Atos' Product Carbon Footprint (PCF) Platform - in Net Zero Transformation.

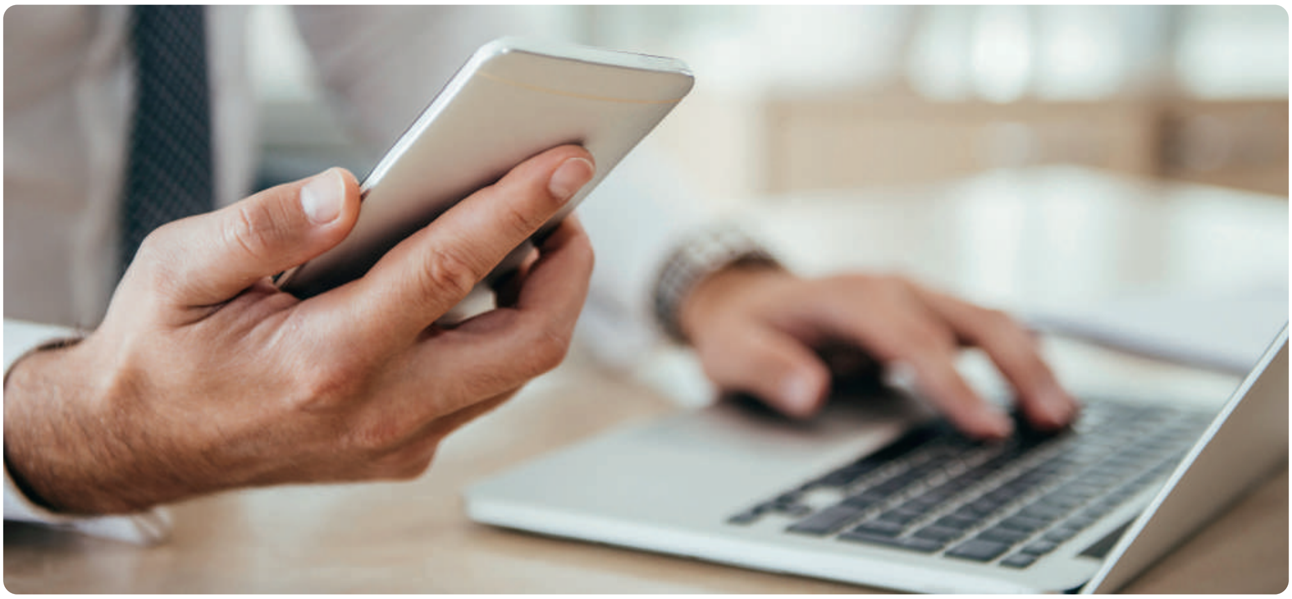
Scaler is growing the start-ups' business and it helps them go international

Atos gives the start-ups access to its clients and partners ecosystem and helps them sign new business contracts by extending its support beyond mere coaching for the go to market phase. All start-ups take part in account planning in all regions and meet up with Atos' clients. Start-ups also participate in demos in Atos´ Business Technology and Innovation Centers (BTICs) and are on the agendas of client innovation sessions.

Over the last few months, more than 70 client meetings involving Scaler's start-ups have been held across the world, pro-actively addressing co-innovation with clients on their digital transformation agenda and opening new business opportunities in various industries such as energy and utilities, manufacturing, healthcare, media, finance, or the public sectors.

The full list of start-ups in the 2023 program includes:

- **Digital Security**: DuoKey- Digitalberry - GitGuardian – CyCognito – ByzGen (New)
- **AI**: Rubiscape (New), Kore.ai
- **Advanced Technology**: Iptoki - ColibrITD
- **Manufacturing**: Carbon Minds
- **Financial Services and Insurance**: Kore.ai
- **Decarbonization**: Manual.to (New)
- **Alumni**: United Biometrics – Claroty- DreamQuark – Synchronized – Opinum – Greenspector – Tier 1 – Prove n Run – Otorio – IQM – Circular Computing



3

Business Performance & Financial Review

3.1 Operational review

3.1.1 Statutory to constant scope and exchange rates reconciliation

For the analysis of the Group's performance, revenue and OM for 2023 is compared with 2022 revenue and OM at constant scope and foreign exchange rates. Reconciliation between the 2022 reported revenue and OM, and the 2022 revenue and OM at constant scope and foreign exchange rates is presented below, by Business Lines and Regional Business Units.

In 2023, the Group reviewed the accounting treatment of certain third-party standard software resale transactions following the decision published by ESMA in October 2023 that illustrated the IFRS IC decision and enacted a restrictive position on the assessment of Principal vs. agent under IFRS 15 for such transactions. The revenue was negatively impacted by €62 million. The impact affected Eviden in the Americas RBU without impacting the operating margin. The revenue for 12-month period ended December 31, 2022 was restated by €71 million to €11,270 million.

	FY 2022 revenue						
(in € million)	FY 2022 Published	Restatement	FY 2022 restated	Internal transfers	Scope effects	Exchange rates effects	FY 2022*
Eviden	5,315	-71	5,244	-4	-218	-78	4,945
Tech Foundations	6,026		6,026	4	-220	-106	5,703
Total	**11,341**	**-71**	**11,270**	**0**	**-438**	**-184**	**10,648**

(*) At constant scope and foreign exchange rates.

	FY 2022 Operating Margin						
(in € million)	FY 2022 Published	Restatement	FY 2022 restated	Internal transfers	Scope effects	Exchange rates effects	FY 2022*
Eviden	276	0	276	-2	-31	-10	233
Tech Foundations	79		79	3	-22	-5	56
Others & Global Structures	20		0	-2	1	0	0
Total	**356**	**0**	**356**	**0**	**-52**	**-15**	**289**

(*) At constant scope and foreign exchange rates.

	FY 2022 revenue						
(in € million)	FY 2022 Published	Restatement	FY 2022 restated	Internal transfers	Scope effects	Exchange rates effects	FY 2022*
Americas	2,866	-71	2,794	-9	-51	-108	2,626
Northern Europe & APAC	3,199		3,199	6	-19	-62	3,123
Central Europe	2,588		2,588	0	-144	8	2,452
Southern Europe	2,420		2,420	2	-224	0	2,198
Others & Global Structures	269		269	0	0	-21	248
Total	**11,341**	**-71**	**11,270**	**0**	**-438**	**-184**	**10,648**

(*) At constant scope and foreign exchange rates.

(in € million)	FY 2022 Operating Margin FY 2022 Published	Restatement	FY 2022 restated	Internal transfers	Scope effects	Exchange rates effects	FY 2022*
Americas	222	0	222	0	-10	-10	202
Northern Europe & APAC	115		115	3	-2	-4	112
Central Europe	-10		-10	0	-13	0	-23
Southern Europe	106		106	0	-25	0	81
Others & Global Structures	-78		-78	-2	-2	-2	-84
Total	**356**	**0**	**356**	**0**	**-52**	**-15**	**289**

(*) At constant scope and foreign exchange rates.

Scope effects on revenue amounted to €-438 million. They mainly related to the divesture of Atos satellite ground testing business and Russia in 2022, and in 2023 to the divestures of Italy in Southern Europe, of Unified Communications and Collaboration Services across all regions, of EcoAct in Americas, Southern Europe and Northern Europe & Asia-Pacific, of State Street in Americas, and of Elexo in Southern Europe.

Currency effects negatively contributed to revenue for €-184 million. They mostly came from the depreciation of the American dollar, the British pound, the Argentinian peso, and the Turkish lira.

Internal transfers adjustments reflected split of Processia perimeter from Americas to Northern Europe & Asia-Pacific and to Southern Europe.

3

3.1.2 Performance by business line

Group revenue was €10,693 million in 2023, up +0.4% organically compared with 2022.

Group operating margin was €467 million representing 4.4% of revenue, up +170 basis points organically compared with 2022. Both businesses contributed to this improvement.

(in € million)	Revenue 2023 revenue	2022 revenue	2022 revenue*	Organic variation*
Eviden	5,089	5,244	4,945	+2.9%
Tech Foundations	5,604	6,026	5,703	-1.7%
Total	**10,693**	**11,270**	**10,648**	**+0.4%**

(*) At constant scope and average exchange rates.

	Operating margin			Operating margin (%)			
(in € million)	2023	2022	2022*	2023	2022	2022*	Organic variation*
Eviden	294	276	233	5.8%	5.3%	4.7%	+110 bps
Tech Foundations	172	79	56	3.1%	1.3%	1.0%	+210 bps
Total	**467**	**356**	**289**	**4.4%**	**3.2%**	**2.7%**	**+170 bps**

(*) At constant scope and average exchange rates.

3.1.2.1 Eviden

Eviden delivered a +2.9% organic growth.

- **Big Data & Security (BDS)** grew by mid-single digit, driven by stronger demand in Mission Critical Systems and High-Performance Computing ("HPC"), with a large system in Spain and the ramp-up of a new contract signed in India.
- **Digital** activities grew low-single digit reflecting strong revenue growth in Europe, driven by demand for specialized application development, application management and next-generation products and services, which was partially impacted by a general market slowdown in the US, as clients take longer to award new business.

Eviden's operating margin was €294 million or 5.8%, up +110 basis points organically. Eviden's operating margin improved as a result of cost take-out actions, better utilization of billable resources and higher absorption of fixed costs in advanced computing.

3.1.2.2 Tech Foundations perimeter

Tech Foundations recorded a -1.7% organic decline in revenue.

- This reflects the deliberate reduction in **non-core activities**, including the sale of its Italian and UCC businesses and a -19% decrease of hardware and software resale. BPO activities were up year on year, due to a favorable comparison effect.
- The decline in **core revenue** was successfully contained to -2.0%. Growth in Digital Workplace and Technological Services helped to partially offset the structural decline of the Hybrid Cloud & Infrastructure market.

Tech Foundations operating margin was €172 million or 3.1%, up +210 basis points organically. The business benefitted from the execution of the transformation program that started in 2022, including the shift of the business portfolio towards higher margin new offerings. There was also a positive impact from the accelerated reduction of under-performing contracts via renegotiation and improved delivery, better pricing of new businesses and continued reduction of low margin non-core activities such as resale.

3.1.3 Performance by Regional Business Units

	Revenue			
(in € million)	2023	2022	2022*	Organic variation*
Americas	2,441	2,794	2,626	-7.1%
Northern Europe & APAC	3,163	3,199	3,123	+1.3%
Central Europe	2,506	2,588	2,452	+2.2%
Southern Europe	2,284	2,420	2,198	+3.9%
Others & Global structures	300	269	248	+21.1%
Total	**10,693**	**11,270**	**10,648**	**+0.4%**

(*) At constant scope and average exchange rates

	Operating margin			Operating margin (%)			
(in € million)	2023	2022	2022*	2023	2022	2022*	Organic variation*
Americas	249	222	202	10.2%	7.9%	7.7%	+250 bps
Northern Europe & APAC	163	115	112	5.2%	3.6%	3.6%	+160 bps
Central Europe	31	-10	-23	1.3%	-0.4%	-0.9%	+220 bps
Southern Europe	99	106	81	4.3%	4.4%	3.7%	+60 bps
Others & Global structures	-77	-78	-84	NA	NA	NA	NA
Total	**467**	**356**	**289**	**4.4%**	**3.2%**	**2.7%**	**+170 bps**

(*) At constant scope and average exchange rates.

Americas revenue was €2,441 million, down -7.1% organically, reflecting a general slowdown in market conditions, delays in contracts awards and tougher comparison with the prior year. Both Eviden and Tech Foundations businesses contributed to that organic revenue decline. In Advanced Computing, the delivery of an HPC in South America in 2022 could not be compensated by another HPC delivery in 2023, while softer market conditions led to volume reductions in Digital, particularly in Finance, Transportation and Healthcare. Tech Foundations was impacted by contracts scope reductions, notably in Pharmaceutical and Finance verticals.

Operating margin was €249 million or 10.2%, up +250 basis points organically. Eviden margin improved towards mid-teens and Tech Foundations reached mid-single digit reflecting stronger productivity and costs improvements.

Northern Europe & Asia-Pacific revenue was €3,163 million, up +1.3% organically, reflecting strong demand from the Public Sector across Europe and solid performance in the Financial vertical in Asia-Pacific. Digital activities were up high-single digit on solid demand from application modernization and cloud transformation, partially offset by reduction in low-margin Lab-as-a-Service business and lower HPC revenue compared with the prior year, which benefited from several supercomputer deliveries. In Tech Foundations, growth came mostly from stronger Public Sector business in the United Kingdom and in the Financial sector in Asia-Pacific.

Operating margin was €163 million, or 5.2%, up +160 basis points organically thanks to continued delivery optimization actions and tighter cost controls.

Central Europe revenue was €2,506 million, increasing by +2.2% organically. Solid double-digit growth in Digital and BDS, driven by strong demand in the Public and Automotive sectors was partially offset by revenue decline in Tech Foundations, which was impacted by lower activity in Manufacturing and Banking.

Operating Margin was €31 million or 1.3%, up +220 basis points organically. Both Business lines reported improvements in profitability reflecting the benefit of workforce optimization actions and tighter management of under-performing contracts.

Southern Europe revenue was €2,284 million, up +3.9% organically. High-single digit growth in Eviden was driven by strong performance in Big Data and Cybersecurity and HPC. Digital also grew, benefitting from new customers contracts as well as demand for application modernization and decarbonation solutions. Tech Foundations reported a low single digit decline, as solid performance with Public Sector clients were offset by volume reductions in the Aerospace and Transport & Logistics sectors.

Operating margin was €99 million or 4.3%, up +60 basis point organically, primarily from improvement in Tech Foundations profitability.

Others and global structures encompass Middle East, Africa, Major Events with UEFA as well as the Group's global delivery centers and global structures. Revenue was €300 million, up +21% organically supported by double-digit growth in Major Events with the European Games in Poland and with the ramp-up of a contract in Sports & Major Events. Overall profitability improved by €+7 million organically reflecting tighter cost management in the delivery centers and improved profitability in Growing Markets.

3.1.4 Portfolio

3.1.4.1 Order entry and book to bill

Order entry reached €10.1 billion during the year, representing a book-to-bill ratio of 94%, up +4 points compared with 2022.

Eviden reported a book-to-bill ratio of 94% for the full year. Order entry reflects ongoing digital activities from smaller, low-risk contracts and short-term bookings with faster revenue yields. In terms of new deals concluded during the year, Eviden signed generative AI contracts with large clients in the retail and technology sectors. In addition, Eviden signed a large HPC deal in India and the very first exascale supercomputer contract in Europe, a key milestone that will extend Europe's scientific excellence and industrial leadership.

Tech Foundations' reported a book-to-bill ratio of 94% led by the successful renewals of major Digital Workplace and Hybrid Infrastructure contracts in nearly all geographies with particular strength in North America and by the renewal of Technology Services contracts in France. The number of new signatures more than doubled compared with 2022 with eleven new large deals.

Order entry and book to bill by Regional Business Units, and by Perimeters, were as follows:

	Order entry			Book to bill		
(in € million)	H1 2023	H2 2023	FY 2023	H1 2023	H2 2023	FY 2023
Americas	1,497	1,085	2,582	114%	96%	106%
Northern Europe & APAC	1,180	1,337	2,517	74%	85%	80%
Central Europe	1,103	1,309	2,412	85%	108%	96%
Southern Europe	1,258	1,078	2,336	104%	100%	102%
Others & Global Structures	95	130	225	66%	84%	75%
Total	**5,133**	**4,939**	**10,072**	**93%**	**96%**	**94%**
Eviden	2,592	2,212	4,803	99%	90%	94%
Tech Foundations	2,541	2,727	5,269	87%	102%	94%
Total	**5,133**	**4,939**	**10,072**	**93%**	**96%**	**94%**

3.1.4.2 Full backlog and full qualified pipeline

At the end of December 2023, the **full backlog** reached €18.5 billion representing 1.7 year of revenue.

The **full qualified pipeline** amounted to €6.2 billion at the end of December 2023.

3.1.5 Human Resources

The **total headcount** was **95,140** at the end of December 2023, a decrease by -14.1% compared with 110,797 at the end of December 2022. This was due to the divestures of Atos Italy, UCC, State Street joint-venture, EcoAct and Elexo. Excluding the scope impact, the decrease would have been -5.7% over the period.

During the year 2023, the Group hired 14,839 staff (of which 92.0% were Direct employees). 70% of hirings were in offshore and nearshore countries.

Attrition rate declined from 21.6% in 2022 to **14.5%** in 2023, reflecting the strong dedication of employees to the Group. In particular, attrition rate declined in offshore centers from 27.8% to 17.1% and retention of key personnel has improved compared with last year despite leadership changes at the top of the organization.

Headcount evolution in full year 2023 by Regional Business Unit was as follows:

	End of December 2022	Scope	Hiring	Leavers, dismissals, restructuring & transfers	End of December 2023
Americas	18,163	-5,020	2,549	-4,002	11,690
Northern Europe & APAC	16,028	-359	2,331	-3,265	14,735
Central Europe	12,562	-937	779	-1,559	10,845
Southern Europe	17,033	-1,947	2,143	-2,290	14,939
Others & Global structures	47,011	-1,068	7,037	-10,049	42,931
Total Direct	**102,154**	**-8,515**	**13,654**	**-19,761**	**87,532**
Total Indirect	**8,643**	**-816**	**1,185**	**-1,404**	**7,608**
TOTAL Group	**110,797**	**-9,331**	**14,839**	**-21,165**	**95,140**

3.2 First quarter 2024 performance

Revenue by Businesses

(in € million)	Q1 2024 Revenue	Q1 2023 Revenue	Q1 2023 Revenue*	Organic variation*
Eviden	1,164	1,317	1,212	-3.9%
Tech Foundations	1,314	1,473	1,334	-1.5%
Total	**2,479**	**2,790**	**2,546**	**-2.6%**

(*) At constant scope and foreign exchange rates.

Group revenue was €2,479 million in Q1 2024, down -2.6% organically compared with Q1 2023.

Eviden revenue was €1,164 million, down -3.9% organically.

- **Digital** activities decreased mid-single digit. While revenue grew in continental Europe with public sector and utility customers, the business was impacted by the general market slowdown in Americas and by contract scope reductions in the United Kingdom.
- **Big Data & Security (BDS)** revenue decreased low single digit organically. Revenue in Advanced Computing was up slightly, with stronger activity in the public sector in France and in Asia. Revenue in Digital Security declined, impacted by a ramp up delay in a large project in Europe.

Tech Foundations was €1,314 million, down -1.5% organically.

- **Core revenue** (excluding BPO and value-added resale ("VAR")) decreased by -3.6%. Stronger contributions related to the Paris Olympic & Paralympic games and the UEFA contract were offset by slowdown in public sector spending in Central Europe as well as by contract scope and volume reductions in Americas.
- **Non-core revenue** grew high-single digit, reflecting a strong demand for hardware and software products from European customers and a moderate growth in BPO activities in the United Kingdom.

Overall, revenue of the Group was impacted by delays in award of new contracts and add-on work, as clients await the final resolution of the Group's refinancing plan.

Revenue by Regional Business Unit

(in € million)	Q1 2024 Revenue	Q1 2023 Revenue	Q1 2023 Revenue*	Organic variation*
Americas	547	642	591	-7.5%
Northern Europe & APAC	754	788	778	-3.2%
Central Europe	533	633	554	-3.8%
Southern Europe	565	661	561	+0.7%
Others & Global Structures	81	66	62	+29.9%
Total	**2,479**	**2,790**	**2,546**	**-2.6%**

(*) At constant scope and foreign exchange rates.

Americas revenue decreased by **-7.5%** on an organic basis, reflecting the current general slowdown in market conditions. Digital services were down reflecting contract completions and volume decline in Healthcare and Insurance. The delivery of a supercomputer project in South America in Q1 2023 also provided a higher prior year comparison basis for Big Data and Cybersecurity. Revenue in Tech Foundations was down due to a contract completion and scope reductions with select customers.

Northern Europe & Asia-Pacific revenue decreased by **-3.2%** on an organic basis. Eviden revenue declined high-single digit, reflecting a lower demand from Public Sector, Healthcare and Insurance customers. Revenue in Tech Foundations was slightly up with the contribution from Asia and increased BPO activity in the UK offsetting volume decline in the healthcare sector.

Central Europe revenue was down **-3.8%** on an organic basis. Eviden revenue slightly declined, as growth in Digital activities in Germany and Austria offset lower activities in Big Data and Cybersecurity. Tech Foundations revenue declined high-single digit, reflecting delays in public sector spending.

Southern Europe revenue was up **+0.7%** organically. Eviden revenue grew mid-single digit, reflecting strong activity in High-Performance Computing. Digital activities grew as well, benefitting from the ramp-up of large contracts in Spain and with a major European utility company in France. Tech Foundations revenue declined low single-digit following contract completions with Banking and Public Sector customers.

Revenue in Others and global structures, which encompass Middle East, Africa, Major Events as well as the Group's global delivery centers and global structures, strongly grew by 30% organically, reflecting strong performance in Major Events with the ramp up of activities related to the Paris Olympic & Paralympic games and the UEFA contract.

Commercial activity

Order entry for the Group was **€1,586 million.** Eviden order entry was €966 million and Tech Foundations order entry was €620 million.

Book-to-bill ratio for the Group was **64%** in Q1 2024, down from 73% in Q1 2023, reflecting delays in contract awards as clients await the final resolution of the Group's refinancing plan.

Book-to-bill ratio at **Eviden** was **83%**, improving by +4 points compared with the first quarter of 2023. The increase reflects large orders received by Big Data and Cybersecurity, in particular an AI system that will perform medical and scientific research in Denmark and contracts to extend the computing capacity of existing HPCs: the *Santos Dumont* in Brazil and the *Jean Zay* in France. Main order intake also included an SAP implementation and maintenance contract for the European Union and an application maintenance contract with a public sector customer in Central Europe.

At **Tech Foundations**, Q1 book-to-bill was **47%**, down from 68% in Q1 2023. Despite the signature of several large contact renewals, notably in Hybrid Cloud & Infrastructure with a Transportation customer and in Digital Workplace with a client in the financial sector in Americas, signature of new outsourcing contracts was delayed due to the current low demand for new services from public sector customers in Central Europe and the impact of customers delaying decisions on major IT projects, as they await the final resolution on our refinancing plan.

At the end of March 2024, the **full backlog** was €17.3 billion representing 1.7 years of revenue. The **full qualified pipeline** amounted to €6.0 billion at the end of March 2024.

Operating margin

Group operating margin in the first quarter of 2024 was €48 million representing 1.9% of revenue, compared with 3.3% in prior year.

Eviden operating margin was €22 million or 1.9%, down -330 basis points organically. Eviden's profitability decreased, impacted by revenue decrease, lower utilization of billable resources and investment in Advanced Computing.

Tech Foundations operating margin was €26 million or 2.0%, up +50 basis points organically, reflecting the continued execution of its transformation program.

Based on current market conditions and business performance for the first quarter of the year, Atos will adjust its 2024-2027 business plan and communicate any revisions in the coming days.

Q1 2024 cash and net financial debt

As of March 31, 2024, cash & cash equivalents and short-term financial assets was €1.0 billion, down €1.4 billion compared with December 31, 2023 primarily reflecting €1.3 billion lower working capital actions compared with the end of fiscal 2023.

As of March 31, 2024, net debt was €3.9 billion compared with €2.2 billion at the end of last year, reflecting primarily the reduction of the working capital actions.

Interim financing

Please refer the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring".

Refinancing discussions with financial creditors progressing with a target resolution by July 2024

Please refer the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring".

Human resources

The **total headcount** was **93,642** at the end of March 2024, decreasing by -1.6% compared with 95,140 at the end of December 2023.During the first quarter, the Group hired 3,079 staff (of which 94.7% were Direct employees), while attrition rate in the first quarter of 2024 was the lowest Q1 over three years at 13.0% vs 15.3% in 2023.

Q1 2023 Revenue and operating margin at constant scope and exchange rates reconciliation

Q1 2023 revenue *(in € million)*	Q1 2023 published	Restatement	Q1 2023 restated	Internal transfers	Scope effects	Exchange rates effects	Q1 2023*
Eviden	1,334	-16	1,317	0	-102	-3	1,212
Tech Foundations	1,473	0	1,473	0	-138	-1	1,334
Total	**2,806**	**-16**	**2,790**	**0**	**-239**	**-4**	**2,546**

Q1 2023 revenue *(in € million)*	Q1 2023 published	Restatement	Q1 2023 restated	Internal transfers	Scope effects	Exchange rates effects	Q1 2023*
Americas	659	-16	642	0	-39	-13	591
Norther Europe & APAC	788	0	788	0	-20	10	778
Central Europe	633	0	633	0	-81	2	554
Southern Europe	661	0	661	0	-100	0	561
Others & Global structures	66	0	66	0	0	-4	62
Total	**2,806**	**-16**	**2,790**	**0**	**-239**	**-4**	**2,546**

(*) At constant scope and foreign exchange rates.

Q1 2023 operating margin *(in € million)*	Q1 2023 published	Restatement	Q1 2023 restated	Internal transfers	Scope effects	Exchange rates effects	Q1 2023*
Eviden	81	0	81	0	-17	0	63
Tech Foundations	29	0	29	0	-9	0	20
Total	**110**	**0**	**110**	**0**	**-26**	**-1**	**84**

(*) At constant scope and foreign exchange rates.

3.3 2024-2027 business plan of the Atos Group

The business plan presented below is based on data, assumptions and estimates considered reasonable by the Group at the date of this Universal Registration Document. These data and assumptions are likely to change or be modified due to uncertainties related in particular to the economic, financial, competitive, regulatory and tax environment or according to other factors of which the Group is not aware at the date of this Universal Registration Document. In addition, the materialization of certain risks described in paragraph 7.2 "Risk Factors" of this Universal Registration Document could have an impact on the Group's business, financial position, results or outlook and thus could call into question this business plan. The Group has set its business plan in accordance with the accounting methods applied in the consolidated financial statements for the financial year ended December 31, 2023.

In the context of the presentation of the parameters of its financial restructuring framework, Atos SE has presented on April 9 key strategic and prospective financial information about the Group's 2024-2027 business plan.

This key strategic and prospective financial information about the Group's 2024-2027 business plan is based on the Group's current perimeter, which includes the assets of Eviden and Tech Foundations without taking into account the impact of any potential asset disposals.

On April 29, 2024 the Company also presented an adjusted business plan that reflects current market conditions and business trends. As follows:

2024 (1)

The Group 2024 revenue of €9.8 billion compares with €9.9 billion communicated previously and represents an organic revenue evolution of circa -3.3% compared with 2023, compared with circa - 2% communicated on April 9, 2024.

The Group Operating margin of €0.3 billion or 2.9% of revenue compares with €0.4 billion or 4.3% of revenue communicated previously.

Change in cash before debt repayment of €-0.6 billion compares with €-0.4 billion communicated previously. It excludes the full unwind of the working capital actions of circa €1.8 billion as of December 31, 2023, which will be covered from cash on the balance sheet.

2027 (2)

The Group's revenue of €11.0 million in 2027 compares with €11.4 billion in 2027 communicated previously and represents a revenue CAGR (3) of +2.3% over the 2023PF (4) - 2027 period, compared with circa +3.1% communicated on April 9, 2024.

The Group Operating margin of €1.1 billion or 9.9% of revenue compares with €1.2 billion or 10.3% of revenue communicated previously.

Change in cash before debt repayment of €0.3 billion compares with €0.5 billion communicated previously.

Key business plan assumptions

The business plan takes into account current business trends and softer market conditions in some of the Group's key regions as well as delays in award of new contracts and add-on work, as clients await the final resolution of the Group's financial restructuring plan. It reflects also a recovery in commercial activities starting from the end of 2024. In addition:

- The business plan for Digital reflects:
  - Strong market demand for generative AI solutions and cloud HPC computing capabilities;
  - Increased demand, including for AI-powered cyber offerings, due to regulatory compliance and greater cyber threat intensity;
  - Growth from indirect channels and marketplace for SaaS sales;
  - Demand driven by continued cloud adoption and hyperscaler platform consumption;
  - New controlled, trusted or sovereign cloud offerings boosted by increasing regulatory compliance and data security focus;
  - Accelerated demand for digital transformation;
  - New industry solutions powered by generative AI and big data analytics;
  - A delay in the return of a positive organic revenue growth to July 2025;
  - Lower profitability due to lower utilization of billable resources;
  - Higher overhead costs;
  - Higher restructuring costs in 2025.
- BDS operating margin in 2024 includes lower utilization of billable resources in Cybersecurity services.
- The business plan for Tech Foundations includes:
  - Deliberate reduction of non-core activities such as Business Process Outsourcing (BPO) and Value-Added Resell (VAR).
  - Lower revenue and operating margin due to higher risk of contract terminations and reduced expectations for new logos in 2024 and 2025;
  - Lower profitability due to lower utilization of billable resources and lower absorption of fixed costs.

1) *Please refer to the disclaimer of the press release published on April 29.*
2) *Please refer to the disclaimer of the press release published on April 29.*
3) *CAGR: Compound annual growth rate.*
4) *PF: Pro forma.*

Digital adjusted business plan [1]

Digital *(in € million)*	2023PF	2024E	2025E	2026E	2027E
Revenue	3,476	3,347	3,443	3,729	4,070
Growth (%)		-3.7%	2.9%	8.3%	9.1%
Operating margin	233	95	254	349	458
OM%	6.7%	2.8%	7.4%	9.3%	11.3%
Free cash flow before interest and taxes		46	91	276	420

BDS adjusted business plan [2]

BDS *(in € million)*	2023PF	2024E	2025E	2026E	2027E
Revenue	1,438	1,553	1,836	2,054	2,253
Growth (%)		8.0%	18.2%	11.9%	9.7%
Operating margin	35	87	189	237	269
OM%	2.4%	5.6%	10.3%	11.5%	11.9%
Free cash flow before interest and taxes		-71	152	331	97

Tech Foundations adjusted business plan [3]

Tech Foundations *(in € million)*	2023PF	2024E	2025E	2026E	2027E
Revenue	5,179	4,857	4,637	4,670	4,724
Growth (%)		-6.2%	-4.5%	0.7%	1.1%
Operating margin	148	101	87	243	368
OM%	2.9%	2.1%	1.9%	5.2%	7.8%
Free cash flow before interest and taxes		-160	-238	51	253

Atos Group adjusted business plan [4]

Atos Group *(in € million)*	2023PF	2024E	2025E	2026E	2027E
Revenue	10,093	9,757	9,915	10,453	11,046
Growth (%)		-3.3%	1.6%	5.4%	5.7%
Operating margin	417	282	531	828	1,095
OM%	4.1%	2.9%	5.4%	7.9%	9.9%
Free cash flow before interest and taxes		-185	5	659	770
Taxes		-61	-68	-94	-140
Separation costs & other		-169	-79	-42	-42
Interests [5]		-190	-300	-317	-281
Change in cash before debt repayment		-605	-442	206	307

Free cash flow may vary based on interest expense related to the new financial restructuring solution. Please refer to the disclaimer in this press release.

1) *Please refer to the disclaimer of the press release published on April 29.*
2) *Please refer to the disclaimer of the press release published on April 29.*
3) *Please refer to the disclaimer of the press release published on April 29*
4) *Please refer to the disclaimer of the press release published on April 29*
5) *Reflect contractual interests and 7% interest rate on negative liquidity position*

Appendix 3: FY23 actual – FY23 proforma revenue and operating margin reconciliation

The tables below present the reconciliation between the FY 2023 actual revenue and operating margin and the 2023 pro forma revenue and operating margin, for the Group, Eviden, Tech Foundations and the two components of Eviden, Digital and BDS. Elements in reconciliation correspond to businesses disposed in 2023.

External revenue *(in € millions)*	**2023 Actuals**	**Scope effects**	**2023 PF**
Digital	3,630	-154	3,476
BDS	1,459	-21	1,438
Sub-total Eviden	**5,089**	**-175**	**4,914**
Tech Foundations	5,604	-425	5,179
Total Group	**10,693**	**-600**	**10,093**

Operating margin *(in € millions)*	**2023 Actuals**	**Scope effects**	**2023 PF**
Digital	257	-23	234
BDS	38	-2	36
Sub-total Eviden	**295**	**-25**	**270**
Tech Foundations	172	-25	147
Total Group	**467**	**-50**	**417**

3.4 Financial review

3.4.1 Opening of an amicable conciliation procedure and discussions on financial restructuring

On February 5, 2024, Atos announced that the Company had entered into discussions with its banks with a view to reaching a refinancing plan for its financial debt and that following these initial discussions, it appeared pertinent to request the appointment of a mandataire ad hoc in order to frame these discussions and facilitate a rapid outcome.

On March 26, 2024, Atos SE has entered into an amicable conciliation procedure in order to frame discussions with its financial creditors. This is to facilitate the emergence of a global agreement regarding the restructuring of its financial debt within a short and limited timeframe of four months, which could be further extended by one month if needed according to French law. Maître Hélène Bourbouloux of FHB SELARL was appointed as conciliator.

The conciliation procedure (such as the mandat ad hoc previously) concerns only the financial indebtedness of Atos SE and will not impact suppliers, employees, the governance of the Company, or other creditors of the Company or its subsidiaries.

Interim financing until the final implementation of the financial restructuring agreement

On April 9, 2024, Atos announced an agreement in-principle with a group of banks, a group of bondholders and the French State on interim financing of €450 million for additional liquidity until refinancing agreement is reached.

On May 6, 2024, Atos confirmed that:

- The €100 million revolving credit and term loan facilities to be provided by a group of bondholders has been signed;
- On April 25, 2024, the French Ministry of Economy, Finance and Industrial and Digital Sovereignty (Ministère de l'Economie, des Finances et de la Souveraineté Industrielle et Numérique) has issued an order (arrêté) authorizing the €50 million loan from the State through the FDES (Fonds de Développement Economique et Social) to a subsidiary of Atos, Bull SAS, which controls sovereign sensitive activities. The Group's financing banks have also granted the required waiver in relation to that loan;
- Discussions with the banks regarding the implementation of a €300 million factoring facility are progressing.

Parameters of Atos' financial restructuring framework

Atos SE presented on April 29 a revision of its financial restructuring framework presented on April 9, 2024, to reflect current market conditions and business trends:

- €1.1 billion of cash needed to fund the business over the 2024-25 period compared with €600 million previously. Funds to be provided in the form of debt and/or equity by existing stakeholders or third-party investors. The €1.1 billion of cash needed for the 2024 and 2025 period is based on a severe downside case performed by the Company adjusting for lower interest expenses related to debt reduction targets;
- €300 million in new revolving credit facility and €300 million in additional bank guarantee lines (unchanged);
- Targeting BB credit profile by 2026, which assumes a financial leverage [1] below 2x by year-end 2026 and implies a gross debt reduction of €3.2 billion compared with €2.4 billion previously;
- Remaining debt maturities extended by 5 years (unchanged).

The key parameters of this financial restructuring framework are not impacted by the Letter of Intent received from the French state. If an agreement is reached with the French state, proceeds resulting from such a transaction are not assumed to be received before H2 2025. Such proceeds would be available for early repayment of potential new money instruments as part of the financial restructuring solution.

1) *Ratio net debt pre-IFRS16 over EBITDA pre-IFR16; EBITDA computed as OMDA pre-IFRS16 minus anticipated RRI (restructuring, rationalization, integration) costs and Other changes*

Financial restructuring proposals received as part of the ongoing conciliation procedure

On May 6, 2024, following the publication of the updated parameters of its financial restructuring framework on April 29, 2024, Atos SE confirmed it received on May 3, 2024, four new money proposals from the following parties:

- A group of bondholders and banks of the Company's banking group
- Bain Capital
- EP Equity Investment, controlled by Mr. Daniel Kretinsky in partnership with Attestor Limited
- Onepoint, controlled by Mr. David Layani in consortium with Butler Industries

These proposals have been posted on Atos' website and will be accessible through the following link Investors – Atos.

All the proposals were presented to the Board of Directors on May 5, 2024, which decided with management and in alignment with the Conciliator Ms. Hélène Bourbouloux, not to pursue discussions with Bain Capital, as the submitted offer does not meet the stated objectives of the Company to consider its full perimeter.

The Board of Directors reiterated its confidence in the Group's management team to continue to coordinate discussions, under the aegis of the Conciliator and in coordination with the CIRI (Comité Interministériel de Restructuration Industrielle), with an objective of reaching a financial restructuring agreement in the best corporate interest of the Company including its employees, clients, suppliers, creditors, shareholders, and other stakeholders, while maintaining an attractive business mix.

Non-binding letter of intent received from the French state to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE

On April 29, 2024, Atos announced it has received on April 27, 2024, a non-binding letter of intent from the French state concerning the potential acquisition of 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS division for an indicative enterprise value comprised between €700 million and €1 billion. This perimeter represents a turnover of circa €1 billion in 2023, out of a total of €1.5 billion for the BDS division as a whole.

The Group welcomes this letter of intent, which would protect the sovereign strategic imperatives of the French State. Due diligence phase with the French state started in view of the issuance of a confirmatory non-binding offer by early June 2024.

The letter of intent provides for a limited exclusivity undertaking, applying to direct offers on the perimeter covered by the letter of intent (expressly allowing exchange of information and global offers in the context of the financial restructuring plan), until the earlier of July 31, 2024, and the conclusion of a global restructuring agreement.

On May 6, 2024, Atos SE announced that it is conducting discussions with the APE (Agence des participations de l'Etat) of the French State regarding its intent to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS (Big Data & Security) business. Financial restructuring proposals received on May 3 as part of the ongoing conciliation procedure, are compatible with the non-binding letter of intent received from the French State.

Next steps and refinancing discussions' process

On May 6, 2024, Atos SE announced that it will be working with its financial creditors to select by May 31, 2024 a financial restructuring solution that will be acceptable to them and consistent with the financial parameters of the Company and to reach a final financial restructuring agreement by July 2024. This solution will likely entail radical changes in the capital structure of the Company and significant new equity issuance that will result in a massive dilution of the existing shareholders of Atos SE, considering that the Company will negotiate with stakeholders the treatment of the existing shareholders in compliance with applicable laws.

Annual General Meeting to approve the 2023 financial statements

On May 21, 2024, Atos announced that it has requested and obtained from the President of the Commercial Court of Pontoise in accordance with applicable legal provisions an extension of the deadline for the Annual General Meeting of its shareholders convened to approve the statutory and consolidated financial statements for the year ending December 31, 2023, which had previously been approved by the Company's Board of Directors and certified without any reserve by the Company's statutory auditors. The order issued on May 21, 2024 extends the meeting deadline to December 31, 2024.

This decision, taken in the best interest of Atos, is intended to provide the Company with a stable framework to complete the discussions initiated since early February 2024 with all stakeholders, in order to reach a financial restructuring agreement by July 2024, as announced in its previous communications.

In accordance with applicable legal provisions, Atos shareholders will be consulted on the financial restructuring plan in a dedicated framework, separate from the Annual General Meeting to approve the financial statements for the year ending December 31, 2023.

3.4.2 Implementation of an additional asset disposal program

With the disposal of EcoAct finalized in October 2023, Atos has completed its non-core businesses divestment program of €700 million set during the Group's Capital Markets Day on June 14, 2022.

On July 28, 2023, the divestment program has been expanded by an additional €400 million.

As indicated in the January 3, 2024 market update press release, the Group is considering the disposal of other assets, well in excess of the €400 million mentioned in the press release of July 28, 2023, in order to meet its financing maturities.

On April 9, 2024, Atos announced the parameters of its refinancing framework, based on its full business perimeter, which includes the assets of Eviden and Tech Foundations without taking into account the impact of any potential asset disposals.

On April 29, 2024, Atos announced it has received on April 27, 2024, a non-binding letter of intent from the French state concerning the potential acquisition of 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS division for an indicative enterprise value comprised between €700 million and €1 billion.

On May 6, 2024, Atos SE announced that it is conducting discussions with the APE (Agence des participations de l'Etat) of the French State regarding its intent to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS (Big Data & Security) business. Financial restructuring proposals received on May 3 as part of the ongoing conciliation procedure, are compatible with the non-binding letter of intent received from the French State. (for more details, please refer to the paragraph "Non-binding letter of intent received from the French state to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring").

3.4.3 Liquidity and continuity of operations

The consolidated financial statements of the Group for the year ended December 31, 2023 have been prepared on a going concern basis. The Group's cash forecasts for the twelve months following the approval of the 2023 consolidated financial statements by the Board of Directors, result in a cash situation that meets its liquidity needs over that period.

The cash forecasts, which take into account the latest business forecasts, have been prepared in particular based on the following assumptions:

- The implementation of specific actions to optimize its working capital requirements, including in particular the continued access to a factoring program,
- The continuation of the €400 million asset divestment program that was announced on July 28th, 2023,
- The implementation of a new disposal program announced on January 3, 2024. In this respect, the Group is actively evaluating strategic alternatives, having received several expressions of interest or indicative offers relating to various perimeters.

At December 31, 2023, cash, cash equivalents, and short term financial assets of the Group amounted to €2,423 million, including the benefits of working capital actions. Borrowings amounted to €4,654 million, of which €2,400 million of bonds and €2,080 million of bank financing. As a result, the total net debt for the Group amounted to €2,230 million at December 31, 2023. In addition, the Atos SE's leverage ratio applicable to the multi-currency revolving credit facility and the term loan A amounted to 3.34x at December 31, 2023.

Atos SE wishes to draw attention to the maturity of Atos SE's borrowings and the risks associated with its refinancing. The coming maturities of its borrowings are as follows:

- The €1.5 billion term loan A, maturing in July 2024, provides for another 6-month extension option until January 2025 available to Atos under standard conditions (notably no event of default and payment of an extension fee); it should be noted that there is no ongoing event of default, since under French law, events of default linked to the appointment of a mandataire ad hoc or the opening of a conciliation procedure are considered void;
- The €500 million bond (Optional Exchangeable Bond) maturing in November 2024,
- The €750 million bond maturing in May 2025,
- The €900 million revolving credit facility maturing in November 2025,
- The €50 million NEU MTN maturing in April 2026;
- The €350 million bond maturing in November 2028, and
- The €800 million bond (Sustainability-Linked Bond) maturing in November 2029.

As stated in the January 3rd, 2024 Market Update press release, the Group will need to take the following actions, either individually or in combination, in order to meet these financing maturities:

- Obtain new bank financing,
- Access capital markets (debt and/or equity),
- Implement a major asset disposal program in addition to the €400 million disposal program announced on July 28, 2023, and
- Continue specific actions to optimize its working capital requirement, including continued access to a factoring program.

In this context and as indicated above following its press release of February 5, 2024, Atos SE has entered into discussions with its banks and bondholders with a view to reaching a global agreement on the restructuring of its financial debt. Those discussions, that were held with the participation of the mandataire ad hoc appointed since the beginning of February 2024, continue under an amicable conciliation procedure in order to frame these discussions and facilitate the emergence of a global agreement within a short and well-defined timetable of 4 months, which can be further extended by another month if needed.

Those discussions were still ongoing at the time the consolidated financial statements for the year ended December 31, 2023 were approved by the Board of Directors.

On 9 April 2024, Atos announced an agreement in principle with a group of banks, a group of bondholders and the French State on an interim financing of 450 million euros to strengthen the Group's liquidity until the conclusion of a refinancing agreement. Atos confirmed on May 6, 2024 that:

- The €100 million revolving credit and term loan facilities to be provided by a group of bondholders has been signed;
- On April 25, 2024, the French Ministry of Economy, Finance and Industrial and Digital Sovereignty (Ministère de l'Economie, des Finances et de la Souveraineté Industrielle et Numérique) has issued an order (arrêté) authorizing the €50 million loan from the State through the FDES (Fonds de Développement Economique et Social) to a subsidiary of Atos, Bull SAS, which controls sovereign sensitive activities. The Group's financing banks have also granted the required waiver in relation to that loan;
- Discussions with the banks regarding the implementation of a €300 million factoring facility are progressing (for more details, please refer to the paragraph "Interim financing until the final implementation of the financial restructuring agreement" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring").

On April 29, 2024, based on an adjusted business plan that reflects current market conditions and business trends, Atos announced the revision of the parameters of the financial restructuring framework presented on April 9, 2024. Submission of financing proposals including new money by existing stakeholders of Atos SE and third-party investors extended to May 3, 2024 (for more details, please refer to the paragraph "Parameters of Atos' financial restructuring framework" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring"). On that occasion, Atos also announced that the financial restructuring agreement will need to include the extension of €450 million interim financing agreed in-principle and an incremental interim financing of €350 million from July 2024 to final implementation of the financial restructuring agreement.

On May 6, 2024, Atos SE confirmed it received on May 3, 2024, four new money proposals from several parties (for more details, please refer to the paragraph "Financial restructuring proposals received as part of the ongoing conciliation procedure" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring"). Atos SE announced that it will be working with its financial creditors to select by May 31, 2024 a financial restructuring solution that will be acceptable to them and consistent with the financial parameters of the Company and to reach a final financial restructuring agreement by July 2024. This solution will likely entail radical changes in the capital structure of the Company and significant new equity issuance that will result in a massive dilution of the existing shareholders of Atos SE, considering that the Company will negotiate with stakeholders the treatment of the existing shareholders in compliance with applicable laws.

On May 6, 2024, Atos SE announced also that it is conducting discussions with the APE (Agence des participations de l'Etat) of the French State regarding its intent to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS (Big Data & Security) business. Financial restructuring proposals received on May 3 as part of the ongoing conciliation procedure, are compatible with the non-binding letter of intent received from the French State (for more details, please refer to the paragraph "Non-binding letter of intent received from the French state to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring").

All these circumstances create a material uncertainty upon the ability of the Group to continue as a going concern in the event the Group is unable to negotiate a new financial restructuring plan or to execute an important asset disposal plan. In that case, Atos SE may not be able to realize its assets or settle its liabilities within the ordinary course of its operations, and the application of IFRS accounting standards in the ordinary context of going concern, in particular with regards to the measurement of assets and liabilities, may not be appropriate.

3.4.4 Income statement

The Group reported a net loss (attributable to owners of the parent) of €3,441 million for the year ended December 31, 2023. The net loss was widely impacted by significant impairment charges, the costs incurred to implement the envisioned transformation of the Group, as well as a cost of debt adversely affected by additional drawdowns on bank financing associated with a sharp increase in the EURIBOR rate.

The normalized net profit before unusual, abnormal and infrequent items (net of tax) for the period was €73 million.

(in € million)	12 months ended December 31, 2023	% of revenue	12 months ended December 31, 2022	% of revenue[2]
Operating margin	467	4.4%	356	3.2%
Other operating income (expense)	-3,573		-1,151	
Operating income (loss)	**-3,106**	**-29.0%**	**-795**	**-7.1%**
Net financial income (expense)	-227		-175	
Tax charge	-112		-46	
Non-controlling interests	-1		-0	
Share of net profit (loss) of equity-accounted investments	5		4	
Net income (loss) – Attributable to owners of the parent	**-3,441**	**-32.2%**	**-1,012**	**-9.0%**
Normalized net income (loss)[1] – Attributable to owners of the parent	**73**	**0.7%**	**-28**	**-0.2%**

1. The normalized net income (loss) is defined hereafter.
2. Restated as described below.

In 2023, the Group reviewed the accounting treatment of certain third-party standard software resale transactions following the decision published by ESMA in October 2023 that illustrated the IFRS IC decision and enacted a restrictive position on the assessment of Principal vs. agent under IFRS 15 for such transactions. The revenue was negatively impacted by €62 million. The impact affected Eviden in the Americas RBU without impacting the operating margin.

The revenue for 12-month period ended December 31, 2022 was restated by €71 million to €11,270 million.

3.4.4.1 Operating margin

Operating margin represents the underlying operational performance of the on-going business and is analyzed in detail in the operational review.

3.4.4.2 Other operating income and expense

Other operating income and expense relate to income and expense that are unusual, abnormal and infrequent and represented a net expense of €3,573 million for 2023.

The following table presents this amount by nature:

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Reorganization costs	-696	-352
Rationalization and associated costs	-38	-69
Integration and acquisition costs	4	-30
Amortization of intangible assets (PPA from acquisitions)	-108	-140
Equity-based compensation	-19	-25
Impairment of goodwill and other non-current assets	-2,546	-177
Other items	-169	-359
TOTAL	**-3,573**	**-1,151**

Reorganization costs amounted to €696 million and reflected intensified workforce optimization measures throughout all regions for €343 million, in particular the extension of the German restructuring plan launched in December 2022 for €147 million, but also included €353 million of one-off separation and transformation costs as the Group executed the legal carve-out plan over the year.

Rationalization and associated costs significantly decreased (€38 million compared to €69 million in 2022) as the consolidation plan of data centers in North America completed major milestones over the year.

Integration and acquisition costs were a net income of €4 million as certain earn-out and retention schemes did not materialize and were thus released to the income statement.

In 2023, the amount related to the amortization of intangible assets recognized in the **purchase price allocation** exercises amounted to €108 million, compared to €140 million in 2022, and was mainly composed of:

- €59 million of Syntel customer relationships and technologies amortized over 12 years starting November 1, 2018;
- €16 million of Bull customer relationships and patents amortized over respectively 9 years and 7 to 10 years starting September 1, 2014;
- €8 million related to the last year of SIS customer relationships amortization.

The decrease originated from PPA assets being derecognized as the underlying entities were disposed of, as well as the end of the amortization period for certain assets.

The **equity-based compensation** expense amounted to €19 million in 2023 compared to €25 million in 2022, reflecting the lower fair values of the 2022 and 2023 performance share plans compared to the plans delivered in 2022 (2019 plans), together with a high level of forfeiture in 2023.

Impairment of goodwill and other non-current assets amounted to €2,546 million. Considering the uncertainties arising from the current situation of the Group, the Group decided to perform its annual impairment tests based on parameters that included significant risk premiums. This resulted in a €2,248 million impairment of goodwill, affecting goodwill allocated to Eviden by €1,920 million, and Tech Foundations by €328 million, as well as a €173 million impairment on PPA assets. Impairment of goodwill and other non-current assets also included a €47 million impairment of goodwill in Americas as a result of the exit from the joint-arrangement with the State Street Group, the impairment of certain software licenses resulting from the effect of a vendor contract renegotiation for €19 million, as well as €50 million of impairment of right-of-use assets related to data centers mainly in the Northern Europe & APAC and Southern Europe regions.

In 2023, **other items** were a net expense of €169 million compared to €359 million in 2022. In 2023, those items mainly included legal costs on major litigations for €46 million, the net capital loss arising from disposals for €46 million, reassessments on onerous contracts that were accounted for under Other items in 2021 for €36 million, and the net cost of pension and early retirement programs in Germany, the UK and France.

3.4.4.3 Net financial expense

Net financial expense amounted to €227 million for the period (compared to €175 million in 2022) and was composed of a net cost of financial debt of €102 million and other net financial expense of €125 million.

Net cost of financial debt increased from €29 million in 2022 to €102 million in 2023. This variation mainly resulted from additional drawdowns made on the term loans and the revolving credit facility over the year, associated with a sharp increase of the EURIBOR rate.

The average expense rate of the Group was 3.07% on the average gross borrowings, compared to 0.92% last year. The average income rate on the average gross cash was 1.93% compared to 0.91% in 2022.

Other financial items were a net expense of €125 million in 2023 compared to €146 million in 2022 and were mainly composed of:

- lease liability interest of €26 million compared to €22 million in 2022. This variation mainly resulted from the increase in discount rates;
- pension related financial expense of €31 million, an increase compared to €16 million in 2022 due to the increase in interest rates across all geographies at the end of 2022. The pension financial cost represents the difference between interest costs on pension obligations and the return on plan assets;
- a net foreign exchange loss (including hedges) of €19 million (compared to a gain of €3 million in 2022) mainly due to an exposure spreading across many geographies and currencies;
- other expense also included €23 million of factoring cost for 2023 (compared to €9 million in 2022).

In 2022, other financial income and expense also included the net loss of €83 million made of the net loss from the disposal of the residual interest in Worldline, the change in value of the OEB derivative and the derivative to hedge the residual exposure to Worldline shares, both measured at fair value through profit and loss under IFRS 9.

3.4.4.4 Corporate tax

The tax charge for 2023 was €112 million with a loss before tax of €3,332 million. This charge included a net movement in deferred tax assets for an amount of €-339 million, as well as non-recurring items, deriving notably from the tax costs of the carve-out operations and of the disposals executed during the year.

Due to the loss before tax of the period, the Effective Tax Rate of the period is not meaningful.

3.4.4.5 Normalized net income (loss)

The normalized net income (loss) attributable to owners of the parent is defined as the net income (loss) attributable to owners of the parent excluding unusual, abnormal, and infrequent items (attributable to owners of the parent), net of tax based on the effective tax rate by country.

In 2023, the normalized net profit excluding unusual, abnormal and infrequent items (net of tax) was €73 million, representing 0.7% of Group revenue for the period.

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Net income (loss) - Attributable to owners of the parent	**-3,441**	**-1,012**
Other operating income and expense, net of tax	-3,514	-906
Net gain (loss) on financial instruments related to Worldline shares, net of tax	-	-78
Normalized net income (loss) - Attributable to owners of the parent	**73**	**-28**

3.4.4.6 Earnings per share

(in € million and shares)	12 months ended December 31, 2023	% of revenue	12 months ended December 31, 2022	% of revenue*
Net income (loss) – Attributable to owners of the parent [a]	**-3,441**	**-32.2%**	**-1,012**	**-9.0%**
Impact of dilutive instruments	-		-	
Net income (loss) restated of dilutive instruments - Attributable to owners of the parent [b]	**-3,441**	**-32.2%**	**-1,012**	**-9.0%**
Normalized net income (loss) – Attributable to owners of the parent [c]	**73**	**0.7%**	**-28**	**-0.2%**
Impact of dilutive instruments	-		-	
Normalized net income (loss) restated of dilutive instruments – Attributable to owners of the parent [d]	**73**	**0.7%**	**-28**	**-0.2%**
Weighted average number of shares [e]	110,860,004		110,641,457	
Impact of dilutive instruments	-		-	
Diluted weighted average number of shares [f]	110,860,004		110,641,457	
(in €)				
Basic EPS (Earning Per Share) [a] / [e]	**-31.04**		**-9.14**	
Diluted EPS [b] / [f]	-31.04		-9.14	
Normalized basic EPS [c] / [e]	**0.66**		**-0.25**	
Normalized diluted EPS [d] / [f]	0.66		-0.25	

(*) Restated as described in the section 3.3.1.

3.4.5 Free Cash Flow and net debt

The Group reported a net debt position of €2,230 million at the end of December 2023 and a negative free cash flow of €1,078 million for the year.

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Operating Margin before Depreciation and Amortization (OMDA)	1,026	1,020
Capital expenditures	-205	-251
Lease payments	-358	-405
Change in working capital requirement[1]	-391	126
Cash from operations (CFO)	73	489
Tax paid	-77	-59
Net cost of financial debt paid	-102	-29
Reorganization in other operating income	-605	-192
Rationalization & associated costs in other operating income	-47	-72
Integration and acquisition costs in other operating income	-8	-19
Other changes[2]	-312	-305
Free Cash Flow (FCF)	-1,078	-187
Net (acquisitions) disposals	411	-109
Capital increase	-	7
Share buy-back	-3	-2
Dividends paid	-35	-11
Change in net cash (debt)	**-705**	**-301**
Opening net cash (debt)	-1,450	-1,226
Change in net cash (debt)	-705	-301
Foreign exchange rate fluctuation on net cash (debt)	-75	77
Closing net cash (debt)	**-2,230**	**-1,450**

1. Change in working capital requirement excluding the working capital requirement change related to items reported in other operating income and expense.
2. Other changes include other operating income and expense with cash impact (excluding staff reorganization, rationalization and associated costs, integration and acquisition costs) and other financial items with cash impact, net long term financial investments excluding acquisitions and disposals, and profit sharing amounts payable transferred to debt.

Free cash flow representing the change in net cash or net debt, excluding net (acquisitions) disposals, equity changes and dividends paid to shareholders, amounted to €-1,078 million versus €-187 million in 2022.

Cash From Operations (CFO) amounted to €73 million compared to €489 million in 2022, the evolution coming from the following items:

- OMDA, net of lease payments (€+53 million);
- Capital expenditures (€+46 million);
- Change in working capital requirement (€-517 million).

OMDA of €1,026 million was stable compared to €1,020 million in 2022. It represented 9.6% of revenue compared to 9.1% of revenue in 2022. The bridge from operating margin to OMDA was as follows:

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Operating margin	**467**	**356**
+ Depreciation of fixed assets	266	275
+ Depreciation of right of use	321	372
+ Net book value of assets sold/written off	7	9
+/- Net charge (release) of pension provisions	-19	-3
+/- Net charge (release) of provisions	-16	10
OMDA	**1,026**	**1,020**

Capital expenditures totaled €205 million, representing 1.9% of revenue, down by 18% compared to last year, reflecting the actions from the Group to further optimize capital expenditure as well as to move to less capital-intensive activities.

The negative contribution from change in **working capital requirement** was €391 million (compared to a positive change of €126 million in 2022). It was affected by a significant reduction in the volume of specific actions carried out on the working capital at the end of December 2023 compared to the end of December 2022. The DSO increased by a day (from 41 days at the end of December 2022 to 42 days at the end of December 2023), while the DPO decreased by 2 days (from 85 days at the end of December 2022 to 83 days at the end of December 2023). The level of trade receivables sold with no recourse to banks with transfer of risks as defined by IFRS 9 decreased from €862 million at the end of December 2022 to €712 million at the end of December 2023.

Total specific actions carried out by the Group to optimize its working capital amounted to €1.8 billion at the end of December 2023. They comprised the above non-recourse transfer of trade receivables, other specific actions on trade receivables for €455 million (compared to €647 million at December 31, 2022), consisting mainly in the reduction in the average payment period for trade receivables, as well as specific actions on trade payables for €650 million (compared to €810 million at December 31, 2022), consisting mainly in the extension of supplier payment terms. Those specific actions did not comprise any reverse factoring measure.

Those specific actions have positively impacted DSO by 37 days at December 31, 2023 (compared to 42 days at December 31, 2022) and DPO by 41 days (compared to 48 days at December 31, 2022).

Cash out related to **taxes paid** increased by €18 million and amounted to €77 million in 2023, including €11 million of taxes paid in connection with carve-out transactions and disposals completed during the year.

Cost of net debt increased to €102 million as a result of a sharp increase in the EURIBOR rate, the additional drawdowns made on the term loans and the revolving credit facility over the year.

Reorganization, rationalization and associated costs, and integration and acquisition costs reached €660 million compared to €283 million in 2022.

Cash paid for reorganization costs included €382 million of one-off separation and transformation costs as the Group executed the legal carve-out plan over the year. In 2022, reorganization costs included a one-time €60 million reimbursement of the excess funding of the German restructuring plan. Rationalization expense primarily resulted from the closure and consolidation of data centers, mainly in North America.

Other changes amounted to €-312 million compared to €-305 million in 2022. They included in particular €85 million of payments arising from past settlements with customers and vendors, €126 million of costs incurred on those onerous contracts for which the provision was recorded at the end of December 2021, and €30 million of legal costs.

As a result of the above impacts mainly driven by reorganization, rationalization and integration costs, and the change in the working capital requirement, the Group presented a negative **Free Cash Flow** of €1,078 million in 2023, compared to €-187 million in 2022.

The net cash impact resulting from **net (acquisitions) disposals** amounted to €411 million and mainly originated from the disposal of the Group Italian operations to Lutech, EcoAct and its subsidiaries to Schneider Electric, its Unified Communications & Collaboration business to Mitel, and the share in the joint-arrangement with the State Street Group.

There was no **capital increase** in 2023.

Share buy-back amounted to €3 million in 2023 compared to €2 million in 2022. Share buy-back programs relate to the delivery of performance shares to managers and aim at avoiding a dilution effect for the shareholders.

No **dividends** were paid to Atos SE shareholders in either 2023 and 2022. The €35 million cash out corresponded to taxes withheld on internal dividend distributions.

Foreign exchange rate fluctuation determined on debt or cash exposure by country represented an increase in net debt of €75 million mainly coming from the evolution of exchange rates of the US Dollar against the Euro.

As a result, the Group **net debt position** as of December 31, 2023 was €2,230 million, compared to €1,450 million as of December 31, 2022.

3.4.6 Financing policy

Atos has implemented a strict financing policy which is reviewed by the Group Audit Committee, with the objective to secure and optimize the Group liquidity management. Each decision regarding external financing is approved by the Board of Directors. Under this policy, all Group treasury activities, including cash management, short-term investments, hedging and foreign exchange transactions, as well as financial position financing through lease contracts, are managed centrally through the Group Treasury department.

Following a cautious short-term financial policy, the Group does not make any short-term cash investment in risky assets.

Atos policy is to fully cover its expected liquidity requirements by long-term committed loans or other appropriate long-term financial instruments. Terms and conditions of these loans include maturity and covenants leaving sufficient flexibility for the Group to finance its operations and expected developments.

3.4.6.1 Financing structure

On July 29, 2022, a new financing structure was put in place to support the transformation plan as follows:

- a €1.5 billion term loan ("Term Loan A") with an initial duration of 18 months and two extension periods of 6 months each. The first six-month extension took effect on January 29, 2024;
- a €0.3 billion bridge loan ("Term Loan B") with an initial duration of 12 months and one extension period of 6 months. Its purpose is to pre-finance assets disposals. The bridge loan was fully repaid over 2023;
- the amount of the existing revolving credit facility (signed in 2018 with a maturity extended to November 2025) was reduced from €2.4 billion to €0.9 billion. At December 31, 2023, €580 million were drawn. The remaining €320 million were drawn in January 2024.

The leverage ratio applicable to the revolving credit facility has been revised from 2.5 to 3.75. This ratio also applies to Term Loan A and Term Loan B.

On November 4, 2021, Atos announced the placement of its inaugural €800 million sustainability-linked bond with an 8-year maturity and a 1.0% coupon.

The coupon of the last three years will be unchanged if Atos achieves the following Sustainability Performance Target (SPT): reduction in 2025 of Atos annual GreenHouse Gas CO2 emissions (Scopes 1, 2 & 3) by 50% compared to 2019. In case the SPT is not met, the last three coupons shall be increased by 0.175%. The proceeds of the bond have been used for general corporate purposes.

The rating agency Standard and Poor's assigned a rating of BBB-, subsequently to the rating of Atos at the time of issuance of the bond. On July 13, 2022, S&P downgraded Atos to BB / Outlook Negative. On November 28, 2023, Standard and Poor's changed Atos rating from BB to BB- maintaining CreditWatch Negative. On January 19, 2024, Standard and Poor's changed Atos rating from BB- to B- placing Atos on CreditWatch Developing. Finally, on February 9, 2024, Atos rating was downgraded from B- to CCC with negative outlook.

In November 2019, Atos issued €500 million zero coupon bonds exchangeable into Worldline shares ("OEB") with a maturity of 5 years and an exchange premium of 35%.

On November 5, 2018, Atos announced the placement of its €1.8 billion bond issue. The €1.8 billion triple tranche-bond issue consisted of three tranches:

- €700 million notes with a 3.5-year maturity and 0.75% coupon (fully repaid in May 2022);
- €750 million notes with a 6.5-year maturity and 1.75% coupon;
- €350 million notes with a 10-year maturity and 2.50% coupon.

There are no financial covenants attached to this bond.

The rating agency Standard and Poor's assigned a rating of BBB+ to the three tranches, subsequently to the rating of Atos at the time of issuance of the bond. On September 20, 2021, Standard and Poor's downgraded Atos rating to BBB- / Outlook Stable, and further downgraded it to BB / Outlook Negative on July 13, 2022. On November 28, 2023, Standard and Poor's changed Atos rating from BB to BB- maintaining CreditWatch Negative. On January 19, 2024, the rating was further downgraded from BB- to B- placing Atos on CreditWatch Developing. Finally, on February 9, 2024, Atos rating was downgraded from B- to CCC with negative outlook.

On May 4, 2018, Atos implemented a Negotiable European Medium-Term Note program (NEU MTN) in order to optimize financial expense and improve Group liquidity management, for an initial maximum amount of €600 million. Due to Atos credit rating downgrades in 2023, it is likely that the Group will face difficulties to access in 2024 the NEU MTN market.

On June 2, 2017, Atos implemented a Negotiable European Commercial Paper program (NEU CP) in order to optimize financial expense and improve Group liquidity management, for an initial maximum amount of €900 million raised to €1.8 billion in October 2018. On December 10, 2019, the maximum amount of €1.8 billion was increased to €2.4 billion. Due to Atos credit rating downgrades in 2023, it is likely that the Group will face difficulties to access in 2024 the NEU CP market.

On October 29, 2016, Atos issued a Euro private placement bond of €300 million with a seven-year maturity and with a 1.444% fixed interest rate (unrated). This bond was fully repaid in October 2023.

As a result of the above, at December 31, 2023, Atos was facing the following maturities:

- the €1.5 billion term loan A, maturing in July 2024 excluding the 6-month extension option available to Atos under standard conditions (notably no event of default and payment of an extension fee);
- the €500 million bond (Optional Exchangeable Bond) maturing in November 2024;
- the €750 million bond maturing in May 2025;
- the €900 million revolving credit facility maturing in November 2025;
- the €350 million bond maturing in November 2028; and
- the €800 million bond (Sustainability-Linked Bond) maturing in November 2029.

As stated in the January 3rd, 2024 Market Update press release, the Group will need to take the following actions, either individually or in combination, in order to meet these financing maturities:

- Obtain new bank financing,
- Access capital markets (debt and/or equity),
- Implement a major asset disposal program in addition to the €400 million disposal program announced on July 28, 2023, and
- Continue specific actions to optimize its working capital requirement, including continued access to a factoring program.

In this context and as indicated above following its press release of February 5, 2024, Atos SE has entered into discussions with its banks and bondholders with a view to reaching a global agreement on the restructuring of its financial debt. Those discussions, that were held with the participation of the mandataire ad hoc appointed since the beginning of February 2024, will continue under an amicable conciliation procedure in order to frame these discussions and facilitate the emergence of a global agreement within a short and well-defined timetable of 4 months, which can be further extended by another month if needed.

Those discussions were still ongoing at the time the consolidated financial statements for the year ended December 31, 2023 were approved by the Board of Directors.

On 9 April 2024, Atos announced an agreement in principle with a group of banks, a group of bondholders and the French State on an interim financing of 450 million euros to strengthen the Group's liquidity until the conclusion of a refinancing agreement. Atos confirmed on May 6, 2024 that:

- The €100 million revolving credit and term loan facilities to be provided by a group of bondholders has been signed;
- On April 25, 2024, the French Ministry of Economy, Finance and Industrial and Digital Sovereignty (Ministère de l'Economie, des Finances et de la Souveraineté Industrielle et Numérique) has issued an order (arrêté) authorizing the €50 million loan from the State through the FDES (Fonds de Développement Economique et Social) to a subsidiary of Atos, Bull SAS, which controls sovereign sensitive activities. The Group's financing banks have also granted the required waiver in relation to that loan;
- Discussions with the banks regarding the implementation of a €300 million factoring facility are progressing (for more details, please refer to the paragraph "Interim financing until the final implementation of the financial restructuring agreement" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring").

On April 29, 2024, based on an adjusted business plan that reflects current market conditions and business trends, Atos announced the revision of the parameters of the financial restructuring framework presented on April 9, 2024. Submission of financing proposals including new money by existing stakeholders of Atos SE and third-party investors extended to May 3, 2024 (for more details, please refer to the paragraph "Parameters of Atos' financial restructuring framework" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring"). On that occasion, Atos also announced that the financial restructuring agreement will need to include the extension of €450 million interim financing agreed in-principle and an incremental interim financing of €350 million from July 2024 to final implementation of the financial restructuring agreement.

On May 6, 2024, Atos SE confirmed it received on May 3, 2024, four new money proposals from several parties (for more details, please refer to the paragraph "Financial restructuring proposals received as part of the ongoing conciliation procedure" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring"). Atos SE announced that it will be working with its financial creditors to select by May 31, 2024 a financial restructuring solution that will be acceptable to them and consistent with the financial parameters of the Company and to reach a final financial restructuring agreement by July 2024. This solution will likely entail radical changes in the capital structure of the Company and significant new equity issuance that will result in a massive dilution of the existing shareholders of Atos SE, considering that the Company will negotiate with stakeholders the treatment of the existing shareholders in compliance with applicable laws.

On May 6, 2024, Atos SE announced also that it is conducting discussions with the APE (Agence des participations de l'Etat) of the French State regarding its intent to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS (Big Data & Security) business. Financial restructuring proposals received on May 3 as part of the ongoing conciliation procedure, are compatible with the non-binding letter of intent received from the French State (for more details, please refer to the paragraph "Non-binding letter of intent received from the French state to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring").

All these circumstances create a material uncertainty upon the ability of the Group to continue as a going concern in the event the Group is unable to negotiate a new financial restructuring plan or to execute an important asset disposal plan. In that case, Atos SE may not be able to realize its assets or settle its liabilities within the ordinary course of its operations, and the application of IFRS accounting standards in the ordinary context of going concern, in particular with regards to the measurement of assets and liabilities, may not be appropriate.

3.4.6.2 Bank covenants

The Group remained within its borrowing covenant (leverage ratio) applicable to the multi-currency revolving credit facility and Term Loan A, with a leverage ratio (net debt divided by OMDA) of 3.34 at the end of December 2023.

According to the credit documentation, the leverage ratio must not be greater than 3.75 times and is calculated excluding IFRS 16 impacts. The calculation of the ratio at December 31, 2023 thus included an adjustment of €358 million for IFRS 16 lease expense.

3.4.6.3 Investment policy

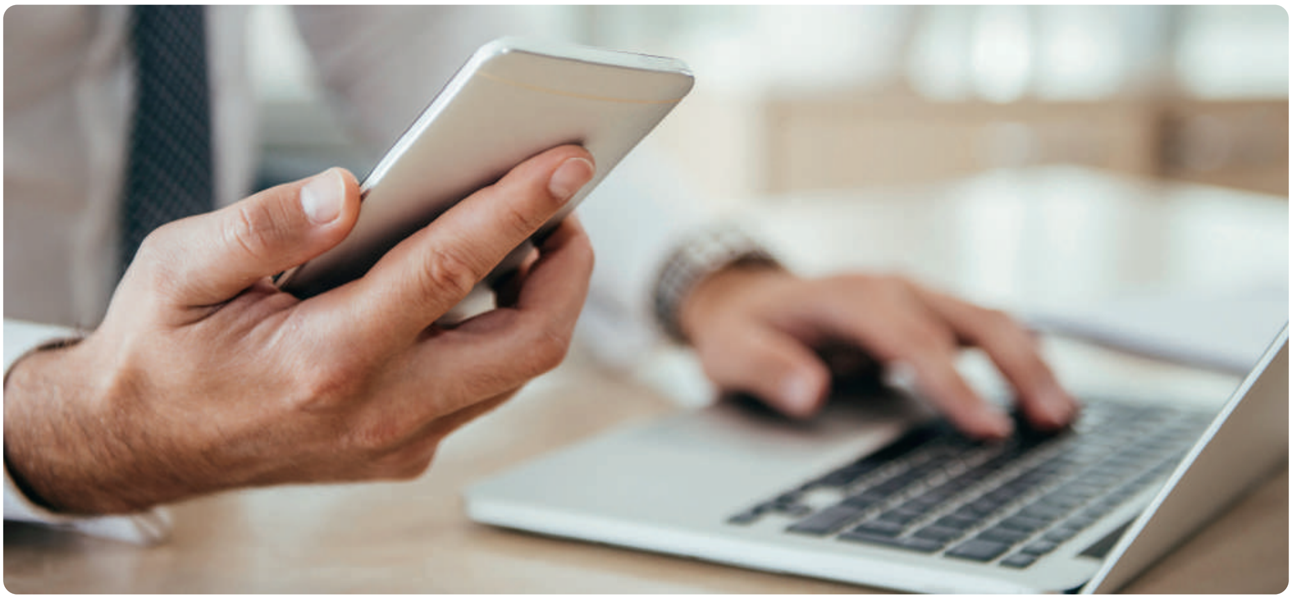
Atos has a policy to lease its office space and data processing centers. Some fixed assets such as IT equipment and company cars may be financed through leases. The Group Treasury department evaluates and approves the type of financing for each new investment.

3.4.6.4 Hedging policy

Atos objective is also to protect the Group against fluctuations in interest rates by swapping to fixed rates a portion of the existing floating-rate financial debt. Authorized derivative instruments that may be used to hedge the debt are swap contracts entered into with leading financial institutions and centrally managed by the Group Treasury department.

The Group has established a policy for managing foreign exchange positions resulting from commercial and financial transactions denominated in currencies different from the local currency of the relevant entity. According to this policy, any material exposure must be hedged as soon as it is known. In order to hedge its foreign exchange rate exposure, the Group uses a variety of financial instruments, mainly forward contracts and foreign currency swaps. The Group may also hedge other major exposures as those resulting from a major acquisition or disposal when the consideration paid or received is denominated in a currency which is not the functional currency of the entity party at the acquisition or disposal transaction.

The Group anticipates that the deterioration of its credit rating will affect the availability of foreign exchange credit lines in the course of 2024. Therefore, it is likely that the Group may face difficulties to mitigate its foreign exchange risk or have to accept higher hedging costs.



4

Corporate Governance

4.1 Legal Information

4.1.1 Corporate form

[GRI 2-1]

The Company was transformed into a European public limited liability company ("Societas Europaea" (European Company) or "SE") in 2012. It is governed by applicable European and French legal provisions on "European companies", and to the extent they are not contrary to such specific provisions, French legal provisions applicable to *"sociétés anonymes"*, as well as by the Articles of Association.

4.1.2 Corporate purpose and other information

- corporate purpose: under article 2 of the Articles of Association, the Company's purpose in France and elsewhere is as follows:
  - the processing of information, systems engineering, studies, advice and assistance notably in the finance and banking sectors,
  - the research into, study, realization and sale of products or services which help in promoting or developing the automation and broadcasting of information and notably: the design, application and implementation of software, computer, on-line and office automation systems,
  - it can also operate, either by itself or using any other method, without any exception, or create any company, make all contributions to existing companies, merge or create alliances therewith, subscribe to, purchase or resell all shares and ownership rights, take all interests in a partnership and grant all loans, credits and advances,
  - and more generally any commercial, industrial, real-estate, movable property or financial transactions, either directly or indirectly related to one of the above-mentioned purposes;
- raison d'être: article 2 of the Articles of Association also provides since April 30, 2019 that the Company's purpose is to help design the future of the information space. Its expertise and services support the development of knowledge, education and research in a multicultural approach and contribute to the development of scientific and technological excellence. Across the world, the Group enables its customers and employees and members of societies at large to live, work and develop sustainably in a safe and secure information space;
- company name: "Atos SE" (article 3 of the Articles of Association);
- issuer's applicable law: French;
- registered office and principal place of business: under article 4 of the Articles of Association, the registered office of Atos SE is located at River Ouest, 80 quai Voltaire – 95870 Bezons, France – +33 1 73 26 00 00;
- registered in the Pontoise Trade Registry under Siren number 323 623 603 and with business identification code (APE code) 7010Z;
- LEI (Legal Entity Identifier): 5493001EZOOA66PTBR68;
- date of incorporation and term: the Company was incorporated in 1982 for a period of 99 years, *i.e.*, up to March 2, 2081;
- Website: atos.net [1].

As part of its normal activities, Atos operates or services a number of critical transport, power, health, telecom or IT infrastructures notably for public agencies or administrations and operates in certain sensitive areas (defense, space, cryptography, AI, cybersecurity, high performance computing, quantum and others), including in its research and development activities. These activities may be subject to foreign investment control regimes, both in France (under articles L. 151-3 *et seq.* of the French Monetary and Financial Code) and in a substantial number of foreign countries where the Group is present. Under these regimes, certain sales or acquisitions of assets or stakes above certain thresholds in the share capital of Atos or its subsidiaries may be subject to notification or authorization with the competent authorities, even if there is no change of control.

1) *The information included on the Company's website (atos.net) is not part of this Universal Registration Document.*

4.1.3 Provisions of the Articles of Association

4.1.3.1 Governance, related-party agreements

Members of the Board of Directors

The Board of Directors is composed of a minimum of seven members and a maximum of eighteen members who are appointed by the Ordinary General Meeting. The Board of Directors is renewed annually in such a way as to allow a rotation of one third of the members of the Board of Directors. The term of office of the Directors is three years. The number of members of the Board of Directors over the age of 70 must not be higher than one third of the total serving members. The Board of Directors comprises up to two Employee Directors. It may also comprise a Director representing the employee shareholders (articles 13, 14, 15, and 16 of the Articles of Association).

Chairman

The Board of Directors shall elect a Chairman from among its members, who shall be a natural person, and, if the Board of Directors deems it appropriate, one or more vice-chairmen (article 19 of the Articles of Association). The missions of the Chairman are set forth in section 4.2.2 *Management Mode* below.

Chief Executive Officer

At the discretion of the Board of Directors, the general management is handled either by the Chairman or by an individual appointed by the Board of Directors who has the title of Chief Executive Officer . The Chief Executive Officer has the broadest powers to act in all circumstances in the name of the Company. He exercises these powers within the limits of the Company's purpose and what the law, the Articles of Association and the Board Internal Rules expressly assign to the General Meetings of Shareholders or the Board of Directors. The Chief Executive Officer represents the Company in its relationship with third parties (article 23 of the Articles of Association).

Deputy Chief Executive Officer

Upon proposal of the Chief Executive Officer , the Board of Directors can appoint up to three individuals with the title of Deputy Chief Executive Officer to assist the Chief Executive Officer . In agreement with the Chief Executive Officer , the Board of Directors determines the extent and the duration of the powers granted to him/her. The Deputy Chief Executive Officer (s) have the same powers as the Chief Executive Officer with respect to third parties (article 24 of the Articles of Association).

Notices to attend Board meetings and Board of Directors' decisions

Pursuant to article 18 of the Articles of Association, the Board of Directors is convened as often as the Company's interest demands and at least every three months. Notice of Board meetings is sent to Directors by the Chairman. If no Board meeting has been called for over two months, at least one third of the Directors may request that the Chairman convenes a meeting with a determined agenda. The Chief Executive Officer may also request that the Chairman convenes a meeting with a determined agenda. Decisions are made by majority of the members present or represented. In the event of a tie, the Chairman has a casting vote.

Powers of the Board of Directors

Pursuant to article 17 of the Articles of Association, the Board of Directors determines the orientations of the Company's business and monitors their implementation. Subject to powers expressly assigned to General Meetings and within the limits of the Company's purpose, it handles all matters involving the proper operation of the Company and settles matters through its deliberations. The Board of Directors sets the limitations on the Chief Executive Officer 's powers, where required, in its Internal Rules, by indicating the decisions which require a prior authorization of the Board of Directors.

Related-party agreements

Any agreement entered into (directly, indirectly or through an intermediary) between the Company and its Chief Executive Officer , one of its Deputy Chief Executive Officer s, any of its Directors or one of its shareholders holding more than 10% of the voting rights or, if it is a company shareholder, the Company that controls it in the meaning of article L. 233-3 of the French Commercial Code, must receive the prior authorization of the Board of Directors. Agreements between the Company and another company, if the Chief Executive Officer , one of the Deputy Chief Executive Officer s or one of the Directors of the Company is an owner, indefinitely responsible partner, manager, Director, member of the Supervisory Board or, in general, a senior manager of this company, are also subject to prior authorization.

Such prior approval does not apply to agreements covering standard operations that are concluded under normal conditions nor to those entered into by two companies where one of them holds, directly or indirectly, the entire share capital of the other, after deducting, if applicable, the minimum number of shares required to meet the requirements of article 1832 of the Civil Code or articles L. 22-10-2 and L. 226-1 of the French Commercial Code.

Directors' compensation

The members of the Board of Directors may receive as Directors' fees, a compensation, the aggregate amount of which, as determined by the General Meeting, is allocated by the Board of Directors in accordance with article L. 22-10-8 of the French Commercial Code.

4.1.3.2 Rights, privileges and restrictions attached to shares

Voting rights

Pursuant to article 33 of the Articles of Association, each share carries one voting right. There is no share with double voting right.

Participation in General Meetings

Pursuant to article 28 of the Articles of Association, all shareholders may participate in General Meetings either in person or by proxy. All shareholders may be represented by their spouses, by another shareholder, or by partners with whom a civil solidarity pact ("PACS") has been concluded. They may also be represented by any other natural person or legal entity of their choice. The proxy must show evidence of this delegation. The right of shareholders to participate in General Meetings is subject to the registration of the shares in the name of the shareholder or the financial intermediary registered on its behalf on the second working day preceding the meeting at 00:00 (Paris time). Such financial intermediaries shall deliver to holders of bearer shares a shareholding certificate enabling them to participate in the General Meeting. The shareholders, upon decision of the Company's Board of Directors, may take part in General Meetings through video conference or by telecommunication means, including the Internet. Article 28 of the Articles of Association provides for the terms and conditions of shareholders' participation in General Meetings in particular by means of an electronic voting form made available on the Company's website.

Identifiable bearer shares

Pursuant to article 9, para. 3 of the Articles of Association, the Company may proceed to the identification of holders of bearer shares at any time.

Changes to shareholders' rights

Any amendment to the Articles of Association, which set out the rights attached to the shares, must be approved by a two-thirds majority at an Extraordinary General Meeting. A unanimous shareholder vote is required to increase the liabilities of shareholders.

Calling and general conduct of Ordinary General Meetings and Extraordinary General Meetings

Pursuant to articles 34 and 35 of the Articles of Association, General Meetings are considered to be "Extraordinary" when the decisions relate to a change in the Articles of Association or Company's nationality or where required by law and "Ordinary" in all other cases. General Meetings are convened and conducted in accordance with French and European law.

The Ordinary General Meeting cannot validly deliberate upon first convening notice unless the shareholders present, represented or voting by mail have at least one fifth of the shares with voting rights; upon second convening notice, no quorum is required. Ordinary General Meeting rules by the majority of expressed votes.

The Extraordinary General Meeting cannot validly deliberate unless the shareholders present, represented or voting by mail have at least (i) upon first convening notice, one quarter of the shares with voting rights, and (ii) upon second convening notice, one fifth of the shares with voting rights. Failing this latter quorum, the second General Meeting can be deferred to a date up to two months after the one on which it had been scheduled. The Extraordinary General Meeting rules by a majority of two-thirds of the expressed votes.

Disclosure of threshold crossing

In addition to the thresholds defined by applicable laws and regulations, pursuant to article 10 of the Articles of Association, any individual and legal entity, acting alone or in concert, who acquires, directly or indirectly, taking into account assimilated securities within the meaning of article L. 233-9 of the French Commercial Code, a fraction of the share capital equal to or higher than 2% or, following a shareholding of 2%, any multiple of 1%, is required to inform the Company, by registered letter with return receipt requested, within 5 trading days from the date on which one of these thresholds is crossed, of the total number of shares, voting rights or securities giving access to the share capital or voting rights of the Company held by them. Failure to comply with the above requirements results in rescission of the voting rights attached to those shares relating to the unreported fraction at all General Meetings held during a two-year period following the date or regularization filing of such notice. Application of this sanction is subject to a request, mentioned in the minutes of the General Meeting, by one or more shareholders holding at least 5% of the Company's share capital or voting rights. The same information obligation applies, under the same terms and conditions, each time the fraction of the share capital or voting rights of a shareholder decreases to less than one of the above-mentioned thresholds.

Control of the issuer

The Company is not controlled within the meaning of article L. 233-3 of the French Commercial Code. No provision in the Articles of Association, nor in any charter or Internal Rules, may delay, postpone or prevent a takeover or a change of control of the Company.

4.1.3.3 Financial statements (articles 37, 38 and 39 of the Articles of Association)

Legal Reserve

5% of the statutory net profit for each year, reduced by prior losses if any, has to be allocated to the legal reserve fund before dividends may be paid with respect to that year. Funds must be allocated until the amount in the legal reserve is equal to 10% of the share capital, and shall be allocated again if, for any reason whatsoever, the legal reserve falls below that threshold.

Approval of dividends

Dividend payments are approved by the General Meeting, in accordance with articles L. 232-12 to L. 232-18 of the French Commercial Code. The General Meeting may offer the shareholders, for all or part of the dividend available for distribution, an option for cash payments or payments in the form of new shares of the Company under the terms and conditions set by law.

Distribution of Company's assets

The General Meeting may decide to distribute assets recorded on the Company's balance sheet and, in particular, tradable securities by taking sums from the profits, retained earnings, reserves or additional paid-in capital.

4.2 Corporate governance

[GRI 2-9], [GRI 2-10], [GRI 2-11], [GRI 2-12]

4.2.1 Compliance with the AFEP-MEDEF Code - Frame of reference on corporate governance

French legislation and rules published by the financial market regulatory authorities apply to the Company's corporate governance.

The Company refers to the Corporate Governance Code of Listed Companies issued by the AFEP-MEDEF (available on the AFEP website at www.afep.com, in the Governance section) and has decided to use the Code as a reference in terms of corporate governance, and to follow it up, through an annual Board meeting dedicated to these issues.

In that respect, like every year, the Board of Directors met on December 12, 2023 to perform the annual review of the implementation by the Company of these governance principles. Following this meeting, the Board considered that the Company's governance practices are fully compliant with the AFEP-MEDEF Code, in its applicable version dated December 2022.

The Board's assessment on the implementation of the AFEP-MEDEF Code is available in its entirety on Atos' website at www.atos.net.

Governance issues are regularly addressed during Board meetings. The Board has indeed consistently expressed its willingness to take into account, and sometimes anticipate, recommendations on the improvement of corporate governance for listed companies whenever such recommendations are in line with the interests of the Company and of its shareholders. This includes the Company's innovative practice of regularly consulting its shareholders on the medium-term orientations (most recently, at the General Meeting on October 27, 2020) and the consultative vote on the Company's ambitious decarbonization strategy at the 2021 Annual General Meeting. Also, Atos was the first CAC 40 company to enshrine its raison d'être in its Articles of Association on April 30, 2019, thereby anticipating the entry into force of the PACTE law of May 22, 2019. Moreover, the Company complies with the new recommendations set out in the revised version of the AFEP-MEDEF Code published in December 2022, which aims to place CSR strategy, including climate change, at the heart of the missions of any Board of Directors.

4.2.2 Management Mode

Separation of offices of Chairman of the Board and Chief Executive Officer and balance of powers

The statutory governance of the Company was changed to a system with a Board of Directors in 2009. The offices of Chairman of the Board and of Chief Executive Officer are separated since October 31, 2019. This corporate governance structure is widely recognized as a best practice to ensure a clear separation between, on the one side, the functions assigned to the Board of Directors which consist of determining the orientations of the Company's business and monitoring their implementation, and the operational and executive functions assigned to the executive management, on the other side.

In addition to the separation of offices of Chairman of the Board and Chief Executive Officer and in compliance with best governance practices, the following mechanisms apply to ensure a good balance of powers:

- the Board of Directors is composed of 82% of independent Directors [1] and comprises two Employee Directors as well as one Director representing the employee shareholders;
- the Board has formed four permanent internal Committees, to help in the decision process, composed at least of a majority of independent members. On December 1, 2020, the Board of Directors decided to split the missions previously allocated to the Nomination and Remuneration Committee between two committees: the Nomination and Governance Committee and the Remuneration Committee. The Nomination and Governance Committee was also entrusted with the regular review of the executive officer's succession plan;
- as part of the study of the strategic project of the Group presented during the Capital Markets Day on June 14, 2022, the Board of Directors decided to form a consultative Ad hoc Committee, composed of a majority of independent Directors, in charge, *inter alia*, of providing recommendations and overseeing the study and implementation of the project by the management team. In light of the evolution of the strategy, the appointment of a *mandataire ad hoc* [2] announced on February 5, 2024, followed by the opening of an amicable conciliation procedure [3] announced on March 26, 2024, the Board of Directors decided to broaden the mission of the Ad hoc Committee in order to monitor developments in the Company's financial situation, the progress of any legal protection measures, and to exchange proactively and support the management in its proposals to the Board;
- at least once a year, Directors hold meetings, in the absence of the senior executive officers, during which they discuss the Company's affairs and address any relevant topics;
- the Internal Rules of the Board of Directors set forth the Board's reserved matters which require the Board's prior authorization as well as the missions of the Chairman of the Board (see section below "Limitations on the powers of the Chief Executive Officer ");
- on June 4, 2023, the Board of Directors appointed Elizabeth Tinkham as Lead Independent Director, as permitted by the Board's Internal Rules. The Lead Independent Director is responsible for ensuring that the Board of Directors applies the highest standards of corporate governance, and that shareholders' corporate governance concerns are properly taken into account.

4

1) As of April 2, 2024. In accordance with the rules set by the AFEP-MEDEF Code, the Director representing the Employee shareholders and the Employee Directors are not taken into account to determine the ratio of independent Directors.

2) The mandataire ad hoc is an independent third party whose mission is to assist the Company in its discussions, in order to converge on an appropriate financial solution as soon as possible, in the Company's corporate interests. The mandat ad hoc is an amicable procedure allowing negotiations to be conducted within a confidential framework. The mandat ad hoc only concerns the financial debt of the Company and has no impact on the employees, customers and suppliers of the Group.

3) The conciliation is a procedure, so-called amicable or preventive, for dealing with financial difficulties. It is provided for in the Commercial Code. The negotiations, which take place under the aegis of a conciliator appointed by the President of the Commercial Court, are confidential. The conciliator's mission is to encourage the conclusion of an amicable agreement between the debtor and its creditors, who are called upon to do so, aimed at putting an end to the company's difficulties and ensuring its continuity.

Missions of the Chairman of the Board

The statutory missions of the Chairman of Atos SE's Board of Directors (as per the Company's Articles of Association and the Board Internal Rules) are as follows:

- the Chairman organizes and directs the work of the Board;
- the Chairman convenes the Board meetings, determines the agenda and chairs the meetings;
- the Chairman oversees the proper functioning of the Company's bodies and makes sure, in particular, that the Directors are able to carry out their assignments;
- the Chairman presides over General Meetings of shareholders and reports on the Board's work to the Annual General Meeting.

Should the Chairman be absent, the Board meeting and General Meetings shall be chaired by the Vice-Chairman.

Upon the recommendations of an ad hoc committee composed of four independent Directors, the Board of Directors decided in 2020 to entrust the Chairman of the Board with the following additional missions, as reflected in the Board Internal Rules:

- consulting or being consulted and holding discussions with the Chief Executive Officer on certain significant and strategic events for the Company;
- representing the Company in its high-level relations with the public authorities and the Company's strategic stakeholders, in consultation with the Chief Executive Officer ;
- participating in certain internal meetings with the Company's managers and teams and, as the case may be, as well as in certain Board committees;
- maintaining the quality of relations with the shareholders;
- participating in the recruitment process for new Directors and in the development of the succession plan;
- ensuring the balance of the Board (in addition to its proper functioning);
- arbitrating potential conflicts of interest.

Limitations on the powers of the Chief Executive Officer

The Board has defined, in its Internal Rules, reserved matters which require the Board's prior authorization:

- purchase or sale of shareholdings exceeding €100 million;
- purchase or sale of assets exceeding €100 million;
- purchase of assets or shareholdings beyond the Group's usual activities;
- purchase or sale of real property exceeding €100 million;
- strategic alliance or partnership which may have a structural impact for the Group;
- volume commitment by the Group exceeding €100 million;
- parental company guarantees exceeding the scope of the delegation granted to the Chief Executive Officer ;
- any material transaction not within the scope of the strategy announced by the Company.

Missions of the Lead Independent Director

As per the Board Internal Rules, the Lead Independent Director is responsible for ensuring that the Board of Directors applies the highest standards of corporate governance, and that shareholders' corporate governance concerns are properly taken into account.

The duties and prerogatives of the Lead Independent Director are as follows:

- conduct annual Board assessment, with the assistance of the Nomination and Governance Committee;
- be available to meet with shareholders on items pertaining to governance;
- convene sessions of the independent Directors as needed, at least once a year;
- work with the Chairman of the Board on succession planning for the Chairman and other Directors.

Communication with shareholders

In accordance with the AFEP-MEDEF Code, the Company has regular direct contacts with its shareholders and investors throughout the year to understand their expectations and take them into account.

In that context, the following measures favoring of a smooth shareholders' dialogue have been implemented:

- Atos' shareholders, during their Annual General Meeting held on April 30, 2019, decided with 99.93% of the votes to enshrine the Company's raison d'être in its Articles of Association;
- presentations established for financial reports, investor days or General Meetings are posted on the website of the Company;
- the Company is exchanging with its shareholders throughout the year but has, for many years, been conducting a governance roadshow prior to its Annual General Meeting;
- in June 2023, the Board appointed Elizabeth Tinkham as Lead Independent Director; she assumes several prerogatives as described above, including engaging with shareholders on governance matters;
- Atos regularly communicates its strategy to its shareholders and provides market updates. On March 29, 2023, Atos announced Airbus' decision to no longer pursue the discussions it initiated in February 2023, with respect to the potential acquisition of a minority stake of 29.9% in Eviden. On August 1, 2023, Atos announced the contemplated sale of Tech Foundations, and provided regularly updates regarding the discussions with EPEI. On February 28, 2024, Atos announced that the parties have not reached a mutually satisfactory agreement and that Atos will continue to run Tech Foundations and Eviden as separate businesses and leverage the strengths of their respective offerings with a coordinated go-to-market strategy. Moreover, on January 3, 2024, Atos informed the market of the opening of a due diligence phase with Airbus for a potential sale of the entire BDS (Big Data & Security) perimeter, together with the possible implementation of additional asset disposal program. On March 19, 2024, Atos announced that discussions with Airbus related to the sale of its BDS business will not proceed.

Atos also regularly informs the market of the progress of its refinancing plan. Atos has announced its financing plan and its adjustments and discussions with its banks with a view to reaching a refinancing plan, and, on February 5, 2024, Atos has indicated that it requested the appointment of a *mandataire ad hoc* [1] in order to frame these discussions. In the continuity of the mandat ad hoc, Atos SE announced on March 26, 2024 that the Company has entered into an amicable conciliation procedure [2] to facilitate a global refinancing agreement with the banks and bondholders of Atos SE. Further to its press release dated April 2, 2024, and as part of the discussions initiated by Atos SE with its financial creditors under the aegis of the conciliator appointed on March 25, 2024, Atos SE presented its updated business plan and the parameters of its refinancing framework on April 29, 2024. On May 6, 2024, Atos announced that on May 3, 2024, it had received four new money proposals from several parties and indicated that it was working with its financial creditors to select a financial restructuring solution by May 31, 2024 that will be acceptable to them and consistent with the Company's financial parameters, in order to reach a final financial restructuring agreement by July 2024. This solution will likely entail radical changes in the capital structure of the Company and significant new equity issuance that will result in a massive dilution of the existing shareholders of Atos SE, considering that the Company will negotiate with stakeholders the treatment of the existing shareholders in compliance with applicable laws.

Furthermore, Atos regularly provides market updates regarding governance evolution, such as the announcement of Yves Bernaert's appointment as CEO from October 3, 2023, the changes in the Board of Directors composition, with notably, among other changes in the composition of the Board, the appointment of Jean-Pierre Mustier as new Chairman of the Board from October 14, 2023, and Paul Saleh's as Chief Executive Officer appointment from January 14, 2024.

In addition, Atos communicated on December 14, 2023, on the entry into the capital of Onepoint as a new anchor shareholder and provided market updates regarding potential development on Onepoint governance demands. On February 29, 2024, Atos announced that, upon the recommendation of the Nomination and Governance Committee, the Board approved the cooptation of David Layani and Helen Lee Bouygues as Directors representing the anchor shareholder Onepoint, which holds 11.14% of the Group.

Finally, as Atos announced on May 21, 2024, the deadline for the Annual General Meeting to approve the 2023 financial statements has been extended to December 31, 2024, by the President of the Pontoise Commercial Court, to provide Atos with a stable framework to complete the current discussions on a financial restructuring agreement by July 2024. This decision, taken in the best interest of Atos, is intended to provide the Company with a stable framework to complete the discussions initiated since early February 2024 with all stakeholders, in order to reach a financial restructuring agreement by July 2024, as announced in its previous communications. In accordance with applicable legal provisions, Atos shareholders will be consulted on the financial restructuring plan in a dedicated framework, separate from the Annual General Meeting to approve the financial statements for the year ending December 31, 2023

Senior executive officers' succession plan

Directors may hold meetings in the absence of the senior executive officers, during which they discuss the Company's affairs, and address, among other subjects, the senior executive officers' succession plan, as per the recommendation of the AFEP-MEDEF Code.

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1) *The mandataire ad hoc is an independent third party whose mission is to assist the Company in its discussions, in order to converge on an appropriate financial solution as soon as possible, in the Company's corporate interests. The mandat ad hoc is an amicable procedure allowing negotiations to be conducted within a confidential framework. The mandat ad hoc only concerns the financial debt of the Company and has no impact on the employees, customers and suppliers of the Group.*

2) *The conciliation is a procedure, so-called amicable or preventive, for dealing with financial difficulties. It is provided for in the Commercial Code. The negotiations, which take place under the aegis of a conciliator appointed by the President of the Commercial Court, are confidential. The conciliator's mission is to encourage the conclusion of an amicable agreement between the debtor and its creditors, who are called upon to do so, aimed at putting an end to the company's difficulties and ensuring its continuity.*

4.2.3 The Board of Directors and Executive Management: composition and organization principles

[GRI 2-9], [GRI 2-10], [GRI 2-11], [GRI 2-12]

4.2.3.1 Composition of the Board of Directors

Evolution of the composition of the Board of Directors and its Committees

In 2023 and until April 2, 2024, the composition of the Board of Directors and of its Committees was modified as a result of the following events:

	Board of Directors	Audit Committee	Nomination and Governance Committee	Remuneration Committee	CSR Committee	Ad hoc Committe
Departure	Edouard Philippe / Lynn Paine **(05/16/2023)** Vivek Badrinath **(07/31/2023)** Caroline Ruellan **(09/26/2023)** Bertrand Meunier★ **(10/14/2023)** Carlo d'Asaro Biondo **(12/01/2023)** René Proglio **(12/23/2023)** Vesela Asparuhova **(12/29/2023)** Aminata Niane / Valérie Bernis / Vernon Sankey **(01/02/2024)**	Vivek Badrinath **(07/31/2023)** Carlo d'Asaro Biondo **(12/01/2023)** René Proglio★ **(12/23/2023)** Vernon Sankey **(01/02/2024)**	Lynn Paine / Edouard Philippe **(05/16/2023)** Caroline Ruellan **(09/26/2023)** Carlo d'Asaro Biondo **(12/01/2023)** Vernon Sankey **(01/02/2024)**	Vesela Asparuhova **(12/29/2023)** Valérie Bernis **(01/02/2024)** Kat Hopkins **(02/28/2024)**	Valérie Bernis★ **(01/02/2024)** Astrid Stange **(02/04/2024)**	René Proglio **(06/28/2023)** Bertrand Meunier★ **(10/14/2023)** Valérie Bernis / Vernon Sankey **(01/02/2024)**
Appointment	Jean-Pierre Mustier[1]★★ **(05/16/2023)** Laurent Collet-Billon **(06/28/2023)** Carlo d'Asaro Biondo **(07/31/2023)** Jean-Jacques Morin / Françoise Mercadal-Delasalles **(01/02/2024)** Monika Maurer / Sujatha Chandrasekaran **(01/14/2024)** David Layani / Helen Lee Bouygues / Mandy Metten **(02/28/2024)** Alain Crozier **(04/02/2024)**	Astrid Stange **(06/28/2023)** Carlo d'Asaro Biondo★ **(07/31/2023)** Laurent Collet-Billon★ **(12/05/2023)** Jean-Jacques Morin★★ **(01/02/2024)**	Laurent Collet-Billon / Kat Hopkins / Caroline Ruellan **(06/28/2023)** Carlo d'Asaro Biondo **(07/31/2023)** Sujatha Chandrasekaran **(04/02/2024)**	Françoise Mercadal-Delasalles **(01/02/2024)** Kat Hopkins **(02/14/2024)** Mandy Metten **(02/28/2024)**	Françoise Mercadal -Delasalles★★ **(01/02/2024)** Monika Maurer **(02/04/2024)**	Jean-Pierre Mustier★ / Elizabeth Tinkham **(06/28/2023)** Laurent Collet-Billon★★ **(12/19/2023)** Astrid Stange **(12/29/2023)** Jean-Jacques Morin **(02/14/2024)**
Renewal	Caroline Ruellan[2] **(06/28/2023)**	-	-	-	-	-

1. The Combined Annual General Meeting of June 28, 2023 approved the ratification of the cooptation of Jean-Pierre Mustier.
2. The Combined Annual General Meeting of June 28, 2023 approved the ratification of the cooptation and the renewal of the term of office as Director of Caroline Ruellan.

★ Former Chair.

★★ Current Chair.

Composition of the Board of Directors

As of April 2, 2024, the Board of Directors was composed of 14 members as listed below:

		PERSONAL INFORMATION				EXPERIENCE	POSITION ON THE BOARD				MEMBERSHIP IN COMMITTEES [3]
		Age	Gender	Nationality	Number of shares	Number of other mandates in listed companies[1]	Independence	Date of first appointment[2]	End of term of office	Seniority on Board	
Chairman	**Jean-Pierre MUSTIER**	63	M	French	500	0	YES	05/16/2023	AGM 2025	0	AH
Directors (L225-17 CCom)	**Laurent COLLET-BILLON**	73	M	French	750	1	YES	06/28/2023	AGM 2026	0	VC, N&G, C♦, AH★
	Elizabeth TINKHAM	62	F	American	500	0	YES	05/18/2022	AGM 2025	1	N&G★, AH
	Sujatha CHANDRASEKARAN	57	F	American, Australian, Indian	500	3	YES	01/14/2024	AGM 2024	0	N&G
	Alain CROZIER	63	M	French, Canadian	500	0	YES	04/02/2024	AGM 2024	0	
	David LAYANI	45	M	French	500	0	NO	02/28/2024	AGM 2026	0	
	Helen LEE BOUYGUES	51	F	American	500	4	NO	02/28/2024	AGM 2024	0	
	Monika MAURER	67	F	German	750	1	YES	01/14/2024	AGM 2024	0	CSR
	Françoise MERCADAL -DELASALLES	61	F	French	500	2	YES	01/02/2024	AGM 2025	0	CSR★,Rem
	Jean-Jacques MORIN	63	M	French	500	1	YES	01/02/2024	AGM 2025	0	C★♦, AH
	Astrid STANGE	58	F	German	3,900	1	YES	05/18/2022	AGM 2024	1	Rem★, C♦, AH
Director representing the employee shareholders (L225-23 CCom)	**Kat HOPKINS**	44	F	British	1,787	0	NO	05/18/2022	AGM 2025	1	N&G
Employee Directors (L225-27-1 CCom)	**Farès LOUIS**	61	M	French	0	0	NO	04/25/2019	AGM 2026	4	CSR
Censor	**Mandy METTEN**	45	F	Dutch	232	0	NO	01/02/2024	AGM 2027	0	Rem

1. Other mandates exercised in listed companies (outside the Atos Group). Mandates exercised in listed companies belonging to the same Group account for one single mandate.
2. Date of first appointment on the Board of Directors of Atos.
3. N&G: Nominations and Governance Committee, Rem: Remuneration Committee, C : Accounting Committee, CSR : CSR Committee, AH: Ad hoc Commitee, VC: Vice-Chairman.

★ Chair of the Committee.

♦ Jean-Jacques Morin, Laurent Collet-Billon and Astrid Stange have sufficient financial and accounting skills by virtue of their educational and career backgrounds for the purpose of their membership in the Audit Committee.

Directors' biographies

Jean-Pierre MUSTIER*

Chairman of the Board of Directors

Member of the Ad hoc Committee

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

500

Date of birth:

January 18, 1961

Nationality:

French

Date of first appointment:

May 16, 2023

Term expires on:

Annual General Meeting ruling on the accounts of the 2024 financial year

Biography – Professional Experience

Business leader

Jean-Pierre Mustier began his career in 1987 at Société Générale, where he worked mainly in corporate and investment banking. In early 2011, he joined UniCredit as head of corporate and investment banking. In January 2015, Jean-Pierre Mustier became a London-based partner of Tikehau Capital, an alternative investment management Group. He joined Unicredit in July 2016 as Managing Director and was also President of the European Banking Federation between 2019 and 2021. From 2021 to 2023, he was sponsor of three specialist acquisition companies (SPACs Pegasus).

In 2023, he joined the board of Aareal Bank, a German bank specializing in commercial real estate, as Chairman, and Atos as Chairman of the Board.

Jean Pierre Mustier is a graduate of École Polytechnique and École des Mines de Paris.

Jean-Pierre Mustier has been a Director of Atos SE since May 16, 2023 and Chairman of the Board since October 14, 2023.

Directorships and positions

Other Directorships and positions as of December 31, 2023

Within the Atos Group

None

Outside the Atos Group

- CEO of Pegasus Acquisition Company Europe B.V.** (Netherlands)
- Chairman of Aareal Bank**
- Director of Tam Sarl (investment company)
- Trustees of FEPT and WECT (trust controlling French schools in London)

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

- CEO and member of the Board of Directors of Unicrédit S.p.A.** (Italy)
- President of the European Banking Federation (Brussels)

(*) Independent Director
(**) Listed company

Laurent COLLET-BILLON*

Vice-Chairman of the Board of Directors

Chair of the Ad hoc Committee

Member of the Audit Committee and the Nomination and Governance Committee

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

750

Date of birth:

July 1, 1950

Nationality:

French

Date of first appointment:

June 28, 2023

Term expires on:

Annual General Meeting ruling on the accounts of the 2025 financial year

Biography – Professional Experience

Ingénieur général de l'armement de classe exceptionnelle and former Delegate General for Armaments

Laurent Collet-Billon began his career at the Direction Générale de l'Armement (DGA) in 1974. In 1987, he became technical advisor to the Minister of Defense. He returned to the DGA in 1988 to head the "Horus" program (airborne nuclear deterrent component), before taking charge of the surveillance and intelligence satellite programs. From 1997 to 2001, he headed the DGA's Telecommunications and Information Observation Programs Department (SPOTI), responsible for the Ministry of Defense's C4ISR programs, aimed at connecting all IT resources for armed forces interoperability. In May 2001, he became Deputy Delegate General for Armaments, holding the position of number two at DGA. From 2008 to 2017, Laurent Collet-Billon was head of the DGA, responsible for equipping the French armed forces, defense research and development, international cooperation and defense exports, and defense industrial policy. with a global budget of €15 billion per year He now works as a consultant, notably through La Place Stratégique, an incubator dedicated to promising sovereign technology businesses, which he co-founded in 2020.

Laurent Collet-Billon was advisor to the Chairman and CEO of Alcatel-Lucent from 2006 to 2008 and a member of the Thales Board of Directors from 2014 to 2017. He was also an auditor at the Centre des Hautes Études de l'Armement (CHEAr). Laurent Collet-Billon is an *Officier of the Ordre national du Mérite* (French National Order of Merit). He is also a *Grand Officier of the Légion d'honneur* (Legion of Honor).

Laurent Collet-Billon is a graduate engineer from the Ecole Nationale Supérieure de l'Aéronautique et de l'Espace. He has followed a training in economics and business management) at Sup de Co Paris.

Laurent Collet-Billon has been a Director of Atos SE since June 28, 2023 and Vice-Chairman of the Board since October 14, 2023.

Directorships and positions

Other Directorships and positions as of December 31, 2023

Within the Atos Group

None

Outside the Atos Group

- Member of the Board of Directors of Europlasma SA**
- Member of the Board of Directors of Forges de Tarbes
- Member of the Board of Directors of EURENCO (ex-SNPE, Société nationale des poudres et explosifs)
- Co-Chairman of La Place Stratégique
- Senior Advisor at Euro Advocacy
- Senior Advisor to the Eiréné fund (Weinberg Capital Partners)
- Chairman of LCB Conseil SASU

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

None

(*) Independent Director
(**) Listed company

4

Elizabeth TINKHAM*

Lead Independent Director

Chair of the Nomination and Governance Committee

Member of the Ad Hoc Committee

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

500

Date of birth:

November 5, 1961

Nationality:

American

Date of first appointment:

May 18, 2022

Term expires on:

Annual General Meeting ruling on the accounts of the 2024 financial year

Biography – Professional Experience

Former Senior Managing Director and Global Client Account Lead for Microsoft Account in Accenture Ltd

Elizabeth Tinkham headed Accenture's Global and North American Management Consulting practice for the Communications, Media, and Technology (CMT) verticals. In this capacity, she oversaw revenue growth, M&A activities, and chaired the CMT Investment Board. She became a Senior Managing Director and member of the Global Executive Committee at Accenture plc, where she held various client-facing and executive positions. Her role included serving as the global account lead for Microsoft, where she was responsible for driving account growth and managing the technology partnership between Microsoft and Accenture. Elizabeth Tinkham currently advises innovative, growth-focused companies on the challenges and opportunities associated with transitioning to digital technologies.

Elizabeth Tinkham contributes to the state of Washington's educational and equity initiatives through her role as chairman of Washington Stem, a non-profit organization. She is also involved in academia, teaching classes in management consulting and nonprofit board management at the University of Washington's Foster School of Business.

Elizabeth Tinkham graduated from Ohio State University with a degree in aeronautical and astronautical engineering.

Elizabeth Tinkham is a Director of Atos SE since May 18, 2022, and Lead Independent Director since June 4, 2023.

Directorships and positions

Other Directorships and positions as of December 31, 2023	Other positions held during the last five years
Within the Atos Group None **Outside the Atos Group** • Member of the Board of Directors of Headspin (United States) • Member of the Board of Directors of Particle (United States) • Member of the Board of Directors of Athena Alliance (United States) • Member of the Board of Directors of Washington STEM (United-States) • Affiliate Lecturer, University of Washington, Foster School of Business (United States)	**Within the Atos Group** None **Outside the Atos Group** None

(*) Independent Director
(**) Listed company

Sujatha CHANDRASEKARAN (Suja Chandra)*

Member of the Nomination and Governance Committee

Professional address:

River Ouest – 80 quai Voltaire 95870 Bezons, France

Number of shares:

500

Date of birth:

May 11, 1967

Nationality:

American, Australian and Indian

Date of first appointment:

January 14, 2024, to replace Aminata Niane, and which will be submitted to the 2024 ordinary general meeting for ratification

Term expires on:

Annual General Meeting ruling on the accounts of the 2023 financial year

Biography – Professional Experience

Independent Management Consultant

Beginning from 1996 to 2007, Suja Chandrasekaran held diverse leadership positions at Nestlé. From 2007 to 2009, she served as Regional Vice President and Chief Technology Officer for PepsiCo and was then appointed Senior Vice President and Global Chief Information and eCommerce Officer at The Timberland Company (2009-2011). In 2011, she joined Walmart where she held the position of Senior Vice President and Global Chief Technology Officer and Chief Data Officer, leading technology and digital transformation for Walmart US, Sam's Club, and Walmart. From 2016 to 2019, she served as the Global Chief Information Officer at Kimberly-Clark Corporation. In 2019, she was appointed Senior Executive Vice President and Chief Digital and Information Officer of CommonSpirit Health overseeing global functions such as technology, digital, cybersecurity, data, and AI development. She retired from these functions in 2022.

In addition to her executive role, Suja Chandrasekaran sits on several Boards and Committees. In particular, she was a Board member of the Switzerland-based company Barry Callebaut AG (2018-2020) and is a member of the Boards of American Eagle Outfitters since 2018 and of Cardinal Health Inc since 2022.

Suja Chandrasekaran holds a Master of Business Systems (MBS) from Monash University, Australia, and a degree in Electrical and Electronics Engineering from the University of Madras, India.

Suja Chandrasekaran is a Director of Atos SE since January 14, 2024.

Directorships and positions

Other Directorships and positions as of January 14, 2024

Within the Atos Group

None

Outside the Atos Group

- Member of the Board of American Eagle Outfitters Inc.**(USA)
- Member of the Board of Directors of Cardinal Health Inc.** (USA)
- Member of the Supervisory Board of Brenntag SE** (Germany)
- Member of the Supervisory Board of Agendia Inc. (Netherlands)
- Member of the Board of Directors of T200 Foundation (Non-profit 501C3 focused on developing Women in Technology)

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

- Senior Executive Vice President, Chief, Digital and Information Officer of Common Spirit Health (2019-2022)
- Global Chief Information Officer of Kimberly-Clark Corporation** (2016-2019)

(*) Independent Director
(**) Listed company

Alain CROZIER

Independent Director Professional address: River Ouest – 80 quai Voltaire 95870 Bezons, France Number of shares: 500 Date of birth: January 18, 1961 Nationality: French, Canadian Date of first appointment: April 2, 2024, to replace Carlo d'Asaro Biondo, and which will be submitted to the 2024 ordinary general meeting for ratification Term expires on: Annual General Meeting ruling on the accounts of the 2023 financial year	**Biography – Professional Experience** Senior Advisor seven2 (ex APAX) Tech & Telecom Alain Crozier began his career at Peat Marwick Consultants (now KPMG) before moving to Lesieur Alimentaire (ERIDANIA BEGHIN SAY Group), where he played a crucial role in the company's restructuring. In 1994, Alain Crozier joined the Microsoft Group, holding various leadership positions for almost 30 years. Former Chairman and CEO of Microsoft Greater China, President of Microsoft France, he was also CFO of Microsoft's Global Sales, Marketing, Services, and Operations. He has led global, large-scale, complex, outsourcing and transformation of Microsoft's sales, finance, HR, and operations, as well as the repositioning of the China business, around new growth engines: digital natives, go global and global strategic partnerships. In 2022, Alain Crozier joined Seven2 as a Senior Advisor in the Tech & Telecom sector with the aim to help create foundations of sustainable growth and accelerate value creation. He has more than 30 years of global experience in the management and development of international technology companies (GTM, strategic partnerships, ecosystem, startups, and digital natives). In addition to his role, Alain Crozier sits on several Boards, notably the Board of Aventis Alpha Care since 2021 and DSTNY NV since 2024. Alain Crozier is a graduate of the Institut Supérieur de Gestion and Université Claude Bernard (Lyon). Alain Crozier is a Director of Atos SE since April 2, 2024.	
	Directorships and positions	
	Other Directorships and positions as of April 2, 2024 Within the Atos Group None Outside the Atos Group • Member of the Board of Aventis Alpha Care LLC (USA) • Senior Advisor of People First Technologies Inc (USA) • Member of the Board of DSTNY NV (Belgium)	**Other positions held during the last five years** Within the Atos Group None Outside the Atos Group • Member of the Board of American Chamber of Commerce in Beijing (PRC) (2020-2021)

(*) Independent Director
(**) Listed company

Katrina (Kat) HOPKINS

Director representing the employee shareholders

Member of the Nomination and Governance Committee

Professional address:

ATOS, RG41 5TS Winnesh Triangle 1020 Eskdale Road United-Kingdom

Number of shares:

1,787 [1]

Date of birth:

June 18, 1979

Nationality:

British

Date of first appointment:

May 18, 2022

Term expires on:

Annual General Meeting ruling on the accounts of the 2024 financial year

Biography – Professional Experience

Atos Vice President, Head of HR COO and Geographies, Eviden International (UK)

Katrina Hopkins started her professional career in Siemens as HR Business Partner. She joined the Atos Group in 2011 through Atos' acquisition of Siemens IT Solutions & Services. Since then, she has assumed various positions, within the Human Resources department, both regionally and globally, undertaking roles at a Group level of Head of Talent, Career, and Learning at Atos International. and HR Director, Centres of Expertise at Eviden International. Her responsibilities encompassed talent development, performance and acquisition, learning, DE&I (Diversity, equity and inclusion), and special projects. She places a specific focus on leadership, mentoring, career management, diversity, and mandatory training, including initiatives to promote diversity. Since April 2024, Katrina Hopkins is appointed HR Director, Head of HR for Eviden COO and Geographies.

Katrina Hopkins is a distinguished graduate with a Bachelor of Science (with Honors) in Psychology. She holds the esteemed title of being a Fellow of the Chartered Institute of Personnel and Development.

Katrina Hopkins is a Director of Atos SE since May 18, 2022.

Directorships and positions

Other Directorships and positions as of December 31, 2023	Other positions held during the last five years
Within the Atos Group	**Within the Atos Group**
Member of the Supervisory Board of the Atos Stock Plan Employee Mutual Fund (FCPE) since 2022	None
Outside the Atos Group	**Outside the Atos Group**
None	None

1. The minimum shareholding requirement of 500 shares, as set out in the Company's Articles of Association and the Board Internal Rules, does not apply to directors representing employees or employee shareholders.

David LAYANI

Non-independent Director

Professional address:

Onepoint, 29 rue des Sablons, 75116 Paris, France

Number of shares:

500

Date of birth:

March 28, 1979

Nationality:

French

Date of first appointment:

February 28, 2024, to replace Caroline Ruellan, and which will be submitted to the 2024 ordinary general meeting for ratification

Term expires on:

Annual General Meeting ruling on the accounts of the 2025 financial year

Biography – Professional Experience

Founder and Chairman of Onepoint Group

In 2002, David Layani founded Onepoint and has been serving since as Chairman (via holding). Onepoint acts as, a single point of contact to offer comprehensive solutions to clients, ranging from strategic consultancy to technological implementation. David Layani extended the company's reach by founding (throught Onepoint) Onepoint Canada in 2003 and established Onepoint Tunisia, Belgium and southeast Asia with a significant footprint in Australia and Singapore. The business now has c. 3,500 employees working in 16 countries around the world and generating an annual turnover of more than €500 million.

In addition to his professional achievements, David Layani is recognized for his contributions to the community and his active involvement in discussions surrounding new growth and organizational models.

David Layani has been a Director of Atos SE since February 28, 2024, having been appointed upon the proposal of the anchor shareholder Onepoint, which holds 11.14% of Atos SE as of today.

Directorships and positions

Other Directorships and positions as of February 28, 2024

Within the Atos Group

None

Outside the Atos Group

- General manager of DAVID R. LAYANI SARL
- President of DRL Invest SAS
- Member of the Board of Directors of Onepoint Belgium SA
- Corporate Officer of Onepoint Canada Inc.
- Corporate Officer of Onepoint vision UK Ltd.
- Member of the Board of Directors of Lucien Barrière SA
- Managing Director of Onepoint TN SARL
- Managing Director of Société Méditerranéenne de Services SMS Tunisie SARL
- Corporate officer of Onepoint Technology Software Development (Shanghai) Co. Ltd.
- Managing Director of Jolinel SARL
- Managing Director of Ecurie David R. Layani & Famille SNC

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

None

Helen LEE BOUYGUES

Non-independent Director

Professional address:

LB Associés, 88 rue de Courcelles 75008 Paris, France

Number of shares:

500

Date of birth:

May 23, 1972

Nationality:

American

Date of first appointment:

February 28, 2024 to replace René Proglio, and which will be submitted to the 2024 ordinary general meeting for ratification

Term expires on:

Annual General Meeting ruling on the accounts of the 2023 financial year

Biography – Professional Experience

President of LB Associés

Helen Lee Bouygues started her career in 1995 at J.P. Morgan in the M&A Group in New York and in Hong Kong. From 2000 until 2004, she worked at Cogent Communications Inc. as Chief Operating Officer, Chief Financial Officer and Treasurer. She thereafter became a Partner at Alvarez & Marsal Paris, where she left to launch her own consulting firm specialized in corporate turnaround and transformations in 2010. In 2014, she joined McKinsey & Company in Paris where she was Partner responsible for the division Recovery and Transformation Services. Helen Lee Bouygues is the President of the Reboot Foundation.

In addition to her executive role, Helen Lee Bouygues sits on several Boards and Committees.

Helen Lee Bouygues holds a Bachelor of Arts, magna cum laude, from Princeton University in Political Science and a Masters of Business Administration from Harvard Business School.

Helen Lee Bouygues has been a Director of Atos SE since February 28, 2024, representing the anchor shareholder Onepoint, which holds 11.14% of Atos SE as of today.

Directorships and positions

Other Directorships and positions as of February 28, 2024

Within the Atos Group

None

Outside the Atos Group

- Member of the Board of Directors, Chair of Investment Committee and member of the Audit Committee of CGG SA*
- Lead Director, member of the Audit Committee and the Remuneration Committee of NEOEN SA*
- Member of the Board of Directors, Chair of Audit Committee and member of the Remuneration Committee of BURELLE SA*
- Member of the Board of Directors, member of the Audit Committee and the Remuneration Committee of Guaranty Trust Holding Co*
- Member of the Board of Directors and member of Audit Committee of Fives SAS

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

- Founder and President of Lee Bouygues Partners
- Chairman & CEO of Conforama SA
- Member of the Board of Directors, Chair of the Remuneration Committee and member of the Audit Committee of Latecoere SA*

(*) Listed company

Farès LOUIS

Employee Director

Member of the CSR Committee

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

0 [1]

Date of birth:

May 23, 1962

Nationality:

French

Date of first appointment:

April 25, 2019

Term expires on:

Annual General Meeting ruling on the accounts of the 2025 financial year

Biography – Professional Experience

Business Developer Cyber Security Products

Farès Louis began his career with the Bull Group in 1991 as a sales engineer. He worked as an account manager for key accounts in France and was Director of the Bull Middle East subsidiary in Beirut. Within the Bull Group, he held various positions and was in charge of developing international offers. In 2015, Farès Louis joined the Group as part of Atos' acquisition of Bull. He currently holds a position as "Business Developer" of cybersecurity products for the Middle East & Africa region within the Big Data and Cybersecurity service line.

Farès Louis is also a *Conseiller Prud'homal* (French Labor Court judge), a trade union defender and a member of the CFDT corporate body/Symetal Francilien.

Farès Louis holds a master's degree in electrical engineering from the Centre Universitaire des Sciences et Techniques (CUST) in Clermont-Ferrand and from the Institut National Polytechnique de Lorraine. He is also a graduate of the Ecole Supérieure d'Informatique et du Commerce (ESIC) in Bordeaux.

Farès Louis has been a Director of Atos SE since April 25, 2019.

Directorships and positions

Other Directorships and positions as of December 31, 2023

Within the Atos Group

None

Outside the Atos Group

- French Labor Court judge (*Conseiller Prud'homal*)
- Trade Union defender
- Member of the CFDT corporate body/Symetal Francilien

Other positions held during the last five years

Within the Atos Group

- Trade Union representative
- Employee representative on the Company premises located in Les Clayes-sous-Bois
- European Committee Bull
- Bull Work's council

Outside the Atos Group

None

1. The minimum shareholding requirement of 500 shares, as set out in the Company's Articles of Association and the Board Internal Rules, does not apply to directors representing employees or employee shareholders.

Monika MAURER*

Member of the CSR Committee Professional address: Radio Frequency Systems, Kabelkamp 20 30179 Hannover Germany Number of shares: 750 Date of birth: May 29, 1956 Nationality: German Date of first appointment: January 14, 2024, to replace Bertrand Meunier, and which will be submitted to the 2024 ordinary general meeting for ratification Term expires on: Annual General Meeting ruling on the accounts of the 2023 financial year	**Biography – Professional Experience** President & CEO of Radio Frequency Systems Between 1985 and 2006, Monika Maurer held various roles at Alcatel, including President of the Fixed Solutions Division from 2005 to 2006 and President of the Voice Networks Division in 2004. From 2006 to 2016, she held several positions within Alcatel-Lucent. She served as Executive Vice President, Supply Chain and Procurement in Alcatel Shanghai Bell from 2006 to 2008. She also held the roles of President of the Product Attached Services Division from 2009 to 2010, Vice President of Presales for Europe, Middle East, and Africa from 2010 to 2012, and Chief Operating Officer of the Fixed Networks Business Line from 2012 to 2016. In 2016, she became part of the Nokia Group, taking on the position of Chief Operating Officer for Nokia's Fixed Networks Business, subsequently advancing to the role of Nokia Group Chief Operating Officer. Since 2019, Monika Maurer has been working as the President and Chief Executive Officer for Radio Frequency Systems (RFS), a global designer and manufacturer of cable, antenna and tower systems providing total-package solutions for wireless and broadcast infrastructure. Monika Maurer has held several mandates as board member and continues to serve as Vice Chair and member of the Strategy and HR committee of the Board of Directors at Nokia Shanghai Bell Co., Ltd. as well as Member of the Board and the Remuneration and HR committee at Valmet Oyi. Monika Maurer holds a diploma in Physics and Chemistry from the University of Stuttgart, Germany, and a diploma in Pedagogy from the State University for Pedagogic of Stuttgart, Germany. Monika Maurer is a Director of Atos SE since January 14, 2024.

Directorships and positions

Other Directorships and positions as of January 14, 2024	Other positions held during the last five years
Within the Atos Group None Outside the Atos Group • Member of the Board and of the Remuneration and HR Committee of Valmet Oyi** • Board Member and Vice Chair of the Board and of the Strategy and HR Committee of NokiaShanghai Bell Co Ltd	Within the Atos Group None Outside the Atos Group None

(*) Independent Director
(**) Listed company

Françoise MERCADAL-DELASALLES*

Chair of the CSR Committee

Member of the Remuneration Committee

Professional address:

River Ouest – 80 quai Voltaire 95870 Bezons, France

Number of shares:

500

Date of birth:

November 23, 1962

Nationality:

French

Date of first appointment:

January 2, 2024, to replace Valérie Bernis, and which will be submitted to the 2024 ordinary general meeting for ratification

Term expires on:

Annual General Meeting ruling on the accounts of the 2024 financial year

Biography – Professional Experience

Cofounder and President at Auxo, Co-chair of the National Digital Council (Conseil National du Numérique) and non-executive Board Director

Françoise Mercadal-Delasalles began her career in senior public service at the Ministry of the Economy and Finance from 1988 to 1992, then at the Caisse des Dépôts from 2002 to 2008. Appointed Director of Resources and Innovation at Société Générale in 2008, she sat on the Group's Executive Committee and steered its digital transition project. In 2018, Françoise Mercadal-Delasalles became CEO of Crédit du Nord, where she introduced digital tools to position the Group in new banking services and integrated ecological concerns into the company's business model. In 2023, she co-founded Auxo, an integrated platform to manage extra-financial data and support companies in their transition to sustainability.

Françoise Mercadal-Delasalles holds various non-executive positions on boards of directors and supervisory boards, notably that of Eurazeo. She has co-chaired the Conseil National du Numérique since 2021. She is a *Chevalier de la Légion d'Honneur* (Knight of the Legion of Honor), *Officier du Mérite* (Officer of the Order of Merit) and *Chevalier du Mérite Agricole* (Knight of the Order of Agricultural Merit).

Françoise Mercadal-Delasalles holds a degree in literature and law, and is a graduate of the Institut d'Études Politiques (IEP) de Paris, Sciences Po Paris and the École Nationale d'Administration (ENA).

Françoise Mercadal-Delasalles has been a Director of Atos SE since January 2, 2024.

Directorships and positions

Other Directorships and positions as of January 2, 2024

Within the Atos Group

None

Outside the Atos Group

- Member of the Supervisory Board, Finance Committee and Audit Committee, Chairwoman of the Compensation, Appointment and Governance Committee of Eurazeo**
- Member of the Supervisory Board and Chairwoman of the Digital Committee of DIOT-SIACI
- Member of the Board of Directors, Audit Committee and CSR Committee of CCF Group
- Member of the Board of Directors and Chairwoman of the Audit Committee of Attijariwafa Bank** (Morocco)
- Co-founder and President of Auxo Dynamics

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

- CEO of Crédit du Nord (2018-2022)
- Chairwoman of the Board of Directors of Banque Courtois, Banque Rhone Alpes, Société Marseillaise de Crédit (2018-2022)
- Co-Chair of the Conseil National du Numérique (2020-2023)
- Director of Société Générale Cameroun, Compagnie Générale de Location et d'Equipement (CGL), SG Solution Center (India), SG European Business Services (Romania), Transactis (subsidiary of SG Banque Postale), Sogecap, Rosbank (Russia) (2009-2019)
- Director of Sopra-Steria Group (2010/2015)
- Member of the Board of Directors of INRIA Institut national de Recherche en informatique et en automatique (2020-2022)
- Member of the Executive Committee and Director of Resources and Innovation, Société Générale Group (2009-2018)

(*) Independent Director
(**) Listed company

Mandy METTEN

Employee Director

Member of the Remuneration Committee

Professional address:

Joseph Bech-Nes 19, 1862 AP Bergen, The Netherlands

Number of shares:

232 (1)

Date of birth:

April 8, 1979

Nationality:

Dutch

Date of first appointment:

January 2, 2024 as censor and February 28, 2024 as Employee Director

Term expires on:

Annual General Meeting ruling on the accounts of the 2026 financial year

Biography – Professional Experience

Head of Group Executives and Strategic Functions

Mandy Metten began her professional journey within the ATOS Group as an Executive Management Consultant specializing in Digital Transformation, Innovation, and Change from October 2007 to June 2014, during which she demonstrated expertise in critical strategic areas. In June 2014, she assumed the role of Manager of Atos Young Professionals, designing and overseeing a comprehensive 2-year development program for young professionals, providing development with training, mentoring and client exposure. As from November 2018, Mandy Metten served as Global Head of Group Campus Management, defining and implementing the Group campus strategy globally, including diversity and inclusion initiatives. Mandy Metten took additional responsibilities at Eviden in April 2023 and currently serves as Head of Group Executives & Strategic Functions.

Mandy Metten was Chairman of the works council of Atos from 2010 to 2015. She also served as the Dutch delegate on Atos Societas Europaea Council (SEC) from 2012 to January 2024 and was a member of the Board Participating Committee (2017- January 2024). From August 2023, she became a Commissaris (Member of the Board of Directors) for Atos Nederland, contributing to the company's governance.

Mandy Metten holds a master's degree in social and organizational Psychology. She completed a multi-level curriculum in Strategy, Economy, and Finance at the LeFebvre Institute.

Mandy Metten was a Censor to the Atos Group Board of Directors from January 2, 2024 until February 28, 2024 when she became Director of Atos SE.

Directorships and positions

Other Directorships and positions as of January 2, 2024	Other positions held during the last five years
Within the Atos Group • Member of the Board of Atos Netherlands **Outside the Atos Group** None	**Within the Atos Group** • Member of the SEC Board Committee **Outside the Atos Group** None

1. The minimum shareholding requirement of 500 shares, as set out in the Company's Articles of Association and the Board Internal Rules, does not apply to directors representing employees or employee shareholders.

Jean-Jacques MORIN*

Chair of the Audit Committee

Member of the Ad hoc Committee

Professional address:

ACCOR, 82 rue Henri Farman, 92445, Issy-Les-Moulineaux

Number of shares:

500

Date of birth:

December 29, 1960

Nationality:

French

Date of first appointment:

January 2, 2024, to replace Vernon Sankey, and which will be submitted to the 2024 ordinary general meeting for ratification

Term expires on:

Annual General Meeting ruling on the accounts of the 2024 financial year

Biography – Professional Experience

Group Deputy CEO and Premium, Midscale & Economy Division CEO

Jean-Jacques Morin began his professional career with Deloitte, where he spent five years in auditing and consulting roles in Paris and Montreal. From 1992 to 2005, he held various international positions, notably in the semiconductor sector with Motorola Semiconductors (USA, Switzerland, and France), ON Semiconductor (USA) and Communicant AG, a start-up in Berlin. In 2005, Jean-Jacques Morin joined Alstom as CFO of the Power sectors in Zurich, then in Transport, before being appointed Group CFO from 2013 to 2015. In 2015, Jean-Jacques Morin joined Accor's Executive Committee as CFO. He is then appointed Group Deputy CEO in charge of Finance, Strategy, IT, Legal, Purchasing and Communications. In June 2023, in addition to his position as Group Deputy CEO, Jean-Jacques Morin took over the Premium, Midscale & Economy Division under his leadership, as CEO of the Division.

Jean-Jacques Morin has held various non-executive positions, including with Orbis from 2016 to 2020 as a member of the Supervisory Board and the Audit Committee, and with Vallourec from 2018 to 2021 as a member of the Supervisory Board and Chairman of the Finance and Audit Committee.

Jean-Jacques Morin is a graduate of the École Nationale Supérieure de l'Aéronautique et de l'Espace, holds an MBA from Thunderbird (Arizona State University) and a DSCG from the Ordre des Experts Comptables.

Jean-Jacques Morin has been a Director of Atos SE since January 2, 2024.

Directorships and positions

Other Directorships and positions as of January 2, 2024

Within the Atos Group

None

Outside the Atos Group

In France:

- Group Deputy CEO and Premium, Midscale & Economy Division CEO of Accor**
- Chairman of the Board of Directors and President of Adagio (SAS)
- Member of the Management Board and member of the Audit Committee, Accor Invest
- President of D-Edge (SAS)
- Permanent representative of Accor on the Board of Directors of Société Française de Participation et d'Investissement Européen (SFPIE)
- Member of the Board of Directors, Accorinvest (Luxembourg)

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

- Deputy CEO and CFO of Accor Group** (2015-2023)
- Member of the Supervisory Board and Chairman of the Finance and Audit Committee of Vallourec** (2018-2021)
- Member of the Board of Directors of the SPAC, Accor Acquisition Company** (2021-2023)
- Member of the Supervisory Board and Audit Committee of Orbis** (Poland) (2016-2020)

(*) Independent Director
(**) Listed company

Astrid STANGE*

Chair of the Remuneration Committee

Member of the Audit Committee and the Ad Hoc Committee

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

3,900

Date of birth:

December 27, 1965

Nationality:

German

Date of first appointment:

May 18, 2022

Term expires on:

Annual General Meeting ruling on the accounts of the 2023 financial year

Biography – Professional Experience

Former COO at AXA and former Senior Partner and Managing Director at BCG

Astrid Stange started her executive career at Bertelsmann Buch AG in 1995, serving as head of direct marketing. She became Senior Partner and Managing Director of the Boston Consulting Group where she started in 1998 as a member of the Global Insurance Practice. Between 2008 and 2013, she led BCG's Insurance practice in Germany and then became Global Sector Leader for Life Insurance. Joining AXA in 2014 as a member of the Executive Board of AXA Konzern AG (Germany), she oversaw strategy, human resources, organization, and client management. In December 2017, she was appointed Chief Operating Officer (COO) of AXA and member of the Management Committee of AXA SA. As COO, she led a major transformation of the company regarding technology and data. In 2018, she also took the operational responsibility for the new built unit AXA Group Operations which delivers infrastructure and application services, security, emerging technologies, but also BPO and procurement services to AXA Group. Astrid Stange took on the role of CEO of ELEMENT Insurance AG (Germany) in August 2022, leading a prominent European digital full-service B2B2X insurance platform.

In addition to her executive role, Astrid Stange has held several mandates as Board member; in particular, she is a member of the Supervisory Board at Deutsche Lufthansa AG since May 2020.

Astrid Stange studied economics at the Ruhr University in Bochum. In 1993, she obtained a doctorate from the Department of Economics of the technical University of Braunschweig.

Astrid Stange is a Director of Atos SE since May 18, 2022.

Directorships and positions

Other Directorships and positions as of December 31, 2023

Within the Atos Group

None

Outside the Atos Group

- Member of the Supervisory Board of Deutsche Lufthansa AG** (Germany)
- CEO Element Insurance AG (Germany)
- Independent member of the Supervisory Board of the EU/UK (Germany/France/UK)

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

- Chief Operating Officer and member of the Executive Committee of AXA** (France) (2017-2021)
- CEO AXA Group Operations SAS (France) (2018-2021)
- Chairman of the Board, AXA Group Operations SAS (France) (2018-2021)
- Member of the Supervisory Board, Financial Controller, GIE AXA (France) (2017-2021)

(*) Independent Director
(**) Listed company

Diversity policy at Board level

The Board of Directors meeting held on December 12, 2023, upon recommendation of the Nomination and Governance Committee, examined the composition of the Board of Directors and approved the diversity policy applicable at Board level.

In that respect, after carefully analyzing the Board's membership with respect to such criteria as age, gender, skills, professional experience, nationality and independence, and in light of the evolution of the Board composition over the past recent years, it set the objectives listed below.

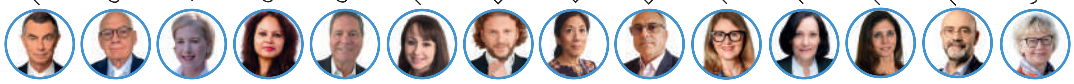
Given the changes in the Board's composition following the Board meeting held on December 12, 2023, the section below also presents the data in terms of diversity as from April 2, 2024.

- **Age of Directors**:
  - On December 12, 2023, Directors' age ranged from 41 to 74 with an average of 61.6 years old. The Board considered that the age average was satisfactory and decided to closely monitor the limit of one third exceeding 70 years old set in the Articles of Association;
  - On April 2, 2024, Directors' age ranged from 44 to 73 with an average of 58 years old;
- **Gender diversity:**
  - On December 12, 2023, the Board of Directors was composed of 54.54% women Directors (6 out of 11) [(1)]. The Board acknowledged that the ratio is satisfactory and above the legal requirement and decided to closely monitor the legal requirement for gender diversity in the process of future cooptations and/or appointments of Directors;
  - On April 2, 2024, the Board of Directors was composed of 57.14% women Directors (8 out of 14) [(2)];
- **Diversity of skills and professional experience:**
  - On December 12, 2023, the Board acknowledged that (i) the current diversity of skills shows the variety of profiles of Board members who gather extensive experience in Technology, Finance Governance, CSR/employee/HR and that (ii) the composition of the Board was renewed in 2023 to support the completion of the Group separation, with 3 new independent members, strengthening the skills in Technology, Cybersecurity, Finance, Risk management, Leadership and Governance. Consequently, the Board (i) acknowledged that the diversity of skills and experience was satisfactory for the current needs and (ii) noted the need to continue reinforcing in view of the future Eviden SE the following skills: Technology, Finance, Leadership, Experience in the Company's sector.
  - Following the meeting of December 12, 2023, the composition of the Board was renewed with the departure of 4 members and the cooptation of 5 new independent members and 2 new non-independent members. These cooptations, subject to the ratification of the General Meeting, satisfies the objectives set by the Board and reinforce the Board's skills in all areas: Technology, Cybersecurity, Finance, Leadership, Risk Management, Governance, CSR, Climate and Employees/HR/Communication.
- **Diversity of nationalities:**
  - On December 12, 2023, the proportion of Directors of non-French nationality reached 54.54%, in line with the Group's international dimension, with six different nationalities within the Board. Consequently, the Board considered that the ratio was highly satisfactory and could be maintained to stay in line with the Group's international dimension;
  - On April 2, 2024, the proportion of Directors of non-French nationality reached 57.14%, with eight different nationalities within the Board;
- **Directors' independence:**
  - On December 12, 2023, the ratio of independent Directors was 75% (6 out of 8) [(3)]. The Board acknowledged that the ratio was satisfactory and contemplated to maintain high the ratio of independent Directors above the recommendations of the AFEP-MEDEF Code.
  - This objective was satisfied in the context of the renewal of the Board's composition following the meeting of December 12, 2023. As of April 2, 2024, the ratio of independent Directors is 82% (9 out of 11) [(4)].

1) *50% (4 out of 8) pursuant to the legal ratio. In accordance with art. L. 225-23 and L. 225-27-1 of the French Commercial Code, the Director representing the Employee shareholders and the Employee Directors are not taken into account to determine the ratio of gender diversity on the Board of Directors.*
2) *54.55% (6 out of 11) pursuant to the legal ratio. In accordance with art. L. 225-23 and L. 225-27-1 of the French Commercial Code, the Director representing the Employee shareholders and the Employee Directors are not taken into account to determine the ratio of gender diversity on the Board of Directors.*
3) *In accordance with the rules set by the AFEP-MEDEF Code, the Director representing the Employee shareholders and the Employee Directors are not taken into account to determine the ratio of independent Directors.*
4) *In accordance with the rules set by the AFEP-MEDEF Code, the Director representing the Employee shareholders and the Employee Directors are not taken into account to determine the ratio of independent Directors.*

Directors' skills

The table below summarizes the skills of the members of the Board of Directors as of the date of publication of this Universal Registration Document:



	Jean-Pierre Mustier	Laurent Collet-Billon	Elizabeth Tinkham	Sujatha Chandrasekaran	Alain Crozier	Kat Hopkins	David Layani	Helen Lee Bouygues	Fares Louis	Monika Maurer	Francoise Mercadal-Desalles	Mandy Metten	Jean-Jacques Morin	Astrid Stange	Total
Technologies	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔	13
Cybersecurity		✔	✔	✔	✔		✔		✔						6
Finance	✔	✔		✔	✔			✔		✔	✔		✔	✔	9
Leadership	✔	✔	✔	✔	✔	✔	✔	✔		✔	✔	✔	✔	✔	13
Risk management	✔			✔	✔			✔		✔	✔		✔		7
Governance	✔		✔	✔	✔			✔		✔	✔			✔	8
CSR								✔		✔	✔			✔	4
Climate	✔				✔				✔		✔	✔		✔	6
Employees, HR, Communication		✔			✔	✔	✔	✔	✔	✔	✔	✔			9

4.2.3.2 General Management

In the context of the contemplated separation of the Group, with Tech Foundations, on the one hand, and Eviden, on the other hand, Nourdine Bihmane and Philippe Oliva were appointed, respectively, Chief Executive Officer and Deputy Chief Executive Officer .

To successfully complete the next stages of the Group's transformation plan, to accelerate the turnaround of its activities and to handle alongside Paul Saleh, appointed Group CFO on August 1st, 2023, the ongoing exclusive negotiations with EPEI under the supervision of the Board of Directors, Atos's Board of Directors, at its meeting held on October 3, 2023, following the recommendations of the Nomination and Governance Committee, decided to appoint Yves Bernaert as Chief Executive Officer of the Atos Group. Nourdine Bihmane was therefore appointed "Directeur général adjoint" in charge of Tech Foundations, before leaving the Group on March 29, 2024, and Philippe Oliva decided to leave the Group at the end of a transition period on December 31, 2023.

On December 6, 2023, Carlo d'Asaro Biondo was appointed Group General Manager, in charge of business operations, commercial development, partnerships, product and business delivery efficiency. He holds now the position of Chief Operating Officer, Head of Eviden and of Tech Foundations.

On January 15, 2024, Atos announced its decision to reshape the management team to implement adjusted strategy. Following the recommendation of the Nomination and Governance Committee, the Board appointed Paul Saleh as Chief Executive Officer of the Group, taking over from Yves Bernaert who leaves the Group after an intense period of transformation for which the Board is thankful.

Paul Saleh will primarily focus on refinancing the Group's financial debts and ongoing or coming negotiations. He will work closely with Carlo d'Asaro Biondo.

Chief Executive Officer 's biography

Paul SALEH

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

0

Date of birth:

December 29, 1956

Nationality:

American

Date of first appointment:

January 14, 2024

Biography – Professional Experience

Chief Executive Officer

Paul Saleh began his professional career at Honeywell, and took various leadership positions in finance, treasury, investor relations, strategic planning and operations. In 1997, he joined The Walt Disney Company as senior vice president and treasurer, a position he held until 1999. He later became CFO of Walt Disney International. From September 2001, Paul Saleh pursued his career as executive vice president and CFO of Nextel Communications. He was appointed CFO of the combined company after Nextel's merger with Sprint and became the acting CEO of Sprint Nextel. In November 2010, Paul Saleh was appointed Gannett's CFO. In 2012, he was named Executive Vice President and CFO of CSC which became DXC Technology. From 2020 to 2023, Paul Saleh was President and Chief Executive Officer of Gainwell Technologies. In August 2023, he joined the Atos Group as CFO and was subsequently appointed as the Group CEO on January 14, 2024.

Paul Saleh's expertise has earned him recognition from Institutional Investor Magazine as the best Chief Financial Officer in the telecom wireless industry in 2004, 2005, 2006 and 2007. In 2005, Treasury & Risk Management magazine recognized him as one of the 100 Most Influential People in Finance. In 2006 and 2017, Paul Saleh received the Public Company CFO of the Year Award from the Northern Virginia Technology Council.

Paul Saleh holds an MBA from the University of Michigan's Ross School of Business and a master's degree in engineering from the University of Michigan.

Directorships and positions

Other Directorships and positions as at January 14, 2024

Within the Atos Group

None

Outside the Atos Group

None

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

- Chief Executive Officer and President of Gainwell Technologies (2020-2023)
- Member of the Board, Chair of the Audit Committee and member of the Strategy Committee of Anterix*

(*) Listed company

4.2.3.3 Directors' independence

Definition of an independent Director

As per the AFEP-MEDEF Code

The AFEP-MEDEF Code defines as independent, a Director when "he or she has no relationship of any kind whatsoever with the corporation, its Group or its management that may interfere with his or her freedom of judgment". The AFEP-MEDEF Code, adopted by the Board as reference code, also provides for a certain number of criteria that must be reviewed in order to determine the independence of a Director:

Criterion 1	Not to be and not to have been within the previous five years: • an employee or executive officer of the corporation; • an employee, executive officer or Director of a company consolidated within the corporation; • an employee, executive officer or Director of the Company's parent company or a company consolidated within this parent company.
Criterion 2	Not to be an executive officer of a company in which the Corporation holds a Directorship, directly or indirectly, or in which an employee appointed as such or an executive officer of the corporation (currently in office or having held such office within the last five years) holds a Directorship.
Criterion 3*	Not to be a customer, supplier, commercial banker, investment banker or consultant: • that is significant to the corporation or its Group; • or for which the corporation or its Group represents a significant portion of its activities. The evaluation of the significance or otherwise of the relationship with the Company or its Group must be debated by the Board and the quantitative and qualitative criteria that led to this evaluation (continuity, economic dependence, exclusivity, etc.) must be explicitly stated in the report on corporate governance.
Criterion 4	Not to be related by close family ties to a Corporate Officer
Criterion 5	Not to have been an auditor of the corporation within the previous 5 years.
Criterion 6	Not to have been a Director of the corporation for more than 12 years. Loss of the status of independent Director occurs on the date of the 12th anniversary.
Criterion 7	A non-executive officer cannot be considered independent if they receive a variable compensation in cash or in the form of securities or any compensation linked to the performance of the corporation or Group.
Criterion 8	Directors representing major shareholders of the corporation or its parent company may be considered independent, provided these shareholders do not take part in the control of the corporation. Nevertheless, beyond a 10% threshold in capital or voting rights, the Board of Directors, upon a report from the Nomination Committee, should systematically review the qualification of a Director as independent in the light of the composition of the corporation's share capital and the existence of a potential conflict of interest.

(*) As recommended by the AFEP-MEDEF Code, as part of the assessment of how significant the relationship with the Company or its Group is (Criterion 3), the Board of Directors, on the recommendation of the Nomination and Governance Committee, retained the same criteria as those used in the previous year:
- a quantitative criterion, being the consolidated turnover of 1% performed by the Company with a Group within which an Atos Director exercises a function and/or holds a mandate. This criterion was set on the basis of the specificities of the Atos Group activity, in particular the rigorous procedures related to answers to bidding processes;
- qualitative criteria, i.e.: (i) the duration and continuity of the business relationship (seniority of the relationship or impact of potential contract renewals…), (ii) the importance or intensity of the relationship (potential economic dependency), and (iii) the structure of the relationship (Director free of any interest…).

Review of the Directors' independence

In accordance with the AFEP-MEDEF Code requirements and the Board Internal Rules, the qualification of an independent Director is (i) discussed annually by the Nomination and Governance Committee and, upon its proposal, examined annually on a case-by-case basis by the Board and (ii) discussed at each appointment of a new Director and when Directors' terms of office are renewed.

A detailed annual assessment of the Director's independence was carried out on December 12, 2023. Following this annual assessment, the Board of Directors also discussed, upon proposal of the Nomination and Governance Committee, the independence of the newly coopted Directors, at its meeting hold on January 2, 2024 for Françoise Mercadal-Delasalles and Jean-Jacques Morin, at its meeting held on January 14, 2024 for Suja Chandrasekaran and Monika Maurer, at its meeting held on February 28, 2024 for David Layani, Helen Lee Bouygues and Mandy Metten and its meeting held on April 2, 2024 for Alain Crozier.

The findings of these assessments of the Directors' independence carried out on December 12, 2023, January 2, 2024, January 14, 2024, February 28, 2024, and April 2,2024, and based on the above-mentioned criteria, are summarized in the table below:

	Jean-Pierre Mustier	Laurent Collet-Billon	Elizabeth Tinkham	Jean-Jacques Morin	Astrid Stange	Françoise Mercadal-Delasalles	Monika Maurer	Sujatha Chandrasekaran	David Layani	Helen Lee Bouygues	Alain Crozier	Kat Hopkins	Farès Louis	Mandy Metten
Criterion 1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✖	✖	✖
Criterion 2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 8	✓	✓	✓	✓	✓	✓	✓	✓	✖	✖	✓	✓	✓	✓
Independence	YES	YES	YES	YES	YES	YES	YES	YES	NO	NO	YES	NO	NO	NO

In this table, ✓ represents an independence criteron that is satisfied and ✖ represents an independence criterion that is not satisfied.

5 Directors were not considered as independent	• Kat Hopkins, Farès Louis and Mandy Metten by virtue of their capacity as employees of a subsidiary of the Company*. • David Layani and Helen Lee Bouygues as they represent Onepoint, a shareholder holding more than 10% of the share capital and voting rights of the Company
9 Directors were considered as independent	• Jean-Pierre Mustier and Elizabeth Tinkham were considered as independent in the absence of any element falling within the criteria. • 7 Directors, performing mandates or functions in corporations having business relationships with the Company could nevertheless be considered as independent, considering the low turnover, below the threshold of 1% set by the Board, achieved by Atos with all these corporations: Laurent Collet-Billon, Astrid Stange, Françoise Mercadal-Delasalles, Jean-Jacques Morin, Sujatha Chandrasekaran, Monika Maurer and Alain Crozier.

(*) As per article 9.3 of the AFEP-MEDEF Code, the Directors representing the employee shareholders and the Employee Directors are not taken into account for the ratios of independent Directors.

As of April 2, 2024, nine Directors out of eleven (i.e., 82%) completely satisfied the independence criteria, and were therefore considered to be independent Directors. In compliance with the recommendations of the AFEP-MEDEF Code, Kat Hopkins, representing employee shareholders and Farès Louis and Mandy Metten, representing employees, were not included in calculating that proportion.

4.2.3.4 Employee's participation at Board level

The Board includes a Director representing the employee shareholders, appointed by the General Meeting. The appointment of such Director was voluntarily submitted to the Annual General Meeting in 2013, 2017 and in 2020, and was submitted on a mandatory basis, to the 2022 Annual General Meeting considering that the employee stock ownership's had exceeded 3% of the Company's share capital as of December 31, 2021.

The Board also comprises two Employee Directors within the meaning of article L. 225-27-1 of the French Commercial Code, appointed as per the procedure set forth in the Articles of Association. In accordance with the PACTE law, the Company submitted to the 2020 Annual General Meeting an amendment to the Articles of Association to lower the threshold from 12 to 8 Directors composing the Board for the required appointment of a second Employee Director.

Directors representing the employee shareholders and the Employee Directors are expressly designated as members of the Board in the Board Internal Rules. In that respect, they fully participate in the meetings and deliberations of the Board. They have the same rights and obligations as any other Directors, in particular of confidentiality, save for the obligation to hold at least 500 shares of the Company.

Pursuant to an agreement dated December 14, 2012, the Company has implemented a scheme of participation of employees through the creation of the European Company Council of Atos SE and the designation, among the members of this council, or within Atos' employees, of a Participative Committee composed of up to four persons, which meets with members of the Board of Directors and discusses on topics on the agenda of Atos SE's Board meetings. Once a year, the Participative Committee is invited to a plenary meeting of the Board of Directors corresponding to the session on the review of compliance practices of the Company with rules of corporate governance.

4.2.3.5 Directors' training

As per the AFEP-MEDEF Code, upon the appointment of a new Director, various sessions are offered with the main Group executives on the Group's business, organization, governance, innovation and CSR practises. Newly appointed Directors are provided with the Company's governance documentation (including the Articles of Association, the Board Internal Rules and its attachments (Director Charter, Ring Fencing Measures and Guide to the prevention of insider trading) and received a specific training focusing on corporate governance and stock exchange regulations.

The induction program featured a comprehensive agenda that includes informative presentations by senior executive management to familiarize participants with Atos' core fundamentals and its three business lines. The training sessions place significant emphasis on key areas, particularly Board Governance, delving into essential corporate governance principles. A crucial understanding of Financials, Strategy, and Debt Structure is provided, ensuring a comprehensive grasp of these fundamental aspects. Additionally, the program incorporates a training session on Strategy and M&A, with a specific focus on the review of asset disposals. The program also emphasizes the importance of Shareholders Dialogue and Activism in fostering effective communication with stakeholders. Concluding the program, trainings are conducted on the CSR and decarbonization activities, Atos' R&D (research and development) and innovation, as well as a visit in Bezons of the innovations demonstrated in Atos' Business Technology and Innovation Center (BTIC).

In addition, specific external trainings are contemplated for Directors on an ad hoc basis. In January 2023, the Board of Directors held a meeting on the Atos site in Les Clayes-sous-Bois. A visit of the site where Atos maintains a significant R&D center was organized, and the research teams presented the innovations in the area of high-performance computing, identity and access management and cybersecurity. The level of competence of the Board in climate matters is already deemed high given that the Company has been pioneering this field, and the Directors have been supporting the environmental strategy with ambitious targets for more than a decade. To continue strengthening the directors' skills in these areas, additional trainings on climate change by recognized experts are contemplated.

4.2.3.6 Shareholding obligations

Pursuant to the Articles of Association, each Director must own at least 500 shares. However, such requirement does not apply to the Employee Directors and the Director representing the employee shareholders.

4.2.3.7 Declarations related to the members of the Board of Directors and Senior executive officers

To the best of the Company's knowledge, there have been no official public incrimination and/or sanctions taken by statutory or regulatory authorities (including designated professional organisms) against any of the members of the Board of Directors or senior executive officers. No court has, over the course of the past five years at least, prevented the members of the Board of Directors or senior executive officers from acting as member of an administrative, managing or supervisory body of an issuer or from participating in the management or oversight of an issuer's business. No Board member or senior executive officers has been convicted for fraud over the past five years at least. No Board member or senior executive officers has taken part as senior manager in a bankruptcy, receivership or liquidation over the past five years.

4.2.3.8 Potential conflict of interest and agreements

[GRI 2-15]

As mentioned above, each year a review of independence is conducted under the supervision of the Nomination and Governance Committee. At their appointment and annually, Directors and senior executive officers are also required to issue a statement to the Company regarding the existence or absence, to their knowledge, of any conflicts of interest. The following is based on these annual due diligences.

The Board Internal Rules contain specific provisions relating to the identification and management of conflicts of interest, including specific Ring-Fencing Measures (as per the last update made on January 21, 2024) (refer to paragraph 4.2.3.9 for more details).

To the best of the Company's knowledge, there is no conflict of interest between the duties to the Company of Directors and senior executive officers and their private interests and/or other duties.

To the Company's knowledge, there are no existing service agreements between the members of the Board of Directors, senior executive officers and Atos SE or one of its subsidiaries which would provide for benefits.

To the best of the Company's knowledge there are no arrangements, or any type of agreement with the shareholders, clients, service providers or others by which one of the members of the Board of Directors or senior executive officer was selected as member of an administrative, managing or supervisory body or as a member of the general management of the Company.

To the best of the Company's knowledge, there are no family relationships between any executive senior officers and Directors of the Company.

Finally, to the best of the Company's knowledge, there are no restrictions accepted by the members of the Board of Directors or senior executive officers concerning the sale of their potential shareholding in the Company's share capital other than the provision of the Articles of Association under which each Director, save for the Employee Directors and the Directors representing the employee shareholders, must own at least 500 shares of the Company and the retention obligations defined by the Board of Directors for the senior executive officers of the Company.

4.2.3.9 Internal rules of the Board of Directors

The Board of Directors of Atos SE has approved Internal Rules which govern the works of the Board of Directors.

The Board Internal Rules were last updated during the Board meeting held on January 21, 2024. Considering Onepoint's activities, some of which are in competition with those of the Company, it appeared necessary to reinforce certain provisions of the Board Internal Rules in order to prevent, on the one hand, any risk of an illicit agreement within the meaning of competition law, and on the other hand, possible conflicts of interest in the adoption of certain Board resolutions.

The Board Internal Rules include, as attachments, a Director Charter, Ring Fencing Measures (as per the last update made on January 21, 2024) and a Guide to the prevention of insider trading.

The Board Internal Rules set out the rules on composition, operation and role of the Board, compensation of Directors, assessment of the works of the Board, information of Directors, the role, competence, and operating rules of the Committees of the Board, missions of the Chairman of the Board, the specific missions which can be granted to a Director and the confidentiality obligations imposed on Directors.

As soon as appointed, a copy of the Internal Rules as well as the Director Charter, Ring Fencing Measures and the Guide to the prevention of insider trading are provided to the Directors who acknowledge receipt of these documents. The Board Internal Rules are available on the Company website at www.atos.net ("Investors" section).

Acceptance of new corporate mandates

Pursuant to the Board Internal Rules, the Chairman of the Board of Directors and the Chief Executive Officer , and the Chairman and Chief Executive Officer , as applicable, as well as any Deputy Chief Executive Officer , must seek the Board of Directors' opinion before accepting a new Directorship in a listed company, whether French or foreign, outside the Group.

Conflicts of interest [GRI 2-15]

Pursuant to the Board Internal Rules, a Director undertakes to strictly avoid any conflict that may exist between his or her own moral and material interests and those of the Company. Directors must inform the Chairman of the Board of Directors of any conflict of interest, even a potential one, within which he or she may be directly or indirectly involved. In the case where he or she cannot avoid having a conflict of interest, he or she must abstain from participating in discussions and decisions on such matter, and the Chairman may request him or her not to attend the deliberations. A conflict of interest arises when a Director or a member of his or her family could personally benefit from the way the Company's business is conducted, or could maintain a relationship of any kind with the Company, its affiliates or its management that could compromise the Director's judgment (particularly as a client, supplier, business banker, legal representative).

Ring fencing

Pursuant to the Board Internal Rules (article 7 and Schedule 2 as amended on January 21, 2024), Board members linked to a competing company (1) shall not:

- have access to Atos SE's strategic or commercially sensitive information on competing markets;
- participating in meetings at which such information is discussed.

In addition, if the Board of Directors is called upon to consider a proposed transaction involving Atos Group activities in competition with those carried out by one of its shareholders, the director(s) appointed on the proposal of or representing the said shareholder may not, in principle, attend the debate or vote on the related resolution. The Chairman of the Board of Directors, after consulting the Nomination and Governance Committee, may lift this restriction if he/she has obtained guarantees from the relevant shareholder that it has no conflict of interests in the proposed transaction (e.g., that the relevant shareholder is not involved in the proposed transaction).

Trading during closed periods

Pursuant to Atos' Guide to the prevention of insider trading, Atos' Directors, senior executive officers and a list of designated employees who are likely to have access on a regular or occasional basis to privileged information are required not to trade in Atos SE securities, whether directly or indirectly, during any "closed period", which extends over a period of six weeks prior to the publication of Atos SE annual financial statements, 30 days preceding the publication of Atos SE half year financial statements, and four weeks prior to the publication of Atos SE financial information for the first and third quarters.

1) Competing company refers cumulatively to (i) any company which is directly involved in one or more product or service markets in which the Atos Group is involved and (ii) any company belonging to the same "company", within the meaning of competition law, as the latter.

4.2.3.10 Board of Directors' Internal Charter on related-party and "free" agreements

The Board of Directors adopted an Internal Charter on related-party and "free" agreements.

Considering the organization of the Atos Group and, in particular, the principle of segregation of duties of its internal control system, the Internal Charter sets up a procedure involving both the Group Legal department and the Group Internal Control department whereby:

- the Group Legal department is in charge of qualifying the agreements either as related-party agreements or as "free" agreements, and of supervising the authorization procedure for related-party agreements; and
- the Group Internal Control department is in charge of regularly assessing whether agreements relating to ordinary transactions entered into under normal conditions do indeed meet these conditions. It communicates the results of its work to the Audit Committee.

4.2.4 Operation of the Board of Directors and its Committees

4.2.4.1 Attendance to the meetings of the Board of Directors and its Committees in 2023

Individual attendance

	Jean-Pierre Mustier	Laurent Collet-Billon	Vesela Asparuhova	Vivek Badrinath	Valérie Bernis	Carlo d'Asaro Biondo	Kat Hopkins	Farès Louis	Bertrand Meunier	Aminata Niane	Lynn Paine	Edouard Philippe	René Proglio	Caroline Ruellan	Vernon Sankey	Astrid Stange	Elizabeth Tinkham
Board of Directors	100%	100%	100%	86.67%	96.55%	100%	89.66%	100%	100%	82.76%	50%	100%	53.57%	100%	93.10%	100%	93.10%
Audit Committee	N/A	100%	N/A	100%	N/A	100%	N/A	N/A	N/A	N/A	N/A	N/A	55.56%	N/A	100%	100%	N/A
Nomination and Governance Committee	N/A	100%	N/A	N/A	N/A	100%	100%	N/A	N/A	N/A	100%	100%	N/A	100%	100%	N/A	100%
Remuneration Committee	N/A	N/A	100%	N/A	89%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	N/A
CSR Committee	N/A	N/A	N/A	N/A	100%	N/A	N/A	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	N/A
Ad hoc committee	100%	100%	N/A	N/A	86%	N/A	N/A	N/A	100%	N/A	N/A	N/A	100%	N/A	N/A	N/A	N/A

Global attendance rate

Board of Directors	Audit Committee	Nomination and Governance Committee	Remuneration Committee	CSR Committee	Ad hoc Committee
91.51%	87.88%	100%	96.30%	100%	96.88%

4.2.4.2 Board of Directors' activity

Mission

The mission of the Board of Directors is to determine the strategy and trends of the Company's activity and to oversee their implementation. Moreover, the Board of Directors appoints senior executive officers and rules on the independence of Directors on a yearly basis, possibly imposes limitations on the powers of the senior executive officers, issues the report on corporate governance, convenes the General Meetings and decides on the agenda, undertakes the controls and verifications which it deems opportune, the control and audit of the sincerity of the financial statements, the review and approval of the financial statements, the communication to the shareholders and reviews communications to the market of high quality information. The Board of Directors endeavors to promote long-term value creation by the Company by considering the social and environmental aspects of its activities. It regularly reviews, in relation to the strategy it has defined, the opportunity and risks, such as financial, legal, operational, social and environmental risks, as well as the measures taken accordingly.

Operating rules

Pursuant to the Board Internal Rules, the Board of Directors, convened by its Chairman, meets at least 5 times a year and as often as necessary in the interest of the Company. The Directors may attend Board of Directors' meetings by videoconference or conference call. The decisions regarding specific duties of the Board of Directors referred to in Article L. 225-37 of the French Commercial Code can be made through written consultation of the Directors. The meetings of the Board of Directors follow the agenda determined by the Chairman and communicated to the Directors. Whenever possible, the necessary documents and elements are sent to the Directors with the agenda. The Board of Directors appoints, determining his or her term of office, a secretary who may be chosen from among the Directors or from outside. The Directors have the option of being represented at meetings of the Board of Directors by another Director. Each Director may only represent one of the other Directors during the same Board of Directors. The Board of Directors may only deliberate validly if at least half of its members are present. Decisions are passed by a majority of members present or represented. If the votes are split, the Chairman of the session casts the deciding vote.

Activities in 2023

During the 2023 financial year, the Board of Directors met 29 times. This number of meetings was necessary in order to allow a regular and timely review by the Board of regular or exceptional events, notably the review of the Group's strategic plan and financing, the developments related to the separation project, and disposal projects contemplated or decided by the Group.

Global attendance of Directors at these meetings was an average of 91.51%.

The Board of Directors met to discuss the following topics:

Financial statements, budget and financial commitments:

- review of the 2024 budget;
- review of the financial information and quarterly reports and forecasts;
- review of and closure of (i) annual and consolidated financial statements for 2022 and (ii) 2023 half-year consolidated statements;
- proposal relating to the allocation of the 2022 result;
- review of financial presentations and press releases;
- approval of parental company guarantees and review of off-balance sheet commitments;
- regular review of the Group's financial position and the plan to maintain financing and obtain refinancing;

For updating purposes, as part of its 2024 activities, the Board on February 4, 2024 discussed the appointment of a mandataire ad hoc [1] in order to frame the discussions with its banks with a view to reaching a refinancing plan for its financial debt and facilitate a rapid outcome. On March 25, 2024, the Board also discussed the opening of an amicable conciliation procedur [2]e to facilitate a global refinancing agreement with the banks and bondholders of Atos SE.

1) *The mandataire ad hoc is an independent third party whose mission is to assist the Company in its discussions, in order to converge on an appropriate financial solution as soon as possible, in the Company's corporate interests. The mandat ad hoc is an amicable procedure allowing negotiations to be conducted within a confidential framework. The mandat ad hoc only concerns the financial debt of the Company and has no impact on the employees, customers and suppliers of the Group.*

2) *The conciliation is a procedure, so-called amicable or preventive, for dealing with financial difficulties. It is provided for in the Commercial Code. The negotiations, which take place under the aegis of a conciliator appointed by the President of the Commercial Court, are confidential. The conciliator's mission is to encourage the conclusion of an amicable agreement between the debtor and its creditors, who are called upon to do so, aimed at putting an end to the company's difficulties and ensuring its continuity.*

Strategic projects and transactions:

- review and approval of the Company's strategy plan;
- strategic sessions to review and discuss the strategic dynamics and options available to Atos;
- monitoring of the separation project of Atos into two listed entities (Eviden and TFCo), as announced on June 14, 2022, and the prior reorganization of the two perimeters; including in this context, regular update on the project of monetization of up to a 30% stake in Eviden, including with respect to the discussions with Airbus which were finally no longer pursued in accordance with the press release on March 29, 2023;
- regular update on the contemplated sale of Tech Foundations and the progress of the discussions which were finally no longer pursued in accordance with the press release published on February 28, 2024;
- review of two offers received on BDS and approach on negotiation relating to the discussions with Airbus which were finally no longer pursued in accordance with the press release published on March 19, 2024;
- regular review of the M&A activities, including disposals of Unify to Mitel, Atos Italian operations to Lutech S.p.A and Ecoact to Schneider Electric as part of the €700m disposal plan initiated on June 2022 and expansion by an additional €400m divestment program.

Compensation:

- *Compensation policy:*
  - set the compensation policy applicable in 2023 to the Chairman of the Board, the Directors, the Chief Executive Officer and the Deputy Chief Executive Officer ;
  - review of the conformity of the executive officers' compensation policy with the AFEP-MEDEF Code;
  - determination of Nourdine Bihmane's compensation as former Chief Executive Officer ;
  - determination of Philippe Oliva's compensation as former Deputy Chief Executive Officer ;
  - determination of Yves Bernaert's compensation as former Chief Executive Officer ;
  - determination of Jean-Pierre Mustier's compensation as new Chairman of the Board;
  - determination of Laurent Collet-Billon's compensation as new Vice-Chairman of the Board;
- *Variable compensation:*
  - acknowledgement of the results relating to the variable compensation for H2 2022 of Nourdine Bihmane as former Chief Executive Officer ' and Philippe Oliva as former Deputy Chief Executive Officer ;
  - setting of objectives for the 2023 variable compensations of the Chief Executive Officer and the Deputy Chief Executive Officer ;
- *Directors' compensation:*
  - approval of the structure of Directors' compensation;
- *Long-term incentive plans:*
  - validation of the partial achievement of the performance conditions applicable to the performance share plans dated July 24, 2020;
  - set-up of a performance share plans for 2023 in favor of Group employees, Group Management Committee and senior executive officers.

Corporate Social Responsability:

- review and approval of the Non-Financial Performance Statement (DPEF) for the year 2022;
- annual review of the Group CSR strategy results in 2022;
- review of the CSR challenges for 2023;
- review of the new CSR regulatory landscape (CSRD, Taxonomy) and the initiatives, implemented within the Group to align with non-financial reporting requirements;
- monitoring of the Double Materiality Assessment to be performed as per CSRD requirements.

Governance:

- *General Meeting:*
  - convening of the Annual General Meeting;
  - review and approval of the Board of Directors' report to the Annual General Meeting;
  - responses to written questions from shareholders; review of the draft resolutions submitted by certain shareholders at the 2023 General Meeting;
- *Company governance:*
  - appointment of successively Yves Bernaert on October 3, 2023 and, as part of its 2024 activities, Paul Saleh on January 14, 2024 as Chief Executive Officer ;
  - review and modification of the composition of the Board of Directors, including Jean-Pierre Mustier as new Chairman, Laurent Collet-Billon as new Vice-Chairman, Elizabeth Tinkham as Lead Independent Director and new Board members;
  - modification of the composition of the Committees;
- *governance-related documentation:*
  - review and approval of the Board of Directors' report on corporate governance;
  - review of the 2022 Universal Registration Document and of the 2022 Compliance report;
  - review of the Internal Rules of the Board of Directors;
- *operation of the corporate bodies:*
  - renewal or approval of certain delegations of powers to senior executive officers;
  - assessment of the Board's work in 2023;
  - examination of the composition of the Board and approval of the diversity policy;
  - review of the independence of Board members;
  - conformity review of the Company's practices with the AFEP-MEDEF Code;
  - annual review of related parties' agreements authorized during previous financial years;

- *risks:*
  - approval of parental guarantees;
  - review of the results of the risk mapping exercise;
  - review the risk management and monitoring;
  - review of the recommendations of Internal Audit missions;
  - review of main on-going litigations including the Trizetto Litigation;
- *compliance:*
  - 2023 annual compliance review and follow-up on the 2022 compliance alerts;
  - follow-up on the report from the AFA (French anticorruption agency).

The Board regularly heard the reports of the statutory auditors as well as those of its four permanent Committees.

As part of the separation project of the Group into two independent listed companies, the Board also relied upon the work of its Ad hoc Committee.

The Board Committees are governed by the Board Internal Rules which specify their respective missions. The Committees only have an advisory role in preparing the works of the Board which is the only decision-making and liable body. They report to the Board of Directors. Their recommendations are discussed at length during the meetings, where applicable, on the basis of the documentation generated by the Committees.

4.2.4.3 The Audit Committee's activity

Composition

The Audit Committee is composed of three members, including two independent members.

By virtue of their education and professional experience, each Committee member has considerable experience and high-level expertise in financial and accounting matters (see biographies in section 4.2.3.1).

The Audit Committee is chaired by Jean-Jacques Morin who started his career with Deloitte where he spent five years in auditing and consulting. With over two decades of experience, including multiple roles as CFO of Alstom and Accor, Jean-Jacques Morin has a profound expertise in finance and skillfully handles intricate financial environments. From 2016 to 2020, he was a member of the Audit Committee of Orbis. He also chaired the Finance and Audit Committee of Vallourec (listed of Euronext Paris) from 2018 to 2021. In his current position as Deputy CEO and Premium, Midscale & Economy Division CEO of Accor, Jean-Jacques Morin continues to showcase his broad range of experience and leadership in the financial sector.

Astrid Stange has held general management positions primarily in the insurance sector, leading the German insurance practice at Boston Consulting Group (2008-2013) and assuming the role of Chief Operating Officer of AXA SA and member of its Management Committee (2017-2021). Moreover, she was CEO of AXA Group Operations SA from 2018-2021. Within the same period, she also was a member of the Supervisory Board and Financial Controller of GIE AXA. Her experience, including her current position as CEO of ELEMENT Insurance AG (Germany), enables her to provide financial expertise as well as a business vision useful for internal control and risk management.

Laurent Collet-Billon possesses extensive expertise in financial matters, and risk management, cultivated through his illustrious career at the Direction Générale de l'Armement (DGA) where he develops experience in financial oversight, strategic planning, and risk mitigation in the context of defense procurement and international cooperation. Laurent Collet-Billon's advisory roles at Alcatel-Lucent and Thales underscore his proficiency in navigating complex financial landscapes and ensuring regulatory compliance.

Mission

The Audit Committee prepares and facilitates the work of the Board of Directors within its fields of competence. For this purpose, it assists the Board of Directors in its analysis of the accuracy and sincerity of the Company's corporate and consolidated accounts. The Committee formulates opinions and recommendations to the Board of Directors according to the following assignments received from the Board:

With respect to the accounts:

- to monitor the financial reporting process, and submit recommendations or proposals to ensure integrity of the said process;
- to proceed with the prior examination of and give its opinion on the draft annual, half-yearly and, where applicable, quarterly company and consolidated accounts of the Company prepared by the financial management;
- to examine the relevance and the permanence of the accounting principles and rules used to draw up the company and consolidated accounts of the Company and to alert any failure to comply with these rules;
- to be presented with the evolution of the perimeter of consolidated companies and to receive, where applicable, any necessary explanations;
- to meet, whenever it deems necessary, the auditors, the general management, the financial, treasury and accounting management, Internal Audit or any other member of the management; these hearings may take place, when appropriate, without members of the general management being present;
- to examine, prior to their publication, the draft reports of activity, profit and loss accounts and all accounts (including provisional accounts) drawn up for the needs of specific, significant operations (such as contributions, mergers, payment of advances on dividends, etc.), and particularly those that may create a conflict of interest;
- to examine the financial documents distributed by the Company upon approval of the annual accounts as well as the important financial documents and press releases before their publication and potentially give an assessment of such documents; and
- to inform the Board of Directors of the outcome of the statutory audit and explain how the statutory audit contributed to the integrity of financial reporting and what the role of the audit committee was in that process.

With respect to the external control of the Company:

- to examine questions concerning either the appointment or renewal of the statutory auditors;
- to monitor the conduct of the fulfilment of the mission entrusted to the statutory auditors;
- to approve the provision of any service assigment by the statutory auditors or by their network members for the benefit of the Company or its subsidiaries, other than the certification of the accounts and the services required from the statutory auditors by the law. The Committee bases its recommendations on the analysis of the risk to the independence of the statutory auditor(s) and on the safeguard measures applied by them;
- to be informed of the amounts of fees paid by the Company and its Group to entities in the network to which the auditors belong and to ensure that the amount of such fees or the proportion they represent in their turnover is not likely to jeopardize the independence of the auditors;
- to ensure the rotation of the signatories to the accounts on behalf of the firms having a large network of auditors, as the case may be, and proper time sequence between the end dates of the mandates of the two statutory auditors; and
- to ensure the statutory auditors act in compliance with their duty of independence.

With respect to the internal control and risk-monitoring of the Company:

- to assess, along with the persons responsible at Group level, the efficiency and the quality of the systems and procedures for internal control of the Group, to examine the significant off-balance sheet risks and commitments, to meet with the person responsible for Internal Audit, to give its opinion on the organization of the department and to be informed of its work program. The Committee shall be provided with the Internal Auditor's reports or a periodic summary of these reports;
- to examine, along with those responsible for internal audit, the objectives and plans for intervention and action in the area of internal audit, the conclusions of such interventions, the actions, recommendations and follow-up that are given to them and the amount of fees requested, where applicable, apart from the presence of the members of senior management;
- to examine the methods and results of internal audit, and verify that the procedures used shall ensure that the accounts of the Company reflect accurately the authenticity and reality of the Company and are compliant with accounting rules;
- to assess the reliability of the systems and procedures that are used for establishing the accounts, as well as the methods and procedures for reporting and handling accounting and financial information;
- to examine the methods and procedures of reporting and handling accounting and financial information coming from the subsidiaries and/or operational units;
- to be informed by the general management, or by any other means, of any claims by third parties or any internal information revealing any criticism of the accounting documents or internal control procedures of the Company, as well as of procedures implemented for this purpose and the remedies for such claims or criticisms.
- to entrust to internal audit any assignment that it deems necessary;
- to monitor the effectiveness of the Internal Audit of the procedures relating to the preparation and processing of financial and extra-financial accounting information; and
- to regularly make itself aware of the financial situation, the cash position and any significant commitments or risks, notably through a litigation review, and to examine the procedures adopted to assess and manage such risks.

Operating rules

Pursuant to the Board Internal Rules, the Audit Committee members are provided, at the time of appointment, with information relating to the Company's specific accounting, financial and operational features. The Audit Committee interviews the statutory auditors, and also the persons responsible for finance, accounting and treasury matters. The review of accounts by the Audit Committee should be accompanied by a presentation from the statutory auditors stressing the essential points not only of the results of the statutory audit, in particular the adjustments resulting from the audit and significant weaknesses in internal control identified during the auditor's works, but also of the accounting methods chosen. It should also be accompanied by the complementary report to the Audit Committee provided for by applicable law and a presentation from the Chief Financial Officer describing the corporation's risk exposures including those of a social and environmental nature, and its material off-balance-sheet commitments. As far as Internal Audit and risk control are concerned, the Audit Committee interviews those responsible for the Internal Audit. It should be informed of the program for the Internal Audit and receive Internal Audit reports or a regular summary of those reports. The Audit Committee may use external experts as needed.

In 2023, the Audit Committee, in its operation, benefited from Company's internal competences, in particular the Group Chief Financial Officer, the Group General Secretary, the Group General Counsel, the Group Head of Internal Audit, the Group Head of Bid Control and Business risk management, the Group Head of Investor Relations and Financial Communication as well as the statutory auditors who attended, as applicable and upon request from the Audit Committee Chairman, meetings of the Audit Committee. The Group CEO also attended the meetings to answer any questions from the Audit Committee members. All documentation presented to the Audit Committee was communicated to the Audit Committee by the Group Chief Financial Officer several days prior to the meetings.

Activities in 2023

During the 2023 financial year, the Audit Committee met nine times. Attendance of members to the meetings was an average of 87.88%.

During the 2023 financial year, the Audit Committee reviewed the accounting and financial documents, before their presentation to the Board; the Audit Committee also reviewed the main accounting items and methods. The Audit Committee examined the quarterly financial reports on the Group's performance, the consolidated accounts for 2022, the half yearly accounts 2023, and the draft financial press releases before their submission to the Board of Directors.

The Audit Committee was regularly informed of the conclusions of the main missions and reviewed the summary reports concerning the Internal Audit activities. The Audit Committee was informed on a regular basis of the monitoring and management of risk of the significant contracts and reviewed the updated risk mapping presented by the Group Head of Internal Audit, which included social and environmental risks. The Audit Committee also periodically reviewed the status of the declared claims and litigations and the provisions. The Audit Committee reviewed relevant sections of the Universal Registration Document. The Audit Committee was regularly informed on the status of the Group's treasury and financing needs and reviewed the significant off-balance-sheet commitments. The Audit Committee also reviewed the Group's liquidity and financing. The Audit Committee heard the intermediate and final reports of the statutory auditors concerning the annual and half-yearly accounts, as well as the reports of their other works carried out in connection with their general audit mission. The Audit Committee also supervised the selection process of the new statutory auditor whose appointment will be submitted to the General Meeting to be held in 2024. It also examined the fees and the independence of the statutory auditors.

4.2.4.4 The Nomination and Governance Committee's activity

Composition

The Nomination and Governance Committee is composed of four members, including three independent members.

Mission

The Nomination and Governance Committee shall have the task of preparing and facilitating the decisions of the Board of Directors within its fields of competence according to the following assignments received from the Board:

With respect to nominations:

- to research and examine, for the Board of Directors, any candidate for the appointment to the position of member of the Board of Directors or to a position of manager who holds a corporate mandate within the Company;
- to formulate an opinion on these candidates and/or a recommendation to the Board of Directors, particularly taking into account the desired balance within the composition of the Board of Directors with regard to the composition and the evolution of the share ownership of the Company and to assess the opportunities for the renewal of mandates;
- to organize a procedure designed to select future independent directors before approaching them (as described below);
- to review and issue recommendations regarding the succession plan for executive officers.

With respect to corporate governance:

- to review the implementation of best corporate governance standards by the Board of Directors;
- to supervise the annual evaluation of the works of the Board;
- to examine major operations involving a risk of a conflict of interest between the Company and the members of the Board of Directors;
- to prepare the work of the Board of Directors regarding the assessment of the independence of the Board members;
- to answer, on an ad hoc basis, questions relating to the operation of the Board.

Selection process for candidates as independent Directors

The Nomination and Governance Committee identifies and selects candidates to the office as independent Directors according to the following procedure:

- identification of the missing profiles through the analysis of the targets of the diversity policy set by the Board and the inputs and suggestions made by the members of the Board of Directors when answering the questionnaire related to the annual assessment of the works of the Board;
- identification by the Nomination and Governance Committee of potential candidates meeting the identified criteria, with the help, as applicable, of an external consultant;
- preselection of candidates by the Nomination and Governance Committee after careful review of their skills, experience, professional background, independence and ability to carry the duties of the Charter of the Atos Board of Directors;
- the Chairman or another member of the Nomination and Governance Committee contacts the preselected candidates and enquires about their willingness to be considered for the position;
- the preselected candidates who have confirmed their willingness to be considered for the position are interviewed, individually by each member of the Nomination and Governance Committee and shall fulfil a questionnaire with disclosures and a commitment to abide by the Board rules;
- after the interviews, the Nomination and Governance Committee issues a recommendation to the Board of Directors;
- to examine major operations involving a risk of a conflict of interest between the Company and the Directors, to provide recommendations regarding the assessment of the Directors' independence and to supervise the annual evaluation of the Board's works.

Operating rules

The Nomination and Governance Committee is subject to the same general operating rules as those applicable to the other Board Committees. The Nomination and Governance Committee may use external experts as needed.

Activities in 2023

During the 2023 financial year, the Nomination and Governance Committee met 17 times. Attendance of members to the meetings was 100%.

The Nomination and Governance Committee met in 2023 to deal in particular with the following subjects so as to formulate opinions and recommendations to the Board of Directors:

- search for potential candidates for the position of Board member in light of the diversity policy defined by the Board;
- proposal to appoint new Directors and renew the term of office of certain Directors at the Annual General Meeting;
- proposed composition of the Board committees after the Annual General Meeting and the changes in the Board's composition;
- review of the key executive officers and their succession plans;
- yearly review of the composition of the Board of Directors in accordance with the defined diversity policy of the Board;
- review of the yearly assessment of the Board's work in 2023;
- proposals in connection with the review of the independence of Directors;
- proposal for the nomination of new Chief Executive Officer s;
- proposal for the nomination of a new Chairman and Vice-Chairman of the Board of Directors;
- proposal for the nomination of a new Lead Independent Director and the definition of his/her missions;
- proposals for the respective governance of TFCo and Eviden and launch of a search process for candidate directors.

4.2.4.5 The Remuneration Committee's activity

[GRI 2-20]

Composition

The Remuneration Committee is composed of three members, including two independent members. The Remuneration Committee is chaired by an independent member and comprises one Employee Director in accordance with the recommendations of the AFEP-MEDEF Code.

Mission

The Remuneration Committee shall have the task of preparing and facilitating the decisions of the Board of Directors within its fields of competence according to the following assignments received from the Board:

- to formulate proposals regarding the compensation of the Chairman of the Board and the senior executive officers (amount of the fixed compensation and definition of the rules governing the variable compensation, ensuring the consistency of these rules with the annual assessment of the performances and with the medium-term strategy of the Company, as well as checking the annual application of such rules) and of the Directors;
- to review and formulate recommendations to the Board of Directors regarding the annual compensation policy for senior corporate officers;
- to contribute to the preparation of the profit-sharing policy of the staff of the Company and its subsidiaries. In particular, the Remuneration Committee's task is to formulate proposals regarding the decisions to grant options for the subscription and/or purchase of Company shares, or Company performance shares to the benefit of senior corporate officers and any or all employees of the Company and its subsidiaries;
- to formulate proposals concerning the free allocation of existing shares or those to be issued under the authorizations given by the shareholders' general meeting. It shall propose names of those who shall benefit from the share allocations, the conditions (particularly the duration of the acquisition period and of the period during which the shares must be held) and the criteria of allocation of the shares (the position of the employee at the time of the definitive allocation, conditions of the individual performance or financial performance of the Company, etc…);
- with respect to the members of the Board of Directors, to determine each year the total amount of the compensation which shall be submitted to the approval of the general meeting and the way in which such compensation shall be distributed among the members of the Board of Directors (and, as the case may be, the censor(s)), particularly taking into account the presence of the members at the Board of Directors meetings and the committees of which they are members, the level of liability incurred by the directors (and censor(s) where applicable) and the time devoted to their functions;
- to give its opinion prior to any proposal of an exceptional remuneration proposed by the Board of Directors in view of remunerating one of its members who shall have been assigned a special task or mandate in accordance with the provisions of Article L. 225-46 of the French Commercial Code;
- to make observations and/or recommendations related to the pension and insurance plans, payments in kind, various financial rights granted to corporate officers of the Company and their subsidiaries.

Operating rules

The Remuneration Committee meets without the Chairman of the Board and the senior executive officers' presence for the setting of the Chairman of the Board and the senior executive officers' compensation policy and the senior executive officers' related objectives as well as the assessment of the latters' performance on the occasion of the allocation of their variable compensation. The Remuneration Committee delivers an opinion to the Board of Directors on the performance of the senior executive officers. The senior executive officers are associated to the works of the Remuneration Committee relating to the long-term incentive policy related proposals for employees. The Remuneration Committee may use external experts as needed.

Activities in 2023

During the 2023 financial year, the Remuneration Committee met nine times. Attendance of members to the meetings was 96.30%.

The Remuneration Committee met in 2023 to deal in particular with the following subjects so as to formulate opinions and recommendations to the Board of Directors:

- compensation policy:
  - proposals in connection with the review of the conformity of the Chairman's and of the senior executive officers' respective compensations with the AFEP-MEDEF Code;
  - proposals relating to the determination of the Chairman's and of the senior executive officers' respective compensations;
  - proposals relating to the definition of the compensation policy applicable to the Chairman and the Vice-Chairman of the Board, the Directors and the senior executive officers;
  - proposal relating to the compensation of the Chief Executive Officer ;
- variable compensation:
  - proposals in connection with the acknowledgement of the results relating to the variable compensation for H2 2022 of Nourdine Bihmane as former Chief Executive Officer ' and Philippe Oliva as former Deputy Chief Executive Officer ;
  - proposals in connection with the objectives for the 2023 variable compensations of the Chief Executive Officer and the Deputy Chief Executive Officer ;
- Directors' compensation:
  - proposals for the allocation of the Directors' compensation for 2023;
  - proposals for the modification of the Directors' compensation for 2024;
- long-term incentive plans:
  - proposals for validation of the partial achievement of the performance conditions applicable to the performance share plans dated July 24, 2020;
  - proposal related to the deliveries of LTI plans;
  - proposals in connection with employee stock ownership, including the consequences on past plans in the context of the separation project and the future plan to be implemented after the separation;
  - proposals in connection with the setting up of a performance share plan in 2023 in favor of Group employees, Group Management Committee and senior executive officers.

4.2.4.6 The CSR Committee's activity

Composition

The CSR Committee is composed of three members, including two independent members. The meetings of the CSR Committee are always open to the other members of the Board.

The CSR Committee is chaired by an independent Director since December 2018.

Mission

The CSR Committee shall have the task of preparing and facilitating the work of the Board of Directors within its fields of competence. The CSR Committee shall formulate all opinions and recommendations to the Board of Directors according to the following assignments received from the Board:

- to review the Group's corporate social and environmental responsibility strategy and the rollout of the related initiatives;
- to review the Group's corporate social and environmental responsibility commitments in light of the challenges specific to the Group's business and objectives, in particular in such areas as well being at work, diversity and environment;
- to evaluate the risks and opportunities with regard to social and environmental performance;
- to review the social and environmental policies taking into account their impact in terms of economic performance;
- to review the annual statement on extra-financial performance; and
- to review the summary of ratings awarded to the Group by rating agencies and in extra-financial analysis.

Operating rules

During the meetings of the CSR Committee, the Head of CSR explains in depth the environmental and climate issues and the evolution of the regulatory framework and those topics are discussed at length with the CSR Committee members. The Chair of the CSR Committee reports to the full Board very regularly on the CSR Committee's works. In February 2021, a meeting of the CSR Committee was held with the entire Board's attendance to introduce the CSR team to all Board members and allow the Board members to improve their understanding of the topics the CSR team focuses upon, the targets the Group has set, and what differentiates the Group on the market. The CSR Committee is subject to the same general operating rules as those applicable to the other Board Committees. The CSR Committee meets as often as the Company's interest so requires. The CSR Committee may, in carrying out its responsibilities, contact leading managers of the Company after notifying the Chairman of the Board of Directors or the Board of Directors itself and under the condition that it reports back to the Board of Directors. The CSR Committee may use external experts as needed.

Activities in 2023

During the 2023 financial year, the CSR Committee met two times. Attendance of members to the meetings was 100%.

The CSR Committee met in 2023 to deal in particular with the following subjects so as to formulate opinions and recommendations to the Board of Directors:

- review and recommendations to the Board of Directors with respect to the approval of the Non-Financial Performance Statement (DPEF) for the year 2022;
- annual review of the Group CSR strategy results in 2022;
- review of the CSR challenges for 2023;
- review of the new CSR regulatory landscape (CSRD, Taxonomy) and the initiatives, implemented within the Group to align with non-financial reporting requirements;
- monitoring of the Double Materiality Assessment to be performed as per CSRD requirements.

4.2.4.7 The Ad hoc Committee's activity

As part of the study of the Group's strategic plan presented at the June 14, 2022 Capital Markets Day to separate the Group into two independent listed companies, and in accordance with the recommendations of the AFEP-MEDEF Code, the Board of Directors decided to set up an Ad hoc Committee.

Composition

The Ad hoc Committee is composed of five members which are all independent.

Mission

The mission of the Ad hoc Committee has been set up to provide recommendations and to oversee the study and implementation of the project to separate the Group into two independent listed companies by the management team as well as to supervise the work of the independent expert.

In light of the evolution of the strategy, the appointment of a *mandataire ad hoc* [1] announced on February 5, 2024, followed by the opening of an *amicable conciliation procedure* [2] announced on March 26, 2024, the Board of Directors decided to broaden the mission of the Ad hoc Committee in order to monitor developments in the Company's financial situation, the progress of any legal protection measures, and to exchange proactively and support the management in its proposals to the Board.

Activities in 2023

During the 2023 financial year, the Ad hoc Committee met 14 times. Attendance of members to the meetings was 96.88%.

1) The mandataire ad hoc is an independent third party whose mission is to assist the Company in its discussions, in order to converge on an appropriate financial solution as soon as possible, in the Company's corporate interests. The mandat ad hoc is an amicable procedure allowing negotiations to be conducted within a confidential framework. The mandat ad hoc only concerns the financial debt of the Company and has no impact on the employees, customers and suppliers of the Group.

2) The conciliation is a procedure, so-called amicable or preventive, for dealing with financial difficulties. It is provided for in the Commercial Code. The negotiations, which take place under the aegis of a conciliator appointed by the President of the Commercial Court, are confidential. The conciliator's mission is to encourage the conclusion of an amicable agreement between the debtor and its creditors, who are called upon to do so, aimed at putting an end to the company's difficulties and ensuring its continuity.

4.2.5 Assessment of the works of the Board of Directors

[GRI 2-18]

Procedure

Pursuant to the Board Internal Rules, the Board of Directors must assess its capacity to meet the expectations of the shareholders by periodically analyzing its composition, organization and its operation, as well as the composition, organization and operation of its Committees.

The evaluation has three objectives:

- to assess the way in which the Board operates;
- to check that the important issues are suitably prepared and discussed; and
- to measure the actual contribution of each Director to the Board's work.

Once a year, the Board of Directors shall devote one item on its agenda to the discussion of its operation and inform the shareholders each year, in the Universal Registration Document, of the conduct of these assessments and the subsequent follow-up.

In accordance with the AFEP-MEDEF Code, the Board of Directors has undertaken since 2009 a formalized annual assessment under the supervision of its Lead Independent Director, the Nomination and Governance Committee has been in charge of the process since the Committee was created in December 2020 and due to the removal of the position of Lead Independent Director.

This year was marked by increased activity to address shareholder activism and by the reinstatement of the Lead Independent Director role in the continuity of the prior mission of the Chair of the Nomination and Governance Committee, a decision endorsed by the Board of Directors during its meeting on June 4, 2023. As per Board's internal rules, the Lead Independent Director and this Committee now assume responsibility for conducting the 2023 assessment of the Board of Directors' performance.

For the 2023 financial year, the performance review of the Board of Directors was carried out internally. An external review was performed in 2022, it being reminded that the best practice followed by Atos is to have an external review every 3 years. For the purpose of the assessment, each Director received and was asked to fill in a questionnaire aimed at assessing the Board's works and evolutions in light of corporate governance best practices.

This year's questionnaire has been updated in line with the Group's current challenges and recent governance development, including shareholder dialogue and understanding analysts' and investors' expectations.

A specific questionnaire was also provided to evaluate the performance of the permanent Committees (Audit, Nomination & Governance, Remuneration, and CSR).

Results of the 2023 assessment and recommendations for 2024

The general assessment and the recommendations and paths for 2024 are described in the following table:

General assessment	Areas for improvement and action to be taken in 2024
Strategy and knowledge of Atos's business	
• Sufficient input is given to the Board to correctly understand the Group's strategy and market positioning and effectively evaluate Atos's strategy as deployed by the Executive Management • Information adequacy regarding the Group's financial performance and adequate monitoring of the Group's financial communication • Satisfactory role of the Remuneration Committee in preparing decisions on Executive Corporate Officers' compensation • Satisfactory dialogue with the Company's shareholders and some Directors, including the Lead Independent Director	• Involve more business managers in presentations, and/or members of the scientific community to provide diverse perspectives • Continue to improve the quality of reports to the Board with key performance indicators (KPIs) including customer satisfaction
Risk Management	
• Adequate procedures in force for risk identification, prevention, and management in the Group • Satisfactory reporting by the Audit Committee and the CSR Committee on compliance and ethics within their respective scopes • Appropriate information provided to the Board regarding the Group's major risks and risk management • Satisfactory reporting by the Audit Committee on risk mapping and management. Directors welcomed the new Chairman's focus on risk-related matters	• Increase the number of meetings focused on Corporate Social Responsibility to continue to address risk-related concerns
Board performance and composition	
• Sufficient room for free and open discussions in Board meetings • Well-defined key roles within the Board Governance, including Lead Independent Director, Vice Chair and Committee Chairs • Level of independence in the Board allowing healthy challenge of the Management team • Satisfactory mix of skills within the Board to understand strategic topics and challenges, risk management principles, compliance and ethics, and financial statements and reports • Appropriate interaction between Management team and Board. Efforts to establish a conducive relationship between Board and key Management team members • Appropriately defined roles of the Board four permanent Committees	• Continue to improve the Board performance through diverse skill sets, particularly by promoting the following research: finance, risk management, technology and services (see recent developments regarding the Board's composition in section 4.2.3.1 (Diversity policy at Board level))
Committees	
• All Committees: clear definition of respective roles and responsibilities of Committees vs. the Board and the management. Good awareness of current guidelines and regulatory requirements within the Committee's scope of competences • All Committees: significant impact of the Committee's recommendations on the Board's debates and decisions in key matters • Audit Committee: Committee's questions to the Group Finance Department and/or Head of Internal Audit answered directly and within an acceptable time • Nomination and Governance Committee: sufficient information received to evaluate the skills, qualities, and professional position of Directors and assess their independence	• Audit Committee: increase the frequency of meetings, especially pertaining to CSR • Nomination and Governance Committee: plan a dedicated session on succession planning • Remuneration Committee: continue to improve the transparency and process for the determination of the CEO's compensation; regular updates on proxy advisors' policies on compensation matters; participate to conferences on this matter locally and internationally • CSR Committee: one member proposed to give more focus on the monitoring of diversity and well-being at work

Results of implementing the 2022 recommendations

Directors believe that the recommendations formulated upon completion of the 2022 assessment were duly taken into account in 2023. In particular, they were as follows:

- Composition of the Board: pursue the strengthening of the Directors' training, especially for new ones, and maintaining training sessions on the major technological and transformational challenges the Group is facing with the necessary dedicated time and the right pace;
- Strategy: improve the strategic planning to discuss the transformation of the Group;
- Risk: maintain the periodic sessions at Board level to review the risk management and monitoring, inclusive of operational and social risks, following the review by the Audit Committee; and
- Governance: continue strengthening the exchanges between the Board and the executive management.

4.2.6 Board of Directors' reports

4.2.6.1 Board of Directors' report on corporate governance

The 2023 Universal Registration Document includes all corporate governance-related items required under the provisions of the French Commercial Code and the AFEP-MEDEF Code of corporate governance to be included in the Board of Directors' report on corporate governance approved during the meeting held on February 28, 2024. Consequently, the following table allows to identify in the 2023 Universal Registration Document the required information.

Information required under the French Commercial Code	Section of the 2023 Universal Registration Document
Governance *(L. 22-10-10 of the French Commercial Code)*	
List of mandates and functions in any company exercized by each corporate officer during the financial year	4.2.3.1
Agreements entered into between a subsidiary and a corporate officer or a shareholder holding more than 10% of the voting rights	N/A
Table of on-going delegations to proceed to share capital increases	8.7.9
Choice of terms and conditions to exercize the general management of the Company	4.2.2
Composition of the Board of Directors and Executive management and conditions of organization of the works of the Board of Directors	4.2.3, 4.2.4
Diversity policy at Board of Directors and Executive Committee levels and results in terms of gender diversity for the 10% highest responsibility positions within the Company	4.2.3.1, 5.3.5, 5.3.2.1
Limitations of powers on the Chief Executive Officer	4.2.2
Recommendations of Corporate Governance Code which are not followed and place where Code may be consulted	4.2.1
Specific terms and conditions of participation in General Meetings	4.1.3.2
The description of the procedure related to related-party and free agreements set up by the Company and of its implementation	4.2.3.10
Executive Compensation *(L. 22-10-8, L. 22-10-9, L. 225-185 and L. 225-197-1 of the French Commercial Code)*	
Presentation of the corporate officers' compensation policy to be submitted to the General Meeting in the context of the ex ante vote	4.3.1
Corporate officers' compensation paid during the closed financial year or awarded in relation thereto	4.3.2
Proportion between the fixed and variable compensation	4.3.1; 4.3.2.3
The use of the possibility to ask for the restitution of the paid compensation	N/A
Undertakings in favor of corporate officers in case of taking up, ending or change of functions.	4.3.1
Compensation paid or awarded by a consolidated company	4.3.1; 4.3.2
Ratios between the Company officers' compensation and the employees' average compensation	4.3.2.2, 4.3.2.3
The annual evolution of the compensation, the Company's performance, the employees' average compensation, and the hereabove mentioned ratios over the last five years in a way that allows a comparison.	4.3.2.2, 4.3.2.3, 4.3.2.4
An explanation on the way the total compensation complies with the adopted compensation policy, including the way it contributes to the Company's long-term performance and the way the performance criteria were applied	4.3.1, 4.3.2
The way the vote during the last Ordinary General Meeting provided for in article L. 22-10-34 para. I was taken into account	4.3.1
Any discrepancy with the compensation policy and any exception applied in accordance with article L. 22-10-8 para. III, including the explanation on the nature of the exceptional circumstances and the indication of the specific elements to which an exception is made	N/A
The implementation of the legal provisions regarding the discontinued payment of the Directors' compensation, if applicable	N/A

Information required under the French Commercial Code	Section of the 2023 Universal Registration Document
Allocation and holding obligation of options by Company's officers	4.3.1.4
Allocation and holding obligation of free shares by Company's executive officers	4.3.1.4
Elements likely to have an impact in case of public offer *(L. 22-10-11 of the French Commercial Code)*	
Structure of share capital of the Company	8.1.2, 8.2, 8.7.3, 8.7.5
Limitations on the exercise of voting rights and share transfers as per the Articles of Association	4.1.3.2, 8.7.4, 8.7.5
Direct or indirect shareholdings in the share capital of the Company	4.1.2, 8.1.2, 8.2, 8.7.3
List of holders of any securities with special control rights	N/A
Control mechanisms in employee shareholding systems	8.7.7
Agreements between shareholders which may result in restrictions to share transfers and the exercise of voting rights	8.7.5
Rules applicable to the appointment and replacement of Board of Directors members and the amendment of the Articles of Association of the Company	4.1.3.1., 4.1.3.2
Powers of the Board of Directors' (in particular for the issuance or buyback of shares)	4.1.3.1, 8.7.8, 8.7.9
Agreements entered into by the Company which are modified or terminated in case of change of control of the Company	8.7.5
Agreements providing for indemnities to Board of Directors members or employees upon termination of their employment contract, by resignation or termination without real and serious cause, or pursuant to a purchase or exchange public offer	4.3.1, 8.7.5

Information recommended under the AFEP-MEDEF Code of corporate governance	Section of the AFEP-MEDEF Code	Section of the 2023 Universal Registration Document
Board of Directors' activity	1.8	4.2.4.2
Board Internal rules	2.2	4.2.3.9
Quantitative and qualitative criteria that led to the evaluation of the significance or otherwise of the relationship with the Company or its Group	9.5.3	4.2.3.3
Assessment of the works of the Board of Directors	10.3	4.2.5
Number of meetings of Board of Directors and of Board Committees held in the past financial year and information relating to Directors' individual attendance at such meetings	11.1	4.2.4
Start and end dates of Directors' term of office, Directors' nationality, age and principal position, list of names of the members of each Board's committees	14.3	4.2.3.1
Description of the Committees activities in the past financial year	15.2	4.2.4
Number of shares held by the Directors	20	4.2.3.1
Rules for allocation of Directors compensation and individual amounts of payments made in this regard to the Directors	21.4	4.3.2.1
Minimum number of registered shares that the Company officers must retain	23	4.3.1
Recommendation of the High Committee and reasons why the Company decided not to comply with it	27.1	N/A

4.2.6.2 Summary of the transactions on Company's shares performed by senior executives officers

During the 2023 fiscal year, no transactions by corporate officers involving Atos SE shares exceeding an aggregate amount of €20,000 was reported to the Autorité des marchés financiers (AMF) pursuant to Article L. 621-18-2 of the French Financial and Monetary Code and Article 223-23 of the General Rules of the AMF.

4.3 Compensation and stock ownership of Company officers

4.3.1 Compensation policy for the Company officers

4.3.1.1 General principles of the Company officers' compensation

1 Setting, amending and implementing the compensation policy

Setting the compensation policy

The compensation policy of the Chairman of the Board, the executive officers and the Directors is set by the Board of Directors, upon the proposal of the Remuneration Committee, and submitted to the vote of the General Meeting.

The role and missions of the Remuneration Committee in the context of setting, amending and implementing the compensation policy are stated in the Internal Rules of the Board of Directors (cf. paragraph 4.2.4.5).

The Board of Directors defines the elements of analysis that it wishes the Remuneration Committee to provide in support of its recommendations and determines the time horizon to be considered to set the Company executives' compensation.

The principles governing the determination of the compensation of the Company officers are established in the framework of the AFEP-MEDEF Code to which the Company refers.

In particular, the compensation must aim to promote the performance and competitiveness of the Company, to ensure its growth and the sustainable value creation for its shareholders, its employees and all its stakeholders.

Thus, the Remuneration Committee ensures the competitiveness of the Company executive officers' compensation, through regular compensation surveys, and recommends a compensation structure that respects the corporate interest, by ensuring that no element represents a disproportionate share of the global compensation. The compensation elements thus defined are justified and assessed in a consistent way with the compensation components for the managers and employees of the Group.

In compliance with the corporate interest, the Company executive officers' global compensation structure is designed according to a "pay-for-performance" approach, focusing on a significant variable part over annual and multiannual terms.

The variable compensation is subject to the achievement of precise, demanding and measurable objectives which are closely linked to the Group's objectives, as regularly disclosed to the shareholders, and linked to the Company's extra-financial strategy. No minimum payment is guaranteed and, in the event of outperformance, the variable compensation due or awarded is capped.

The approach adopted in terms of compensation structure provides the Company executive officer with a transparent, competitive and motivating framework for achieving the Group's ambitions, and allows the Company to be committed only to a limited part of the overall compensation if the Company's performance, in the short or medium term, turns out to be unsatisfactory.

The compensation policy thus contributes to the strategy and sustainability of the Company while respecting the corporate interest.

Amending the compensation policy

The compensation policy is reviewed periodically, especially to assess its effectiveness. During this review, the Remuneration Committee shall consider changes in the Company employees' wages and employment conditions prior to formulating its recommendations and proposals to the Board of Directors.

The compensation policy for Company's officers can also be reassessed each year by the Board of Directors. To this end, it regularly uses studies from comparable companies or legal opinions possibly prepared by third parties, in accordance with the Board's Internal Rules which authorize it. This practice helps preventing conflicts of interest that could possibly arise in the context of the preparation of meetings of the Remuneration Committee and of the Board of Directors.

The last reassessment of the compensation policy for Company executive officers was carried out following the changes in governance in the first quarter of 2024, on the recommendation of the Remuneration Committee, taking into account the current context of the Group, and the need to align the remuneration policy for executive corporate officers with the Group's strategy in order to ensure the repayment and refinancing of its financial debts while maintaining an attractive business mix.

Implementing the compensation policy

The compensation policy is implemented by the Board of Directors in accordance with the resolutions adopted by the General Meeting. On the recommendation of the Remuneration Committee, the Board of Directors sets beforehand the objectives of each performance indicator on which the variable compensation of the Company executive officers is based and defines the elasticity curves accelerating the amount of the variable compensation due upwards and downwards to get on track towards achieving the Group's mid-term targets.

2 Methodology for assessing performance criteria

The performance criteria set for the annual variable compensation and the long-term multiannual compensation are relevant, in line with the strategic objectives and predominantly quantifiable. The variable compensation is based on financial or non-financial criteria, including CSR related criteria, the achievement of which may be externally audited in the context of the publication of the Universal Registration Document or in the context of publications by external organizations as well as objectively predefined qualitative criteria.

3 Handling conflicts of interest

The Company complies with the conditions set out in the AFEP-MEDEF Code relating to the management of conflicts of interest. In that respect, the Charter of the Atos Board of Directors sets out the duties and obligations of Directors, which also aim to prevent any conflict of interest in the performance of their duties (cf. paragraphs 4.2.3.8 and 4.2.3.9). In particular, it provides that the corporate officers and Directors must make every effort to avoid any conflict that may exist between their moral and material interests and those of the Company. Without prejudice to the prior authorization and control formalities required by law and the Articles of Association, he or she must inform the Chairman of any conflict of interest, even potential, in which he or she may be directly or indirectly involved. In cases where he or she cannot avoid finding himself/herself in a conflict of interest, he or she shall abstain from participating in discussions and any decision on the matters concerned. The Chairman may ask him/her not to attend the deliberations. The Chairman of the Board of Directors, pursuant to the Board's Internal Rules, shall arbitrate any conflict of interest that may concern a Director.

In the event of a governance or ethical issue concerning the executive corporate officer, which could concern, in particular, his/her compensation, which deserves an in-depth examination, the Company may seek the opinion of a College of Ethics (*Collège des Déontologues*) with members from outside the Company. This College is composed of two honorary judges and a law professor acting independently, and may be consulted, in accordance with its charter, by the Chairman of the Board of Directors or the General Secretary on governance, compliance and ethics issues. A report from the College of Ethics would then be presented to the Company's Board of Directors. In addition, the Company's Board of Directors ensures that the number of independent Directors on its Board of Directors is sufficient, in particular with regard to the AFEP-MEDEF Code.

4 Modification of the compensation policy

Directors and Chairman of the Board of Directors

The compensation policies applicable to the Directors and the Chairman of the Board of Directors, voted by the Annual General Meeting held on June 28, 2023 under the 14th and 15th resolutions were approved, respectively, by 88.91% and 78.64% of the shareholders' votes.

The Board of Directors of December 19, 2023 decided, on the recommendation of the Remuneration Committee, to submit to the General Meeting a modification of these policies for 2024 in order to, *inter alia*, (i) reduce the fixed compensation of the Chairman of the Board, and (ii) increase the envelope for the compensation of the Directors to take into account the appointment of a Vice-Chairman of the Board.

All of the proposed changes are detailed in a precise and comprehensive manner in the following sections (cf. paragraph 4.3.1.2 for the Directors' compensation policy and paragraph 4.3.1.3 for the Chairman's compensation policy).

Executive Corporate Officers

The Annual General Meeting held on June 28, 2023 approved the compensation policies applicable to the Chief Executive Officer (16th resolution) and the Deputy Chief Executive Officer (17th resolution), respectively by 71.13% and 71.48% of the shareholders' votes.

Following the appointment of Yves Bernaert as Chief Executive Officer on October 3, 2023, the Board of Directors of Atos, meeting on October 3,2023 and November 16, 2023, decided, on the recommendation of the Remuneration Committee, the main terms and conditions of Yves Bernaert's compensation in his capacity as Chief Executive Officer . The elements making up the total compensation and fringe benefits of all kinds paid or allocated to Yves Bernaert comply with the compensation policy approved by the Annual General Meeting held on June 28, 2023 under the 16th resolution.

Following the appointment of Paul Saleh as Chief Executive Officer on January 14, 2024, the Board of Directors of Atos, meeting January 14, 2024 and April 18, 2024, decided, on the recommendation of the Remuneration Committee, to take into account the current context and the financial and strategic challenges faced by the Group to amend the remuneration policy, while also considering the interests of employees, customers, financial creditors and shareholders.

The Board of Directors of April 18, 2024 decided, on the recommendation of the Remuneration Committee, to submit to the General Meeting a modification of the remuneration policy of the Chief Executive Officer for 2024 by changing certain elements of his remuneration and in particular (a) the amount of the fixed compensation, (b) the setting of a new variable compensation cap linked with highly demanding objectives for the Chief Executive Officer , and (c) the introduction of a cash long-term incentive remuneration in lieu of an equity-based compensation, the payment of which is conditional to continuous presence, as corporate officer, until December 31, 2025 and to a highly demanding performance condition suited to the Group's strategy and objectives, and, (d) removing the non-compete payment for the executive officers.

All of the changes are detailed in a precise and comprehensive manner in the following sections (cf. paragraph 4.3.1.4).

5 Derogation

In accordance with the provisions of Article L. 22-10-8 of the French Commercial Code, in the event of exceptional circumstances, the Board of Directors, on the recommendation of the Remuneration Committee, may depart from the compensation policy when such departure is temporary, consistent with the Company's corporate interest and necessary to ensure the Company's long-term survival or viability.

Exceptional circumstances may arise in particular from a change, or even a substantial change, in the economy, the Group's market conditions or the competitive environment, a significant change in the Group's scope of consolidation such as a transforming operation (merger, disposal, etc.), the acquisition or creation of a significant new activity or the elimination of a significant activity, or a change in accounting methods/standards.

In this context, the Board of Directors may, on the recommendation of the Remuneration Committee, adjust the performance criteria and conditions for annual variable and multi-year compensation, it being specified that the ceilings for such compensation may not be changed under any circumstances.

These adjustments will be duly justified and strictly implemented. Such compensation will be submitted to the *ex post* vote of the General Meeting and may only be paid if the latter votes in favor. These modifications must necessarily maintain the alignment of the interests of the shareholders and the beneficiaries. It would be reported in detail by the Board of Directors to the shareholders.

6 Compensation policy for the newly appointed Company officers

If a new Chair of the Board of Directors is appointed, the compensation policy applicable to the current Chairman of the Board of Directors will be applied taking into account the additional tasks that the Board of Directors could entrust to him or her, in particular under the Internal Rules of the Board of Directors.

If a CEO is appointed, the compensation policy for the current CEO will apply.

If a new Director is appointed, the compensation policy for current Directors will apply.

However, the Board of Directors, on the proposal of the Remuneration Committee, may take into account specific situations and responsibilities with respect to each company officer in defining the components of his/her remuneration policy.

For any other appointment, the Board of Directors, on the proposal of the Remuneration Committee, will take into account the particular situation of the person concerned and the responsibilities attached to his or her function.

In the event of external hiring of a new executive corporate officer, the Board of Directors may decide to grant an amount (in cash or in equity instruments) in order to compensate for the loss to the new hire related to the departure from his/her former position, possibly subject to a reimbursement clause notably in the event of early departure. In all cases, the payment of such compensation will be conditioned on the approval by the General Meeting in accordance with Article L. 22-10-34 of the French Commercial Code.

4.3.1.2 Compensation policy for the Directors

1 General principles and term of office

Directors' term of office is three years, subject to the statutory provisions concerning age limit and implementation of the renewal by thirds each year of the Directors which can justify terms of office of one or two years. Directors' term of office may be renewed subject to the same provisions.

Employee Directors' term of office is three years, renewable once. The term of office of the Directors representing the employee shareholders is three years.

Directors may be dismissed at any time by the General Meeting. However, Employee Directors may be dismissed in case of wilful misconduct while performing their mandate. The term of office of an Employee Director ends automatically by anticipation in case of termination of his/her employment agreement or in case his/her employer ceases to be an Atos affiliate.

The employment agreements of certain Directors may be terminated in accordance with applicable provisions of French labor law (resignation, contractual termination or dismissal or any other equivalent measure) by complying with notice periods and indemnification rules set by the French Labor Code and the collective agreements.

2 Compensation for the financial year 2024

In accordance with the resolution voted by the shareholders at the Annual General Meeting held on April 30, 2019, the annual envelope of Directors' compensation was set at €800,000 for the members of the Board of Directors for financial year 2019 and for subsequent financial years until further decision of the General Meeting.

In view of the appointment of a Vice-Chairman on October 14, 2023, the Board, at its meeting held on December 19, 2023, on the recommendation of the Remuneration Committee, decided that it was desirable to modify the Directors' compensation policy in order to include the Vice-Chairman's compensation in the annual envelope of Directors' compensation.

The Board of Directors considered that an extra annual payment would be granted to the Vice-Chairman to acknowledge the heightened responsibilities and increased workload associated with the role.

In this context, the Board of Directors, on the recommendation of the Remuneration Committee, decided:

- to increase the global envelope from €800,000 to €950,000. This envelope is subject to approval by the 2024 Annual General Meeting approving the financial statements for the year 2023;
- to grant to the Vice-Chairman a gross annual fixed compensation of €125,000, in addition to his Director fees;
- to renew for 2024 the rules of allocation among the members of the Board of Directors used in 2023, with the exception of the compensation allocated to the Vice-Chairman as specified above.

The rules for allocating Directors' global compensation are set by the Board of Directors, based on a proposal from the Remuneration Committee. For the 2024 fiscal year, the allocation rules for the Directors' compensation are based on the following principles:

- for the Board of Directors:
  - a fixed annual compensation of €20,000 per Director, as well as a variable compensation of €2,500 per meeting attended by the Director;
  - the Vice-Chairman, in the event that the Board of Directors decides to appoint one among its members, receives an additional fixed compensation of €125,000 per year;
  - the Lead Independent Director, in the event that the Board of Directors decides to appoint one among its members, receives an additional fixed compensation of €20,000 per year;
- for the Committees, the compensation depends on the attendance to the meetings:
  - €3,000 per meeting attended by the Chair of the Audit Committee,
  - €2,000 per meeting attended by the Chairs of the other Committees,
  - for other members of the Committees, €1,000 per meeting attended by each member;
- the Board may decide that successive meetings held on the same day shall be equivalent to one meeting for the calculation of Directors' compensation;
- for the purpose of calculating the Directors' compensation, the Board may consider the existence of a single meeting, in the event that several meetings held on different days but within a short period of time are related;
- the written resolutions are not remunerated;
- Directors are reimbursed of expenses incurred as part of their mandate, in particular, travel and accommodation.

Directors do not receive any other kind of remuneration than those mentioned above. In particular, no Director receives any compensation for any mandate held in Group companies other than Atos SE, save for the Employee Directors or the Director representing the employee shareholders. In fact, these persons receive a salary from the relevant Company subsidiary by virtue of their employment agreement, which is not related to the performance of their mandate as Directors of the Company.

4.3.1.3 Compensation policy for the Chairman of the Board of the Directors

1 General principles and mandate of the Chairman of the Board

Jean-Pierre Mustier was appointed Chairman of the Board of Directors with effect as of October 14, 2023, following the resignation of Bertrand Meunier who was Chairman of the Board of Directors since November 1, 2019.

The term of office of the Chairman of the Board is two years, i.e., until the Annual General Meeting ruling on the accounts of the 2024 financial year. The mandate of the Chairman of the Board of Directors may be terminated at any moment by the Board of Directors.

Jean-Pierre Mustier is not bound by any employment agreement with the Company or any other Group Company.

The Board of Directors met on December 19, 2023 and, after reviewing the compensation structure for the Chairman of the Board, decided, on the recommendation of the Remuneration Committee, to adjust downwards in 2024 the fixed remuneration of the Chairman of the Board of Directors in effect since 2020. The fixed remuneration of the Chairman of the Board of Directors will be €250,000 in 2024, instead of €400,000 since 2020.

On the recommendation of the Remuneration Committee, the Board of Directors, after examination of similar mandates, took the following into account to set the structure and the amount of the Chairman's compensation:

- the absence of a pre-existing executive corporate officer mandate;
- the specific missions entrusted to the Chairman of the Board under the Internal Rules, in addition to his legal missions;
- the appointment of a Vice-Chairman of the Board on October 14, 2023 and the proposal, in view of the significant involvement of the governance bodies under the Chairman's and Vice-Chairman's leadership, to set the Chairman's fixed compensation at €250,000 and the Vice-Chairman's at €125,000.

The objective of the compensation policy for the Chairman of the Board of Directors is to offer a transparent, competitive and motivating global compensation consistent with market practices. To preserve the independence of his judgment on the action of the executive management of the Company, the compensation of the Chairman of the Board of Directors does not include any variable component depending on short- and long-term performance.

In accordance with the objectives of the compensation policy, the following principles were adopted by the Board of Directors on the recommendation of the Remuneration Committee:

What we do	What we do not do
• A single fixed annual compensation based on the comparable market practices • Provision of a secretariat and an office • Reimbursement of expenses incurred in connection with his missions	• No additional Director's compensation. • No exceptional compensation • No severance payment, i.e., indemnities or rights due or likely to be due as a result of the termination or change in function of company executive officers • No commitment corresponding to indemnities in return for a non-competition clause • No attendance fees for functions and mandates held in Group companies • No additional pension scheme beyond the basic and supplementary mandatory schemes.

2 Compensation policy for the Chairman of the Board for the year 2024

In compliance with the general principles of the compensation policy for the Chairman of the Board of Directors, the Board of Directors, meeting on December 19, 2023, on the recommendation of the Remuneration Committee, decided to submit to the next Annual General Meeting a modification of the compensation applicable previously since 2020, with a reduction of the fixed amount allocated to the Chairman.

Notwithstanding the above, Jean-Pierre Mustier informed the Board of his wish not to receive his remuneration for his mandate. The amounts to which he would have been entitled as Chairman of the Board will be paid by the Group to the Company's CSR program in India which funds schooling for under-privileged children.

Fixed compensation

A gross annual fixed compensation of €250,000, paid in twelve monthly instalments (against €400,000 since 2020).

As previously indicated, Jean-Pierre Mustier informed the Board of his wish not to be paid and will not receive such amount, which will be paid by the Group to the Company's CSR program in India which funds schooling for under-privileged children.

Variable compensation

The Chairman of the Board shall not receive any variable compensation.

Long-term compensation

The Chairman of the Board shall not receive any long-term compensation.

Benefits

The Chairman of the Board shall be provided with a secretariat and an office and be reimbursed for the expenses incurred in connection with his mandate.

Directors' compensation

The Chairman of the Board shall not receive any compensation in connection with his mandate as Director in 2024.

Other compensation elements

The Chairman of the Board shall not enjoy any supplementary social protection scheme applied within Atos.

Severance and non-compete payments

The Chairman of the Board shall not receive any payment in connection with the termination of his mandate.

4.3.1.4 Compensation policy for the executive officers

The Board of Directors meeting on December 19, 2023, January 14, 2024 and April 18, 2024, has decided, on the recommendation of the Remuneration Committee, to amend for 2024 certain points of the compensation policy, subject to approval by the 2024 Annual General Meeting.

The compensation policy applies to the current Chief Executive Officer , Paul Saleh. The compensation policy would also apply to any newly appointed company executive officer (as Chief Executive Officer or Deputy Chief Executive Officer).

This compensation policy will not be applicable to Yves Bernaert, former Chief Executive Officer , in respect of the 2024 financial year. Yves Bernaert having resigned on January 14, 2024, the Board of Directors has decided to maintain for Yves Bernaert until January 14, 2024 the compensation policy for the Chief Executive Officer as approved by the Annual General Meeting of June 28, 2023. The compensation components due to Yves Bernaert for the 2024 financial year will be submitted to the 2024 Annual General Meeting.

1 General principles and mandate of the executive corporate officers

The Board of Directors, meeting on January 14, 2024, appointed Paul Saleh as Chief Executive Officer with immediate effect.

The Chief Executive Officer may be removed from office at any time by the Board of Directors.

Since his appointment on January 14, 2024 and following his resignation from his employment contract as Chief Financial Officer of Atos, Paul Saleh is not bound by any employment contract with the Company or any other company of the Group.

The compensation policy for the executive officers for 2024 aims to support the implementation of the defined strategy, and in particular in the challenging context of the refinancing of the Group, to align the executive officers' long-term interests with those of the stakeholders, by:

- offering a transparent, competitive and motivating global compensation consistent with market practices and the Company's economic and financial condition;
- establishing a strong link between performance and short-term and long-term compensation;
- including in the short-term variable compensation CSR criteria that directly participate in the Company's corporate social responsibility strategy;
- retaining and involving employees in the long-term performance of the Company;
- linking part of the Chief Executive Officer 's compensation with the Group's challenges and strategy.

The global compensation structure is thus designed according to a "pay-for-performance" approach, focusing on the variable part over annual and multiannual terms.

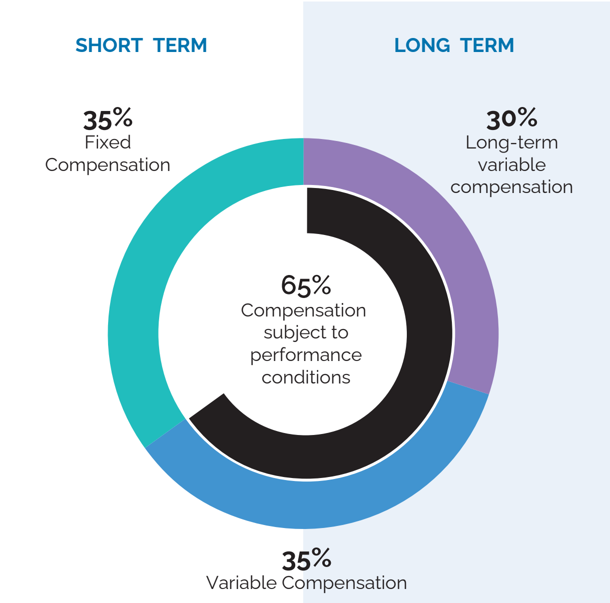
In accordance with the objectives of the compensation policy, the following principles were adopted by the Board of Directors, on the recommendation of the Remuneration Committee:

What we do	What we do not do
• Preponderance of the variable components subject to performance in the short-term and long-term as illustrated in the below graph • Transparent nature and weighting of performance criteria aligned to the strategic priorities • Predominant quantifiable criteria and both financial and extra-financial objectives • Precise, simple, and demanding objectives in line with the Company's communications to the market • Cap on variable compensation in the event of outperformance • Potential taking up indemnity	• No variable compensation when the minimum achievement thresholds by criteria are not reached • No exceptional compensation • No severance payment, i.e., indemnities or rights due or likely to be due as a result of the termination or change in function of company executive officers • No non-compete indemnity • No supplementary compensation related to mandates or functions held in Group subsidiaries • No pension benefits on top of the mandatory pension scheme • No combination of a company office and an employment contract

4

Thus, the global compensation of the executive officers proposed by the Board to the shareholders at the 2024 Annual General Meeting consists of a fixed compensation, as well as a short-term incentive and a multiannual variable incentive, both subject to performance conditions, as follows:

2024 on-target compensation structure*



(*) Rounded figures for a total of 100%.

The proposed pay mix, following the aforementioned principles, is balanced, taking into account the appointment of a new Chief Executive Officer and the review of his compensation package, with 65% of the target compensation subject to performance conditions. The target annual variable compensation is maintained at 100% of the fixed amount and the multi-year variable compensation is rebalanced at 83% of the fixed gross annual compensation. The pay-mix and notably the short and long-term split is aligned with the current challenging context and its time horizon and the importance of safeguarding the interests of the Group.

To set the on-target global compensation structure and the level of its components, the recommendations of the Remuneration Committee are based on the specific situation of Atos and the need to guarantee the continuity of the Group's activities while also pursuing the refinancing strategy in a reduced period of time. In addition, the global compensation positioning considers market positioning studies for similar functions and also takes into account the Group's main competitors' practices in France, abroad, as well as the internal practices applicable to senior executives and managers. Market positioning studies are carried out by international firms specializing in executive compensation.

2 Compensation of the Chief Executive Officer for the 2024 financial year

Annual fixed compensation for 2024

The fixed compensation of the Chief Executive Officer reflects his experience and responsibilities and is comparable to the Group's main competitors' practices, as well as the internal practices applicable to senior executives and managers.

In applying these principles, taking into account the importance and complexity of the duties as well as the experience, the career path and the particular situation of the Chief Executive Officer, including the conditions and circumstances of his recruitment and appointment and the primary focus assigned to him, the Board of Directors, on the recommendation of the Remuneration Committee, considered it necessary to reconsider the level of the fixed part of the Chief Executive Officer 's compensation and decided to propose to the Annual General Meeting to set the gross annual fixed compensation of €1,200,000 for the Chief Executive Officer .

This fixed compensation would only become effective as from the date of approval of the 2024 compensation policy by the Annual General Meeting. Therefore, for the period from the Chief Executive Officer 's appointment until of the date of the Annual General Meeting, the Board of Directors, on the recommendation of the Remuneration Committee, decided to maintain the fixed compensation of the Chief Executive Officer at €600,000, to be paid *prorata temporis*, in accordance with the compensation policy approved by the Annual General Meeting of June 28, 2023.

On the recommendation of the Remuneration Committee, the Board decided to set the fixed compensation based on the following elements:

- Paul Saleh's international experience and recognized skills in the information technology sector as well as his financial expertise required were necessary to meet the Group's strategic needs.

  These criteria for the profile of a new Chief Executive Officer had been identified as crucial further to the works of the Nomination and Governance Committee in charge of the succession plan, as well as the need to entrust this responsibility to a seasoned leader, who has demonstrated in his positions of Chief Financial Officer and Chief Executive Officer of a global company, and Chief Financial Officer of the Atos Group, a range of skillsets that could ensure the implementation of Atos' strategy in the current context and challenges. His capacity to lead the Group's activities while also maintaining a significant involvement and engagement among the employees and the trust among clients and other stakeholders were considered as key.
- A peer benchmark analysis, on the basis of which the Board of Directors relied on, in particular taking into consideration practices within companies of comparable size in terms of turnover, operational performance in France and abroad. The Board of Directors compared the different components of Paul Saleh's compensation with his international peers navigating in the same global competitive environment in which Atos operates and competes for talents, including major international players.

- Considering the challenging situation of Atos and the need to attract, motivate and retain a high caliber leader, the market capitalization was not considered a good proxy to position the remuneration level as the main focus for the few years to come is to safeguard the Group's activities.
- The exceptional conditions and circumstances of his recruitment and appointment as Chief Executive Officer .

Variable compensation for 2024

The Board of Directors, on the recommendation of the Remuneration Committee, decided to fix an annual variable compensation which is conditional and aims to encourage the Chief Executive Officer to reach the annual performance objectives set by the Board of Directors in close connection with the Group's strategy and challenges as regularly disclosed to the shareholders, in accordance with the following general principles.

The annual variable compensation is based on predefined readable and demanding performance criteria, predominantly quantitative, with financial and non-financial criteria.

The target level is set as a percentage of fixed compensation.

In order to monitor the Company's performance more closely and establish a proactive way to support its ambition and its strategy, the selection and the weighting of the performance criteria may be reviewed each year as part of the annual compensation policy's review and approval.

For 2024, the objectives related to each of the selected performance criteria and the resulting review are set by the Board of Directors on an annual basis.

For each performance indicator, the Board of Directors sets:

- a target objective, the achievement of which results in a 100% achievement rate, entitling to the on-target variable compensation linked to this indicator;
- a floor which defines the threshold below which no variable compensation in relation to this indicator is due;
- a cap which defines the threshold above which the variable compensation in relation to this indicator is capped, set at 150% of the on-target amount in the case of outperformance;
- an elasticity curve accelerating the amount of the variable compensation due upwards and downwards to get on track towards achieving the Group's mid-term target.

The underlying objectives are determined by the Board of Directors in order to ensure a successful achievement of the financial objectives announced to the market. The extra-financial targets that would be set on a qualitative basis are predefined by the Board of Directors in an objective manner such that assessment of their achievement is undisputable.

In addition, the Board of Directors may exercise its discretion in determining the executive officers' short-term variable compensation in the event of special circumstances that might justify an upward or downward adjustment of one or more of the objectives or criteria making up his or her compensation, so as to ensure that the results of the application of the criteria described above reflect both the executive officers' performance and that of the Group. This adjustment would be made to the executive officer's variable annual compensation by the Board of Directors on the recommendation of the Remuneration Committee, subject to the cap of 150% of the variable annual target compensation applicable in the event of outperformance. It would be reported in detail by the Board of Directors to the shareholders.

Pursuant to Article L. 22-10-34, II of the French Commercial Code, the payment of the variable compensation to the Chief Executive Officer due for a year is subject to the vote of the Annual General Meeting approving the financial statements for the previous year.

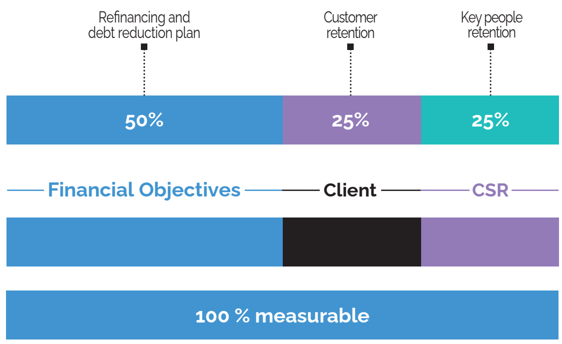
Annual variable compensation for 2024

The Board of Directors, on its meeting held on April 18, 2024, decided, on the recommendation of the Remuneration Committee, to fix an annual variable compensation of Paul Saleh as Chief Executive Officer , depending on objectives, with a target set at 100% of the fixed compensation, of €1,200,000 (i.e., an annual target variable compensation of €1,200,000) for the full year with a maximum payment limited to 150% of the target annual variable compensation in case of outperformance (i.e., a maximum annual variable compensation of €1,800,000) and no minimum payment, so that the maximum amount of his fixed and variable compensation would be in 2024, €3,000,000.

The increase of the maximum opportunity of the annual variable portion of the compensation from 130% to 150% of his fixed compensation as decided by the Board on April 18, 2024, is designed to encourage the performance of the Chief Executive Officer facing a particularly difficult challenge which is essential to meeting the Group's ambitions and to align the Chief Executive Officer 's compensation to the peers benchmark. The proposed cap on the annual variable portion, which is aligned on current market practices both on the French market and in the technology industry, corresponds to the need to reach outstanding results and performance to safeguard the Company and deliver on the strategy.

On the recommendation of the Remuneration Committee, the Board of Directors decided that the 2024 annual variable compensation shall be based on both financial and non-financial criteria as follows:

- 50% based on the conclusion of an agreement with shareholders and financial creditors on the Company's refinancing and debt reduction plan, consistent with its corporate interests, enabling the deployment of the strategic plan as validated by the Board of Directors on April 8, 2024 and amended if necessary during the year;
- 25% based on retention of the top 50 customers; and
- 25% based on the retention of key employees.



The objectives underlying this variable compensation, as determined by the Board of Directors on an annual basis, are deemed relevant and demanding in view of the current context and the financial and strategic challenges facing the Group.

In the current context, where the aim is to ensure the long-term viability of the Company, in the interests of employees, customers and shareholders, the Board of Directors is proposing to retain two extra-financial and quantifiable indicators for the 2024 compensation policy, linked on the one hand to customers (retention of the top 50 customers), and on the other to the Group's human capital policy (retention of key employees), two essential sets of stakeholders in the implementation and success of a strategy aimed at ensuring the Group's long-term viability.

With respect to the key people, they represent approximatively 3,000 employees in the Group who are identified top talents, top scientists, critical leaders, or holders of key technical certifications.

The achievement rates recorded by the Board of Directors at the end of the period under consideration will be disclosed in the Universal Registration Document for the 2024 fiscal year.

If the Chief Executive Officer leaves the Group during the financial year, the amount of the variable part of his compensation for the current year will be calculated on a prorated basis to his time of presence during the period concerned.

The Board of Directors, on the recommendation of the Remuneration Committee, sets at the beginning of the year, the elasticity curves accelerating the amount of the variable compensation due, upwards and downwards, depending on the achievement level of each performance indicator.

Payment of this remuneration will be subject to the approval of the Annual General Meeting, in accordance with Article L. 22-10-34, II of the French Commercial Code.

Long-term variable compensation for 2024

The Board of Directors, on its meeting held on April 18, 2024, decided, on the recommendation of the Remuneration Committee, to set a conditional long-term variable compensation. This compensation would enable the Chief Executive Officer to be rewarded for his exceptional commitment, if the Group's long-term viability is assured.

Conscious of the market practice and of shareholders' expectation for long-term orientation of the remuneration package, the Board of Directors, on recommendation of the Remuneration Committee, considered the time horizon of two years as a relevant long-term orientation with regard to the challenging context of the refinancing of the Group.

The two-year long-term compensation package will be subject to the Annual General Meeting's approval and the following cumulative conditions:

- a condition of continuous presence on December 31, 2025, as corporate officer; and
- a condition linked to implementing a strategy to maintain an attractive business mix for employees, customers, financial creditors and shareholders ensuring the Group's long-term future.

The Board of Directors, on the recommendation of the Remuneration Committee, has decided to set a performance condition deemed relevant in light of the challenges facing the Group and considered that maintaining an attractive business mix for employees, customers, financial creditors and shareholders and ensuring the Group's long-term future is in the interest of such parties.

This compensation will be paid in cash and may not exceed €1,000,000 gross for 100% achieved objectives. Objectives are assessed over a two-year period, from 2024 to 2025. The achievement rate will be assessed by the Board of Directors in 2026.

Payment of this compensation will be subject to the approval of the Annual General Meeting called to approve the financial statements for the year ending December 31, 2025, in accordance with Article L. 22-10-34, II of the French Commercial Code.

The Board of Directors, on the recommendation of the Remuneration Committee and if necessary, could modify the above performance condition in the case of occurrence of unpredictable and special circumstances which justify it. However, the performance condition would remain demanding and in line with the Group's objectives, and the presence condition would remain applicable. In any event, the adjustment will be made within the limit of the cap of €1,000,000.

Fringe benefits

The Chief Executive Officer benefits from the health insurance schemes currently in force within Atos and is eligible to reimbursement of international mobility-related expenses in the same conditions on the same terms as employees of the Company. The Chief Executive Officer 's travel expenses shall be paid by the Company.

Severance and non-compete payments

The Chief Executive Officer shall not receive any payment in connection with the termination of his mandate.

Exceptional compensation

The Chief Executive Officer shall not receive any exceptional compensation.

Other compensation elements

The Chief Executive Officer does not receive any remuneration or benefits from Atos SE or other Group companies in relation to his mandate. He does not benefit from any supplementary pension scheme. He is personally responsible for building up a pension supplement beyond the compulsory scheme.

The Chief Executive Officer is not bound by any employment contract.

If appointed as a Director to the Board of Directors of Atos SE, the Chief Executive Officer will not receive any compensation in this capacity.

4.3.2 Elements of the compensation due or awarded for the financial year 2023 to the Company executive officers, and submitted to the shareholders' vote

Pursuant to Article L. 22-10-34 of the French Commercial Code, the amounts and elements presented below, resulting from the implementation of the compensation policies approved by the Annual General Meeting on June 28, 2023, are subject to the approval of the shareholders during the Annual General Meeting approving the accounts for the financial year 2023. They form an integral part of the report of the Board of Directors on corporate governance.

4.3.2.1 Elements of compensation due or awarded for the financial year 2023 to the members of the Board of Directors

Directors' compensation paid in respect of the 2022 and 2023 financial years are presented below.

(in €)[1]	2023 fiscal year	2022 fiscal year
Carlo d'Asaro Biondo	33,707	N/A
Vesela Asparuhova	70,182	N/A[2]
Vivek Badrinath	33,213	78,000
Rodolphe Belmer	N/A	-
Valérie Bernis	79,363	89,000
Laurent Collet-Billon	51,875	N/A
Jean Fleming[3]	N/A	34,562
Kat Hopkins[4]	67,713	34,993
Farès Louis	-[5]	N/A[2]
Bertrand Meunier	-[6]	-[6]
Jean-Pierre Mustier	-[6]	N/A
Cedrik Neike	N/A	27,562
Colette Neuville	N/A	33,562
Aminata Niane	54,608	66,500
Lynn Paine	14,891	74,500
Edouard Philippe	31,897	71,500
René Proglio	53,560	59,993
Caroline Ruellan	42,768	21,212
Vernon Sankey	89,192	86,000
Astrid Stange	82,639	40,993
Elizabeth Tinkham	94,289	39,993
Total	**799,897**	**758,370**

N/A: Non applicable.

1. Gross before taxes.
2. In accordance with the compensation policy applicable for Directors in 2022, the Employee Directors did not receive any compensation for this mandate.
3. Jean Fleming, Director representing the employee shareholders until May 18, 2022, was employed by the Atos Group.
4. Kat Hopkins, Director representing the employee shareholders since May 18, 2022, is employed by the Atos Group.
5. Farès Louis has waived his right to receive remuneration for his mandate as Employee Director.
6. Bertrand Meunier and Jean-Pierre Mustier have declined to receive any Directors' compensation for the years 2022 and 2023.

In accordance with Article 22.1 of the AFEP-MEDEF Code, the variable portion of Directors' compensation represents the majority (80%) of the total amount of Directors' compensation in 2023.

In 2023, the members of the Board of Directors did not receive any other compensation from Atos SE or its subsidiaries, except for:

- Bertrand Meunier, Chairman of the Board of Directors, in respect of his mandate from January 1, 2023 until October 14, 2023;
- Kat Hopkins, Director representing the employee shareholders, Vesela Asparuhova, Employee Director until December 29, 2023, and Farès Louis, Employee Director, who each received a compensation in 2023 in connection with their employment contract with the Group.

The Board of Directors being formed in accordance with the provisions of Article L. 225-18-1 of the French Commercial Code, the payment of the compensation allocated to the Directors has not been suspended.

4.3.2.2 Elements of compensation due or awarded for the financial year 2023 to Bertrand Meunier, Chairman of the Board of Directors until October 14, 2023

Bertrand Meunier, who has held the position of Chairman of the Board since November 1, 2019, submitted to the Board of Directors his resignation from his mandate as Chairman and member of the Board, with effect as October 14, 2023.

The compensation policy applicable in 2023 to Bertrand Meunier, as Chairman of the Board of Directors from January 1, 2023 until October 14, 2023, was approved by the Annual General Meeting held on June 28, 2023 under the 15th resolution.

The elements making up the total compensation and fringe benefits of all kinds paid or allocated to Bertrand Meunier comply with this policy which provides for a gross annual fixed compensation of €400,000 as the sole component.

Bertrand Meunier's fixed remuneration was paid *prorata temporis* from January 1, 2023 until October 14, 2023, date of his effective departure, i.e., a gross amount of €324,005 for the year 2023.

(in €)	2023		2022	
	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation	324,005	324,005	400,000	400,000
Annual variable compensation	-	-	-	-
Fringe Benefits	-	-	-	-
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year	-	-	-	-
Total	**324,005**	**324,005**	**400,000**	**400,000**
Relative share of the fixed component	*100%*	*100%*	*100%*	*100%*
Relative share of the variable component vs total compensation (fixed and variable)	*0%*	*0%*	*0%*	*0%*
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	n/a	n/a	n/a	n/a

Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to the Chairman of the Board from January 1 to October 14, 2023

Elements of compensation to be voted on	Amounts allocated for 2023 or accounting value	Amounts paid in 2023 or accounting value	Presentation of elements of compensation
Fixed compensation	€324,005	€324,005	4.3.1.3
Annual variable compensation	-		4.3.1.3
Performance shares	-		4.3.1.3
Multi-year variable compensation and exceptional compensation	-		4.3.1.3
Director fees	-	-	4.3.1.3
Additional benefits to compensation	-		4.3.1.3

The General Meeting of June 28, 2023, in its 9th resolution, approved by 71.35% the information provided for in Article L. 22-10-9, I of the French Commercial Code relating to the compensation paid or awarded to the Chairman of the Board of Directors for the financial year ended December 31, 2022.

The elements of compensation awarded or paid to the Chairman of the Board of Directors are consistent with the provisions adopted by the Board of Directors, on the recommendation of the Remuneration Committee, constituting the Company's compensation policy as voted by the General Meeting held on June 28, 2023 (15th resolution adopted by 78.64% of the votes).

The Company has not deviated from the compensation policy implementation process, as approved by shareholders during the abovementioned Annual General Meeting. The Company has not departed from the implementation of the compensation policy.

4.3.2.3 Elements of compensation due or awarded for the financial year 2023 to Jean-Pierre Mustier, Chairman of the Board of Directors as from October 14, 2023

Jean-Pierre Mustier was appointed Chairman of the Board on October 14, 2023.

The compensation policy applicable in 2023 to Jean-Pierre Mustier, as Chairman of the Board of Directors from October 14, 2023, was approved by the Annual General Meeting held on June 28, 2023 under the 15th resolution.

This policy provides for a gross annual fixed compensation of €400,000 as the sole component.

However, Jean-Pierre Mustier informed the Board of his wish not to receive his remuneration for his mandate and the related amounts will be paid by the Group to the Company's CSR program in India which funds schooling for under-privileged children, i.e., an amount of €75,995 gross calculated *prorata temporis* from October 14, 2023 until December 31, 2023.

As a result, no remuneration was paid for the financial year 2023 to Jean-Pierre Mustier, including in respect of his Director fees since his appointment in this capacity on May 16, 2023 that Jean-Pierre Mustier declined to receive.

	2023		2022	
(in €)	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation(*)	0	0	-	-
Annual variable compensation	-	-	-	-
Fringe Benefits	-	-	-	-
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year	-	-	-	-
Total	**0**	**0**	**-**	**-**
Relative share of the fixed component	*n/a*	*n/a*	-	-
Relative share of the variable component vs total compensation (fixed and variable)	*n/a*	*n/a*	-	-
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	n/a	n/a	n/a	n/a

(*) No fixed compensation was paid to Jean-Pierre Mustier who informed the Board of his wish not to receive his remuneration for his mandate. An amount of €75,995 will be paid by the Group to the Company's CSR program in India which funds schooling for under-privileged children.

Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to the Chairman of the Board since October 14, 2023

Elements of compensation to be voted on	Amounts allocated for 2023 or accounting value	Amounts paid in 2023 or accounting value	Presentation of elements of compensation
Fixed compensation	€0[1]	€0	4.3.1.3
Annual variable compensation	-		4.3.1.3
Performance shares	-		4.3.1.3
Multi-year variable compensation and exceptional compensation	-		4.3.1.3
Director fees	€0[2]	€0	4.3.1.3
Additional benefits to compensation	-		4.3.1.3

1. No remuneration was paid to Jean-Pierre Mustier who informed the Board of his wish not to receive his remuneration for his mandate. An amount of €75,995 will be paid by the Group to the Company's CSR program in India which funds schooling for under-privileged children.
2. Jean-Pierre Mustier has declined to receive any Directors' compensation with respect to fiscal year 2023.

The elements of compensation awarded to the Chairman of the Board of Directors are consistent with the provisions adopted by the Board of Directors, on the recommendation of the Remuneration Committee, constituting the Company's compensation policy as voted by the General Meeting held on June 28, 2023 (15th resolution adopted by 78.64% of the votes).

The Company has not deviated from the compensation policy implementation process, as approved by shareholders during the abovementioned Annual General Meeting. The Company has not departed from the implementation of the compensation policy.

4.3.2.4 Elements of compensation due or awarded for the financial year 2023 to Nourdine Bihmane, Chief Executive Officer until October 3, 2023

Nourdine Bihmane has resigned from his mandate as Chief Executive Officer with effect from October 3, 2023.

The compensation policy applicable in 2023 to Nourdine Bihmane, as Chief Executive Officer, was approved by the Annual General Meeting held on June 28, 2023 under the 16th resolution. The elements making up the total compensation and fringe benefits of all kinds paid or allocated to Nourdine Bihmane comply with this policy.

(in €)	2023 Amounts allocated	2023 Amounts paid	2022 Amounts allocated	2022 Amounts paid
Fixed compensation	679,545[1]	679,545[1]	494,318[2]	494,318[2]
Annual variable compensation	256,791	322,955	322,955	-
Fringe Benefits	26,141	26,141	13,190	13,190
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year	1,178,720[3]	-	186,966[3]	
Total	**2,141,198**	**1,028,642**	**1,017,429**	**507,508**
Relative share of the fixed component	*33%*	*69%*	*50%*	*100%*
Relative share of the variable component vs total compensation (fixed and variable)	*67%*	*31%*	*50%*	*0%*
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	n/a	n/a	n/a	n/a

1. Including an impatriation gross allowance of €225,000 for 2023, as decided by the Board of Directors on December 15, 2022 and July 27, 2023.
2. Including an impatriation gross allowance of €164,773, as decided by the Board on December 15, 2022.
3. Performance shares granted to Nourdine Bihmane have been forfeited. Nourdine Bihmane left the Company on March 29, 2024 and therefore no longer meets the presence condition.

Fixed compensation

Nourdine Bihmane's fixed remuneration was paid *prorata temporis*, from January 1, 2023 until October 3, 2023, date of his effective resignation, i.e., a gross amount of €454,545 for the year 2023.

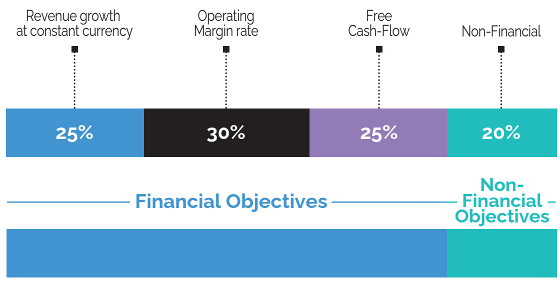
To take into account his specific situation, the Chief Executive Officer also benefits, as of his appointment as Deputy Chief Executive Officer on June 14, 2022, in addition to his fixed compensation, a gross monthly allowance of €25,000 to offset the increase in all of his personal expenses and family members directly linked to his impatriation in France, impatriation made mandatory because of his nomination as a corporate officer since June 14 2022. The overall amount paid in 2023 is €225,000. This temporary allowance is not taken into account in the calculation of the other elements of Nourdine Bihmane's compensation presented below.

Variable compensation

The target annual variable compensation of Nourdine Bihmane for the year 2023 is based on objectives, whose target is 100% of the fixed compensation (i.e., target annual variable compensation of €600,000) for the full year with a maximum payment limited to 130% of the target annual variable compensation in case of outperformance (i.e., a maximum annual variable compensation of €780,000) and no minimum payment.

The target variable compensation of the Chief Executive Officer, calculated *prorata temporis*, amounted to €454,545 for the year 2023 taking into account his resignation with effect from October 3, 2023.

As a reminder, the nature and weighting of each of the indicators making up the 2023 variable compensation of the Chief Executive Officer are as follows:



The achievement of those criteria and the resulting variable compensation amount have been validated by the Board during the meeting held on April 2, 2024.

The variable compensation of Nourdine Bihmane stood at €256,791 for the year 2023, or 56.49% of its target variable compensation.

Financial Objectives

Objectives which are set for 2023 on the basis of the Company's budget are in line with the 2023 outlook announced to the market on February 28, 2023, adjusted for divestures during the calendar year.

	Year 2023	
Indicators	Weight	Payout*
Group Revenue Growth at constant currency	25%	7.68%
Operating Margin Rate	30%	27.6%
Group Free Cash Flow	25%	0%
Payout in % of the on-target bonus	**80%**	**35.28%**

(*) On the basis of the elasticity curves capped at 130% for each indicator.

Non-Financial Objectives

	Year 2023	
Indicators	Weight	Payout*
Human Capital	5%	5.01%
Governance	5%	6.20%
Climate	10%	10%
Payout in % for 2023 on-target bonus	**20%**	**21.21%**

(*) On the basis of the elasticity curves from 50% to 130% of payout (low and high points), the target being 100% of payout.

With respect to the qualitative variable compensation, the Board of Directors, at its meeting of April 2, 2024, on the recommendation of the Remuneration Committee, set at 100% the overall level of achievement of the Climate indicator weighting for 10%. In particular, it took the following main achievements into consideration:

- ESG plan was duly implemented in 2023 and the CSR Committee, which is directly involved in defining the CSR strategy and priorities, has validated the progress in carbon reduction: between 2019 and 2023 in absolute, all Atos emissions decreased by 32.5% (tCO e). This absolute carbon reduction is in line with Atos' reduction target;
- Delivering on the key performance indicators (KPIs) for 2023 as outlined in Section 5 of the 2023 Universal Registration Document, including, with respect to the S component, delivering on the social non-financial performance indicators (see section 5.3.9 of the 2023 Universal Registration Document); and
- Recognition of Atos Group by the most relevant ESG ratings as the leader in its industry (CSA, EcoVadis, WDI) (see section 5.1.3 of the 2023 Universal Registration Document).

Overall performance

	Year 2023	
Indicators	Weight	Payout*
Group Revenue Growth at constant currency	25%	7.68%
Operating Margin Rate	30%	27.6%
Group Free Cash Flow	25%	0%
Non-financial objectives	20%	21.21%
Payout in % of the on-target bonus	**100%**	**56.49%**

(*) On the basis of the elasticity curves capped at 130% for each indicator.

The payment of the variable compensation due to Nourdine Bihmane for the financial year 2023 is subject to a favorable vote during the Annual General Meeting approving the financial statements for 2023 in accordance with Article L. 22-10-34, II of the French Commercial Code.

Multiannual equity-based compensation

The Board of Directors decided, during its meeting held on June 28, 2023, on the recommendation of the Remuneration Committee, to allocate 139,000 performance shares in favor of Nourdine Bihmane as part of his mandate as Chief Executive Officer .

Nourdine Bihmane was required to remain owner of 15% of any such acquired shares for the duration of his duties and could not conclude any financial hedging instruments over the shares being the subject of the award during the whole duration of the mandate as Chief Executive Officer .

This grant was decided in accordance with the approval given by the Annual General Meeting on June 28, 2023 under the 16th resolution in the context of the authorization granted by the same Annual General Meeting under the 22nd resolution.

It represents 6.1% of the total number of performance shares granted in 2023 and 0.13% of the share capital on the Annual General Meeting authorization date.

As a reminder, the final vesting on June 28, 2026 of all or part of the performance shares was subject to the achievement of performance conditions over a three-year period as well as to a continuous tenure of the beneficiary as company officer or employee, except in the event of retirement, death or disability.

The number of performance shares definitively vested for each beneficiary would depend on the "average acquisition rate" calculated according to the weighting of the performance indicators and their respective achievement levels, as shown in the table below:

Indicators	Performance	Objective	% of vesting (curves)
Group performance 1 External Revenue Organic growth **(25%)**	Average of the External Revenue Organic growth rates over the 3-year period (2023–2025)	**Floor:** bottom of the mid-term (MT) objective **Target:** mid-point of the MT objective **Cap:** ≥ +10% of the max MT	30% 100% 150%
Group performance 2 Operating margin (%) **(25%)**	Average of the Operating Margin % over the 3-year period (2023–2025)	**Floor:** bottom of the MT objective **Target:** mid-point of the MT objective **Cap:** ≥ +10% of the max MT objective	50% 100% 130%
Group performance 3 Cumulated Free Cash Flow **(25%)**	Cumulated amount of FCF at the end of the 3-year period (end of 2025)	**Floor:** bottom of the MT objective **Target:** mid-point of the MT objective **Cap:** ≥ +10% of the max MT objective	50% 100% 130%
ESG **(12,5%)**	Achieve a minimum of 90% training rate for all Atos Group employees on Atos Code of Ethics, Atos Cybersecurity, Atos Safety Awareness and Atos Environmental Management System (2023-2025)	**Floor:** 90% **Target:** 98%	50% 100% (cap)
Human Capital **(12,5%)**	Improve (a) the retention rate for Atos (6.25%) and (b) the employee satisfaction rate based on regular surveys (6.25%) (2024-2025)	**Floor:** 81% **Target:**84% **Floor:** 60% **Target:** 70%	50% 100% (cap) 50% 100% (cap)

An average vesting rate will be calculated based on the weighting assigned to each indicator. With regards to the executive corporate officers, performance measured by the average rate is capped at 100%.

The Board of Directors will decide on the achievement of the performance indicators and the resulting average acquisition rate after consultation of the Remuneration Committee. The achievement rates of performance indicators and the final acquisition percentage will be disclosed in the Universal Registration Document for the financial year 2025, made available to the shareholders in connection with the Annual General Meeting.

The value of the performance shares is determined, on the grant date, pursuant to IFRS 2 standard, and recognized in the consolidated financial statements. This value corresponds to a historical value on the grant date calculated for accounting purposes. This value does not represent a current market value nor the actual value that may be received by the beneficiary upon vesting provided that the performance shares finally vest.

Further to his departure from the Group on March 29, 2024, the performance shares granted to Nourdine Bihmane have been forfeited, as a result of the presence condition no longer being met.

Conditional incentive compensation

According to the 2023 compensation policy, the conditional incentive compensation of the Chief Executive Officer was based on the successful completion of the project to separate the Group, following the announcement during the Investor Day on June 14, 2022, for a maximum between 100% and 80% of the gross fixed annual compensation, between €600,000 and €480,000 depending on whether the project is completed between July 2023 and December 2023.

The Board of Directors, meeting on April 2, 2024, considering that the conditions above were not met, decided accordingly that no payment was due in this regard.

Fringe benefits

Nourdine Bihmane benefited from the use of a company car, if necessary with driver, as well as the collective life, disability and health insurance schemes on the same terms as the French employees.

The employer's contribution in respect of the life and disability scheme amounts to €2,988. The employer's contribution in respect of the healthcare plan stands at €8,350. The benefit in kind related to the use of the Company car is assessed to €14,804.

Nourdine Bihmane did not benefit from any supplementary pension scheme from the Company and is personally responsible for building up a pension supplement beyond the mandatory basic and complementary schemes.

Severance and non-compete payments

Nourdine Bihmane did not receive any payment in connection with the termination of his mandate as Chief Executive Officer . (1)

Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to Nourdine Bihmane, CEO from January 1 to October 3, 2023

Elements of compensation to be voted on	Amounts allocated for 2023 or accounting value	Amounts paid in 2023 or accounting value	Presentation of elements of compensation
Fixed compensation[1]	€679,545	€679,545	4.3.1.4
Annual variable compensation[1]	€256,791[2]	€322,955[3]	4.3.1.4
Performance shares[1]	€1,178,720[4]	-	4.3.1.4
Multi-year variable compensation, exceptional compensation and director fees	-	-	4.3.1.4
Additional benefits to compensation[1]	€26,141	€26,141	4.3.1.4

1. Cf. supra in 4.3.2.4.
2. Subject to the approval of the Annual General Meeting called to approve the financial statements for the financial year 2023.
3. Following the approval by the General Meeting of June 28, 2023 of the 16th resolution, a variable compensation was paid for a total amount of €322,955 in respect of his mandate as Deputy Chief Executive Officer from his appointment on June 14, 2022 and then as Chief Executive Officer from July 13, 2022 until December 31, 2022.
4. Performance shares granted to Nourdine Bihmane have been forfeited. Nourdine Bihmane left the Company on March 29, 2024 and therefore no longer meets the presence condition.

For information, Nourdine Bihmane received during the fiscal year 2023 in relation to his employment agreement from October 4, 2023 until December 31, 2023, a fixed salary amounting to €145,455 and an impatriation gross allowance of €75,000.

He benefited, in relation to his employment contract, from the mandatory pension schemes, the collective life, disability and health insurance schemes as well as his company car. The employer's contribution in respect of the life and disability scheme amounts to €954. The employer's contribution in respect of the healthcare plan stands at €2,665. The benefit in kind related to the use of the Company car is assessed to €4,935.

1) *Nourdine Bihmane continued to work for the Group as an employee from October 4, 2023 to March 29, 2024.*

4.3.2.5 Elements of compensation due or awarded for the financial year 2023 to Philippe Oliva, Deputy Chief Executive Officer until October 3, 2023

Philippe Oliva has resigned from his mandate as Deputy Chief Executive Officer with effect from October 3, 2023.

The compensation policy applicable in 2023 to Philippe Oliva as Deputy Chief Executive Officer was approved by the Annual General Meeting held on June 28, 2023 under the 17th resolution. The elements making up the total compensation and fringe benefits of all kinds paid or allocated to Philippe Oliva comply with this policy.

	2023		2022	
(in €)	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation	454,545	454,545	329,545	329,545
Annual variable compensation	256,791	322,955	322,955	-
Fringe Benefits	9,347	9,347	6,165	6,165
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year*	1,178,720	-	186,966	-
Total	**1,899,403**	**786,847**	**845,631**	**335,710**
Relative share of the fixed component	*24%*	*59%*	*40%*	*100%*
Relative share of the variable component vs total compensation (fixed and variable)	*76%*	*41%*	*60%*	*0%*
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	n/a	n/a	n/a	n/a

(*) Performance shares granted to Philippe Oliva have been forfeited. Philippe Oliva left the Company on December 31, 2023 and therefore no longer meets the presence condition.

Fixed compensation

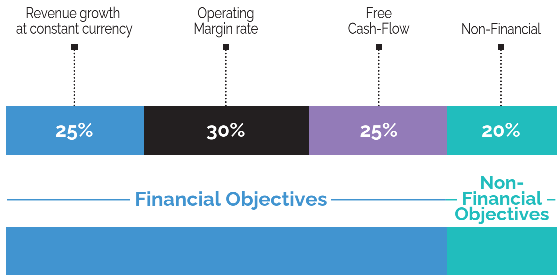
Philippe Oliva's fixed remuneration was paid *prorata temporis*, from January 1, 2023 until October 3, 2023, date of his effective resignation, i.e., a gross amount of €454,545 for the year 2023.

Variable compensation

The target annual variable compensation of Philippe Oliva for the year 2023 is based on objectives, whose target is 100% of the fixed compensation (i.e., target annual variable compensation of €600,000) for the full year with a maximum payment limited to 130% of the target annual variable compensation in case of outperformance (i.e., a maximum annual variable compensation of €780,000) and no minimum payment.

The target variable compensation of the Deputy Chief Executive Officer , calculated *prorata temporis*, amounted to €454,545 for the year 2023, taking into account his resignation with effect from October 3, 2023.

As a reminder, the nature and weighting of each of the indicators making up the 2023 variable compensation of the Deputy Chief Executive Officer are as follows:



The achievement of those criteria and the resulting variable compensation amount have been validated by the Board during the meeting held on April 2, 2024.

The variable compensation of the Philippe Oliva as Deputy Chief Executive Officer stood at €256,791 for the year 2023, or 56.49% of its target variable compensation.

Financial Objectives

Objectives which are set for 2023 on the basis of the Company's budget are in line with the 2023 outlook announced to the market on February 28, 2023, adjusted for divestures during the calendar year.

	Year 2023	
Indicators	**Weight**	**Payout***
Group Revenue Growth at constant currency	25%	7.68%
Operating Margin Rate	30%	27.6%
Group Free Cash Flow	25%	0%
Payout in % of the on-target bonus	**80%**	**35.28%**

(*) On the basis of the elasticity curves capped at 130% for each indicator.

Non-Financial Objectives

	Year 2023	
Indicators	**Weight**	**Payout***
Human Capital	5%	5.01%
Governance	5%	6.20%
Climate	10%	10%
Payout in % for 2023 on-target bonus	**20%**	**21.21%**

(*) On the basis of the elasticity curves from 50% to 130% of payout (low and high points), the target being 100% of payout.

With respect to the qualitative variable compensation, the Board of Directors, at its meeting of April 2, 2024, on the recommendation of the Remuneration Committee, set at 100% the overall level of achievement of the Climate indicator weighting for 10%. In particular, it took the following main achievements into consideration:

- ESG plan was duly implemented in 2023 and the CSR Committee, which is directly involved in defining the CSR strategy and priorities, has validated the progress in carbon reduction: between 2019 and 2023 in absolute, all Atos emissions decreased by 32.5% (tCO e). This absolute carbon reduction is in line with Atos' reduction target;
- Delivering on the key performance indicators (KPIs) for 2023 as outlined in Section 5 of the 2023 Universal Registration Document, including, with respect to the S component, delivering on the social non-financial performance indicators (see section 5.3.9 of the 2023 Universal Registration Document); and
- Recognition of Atos Group by the most relevant ESG ratings as the leader in its industry (CSA, EcoVadis, WDI) (see section 5.1.3 of the 2023 Universal Registration Document).

Overall performance

	Year 2023	
Indicators	**Weight**	**Payout***
Group Revenue Growth at constant currency	25%	7.68%
Operating Margin Rate	30%	27.6%
Group Free Cash Flow	25%	0%
Non-financial objectives	20%	21.21%
Payout in % of the on-target bonus	**100%**	**56.49%**

(*) On the basis of the elasticity curves capped at 130% for each indicator.

The payment of the variable compensation due for the full year 2023 is subject to a favorable vote during the Annual General Meeting approving the financial statements for 2023 in accordance with Article L. 22-10-34, II of the French Commercial Code.

Multiannual equity-based compensation

The Board of Directors decided, during its meeting held on June 28, 2023, on the recommendation of the Remuneration Committee, to allocate 139,000 performance shares in favor of the Deputy Chief Executive Officer as part of his mandate.

Philippe Oliva was required to remain owner of 15% of any such acquired shares for the duration of his duties and could not conclude any financial hedging instruments over the shares being the subject of the award during the whole duration of the mandate as Deputy Chief Executive Officer .

This grant was decided in accordance with the approval given by the Annual General Meeting on June 28, 2023 under the 17th resolution in the context of the authorization granted by the same Annual General Meeting under the 22nd resolution.

It represents 6,1% of the total number of performance shares granted in 2023 and 0.13% of the share capital on the Annual General Meeting authorization date.

Further to his departure from the Group on December 31, 2023, the performance shares granted to Philippe Oliva have been forfeited, as a result of the presence condition no longer being met.

Conditional incentive compensation

According to the 2023 compensation policy, the conditional incentive compensation of the Deputy Chief Executive Officer was based on the successful completion of the project to separate the Group, following the announcement during the Investor Day on June 14, 2022, for a maximum between 100% and 80% of the gross fixed annual compensation, between €600,000 and €480,000 depending on whether the project is completed between July 2023 and December 2023.

The Board of Directors, meeting on April 2, 2024, considering that the conditions above were not met, decided accordingly that no payment was due in this regard.

Fringe benefits

Philippe Oliva benefited from the use of a company car as well as the collective life, disability and health insurance schemes on the same terms as the French employees.

The employer's contribution in respect of the life and disability scheme amounts to €2,988. The employer's contribution in respect of the healthcare plan stands at €2,443. The benefit in kind related to the use of the Company car is assessed to €3,916.

Philippe Oliva did not benefit from any supplementary pension scheme from the Company and was personally responsible for building up a pension supplement beyond the mandatory basic and complementary schemes.

Severance and non-compete payments

Philippe Oliva did not receive any payment in connection with the termination of his mandate as Deputy Chief Executive Officer . (1)

Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to Philippe Oliva, Deputy CEO from January 1 to October 3, 2023

Elements of compensation to be voted on	Amounts allocated for 2023 or accounting value	Amounts paid in 2023 or accounting value	Presentation of elements of compensation
Fixed compensation[1]	€454,545	€454,545	4.3.1.4
Annual variable compensation[1]	€256,791[2]	€322,955[3]	4.3.1.4
Performance shares[1]	€1,178,720[4]	-	4.3.1.4
Multi-year variable compensation, exceptional compensation and director fees	-		4.3.1.4
Additional benefits to compensation[1]	€9,347	€9,347	4.3.1.4

1. Cf. supra in 4.3.2.4.
2. Subject to the approval of the Annual General Meeting called to approve the financial statements for the financial year 2023.
3. Following the approval by the General Meeting of June 28, 2023 of the 17th resolution, a variable compensation was paid for a total amount of € 322,955 in respect of his mandate as Deputy Chief Executive Officer from his appointment on June 14, 2022 until December 31, 2022.
4. The performance shares granted to Philippe Oliva were forfeited following his departure on December 31, 2023.

For information, Philippe Oliva received during the fiscal year 2023 in relation to his employment agreement from October 4, 2023 until December 31, 2023, a fixed salary amounting to €145,455.

He benefited, in relation to his employment contract, from the mandatory pension schemes, the collective life, disability and health insurance schemes on the same terms as the employees. The annual employer's contribution in respect of the life and disability scheme amounts to €954. The annual employer's contribution in respect of the healthcare plan stands at €780. The benefit in kind related to the use of the Company car is assessed to €1,305.

1) *Philippe Oliva continued to work for the Group as an employee from October 4, 2023 to December 31, 2023.*

4.3.2.6 Elements of compensation due or awarded for the financial year 2023 to Yves Bernaert, Chief Executive Officer from October 3, 2023 until December 31, 2023

Yves Bernaert who has been appointed as Chief Executive Officer with effect from October 3, 2023 has resigned from his mandate as Chief Executive Officer with effect from January 14, 2024.

The compensation policy applicable in 2023 to the Chief Executive Officer was approved by the Annual General Meeting held on June 28, 2023 under the 16th resolution. The elements making up the total compensation and fringe benefits of all kinds paid or allocated to Yves Bernaert comply with this policy.

	2023		2022	
(in €)	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation	145,455	145,455	-	-
Annual variable compensation	82,173	-	-	-
Fringe Benefits	1,733	1,733	-	-
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year	412,200	-	-	-
Total	**641,561**	**147,188**	**-**	**-**
Relative share of the fixed component	*23%*	*100%*	-	-
Relative share of the variable component vs total compensation (fixed and variable)	*77%*	*0%*	-	-
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	n/a	n/a	-	-

(*) Performance shares granted to Yves Bernaert have been forfeited. Yves Bernaert left the Company on January 14, 2024 and therefore no longer meets the presence condition.

Fixed compensation

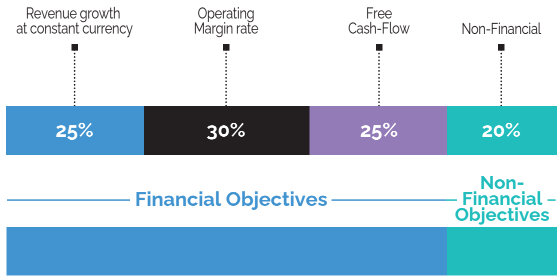
Yves Bernaert's fixed remuneration was paid *prorata temporis*, from his appointment on October 3, 2023 as Chief Executive Office until December 31, 2023, i.e., €145,455 for the year 2023.

Variable compensation

The target annual variable compensation of Yves Bernaert for the year 2023 is based on objectives, whose target is 100% of the fixed compensation (i.e., target annual variable compensation of €600,000) for the full year with a maximum payment limited to 130% of the target annual variable compensation in case of outperformance (i.e., a maximum annual variable compensation of €780,000) and no minimum payment.

The target variable compensation of Yves Bernaert, calculated *prorata temporis*, amounted to €145,455 for the year 2023 taking into account his appointment with effect from October 3, 2023.

As a reminder, the nature and weighting of each of the indicators making up the 2023 variable compensation of the Chief Executive Officer are as follows:



The achievement of those criteria and the resulting variable compensation amount have been validated by the Board during the meetings held on April 2, 2024.

The variable compensation of Yves Bernaert stood at €82,173 for the year 2023, or 56.49% of its target variable compensation.

Financial Objectives

Objectives which are set for 2023 on the basis of the Company's budget are in line with the 2023 outlook announced to the market on February 28, 2023, adjusted for divestures during the calendar year.

	Year 2023	
Indicators	Weight	Payout*
Group Revenue Growth at constant currency	25%	7.68%
Operating Margin Rate	30%	27.6%
Group Free Cash Flow	25%	0%
Payout in % of the on-target bonus	**80%**	**35.28%**

(*) On the basis of the elasticity curves capped at 130% for each indicator.

Non-Financial Objectives

	Year 2023	
Indicators	Weight	Payout*
Human Capital	5%	5.01%
Governance	5%	6.20%
Climate	10%	10%
Payout in % for 2023 on-target bonus	**20%**	**21.21%**

(*) On the basis of the elasticity curves from 50% to 130% of payout (low and high points), the target being 100% of payout.

With respect to the qualitative variable compensation, the Board of Directors, at its meeting of April 2, 2024, on the recommendation of the Remuneration Committee, set at 100% the overall level of achievement of the "Climate" indicator weighting for 10%. In particular, it took the following main achievements into consideration:

- ESG plan was duly implemented in 2023 and the CSR Committee, which is directly involved in defining the CSR strategy and priorities, has validated the progress in carbon reduction: between 2019 and 2023 in absolute, all Atos emissions decreased by 32.5% (tCO e). This absolute carbon reduction is in line with Atos' reduction target;
- Delivering on the key performance indicators (KPIs) for 2023 as outlined in Section 5 of the 2023 Universal Registration Document, including, with respect to the S component, delivering on the social non-financial performance indicators (see section 5.3.9 of the 2023 Universal Registration Document);
- Recognition of Atos Group by the most relevant ESG ratings as the leader in its industry (CSA, EcoVadis, WDI) (see section 5.1.3 of the 2023 Universal Registration Document).

Overall performance

	Year 2023	
Indicators	Weight	Payout*
Group Revenue Growth at constant currency	25%	7.68%
Operating Margin Rate	30%	27.6%
Group Free Cash Flow	25%	0%
Non-financial objectives	20%	21.21%
Payout in % of the on-target bonus	**100%**	**56.49%**

(*) On the basis of the elasticity curves capped at 130% for each indicator.

The payment of the variable compensation due for the full year 2023 is subject to a favorable vote during the Annual General Meeting approving the financial statements for 2023 in accordance with Article L. 22-10-34, II of the French Commercial Code.

Multiannual equity-based compensation

The Board of Directors decided, during its meeting held on November 16, 2023, on the recommendation of the Remuneration Committee, to allocate 100,000 performance shares in favor of Yves Bernaert as part of his mandate as Chief Executive Officer .

Yves Bernaert was required to remain owner of 15% of any such acquired shares for the duration of his duties and could not conclude any financial hedging instruments over the shares being the subject of the award during the whole duration of the mandate as Chief Executive Officer .

This grant was decided in accordance with the approval given by the Annual General Meeting on June 28, 2023 under the 16th resolution in the context of the authorization granted by the same Annual General Meeting under the 22nd resolution. It represented 4.4% of the total number of performance shares granted in 2023 and 0.09% of the share capital on the Annual General Meeting authorization date.

Further to his departure from the Group on January 14, 2024, the performance shares granted to Yves Bernaert have been forfeited, as a result of the presence condition no longer being met.

Fringe benefits

Yves Bernaert benefited from the collective life, disability and health insurance schemes on the same terms as the French employees.

The employer's contribution in respect of the life and disability scheme amounts to €954. The employer's contribution in respect of the healthcare plan stands at €780.

Yves Bernaert did not benefit from any supplementary pension scheme from was Company and is personally responsible for building up a pension supplement beyond the mandatory basic and complementary schemes.

Severance and non-compete payments

Yves Bernaert did not receive any payment in connection with the termination of his mandate as Chief Executive Officer .

Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to Yves Bernaert, CEO since October 4, 2023

Elements of compensation to be voted on	Amounts allocated for 2023 or accounting value	Amounts paid in 2023 or accounting value	Presentation of elements of compensation
Fixed compensation[1]	€145,455	€145,455	4.3.1.4
Annual variable compensation[1]	€82,173[2]	-	4.3.1.4
Performance shares[1]	€412,200[3]	-	4.3.1.4
Multi-year variable compensation, exceptional compensation and director fees	-	-	4.3.1.4
Additional benefits to compensation[1]	€1,733	€1,733	4.3.1.4

1. Cf. supra in 4.3.2.4.
2. Subject to the approval of the Annual General Meeting called to approve the financial statements for the financial year 2023.
3. The performance shares granted to Yves Bernaert were forfeited following his departure on January 14, 2024.

4.3.2.7 Elements of compensation due or awarded for the financial year 2024 to Yves Bernaert, Chief Executive Officer from January 1, 2024 until January 14, 2024

Yves Bernaert having resigned on January 14, 2024, the Board of Directors has decided to maintain for Yves Bernaert until January 14, 2024 the compensation policy for the Chief Executive Officer as approved by the Annual General Meeting of June 28, 2023.

The compensation policy applicable for the period from January 1, 2024 to January 14, 2024 to the Chief Executive Officer was approved by the Annual General Meeting held on June 28, 2023 under the 16th resolution. The elements making up the total compensation and fringe benefits of all kinds paid or allocated to Yves Bernaert in 2024 comply with this policy.

In compliance with Article L. 22-10-34, II of the French Commercial Code, the amounts and elements presented below will be subject to the approval of the shareholders during the 2024 Annual General Meeting.

	2024		2023	
(in €)	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation	21,739	21,739	145,455	145,455
Annual variable compensation	-	- **	82,173	-
Fringe Benefits	300	300	1,733	1,733
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year*	-	-	412,200	-
Total	**22,039**	**22,039**	**641,561**	**147,188**
Relative share of the fixed component	*100%*	*100%*	*23%*	*100%*
Relative share of the variable component vs total compensation (fixed and variable)	*0%*	*0%*	*77%*	*0%*
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	0	0	n/a	n/a

(*) Performance shares granted to Yves Bernaert have been forfeited. Yves Bernaert left the Company on January 14, 2024 and therefore no longer meets the presence condition.
(**) No payment realized regarding the 2024 variable compensation subject to the approval of the Annual General Meeting called to approve the financial statements for the financial year 2023.

Fixed compensation

In accordance with the compensation policy approved by the Annual General Meeting of June 28, 2023, Yves Bernaert will receive a gross fixed annual compensation of €600,000 for the period from January 1, 2024 to January 14, 2024, paid *prorata temporis*, i.e., €21,739 for the year 2024.

Variable compensation

The Board of Directors has decided that no variable compensation will be due to Yves Bernaert for the period from January 1, 2024 to January 14, 2024.

Multiannual equity-based compensation

The Board of Directors decided, during its meeting held on November 16, 2023, on the recommendation of the Remuneration Committee, to allocate 100,000 performance shares in favor of Yves Bernaert as part of his mandate as Chief Executive Officer .

Further to his departure from the Group on January 14, 2024, performance shares granted to Yves Bernaert have been forfeited, as a result of the presence condition no longer being met.

Fringe benefits

Yves Bernaert benefited from the collective life, disability and health insurance schemes on the same terms as the French employees. The employer's contribution in respect of the life and disability scheme amounts to €172. The employer's contribution in respect of the healthcare plan stands at €128.

Yves Bernaert did not benefit from any supplementary pension scheme from the Company and was personally responsible for building up a pension supplement beyond the mandatory basic and complementary schemes.

Severance and non-compete payments

Yves Bernaert did not receive any payment in connection with the termination of his mandate as Chief Executive Officer .

4

Other compensation elements

As from January 15, 2024, Yves Bernaert agreed to provide consulting services to the Group for a limited transition period of 13 working days. This arrangement aimed to facilitate a seamless handover with the General Management, including the new Chief Executive Officer , Paul Saleh, and Carlo d'Asaro Biondo, Chief Operating Officer, Head of Eviden and of Tech Foundations. As part of this service agreement, a gross amount of €78,000, i.e., €6,000 per working day, was paid to Yves Bernaert, acting as a consultant for the benefit of the Group.

4.3.2.8 Ratios on compensation multiples

In accordance with Article L.22-10-9 of the French Commercial Code, the ratios used to measure differences between the compensation of corporate officers and that of the Company's employees are presented in the table below. The ratios have been prepared in accordance with the AFEP guidelines last updated in February 2021.

Methodology

The scope used to calculate the ratio is consistent with the 2022 Universal Registration Document published by Atos. It includes all Atos companies based in France as well as the Atos international companies (Germany, the Netherlands, the United Kingdom and Switzerland) which comprise the global functions of the Atos Group in Europe. Thus, the selected scope represents more than 7,500 Atos employees, of which 95% are based in France and constitutes a coherent and legitimate representative perimeter for the Atos SE company whose roots are deeply European with two headquarters in Bezons (France) and Munich (Germany).

As the Company does not employ any employees, there is no need to present the ratios provided for in Article L. 22-10-9 I 6° of the French Commercial Code on the basis of the scope of "employees of the Company". As an alternative, this table presents the pay ratio on the basis of a scope deemed representative by the Company.

The compensation underlying the determination of the ratios correspond to the total gross compensation paid during the financial year. They include all the elements of compensation in cash (base salary, performance bonuses, exceptional bonuses, benefits in kind) as well as equity-based compensation valued at their fair value, on the grant date, as recognized in the consolidated accounts in accordance with IFRS 2. This value corresponds to a historical value on the grant date calculated for accounting purposes. It does not represent a current market value nor the actual value that may be received by the beneficiaries upon vesting provided that the performance shares finally vest.

The selected scope only covers employees who were continuously employed during the financial years concerned. For part-time employees, compensation was established on a full-time-equivalent basis.

As for corporate officers, the table presents the Chief Executive Officer , the Chairman of the Board of Directors and the Deputy Chief Executive Officer . In accordance with the AFEP's guidelines, the compensation presented in the table below is associated with the officers' position and not their person, so that a change in officer for the same position does not affect the presentation of the information. It is also specified that the information is presented for the last four years as the functions of Chairman of the Board of Directors and Chief Executive Officer were dissociated as from November 1, 2019.

	2023	2022	2021	2020
Company performance				
Profitability: Group's operating margin as a percentage of its revenue	4.4%	3.1%	3.5%	9.0%
Value creation: Annual change in the 3-year moving average of the enterprise value compared to previous year	-34.4%	-37.1%	-16.4%	-10.8%
Pay ratio for the Chairman of the Board of Directors[1]				
Evolution *(in %)* of the compensation of the Chairman of the Board of Directors	0%	0%	-14.6%	n/a
Evolution *(in %)* of the average compensation of the employees	-0.9%	8.4%	-6.2%	+1.7%
Pay ratio on employees' average compensation	6.0	6.0	6.5	7.1
Evolution of the ratio *(in %)* compared to the previous year	0.9%	-7.7%	-9.0%	n/a
Pay ratio on employees' median compensation	7.8	7.8	8.0	9.2
Evolution of the ratio *(in %)* compared to the previous year	0%	-2.9%	-13.2%	n/a
Pay ratio for the Chief Executive Officer [2]				
Evolution *(in %)* of the compensation of the CEO[1]	95.3%	-32.9%	-40.4%	-15.8%
Evolution *(in %)* of the average compensation of the employees[2]	-0.9%	8.4%	-6.2%	+1.7%
Pay ratio on employees' average compensation	32.8	16.6	26.9	42.3
Evolution of the ratio *(in %)* compared to the previous year	97.2%	-38.1%	-36.4%	-17.2%
Pay ratio on employees' median compensation	42.1	21.6	33.2	54.7
Evolution of the ratio *(in %)* compared to the previous year	95.2%	-35%	-39.3%	-16.7%
Pay ratio for the Deputy Chief Executive Officer [3]				
Evolution *(in %)* of the compensation of the Deputy CEO	164.8%	n/a	n/a	n/a
Evolution *(in %)* of the average compensation of the employees	-0.9%	8.4%	n/a	n/a
Pay ratio on employees' average compensation	32	12.0	n/a	n/a
Evolution of the ratio *(in %)* compared to the previous year	167.3%	n/a	n/a	n/a
Pay ratio on employees' median compensation	41	15.5	n/a	n/a
Evolution of the ratio *(in %)* compared to the previous year	164.6%	n/a	n/a	n/a

1. In 2023, the position of Chairman of the Board was held by Bertrand Meunier until October 14, 2023, and Jean-Pierre Mustier, as from October 14, 2023. The compensation of the Chairman of the Board taken into account in the table for 2023 was calculated on the basis of the compensation paid to both Chairmans in respect of the 2023 fiscal year.
2. In 2023, the position of Chief Executive Officer was held by Nourdine Bihmane until October 3, 2023, and Yves Bernaert as from October 3, 2023. The compensation of the Chief Executive Officer taken into account in the table for 2023 was calculated on the basis of the compensation paid to both Chief Executive Officer s in respect of the 2023 fiscal year. It corresponds to the sum of the annual fixed salary as voted by shareholders on June 28, 2023 (€600,000) and the amount of the variable remuneration paid to Nourdine Bihmane in 2023 for the year 2022 (€322,955, as shown in AMF Table 2 (cf. paragraph 4.3.2.8)). The annualized fringe benefits, the value of the performance shares granted during the year as disclosed in AMF Table 1 in the same paragraph as well as the monthly allowance related to Nourdine Bihmane's impatriation in France are calculated *prorata temporis* of the mandate of each CEO.
3. In 2023, the position of Deputy Chief Executive Officer was held by Philippe Oliva until October 3, 2023. The compensation of the Deputy Chief Executive Officer indicated in the table for 2023 has been annualized.

4.3.2.9 Compliance of total compensation of company executive officers with the AFEP-MEDEF Code recommendations

The Company committed in 2008 to implement the recommendations of the AFEP-MEDEF Code of corporate governance for listed companies, relating, in particular, to the conditions of compensation of company executive officers, and to regularly report thereon. The Board of Directors met on December 12, 2023 to perform the annual review of the implementation by the Company of these governance principles. Following this meeting, the Board of Directors considered that the Company's governance practices, including on the Company executive officer's compensation, are compliant with the recommendations of the AFEP-MEDEF Code. The complete and detailed document which supported this Board assessment of the implementation of the AFEP-MEDEF recommendations, as reviewed and updated by the Board, is made available in its entirety on Atos' website.

4.3.2.10 Detail of compensation, due or paid to the Company officers by the Company and its subsidiaries – AMF Tables n°1 & 2

AMF Table n°1 *(in €)*	2023	2022
Bertrand Meunier, Chairman of the Board of Directors until October 14, 2023		
Compensation awarded for the relevant year	324,005	400,000
Value of options granted during the year	-	-
Value of performance shares granted during the year	-	-
Value of other long-term compensation granted during the year	-	-
TOTAL	**324,005**	**400,000**
Jean-Pierre Mustier, Chairman of the Board of Directors as from October 14, 2023		
Compensation awarded for the relevant year*	-	-
Value of options granted during the year	-	-
Value of performance shares granted during the year	-	-
Value of other long-term compensation granted during the year	-	-
TOTAL	**-**	**-**
Nourdine Bihmane, CEO until October 3, 2023		
Compensation awarded for the relevant year**	962,478	830,463
Value of options granted during the year	-	-
Value of performance shares granted during the year	1,178,720	186,966
Value of other long-term compensation granted during the year	-	-
TOTAL	**2,141,198**	**1,017,429**
Philippe Oliva, Deputy CEO until October 3, 2023		
Compensation awarded for the relevant year	720,683	658,665
Value of options granted during the year	-	-
Value of performance shares granted during the year	1,178,720	186,966
Value of other long-term compensation granted during the year	-	-
TOTAL	**1,899,403**	**845,631**
Yves Bernaert, CEO as from October 3, 2023		
Compensation awarded for the relevant year	229,361	-
Value of options granted during the year	-	-
Value of performance shares granted during the year	412,200	-
Value of other long-term compensation granted during the year	-	-
TOTAL	**641,561**	**-**

(*) No fixed compensation was paid to Jean-Pierre Mustier who informed the Board of his wish not to receive his remuneration for his mandate. An amount of €75,995 will be paid by the Group to the Company's CSR program in India which funds schooling for under-privileged children.
(**) Including an impatriation gross allowance of €225,000 for 2023, as decided by the Board of Directors on December 15, 2022 and July 27, 2023.

On the date of each grant, the fair value of performance shares and/or stock-options granted is determined pursuant to IFRS 2 standard and recognized in the consolidated financial statements. The value of the performance shares and stock-options granted are valued based on this fair value. Thus, the value of the performance shares or stock-options granted correspond to a historical value on the grant date calculated for accounting purposes. This value does not represent a current market value nor the actual value that may be received by the beneficiary upon vesting provided that the performance shares or the stock-options finally vest.

AMF Table n°2 *(in €)*	2023 Due	2023 Paid	2022 Due	2022 Paid
Bertrand Meunier, Chairman of the Board of Directors until October 14, 2023				
Fixed remuneration	324,005	324,005	400,000	400,000
Annual variable remuneration	-	-	-	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship	-	-	-	-
Fringe benefits	-	-	-	-
TOTAL	**324,005**	**324,005**	**400,000**	**400,000**
Jean-Pierre Mustier, Chairman of the Board of Directors as from October 14, 2023				
Fixed remuneration*	-	-	-	-
Annual variable remuneration	-	-	-	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship[1]	-	-	-	-
Fringe benefits	-	-	-	-
TOTAL	**-**	**-**	**-**	**-**
Nourdine Bihmane, CEO until October 3, 2023				
Fixed remuneration**	679,545	679,545	494,318	494,318
Annual variable remuneration	256,791	322,955	322,955	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship	-	-	-	-
Fringe benefits	26,141	26,141	13,190	13,190
TOTAL	**962,478**	**1,028,642**	**830,463**	**507,508**
Philippe Oliva, Deputy CEO until October 3, 2023				
Fixed remuneration	454,545	454,545	329,545	329,545
Annual variable remuneration	256,791	322,955	322,955	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship	-	-	-	-
Fringe benefits	9,347	9,347	6,165	6,165
TOTAL	**720,683**	**786,847**	**658,665**	**335,710**
Yves Bernaert, CEO as from October 3, 2023				
Fixed remuneration	145,455	145,455	-	-
Annual variable remuneration	82,173	-	-	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship	-	-	-	-
Fringe benefits	1,733	1,733	-	-
TOTAL	**229,361**	**147,188**	**-**	**-**

(*) No fixed compensation was paid to Jean-Pierre Mustier who informed the Board of his wish not to receive his remuneration for his mandate. An amount of €75,995 will be paid by the Group to the Company's CSR program in India which funds schooling for under-privileged children.
(**) Including an impatriation gross allowance of €225,000 for 2023, as decided by the Board of Directors on December 15, 2022 and July 27, 2023.

4.3.2.11 AMF Table 11

Executive Officers	Employment contract	Supplementary pension scheme	Benefits or entitlements due or likely to become due as a result of termination or change of position	Benefits relating to a non-competition clause
Bertrand Meunier Chairman of the Board of Directors until October 14, 2023	No	No	No	No
Jean-Pierre Mustier* Chairman of the Board of Directors as from October 14, 2023	No	No	No	No
Nourdine Bihmane CEO until October 3, 2023	No	No	No	Yes
Philippe Oliva Deputy CEO until October 3, 2023	No	No	No	Yes
Yves Bernaert* CEO as from October 3, 2023	No	No	No	Yes

(*) In accordance with the recommendations of the AFEP-MEDEF Code, Jean-Pierre Mustier and Yves Bernaert had no employment contract at the date of their appointment.

4.3.3 Performance share plans and stock subscription or purchase option plans

[GRI 102-35]

4.3.3.1 Past grants of Performance Shares – AMF Table 9

The outstanding 3,016,024 rights to performance shares reported hereafter represented 2.71% of Atos SE's share capital as of December 31, 2023.

Past grants of Performance Shares – AMF Table 9

	Plan dated 07/24/2020	Plan dated 07/27/2021	Plan 1 dated 05/18/2022	Plan 2 dated 05/18/2022	Plan 1 dated 06/13/2022	Plan 1 dated 06/28/2023	Plan 2 dated 06/28/2023	Plan 1 dated 11/16/2023
General Meeting authorization date	06/16/2020	05/12/2021	05/18/2022	05/18/2022	05/18/2022	06/28/2023	06/28/2023	06/28/2023
Board of Directors meeting date	07/24/2020	07/27/2021	05/18/2022	05/18/2022	06/13/2022	06/28/2023	06/28/2023	11/16/2023
Number of beneficiaries	1,155	1,004	12	1,027	2	32	493	1
Total number of granted perf. shares	870,630	862,100	313,500[4]	929,055	39,000	672,875[4]	1,125,834	100,000
Of which to the executive officers	***28,000***	**-**	***99,000***	**-**	***39,000***	***278,000***	**-**	***100,000***
CEO: Élie Girard[1]	*28,000*		-	-	-	-	-	-
CEO: Rodolphe Belmer[1]			*99,000*	-	-	-	-	-
Deputy CEO: Nourdine Bihmane[2]			-	-	*19,500*		-	-
CEO: Nourdine Bihmane[1 2]						*139,000*		
Deputy CEO: Philippe Oliva[1 2]			-	-	*19,500*	*139,000*	-	-
Yves Bernaert[1]								*100,000*
Vesting date	07/24/2023	07/29/2024	05/18/2025	05/18/2024 and 05/18/2025	06/18/2025	06/18/2026	06/28/2025 and 06/28/2026	11/16/2026
End of holding period	07/24/2023	07/29/2024	05/18/2025	05/18/2024 and 05/18/2025	06/18/2025	06/18/2026	06/28/2025 and 06/28/2026	11/16/2026
Performance conditions	Yes	Yes	Yes	No for 2024 Yes for 2025	Yes	Yes	No for 2025 Yes for 2026	Yes
Achievement of performance conditions	Partially	Yes	-	-	-	-	-	-
Number of vested shares, as at 12/31/2023	489,265	0	0	0	0	0	0	0
Number of shares cancelled, as at 12/31/2023	381,365	319,388	196,500	227,976	19,500	187,750	75,226	-
Outstanding performance shares, as at 12/31/2023		542,712	117,000	701,079	19,500	485,125	1,050,608	100,000

1. Following the departure of Mr. Elie Girard on October 22, 2021, all performance shares granted under the 2019 plan and 2020 plan for Elie Girard were forfeited. The performance shares granted to Mr. Rodolphe Belmer under the May 18, 2022 plan were forfeited following his departure on July 12, 2022. All performance shares granted under the 2022 plan and 2023 plan for Philippe Oliva and Nourdine Bihmane were forfeited following their departure on December 31, 2023 and March 29, 2024. The performance shares granted on November 16, 2023 under the 2023 plan for Yves Bernaert were forfeited following his departure on January 14, 2024.
2. Messrs. Bihmane and Oliva were awarded of performance shares under their employment contracts prior to their appointment as Corporate Officers. Those shares were forfeited following their departure from the Group.
3. Shares acquired in advance following death or disability.
4. Number of shares in case of superformance and achievement of 130% of performance targets.

The characteristics of the French plan and the International plan implemented each year are identical in all respects (same acquisition dates). The calculation of the level of performance achieved was validated by the Board of Directors on April 7, 2023 on the basis of the 2022 results.

Performance conditions	Plan dated 07/24/2020*
Average of the External Revenue Organic growth rates over 3 years (2020-2022)	Above the target set by the Board of Directors
And	
Average Operating Margin over 3 years (2020-2022)	Below the target set by the Board of Directors
And	
Cumulated amount of FCF at the end of the 3-year plan (end of 2022)	Below the threshold set by the Board of Directors
And	
Internal CSR criteria	Above the target set by the Board of Directors
And	
External CSR criteria	The average of Atos' annual DJSI (World or Europe) results vs. other companies, over the 3-year period is above the 90th percentile
Years in question	**2020, 2021 et 2022**

(*) The financial performance targets have been adjusted by the Board of Directors on the recommendation of the Remuneration Committee, in line with the initial guidance for 2022. (*)

% of the grant if the employment condition is met at the vesting date	
Plan dated 07/27/2020	92.53%

Performance conditions	Plan dated 07/27/2021	Plans dated 05/18/2022 and 06/13/2022	Plans dated 06/28/2023 and 11/16/2023
Average of the External Revenue Organic growth rates over the 3-year period (2021, 2022 and 2023 plans)	In line with the Group's 2022 and 2023 financial targets presented to the market on June 14, 2022.	In line with the Group's 2022 and 2023 financial targets presented to the market on June 14, 2022.	In line with the Group's revised guidance presented to the market on July 28, 2023
Average rate of Operating Margin over the 3-year period (2021, 2022 and 2023 plans)			
Cumulated amount of Free Cash Flow at the end of the 3-year period (2022 and 2023 plans Or Average of the Operating Margin conversion rates to Free Cash Flow over the 3-year period (for the plan dated July 27, 2021)			
Average of the yearly Atos scores in the DJSI (World or Europe) compared to other companies over the 3-year period	The relative average of ranks awarded: Floor: 70th percentile Target: 80th percentile Cap: 90th percentile	Floor: 70th percentile Target and Cap: 85th percentile	
Percentage of CO_2 emissions variation per € million revenue (tCO_2/M€) over the 3-year period 2023	Floor vs 2020: -15% Target vs 2020: -21%: Cap vs 2020: -25%	Floor: -31.9% Target and Cap: -34.1%	
Relative* stock market performance of the Atos share over the 3-year period (2023-2024) compared to the median of the stock market performance of a basket made of industry competitor		Floor: 100% Target: 110% Cap: 125%	
Achieve a minimum of 90% training rate for all Atos Group employees on Atos Code of Ethics, Atos Cybersecurity, Atos Safety Awareness and Atos Environmental Management System			Floor: 90% Target: 98%
Improve (a) the retention rate for Atos and (b) the employee satisfaction rate based on regular surveys (2024-2025)			(a) Floor: 81% Target: 84% (b) Floor: 60% Target: 70%
Period in question	2021-2023	2022-2024	2023 -2025

(*) This criterion applies only to Plan 1 granted on May 18 and June 13, 2022.

% of the grant if the employment condition is met at the vesting date

Each performance indicator conditions a percentage of the initial grant. Elasticity curves accelerate upwards and downwards the percentage of the grant related to each performance indicator according to its level of achievement over the 3-year period. Thus, the percentage of vested shares depends on the "Average acquisition rate" calculated according to the level of achievement of each performance indicator and its weighting.

	Performance indicator	Weight	% of the grant according to the achievement level		
Plan dated 07/27/2021	Average of the External Revenue growth rates at constant currency over 3 years (2021-2023) ("A")	**30%**	Floor Target Cap	-2.9% -2.4% -1.9%	30% 100% 150%
	Average rate of Operating Margin over 3 years (2021-2023) ("B")	**25%**	Floor Target Cap	3.3% 3.6% 3.9%	50% 100% 130%
	Average of the Operating Margin conversion rates to Free Cash Flow over 3 years (2021-2023) ("C")	**25%**	Floor Target Cap	-142.5% -141% -139.5%	50% 100% 130%
	Percentage of CO_2 emissions variation per € million revenue (tCO_2 /M€) over the 3-year period ("D")	**10%**	Floor Target Cap	-15% v. 2020 -21% v. 2020 -25% v. 2020	50% 100% 150%
	Average of the yearly Atos scores in the DJSI (World or Europe) compared to other companies over the 3-year period ("E")	**10%**	Floor Target Cap	70th percentile 80th percentile 90th percentile	50% 100% 150%
	A * 30% + B * 25% + C * 25% + D * 10% + E * 10% = Average acquisition rate *(The average acquisition rate may not exceed 100%)*				

	Performance indicator	Weight	% of the grant according to the achievement level		
Plan 1 dated 05/18/2022 and 06/13/2022	Relative stock market performance of the Atos share over the 3-year period (2022- 2024) compared to the median of the stock market performance of a basket made of industry competitors ("A")	**20%**	Floor Target Cap	100% 110% 125%	65% 100% 130%
	Average of the External Revenue Organic growth rates over the 3-year period (2022-2024) ("B")	**20%**	Floor Target Cap	-1.2% -0.7% -0.22%	30% 100% 150%
	Average of the Operating Margin % over the 3-year period (2022-2024) ("C")	**20%**	Floor Target Cap	3.9% 4.4% 5.4%	50% 100% 130%
	Cumulated amount in millions € of Free Cash Flow at the end of the 3-year plan (end of 2024) ("D")	**20%**	Floor Target Cap	-2,045 -1,704 -1,227	50% 100% 130%
	Average of the yearly DJSI scores (World or Europe) of Atos vs. other companies over the 3-year period (2022- 2024) ("E")	**10%**	Floor Target	70^{th} percentile 85^{th} percentile	50% 100%
	% of reduction of CO_2 emissions (in tCO_2e) at the end of 2024 (vs. baseline 2021), with a target of -34.1% (full scopes 1, 2 and 3 according to SBTi net zero requirements) ("F")	**10%**	Floor Target	-31.9% vs 2021 34.1% vs 2021	50% 100%
	A * 20% + B * 20% + C * 20% + D * 20% + E * 10% + F * 10% = Average Acquisition Rate *(The average acquisition rate may not exceed 130% except for the Corporate Officers whose acquisition rate may not exceed 100%)*				

4

	Performance indicator	Weight	% of the grant according to the achievement level		
Plan 2 dated 05/18/2022	Average of the External Revenue Organic growth rates over the 3-year period (2022-2024) ("A")	**25%**	Floor Target Cap	-1.2% -0.7% -0.22%	30% 100% 150%
	Average of the Operating Margin % over the 3-year period (2022-2024) ("B")	**25%**	Floor Target Cap	3.9% 4.4% 5.4%	50% 100% 130%
	Cumulated amount in millions € of Free Cash Flow at the end of the 3-year plan (end of 2024) ("C")	**25%**	Floor Target Cap	-2,045 -1,704 -1,227	50% 100% 130%
	Average of the yearly DJSI scores (World or Europe) of Atos vs. other companies over the 3-year period (2022- 2024) ("D")	**12.5%**	Floor Target	70^{th} percentile 85^{th} percentile	50% 100%
	% of reduction of CO_2 emissions (in tCO_2e) at the end of 2024 (vs. baseline 2021), with a target of -34.1% (full scopes 1, 2 and 3 according to SBTi net zero requirements) ("E")	**12.5%**	Floor Target	-31.9% vs 2021 -34.1% vs 2021	50% 100%
	A * 25% + B * 25% + C * 25% + D * 12.5% + E * 12.5% = Average acquisition rate *(The average acquisition rate may not exceed 100%)*				

	Performance indicator	Weight	% of the grant according to the achievement level		
Plan 1* dated 06/28/2023 and 11/16/2023 and, Plan 2** dated 06/28/2023	Average of the External Revenue Organic growth rates over the 3-year period (2023-2025) ("A")	**25%**	Floor Target Cap	2.7% 3.2% 3.7%	30% 100% 150%
	Average of the Operating Margin % over the 3-year period (2023-2025) ("B")	**25%**	Floor Target Cap	5.8% 6.3% 6.8%	50% 100% 130%
	Cumulated amount in millions € of Free Cash Flow at the end of the 3-year plan (end of 2025) ("C")	**25%**	Floor Target Cap	-108 -8 92	50% 100% 130%
	Achieve a minimum of 90% training rate for all Atos Group employees on Atos Code of Ethics, Atos Cybersecurity, Atos Safety Awareness and Atos Environmental Management System (2023-2025)	**12.5%**	Floor Target	90% 98%	50% 100%
	Improve (a) the retention rate for Atos (6.25%) and (b) the employee satisfaction rate based on regular surveys (2024-2025) (6.25%)	**12.5%**	Floor Target Floor Target	81% 84% 60% 70%	50% 100% 50% 100%
	A * 25% + B * 25% + C * 25% + D * 12.5% + E * 12.5% = Average acquisition rate *(*The average acquisition rate may not exceed 130% except for the except for the Corporate Officers whose acquisition rate may not exceed 100%)* *(**The average acquisition rate may not exceed 100%)*				

4.3.3.2 Achievement of the performance conditions related to the performance share plans in the course of vesting or acquired during the year

The performance conditions related to the performance share plan dated July 27, 2021 are based on indicators measured over three years. The performance conditions of this plan were met, with an acquisition rate of 100% of the performance shares. The shares will definitively be acquired subject to meeting the condition of presence ending July 27, 2024.

Based on 3-year targets	
Group external revenue organic growth	**2021 - 2023**
Objective achievement *(%)*	-1.3%
Criterion completion	Above target
Group operating margin	**2021 - 2023**
Objective achievement *(%)*	**3.7%**
Criterion completion	Above target
Average of the Operating Margin conversion rates to Free Cash Flow	**2021 - 2023**
Objective achievement *(%)*	**-131%**
Criterion completion	Above target
External performance condition linked to the social and environmental performance	**2021 - 2023**
Objective achievement *(%)*	**>90 percentile**
Criterion completion	Above Cap
Internal performance condition linked to the social and environmental performance	**2021 - 2023**
Objective achievement *(%)*	**-6%**
Criterion completion	Below target
Achievement of performance conditions	**100%**

2022 and 2023 Performance share plans

The performance conditions related to the performance share plans dated May 18, 2022 and June 13, 2022 are based on indicators measured over a 3-year period. The achievement rates of these indicators as well as final acquisition percentage will be disclosed in the Universal Registration Document for the financial year 2024.

Similarly, the performance conditions related to the performance share plans dated June 28, and November 16, 2023 are based on indicators measured over a 3-year period. Achievement rates of these indicators as well as final acquisition percentage will be disclosed in the Universal Registration Document for the financial year 2025.

4.3.3.3 Performance shares granted to or became available for Company officers during the year – AMF Tables No 6 and No 7

During fiscal year 2023, Nourdine Bihmane as Chief Executive Officer , Philippe Oliva as Deputy Chief Executive Officer and Yves Bernaert as Chief Executive Officer , have benefited from the grant of performance shares.

AMF Table 6	Plan date	Plan	Number of shares	Vesting date	Availability date
Nourdine Bihmane	June 28, 2023	Plan n°1[1]	139,000[2]	June 28, 2026	June 28, 2026
Philippe Oliva	June 28, 2023	Plan n°1[1]	139,000[3]	June 28, 2026	June 28, 2026
Yves Bernaert	November 16, 2023	Plan n°1[1]	100,000[4]	November 16, 2026	November 16, 2026

1. As a reminder, all the shares granted under plan 1 are subject to the performance conditions described above in 4.3.3.1.
2. The performance shares granted on June 28, 2023 to Nourdine Bihmane were forfeited following his departure on March 29, 2024.
3. The performance shares granted on June 28, 2023 to Philippe Oliva were forfeited following his departure on December 31, 2023.
4. The performance shares granted on November 16, 2023 to Yves Bernaert were forfeited following his departure on January 14, 2024.

During 2023, the performance shares granted on July 24, 2020 became definitively vested and available during the year. The performance conditions of the plan indicated below are summarized in the paragraph above "Past grants of performance Shares".

Nourdine Bihmane, Philippe Oliva and Yves Bernaert did not acquire any performance shares during the fiscal year 2023 in their capacity respectively as Chief Executive Officer , Deputy Chief Executive Officer and Chief Executive Officer .

AMF Table 7	Plan date	Number of shares available during the financial year	Vesting date	Acquisition date
Nourdine Bihmane[1]	July 24, 2020	5,506[2]	July 24, 2023	July 24, 2023
Philippe Oliva[1]	Not applicable	Not applicable	Not applicable	Not applicable
Yves Bernaert	Not applicable	Not applicable	Not applicable	Not applicable

1. In addition, 3,750 shares were delivered to Messrs Bihmane and Oliva on May 18, 2023 under Tranche 1 of Plan n°2 of May 18, 2022. These shares were awarded under their employment contract. This Tranche 1, which is "non-qualified", was not granted under an authorization of the General Meeting.
2. The performance shares delivered to Mr. Bihmane were awarded under his employment contract.

4.3.3.4 Past awards of subscription or purchase options – AMF Tables 8

The Company executive officers and the employees did not hold any exercisable options on December 31, 2023.

AMF Table 8 – *Not applicable*

4.3.3.5 Stock options granted to, or exercised by, the Company executive officers during the year – AMF Tables 4 and 5

During 2023, the Company executive officers were not granted any options to purchase or subscribe shares of the Company. In addition, they did not hold any exercisable options on December 31, 2023.

AMF Table 4 – *Not applicable*

AMF Table 5 – *Not applicable*

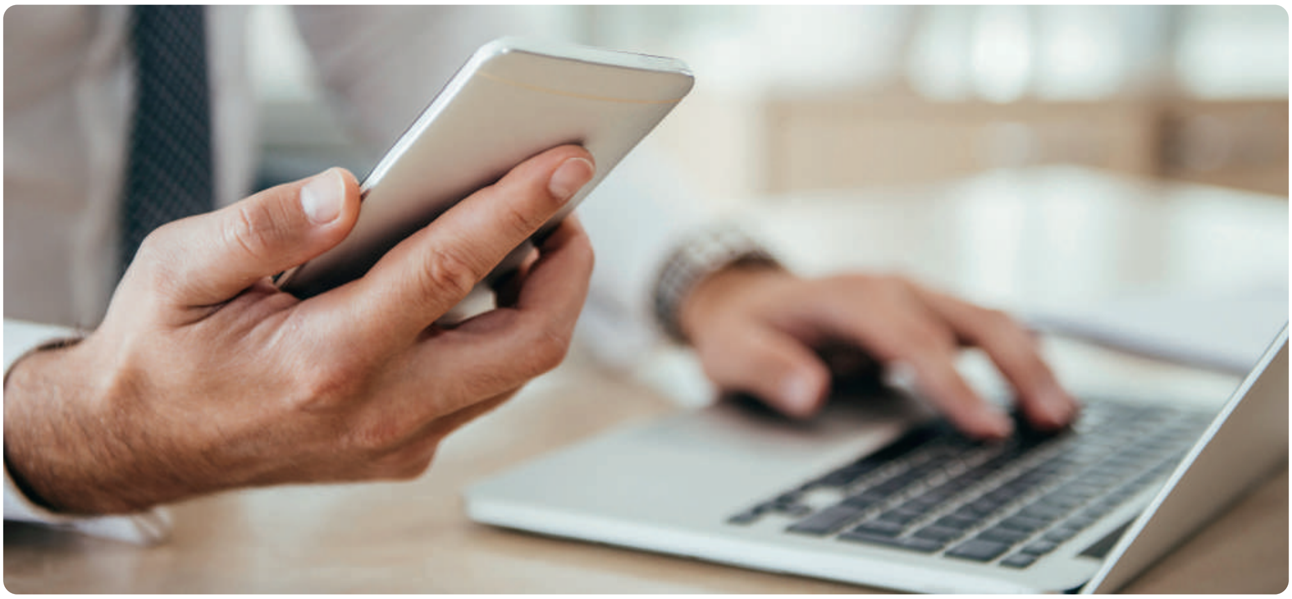
4.3.3.6 Stock options granted to the top ten employees who are not Company executive officers, and stock options exercised by them, during the year

During 2023, the employees were not granted any options to purchase or subscribe shares of the Company. The employees did not hold any exercisable options in 2023.

4.3.3.7 History of the multi-year cash variable compensation paid to each Company executive officer – AMF Table 10

During 2023, the Company Executive Officers were not granted any multi-year cash variable compensation.

AMF Table 10 – *Not applicable*



5

Corporate Social Responsibility

5.1 Introduction to CSR at Atos

[GRI 2-12], [GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Atos specific indicators]

5.1.1 Vision

[GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Atos specific indicators]

Within Atos, Corporate and Social Responsibility belongs to its "raison d'être", by which *"[…] Across the world, the Company enables its customers, employees and as many people as possible to live, work and develop sustainably and confidently in the information technology space."*

Atos is therefore fully aware of its mission and responsibility towards society and is convinced that digital can make an important contribution towards sustainable and social development, to the fight against climate change, trust in data management and digital inclusion.

Striving to comply with the highest transparency standards, Atos has issued a non-financial report in accordance with the Global Reporting Initiative (GRI) standards since 2012. This report also follows the International Integrated Reporting Council (IIRC) and the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. Furthermore, Atos' CSR strategy is fully aligned with the United Nations Sustainable Development Goals (SDGs).

As required by the Corporate Sustainability Reporting Directive (CSRD), and to prepare its implementation, Atos has started in 2023 to conduct a double materiality assessment. This exercise is fully aligned with CSRD and the European Financial Reporting Advisory Group's (EFRAG) requirements and involve notably consultation of Atos' internal and external stakeholders. The results of this double materiality assessment will allow Atos to identify the ESG topics that are material for the Group from financial and impacts perspectives.

Based on the assessment, the Board of Directors of Atos, upon the recommendation of the CSR Committee of the Board of Directors, will define the new CSR strategy for the Group.

5.1.2 Governance

[GRI 2-9], [GRI 2-13], [GRI 2-14], [GRI 2-17], [GRI 2-22], [GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Atos specific indicators]

The CSR organization is present at all levels of the Company up to the Board of Directors which is ultimately in charge of monitoring the implementation of the CSR strategy. The Board of Directors reviews the CSR initiatives and targets and presents the CSR strategy achievements to the Annual General Meeting of shareholders on a yearly basis. For more details, please see Chapter 4.2.4.2.

The CSR Committee of the Board of Directors, which first meeting took place in January 2019 is directly involved in defining the CSR strategy and priorities. For more details, please see Chapter 4.2.4.6.

Ms. Valérie Bernis has chaired the CSR Committee of the Board of Directors since its creation and up until the end of 2023. Replacing Ms. Valérie Bernis, Ms. Françoise Mercadal-Delasalles has been appointed member and chair of the CSR Committee of the Board of Directors since her appointment to the Board of Directors in January 2024. Farès Louis and Monika Maurer also sit on the CSR Committee of the Board of Directors.

Ms. Mercadal-Delasalles has a wealth of experience in finance, at the crossroads between the senior civil service and the private sector, and solid expertise in digital technology. Particularly sensitive to the social challenges of digital transformation and inclusion, she has been appointed Co-Chairwoman of the Conseil National du Numérique and Senior Advisor. Françoise Mercadal-Delasalles steered Société Générale's digital transformation project. In particular, she is responsible for deploying the Digital for All program, an ambitious project to equip employees and a vast program to support change and the adoption of digital technology. She is also the co-founder and President of Auxo Dynamics, an ESG digital platform which supports companies in their transition to sustainable business models, and helps steering CSRD and SEC compliant reportings;

Mr. Farès Louis brings an employee perspective to the works of the CSR Committee, resulting from his current position in the Group as Business Developer but also from his extensive experience as employee representative both in trade unions and at European Committee and work's council levels.

Ms. Monika Maurer has more than 25 years of international management experience, having successfully managed several business segments, and led large global teams in Product Management and R&D, Operations, Supply Chain and Manufacturing, Services and Delivery, and Business Development, Presales and Tendering. She brings this very broad range of expertise in the operation of a Company to the works of the CSR Committee, together with experiences in several Committees (including Strategy, Remuneration and HR Committees) in listed and non-listed companies

At upper management level, the Group Executive Board provides guidance and supervises the Atos CSR program and is associated with the validation of the CSR strategy and the implementation of the program.

The Group Head of CSR (Group CSR Officer) manages the entire CSR program and reports to the Group Executive Board. The Group Head of CSR presents on a regular basis to the Group Executive Board the latest achievements and planned objectives both at global and regional levels on the environmental and social initiatives of the Group and highlights cooperation needs by other functions or business lines to further the CSR strategy. The Group CSR Officer oversees internal and external CSR communications and is the prime contact with non-financial agencies and investors on CSR topics.

The Group CSR function is led by the Group CSR Officer and coordinates and aligns the CSR program and strategy within the Group. It is composed of a core international team of Group CSR managers who work closely with local CSR managers, support and business functions as well as the EMS managers in the Group. Weekly and monthly reviews are organized to design, implement, and monitor main axes of actions and targets. Specific channels are in place to facilitate communications across the Group. With the creation of the Eviden and Tech Foundations business lines, the Group CSR function and the local CSR teams have been strengthened and organized in two teams, each focusing on business line specific issues, ultimately contributing and reporting into the Group's global CSR strategy.

5.1.3 Strategy

[GRI 2-22], [GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Atos specific indicators]

Sustainability is no longer a niche topic. The demands for sustainable business have become loud and clear. They run through all areas of business. The worsening events linked to climate change have made the need for digital technologies obvious. Tech for good has become a value proposition and Digital Social Responsibility is more important than ever.

The review of Atos CSR challenges is performed regularly through a materiality assessment that prioritizes the areas where the Group must focus on incorporating best practices in the market, trends in the digital sector, and compliance with existing regulations and international standards. Atos has also developed robust systems and procedures to ensure Corporate Social Responsibility matters are being measured and reported, following Atos integrated thinking and reporting principles.

Through its business strategy, Atos believes in creating significant positive impact to the society:

- **From an environmental perspective**, Atos' main ambitions are to fully contribute to a more decarbonized and sustainable world by reducing Atos' own carbon emissions and to promote digital solutions that support its supply chain and clients in their own decarbonization journeys. To support these ambitions, the Group addresses a wide range of environmental issues and intends to cover in a comprehensive manner all the significant impacts, risks and opportunities related to its business model and main activities;
- **From a social perspective**, Atos recognizes that its principal asset and competitive advantage is its employees. In an environment of strong competition for talent, Atos is reinforcing its key programs in talent attraction and retention and skills management, to make it an employer of choice, and a place where employees can have control of their careers and develop in an inclusive, creative, responsible and collaborative workplace. These fundamentals are supported by strong change programs (notably culture and workplace), high attention to people care, and diversity and inclusion;
- **From a governance perspective**, Atos is fully committed to enhance trust in the digital transformation age (i) by behaving as an ethical player towards its sphere of influence and therefore apply the highest ethical standards from the very top of the company to the heart of its operations, and (ii) by contributing to building a trusted digital space for all, therefore designing innovative and secured solutions that help maintain trust and security for persons (individual, companies, states) who navigate in the digital space.

The Atos Group is recognized by the most relevant ESG ratings as the leader in its industry.

2023 MARKET ESG RATINGS	ATOS SCORE	ATOS POSITION
S&P Global ESG (for DJSI inclusion)	82/100	Top 10%
MSCI	AAA	Top 11%
ISS ESG	C+	Top 20%
Moody's Analytics	72/100	Top 1%
ECOVADIS	84/100	Top 1%

Note: information as of February 15, 2024.

5.1.4 Atos stakeholders' approach and engagement

[GRI 2-28], [GRI 2-29], [GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Atos specific indicators]

Atos is fully aware of the importance of engagement with its stakeholders. To structure its stakeholders dialogue, Atos uses international standards such as the AA1000 SES (2015) standard in alignment with the following principles: Inclusivity, Materiality, Responsiveness, and Impact (see "5.6.1.2 Respect of the AA1000 standards" for more details).

Atos' stakeholders are identified as external and internal Groups and individuals who represent clients, employees, investors, employee representatives, business partners and suppliers, as well as communities and public authorities. Atos engages in a constant dialogue with stakeholders at all levels of the organization using a variety of interaction channels to ensure a transparent communication about its CSR program and to align with the demand of the market and investors.

Mapping of stakeholders' expectations

[GRI 203-2], [GRI 2-29]

Atos engages regularly with its stakeholders to better understand, prioritize their needs, and ensure that its strategy remains fully aligned with their expectations.

In 2023, the CSR Committee of the Board of Directors met twice to discuss current and future CSR challenges, validate the CSR strategy and confirm the roll-out of the related initiatives.

Sustainability requirements are increasingly demanding on all stakeholders' businesses. During the year, dialogues with external stakeholders confirmed that the Atos CSR strategy and initiatives effectively address the issues they raised. The exchange with Atos clients' sustainability leaders has also increased significantly, as achieving ambitious environmental goals requires interaction throughout the value chain. In addition, Atos continued to be actively engaged in 2023 by regularly attending investor meetings, interacting with leading standards organizations such as the Global Reporting Initiative (GRI), and engaging with ecosystem partners for instance at the 3rd Edition of Atos Sustainability Conference during the COP 28. Business partners must work together in terms of sustainable supply chains and exchange data and information, and finally, all market participants are confronted with new regulatory requirements that also require a professional dialogue. Sustainability thrives on interaction beyond contractual business relationships.

Clients	Employees
• **expectations:** Atos clients expect innovative digital solutions that create value by helping them optimize their operational performance and address their own challenges such as tackling climate change or reporting according to some requirements. These solutions also need to ensure high levels of security and data protection; • **challenges and key topics:** Client satisfaction. Client trust. Anticipation of clients' future needs. Security and data protection. Innovation; • **value created by Atos**: Atos' business model is founded on creating value for its clients and partners through innovative and sustainable business solutions that will meet their needs to perform in the new digital economy. **Sustainable Development Goals (SDGs) addressed: 8,9,12,16.**	• **expectations:** Atos employees expect to work in the best possible environment, where their work is valued, their data is protected, and their ambitions and potential can be realized through opportunities to grow and develop within the company; • **challenges and key topics**: Health and safety. Skills management and development. Talent attraction and retention. Employee commitment, engagement, and satisfaction. Brand appeal, wellbeing at work, diversity; • **value created by Atos**: Atos recognizes that being a responsible employer means providing a safe, diverse, inclusive, and rewarding work environment, while preparing its people for the workplace of the future. Atos has put in place programs to train and develop its employees and encourage internal hiring and promotion. At the same time, Atos has developed strong partnerships with leading universities worldwide to attract the best young talents. **SDGs addressed: 3,4,5,10.**

Investors and analysts	Partners
• **expectations:** investors expect profitability and efficiency from Atos, in line with its carbon footprint and energy efficiency commitments to tackle climate change. Atos keeps investors informed about its strategy and Corporate Social Responsibility achievements and objectives, while responding to their demands for clarity and transparency regarding value creation and resource management; • **challenges and key topics:** Integrated thinking. Effective reporting to articulate strategy. Transparency. Credibility; • **value created by Atos:** Atos discloses its CSR KPIs and integrates financial and non-financial factors, providing valuable information to investors. **SDGs addressed: 8,9,12,16.**	• **expectations:** collaboration with Atos partners is key to face challenges in the IT industry and ensure the development of innovative technologies; • **challenges and key topics:** Anticipation of clients' future needs, Innovation, Security and Trust; • **value created by Atos:** Atos has a unique partnership ecosystem that consists of both major IT industry players and start-ups that work together with Atos labs and Business Technology Innovation Centers. This enables Atos to combine a disruptive mindset with best-in-class technologies in its digital solutions for its clients. **SDGs addressed: 8,9,12,16.**

Suppliers	Communities and society
• **expectations:** Atos suppliers want to benefit from access to new markets, revenue growth and fair margins. They expect long-term relationships supported by ongoing dialogue that ensures the observance of contracts, shared ethical values and trust; • **challenges and key topics:** ethics and responsibility in the value chain. Collaboration. Knowledge sharing. Efficiency; • **value created by Atos:** as the first ICT company to obtain approval for its Binding Corporate Rules (BCR) by the European data protection authorities, Atos continues to place data protection as a key component in its business culture. Its governance framework uses ethics and compliance to drive organizational processes and business thereby securing a sustainable supply chain. Atos works closely with its suppliers to ensure that they meet the required standards on environment, labor and human rights, ethics and sustainable procurement. **SDGs addressed: 8, 9, 12,16.**	• **expectations:** Atos is expected by society and local communities to provide socio-economic benefits through job creation, smart solutions and new technologies. Atos is also expected to reduce its environmental impact and help its clients and suppliers in doing the same. Public bodies deliver administrative authorizations and set the regulatory context in which Atos operates; • **challenges and key topics:** Digital inclusion. Education and knowledge equality. Savings. Performance. License to operate. Employability; • **value created by Atos:** Atos is committed to generating economic value that also benefits society by addressing its needs and challenges. As a recognized leader in CSR in the IT sector, Atos minimizes and offsets environmental impacts and generates sustainable profits to support innovation. Through its support for volunteer programs, university relations and corporate citizenship activities, Atos aims to have a positive and long-term impact on local economies, support social progress and reduce the digital divide. **SDGs addressed: 5,10,12,13,16.**

5.1.5 Challenges and Materiality Matrix

[GRI 3-1], [GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Atos specific indicators]

The Atos' CSR approach is supported by a materiality assessment performed to prioritize its actions on the business activities integrating the stakeholders' expectations. In this context, materiality assessment is a tool used to connect and prioritize financial and non-financial considerations.

In the materiality assessment, Atos seeks to identify the principal topics and challenges that the market and key stakeholders consider as essential for Atos. These topics are material because they are critical to achieve the organization's goals, secure its business model, and manage its impact on society.

Atos materiality matrix follows the three broad dimensions or areas of interest in CSR: Environment, Social and Governance:

- A good management approach of the Environmental material topics supports the transition to a zero-carbon economy at a global scale for the Group, its clients and the society;
- A good management approach of the Social material topics enables Atos to be a responsible employer and creates a work environment that meets the needs and expectations of employees;
- A good management approach of the Governance material topics helps Atos to be an ethical and fair player within the sphere of influence and generating value for clients and partners through innovative and safe solutions.

Atos material topics and boundaries aligned with GRI Standards

[GRI 3-2]

The following topics of GRI Standards are material for Atos as a whole. Outside the organization, these topics are material for the stakeholders mentioned below.

Atos Material Topic	GRI Material Topic	Topic boundaries outside the organization
• Client satisfaction and delivery capability	Atos specific	Clients, Investors and analysts
• Corporate governance	Atos specific	Investors and analysts
• Security & Data Protection	418 Customer Privacy	Clients, Investors and analysts
• Solutions to address clients' environmental challenges including decarbonization (IT for Green)	302 Energy 305 Emissions	Clients, Investors and analysts
• Talent attraction and retention	401 Employment (incl. Hiring)	Not material outside the organization
• Research and Innovation	Atos specific	Clients, Investors and analysts, Suppliers, Business partners. Communities and NGOs, Public entities
• Carbon footprint and energy efficiency of Atos operations	302 Energy 305 Emissions	Clients, Investors and analysts
• Compliance with laws and regulations, including anti-bribery	205 Anti-corruption	Clients, Investors and analysts, Suppliers, Public entities, Communities and NGOs
• Skills management and development	404 Training and Education	Not material outside the organization
• Eco-efficiency of technologies and solutions (Green IT)	302 Energy	Clients, Investors and analysts
• Employees' Health and Safety	403 Occupational Health and Safety	Not material outside the organization

Atos materiality matrix

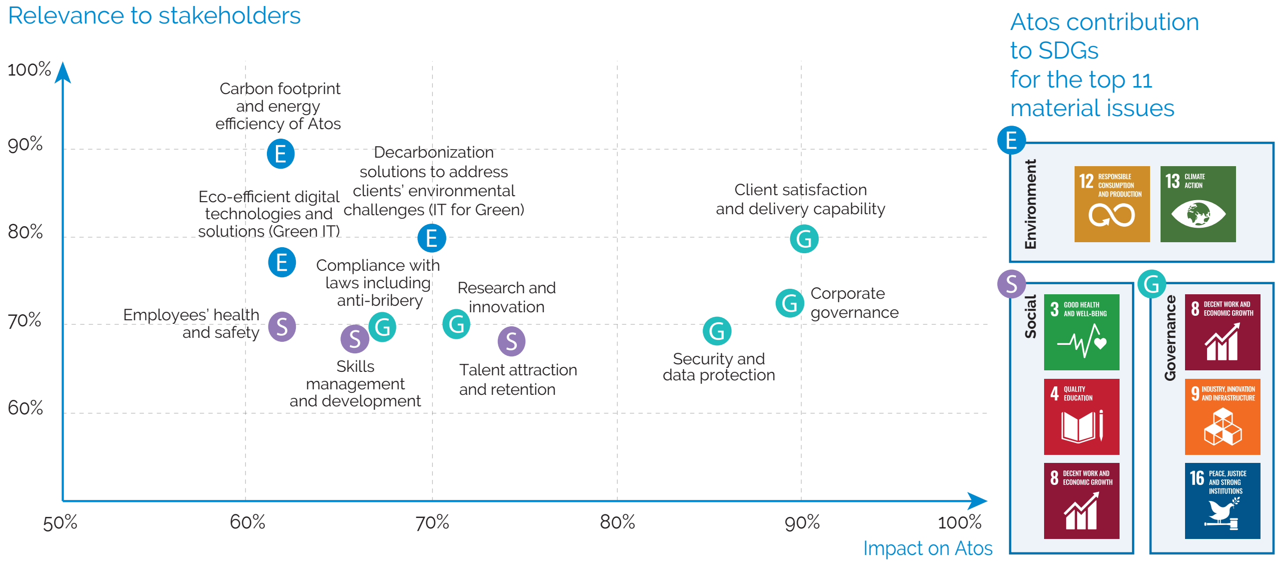
[GRI 2-22], [GRI 3-2], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Anti-corruption], [GRI 3-3 Customer privacy], [GRI 3-3 Atos specific indicators]

In 2020, the Group conducted a materiality assessment in collaboration with an external expert advisor, engaging both Atos internal and external stakeholders. The materiality matrix derived from this assessment remains applicable for the 2023 exercise. The material topics are reviewed and updated on a yearly basis depending on the sector and company evolutions. This materiality matrix summarizes the Atos' CSR material topics for the three ESG dimensions.

Atos has initiated in 2023 a double materiality assessment as required by the Corporate Sustainability Reporting Directive (CSRD). This exercise involves consulting both internal and external stakeholders while accounting for the specific issues related to Tech Foundations and Eviden's business lines. The results of this double materiality assessment will allow Atos to identify the ESG topics that are material for the Group from financial and impacts perspectives.

Atos informs its stakeholders about those topics in this annual report (Atos Universal Registration Document), however additional information is disclosed based on the regular communications with stakeholders in workshops, meetings, events, and based on interviews with the CSR Committee of the Board of Directors and the Group Executive Board members on the current CSR strategy.

Atos Materiality Matrix



The matrix above presents the eleven material topics based on the relevance for stakeholders and the impact on Atos. This matrix is reviewed every year to confirm that the priorities are still appropriate for the good development of the Group CSR Strategy which aims to align business practices with a positive impact on the society, fully aligned with the Atos purpose.

These eleven top priorities contribute directly to seven of seventeen Sustainable Development Goals (SDGs) defined by the United Nations as presented in the above infographic.

In addition, Atos remains committed to other relevant topics, such as digital inclusion, diversity, employee engagement or supply chain management, and contributes significantly to the positive impact on employment by developing new jobs opportunities in emerging countries, supporting local economic development, and generating economic growth as a whole.

Environment:

Supporting the transition to a zero-carbon economy at a global scale for the Group, its clients, and the society.

The material issues for Atos in relation to Environment are:

- support decarbonization solutions to address clients' environmental challenges (IT for Green);
- reduce carbon footprint and improve energy efficiency of Atos operations;
- eco-efficient digital technologies and solutions (Green IT) – Digital solutions already represent significant impacts for the environment, and their use will keep increasing in the future.

Main SDGs for Environment are: "Climate Change" (SDG 13) and "Responsible Consumption and Production" (SDG 12)

Social:

Being a responsible employer and creating a work environment that meets the needs and expectations of employees.

The material issues for Atos in relation to Social are:

- manage talent attraction and retention;
- ensure adequate skills management and development;
- guarantee employees' health and safety.

Main SDGs in Social are: "Decent Work and Economic Growth" (SDG 8), "Quality Education" (SDG 4) and "Good Health and Well-Being" (SDG 3).

Governance:

Being an ethical and fair player within the sphere of influence and generating value for clients and partners through innovative and safe solutions.

The material issues for Atos in relation to Governance are:

- ensure client satisfaction and delivery capability;
- establish a strong corporate governance;
- guarantee Security and Data Protection;
- foster Research and Innovation;
- ensure compliance with laws, including anti-bribery.

Main SDGs in Governance are: "People, Justice and Strong Institutions" (SDG 16), "Decent Work and Economic Growth" (SDG 8) and "Industry, Innovation and Infrastructure" (SDG 9).

5.2 Environment

5.2.1 Atos Environmental Program summary

[GRI 3-3 Energy], [GRI 3-3 Emissions]

5.2.1.1 Main environmental challenges

In 2023, the main direct environmental impacts resulting from Atos' activities relate to energy consumption in datacenters, offices, and business travel. The main indirect impacts occur within the supply chain as well as during the use of solutions and technologies deployed by the Group. Atos' main challenges and environmental impacts, risks, and opportunities are further explained in a following section.

5.2.1.2 Main objectives and action plans

In 2016, as part of the Paris Agreement, Atos' Chairman approved key commitments to directly contribute to the fight against climate change. Precise objectives were defined, and specific action plans were put in place to meet these commitments.

Most objectives and action plans are still relevant in 2023:

- ensure proper implementation of the Environmental Program and action plans including the ISO 14001 certification of its main sites;
- measure and report on its full carbon footprint, comprehensively across all 3 scopes of the GHG Protocol;
- reduce carbon emissions aligned with the IPCC 1.5°C degree pathway and aim for carbon Net-Zero;
- improve energy efficiency and reduce consumption and shift to renewable energy;
- decarbonize its car fleet and supply chain;
- further decarbonize its digital solutions (Sustainable IT/ green IT);
- continue to address clients' decarbonization challenges through the exploitation of digital technologies (IT for Green).

5.2.1.3 Contribution to United Nations Sustainable Development Goals

Through its Environmental Program, Atos positively contributes to several of the United Nations Sustainable Development Goals (SDGs). Directly to SDG 12 (Responsible Consumption and Production) and 13 (Climate Action) and indirectly to SDG 7 (Clean Energy), 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure) and 15 (Life on Land). Atos reports against each of these SDGs and the results can be found in the following sections.

5.2.1.4 Environmental Program external recognition

For more than 10 years, Atos has been recognized by many key players for its actions to reduce its environmental impact and its carbon emissions, to integrate the business challenges linked to climate change, and for the quality and transparency of its communication.

In 2023, Atos was once again selected as a member of the **Dow Jones Sustainability Index** (DJSI) [1] Europe.

In February 2023, Atos was, for the 10th consecutive year, included in **S&P's Global Sustainability Yearbook**. For this 2023 edition, Atos has received a Top 10% S&P Global ESG score in the IT Services industry. In the review of 7,800 companies globally, Atos is ranked as one of the most sustainable companies in the world. The annual Sustainability Yearbook recognizes companies, Grouped by industry, that have demonstrated strong corporate sustainability.

In March 2023, Atos was recognized for the fourth year in a row on the prestigious **CDP's Supplier Engagement Rating Leaderboard** and has thus been recognized by CDP for its work to engage suppliers to reduce emissions, lower environmental risks and jointly tackle climate change. Only the top 8% of companies who disclosed information for the full climate questionnaire achieved a place on the CDP Supplier Engagement Leaderboard.

In March 2023, Atos was also honored as a winner of a **SEAL Business Sustainability Award**, for its leadership, transparency, and commitment to sustainable business practices. The SEAL Organizational Impact Award recognizes overall corporate sustainability performance and represents the 50 most sustainable companies globally. Winners were selected by combining two premier ESG data sets – the CDP A-List ™ and the Corporate Sustainability Assessment (CSA, now part of S&P Global ESG Scores ™).

In October 2023, Atos was awarded a platinum medal by **EcoVadis** in recognition of sustainability achievement. To receive this medal, companies must have an overall score of 78-100. Atos's score was 84 and reached 100 in the environmental domain.

CSR-specific awards and recognition obtained in 2023 can be found in section 5.1.3 Strategy. The ISO 14001 certifications in relation to the Group's Environmental Program are detailed in this section 5.2.2 Environmental governance.

1) *https://www.spglobal.com/esg/csa/results?cid=4142843*

5.2.2 Environmental governance

[GRI 3-3 Energy], [GRI 3-3 Emissions]

5.2.2.1 Governance – management approach

Atos' global Environmental Program is fully embedded into the Group strategy. Since its creation in 2018, the Board of Directors of Atos has regularly convened the CSR Committee of the Board of Directors which is dedicated to Corporate Social and Environmental Responsibility (CSR). The role of the CSR Committee of the Board of Directors is to review and monitor CSR matters across the Group.

The Group Head of CSR manages the entire CSR Program and regularly informs the CSR Committee of the Board or Directors of the latest environmental initiatives, objectives, and results of the CSR Program. The Group Head of CSR reports to the Executive Board which oversees the entire CSR Program. She regularly informs the Group Executive Board of the latest environmental initiatives, objectives, and results of the CSR Program.

Regular meetings led by the Group Head of CSR are held with experts in several essential areas for the success of Atos' Environmental Program. In these meetings, the Global Head of Real Estate, the Chief Procurement Officer and Head of Sustainable Procurement, the Net Zero Transformation practice, the Regional Business Units and Industries representatives, and the CSR Global team present and report their net-zero initiatives and targets.

At a more detailed level, the Environmental Program is managed by the Group Environmental Program Manager and a dedicated team, comprising representatives from all support functions and business lines.

An Environmental Management System (EMS) is in place at the Group level and in all Regional Business Units (RBUs). Within the RBUs, the EMS Managers and the Heads of CSR supervise the environmental challenges at regional and local levels. In addition, in all main sites, the EMS managers have the responsibility to manage the local environmental challenges and maintain the ISO 14001 certification.

Climate-related risks and opportunities are overseen by the Board of Directors and the Atos Executive Board (see section 5.2.3).

5.2.2.2 Environmental Policy, high-level principles, and operational guidelines

Atos implements an Environmental Policy that provides high-level principles, over the short and long term, regarding the Group's main environmental challenges. It applies to all Atos' entities and operations, all office sites, and datacenters regardless of their location. The Environmental Policy applies to the full scope of the entire Atos organization (100%) including its suppliers and subcontractors.

The 8 main principles of the Atos Environmental Policy are publicly available on the Atos website [1]:

Compliance 1

Identify and comply with applicable **laws, regulations** and other relevant legal requirements relating to the environmental aspects of our activities.

2 Pollution & environmental protection

Prevent pollution and protect the environment by adopting appropriate **procedures and controls** to reduce our impact on the environment.

Global challenges 3

Address our **global challenges** (carbon emissions, energy, travel, sustainable digital solutions) and for the most material set **targets and objectives** to reduce their impact.

CO_2

4 Local specific challenges

Locally identify **specific challenges** at site or country level and resolve potential issues that may arise (products and services, logistics, distribution, waste management, recycling, recovery, water…).

Initiatives and action plans 5

Implement and monitor the necessary trainings, **initiatives, and action plans** to steadily make progress on our significant aspects and challenges.

6 Atos Partners

Ensure that **our suppliers,** contractors of goods and services and other **key business partners** respect this Policy and strongly contribute to our environmental progress.

Performance monitoring 7

Review for each material challenge, on a yearly basis, our **performance** against our global and local environmental targets and follow a continuous improvement approach.

8 Awareness

Communicate with our internal and external stakeholders on their expectations, our action plans, and our environmental performance.

The full comprehensive Atos Environmental Policy covering all environmental challenges (carbon emissions, energy efficiency, waste management, etc.) is shared with external stakeholders upon request.

Internally, the Environmental Policy is complemented by the Book of Environmental Guidelines per challenge. It includes regularly updated information about the context of each environmental challenge and its main concrete instructions, ambitions, objectives, or targets at the Group and/or at the local level.

Atos has formalized its commitment to integrity, notably through its Code of Ethics, which materializes the requirements in terms of ethical behavior from its employees, and through its Atos Partners' Commitment to Integrity, which sets out the ethical commitment that Atos expects its Partners to take before entering in a contractual relationship with them. This Atos Partners' Commitment to Integrity also aims to support Atos' efforts to decarbonize its supply chain in line with its carbon reduction science-based targets (see section 5.4.6).

1) *https://atos.net/wp-content/uploads/2023/07/atos-environmental-policy-2023-en.pdf*

5.2.2.3 Environmental Management System and ISO 14001 certification

[A14]

The Environmental Management System (EMS) is a framework covering the entire Group, supporting the achievement of its environmental objectives through a powerful end-to-end governance, and Plan-Do-Check-Act process allowing consistent evaluation, and improvement of its environmental performance.

The EMS is in place at the Group level and in all regions and all Atos' employees are covered. The EMS is part of the Integrated Management System to ensure synergies between all management systems for Quality, IT, Security, and Environment.

Since 2018, Atos has chosen to deploy an ISO Multisite Certification (MSC) process which follows a 3-year life cycle satisfying requirements of ISO norms underpinned via different management systems for Quality, IT, Security, and Environment:

- ISO 9001:2015 for the Quality Management System;
- ISO 20000-1:2018 for the IT Service Management System;
- ISO 27001:2013 for the Information Security Management System;
- ISO 14001:2015 for the Environmental Management System.

This ISO MSC process is totally integrated into the Group business lifecycle providing guarantees for clients that Atos delivers consistent services and products worldwide for the 4 certified domains.

To ensure an efficient implementation of its Environmental Program and Management System, Atos has chosen to certify under ISO 14001:2015 all its main sites with the below criteria falling within the scope of ISO 14001 certification process, independently verified by an external certification body with a release of official certificates corresponding to the scope:

- all office sites accommodating more than 500 internal employees;
- all core datacenters operated by Atos;
- other sites to meet local business or legal needs.

The MSC management coordinates, standardizes, and optimizes the ISO 14001 certification with an end-to-end compliance approach from Group to site level. As a result, all sites certified or in the process of being certified are following this end-to-end approach from Group to site level. This guarantees strong coordination and proper local EMS implementation at all stages.

The EMS and the ISO 14001 certification of the Group's main sites are two operational tools that help Atos:

- to implement and operate the Environmental Program, its policy, and its operational guidelines companywide;
- to monitor the Group's main challenges (energy, travel, carbon emissions, Green IT and IT for Green solutions and services) as well as the local challenges (e.g. water, waste) through consistent action plans and controls internally and externally audited;
- to avoid the risks of non-compliance with regulations and stakeholder requirements;
- to maintain or gain new market share as ISO 14001 certification is increasingly requested.

Additionally, Atos relies on an Environmental Legal Watch (ELW) and internal auditors to support the Environmental Program and policies. As such, each region and its respective countries develop an ELW, which is locally executed and globally monitored to specifically address local legal requirements, to prevent any environmental issues, and for dialogue with local stakeholders. If significant local environmental challenges arise, they are discussed during the management reviews, and the necessary actions that must be taken are agreed upon. Finally, Atos internal auditors, supported by the Group EMS, support the Company's environmental policies, and assist in internal controlling processes.

To further ensure consistency of implementation, training is key for the EMS community. A complete "ISO 14001:2015 Mentorship Training program" has been created which provides extensive training of all that is mandatory for each new local EMS manager and is complemented by dedicated calls to answer and support specific queries. This training is essential to guide the EMS Manager in the preparation of all the necessary actions, processes, and documentation for upcoming certifications.

Following the certification life cycle process, samples of sites are annually audited by Atos' internal auditors and assessed by an accredited external international certification body. The results of ISO 14001 internal audits are presented in an annual audit program, ensuring that a high level of maturity and knowledge is maintained across the Group.

For the external assessment waves in 2023 assessed by an external accredited certification body for ISO 14001:2015 Environmental Management System Standard within the scope of certification, Atos continues to meet the certification requirements. The ISO 14001:2015 certificate was issued with the sites certified listed by legal entities and per country. As part of the setting up of the Tech Foundations and Eviden business lines, each business line now has its own ISO 14001:2015 certificate. The Tech Foundations certificate was issued in November 2023 and the Eviden certificate was issued in December 2023.

The ISO 14001 indicator, A14, which indicates the sites formally within the "certification process" is among the environmental KPIs for the Group which is biannually monitored during the data collection process. A site is formally entered into the "certification process" when a budget has been allocated or the EMS manager has been appointed for this process.

The overall portfolio of Atos operational sites evolves over time due to delivery agreements, acquisitions, divestitures, and efficiency programs. Atos' current objective is to have at the end of each year at least 80% of its main sites (offices of more than 500 internal employees and core datacenters) either already certified or in the process of being certified. At the end of 2023, 88.6% (88% in 2022) of Atos' main sites were ISO 14001 certified or in the process of being certified and more than 73,000 employees were working in one of these sites. At the end of 2023, a total of 95 offices and datacenters were certified.

5.2.2.4 Communication, information, and training process

Atos rolls out an annual global communications plan covering all its main environmental challenges which is communicated internally and externally through videos, reports, posts, blogs, position papers, websites, external ratings, press releases, information spaces and dedicated meetings, mobile applications, and training.

To strengthen environmental awareness, the Atos internal global reporting process is specifically supported by dedicated training on environmental challenges and KPIs. As an example, the EMS/ISO 14001 certification program is supported by mandatory e-learning to engage all employees and promote eco-friendly behavior worldwide. Several digital collaborative communities address sustainability-related topics such as environmental challenges, market trends, stakeholder expectations, innovations, business challenges, and best practices.

In 2023, 91.77% of the total Atos workforce (active internal employees), across all sites, received complete online training covering the Environmental Program and its challenges with a focus on the environmental management system deployed within the Group (89.1% in 2022, 86.1% in 2021, 78.9% in 2020, 67.8% in 2019, 50% in 2018).

To communicate its environmental commitments and actions, Atos also organizes physical or online events, and workshops with suppliers. In September 2023, Atos organized the 2nd Edition of Atos Sustainability Initiative Advancing What Matters. In a digitally driven world, where technology is an integral part of everyone's daily lives, the importance of sustainability cannot be overstated. Sustainable IT services have emerged as a powerful force for positive change, redefining how Atos interacts with technology while minimizing its environmental impact. At this exclusive event, participants embarked on a collective journey into the world of Sustainable IT Services, exploring this vital intersection of technology, innovation, and environmental responsibility.

5.2.3 Risks and opportunities related to environment

[GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 201-2], [A20], [GRI 305-1], [GRI 305-2], [GRI 305-3], [GRI 305-4], [GRI 305-5]

5.2.3.1 Identification and monitoring of climate-related risks and opportunities

This section covers the risks and opportunities related to the major environmental issues and climate change. These can generate new opportunities to create added value and business or, on the contrary, negatively impact the Group's activity.

Aligned with the expectations from key stakeholders such as the European Commission, the Task Force on Climate-related Financial Disclosures (TCFD), Non-Governmental Organizations, clients, or student Groups, Atos favors a double materiality approach that considers both the potential impacts of climate change on companies (risks and opportunities) and the potential impacts of companies on climate. Atos is officially a supporter of the TCFD initiative.

Identification and assessment of climate-related risks and opportunities

The identification of the main climate-related risks and opportunities relating to Atos is co-led by the Group CSR department and the Group Risk department and involved internal experts from key function areas (Logistics and Housing, Datacenter Management, EMS, Insurance, HR, Security and Business Continuity) as well as business lines and geographies. Atos used a combination of analysis, tools, and processes, including the support of its former subsidiary EcoAct with its state-of-the-art knowledge and tools. Multi-function working Groups, risk assessments, and prospective methodologies were used to assess the risks/ opportunities and scenarios.

Climate model and scenario analysis

Atos used EcoAct's climate scenarios analysis tool which calculates current and future exposure of sites according to two Intergovernmental Panel on Climate Change (IPCC) scenarios (RCP 2.6 and RCP 8.5) for three different time horizons (near term from 2021 to 2040, mid-term from 2041 to 2060, and long term from 2081 to 2100) according to the climate hazards as defined by the EU Taxonomy regulation. In 2023, Atos therefore performed a new climate physical risk assessment using the EcoAct tool, analyzing all 485 sites where it operates (sites, offices, datacenters, etc.).

Atos used the output of this analysis to identify the main climate-related risks to which Atos was exposed (increasing temperatures, heatwaves, cooling-degree days, wildfires, water stress, or floods). Atos focused on the worst-case scenario (RCP 8.5) for the near term (2021-2040 term) to perform the risk assessment of its main sites and activities. Key business lines and functions including Logistics and Housing, EMS, Datacenter Management as well as Business Continuity departments were involved in working Groups to assess the risk to the business and put in place mitigation actions or roadmaps where needed to build a more resilient business.

The EcoAct tool is one of **the tools and processes used by Atos to identify and evaluate climate-related risks and opportunities. Additionally, Atos performs:**

- regular materiality and risk assessments, which include interviews with stakeholders conducted with the help of external consulting firms;
- as part of the EMS process, regular local and global impact and risk assessments conducted at the site level;
- pre-assessments before choosing new operational locations and/or when new sites fall under the responsibility of the Group's control (geographical location);
- evaluation of the maturity of key suppliers and strategic partners in the field of climate-related risks;
- climate change macro and micro-economic scenarios to identify the potential business impacts;
- competition benchmarks;
- legal monitoring and documentary research.

These are the tools and processes used by Atos to monitor and mitigate climate-related risks and opportunities: The Global Environmental Program, the EMS, and the ISO 14001 certification of Atos' main sites; the Enterprise Risk Management (ERM) Process (monitoring main risks that can impair the achievement of the Group's objectives), the Book of Internal Control (BIC), the Legal Risk Mapping and the policies that frame all activities; the Global "crisis management policy" and extensive "business continuity" strategies including "local crisis scenarios" and local "continuity plans"/"recovery procedures"; the RBUs, Global Operations, and Support Functions dedicated action plans; the Safety and Emergency Response Tool (SERT).

The ERM is one of the key risk management activities, embracing the widest scope of risks. It is included in the Atos Risk Management policy. It includes enterprise and operations risks:

- enterprise risks address all risks on the strategic level considering different external sources (e.g., Political, Economic, Social, Technological, or Environmental) and internal sources (e.g., by Organization or Process Design);
- operation risks address all the operational/business risks of the organization (through Rainbow Delivery and Risk and Issue Management).

The ERM approach is bottom-up (top risks by organizations) and top-down (request to assess existing risks from the risk catalog) and it uses quantitative risk indicators (KPIs) to get trend visibility. The outcome includes multiple workshops, a risk cartography and an agreement on remedial actions, communication of action plans, and follow-up throughout the year. Further information regarding the risk monitoring can be found in section 5.4.8 Vigilance Plan.

5.2.3.2 Main climate-related risks

Atos' three main environmental and climate-related risks concern:

A – Potential changes in regulations linked to climate change (ability to anticipate and mitigate);

B – More frequent and more extreme natural events and disasters (level of resilience); and

C – Energy and carbon (new constraints, new limits, new taxes).

Likelihood, time horizon, and potential financial impact of Atos three main climate-related risks:

Risk	Likelihood[1]	Time horizon[2]	Financial impact[3]	Challenge/mitigation
A – Potential changes in regulations linked to climate change. e.g.: Emerging regulation regarding energy or emission levels (TR).	Very likely	Short to medium-term	Low	Ability to anticipate and absorb regulatory changes.
B1 – More frequent and more extreme natural events and disasters. e.g.: Datacenter vulnerability and hosting service risk of failure (PR).	Likely	Medium-term	Low to medium	Site geographical localization and ability to properly assess and maintain the appropriate resilience level.
B2 – Ability to source IT equipment infrastructure. e.g.: Supply chain disruptions (PR/TR).	Likely	Medium-term	Very low to low	Suppliers' maturity assessment and active multi-sourcing policy.
C – Energy and carbon emissions (new constraints, new limits, new taxes). e.g.: Increased indirect costs due to new carbon taxes (TR).	Very likely	Medium-term	Low	Ability to operate in a low-carbon economy and reduce exposure. Ability to offer energy-efficient and low-carbon IT solutions.

Transition risk (TR) and Physical risk (PR)

1. Likelihood: chance the event/risk will materialize (scale: unlikely, likely, very likely, certain).
2. Time horizon:
   - short-term (0-3 years) – aligned with business 3-year plans,
   - medium-term (3-10 years) – considers longer-term strategy and investment requirements,
   - long-term (10+ years) – aligned to more generally defined climate risks publicized through global scientific bodies.
3. Financial impact: magnitude of impact for Atos' operating margin: very low (<€ 10 million); low (€ 10-€ 50 million); medium (€ 50-€ 200 million); high (> € 200 million).

Resilience/residual risks

Risk A – Residual risk: in the short to medium term, although new changes in regulations are perceived as very likely, the magnitude of the potential residual impacts upon Atos is perceived as low given the ongoing monitoring, and mitigation actions undertaken to anticipate and absorb the coming changes.

Risk B1 – Residual risk: in the medium term, more frequent and extreme natural events are very likely. At the end of 2023, the climate-risk identification and assessment that was carried out highlights the Atos regions and sites that require special attention because of their current and/or future risk exposure to one or multiple climate hazards. Out of the twenty-eight climate hazards reviewed according to the EU Taxonomy, eight climate hazards have been deemed irrelevant because they do not adversely affect the Atos business or sites. The focus has been set on six physical climate risks that are material to the Atos business and sites: increasing temperatures, heatwaves, cooling degree days, wildfires, water stress, or floods. Key internal functions are assessing these risks and are taking them into account in performing a full vulnerability assessment of the business and putting in place mitigating actions where needed.

E.g., Datacenters in the US and Thailand are already exposed to and will see a substantial increase in heatwaves, cooling degree days, water stress, wildfires, and pluvial flood intensity. If not properly anticipated the combination of increasing temperatures and water stress may affect cooling needs with a risk of downtime for datacenters, high energy consumption, and cooling costs. The exposure to fires and floods may also lead to damage to equipment, buildings, and infrastructures.

E.g., Large offices in India, the US, and Mexico are already exposed to and will see a substantial increase in heatwaves, cooling degree days, wildfires, and pluvial flood intensity. More intense floods may lead to office closure and damage to equipment and buildings, while increasing heatwaves may affect the work productivity of staff if cooling systems fail or do not cool enough under extreme heatwaves. Fires may affect work productivity or even lead to site closure if there is too much smoke or fire danger close by.

Risk B2 – Residual risk: in 2023, Atos mitigated this risk through its partnership program, its active multi-sourcing policy, and through criteria measuring the maturity of its main providers (more information in section 5.4.6).

Risk C – Residual risk: in the medium term, specific issues (increased costs, taxes, regulations) regarding energy and GHG emissions are very likely. At Atos, the magnitude of the potential concrete impact is perceived as low, thanks to the long-term ongoing activities to prepare the Group to operate in a low-carbon economy.

Main climate-related opportunities

Atos main climate-related opportunities are related to:

A – its own progress in terms of operational efficiency and cost reduction;

B – the attractiveness of its eco-friendly offerings and the promotion of sustainable and decarbonization solutions that help its clients with their own sustainability issues;

C – the high level of resilience of its sites and activities for hosting critical IT services.

In the context of this section, the term opportunity should be understood primarily as potential co-benefits or by-products of actions undertaken either to limit the risks associated with climate change or to help tackle climate change.

Likelihood, time horizon, and potential financial impact of Atos' three main climate-related opportunities:

Opportunity	Likelihood[1]	Time horizon[2]	Financial impact[3]	Challenge/mitigation
A – Operational efficiency and cost reduction. e.g.: Move to more eco-friendly, more eco-efficient sites.	Very likely/ Certain	Current/ Short-term	Low	Ability to roll out global/local programs like Atos' ongoing office and datacenter optimization programs.
B – Attractiveness of eco-friendly and decarbonized offerings. e.g.: Increased sales thanks to new offerings (Green IT, IT for Green).	Very likely/ Certain	Short-term	High	Development of new products or services through R&D and innovation to reflect shifts in consumer preferences.
C – Improved resilience of sites and activities likely to host critical IT services. e.g.: Resilient datacenters.	Likely	Medium-term	Medium	Ability to offer demonstrably more secure and resilient sites and activities against climate change events.

1. Likelihood: chance the event/opportunity will materialize (scale: unlikely, likely, very likely, certain).
2. Time horizon:
   - short term (0-3 years) – aligned with business 3-year plans,
   - medium-term (3-10 years) – considers longer-term strategy and investment requirements,
   - long-term (10+ years) – aligned to more generally defined climate risks publicized through global scientific bodies.
3. Financial impact: magnitude of impact for Atos operating margin: very low (<€ 10 million); low (€ 10 – € 50 million); medium (€ 50 – € 200 million); high (> € 200 million).

Climate-related development/transition scenarios

The Board of Directors and the Atos Executive Board oversee climate-related risks and opportunities. From the climate change scenario analysis (transition risk/ opportunities), Atos has identified that digital technologies/ solutions will become more and more critical to help tackle climate change and help mitigate its consequences.

Consequently, a global "decarbonization" plan was formulated and is considered today as one of the most credible development/transition scenarios for Atos. A global "decarbonization" development/transition program, initiated by the Group Head of CSR, the Group CEO, and all support functions of the Group, has been underway since 2020. As a result, the strategy and business objectives incorporate the decarbonization program objectives, aiming for incremental revenue growth, Atos 1.5°C Science-based targets, and Atos net-zero commitments.

5.2.4 Environmental efficiency of Atos operations

The selection of sustainability objectives by Atos was conducted considering relevance and materiality to Atos' operations. This section covers in more detail the objectives, targets, action plans, and achievements to date regarding the Group's main environmental challenges (carbon footprint, energy consumption, business travel).

The KPIs included in this section are implemented within Atos' overall corporate strategy. They reflect Atos' sustainability commitments and showcase its journey as a responsible company.

5.2.4.1 Greenhouse Gas emissions

Atos GHG reduction Science-based targets

In October 2021, the Science-Based Targets Initiative (SBTi) published the Net-Zero Standard. The Net-Zero Standard is the most globally accepted definition of net zero. The Net-Zero Standard provides new criteria for the near-term, long-term carbon reduction, and net-zero targets.

Under these new criteria, reaching net zero now requires:

(i) to follow a reduction trajectory of 1.5°C;

(ii) to reduce the volume of absolute emissions by 90% also referred to as "deep decarbonization" and,

(iii) to neutralize at the same time all residual emissions (maximum 10%) using nature-based or technology-based carbon capture projects.

At the end of 2021, swiftly following the Net-Zero Standard publication, Atos reconfirmed its near-term target and realigned its long-term target:

Atos near-term reduction target 2019-2025.	Atos long-term reduction target 2019-2039.	Atos net-zero target 2039.
Target validated by the SBTi: Reduce by 50% all carbon emissions (Scopes 1, 2, and 3, 2019 baseline).	Atos commitment: Reduce by 90% all carbon emissions by 2039 at the latest (Scopes 1, 2, and 3, 2019 baseline).	Atos commitment: Target: achieve net zero by 2039 at the latest. (Scopes 1, 2, and 3, 2019 baseline).

2023 emissions per Scope 1, 2 and 3

[GRI 305-1], [GRI 305-2], [GRI 305-3]

In 2023, the Group's total emissions (Scopes 1, 2 and 3) represented 2.231 million tonnes of CO_2e (3.303 in 2019).

The Atos carbon footprint is fully aligned with the GHG Protocol Corporate Accounting and Reporting Standard. Consequently:

- Scope 1, Groups the direct emissions from fossil fuels consumed in Atos facilities (owned or leased), from the Atos car fleet, and also from fugitive emissions from air conditioning systems;
- Scope 2 Groups emissions from electricity and district heating;
- Scope 3 emissions are divided into 15 sub-categories and Group emissions that occur upstream and downstream in the value chain.

In 2023, Scope 1 represented 20,517 tCO_2e and 0.92% of all Atos emissions.

Scope 2 emissions represented 67,979 tCO_2e (using "market-based" conversion factors) and 3.05% of all Atos emissions (Renewable Energy Certificates (RECs) included). Using "location-based" conversion factors reflecting the average energy mix of countries – Atos Scope 2 emissions would have amounted to 130,787 tCO_2e.

Scope 3 represented 2.142 million tons of CO_2e and 96.03% of all Atos emissions.

Within Scope 3, the 3 most significant categories representing around 95.3% of the full Scope 3 were the upstream categories 1 and 2 (Goods and services and Capital goods representing 59.9%) and the downstream category 11 (use of sold products representing 35.4%).

Scope 3	Emission per categories *(in [K tCO_2e] and in % of total Scope 3)*	2023
Categories 1 and 2	All emission sources from purchased goods and services and capital goods.	[1,284.1] 59.9%
Category 3	Fuel and energy-related activities, not included Scopes 1, 2.	[14.8] 0.7%
Category 4 (and 9)	Upstream and downstream transport, fret, warehouses, not already included Scopes 1, 2.	[39.8] 1.9%
Category 5 (and 12)	Waste generated in operations and end-of-life of sold products.	[2.7] 0.1%
Category 6	Employee's business travel, not included Scope 1.	[16.4] 0.8%
Category 7	Employees commuting/home working.	[26.4] 1.2%
Category 8	Upstream leased assets.	Included in C1 & C2
Category 9	Downstream transport, fret, and warehouses, not included Scopes 1, 2.	Included in C4
Category 10	Processing of sold products.	Not relevant in Atos context
Category 11	Use of sold products (both Atos' and suppliers' products).	[758.1] 35.4%
Category 12	End of life of sold products.	Included in C5
Category 13	Downstream leased assets.	Not relevant in Atos context
Category 14	Franchises.	Not relevant in Atos context
Category 15	Investments.	Not relevant in Atos context
All	**All Scope 3 emission sources**	**[2,142.3] 100%**

Supply chain large impact

As shown above, in 2023 the Scope 3 categories 1 and 2 (all upstream emission sources from purchased goods and services and capital goods), which are directly resulting from the Atos supply chain represented a very significant part of Atos Scope 3 emissions (59.9%). Because of this, Atos has added increased focus on Supply Chain management, to improve the accuracy of emissions data from key suppliers and to encourage further decarbonization. Carbon reduction activities within or linked to Atos' supply chain include: Implementation of a Strategic Supplier Management program whereby main suppliers are asked to periodically report their progress on sustainability; New supplier selection criteria including an increased weight for CSR risk and environmental topics and objectives (including well-below 2°C and 1.5°C science-based targets); A reinforcement of the energy consumption and CO_2 emissions as key purchasing criteria for goods and services; The inclusion of the cost of energy into business cases and Total Cost of Ownership calculations; Ongoing improvements regarding actionable KPIs (e.g., data from life cycle assessments) to track the effective progress over the years.

More information in section 5.4.6 Suppliers' CSR Performance.

Carbon reduction activities

[GRI 305-5]

At Atos, and for many years, action plans have been in place to reduce carbon emissions. In 2019/2023, and sorted by Scope, the main action plans underway at Atos were:

GHG Scope	Main emission sources	Main action plans to reduce carbon emissions
Scope 1	Emissions from fossil fuel consumption, cooling systems and Atos car fleet	• Energy efficiency and reduction of consumption (offices, datacenters, travel/transport); • Shift to renewable or carbon-free energy, or low-carbon energy; • Offices and datacenters optimization plans (including reduction of used spaces); • Atos car fleet optimization (shift to electric/hybrid cars).
Scope 2	Emissions from electricity consumption and district heating	• Energy efficiency and reduction of consumption; • Shift to renewable or carbon-free energy; • Offices and datacenters optimization plans.
Scope 3	Carbon emissions under influence: Scope 3 categories 1 to 15	• Decarbonization of Atos Supply Chain: progress with suppliers (CO_2 targets and criteria, ratings, specific progress plan); • Promotion of hosting services and digital technologies with the lowest possible environmental footprint. (green IT); • Travel/transport optimization and green mobility, remote working tools, homeworking; • Other small categories optimization action plans.

2019-2023 emissions reductions and progress towards 2025

[GRI 305-5]

Atos reporting covers all its significant emissions from Scopes 1, 2 and 3. Atos Scope 3 covers all 15 upstream and downstream categories that are relevant. In 2023 (as well as in 2019, 2020, 2021, and 2022), the reported emissions covered above 99% of Atos' activities (revenue).

The data and methodologies used by Atos to calculate its emissions are reviewed by external auditors [1] (See Report from the external auditors in section 5.6.2). Progress made in carbon accounting and remaining uncertainties are described in section 5.6 – Information about the report.

Between 2019 and 2023 in absolute, all Atos emissions decreased by 32.5% (tCO_2e). This absolute reduction is in line with Atos´´ near-term targets. The reduction still to be achieved by the end of 2025 to reach the Group's near-term target is around 17.5%.

Between 2019 and 2023 in intensity, all Atos emissions decreased by 27% (tCO_2e/M€ revenue). This reduction was partly due to structural progress (e.g., Atos car fleet, datacenters, and offices optimization – impact on Scopes 1 and 2) and partly by the progress made by main suppliers (actual data from suppliers' carbon reporting – main impact on Scope 3 categories 1, 2 and 11).

Between 2019 and 2023, Atos "Carbon Operational Perimeter" (emissions under direct control or direct influence including Scopes 1, 2 and 3 category 6) reduced by 58.1% exceeding the 1.5°C pathway and already at a level only expected by 2030. (See chapter 5.2.4.1).

1) A quantitative validation was done on Atos operational perimeter (GHG scopes 1, 2 and 3 category 6) and the rest of Scope 3 was verified through a qualitative review.

Evolution of GHG emissions between 2019 and 2023 and reduction still to be achieved to reach -50% (near-term SBT):

GHG Protocol Scopes GHG emissions Absolute (CO_2e)	Evolution 2019-2020	Evolution 2020-2021	Evolution 2021-2022	Evolution 2022-2023	Total Evolution 2019-2023	Still to be achieved to reach -50% (near-term SBT)
Scope 1 [1]	-27.6%	4.8%	-18.3%	-6.8%	-42.2%	-7.8%
Scope 2 [2]	-30.5%	-42.7% [4]	+27.4%	-24.8% [4]	-61.8%	Target exceeded by 11.8%
Scope 3 [3]	-14.1%	-13.4%	+4.2%	-11.0%	-30.9%	-19.1%
All Scopes	-15.1%	-14.2%	+4.7%	-11.4%	-32.5%	-17.5%

1. Scope 1 Groups these direct emissions. e.g., Emissions from fossil fuels, company's cars, or refrigerant gases from cooling systems.
2. Scope 2 Groups indirect emissions from electricity and district heating. (Market-based figures).
3. Scope 3 indirect emissions are divided into 15 categories and Groups' emissions that occur upstream and downstream in the value chain.
4. Reduction including RECs bought in 2021 and 2023 in Hong Kong.

Carbon offsetting

[GRI 305-5]

In addition to the reduction of its emissions, Atos has gradually expanded its voluntary offsetting program both in the perimeter and in the type of projects ("emission mitigation outside the value chain"):

Offsetting	Period 2015-2018	Period 2019-2022 emissions
Perimeter =>	Focus on emission sources from datacenters energy consumption	Extended to Atos "Carbon Operational Perimeter" (full Scopes 1, 2 and Scope 3 category 6). Progressively including refrigerant gas (since 2021). Progressively including Big Data and Cybersecurity factory in Angers (since 2021).
Projects =>	Wind farm projects	Wind farm and forest protection projects

In 2023, Atos purchased the carbon credit necessary to offset its 2022 emissions.

5.2.4.2 Energy consumption and travel impact

[GRI 302-1], [GRI 302-3], [GRI 302-4], [GRI 302-5], [SASB TC-SI-130a.1]

Total energy consumption

For the past 15 years, in Atos sites, many actions have been carried out in terms of energy optimization. The results of these actions can be observed in the reduction of energy consumption.

In 2023, Atos' overall energy consumption amounted to 454,833 MWh (-4.7% compared to 2022). (477,379 MWh in 2022, 519,800 in 2021, 579,140 in 2020, 702,376 in 2019).

In 2023, at the Group level, including Renewable Energy Certificates (RECs), 68% of the electricity consumed by Atos worldwide came from renewable sources (59% in 2022).

In 2023, the energy intensity was 43.34 MWh per Euro Million revenue and 4.85 MWh per employee.

All energy KPIs split by types of activity (datacenters, offices) and by types of fuel can be found in section 5.2.8 Environmental Non-Financial Performance Indicators.

Energy consumption, energy sources, and optimization in the offices

[GRI 302-5]

For the past 15 years, in the offices, mostly leased by Atos, many actions have been carried out in terms of energy optimization: heating, air conditioning, insulation, lighting, and space optimization.

In 2023, the global energy consumption in the offices was 151,575 MWh (-2.9% compared to 2022). (156,119 MWh in 2022, 165,334 MWh in 2021, 174,193 MWh in 2020). In 2023, 48.8% of the electricity consumed in Atos offices was renewable.

In 2023, as an example of best practice, Atos Austria relocated to new headquarters in Vienna's 22nd district, geared towards hybrid working and energy efficiency. To design the office, employees selected a layout based on accessibility, a reduction in commuting, ecological needs, and a central location with good connections to public transport. Adopting hybrid ways of working was also key and now staff has modular rooms that provide the best environment for flexible working.

Energy consumption, energy sources, and optimization in the datacenters

[GRI 302-5], [SASB TC-SI-130a.3]

Since 2014, a global consolidation and optimization program has been underway in the Atos datacenters. To increase the energy efficiency of the Group datacenters, Atos continuously invests in technologies and best practices that reduce power consumption and optimize the energy performance of computing hardware and other electrical installations.

In 2023, the global energy consumption in the Atos datacenters was 303,258 MWh (-5.6% vs. 2022) (321,260 MWh in 2022, 354,466 MWh in 2021, 404,974 MWh in 2020).

In 2023, 76% of the electricity consumed in Atos Datacenters was renewable, including RECs in Hong Kong. In the Group's core datacenters operated by Atos, above 96% of all the electricity came from renewable sources.

The energy efficiency of the datacenters is measured through the long-term evolution of the Power Usage Effectiveness (PUE). At the end of 2023, the average PUE for all datacenters was 1.63 (1.67 in 2022, 1.72 in 2019) and 1.44 for core data centers (1.44 in 2022, 1.52 in 2019).

In 2023, as an example of best practices, Atos received the Data Centers European Code of Conduct award from the European Commission for the efficient performance of its Longbridge and Birmingham datacenters in the UK and Furth datacenter in Germany. As the only company to be nominated for two countries by the EU Data Centers Energy Efficiency Code of Conduct Annual Award 2023 [(1)], Atos has been recognized for having exceeded expected requirements in terms of very good implementation of the Best Practices with associated low PUE. This was achieved through the implementation of the latest energy-efficient technologies such as White Space Cooling Optimization utilizing Artificial Intelligence, Cold Aisle Containment, Hardware Airflow Optimization, Free Cooling, the latest modern efficient Uninterruptible Power Supplies (UPSs), LED Lighting (which is further dimmed, and motion-activated) and utilizing Waste Heat Recovery for Office Space Heating.

Travel Impact

[GRI 302-2], [GRI 305-5]

Atos aims to minimize the environmental footprint linked to travel through a range of initiatives, which include new ways of working, Atos IT Digital Workplace, global and local policies, switching to electric and hybrid fleet vehicles in addition to other Group and local best practices.

At the end of 2023, the global travel intensity was 1,966 km per year per employee (1,384 in 2022 and 4,066 in 2019). From the perspective of business travel, the years 2019-2023 were exceptional due to the impact of Covid-19, and the fluctuations between these years did not reflect the travel trends that would typically be observed in normal times.

1) *https://atos.net/en/2023/awards_2023_09_06/ atos-awarded-by-the-european-union-for-the-energy-efficiency-of-its-data-centers-in-the-uk-and-germany*

5.2.5 Atos digital technology (Green IT)

5.2.5.1 Atos Group strategy

Green IT (green information technology or green computing) is the practice of delivering environmentally sustainable computing. Green IT aims to minimize the negative impact of IT operations on the environment by designing, manufacturing, operating, and disposing of IT solutions and technologies, computers, and computer-related products in an environmentally friendly manner. Research has demonstrated that IT when implemented efficiently can significantly reduce net greenhouse gas emissions through efficiencies in commercial and industrial processes. On the environmental front, Atos' strategic objective is both to minimize the negative impacts of IT and to maximize the gains made possible by digital technologies. Further information can be found below and in sections 5.2.6 "Digital solutions for decarbonization (IT for Green)" and 5.4.10 "EU Taxonomy" for sustainable activities.

5.2.5.2 Eviden technology environmental challenges

The hardware challenges listed below are mainly linked to Eviden's activities.

Big Data and Cybersecurity optimized manufacturing and computing Test Lab

Since 2019, Atos has operated a new global high-performance computing Test Lab in Angers, France. The lab's infrastructure is equipped with an energy-efficient cooling system, which uses low-GWP (Global Warming Potential) refrigerant fluid and "free-cooling", which can result in energy savings of up to 75%. It has an energy recovery system, which reuses the energy generated by the operation of the lab to heat the offices, operating at an energy-efficient COP of 6, twice as efficient as a standard system. The site is also equipped with a "green" roof and electric vehicle charging terminals.

Big Data and Cybersecurity energy-optimized servers

Thanks to a steady stream of green innovations, each new generation of servers, supercomputers, and communication hardware is more energy-efficient than the previous one.

Hardware Power consumption challenges imply constant progress in design, materials, power supply, batteries, packaging, disassembly, and recycling as well as specific innovations to improve energy efficiency such as the new generations of patented Direct Liquid Cooling solutions (DLC), "Active and Passive Cold Door" cooling solutions, ultra-capacitor devices in Atos supercomputers or container-based datacenters, using less energy than conventional datacenters.

Big Data and Cybersecurity (BDS) also promotes longer product lifespans that take the form of innovations facilitating maintenance (e.g., plug-and-play functions) and products' scalability (OpenSequana helps to ensure compatibility with the design of the future compute or switchblades).

Big Data and Cybersecurity's main manufacturing site is one of the top 100 companies in France to have developed an integrated QSE (Quality, Safety and Environment) management system. Within this certification framework, the site monitors regulations to ensure that its activities comply with environmental, technical, and legal requirements.

Big Data and Cybersecurity hardware other environmental challenges

Over the years, in terms of eco-design, numerous actions have been taken by Big Data and Cybersecurity to incorporate the evolution of environmental regulatory obligations and client expectations concerning product functions, delivery, quality, service, and end-of-life management.

As a hardware provider (products, servers…), Big Data and Cybersecurity activities face several specific environmental challenges: to comply with the specific laws, regulations, or best standards; to limit the impact of products manufactured thanks to eco-design practices; to pay attention to the origin of raw materials while minimizing their usage, particularly conflict and critical minerals; to consider circular economy challenges and best practices; to implement quality, safety, and environment (QSE) practices and lean manufacturing in plants; to minimize risks on the supply chain through regular suppliers' assessments; to favor eco-friendly transport and freight to mitigate the footprint of logistics; and to monitor the end of life of electrical equipment (in line with the European Waste Electrical and Electronic Equipment Directive – WEEE).

The ECMA 370 standard is being implemented by Big Data and Cybersecurity at the design phase, to stimulate products' environmental improvements. By using accurate and verifiable environmental self-declarations, this standard specifies environmental attributes and measurement methods according to known regulations, standards, guidelines, and currently accepted practices. Over the years, in terms of eco-design, numerous actions have been taken to incorporate the evolution of environmental regulatory obligations and client expectations concerning product functions, delivery, quality, service, and end-of-life management. The future Angers production site, certified BREEAM "Very Good" (Building Research Establishment Environmental Assessment Method), will respond to an eco-manufacturing strategy, allowing avoiding waste during production and improving recycling rates, reducing the impact of transportation, using 100% renewable energy, and offsetting 100% of remaining emissions.

Since early 2013, the Group has embarked on a consultation process with its major suppliers on the origin of the raw materials they use, given the issue of "conflict minerals" and with the intention to prevent any use of these within the manufacturing process of Big Data and Cybersecurity computers.

The design process integrates European directives such as the Conformité Européenne (CE) standard; the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Directive on eliminating pollutants; the Restriction of Hazardous Substances (RoHS) Directive on eliminating hazardous substances; the Biocidal Products Regulation; and for Big Data and Cybersecurity the American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) standards on maximum temperature and humidity for server functionality.

From January 2021, in accordance with Article 33 of REACH regulations, Companies are responsible for collecting information on the properties and uses of the substances they manufacture or import above one ton per year. They also must assess the hazards and potential risks presented by the substance. The reporting of substances of concern in the downstream supply chain is based on the list of declarable substances provided by the European Chemicals Agency (ECHA) and implemented in BOMcheck or Silicon Expert tools. This information is communicated to ECHA through a registration dossier (SCIP declaration in the ECHA SCIP database according to the EU waste framework directive) containing the hazard information and where relevant an assessment of the risks that the use of the substance may pose and how these risks should be controlled.

Atos Big Data and Cybersecurity is also working on compliance with the future marking United Kingdom Conformity Assessed (UKCA) which will replace the current CE marking on the UK market in January 2023.

Atos considers these specific challenges to be monitored. Their potential impact is also marginal compared to the overall activity of the Group. In relation to the challenges set out above, during the 2023 fiscal year, there were no fines, administrative, judicial, or arbitration proceedings (including any proceedings of which the Group is aware and may be threatened by) for non-compliance with laws and regulations concerning the provision and use of Big Data and Cybersecurity and UCC products that had, or might have had, significant effects on the financial position or profitability of the Group [GRI 2-27].

5.2.5.3 Tech Foundations hosting solutions and datacenters environmental challenges

Datacenters challenges are mainly linked to Tech Foundation business line activities.

Atos Global Operations function IDM provides datacenter hosting services. As explained in detail in section 5.2.4.2 (Energy consumption, energy sources and optimization in the datacenters), IDM datacenters are steadily reducing their energy consumption and gradually increasing the proportion of renewable energy. In the medium term, the average PUE of datacenters is improving, and the carbon footprint is decreasing. Circular economy, recycling, and remanufacturing activities are covered in sections 5.2.6 and 5.2.7. EU Taxonomy-related activities are presented in section 5.4.10.

5.2.6 Digital solutions for decarbonization (IT for Green)

5.2.6.1 Atos Group strategy

IT for Green, that is, the use of IT to improve the efficiency of commercial and industrial processes thereby reducing greenhouse gas emissions is a vital lever for reducing global carbon emissions. Atos is uniquely positioned to offer solutions that help organizations reduce their own impacts through the efficient exploitation of IT. Atos' strategic aim is therefore to continuously develop, enhance, and deliver a portfolio of services that maximize the environmental gains through the use of IT.

5.2.6.2 Eviden digital solution contribution to decarbonization

Eviden Sustainable Business Impact solutions avoid or reduce CO_2 emissions and improve sustainability across the whole business process of an activity.

This portfolio of sustainability solutions is based on a variety of technologies like IoT, Generative AI, Smart and cloud data platforms. It focuses on sectors that are critical for CO_2 emissions reduction and sustainability improvement: Energy, Mobility, Industry, and Retail

EcodesignCloud for Life Cycle Assessments (LCA): EcoDesignCloud is a trusted cloud-based platform that helps organizations enhance product sustainability with fast and effective LCA. It provides a trusted calculation of the environmental impact of each product, at every stage of its lifecycle. Using Artificial Intelligence algorithms, EcoDesignCloud provides a multi-criteria measure of the environmental performance of any goods, providing 16 Product Environmental Footprint (PEF) impact indicators, including CO_2 emissions, considering end-to-end supply chain activities. The EcoDesignCloud EcoScore allows product design and procurement teams to easily and quickly measure, view, and assess CO_2 emissions.

IoT and Digital Twins: The portfolio of Sustainable Business Impact solutions includes also offerings based on IoT and Digital Twins solutions:

- Digital Twin of wind farms for the optimization of renewable energy assets (real-time monitoring and control, wind forecasting yield prediction…);
- green hydrogen hub digital twin for the modeling of energy consumption, energy costs, and carbon emissions;
- connected industrial assets and production processes thanks to digital twin for asset and process optimization and carbon emissions savings.

Generative AI for Sustainability: Generative AI technologies are also used to support sustainability improvement in the portfolio. Eviden uses Generative AI solutions to increase the level of awareness in a company and to support ESG-related questions from clients. Beyond the internal use, Eviden also leverages this type of technology to improve the data collection process on climate and sustainability data.

Sustainability reporting: In the context of critical regulatory change (CSRD, EU taxonomy), sustainability reporting has become a strategic topic for organizations that want to be leaders in this domain. Together with partners, Eviden provides end-to-end support to select and implement sustainability reporting platforms that help organizations secure their compliance, improve their operational excellence, and deliver state-of-the-art sustainability reporting.

High-Performance Computing (HPC) servers: Next-generation weather forecasting technology: Eviden's HPC resources are used to work on medium and long-range weather forecasting and prediction and global climate modeling. This kind of innovative technology coupled with artificial intelligence help researchers improve the ability to forecast the occurrence and intensity of extreme weather events and other new weather phenomena triggered by climate change. This next-generation weather forecasting technology helps boost climate and weather innovation and supports the fight against climate change.

5.2.6.3 Tech Foundations digital solution contributions to decarbonization

Tech Foundations continues to support a science-based approach to make the Group more sustainable and accessible and is dedicated to pursuing enterprises sustainability agenda. The signature "Advancing what matters" embodies its values and purpose to make a real difference for good to its customers and society at large. Tech Foundations strives to create solutions for its customers that support their sustainability goals. Whether it's fighting climate change, promoting digital inclusion, or ensuring trust in Data Management – Tech for Good sits at the core of its identity.

At COP28 Tech Foundations launched its IT sustainability Portfolio to support its clients on their journey towards a sustainable and resilient enterprise. Going beyond decarbonization and embarking on pioneering partnerships around circular economy and biodiversity conservation.

Its IT Sustainability offerings accelerate the delivery of measurable sustainability outcomes. It will help customers cut carbon, increase energy and resource efficiency, and generate measurable environmental and social value along the supply chain. Notably through:

- IT Sustainability Advisory services to guide enterprises on their road to sustainable IT;
- Sustainable IT Services to embed sustainability into its core services with a focus on IT decarbonization;
- Transformative IT solutions to enable sustainable outcomes for businesses, industry, and the planet.

Here are some example offerings:

- IT Decarbonization Assessments assess the current carbon maturity of a client's IT infrastructure and build a roadmap to achieve their carbon goals and ambition;
- Decarbonization Level Agreements are being built into its managed IT services contracts and Atos contractually commits to a carbon reduction target;
- Sustainable Workplace is a suite of offerings to help its clients decarbonize their workplace. Atos offers clients multiple lower-carbon device replacement options, provides real-time feedback to employees about their carbon footprint, and offers dashboards with recommendations for IT and CSR leaders. The circular economy will be the cornerstone of the Sustainable Workplace Offering;
- Atos also designs technology solutions to reduce the environmental impact of hybrid cloud infrastructures, and to decarbonize network services, through energy-efficient network equipment and greener network design, planning, and operations;
- IT solutions to tackle business, industry, and societal challenges such as environmental monitoring solutions for sustainable airports, urban greening solutions for cities, mobility and traffic management, and air quality and pollution monitoring.

Tech Foundations continues to strengthen its sustainability partner ecosystem. With AWS it agreed on a strategic partnership "CloudCatalyst" to supercharge cloud adoption and decarbonization transforming customers' businesses. Tech Foundations is also working with a global network of industrial partners such as Circular Computing, Tier1, and N2S on the adoption of Circular IT.

5.2.7 Other environmental challenges

[A19]

At Group level, during the materiality and impact analyses carried out by external experts, other challenges have been identified, albeit as less "material" or less significant at the scale of the full Group or due to the nature of Atos' core activities and business. Nevertheless, these challenges are important in terms of environmental impact or potential consequences and are therefore receiving attention from Atos and are covered in this section.

5.2.7.1 Waste/E-waste/Circular economy/recycling activities/remanufacturing

Atos as an IT service provider has a profile similar to those of the tertiary sector. Atos' aim is to reduce waste and waste impact, ensure maximum reuse and recycling, and favor circular economy and its associated practices.

As part of the ISO 14001 certification process, Atos provides environmental training for all employees. One of the primary reasons for conducting this training is the environmental awareness about the waste generated at Atos and how it is monitored. Information and recommendations are regularly sent to employees to reduce waste and maximize waste sorting. Local initiatives are frequently put in place to reduce waste such as awareness days, special zero waste days, collection of old phones, and special trash cans for the recycling of cigarette butts.

Atos' office waste mainly consists of cardboard, paper, cups, plastic bottles, or other tertiary sector waste. Atos' Real Estate policy favors the rent of office spaces and frequently the offices are shared among multiple tenants. Office waste is managed globally by the landlord or external subcontractors according to the local legal obligations.

Several initiatives are ongoing at RBU level to reduce or eliminate the use of plastic (such as plastic bottles, single-use plastics, disposable dishes, straws, stirrers, and packaging) in Atos canteens and offices. These initiatives also consider if and how plastic waste is processed to favor recycling, reuse, or revalorization.

In 2023, based on publicly available estimations of waste per employee in the tertiary sector, Atos' global office waste worldwide was estimated at around 40,833 metric tons (47,577 in 2022) for all employees calculated following the latest ADEME methodology available.

Concerning e-waste, through the leasing practice now globally implemented within the Group and in compliance with local laws, suppliers remain responsible for the end of life of their IT equipment, as required through the signature of the Business Partners' commitment to Integrity Charter.

In Atos offices, non-Atos IT equipment is mainly leased and returned to lessors at the end of the lease period and products manufactured by Atos follow the processes described below for Big Data and Cybersecurity products. Employee instructions, work practices and operational processes to recycle toners and ink cartridges, to manage IT waste and optimize recycling are in place (laptops, desktops, printers, monitors). Similar processes are applied by global datacenter practices.

Since 2013, for its manufacturer activities, in compliance with the European Waste Electrical and Electronic Equipment Directive (WEEE Directive 2012/19/EU) and to favor the circular economy, Eviden's Big Data and Cybersecurity supercomputer business line has joined a collective system certified by the French Ministry of the Environment (EcoLogic). This process makes it possible to optimize the end-of-life of supercomputers sold to customers.

In the ISO 14001 certified sites (datacenters and offices) the volume of waste, e-waste, batteries, and accumulators is tracked through dedicated indicators. In 2023, 151,500 kg of WEEE was collected and professionally disposed of in Atos ISO 14001 sites.

5.2.7.2 Paper, plastic, packaging

The "new ways of working" promoted by Atos make extensive use of digital collaboration tools. These tools progressively reduce the use of paper within the Group. Furthermore, the printing policy, the shared printers and the "follow me printing" solution give everyone a sense of responsibility in reducing paper consumption. In major Atos Business Units such as France, paper comes primarily from renewable or sustainably managed sources. In 2023, based on publicly available estimations of paper consumption per employee in the tertiary sector, Atos's global consumption was estimated at around 35,683 metric tons for all employees.

For an IT service provider, the use of plastic is extremely low, and Atos globally does not consider plastics and packaging as a material topic. However, for specific divisions and activities, the Group has been developing new approaches to promote plastic reduction in different business areas. Regarding Eviden's manufacturing plants under Big Data and Cybersecurity, where supercomputers and hardware business is conducted, plastic and packaging are always considered important aspects of Atos' environmental footprint. Thus, the Big Data and Cybersecurity supply chain team tackles the reduction in the use of plastics in Atos packaging. Currently, Atos is investigating several solutions to substitute plastic usage for packaging. Big Data and Cybersecurity clients are also offered services where packaging waste is collected upon delivery.

5.2.7.3 Food, water, marine resources

[SASB TC-SI-130a.2]

Catering providers working at Atos facilities are required to optimize the use of resources (water, electricity…), combat food waste and wherever possible implement recovery practices and waste recycling.

In offices, Atos' water consumption is that of the tertiary sector. Information and recommendations are regularly sent to employees to reduce water consumption. In the ISO 14001 certified datacenters and office sites, data related to the volume of water is collected.

In 2023, using current Atos UK data based on metered sanitary consumption per employee, and consistent with estimations based on global water spend at the Atos Group, Atos' water consumption worldwide was estimated at around 0.351 million m^3 (0.409 in 2022) for all employees.

Regarding water usage for product manufacturing and datacenters:

- at Big Data and Cybersecurity, although the operations include engineering activities (R&D, design, and component assembly), they do not include manufacturing or only marginally for specific components. The main consumption of water is by upstream suppliers for the manufacture of electronic cards and processors;
- in datacenters, water is necessary for cooling, but typically is contained in a closed loop sealed circuit. During warm weather when humidity is low, water spray can also be used to support air conditioners as the resulting evaporation reduces their energy consumption.

Marine resources challenges are not material in the Atos context.

5.2.7.4 Biodiversity and land use, air emissions and pollution

[GRI 305-6], [GRI 305-7]

As with the other environmental challenges mentioned above, impacts on biodiversity have been analyzed and determined through most recent materiality assessments as being of low significance relative to other environmental impacts from the business operations. Nevertheless, Atos' action plans regarding emissions, energy consumption, and travel, the diffusion of environmentally friendly practices, the ISO 14001 certification, and the Environmental Management System have positive repercussions for all ecosystems.

Atos, because of its activities and because of the continuous optimization program of its sites (More information in section 5.2.2.3), contributes as little as possible to the use of land surfaces.

As an example, for the launch of its new "Factory of the future" in Angers (France), to produce and test its supercomputers, quantum simulator, high-end servers, cryptology, and cybersecurity products, Atos has chosen to consider environmental criteria from the design phase. By rebuilding on its own industrial site, this project is part of the zero net artificialization (ZAN) process. In addition to the hundredfold increase in green spaces and the solar panel roof, the plant will be supplied with electricity from renewable energy sources such as solar panels. The design of this smart factory at the cutting edge of technologies will operate at the highest level of eco-efficiency and will also allow for the reinjection of so-called waste heat from the construction of its servers and supercomputers into the urban heating network. This heat production will also save the city the expense of building a new biomass heating plant. The project will be BREEAM (Building Research Establishment Environmental Assessment Method) certified, the most widely used certification standard in the world for construction, which guarantees maximum respect for the environment from the design stage to the end of the building's life.

Since 2021, Atos is participating in a project to preserve seagrass beds contributing to carbon neutrality and biodiversity. This project aims to establish the first certification methodology for conservation and preservation measures for seagrass beds within the framework of the low-carbon label, with the first pilot site within the Calanques National Park in the Mediterranean.

Atos does not produce any biogenic CO_2 emissions. However, regarding biodiversity, several local initiatives have been taken up worldwide.

Local initiatives include beehives on sites' rooftops to fight against the dramatic drop in bees' population and wild bees' and insects' hotels; "Bee-Days" to promote environmental awareness; collaborative gardens for employees to grow vegetables; and financial support to scientific research on wildlife; climate change and preservation of the oceans.

In addition, between 2019 and 2022 Atos' carbon-offset program, which included protection of primary forests, also promoted the protection of biodiversity.

5.2.8 Environmental Non-Financial Performance Indicators

[GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Atos specific indicators], [GRI 302-1], [GRI 302-2], [GRI 302-3], [GRI 302-4], [GRI 302-5], [GRI 305-1], [GRI 305-2], [GRI 305-3], [GRI 305-4], [GRI 305-5], [A14], [A19], [A20], [A7]

The following table provides issues and indicators relevant to the Company business in the environmental dimension, aligned to the disclosures from the GRI Sustainability Reporting Standards, and aligned to the Sustainability Accounting Standards Board (SASB) standards for the "Software and IT Services" industry.

The code of the standards intends to help Atos stakeholders locate indicators of interest across Atos monitoring performance. It does not represent a complete overview of Atos reporting or practices.

Environment Dimension:

		2023	2022	2021	2023 PERIMETER *(in %)*		2022 PERIMETER *(in %)*	
Standard code	**Indicator Name**	**Group**	**Group**	**Group**	**Per employee**	**Per revenue**	**Per employee**	**Per revenue**
GRI 302-1	**Energy consumption within the organization (all energy sources)**							
GRI 302-1_E_c1, SASB TC-SI-130a.1 (1)	Total direct and indirect energy consumption *(in MWh)*	454,833	477,379	519,800	-	98.1%	-	99.8%
GRI 302-1_A	Total Direct Energy Consumption in Datacenters & Offices *(in MWh)*	15,131	20,033	23,774	-	98.1%	-	99.8%
GRI 302-1_A_b1	Diesel consumption *(in MWh)*	2,605	3,242	3,353	-	98.1%	-	99.8%
GRI 302-1_A_b2, G. Q71	Fuel oil consumption *(in MWh)*	989	2,868	1,114	-	98.1%	-	99.8%
GRI 302-1_A_b3, G. Q72	Gas consumption *(in MWh)*	11,537	13,923	19,307	-	98.1%	-	99.8%
GRI 302-1_A-Off	Direct energy consumption in Offices *(in MWh)*	13,521	16,300	18,996	-	98.1%	-	99.8%
GRI 302-1_A-DC	Direct energy consumption in Datacenters *(in MWh)*	1,610	3,733	4,778	-	98.1%	-	99.8%
GRI 302-1_C	Total Indirect Energy Consumption in Datacenters & Offices *(in MWh)*	439,702	457,346	496,025	-	98.1%	-	99.8%
GRI 302-1_C_b1, G. Q56	Electricity consumption *(in MWh)*	432,213	447,722	482,086	-	98.1%	-	99.8%
GRI 302-1_C_b2	District heating consumption *(in MWh)*	7,489	9,624	13,939	-	98.1%	-	99.8%
SASB TC-SI-130a.1 (2)	Percentage of grid electricity (excluding RECs) *(in %)*	37%	41%	42%	-	98.1%	-	99.8%
SASB TC-SI-130a.1 (2)	Percentage of grid electricity (including RECs) *(in %)*	32%	41%	33%	-	98.1%	-	99.8%
SASB TC-SI-130a.1 (3)	Percentage of renewable electricity excluding RECs *(in %)*	63%	59%	58%	-	98.1%	-	99.8%
SASB TC-SI-130a.1 (3)	Percentage of renewable electricity including RECs *(in %)*	68%	59%	67%	-	98.1%	-	99.8%
GRI 302-1_C-Off	Indirect Energy Consumption in Offices *(in MWh)*	138,053	139,819	146,337	-	98.1%	-	99.8%
GRI 302-1_C-DC	Indirect Energy Consumption in Datacenters *(in MWh)*	301,648	317,527	349,688	-	98.1%	-	99.8%
GRI 302-1_C1_c10.1	Total electricity consumption from renewable sources excluding RECs *(in MWh)*	270,219	262,213	279,723	-	98.1%	-	99.8%
GRI 302-1_C1_c10.2	Total electricity consumption from renewable sources including RECs *(in MWh)*	292,890	262,213	321,707	-	98.1%	-	99.8%
GRI 302-1_C1_c8; SASB TC-SI-130a.1(3)	Share of electricity supplied by renewable sources in Atos' core Datacenters (co-location excluded) *(in %)*	96%	95%	95%	-	100%	-	100%
GRI 302-1_C1_c1	Share of electricity supplied by decarbonized sources in all Atos Datacenters excluding RECs *(in %)*	68%	62%	59%	-	100%	-	100%
GRI 302-1_C1_c2	Share of electricity supplied by renewable sources in all Atos Datacenters including RECs *(in %)*	76%	62%	71%	-	100%	-	100%

		2023	2022	2021	2023 PERIMETER *(in %)*		2022 PERIMETER *(in %)*	
Standard code	**Indicator Name**	Group	Group	Group	Per employee	Per revenue	Per employee	Per revenue
GRI 302-2	**Energy consumption outside the organization (Travel)**							
	Travel intensity							
GRI 302-2_c1	Total Km travelled per Employee *(in Km/ Employee)*	1,966	1,384	1,155	98%	-	94%	-
GRI 302-2_c2	Total km travelled per Revenue *(in Km/€ million)*	17,227	12,638	11,500	-	99%	-	99%
	Distances travelled							
GRI 302-2_A6_c93	Total Km travelled by Car *(in Km)*	89,921,899	64,078,100	89,632,293	98%	-	94%	-
GRI 302-2_A6_c50	Total Km travelled by Train *(in Km)*	16,357,329	12,017,744	6,610,325	98%	-	94%	-
GRI 302-2_A6_c57	Total Km travelled by Taxi *(in Km)*	1,094,667	1,002,144	1,088,132	98%	-	94%	-
GRI 302-2_A6_c92	Total Km travelled by Plane *(in Km)*	74,168,888	65,131,358	25,474,210	98%	-	94%	-
	GHG emissions for company cars							
GRI 302-2_A6_b70	Number of company cars	4,332	5,184	5,110	-	100%	-	100%
GRI 302-2_A6_b82	Average of emissions in company fleet cars *(gr CO_2/km)*	60.53	75.17	75	-	100%	-	100%
GRI 302-3	**Energy Intensity**							
GRI 302-3_A_c1	Intensity by Revenue – Total direct and indirect energy *(in MWh/€ million)*	43.34	42.19	48.32	-	98.1%	-	99.8%
GRI 302-3_A_c2	Intensity by Employee – Total direct and indirect energy *(in MWh/Employee)*	4.85	4.35	4.86	99.4%	-	99.9%	-
GRI 302-4	**Energy Saving Initiatives**							
GRI 302-4_A_c1	Estimated Energy savings in Datacenters – dedicated activities only *(in MWh)*	2,841	707	747	-	51%	-	67%
GRI 302-4_A_c5	Estimated Energy savings in Offices – dedicated activities only *(in MWh)*	8,341	1,096	3,403	-	51%	-	67%
GRI 302-4_A_c14	Cost savings due to energy savings in Offices and Datacenters *(in € thousand)*	1,285	302	747	-	51%	-	67%
GRI 302-5	**Reductions in energy requirements of products and services**							
GRI 302-5_A	Estimated average PUE for core Datacenters	1.44	1.44	1.41	-	100%	-	100%
GRI 305-1	**Greenhouse gas emissions Scope 1**							
GRI 305-1_A_c2	GHG emissions Scope 1 *(in tCO_2e)*	20,517	22,026	26,955	-	98.3%	-	99.8%
GRI 305-2	**Greenhouse gas emissions Scope 2**							
GRI 305-2_A_c1	GHG emissions Scope 2 *(in tCO_2e)*	67,979	90,442	70,964	-	98.3%	-	99.8%
GRI 305-3	**Greenhouse gas emissions Scope 3**							
GRI 305-3_A_c1	GHG emissions Scope 3 *(in million tCO_2e)*	2.142	2.406	2.308	-	100%	-	100%
GRI 305-1, GRI 305-2, GRI 305-3	**Total greenhouse gas emissions Scopes 1, 2, 3**							
GRI 305-4_B_c4	All GHG emissions – Scopes 1, 2, 3 *(in million tCO_2e)*	2.231	2.518	2.406	-	100%	-	100%

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		2023	2022	2021	2023 PERIMETER *(in %)*		2022 PERIMETER *(in %)*	
Standard code	**Indicator Name**	**Group**	**Group**	**Group**	**Per employee**	**Per revenue**	**Per employee**	**Per revenue**
GRI 305	**Greenhouse gas emissions sub-perimeters**							
GRI 305-4_B_c1	Atos Carbon Operational Perimeter (Scopes 1, 2 and 3 Categories 6) *(in tCO_2e)*	104,887	122,975	103,493	-	98.3%	-	99.7%
GRI 305_B_c3	Atos Carbon Operational Perimeter excluding refrigerants (in tCO_2e)	95,911	112,051	92,214	-	98.3%	-	99.7%
GRI 305-2_B_c1.1	GHG emissions in Datacenters*(in tCO_2e)*	29,992	54,661	38,702	-	98.3%	-	99.7%
GRI 305-2_B_c1.2	GHG emissions in Offices *(in tCO_2e)*	40,978	39,873	36,891	-	98.3%	-	99.7%
GRI 305-3_B_c1.3	GHG emissions in Travel (Scope 3 Cat 6 Business travel) *(in tCO_2e)*	16,391	10,507	5,574	-	98.3%	-	99.2%
GRI 305-3_B_c1.4	GHG emissions in Travel (Atos car fleet) *(in tCO_2e)*	8,550	7,010	11,047	-	98.3%	-	99.2%
GRI 305-4	**Greenhouse gas emissions intensity**							
GRI 305-4_A_c2.1	Intensity by Revenue – All GHG emissions (Scopes 1, 2, 3) *(in tCO_2e/€ million)*	208.62	222.06	222.00	-	100%	-	100%
GRI 305-4_A_c1.1	Intensity by Revenue – Atos Carbon Operational Perimeter *(in tCO_2e/€ million)*	10.13	10.88	9.61	-	98.3%	-	99.7%
GRI 305-4_A_c2.2	Intensity by Employee – All GHG emissions (Scopes 1, 2, 3) *(in tCO_2e/employee)*	23.67	22.94	22.37	100%	-	100%	-
GRI 305-4_A_c1.2	Intensity by Employee – Atos Carbon Operational Perimeter *(in tCO_2e/employee)*	1.14	1.12	0.97	99.1%	-	99.0%	-
GRI 305-5	**Reduction of greenhouse gas (GHG) emissions**							
GRI 305-5_A_c1	GHG reductions – Operational Perimeter (Scopes 1, 2 and 3 Categories 6) *(in tCO_2e)*	-18,088	19,482	-57,369	-	98.3%	-	99.7%
GRI 305-5_A_c2	GHG reductions – Scopes 1, 2, 3 *(in million tCO_2e)*	-0.288	0,112	-0,397	-	100%	-	100%

		2023	2022	2021	2023 PERIMETER *(in %)*		2022 PERIMETER *(in %)*	
Standard code	**Indicator Name**	**Group**	**Group**	**Group**	**Per employee**	**Per revenue**	**Per employee**	**Per revenue**
A14	**ISO 14001 certification of Atos main sites (offices and DCs)**							
A14_c5	Number of Offices and Datacenters ISO14001 certified	95	108	99	100%	-	100%	-
A14_c6	Percentage of main Offices and core Datacenters ISO14001 certified or in the process of being certified	88.6%	88%	90%	100%	-	100%	-
A19	**Waste Electrical and Electronic Equipment (WEEE)**							
A19_A9_b3	WEEE collected or recovered *(in Kg)*	151,501	145,785	145,986	-	66%	-	84%
A19_A2_b3	WEEE professionally disposed *(in Kg)*	151,500	133,118	138,765	-	66%	-	84%
A20	**Natural disasters**							
A20_A	Percentage of the core Datacenters that have synchronous data replication capacities *(in %)*	100%	100%	100%	-	100%	-	100%
SASB TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for datacenter needs	Qualitative	Qualitative	Qualitative	-	100%	-	100%
GRI 419-1	**Significant fines for non-compliance concerning the provision and use of products and services**							
GRI 419-1_A	Significant fines for non-compliance concerning the provision and use of products and services	0	0	0	-	100%	-	100%

All environmental indicators exclude Bosnia and Herzegovina, Burkina Faso, Norway, Russia and Togo.

GRI 302-1, GRI 302-3, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4 Perimeter for Offices and Datacenters include Argentina, Australia, Austria, Belgium, Brazil, Bulgaria, Canada, China, Croatia, Czech Republic, Denmark, Egypt, Estonia, Finland, France, Germany, Greece, Hong Kong, Hungary, India, Ireland, Japan, Korea, Luxembourg, Malaysia, Mexico, Morocco, Netherlands, Philippines, Poland, Portugal, Romania, Senegal, Serbia, Singapore, Slovakia, South Africa, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, United Kingdom, United States and Uruguay.

GRI 302-1_C1_c8: Approximated values. Strategic Datacenters managed by Atos in the Global Operation Practice Datacenters and Hosting (GO DC&H) scope.

GRI 302-1, GRI 302-3: Direct energy: gas, diesel, and fuel oil.

GRI 302-1, GRI 302-3: Indirect energy: electricity and district heating consumption

GRI 302-2, GRI 305-1, GRI 305-3, GRI 305-4 Perimeter for Travels include Argentina, Australia, Austria, Belgium, Brazil, Bulgaria, Canada, Chile, China, Croatia, Czech Republic, Denmark, Egypt, Finland, France, Germany, Hong Kong, Hungary, India, Ireland, Japan, Luxembourg, Malaysia, Morocco, Netherlands, Philippines, Poland, Portugal, Qatar, Romania, Senegal, Serbia, Singapore, Slovakia, South Africa, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, United Arab Emirates, United Kingdom, United States and Uruguay.

GRI 302-2 the Travel Intensity includes the travel's scope of countries. The employees included in that scope of countries are 92,356. The revenue applicable for that scope of countries is € 10,538 million.

GRI 302-3 the Energy Intensity includes the office's and Datacenter's scope of countries. The employees included in that scope of countries are 93,697. The revenue applicable for that scope of countries is € 10,494 million.

GRI 302-5: The PUE is a standard calculation: total kWh consumed by the entire site infrastructure divided by the kWh consumed by the IT infrastructure. The PUE, a measure defined by the Green Grid [1], is the industry standard indicator used to measure and monitor the energy efficiency of a Datacenter [GRI 302-5_C]. The scope of this indicator is the core datacenters. Those core datacenters are strategically selected with stricter requirements to the design and operation.

GRI 305-1, GRI 305-2, GRI 305-3: tCO_2e: Tons of CO_2 equivalent [GRI 305-4_D].

GRI 305-4 The greenhouse gas emissions intensity for the operational scope includes offices, datacenters, and business travel. The employees included in this country scope are 91,618. The applicable turnover for this country scope is € 10,358 million [GRI 305-4_B].

GRI 305-4, GRI 305-5: Atos "Carbon Operational Perimeter" includes emissions under control or direct influence. All emissions from Scope 1 (fossil fuel, Atos car fleet and refrigerants), all emissions from Scope 2 (electricity and district heating) and emissions from Scope 3 category 6 (business travel) [GRI 305-4_C]. An external audit covers the full Carbon Operational Perimeter with a quantitative validation on scopes 1, 2 and 3 category 6.

A14: A site has formally entered the "certification process" when a budget has been allocated or the manager of the Environmental Management System has been appointed.

1) *https://www.thegreengrid.org/en/resources/library-and-tools/20-PUE:-A-Comprehensive-Examination-of-the-Metric*

5.3 Social

5.3.1 Social Non-Financial Performance

Atos recognizes that its principal asset and competitive advantage is its employees. In a challenging organizational environment coupled with strong competition for talent, Atos is reinforcing its key programs in talent attraction & retention and skills management, to make it an employer of choice, and a place where employees can have control of their careers and develop in an inclusive, creative, responsible and collaborative workplace. These fundamentals are supported by strong recourse to internal fulfilment, high attention to people care and retention of people, and diversity, equity and inclusion. Atos is an increasingly diverse and inclusive workplace with positive trends observed for gender diversity across the Group.

2023 came with heavy focus on the Group transformation project, and the necessary consideration of the legitimate concerns of employee representatives through social processes. Change management was supported by a significant communication effort including regular "all employee calls" lead by Top management to explain and clarify the rationale, the process, the expected benefits and provide opportunity for direct questions from all employees. Human Resources has been at the heart of the transformation effort, partnering with the business to prepare the future organization and ensuring employees are equipped psychologically and professionally for the challenges and opportunities presented by such fundamental reorganization.

5.3.2 Talent attraction and retention

[GRI 3-3 Employment], [GRI 3-3 Training and education]

Atos seeks to bring the right skills to foster development, passion, and innovation. The programs to support this include:

- ensuring development of its employees by prioritizing internal movement, supporting an industry lead organization securing both internal and external industry talent, targeting 95% retention of Key People;
- attracting and retaining digital natives through passion and innovation in decarbonization, and embracing the opportunities offered by new ways of working.

In line with its strong commitment to playing a key role in the education of the future of young professionals, Atos has developed strong institutional partnerships with 190 universities on a worldwide basis. In 2023, as in previous years, the Group provided numerous students with opportunities to enhance their education via internships or apprenticeships, continuing their long-standing tradition of fostering academic growth. Working closely with future young professionals is crucial for Atos so that when the time comes for them to choose a new employer, Atos can offer them a project that matches their profiles and professional interests.

5.3.2.1 Recruitment

The recruitment organization is the trusted advisor to business managers, driving organizational success through collaboration, agility and relentless focus on delivering top talent.

Atos embraces diversity as the ultimate engine of ingenuity for its clients, and constantly strives to create a culture where people feel supported and encouraged.

During 2023, Atos Group hired 13,771 employees to support the growth of the Group, of which 5,074 were Juniors and prioritized diversified hiring, achieving 35.7% women hired.

The ratio of female hiring in leadership roles (GCM Level 7+) was in line with the 2023 industry trends at 14.5%.

Thus, the focus of Atos' Recruitment organization in 2023 has been to act as the change-driver in the Group and the IT sector in general, to influence the mindset shift in hiring managers on the criticality of Gender Diversity and Equity.

The Group Recruitment Center of Excellence (CoE) encompasses strategic global recruitment functions and is the enabler for the Atos recruitment community. Its objective is to design the framework for a world-class recruitment service.

The **Reporting and Data Analytics** team supports operational recruitment with crucial insights, tailored dashboards and relevant performance metrics by gathering, analysing and interpreting data related to processes and activities enabling the organization to make data-driven decisions to improve effectiveness and efficiency of recruitment efforts.

The **Sourcing Science** function enables the recruitment community to provide the business with market insights (salary benchmarks, competitor analysis etc.) and intelligence reports to support more target sourcing and effective staffing.

The **Employer Branding** function is to effectively position the organization as an employer of choice, attracting and retaining top talent, and creating a positive and compelling employer brand image by managing the perception of the organization. The focus in 2023 has been to showcase real life and inspirational examples of the diverse culture in Atos.

The **Quality** team ensures the recruitment process is conducted efficiently and effectively in compliance with process, legal and ethical standards leading to the selection of high-quality candidates who are the best fit for the organization.

The **Campus Management** role is instrumental in driving the strategic recruitment of promising talent directly from the academic world, with a special emphasis on college campuses. Atos places a high priority on attracting Gen Z talent who are naturally tech-savvy, innovative, and adaptable. The Company positions itself as an attractive employer offering a dynamic, inclusive, and forward-thinking workplace, one that is aligned with the values and aspirations of the newest generation entering the workforce.

Key initiatives tailored to this target demographic include:

- IT Challenge: An annual competition that engages students in solving real-world issues with innovative technology solutions, enhancing Atos' brand as an innovator and thought leader among young tech enthusiasts;
- Campus Events: On-the-ground opportunities such as career fairs, guest lectures, and workshops help to build the Atos brand directly within educational institutions;
- In-house Days: Exclusive events at Atos premises that offer students a "behind the scenes" view of the Company operations, culture, and people, fostering a closer connection and a more intimate understanding of the Atos work environment.

The Group Recruitment strategy encompassed a global deployment of several tools, programs, technologies and AI aimed at clearly voicing Atos' employer value proposition, strengthening Atos' employer brand and its visibility, to accelerate candidate attraction:

- **Textio** has developed the world's most advanced workplace language guidance. Textio written content is gender-neutral thereby significantly increasing the women applicants in Atos hiring funnel. In addition, the "age bias" feature in Textio helps to effectively remove any biased content to a certain age Group thereby balancing the age-based appeal to the targeted candidate audience;
- the **"SMART Dashboard"** provides strategic tracking and analytics for recruitment based on year to date and weekly data related to demand fulfilment and evolution. It enables transparency with the business with regard to process efficiencies and adherence to recruitment KPIs. It visualizes high-level, as well as detailed, historical data and trends on recruitment specific topics and metrics, such as joiner's ratio, pipeline, source mix, stagewise efficiencies, applications, conversions, declines and specific hire metrics;
- Atos has signed up with **LinkedIn** for a high-quality partnership allowing the Recruitment organization to leverage the world's largest business community for recruitment and sourcing activities. The "Hiring Enterprise Program" allows for unlimited recruiter access and posting of all external job openings to increase Atos' visibility and strengthen the employer brand. The LinkedIn Company page helps to increase visibility for an authentic employer brand and showcase its Employer Value Proposition to candidates and potential applicants;
- targeting top talent is combined with Atos' **Red Carpet Onboarding initiatives** to enhance candidate experience. This approach encompasses a multi-layer bonding with candidates, to address doubts, career aspiration and apprehension and keep candidates engaged from their first encounter with Atos throughout their application journey;

- **HireEZ**, an outbound recruitment platform which is allowing access to more than 800 million diverse candidates in more than 40 sourcing channels. HireEZ uses artificial intelligence and Boolean search to find the best candidates for each role;
- Atos global Recruitment has launched an Applicant Tracking System (ATS) based **automated offer** release pilot in the US. The process helps to reduce time taken to roll out offers after candidate selection to less than 15 minutes while currently the process takes anywhere from 4-48 hours.

All above programs, initiatives, actions and tools enabled the Group in 2023 to achieve its hiring goals, whilst at the same time keeping the diversity hiring at the top of Atos' priorities.

The Atos Group organized numerous academies such as IAM Academy, SAP Academy, HR Campus Academy, and Growth Academy (SAP), with a primary focus on external participants and potential GenZ hires; the SolveIT competition was designed in Bulgaria for students across all universities specializing in cybersecurity who are keen on pursuing careers in this field.

Keen to offer its staff career perspectives, in 2016 Atos launched its "Internal First" program. The purpose of the program is to promote internal mobility when filling any vacant position. It consists of a range of activities including internal careers fairs, "job cafés", video testimonials from employees, and much more. The goal is to give employees the opportunity to develop their experience, skills and employability within new career paths and through mobility. In 2023 Atos filled 72% of its permanent positions with internal employees.

With the announcement of the potential company carve out in 2023, the recruitment organization has confirmed its operational readiness:

- transparency: Recruiters have been briefed in dedicated awareness sessions on how to address questions from applicants and potential candidates;
- promoting Atos as employer of choice: Recruiters have been provided training on how to pitch Atos. A SharePoint site with helpful information and communication assets (e.g., "6 Reasons to join Atos during a time of change") and templates for applicants and new joiners has been set up;
- reaffirming commitments: Notably to recruitment gender diversity;
- reporting adjustments: Dashboard split and installation of separate reporting and data analytics teams in order to reflect brand specific demands, hires and KPIs.

Number and rate of people entering the Company per gender and age in 2023

[GRI 401-1]

	Female	% total employees Female	Male	% total employees Male	Female and Male	% total employees
<=30	2,534	18.4%	4,326	31.4%	6,860	49.8%
30><=50	2,075	15.1%	3,986	29.0%	6,061	44.1%
>50	292	2.1%	511	3.7%	803	5.8%
Total	**4,901**	**35.6%**	**8,823**	**64.1%**	**13,724**	**99.7%***

(*) 47 people (0.3%) joined Cloudreach entities are not assigned with gender.

Number and rate of people leaving the Company per gender and age in 2023

[GRI 401-1]

	Female	% total employees Female	Male	% total employees Male	Female and Male	% total employees
<=30	2,816	14.6%	4,383	22.6%	7,199	37.2%
30><=50	2,421	12.5%	6,371	32.9%	8,792	45.4%
>50	717	3.7%	2,417	12.5%	3,134	16.2%
Total	**5,954**	**30.8%**	**13,171**	**68.0%**	**19,125**	**98.8%***

(*) 232 leavers (1.2%) from Cloudreach entities are not assigned with gender.

5.3.2.2 Retention

Key People program

Key People and Talents retention is key to the success of Atos. In 2019 the Key People program was relaunched, focusing on Atos' most senior level Experts, Scientific Community members, Top Talents and employees with key contributions. An operational HR team with representatives from each business and Regional Business Unit (RBU) area actively manages the retention of the 2,600 identified Key People, working closely with business managers to address development, career progression, remuneration and mobility ensuring individual care for the career and development of each Key People. In 2021 the Key People digital application was implemented to support the team in its work. This application excels at improving communication between managers and HR and helps track retention measures followed by appropriate mitigation actions.

The Key People program is fully operational, and in 2023, despite "the high attrition" the market was facing and the ongoing transformational processes in the Group, Atos managed to retain 93% of its Key People. This is enhanced by the stability that the program had in 2023 and the lack of big fluctuations of the people in its scope.

The success of this program is due to the engagement of the Senior Leadership teams who actively support the retention and career of Atos' key employees. There have been also multiple retention measures implemented and followed up on, to retain Talents in the organization. Similarly, to previous years, Talent Reviews sessions with succession planning were run to enhance Talent visibility and their further development. There have been also various Career Management offerings available to all Talents in the organization focusing on two main aspects: career progression and development. From a career progression perspective, it is worth mentioning the Global Hands Up program to enhance career move readiness visibility supported by digital application Evolve and weekly published Hot Jobs (important open positions). Development areas were covered by Atos Corporate University hub, My Future At Atos dedicated space, Career Advisory sessions followed up by Career Conversation, career webinars on development topics and other ad hoc initiatives.

In 2024, the Eviden part of the business would be considering a redesign of the Key People program and associated initiatives and metrics to ensure alignment with Eviden business model and strategic priorities.

Expert Career Path and Community

Launched in 2017 with the ambition to be a driving force for collaboration, ideation, innovative research and development, the Atos Expert Community gathers today 2,100 technology experts worldwide. The community aims to steer business strategy, contribute to Atos technology roadmap and boost innovation by anticipating market needs.

In 2023, together with the Atos transformation, the community was also undergoing some changes. The Atos Expert Community was merged with the Atos Scientific Community and further advanced as per the Tech Foundations and Eviden strategies for research, innovation and technical excellence.

As a result, two independent communities were created within each company respectively. Both are still developing and establishing their operational models, revising their policies, nominating candidates and validating their selection criteria. This will be further verified and confirmed in 2024.

In its essence those communities respond to the objectives of Business and Expertise Excellence. In Business terms, it is about ensuring Atos Group's positioning as a technology leader and guaranteeing the best innovative and accurate technology response to its clients. Shaped on different strategic technology domains those experts regularly interact to go beyond the technology frontiers, boost innovation and support clients to take the right decisions on their digital transformation journey.

As Expertise Excellence induces and conditions the achievement of the business objective, the Group pays attention to develop the technological career of Atos experts, create synergies between functions to broaden the field of competencies and increase the level of influence and attract talents.

Atos is leveraging experience and knowledge sharing, to facilitate an international collective expertise. Thus, it is imperative to support experts in their development, both in terms of skills and leadership. Beyond knowledge, there is obviously desire and motivation, key vectors of success, which is why Atos' program includes a specific career path for all the experts in the respective expert communities.

5.3.3 Skills management and development

[GRI 3-3 Training and education], [GRI 404-1], [GRI 404-2], [GRI 404-3]

5.3.3.1 Talent Development

The sustainable and long-term employability of staff is the cornerstone of Atos' Talent Development and Training policies. Atos has developed its own Talent Academy with a suite of global talent programs, designed to nurture talent's skills and passion to drive change and accelerate their growth within the Company.

Each of these programs is directly sponsored by an Executive Management member to ensure a strong link between talent development and growth strategies.

These programs include:

LAUNCH for future leaders

Designed for talents in the early stages of their career, LAUNCH is a global initiative, based on a worldwide framework, and delivered in a growing number of local and regional settings.

It is self-organized and regional in set up, with core standards being set at a Group level. The mission of the LAUNCH program is to provide a combination of personal development sessions, networking opportunities with top management and international colleagues, as well as working on innovative projects that contribute to Atos' business performance.

FUEL for emerging leaders

The FUEL program is a formal global program for early career talents running in cooperation with the Institute for Manufacturing (IfM Engage) of Cambridge University. Participants also join the Franklin Covey leadership and personal development online sessions and are invited to engage in personal coaching sessions and to benefit from a global mentor throughout the year. In 2023, over 100 FUEL participants completed the program. To date, more than 400 employees have become FUEL alumni.

GOLD for Business Leaders

Nominated by the Atos executive and top management annually, 80 members of the Group's identified talents are invited to take part in the prestigious GOLD for Business Leaders program. In cooperation with HEC Paris, Europe's leading business school, GOLD for Business Leaders aims to develop the future leaders of the Company and create ambassadors for the Company's values.

The program was recognized with an award by the European Foundation for Management Development (EFMD) in the Talent Development category in 2013. Apart from the learning sessions, a module called Beyond GOLD was organized to help participants take the learning into their workplace. To date, the program counts more than 560 active alumni.

GOLD for Technology Leaders

The GOLD for Technology Leaders program was launched in 2013 in cooperation with the Institute for Manufacturing Education and (IfM Engage) of Cambridge University in the United Kingdom, and the Software Innovation Campus Paderborn (SICP) of the Paderborn University in Germany. The goal is to give to Atos talents with Expert profiles the vision and capability to define innovative end-to-end solutions, helping clients to gain competitive advantage. In 2018 the program received an award from the European Foundation for Management Development (EFMD) in the Talent Development category. The GOLD for Technology Leaders alumni network is over 300 employees.

VALUE for Executive Leaders

The VALUE program was launched in 2018 and developed in partnership with INSEAD, a leading European business school, aimed specifically at the Group Executives population. The program, focused on Leading Digital Transformation, has three modules (two modules delivered online and one classroom-based module) and takes a very customer-centric view of leading the organization through the digital change lifecycle. Over 360 Atos Executives have already graduated from the program.

In total 1,340 employees have enrolled in the Global Talent programs (including 2023 participants). Identification of nominations for the programs is continuously under development with focus on Diversity. In 2023, 40% of women participated in the Global Talent Program: 50% women in FUEL, 24% in GOLD for Technology Leaders and 39% in GOLD for Business Leaders. The target is 50% gender diversity in all talent programs by end of 2024.

5.3.3.2 Learning and Development

In a business-as-usual mode, a vast number of certified learning paths are made available to all employees. These certified learning programs are specific to the needs of the various target Groups within the Company: Industry Experts, Technologists, Project and Delivery Managers, as well as Leadership and Support Functions. These learning programs are often offered online and/or virtually, through Atos internal academies, external academic institutions like Harvard for LIDA, HEC for GOLD for business leaders or through Atos global education technical alliances with technology companies.

In alignment to the "Be Digital" program, to generate a detailed and professional understanding of their role and the respective requirements of their job in the digital age, employees have access to various Atos Corporate University Academy programs. These Academies offer different learning programs and curricula as well as certifications. This is often done in partnership with leading universities and business schools.

In 2023, 59,524 employees were trained at various academies and trainings, with a total of 86,009 certifications obtained that year (including digital and non-digital certifications). The Atos workforce benefited from an average of 54.09 hours of formal and informal training per employee [GRI 404-1]. Furthermore, because employees spend much more time learning informally on-the-job, in a digital environment or collaboratively in coaching or peer communities, Atos is planning to report such learning based on the hours of education recorded in the ESS time-sheeting tool. In 2023, Atos estimated the number of hours of informal training at 34 hours per employee. Accordingly, there were more than 5 million hours of education reported for 2023. The Company plans to capture this effort even more effectively in line with the clear path to digitization.

Service delivery capabilities

To equip its workforce with digital solutions design and delivery capabilities, Atos invests heavily in training and certification programs focusing on key technologies and skills required for Digital Transformation (e.g., virtualization, Internet of Things, big data, hybrid cloud, high performance computing). This effort is also supported by Atos' ecosystem of technology partners (e.g., EMC^2 Federation, Microsoft, SAP) and strategic alliances (e.g., Siemens or Google Cloud).

A major upskilling program called "Cloud Catalyst" was launched in January 2023 to provide Atos employees with the skills and capabilities necessary to deliver the Hybrid Cloud vision of the Group. "Cloud Catalyst" aims to transform Atos from a legacy IT outsourcing provider into a leading provider of Managed Hybrid Cloud services for customers across the cloud continuum. Overall, as a part of this focused program, the Group has trained more than 1,500 employees and achieved 1,374 AWS certifications.

Leading in the Digital Age (LIDA)

Atos has been in a collaborative working partnership with Harvard Business Publishing since 2018. The initial purpose was to be able to create a world-class leadership development program for Atos Senior Managers. The outcome was the Leading in the Digital Age (LIDA) program. Atos successfully completed 12 Cohorts with about 1,795 program graduates. Atos is planning to launch the 13^{th} Cohort in the early 2024 due to a fabulous response received for this ever-growing target population.

This program is a proud winner of Gold Award in the prestigious by EFMD (European Foundation for Management Development) [1].

The LIDA program is tailored to equip its participants with the right mindset, knowledge and business models to drive the Company's strategic ambition. It is a highly participative blended virtual program including case studies, discussions with Harvard Business School Thought leaders, pre-reading, podcasts, video. There are 3 principal modules of around 6 weeks duration and post the successful completion the participants are awarded the prestigious Harvard Certificate and Digital Batch.

Project Management Academy and digital ways of working

Atos maintained its focus on Project Management (PM) and Agile training and certification in 2023. The objective was to train Atos Project Managers and Program Directors effectively in Project Management and Agile Methodologies, Digital ways of collaboration, LEAN, Design Thinking as well as updated Atos internal processes and tools. The Group also focused on providing more efficient and cost-effective learning opportunities. More and more employees are now using the offerings in the Skillsoft learning platform (Percipio).

Over 108 employees joined the different Project Management-related programs and training courses. In 2023, 35 employees enhanced their skills and knowledge in a Project Management training program. Around 75 used various Project Management offerings including Live Boot Camps available on the Atos Skillsoft learning platform.

Moreover, over 100 employees used the Agile Academy providing high-quality education in different areas of Agile. Around 60 employees received training in SAFe Agile and another 50 in PSPO. The existing training programs "Project Management Academy" and "Agile Academy" have been updated with the latest content and further refined in delivery methodology.

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1) *https://atos.net/en/2022/awards_2022_07_11/atos-receives-gold-award-for-lida*

SDM Academy

In 2023, Atos Service Delivery Management (SDM) Academy program won the 2023 EFMD Executive in Practice (EiP) Gold Award in the category "Professional Development". Atos Corporate University and ESCP business school have co-designed and delivered this academy program for Service Delivery Managers (SDM). SDMs are pivotal to ensuring customer satisfaction when high value contracts are delivered. This program had over 1,000 participants.

The Atos SDM Development Program or Atos SDM Academy, which has been running for 6 years now, has shown clear results in improving the skills and competencies of SDM managers (SDMs), such as:

- increased interfacing between SDMs of different geographies and sectors and account executives, leading to better understanding of customer business;
- stronger, and verifiable level of knowledge and commitment of Service Delivery Managers to Atos standards and methodologies around the world, with a positive financial impact;
- improvement of stakeholder management and negotiation skills;
- enhanced strategic vision of Senior Service Delivery Managers.

5.3.3.3 Career Development

In Atos, Career Development is a fundamental key for the success of all Employees and for the Organization. The goal is to provide for each employee a unique opportunity to learn and grow with developing next career steps. Atos Group Career Management has implemented a holistic approach to Career Management for its employees. To support career planning and development, the career wheel structures career management into four key categories :

- **Your Opportunities** – Through the Global Hands Up Program, Group Career Management in partnership with recruitment and workforce management, share hot jobs and host virtual job fairs, providing Atos employees, who have registered an interest in a career progression with access to exciting opportunities in the organization. Access to opportunities is enabled through the Evolve application, launched in 2019 and re-designed in 2022 to enhance user experience, where employees can access opportunities and apply for open positions. The Group Career Virtual Fairs offer dedicated sessions with Atos Senior Leaders to help employees explore new business career direction, followed up with dedicated sessions with recruiters;
- **Your Development** – Fully aligned with Atos Group branding #AdvancingWhatMatters, Atos Group Career Management runs monthly webinars dedicated to the career development of Atos' employees. In collaboration with Learning and Development and the Performance team, these webinars offer employees an opportunity to reflect on their career and skills and understand the support and training available to them, empowering employees to be the CEO of their Career. The Group's Career Management team started providing career guidance sessions in 2022 to assist employees with their career and development queries. Interest in this service grew in 2023;
- **Your Organization** – Ensuring employees are connected with Atos and understand the strategy is important to their overall career planning. Employees are kept connected to developments that may create career opportunities through dedicated My Future At Atos space and via newsletters and webinars;
- **Your skills** – Providing employees with information on the wealth of training and development available at Atos through Atos Corporate University, internal and external certifications and a range of training offerings via My Learning, webinars and newsletters.

Continuous support is offered to all employees via Atos on-line community Viva Engage space MY FUTURE AT ATOS. With over 25,000 members, this space shares role opportunities, learning and development and support employees with applying for their next role. In addition, Atos dedicated a quarterly newsletter that shares news and developments to support their career enhancement. All these offerings are structured in alignment with the career wheel.

Career focus: Talent and Key People [1]

Group Career Management places special attention on the careers and growth of Atos' Talents and Key People by offering a dedicated 1:1 career coaching session for those who are interested in career progression. Focusing on their individual career aspirations, Group Career Management explores how their network and visibility can be expanded, considers their personal brand, their aspirations and develops a common career plan. Proactively working with the business to share profiles, support succession planning and access new opportunities, more than 65 individual career and talent conversations took place with Atos' Talents and Key People in 2023.

Key People support has been reinforced with a digital application to enhance communication and actions tracking. Dedicated sessions are also being held with managers of Talents and Key People to increase their awareness and to support them with their talent development actions. In 2021 a key people managerial training curriculum has been introduced to support managers with the tools and knowledge to develop and support Atos Talents and Key People more extensively. In addition, a Key People podcasts series was initiated in 2022 to enhance awareness of the Key People program among HR community and managers of Key People. Furthermore, a quarterly Key People newsletter for managers was launched in March 2022 to keep managers engaged and informed about ongoing activities and actions needed on their side.

In 2023 some of those activities were paused, and the focus was shifted to the individual career support of Key People and Talents, internal mobility and progression, talent status validation in alignment with ongoing company transformational processes. Key People's managers have further access to a solid database of pertinent information that show them the status of their Key People and Talents in scope and all the ongoing support activities.

Performance Management

Performance management is an essential function to achieve a high performing environment, this is the first step to support employee development, including skills acquisition and career development. At Atos, managers nurture regular connections with their employees, ensuring timely and fair feedback to support development goals and ensure Atos' employees are assessed in a fair and transparent manner.

For that purpose, Atos has deployed a standardized performance management process for all employees, across all countries. The process is based on a framework clearly defined in its policy and supported using a dedicated tool.

The Atos performance management cycle is semester-based and is structured around systematic and consistent reviews, with objectives setting and individual development planning, feedback discussions with development actions and formal evaluations.

In the last 12 months, 86.44% of employees received performance and development reviews [GRI 404-3]. 92% of the Atos key people population had a review in 2023.

The Performance Management process not only secures a solid basis for further development of Atos employees; it also helps with the alignment of people objectives across the organization, increases clarity and transparency in workforce capabilities, and helps to identify potential gaps. Those gaps are then intended to be filled primarily with internal candidates, to further enhance the development opportunities for Atos' employees. In 2023, 72% of all resource requests were filled in internally.

At Atos, all employees can benefit from an Individual Development Plan (IDP), which is a performance enhancement and career planning tool, integrated within the Performance Management process. This is a voluntary measure that is highly encouraged by the Group and helps employees to identify actionable development in line with their career aspirations and Atos' business needs. To that end, employees can select skills they need to develop for their current or future role based on future customer needs, market trends, Atos strategy and expected growth areas in the midterm future. In 2023, 62% of Atos employees created their Individual Development Plan.

Global Mobility

Atos acknowledges the significance of international mobility in talent attraction and retention, and as part of its talent management strategy, has instituted a robust international mobility program.

To facilitate the mobilization of employees from the Global Delivery Centers (GDCs) in Romania, Poland, and Bulgaria, the International Mobility team has introduced new policies under its Landed Resource program. This initiative has created promising career opportunities for colleagues in these countries.

In 2023, Atos offered 726 employees a chance to advance their careers within the organization through international assignments, bringing the total number of such assignments to 2,193. Additionally, 76 new employees joined Atos through the International Hire program.

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1) *Key People are the employees identified as being key to the organization. Atos defines two tracks: (i) Expert Track with high-end Experts and Scientific Community members and Strategic Skills holders, and (ii) Leadership Track: Top Talents and Talent Programs Alumni, Key Contributors, and Successors to Executives.*

5.3.4 Employee Health, Safety and Wellbeing at work

[GRI 3-3 Occupational Health and Safety], [GRI 403-1], [GRI 403-2], [GRI 403-3], [GRI 403-4], [GRI 403-5], [GRI 403-6], [GRI 403-7], [GRI 403-8], [GRI 403-9], [GRI 403-10]

5.3.4.1 Health and Safety

Global initiatives

Atos has always been and is committed to maintaining and promoting the health, safety, and wellbeing of its employees.

Atos' Health and Safety programs not only accommodate legal requirements, but consider the needs and expectations of interested parties, assess and manage risks, report and investigate incidents, formalize framework and objectives, provide and track training, and consult employees, creating a positive health and safety culture.

Atos cares for its employees by:

- enabling its employees to work from anywhere with safe and secure remote, online, everywhere access, optimizing digital possibilities including video, accessibility features and assistive technologies;
- facilitating healthy working conditions wherever Atos employees work with eLearning modules to explain the good behaviors to adopt;
- ensuring its employees maintain a healthy work-life balance as well as a sense of belonging and community within Atos, whether working online or in-person;
- offering the opportunity to reduce commuting time and, as such, be an actor of the Atos' decarbonization strategy.

The Standard ISO 45001:2018 sets the minimum requirements of Occupational Health and Safety practice to protect employees worldwide. In 2023, Atos has 40 sites certified in Health and Safety systems according to ISO 45001:2018. [GRI 403-8]

SERT

With its global reach, Atos Safety Emergency Response Tool (SERT) has been helping to keep employees safe around the world since 2016. Indeed, Atos developed its own Safety and Emergency Response Tool that is activated by local management in areas where a natural disaster or major incident has occurred which could put Atos employees' safety at risk. In the event of a natural disaster, terrorist attack or any kind of emergency, the employees identified in a geographical danger radius – based on information provided in the Human Resources Information System HRIS on a voluntary basis – receive an email and an SMS from this tool.

Through this online tool accessible to all employees 7/7, 24/24, employees can report their status, and the status of a colleague(s) and request assistance. In 2023 SERT was effectively activated in Philippines, France and North America.

Local initiatives

Health and Safety is managed locally and governed by each Atos Country or Country Grouping in recognition of the different legislation, norms and standards applicable. Formal joint management-worker health and safety committees typically operate at country level [GRI 403-1] and formal local agreements with trade unions typically cover health and safety topics [GRI 403-4]. The musculo-skeletal disorders are considered the highly incident occupational disease between Atos employees [GRI 403-3].

Local Example: As a large and representative country cluster, hereafter the example of UK and Ireland Health and Safety:

- **Objectives:** Occupational Health and Safety Objectives for UK&I in 2023 were to keep improving the Occupational Health and Safety (OHS) and Environmental Management Systems (EMS) by:
  - setting specific site objectives for Atos sites in scope for ISO 45001:2018 by the end of Q1 2023,
  - reviewing all data centre operations with regard to statutory requirements,
  - working on Driving Project – increasing the consent rate for driver licence checking to 95% and ensuring 100% of grey fleet drivers, actively driving on Company business, are verified;
- **ISO 45001:2018:** this standard sets the minimum requirements of Occupational Health and Safety practice to protect employees worldwide. Atos UK&I migrated from OHSAS 18001:2007 to ISO 45001:2018 in July 2020. In addition, ISO 45001 was designed to follow ISO 14001 closely, as it is recognized that many organizations combine their OHS and environmental management functions internally;
- **Risk Assessment:** Risk assessments are carried out on an AVA online system and there is also an online register called Legal Watch. Once a year, Atos runs Enterprise Risk Management workshops which turns into specific operational objectives and plans shared with associated owners;

- **Training:** SHINE is an online platform which hosts six mandatory Health, Safety and Environment (HSE) e-learning courses: Office Safety, Fire Safety, Display Screen Equipment (DSE), Home Working Safety, Managing Safety (Managers only), and Driver Safety Awareness. HSE Coordinators are required to attain the Institute of Occupational Safety and Health (IOSH) Managing Safety Certificate, renewable every 3 years. Fire Safety Managers and First Aiders attend an externally provided and verified courses renewable every 3 years;
- **Consultation:** Health and safety consultation is a legal requirement. Atos follows a consultation process, (Informing and Consultation Framework) enabling the Company to provide relevant information to both non-union worker representatives (MyVoice) and Trade Union Representatives. This enables Atos to comply with both the Safety Representatives and Safety Committees Regulations 1977 (as amended) and the Health and Safety (Consultation with Employees) Regulations 1996 (as amended). A collaborative approach to worker consultation has developed a positive health and safety culture allowing it to become embedded in the organization. Employees who feel valued and involved in decision-making play a big part in a high-performing workplace. It brings about improvements in overall efficiency, greater awareness and better control of workplace risks;
- **Communication:** The UK&I Health and Safety Policy, the Occupational Health and Safety Management Manual and associated procedures which make up Atos OHS-Management System (OHS-MS) are hosted on "SharePoint". OHS-MS links are available on internal platforms such as "Yammer" and "Source" which direct employees to a variety of information when required, and can be accessed from any Atos site, home or client site by logging onto the Atos network.

  Site Forums are held quarterly, chaired by the Senior Site Manager and a wide range of attendees participate. Members of the UK&I HSE Team attend forum meetings to provide H&S advice and updates on the OHS Management System. The Site forums are split into 3 sections Health, Safety and Environment (ISO 45001 and 14001), Security (ISO 27001) and on-site Facilities Management.

  Each Company Site has a **Health and Safety notice board** which displays the UK&I Health and Safety Policy. Additional information e.g., results of inspections, audits, names of key stakeholders and any learning events from investigations are also displayed. Where necessary, Mental Health first-aiders, wellbeing campaigns and employer and public liability insurance certificates are also displayed. If a site is multi tenanted, Atos ensure there is coordination with tenants. Additionally, a **monthly HSE Report** is produced and distributed to Senior Management to communicate information on performance against objectives, targets and risks. These reports build a picture of overall compliance;
- **Fleet and Grey Fleet Safety**: Atos has implemented a Safer Driving Program in partnership with a company specialised in Road Safety Compliance. Atos have achieved a high level of engagement on H&S matters as part of the Safer Driving Programme, with over 99% of all fleet drivers completing their registered tasks. This includes agreeing to driver licence on-line checks, completing on-line driver risk assessment and tailored e-training modules. Continual efforts are being made by the Company to ensure that new drivers who drive on Company business also complete the on-line driver risk assessment and training modules.

  The Safer Driving Programme also includes individual driver risk assessment and training modules for grey fleet drivers (those who drive their own vehicles on company business). Where drivers are deemed "high risk", Atos increase the frequency of driving licence checks to enable proactive monitoring and intervention with further training/guidance where required;
- **Employee Assistance Programme (EAP)**: this programme provided by one of the largest Occupational Health Company in the UK, offers advice and support to employees with health problems that are work-related and non work-related. They also provide advice on rehabilitation programmes, disability adjustments and the management of existing work-related health problems;
- **Recognition:** Atos aspires to excellence. Through external verification, Atos UK&I achieved the Royal Society for the Prevention of Accidents (RoSPA) President's Award. This is awarded to organizations who have achieved 10-14 consecutive Gold Awards. As of 2023, Atos UK&I has achieved 14 consecutive Gold Awards for Occupational Health and Safety. Atos is also proud of its record of attaining 4 Gold Fleet Safety Awards.

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5.3.4.2 Wellbeing

Atos, as a people-oriented company, is committed to the health and wellbeing of all employees across the Group. This includes both physical and mental health.

The Group offers its employees a flexible working environment, which includes remote or hybrid work to those who are eligible. Programs have been put in place to support employees working from home by providing webinars on safety, ergonomics at work, initiatives that help employees to keep connected and specific programs for new joiners, like local Virtual Welcome Days.

Some concrete examples of wellbeing initiatives:

- flexible work hours, working from home arrangements and part-time working options are available in the majority of its entities;
- childcare facilities or contributions are available in entities covering over 48,000 employees;
- breastfeeding/lactation facilities or benefits are available in entities covering over 50,000 employees;
- paid parental leave for primary caregiver in excess of legal minimum is available in entities covering over 56,000 employees;
- paid family or care leave beyond parental leave is available in entities covering over 28,000 employees;
- check learning offerings available to employees on managing health, mental health and stress;
- support through employee assistance programs and occupational health services for support with health and wellbeing.

Social wellbeing is also supported through the Group with collaboration platforms and strong communities, enabling empowerment and exchange of ideas and best practices and so ensure that employees stay connected with their teams.

The Global ELEE Programs (Employee Led Employee Engagement) for example, gives a platform to hidden talent within the organization and encourages any Atos employee who is an expert in their field to share their experience, knowledge with their colleagues and interact with peers all over the world. In 2023, over 65 ELEE sessions were run covering many wellbeing (and other) topics such as managing in a hybrid world, happier minds and psychological safety. The sessions have been attended by over 16,500 employees from many countries including India, Croatia, America, Bulgaria, Netherlands and Romania.

Atos is also proud to have two internal Green Networks which run initiatives to enable employees to be more environmentally friendly through webinars and initiatives.

In 2023, for the third consecutive year, Atos actively encouraged its employees to participate in the GAGE – formerly the Great Atos Global Expedition, and now called "Go Atos, Go Eviden"), a way to build team spirit, connect with colleagues at local, regional and global levels, enjoy the physical and mental wellbeing benefits of exercise and have the opportunity to support a charity while participating.

GAGE 2023 saw teams of Atos and Eviden colleagues challenged to achieve 3 million points where every 300 points passed, meant a contribution of 1€ for a chosen charity, up to a maximum of € 10,000. Over 60 different physical activities (including wheelchair activity, gardening and housework, inclusive to all employees) could contribute to points along the journey. Additional accompanying challenges, (e.g., plogging – street cleaning while jogging, car free days etc.) support the Group CSR ambitions.

The 4-week challenge saw the € 10,000 donation go to Women In Tech, "the world's foremost organization for Inclusion, Diversity, and Equity in STEAM, with a mission to bridge the gender gap and empower women to embrace technology." The money has been spent on providing IT equipment for the charity's centers for disadvantaged women in Brazil and Burundi.

Example of Wellbeing initiatives in the UK and Ireland:

Atos UK&I promotes a variety of health and wellbeing campaigns, such as:

- **mental wellbeing**: Atos has trained Mental Health First Aiders across the UK&I that provide support and assistance to staff and managers;
- **stress management**: An Individual Stress Risk Assessment is conducted by the Line Manager who completes the assessment with the employee. Employees are also encouraged to use the Employee Assistance Program (EAP) when stress is identified or the Stronger Minds helpline available through AXA Private Medical if the employee is eligible;
- **accessibility**: Atos recognises the importance of making information, services, and job opportunities accessible to all and has a dedicated Accessibility Team. Atos strives to uphold the principles and best practices of the internationally recognised accessibility standards (WCAG, BS8878 and EN301549);
- **menopause**: The changing age of the workforce means that a large and increasing proportion of Atos' employees will be working through and well beyond the menopause. The menopause affects all women as well as some transgender, intersex and non-binary individuals. Atos has the Employee Assistance Program (EAP), provided by PAM Assist, engaged to support any member of staff who may be affected. Any individual can request assistance or request a referral through their manager. This is also supported via a dedicated Menopause policy document. The work undertaken here has been recognized externally with Atos being the first IT company globally to achieve the Henpicked Menopause friendly employer accreditation, which is still current and valid during 2023.

5.3.5 Diversity, Equity and Inclusion

[GRI 202-2], [GRI 405-1], [GRI 405-2]

5.3.5.1 Atos DE&I Principles and Framework

While both Tech Foundations and Eviden have distinct comprehensive DE&I strategies which reflect the evolving nature of their business direction, across the Atos Group there are 6 key shared priorities:

Business Accountability – where data on both employee experience across the lifecycle and demographics (e.g., gender, age) are used to drive representation, inclusion, satisfaction and engagement from attraction to selection, onboarding, development, retention and separation at global, regional, country and business line levels.

Focus on facilitating **equitable Career advancement** for everyone by improving accessibility, equity and inclusion for all candidates, as well as mentoring, coaching and sponsorship for under-represented Groups – particularly women – at different career stages.

Strong employee networks, ERGs (Employee Resource Groups) and Communities help the Group to foster a supportive culture, promote inclusion and belonging in addition to increasing awareness and developing policies with executive sponsorship.

Growing relationships with partners ensure the Group advances social impact on topics like digital inclusion and education for disadvantaged communities.

Education and Awareness through engaging learning opportunities for both leaders and employees are reducing unconscious bias and improving hiring outcomes – and inspiring curiosity through year-round events (e.g., International Women's Days, Pride Month, etc).

Smarter hiring – Greater rigour in recruitment processing to onboarding, and transparency on hiring decisions, improves not only objectivity but employee and team success once appointments are made.

Gender Diversity reporting (for legal reasons) receives high global focus and features on global and regional dashboarding, is used extensively by both Executive and HR teams in monthly Excom reviews/webinars, for People and Talent Reviews with business leaders and HR Business Partners, and drives Executive accountability on hiring, development and attrition outcomes. High-profile reporting obligations for areas like the Gender Pay Gap (in countries such as the UK and France) sees Executives making strong commitments to close the gap by developing appropriate actions to improve representation for other under-served or disadvantaged communities where permitted and encouraged (e.g. ethnicity, disability, LGBTQ+).

Atos is focused on being an inclusive, diverse, and ethical employer of choice. It strives to create a safe, equitable and open working environment in which difference and individuality is valued and celebrated. At Atos, colleagues respect each other, and managers develop their people to lead with care, understanding and humility. This spirit of togetherness is what truly makes Atos a great and exciting place to work.

The Atos Group's global workforce of 94,231 employees across 69 countries representing 143 nationalities truly demonstrates its strength of true diversity of background, experience, race and culture.

In Q2 2023 Tech Foundations and Eviden began working on respective DE&I strategies, which addressed common priority areas. The Group considered feedback from its people, including extensive data from the Great Place to Work employee survey conducted in Q4 2022, reviewed its actions, internal data, and external benchmarks; using these insights the Group developed the revised DE&I global framework and ambitions, which were launched at the beginning of H2 2023.

Atos adheres to the legal frameworks related to diversity and which abolish discrimination. Many countries have introduced legislation to enforce the principle of equal pay for work of equal value. This issue is supported by ILO Convention 100 on "Equal Remuneration for Men and Women Workers for Work of Equal Value".

In addition, as of April 2, 2024, the Board of Directors of Atos SE was composed of 54.5% women directors (6 out of 11) [1]. Also, the Company is complying with the 40% rate of women directors set forth by the French law n°2011-103 dated January 27, 2011. The Atos Executive Group (previously Group Executive Management), which is an Atos Senior management network, including management position holders and talents, in charge of implementing Atos strategies and delivering Atos operational performance, is continuously monitored and reviewed. It contained 315 top managers as of December 31, 2023. Criteria for selection is based on performance, entrepreneurship, innovation and fellowship, and membership is reviewed on an annual basis. In 2023 there continued to be a focus on gender balance for this Group in alignment with Group gender diversity. 32% of the Atos Executive Group are women, where it was only c. 13% in 2019.

1) *54.5% (6 out of 11) pursuant to the legal ratio. In accordance with art. L. 225-23 and L. 225-27-1 of the French Commercial Code, the Director representing the Employee shareholders and the Employee Directors are not taken into account to determine the ratio of gender diversity on the Board of Directors.*

Moreover, Atos recognizes the increasing need for a resilient and diverse supply chain. To promote diversity within the supply chain, Atos launched a supplier diversity program in 2022, and is therefore ready to comply with the Corporate Sustainability Reporting Directive (CSRD) requirements for responsible conduct in its value chain. For further information, please see section 5.4.6 "Suppliers 'CSR performance".

5.3.5.2 Recruiting and attracting a diverse workforce

In line with its commitment to be an inclusive, diverse and ethical employer of choice, Atos seeks to bring in individuals from diverse backgrounds who have the right skills and attitudes to drive growth and innovation.

During 2023 Atos hired 13,771 employees to support the growth of the Group and prioritized diversified gender hiring, achieving 35.7% women hired. Atos currently has more than 140 nationalities represented across its workforce.

This year again, recruitment practices continued to focus on gender balance in the applicant pool. Atos set itself a target of 50% of candidates hired to be female; continuing to drive this focus and agenda across its business. This target will be continued into 2024.

Atos has a strong commitment to playing a key part in the education of the future of young professionals, the Group has developed strong institutional partnerships with 190 universities on a worldwide basis. In 2023, the Group maintained its commitment to education by offering many students the chance to enhance their education through internships or apprenticeships. Additionally, the Group welcomed a significant number of fresh graduates into its workforce.

Atos continually reviews the Universities and Colleges he partners with ensuring that they have a strong focus on diversities in alignment with its intents.

With its recruitment and talent teams, along with its external partners, Atos has focused on identifying actions to drive it forward on its journey. In terms of global and local initiatives to boost its approach to attracting and hiring diverse talent, a number of notable examples are as follows:

- partnership with Textio to ensure gender neutrality in its recruitment materials;
- partnering with organizations and agencies such as HireEZ, The Muse, With You With Me or Career Builder to drive engagement and promotion of its opportunities to women;
- partnering with organizations and agencies such as Ambitious About Autism, Genius Within and Specialisterne to drive a focus on hiring neurodiverse candidates;
- implementing Gender Diversity Hiring Boards to ensure that there is a gender balance in the applicant pool for senior positions;
- running long-term development programs targeted at under-represented Groups such as its Cloudreach Talent Academy, through which Atos led a targeted recruitment campaign for different under-represented communities in 4 locations (Pune, Atlanta, London and Berlin) and provided them with dedicated training and development on Cloud skills during an 18-month program timeframe;
- campaigns and events to promote careers in tech such as Women in Cyb-her, Virtual Girls Day, Bright Networks, Code first girls, Atos Virtual In-house Day;
- undertaking education and training sessions with its recruiters and hiring managers to highlight the importance of diversity, understand unconscious bias and the part it may play in the recruitment process and identify actions to support the Group's ambition.

Diversity table

[SASB TC-SI-330a.3], [GRI 405-1]

Category	Definition	Employees	Nationalities	% Female	% Male
Entire organization	All employees	94,231	143	32.69%	67.31%
Composed of[1]:					
Top Management (excl. support functions)	GCM 7+	5,546	63	15.25%	84.75%
Top Management (support functions)	GCM 7+	2,099	59	28.02%	71.98%
Junior Management	GCM 5/6	26,962	111	30.38%	69.62%
Technical staff (excl. support functions)	GCM 0 to 4	48,549	132	36.50%	63.50%
Other (support functions)	GCM 0 to 4	2,616	67	61.66%	38.34%
TOTAL		85,772			
Independent sub-category focus					
Group Executive Board[2]	Sub-category of Top Management	11	6	63.64%	36.36%
Executive Group[3]	Sub-category of Top Management	315	27	31.85%	68.15%

1. Germany and new acquisitions are excluded in GCM level relevant categories.
2. Group Executive Board: Atos Top Management team leading Group vision and defining strategy. Made up of the most senior managers in the organization.
3. Executive Group: A wider senior management network, holders of management positions and talents. Responsible for implementing strategy and delivering operational performance.

5.3.5.3 Career development and mentoring

[GRI 405-1]

In 2023 the DE&I office in collaboration with the Accessibility team started a global Reverse Mentoring program. This initiative seeks to elevate the voices of employees with disabilities and generations, offering individuals from underrepresented Groups a platform to showcase their unique perspectives to senior leaders. The program is set to commence in the first quarter (Q1) of 2024, fostering a more inclusive and dynamic organizational culture.

To promote Diversity, Equity, and Inclusion at the local level, the Global Delivery Centers (GDCs) have launched the "One GDC Women Mentoring Program". This program pairs 16 mentors with mentees and is specifically tailored for mid-level female professionals across different countries. The initiative is designed to provide dedicated support for their career development, foster innovation, and empower them to take on leadership roles.

5.3.5.4 Belonging at Atos

[GRI 405-1]

At Atos everyone should feel valued, appreciated and free to be who they are at work. Their authentic self. The Group supports its employees to feel safe, supported and accepted in the workplace so they can thrive, bringing their best to the business. This enables the attraction and retention of talent who can bring in their ideas, insights and collaborate to develop innovative solutions and outcomes.

Globally Atos has created opportunities and space for authentic conversations and exchanges on a range of topics and lived experiences. The Group has held joint events including the DEI Summit with partners SAP. 2,173 people attend the sessions from 35 organisations in 37 countries. There were 1.1m post reach impressions on social media, 10.5K LinkedIn video views. Extensive celebrations and awareness events also take place globally and regionally for events such as International Women's Day, and Pride Month.

As with all the communities Atos celebrates, champions and welcomes members of the LGBTQ+ community. Across 2023 the Pride network has held dedicated webinars and panel discussions for Pride Month, World AIDS Day and International Day of Transgender Visibility. The International Day Against Homophobia, Transphobia and Biphobia was marked on May 17th with advice for supporting and protecting the LGBTQ+ community. There was also a celebration of Lesbian Visibility Week, Bisexual Awareness Week and International Non-Binary People's Day. Topics included "How to be a Trans Ally in the workplace" as well as an intersectional webinar brought jointly by the Armed Forces and Pride Networks, to recognize the impact LGBTQ+ people have had in the Armed Forces.

Alongside these events, the Pride network regularly engages employees about LGBTQ+ issues, topics and interesting developments via their Yammer community and on social media.

As an organization Atos has promoted trainings that raise awareness, address bias and highlight issues facing the LGBTQ+ community, has taken action to introduce local policies that support this community such as Transitioning Guidelines or Family Friendly policies that are gender-neutral.

Atos also actively partners with external organizations such as L'Autre Cercle. In 2019 the Group pledged its support for the LGBTQ+ community by signing the UN Standards of Conduct for Business and L'Autre Cercle Charter of LGBT+ commitment. Atos has deepened this commitment by becoming a Gold Partner to L'Autre Cercle's Role Models program and during the last 3 years participated in Odyssey for Equality, a project focused on how to build in the future a fully inclusive working environment for the LGBTQ+ community. In 2023 the Atos Group participated in an open Autre Cercle workshop discussing making better progress in International Mobility protections for LGBTQ+ people.

5.3.5.5 2023 Successes and Awards

Alongside developing its DE&I framework and overarching principles, Atos set several short-term actions for 2023. These actions spread across the strategic pillars in Tech Foundations and Eviden.

A few examples of what was achieved in 2023 range from raising awareness and educating team members through hosted initiatives like International Women's Day, He for She, Drop in at New Atos and Pride Month; to collaborating with partners and clients during hosted events and partner forums or training people to be facilitators for the #Iamremarkable initiative; to working with new and existing external partners such as L'Autre Cercle and Valuable 500.

Since 2022 Atos has been recognized for its DE&I efforts globally and regionally, with the following awards and recognitions:

- the Together and Adapt Networks have been named in the Global Diversity List 2023 in the Ethnicity Networks category (1);
- Adapt and Together shortlisted for "Outstanding Disability Network of The Year" by British Diversity Awards (2);
- Together Network Co-Chair has been shortlisted for the Rising Star Award in this year's Diversity, Equity and Inclusion in Tech Awards;
- 3 Finalists in ISG Women in Digital awards in EMEA (3);
- Atos UK&I recognized by Great Place to Work® as one of the UK's Best Workplaces™ for Women;
- European Awards Great Place to Work™ – Certified Organisations UK 2023;
- UK's Best Workplaces™ for Women 2023 (4);
- UK's Best Workplaces in Tech™ 2023 (5);

1) *THE LIST 2023 | GlobalDiversityList*
2) *Atos.jpg | SHORTLIST 2023 (britishdiversityawards.com)*
3) *ISG Women in Digital Awards | Defining Leadership for the Future | ISG (isg-one.com)*
4) *UK's Best Workplaces for Women™ 2023 | Great Place To Work® UK*
5) *UK's Best Workplaces in Tech™ 2023 | Great Place to Work® UK*

- Atos Group is ranked #83 out of 850 in the Financial Times-Statista Diversity Leaders rankings for Europe [1];
- Atos IT Services UK Ltd. was confirmed as one of the UK's Best Workplaces for Women 2023 ("super large" category);
- Placing 83rd/850 companies on the Financial Times Diversity Leaders List;
- Times Top 50 Employer for Gender Equality in the UK and Ireland (5th year in a row) [2];
- SHARE Equality certification by Women on Top in Greece;
- Recognized as a Diversity Leading Company by Equipos y Talento in Spain;
- Recognised as "Best Women Talent Company 2023" as one of the Top 20 companies in Spain committed to the visibility and promotion of women in business, in addition to being a "Top Diversity Company" – one of the Top 50 companies in Spain with the best Diversity practices by Intrama.

5.3.5.6 Atos employee networks and partnerships

Across the organization Atos is continuously working to build a stronger sense of community, drive advocacy, allyship and awareness, and create an environment of safe space and belonging. The Group has taken a strategic course into advancing its affinity Groups to Communities and Employee Resource Groups that each drive actions, initiatives and programs aligned with their specific mandates.

In 2023, in partnership with the networks, Atos:

- developed greater allyship delivering activations like Men's Mental Health awareness webinars and posts delivered between Atos Adapt and Atos Inspire; an awareness webinar on World Aids Day jointly delivered between the Atos Pride and Atos Adapt network; or its Use of Pronouns and Accessible Language guide which was produced in collaboration with its Atos Pride network and launched as part of its International Women's Day program;
- celebrated International Women's Day hosting series of global panel discussions and featuring video insights from Atos' leaders; The discussions cantered around the #embraceequity theme included topics such as The E in DE&I, Understanding the Equity Challenge and the Myth of Meritocracy and more;
- recognised culturally significant events and celebrations. These included a 2023 cross-company collaborative panel discussion on the History of Juneteenth; A week-long celebration of Black Owned Business and Unsung Heros in Technology for Black History Month and a Red Cross blood drive – both in the US and Diwali celebrations across its various offices and regions. The multiculture community in UK involved Atos employees in many activations such as Iran Awareness Session by Atefeh Eslahi highlighted Iran's culture and current affairs; Lunar New Year's celebration; Year-round Imposter Syndrome Sessions, provided support and practical tips for overcoming imposter syndrome;
- Together Network featured a Vaisakhi Lunch explaining Sikh traditions and a "Cook Your Culture" event for Eid Al-Fitr, sharing insights and dish tutorials. The Empower Sponsorship Programme, concluding in May 2023, paired underrepresented employees with senior mentors to enhance diversity representation in line with the Ethnicity Diversity Pledge;
- Atos included Aspirations promoting tech industry entries for minority students. June commemorated the 75th Windrush Anniversary with a documentary screening. Refugee Awareness Week in June featured a panel discussion on refugees and people seeking asylum. UK celebrated Black History Month with two events, including a lunch and learn and a mini-panel;
- continued to nurture and develop its existing diversity driven partnerships with organizations such as SAP.

In addition, Atos is an active member of numerous DE&I focused organizations or partnerships. Through these the Group has signed charters and made focused commitments in progressing DE&I and driving change. Examples include:

- L'Autre Cercle Charter of LGBT+ commitment and Gold Partner to L'Autre Cercle's Role Models program;
- AARP pledge (supporting employees over 50);
- member of the Valuable 500 (supporting the accessibility needs of its employees) [3];
- TechPact pledge North America;
- signatory to parity.org (advancing women into senior roles);
- member Business Disability Forum Partner [4];
- signatory to the UN Standards of Conduct for Business;
- UN Women in Asia Pacific member;
- partnership with NASSCOM in India;
- partner with Women in Africa on the WIA Code program;
- strategic partnership with Talent in Africa;
- member of Microsoft Canada's Global Partner Solutions Women's Council.

1) FT-Statista Diversity Leaders ranking and full methodology
2) Atos named a Times Top 50 Employer for Gender Equality 2023 - Atos
3) ATOS - The Valuable 500
4) Partners - Business Disability Forum

During 2024 Atos will continue to support its networks to drive progressive development, actions and focus. The networks strongly focus on improving awareness, educating people on key topics, sharing stories and experiences, and advancing advocacy around issues of prejudice, barriers and discrimination that affect different communities.

5.3.6 Accessibility and Digital Inclusion

5.3.6.1 Global Accessibility and Digital Inclusion Governance

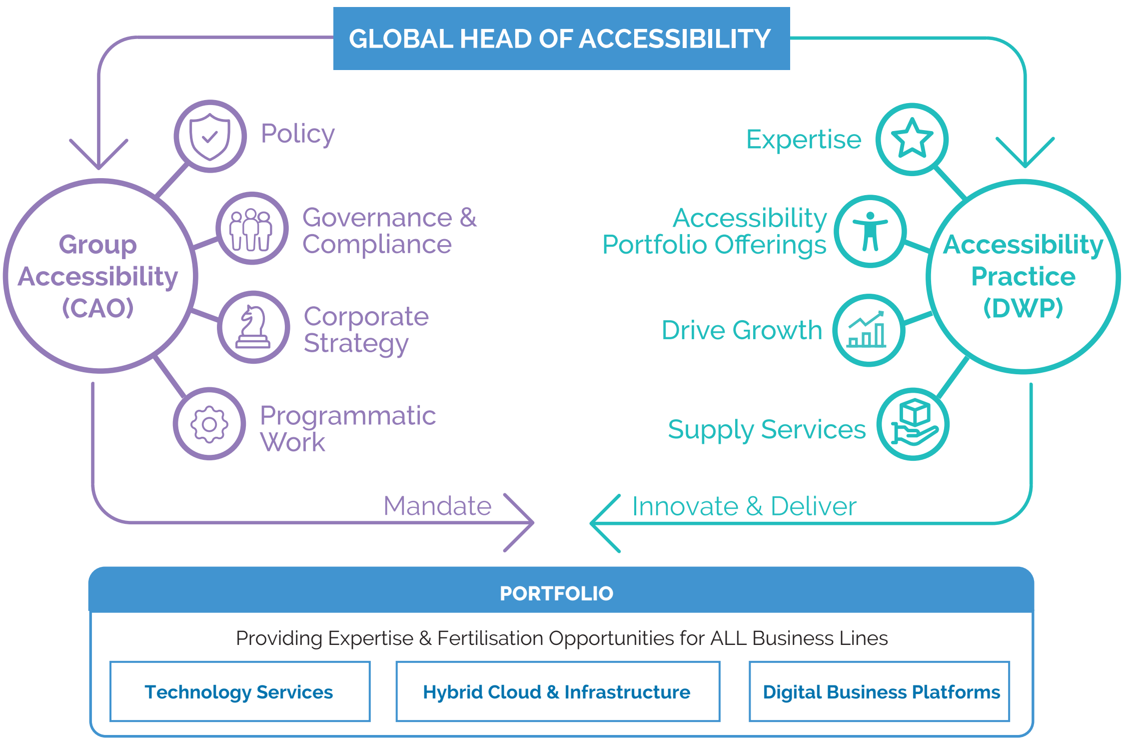
Accessibility and Digital Inclusion are part of Atos values, embedded in its statement of purpose by which Atos aims to enable people "to live, work and develop sustainably, in a safe and secure digital space". Ensuring that digital technologies and services are accessible and inclusive is crucial to provide everyone with appropriate support and the opportunity to reach their full potential, especially since remote and home working have become more frequent.

Atos has built upon the work done in previous years to deliver Accessibility, Digital and Disability inclusion for both its employees and clients. Through a comprehensive global program, practice and governance structure, it continues to deliver and build an inclusive and accessible organization and services.

The governance relation between Group Accessibility (GA) and Accessibility practice is illustrated in Figure 1 below. Atos has appointed an executive leader for accessibility as part of the global management team empowered to drive the program and grow its accessibility offerings. The global head of accessibility is supported by a full-time accessibility and digital inclusion governance program manager and process manager.

Group Accessibility (GA) is part of the Chief Administration Office (CAO) and is accountable for the Group's Accessibility and Digital Inclusion policy, corporate strategy and provides governance, compliance monitoring and reporting. The Group Accessibility cooperates with other areas of the business to support programmatic change in areas such as Human Resources, Procurement, Marketing and Communications etc. Group Accessibility funds workplace adjustments and programmatic work, which are delivered through the accessibility practice portfolio and expert consultants. The accessibility practice is housed in Tech Foundations – Digital Workplace (DWP).

Digital Workplace Accessibility practice provides expertise and resources to Group Accessibility to support the wider business. The DWP Accessibility practice delivers external services to clients as part of the DWP portfolio offerings. Group Accessibility and Accessibility practice both combine to provide support to the other business lines. The Accessibility Practice [1] continued its development with Regional Heads located in France, Germany, Iberia, India, North America and UK&I, along with experts in Bulgaria, Poland, Switzerland and Austria accelerating the global-to-local program implementation into customer offerings.



1) *Atos Accessibility and Assistive Technology – An Inclusive End User Experience (IUX).*

5.3.6.2 Global Accessibility and Digital Inclusion policy and program

This Atos Global Accessibility and Digital Inclusion policy [1] was first signed in 2019, updated in 2021 and reinforced in 2023.

In 2021, Atos initiated a Global Accessibility and Digital Inclusion governance program with a dedicated program manager to implement the Accessibility and Digital Inclusion policy. This global program focuses on 3 key program themes with 20 main workstreams:

- **Business:** addressing accessibility enablement for portfolio, partners and Alliances, client experience, sales and presales, global to local initiatives for geographies or Global Delivery Centers;
- **Internal:** addressing accessibility operational excellence in the quality and audit, compliance, corporate data for reporting, internal events, employee relations and communications, HR, internal IT, knowledge and competence, procurement, portfolio and workplace adjustments business areas;
- **Ecosystem:** addressing reporting, brand and marketing, events like Global Accessibility Awareness Day (#GAAD) and International Day of Persons with Disabilities (#IDPWD), external relations with social partners such as Valuable 500, the ILO Global Business Disability Network, the Business Disability Forum, the WeThe15 movement, as well as different regional Non-Governmental Organizations (NGOs) or public development agencies, professional bodies.

Atos' vision

Be the recognized leader in its industry for accessible and disability inclusive experiences & services

3 Scope Approach

Delivering Full Ecosystem Accessibility

Applying the same structured approach to digital inclusion as for decarbonization

1. Direct impact from owned or controlled resources, products and services
2. Indirect impact from purchased resources products and services
3. Indirect impacts that occur in the value chain including upstream & downstream

Accessibility governance and 3 key program themes with workstreams

Business

1. Portfolio
2. Partners & Alliances
3. Client Experience
4. Sales & Presales
5. Global 2 Local/ Business Units
   - I. Geographies
   - II. Global Delivery Centres

Internal

1. Quality & Audit
2. Compliance
3. Corporate Data for reporting
4. Internal events
5. Employee Relations & Communications
6. HR
7. Internal IT
8. Knowledge & Competence
9. Procurement
10. Portfolio compliance
11. Workplace adjustments

Ecosystem

1. Brand and Marcoms
2. Events
3. External relations
4. Professional bodies
5. Reporting

Atos has decided to adopt a holistic approach to reach as many people as possible, aiming to improve the experience for all individuals, surpassing the estimated 16% of people with disabilities [2]. The approach is to deliver Full Ecosystem Accessibility by applying the same methodology to accessibility and digital inclusion as for decarbonization with the aim to reduce negative externalities of exclusion through cumulative improvements across all areas of the business. The 3-scopes in which Atos can impact accessibility and digital inclusion encompass:

- **Direct impact** from owned or controlled resources, products, and services;
- **Indirect impact** from purchased resources, products, and services;
- **Influence** that occurs in the value chain including upstream and downstream.

The program is two-fold, addressing the Group's own transformation to be an inclusive Company on a global level as well as delivering technologies and services to its clients fostering their inclusive digital transformations.

The accessibility services and solutions have been consolidated into a unified global dedicated portfolio delivered by or with support of the Company's accessibility practice. To underline the importance of the Accessibility and Digital Inclusion governance, regular steering committees are held with stream leaders and key stakeholders.

The Atos Book of Internal Controls includes controls linked to the policy and program implementation with tests on legal compliance, accessible facilities, accessible internal IT environment and accessibility in project and product management life cycles.

Following the implementation of new processes, new controls are being set up to test the process within the accountable function supported by the Group Accessibility. An example of this is the accessibility assessment process for new vendors in Request for Proposal (RFP) and Request for Quote (RFQ) and the inclusion of accessibility clauses in relevant new supplier contracts in procurement.

1) *Accessibility and Assistive Technology – An Inclusive End User Experience (IUX) – Atos.*
2) *WHO 2023.*

5.3.6.3 Highlights of 2023

Atos continues to engage relevant stakeholders and contributors on its key pillars to reach a next level of excellence for its employees and clients, with continuous addition of new accessibility tools and features in the Digital Workplace practice. The objective for Atos Digital Workplace is to offer assistive technologies and accessible solutions for all employees and clients regardless their role or location, and to continuously improve compatibility with other applications.

Additionally, Atos continues to leverage Microsoft M365 assistive technologies in several areas such as speech recognition, text to speech, accessible color themes and semi-automated accessibility compliance controls including numerous concrete features that got deployed and promoted via demonstrations:

- **Microsoft Teams:** speech recognition enabled products, dictation, real time captions, translation to 90+ languages, background noise suppression, high contrast mode, PowerPoint Teams Live presentation features, user Support Hub: Chatbot e.g., beneficial for people with auditory or speech impairments but still being fully optimized on accessibility features, tests of Copilot as an assistive technology especially for neurodivergent conditions;
- **Microsoft O365:** dark/high contrast mode, use of screen readers, Accessibility Checker (for creating content) and Immersive reader to support neurodivergent conditions and non-native speakers of languages.

Since 2021, assistive technologies can be requested by employees via PISA (Platform for Internal Services @ Atos), reducing delays to access assistive technologies, removing the requirement to prove disability and enable a culture shift to a more inclusive employee experience. In 2022, Accessibility conformance was added as a quality gate for internal applications.

A multi-year remediation plan for existing internal tooling as well as global-to-local collaboration pilots have been designed and agreed to be launched in 2024. This will enable concerted globally versus locally compliance actions for globally deployed IT internal tools. Main improvement areas of internal IT systems that have been identified are alternative texts, contrast ratios, keyboard navigation within and between pages, alternatives to audio contents, resizing compatibility and distinct focus on active element. The existence of local General Data Protection Regulation (GDPR) related constraints of third-party tooling not enabling the usage of Cloud-based assistive features in some geographies has been discovered. The new quality gate shall reinforce those improvements for new tooling.

Content creators received training on how to create accessible documents and use the Accessibility Checker in O365 as part of document creation processes for all corporate documents. Branding has been designed to meet the Web Content Accessibility Guidelines (WCAG) AA requirements with colour contrast using the branded colour palettes as well as improved font legibility. Accessibility experts have been supporting marketing and creative teams with regular reviews and meetings to define roadmaps for implementation of further trainings and improvement proposals. New brand webpages for Tech Foundations and Eviden are planned, and processes changed to deliver improved accessibility of web features. Atos has entered the partnership with Accessibility Cloud to provide automated and manual testing and better reporting on Accessibility status. New awareness trainings and alerts for web content creators will contribute to improved web content accessibility.

During the Company transformation, Atos provided Accessibility expert consulting support to Human Resources focused working Groups on transformation topics.

A maturity model assessment was conducted globally in recruitment and on-boarding, retention and progression and skills and learning in 2022. The report from the assessment resulted in diverse improvements being recommended focusing on the accessibility of entry point applications, harmonized systems and procedures across geographies, and where disability related data could be collected improving and harmonizing systems. Work is ongoing to improve support processes for employees with disabilities to voluntarily self-declare their disability status.

There has been an ongoing communications campaign to inform employees about the availability of accommodations and mechanisms for accessing assistive technology and accessibility support. Additional resources have been made available to support the provision and processing of workplace adjustments. Work in this area to harmonize and globalize processes is a key part of the work ongoing in the multi-year plan.

Similarly to 2022, focus in 2023 was put on mandatory trainings available globally and locally:

- all 2023 **mandatory training modules are compliant with Accessibility Standard** WCAG 2.1 AA. This means that the content has been designed in an accessible format including the use of transcripts, closed captions and alternative texts for images;
- "**Accessibility and Digital Inclusion in Atos**" – the training on the policy and program got deployed and widely promoted, targeting all employees (available in French, German, Spanish and English);
- **new trainings on Accessibility** have been created and made available for employees. A further evaluation project is in progress to look at the requirements of specific Accessibility training for employees to make sure that employees have the right skills to carry out their role specific requirements for Accessibility.

In 2023 Atos successfully developed and rolled out a new end-to-end process to assess the Accessibility maturity of new vendors during RFPs for defined product categories and subcategories within the inclusion and Accessibility scope. This has been achieved via a standardized Accessibility questionnaire adapted to the suppliers size and implemented in the Atos tool. The global Procurement team has been providing Accessibility maturity scores to buyers (traffic light system), and Accessibility experts support buyers in the negotiations of new mandatory Accessibility contract clauses, specified per product Groups and maturity score. The Accessibility team provides a “support desk” that evaluates the need for further Accessibility tests providing them when required. It also advises on regulations and applicable contract clauses.

Through this new process, accessibility is also part of the evaluation process for Learning and Development products and services providers during RFPs and considered in talent development programs (like FUEL and GOLD).

The new process was introduced following a global mandatory “Accessibility for Procurement Training”, which is now deployed as one of Learnings in internal learning platforms. The effectiveness of the new processes will be tested and evaluated via internal controls conducted by Procurement and communicated to Group Accessibility. In 2024 an adapted process for the maturity assessment will be developed, tested for current suppliers with appropriate contract clauses created for outsourced services and IT FP-Services categories.

5.3.6.4 Building and sharing knowledge and professionalization

Knowledge sharing and training on Disability and Accessibility have been key topics since 2021.

The Group has deployed its first curriculum that included assessment on Accessibility and Digital Inclusion available for all Atos employees. It has been promoting the Accessibility policy and program since introduction in 2022 emphasizing importance and everyone's impact on communications and accessible documents. In 2023, the Atos Accessibility team created three new courses: for buyers in Global Procurement on Accessibility assessments of suppliers, for the service desk, and for social media Accessibility. Microsoft Word, Excel and PowerPoint Accessibility courses are to be released soon.

Atos certifies its Accessibility experts with the International Association of Accessibility Professionals (IAAP) and reached a total of 51 certified experts by the end of 2023 (27 CPACC, 12 WAS, 10 CPWA and 2 ADS); early 2024, 21 more certifications are planned (3 CPACC, 4 WAS, 10 CPWA and 10 ADS). Atos received the most IAAP recognition awards of any member organization in 2023.

An Accessibility pilot on the inclusion of employees with disabilities was conducted in FUEL for Emerging Leaders talent program in 2023 – providing captions, accommodations and customized support during the training phase, while a team of talents worked on "Atosian Accessibility Enablement", a project to identify solutions supporting increased organizational wide awareness, especially in the portfolio, sales and presales communities.

The Accessibility Champions program created by a former FUEL talent team is now led by the Global Accessibility Academy and Accessibility Knowledge Lead. This program enables people to access training and gain certifications. The Accessibility Champions Program has a dedicated Yammer community with 94 champions having achieved the certification (+49 new level 1 Champions in 2023, compared to 45 in 2022) and 135 enrolled as Champions. Atos' Knowledge Lead presented on "Digital Accessibility: A Strategic Edge Through Apprentices" for Purple Beard Training – one of the approved learning providers for the Digital Accessibility specialist apprenticeship that Atos led the work on creating.

The Intranet Accessibility portal provides information on the Accessibility practice, policy and program (including information on global access to workplace adjustments). It also provides up-to-date information on training materials and a calendar for events such as:

- operational steering committees;
- open online events of key days in the disability inclusion calendar such as:
  - Global Accessibility Awareness Day (GAAD) [1] every May for 9th year,
  - Innovation in Disability Inclusion event for International Day for Persons with Disabilities [2]/Purple Light Up [3] in December where executive employees, Accessibility team and partners celebrate people with disabilities at the workplace for the 3rd time.

Atos as a Group has been actively engaged in professionalization initiatives for accessibility:

- the work initiated on the Digital Accessibility Specialist Apprenticeship Standard in 2019 (Atos chaired the trailblazer Group), fully approved with a funding band agreed by the UK Department for Education with courses that are now live and available from multiple learning providers;
- in 2023, Atos has submitted a proposal to GIZ develoPPP for Fostering Accessibility Competence and Inclusive Employment Alliance, with the objective to train Accessibility specialists and personal assistants (focusing on disability support skills). The aim was predominately to provide training for individuals with disabilities, and enabling them to obtain meaningful employment after their cohort between 2024-2026 in Cairo, Egypt [4];
- Atos has pursued its Accessibility Academy scheme taking on 2 apprentices on a two-year cycle, with the latest having completed the program in 2022 and the next cohort having started in 2023. Discussions are ongoing with learning providers and potential partners to extend the scheme to other geographies including Germany and the United States;
- the graduates among the alumni of the scheme continue to work in accessibility as recognized experts within Atos and the sector, contributing to the work of the International Association of Accessibility Professionals for the "Strategic Leader in Accessibility (SLiA)" Recognition [5];
- active advice to several organizations on accessibility organizational maturity and programs.

1) *Global Accessibility Awareness Day 2023.*
2) *2023 Innovation in Disability Inclusion Event webpage.*
3) *Atos Purple Light Webpage 2023.*
4) *Fostering Accessibility Competence & Inclusive Employment Alliance.*
5) *International Association of Accessibility Professionals to create a certification for a "Strategic Leader in Accessibility (SLiA)".*

5.3.6.5 Fostering entrepreneurship and innovation in disability inclusion

In 2023, Atos successfully supported mentoring for its second virtual development partnership with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) as collaboration of the MakeIT Alliance (an initiative with the German Federal Ministry for Economic Cooperation and Development, BMZ), the ICT 4 Inclusion Challenge – India Edition 2022 [1].

The challenge aimed to "Mitigating the impact of climate change on people with disabilities" through proposed solutions from over 400 interested teams, of which 16 were eligible and 7 intermewed by a high-profile jury, resulting in 3 winning teams which were accompanied by tailored mentorship as part of the Impact Transfer Program from Zero Project in 2023. Also, the Africa 2021 edition of "Shaping inclusive education for people with disabilities in Africa" had continued for a 3-month tailored mentoring for the 3 winning teams to support scaling the solutions in 2023.

Building on this initiative, Atos partnered with GIZ, Zero Project, Fundación Descubreme and Inclusive Creations to create the Zero Scaling Solutions Program [2] which has a full curriculum of support for entrepreneurs.

In France, a new edition of Handi-Entrepreneurs [3] coordinated by the "Mission Emploi Handicap" [4] supported the innovation process and the entrepreneurial spirit of people with disabilities.

5.3.6.6 Working with strategic partners and disability organizations

The Group has continued to develop and deepen its relationship with different business and supplier partners on the topic of accessibility, examples being Amazon, SAP, Salesforce and Google. Atos has further improved the joint partner offering for Accessibility as a Service (AAAS) with Microsoft [5] and has hold regular meetings as part of its joint Center of Excellence to deliver more inclusive experiences in this partnership. Microsoft named Atos as a finalist in their 2022 Partner Awards in the Category "Inclusion Changemaker" [6]. Building upon this, Atos presented on accessibility in partnership with Microsoft as part of Microsoft Inspire 2023 and also on "EAA: to advance accessibility in Europe" as part of Swiss Federal Office for Equality for Persons with Disabilities (BFEH) E-accessibility conference [7].

In 2023, Atos started a new long-term partnership with Accessibility Cloud to combine automated testing with manual expert accessibility audits that can be tracked in an accessible management dashboard to help track and improve web accessibility and compliance with standards at scale. Atos will use Accessibility Cloud for its internal accessibility work as well as including it as a portfolio offering.

Atos has continued its commitment to work with International Labor Organization (ILO) Global Business Disability Network as Chair in 2023 with diverse contributions and participated in the GBDN Conference in Geneva in November as well as to panel discussions on "No social and environmental sustainability without disability inclusion" [8] and "Climbing the career ladder: developing talent with disabilities".

At the Zero Conference in Vienna 2023, Atos contributed with 2 fireside chats on the ILO Self-Assessment Tool and the Atos Approach of "Treating Exclusion Like Pollution". Atos also continued membership with Business Disability Forum, International Association of Accessibility Professionals (IAAP), and The Valuable 500. Furthermore, the Group participated in Inclusive India Conference and Accessible Europe: ICT 4 ALL.

Atos is an active partner of the Valuable 500 (a partnership of 500 Companies aiming to accelerate disability inclusion and end exclusion through business). The first Valuable 500 commitment was signed by Atos' CEO in 2019 and this commitment was renewed in May 2023 with a new vision and wide-reaching long term-goals [9]. The Tech Foundations CEO was personally engaged as the executive mentor for Generation Valuable which is part of Atos commitment to learn directly from its employees with disabilities. The intent is to provide executives insights on how to enable a culture of belonging, trust, and opportunity at all levels of the organization simultaneously addressing the gap in disability talent.

Atos' employees have been actively contributing to Valuable 500 by being part of the advisory board [10] and participating in the Self-ID Resource Guide, as well as in the Generation Valuable program. The new commitment also implies participating in Collective Action against the most significant systemic barriers to inclusion: Inclusive Reporting (Valuable 500 KPIs), C-Suite storytelling/Leadership, and Representation.

1) *Atos GIZ Joint ICT 4 Inclusion Challenge Webpage.*
2) *Scaling Solutions Program.*
3) *Atos Press Release "Atos dévoile les lauréats de la 14ème édition de son concours handi-entrepreneurs".*
4) *Atos webpage of French Mission Emploi Handicap.*
5) *Microsoft Marketplace Consulting Services – Atos Accessibility As A Service.*
6) *Atos Press Release on Atos named Finalist in Microsoft's Inclusion Changemaker Award.*
7) *Swiss Federal Office for Equality for Persons with Disabilities (BFEH) E-accessibility conference of November 16, 2023.*
8) *No social and environmental sustainability without disability inclusion Panel for ILO.*
9) *https://www.thevaluable500.com/companies/atos*
10) *The Valuable 500 Advisory Board Members.*

Atos decided to address disability representation in senior management encouraging existing C-Suite and senior managers with disabilities to self-identify as such, supporting them to become positive role models for future generations – with a start of a movement in 2023 with for example the General Counsel of Atos North America sharing about her dyscalculia, dysgraphia and dyslexia and the abilities and assets of employees with neurodivergent conditions. [1]

To replicate the success of Generation Valuable, Atos plans a pilot that supports and mentors the next generation of middle managers with disabilities in their career progression into senior roles, and so replicating Generation Valuable across the organization with a reverse mentoring pilot matching employees with disabilities of diverse conditions, geographies, gender, and age with senior leaders. This initiative seeks to elevate the voices of employees across generations and with disabilities, offering to showcase the unique perspectives and first-hand experiences to senior leaders. The program is set to commence in the first quarter (Q1) of 2024, aiming to prepare next steps to foster a more inclusive and dynamic organizational culture.

In parallel, a new global survey shall enable anonymous voluntary self-identification for all employees with disabilities or who experience accessibility barriers which can create a situation of disability – this shall enable the organisation to gain better data on companywide foundational needs for the creation of a universally more accessible and inclusive employee experience.

Atos also supports Purple Space, BATA (British Assistive Technology Association), and Tech Share Pro and is working to deliver the Paralympics and other key parasports events as well as supporting the broader diversity and inclusion initiatives of the International Paralympic Committee such as the “We The 15” movement.

5.3.6.7 Employee Resource Groups and initiatives

The Atos Employee Resource Groups (ERG) and disability inclusion networks, Adapt network [2] and AdaptAbility support employees with physical or mental disabilities or health conditions as well as their allies to manage their impairment to reach their full potential in the workplace whilst contributing at work.

The ERGs assist employees who need to adjust the way they work and can rely on Atos' comprehensive workplace adjustment policy designed to build disability confidence across the organization.

From its starting point in the UK, Atos Adapt has actively worked to open the network to other countries. Atos Adapt runs events, webinars, and programs for the WeThe15 human rights movement [3]. The focus is on raising awareness of mental health, disability and wellbeing through education resources, webinars. It promotes events and programs at local level to support culture change and ensure employees feel able to self-identify in line with the Group Policy and Program.

Atos Adapt successfully worked with the UK Diversity and Inclusion Lead on gaining the final level 3 of Disability Confident for Atos in the UK. The work of the network chair was recognized with the Top 10 Future Leader 2022 Ethnicity Award [4] and in 2023, Atos Adapt has been shortlisted for Outstanding Disability Network of the Year at the European Diversity Awards [5] and British Diversity Awards [6] and being listed in the Global Diversity List [7]. For International Day of Persons with Disability, the network published a blog for celebrating Positively Purple [8].

In 2023, Atos Adapt set up a safe space and dedicated community for employees within the autism spectrum and to support individuals with impairments, health conditions and neurodivergent conditions that can result in disability. The network collaborated with and consulted the Group's Accessibility and DE&I functions sharing experience on reverse mentoring in UK to build the first global reverse mentoring pilot concept for employees with disabilities.

1) *Five things business leaders can learn from people with disabilities Blog.*
2) *Atos Adapt Webpage.*
3) *Atos WeThe15 Movement webpage.*
4) *Top 10 Future Leader 2022 Ethnicity Awards including Atos Adapt Lead.*
5) *European Diversity Awards Shortlist 2023.*
6) *British Diversity Awards 2023.*
7) *Global Diversity List 2023.*
8) *Positively Purple Blog 2023.*

In a voluntary capacity, Atos employees contribute to many Accessibility and Inclusion initiatives including:

- International Association of Accessibility Professionals;
- World Institute on Disability [1];
- Neurodiversity Initiatives with neurodiversity internships in Atos UK;
- Awareness training for managers and HR on Neurodiversity provided by Genius Within CIC to support neurodivergent individuals access placements via the UK "KickStart Scheme";
- Mandate in the French National Advisory Council for People with Disabilities in the Working Group of European and international issues, application of conventions (CNCPH);
- "100% Handinamique" Association for Young Active People with Disabilities in France;
- "Access to Hope" Association for Infrastructure Accessibility in India;
- AXSChat online accessibility community;
- Membership of Diversity and Inclusion Advisory Board UK Institute of Coding;
- Advisor to Billion Strong Disability Charity focused on positive disability identity.

5.3.6.8 Awards and recognitions

In April 2023, Atos was finalist in Disability Smart Awards 2023 [2] with the Disability Smart Leader Award for the work of Neil Milliken (Atos) and highly commended recognition for Disability Smart Learning and Development Award for Atos Accessibility Learning and Development.

In 2023, Atos received 4 Awards from the International Association of Accessibility Professionals (IAAP) during the M-Enabling conference [3].

Atos Head of Accessibility Neil Milliken was also named in the Disability Power 100 2023 List, coming 2nd in the Digital and Tech category [4].

5

1) World Institute on Disability Board Members.

2) Business Disability Forum Smart Awards 2023.

3) Accessibility wards IAAP 2023.

4) Disability Power 100.

5.3.7 Employee Engagement

5.3.7.1 Employee Experience Program

The various Employee Experience programs and initiatives across the Atos Group offer employees a workplace where they can grow and flourish (professionally and personally) thanks to an increasingly hybrid working environment, and to the reassurance that all situations are managed with fairness and in accordance with prevailing rules around ethics and human rights.

Programs and initiatives have evolved through both familiar and innovative approaches to key aspects of employee wellbeing – including physical, mental, and social, to extensively involving employees in obtaining feedback and active involvement in brand pride and engagement, both internally and on social media. Recent examples included "What Atosian are you?" where Atos employees completed a short survey to connect their traits to a corporate value, and the social media launch of the new Eviden corporate values.

Mental health is high on the agenda year round, and features in key annual events like Movember and International Men's Day and in improving provision of measures like Mental Health First Aiders, improved offerings from 3rd party providers, and greater education on recognizing and assisting colleagues needing support; physical wellbeing is promoted both globally and locally through events such as GAGE (Go Atos, Go Eviden) – a virtual expedition competition motivating teams to get moving, which is now established as an annual event. Social wellbeing sees more initiatives, webinars and forms to enable remote and hybrid workers feel more connected to colleagues and reinforces a sense of belonging. A constant focus on wellbeing shows improvements in absence levels and presenteeism, and greater experiences and continuity for our clients.

Programs are driven by a network of people from all parts of the organization, via teams or squads of leaders covering every part of the organizational matrix. This network approach matches global strategy to local priorities, local context and shares best and "next" practices from across the Company, where business areas can learn from trialed initiatives and adapt them locally to suit need.

Given the Atos corporate strategy to split the Group into two distinct business lines (Tech Foundations and Eviden) and the nature and timing of both the transition, and the timing and issuing of survey results and certifications, it was decided at Group level not to conduct the annual Great Place to Work survey in 2023. Transformation pulse surveys, more regular Group and local/regional/business line Town Halls/All-Hands calls, and engagements with employee forums meant the Group was able to measure perception and engagement throughout complex organizational transformation.

In the last Global Transformation Pulse Survey, the largest survey conducted at global scale and conducted in June 2023, 3,333 employees responded. 73% of respondents felt "communication around the transformation was sufficient". 65% "identified with the new brand story for their entity (Tech Foundations or Eviden)", and 63% "felt prepared for the completion of the overall carve out." [SASB TC-SI-330a.2]

Smart working conditions

[GRI 2-7]

Atos provides permanent, full time working relationships with its employees: 99% of the total workforce is on permanent employment contracts and 94% is full-time. Atos accepts part-time work when an employee considers it better for his or her work-life balance; part-time is at the initiative of the employee, not of the Company.

Atos operates in a collaborative mode, which allows remote working and provides employees with more flexibility to find a work-life balance. All the initiatives to promote a smart and healthy work environment have helped to reduce the Company's inter absenteeism rate.

The absenteeism percentage regarding the direct operational workforce in 2023 was 1.61% [A16].

In addition, the total number of work-related accidents was 39.

5.3.7.2 Recognition and Loyalty

Atos Group Compensation and Benefit Principles

Compensation and Benefits cover several elements including **base salary, variable pay, long term incentives, benefits** and **recognition**. In designing and executing each of these, the key principles to be achieved are:

- attract and retain talents;
- motivate and reward performance both collectively and individually in a balanced and competitive way;
- ensure fair and equitable compensation decisions.

To ensure that Atos achieves these, and remains competitive in the market, each aspect is regularly reviewed, and where necessary, redesigned or enhanced.

Whilst Atos operates at a global level it is important to note that many of the offerings need to be reviewed and deployed locally in all countries where it operates according to local specificities and regulation.

The Group conducts regular benchmarking exercises with various external expert partners to help provide intelligence and insight into lead practices and ensure competitiveness. Atos typically uses these for benchmarking base salary but now is widening that scope to understand more on benefits and variable pay in the market.

Base Pay

In all countries where the Group operates, Atos entry level wage (the lowest wage in Atos paid to a permanent full-time employee) is above the local minimum wage. This is aligned with the Atos commitment to a fair or living wage for all employees.

Atos is operating in 69 geographies and 91.3% of these countries have minimum wages dictated by law: where a minimum wage is dictated by law, Atos pays more than this level of wage [GRI 202-1].

Atos uses benchmark data both internally and externally when assessing pay. This data is used to help make pay decisions and support its principle to drive fair pay decisions. Pay levels are assessed against where they fall compared to the internal and external market median.

In addition to this, the Group also has a commitment to support equality and diversity and has built in data on diversity to ensure it makes informed pay decisions to help reduce any gender differences that may exist.

Gender pay-gap

[GRI 405-2]

Some differences of salary between women and men still exist, but the gap is further narrowing thanks to steps taken by the Group. Indeed, on a reporting scope covering 84% of Atos employees, the salary gap between women and men is less than 4.34% concerning annual basic salary, and less than 4.39% concerning total target remuneration.

In France pursuant to an agreement with unions, a special reserve is set aside every year to come on top of the traditional salary review exercise so that the relative difference in average income per category between women and men is reduced.

The French government requires each company of a certain size to publish the professional gender equality index (index de l'égalité professionnelle entre les femmes et les hommes [1]) based on the gender salary gap, the spread of individual increases, the number of increases following a return to work after maternity, parity amongst the 10 highest earners, and spread of promotions. A minimal rating of 75 out of a maximum 100 is required. In 2023 Atos France's score [2] improved from 88 to 89 points, covering 90% of the headcount of all Atos France entities.

The final element considered when assessing pay is performance. To this end, this data is provided to managers as part of the annual pay review. Together, these key data points enable the Group to drive towards rewarding based on high performance, ensuring competitiveness whilst also driving fair pay decisions.

Variable Pay

For all Atos employees that are eligible for bonus policy, variable compensation is determined on a semester basis, with there being 2 semesters per calendar year.

Atos variable pay schemes reward is based on a combination of successful company and personal performance.

In 2023, Atos focused on 3 key plans:

- **management roles:** their variable compensation is based on financial objectives, cascading Group budget at the relevant employees' scope (mainly External Revenue, Order Entry, Margin and Cash objectives) and an individual objective;
- **employees:** for those eligible (middle manager and contributor level) employees' bonus is based purely on their performance and assessed using their performance rating;

1) *Loi pour la liberté de choisir son avenir professionnel; applied through the implementing decree: Décret n° 2019-15 du 8 janvier 2019 portant application des dispositions visant à supprimer les écarts de rémunération entre les femmes et les hommes dans l'entreprise et relatives à la lutte contre les violences sexuelles et les agissements sexistes au travail.*

2) *This index score includes all Atos France entities except Atos International France and new acquisitions.*

- **global functions:** for those operating with a global scope, Group level financial measures (same metrics for management but on a Group wide measure) along with improvement target (or strategic objective for the function) are set.

There are some deviations from these due to local restrictions or legislation. A variable pay framework and flyers exist to capture the scheme rules and to cascade objectives to all employees and managers. Each employee has their bonus objectives captured on the system so they have a formal record and can access and view those objectives at any time.

Each semester, the Group Executive Board reviews the Global Variable Compensation framework to make sure that it is aligned with the Group's operational strategy. The Group Executive Board ensures that the Variable Compensation Policy encourages the Group's employees to deliver the best performance.

In addition to the variable compensation, in France and in the Netherlands, Atos set up local collective profit-sharing schemes, mainly based on the financial performance of the entity.

Stock Plans

Atos associates on a regular basis management and key employees to its stock performance through two main policies.

- Employee stock ownership plans

  Whilst no Employee Stock Ownership Plan has run in 2023, Atos regularly proposes Employee Stock Ownership plans to its employees, covering more than 98% of Atos employees worldwide. New employees coming from recently acquired companies are also eligible the soonest possible.

- Management long-term incentive plans

  Atos is strongly committed to associating and retaining its management and key talents with the long-term performance and results of the Group, notably through long-term incentive plans.

In a perspective of recognition and retention, Atos developed in 2023 an attractive long-term incentive plan with an allocation of three tranches to roughly 500 employees. The beneficiaries are Executives but also key selected employees among talents and experts. The definitive acquisition of the shares allocated under the Tranches 1 and 2 is subject to a presence condition and not to any performance condition. Only the acquisition of the shares allocated under Tranche 3 is subject to the achievement of performance conditions over a period of three years.

Among these performance conditions, a portion of the grant (25% of the total grant) is subject to the achievement of Corporate Social Responsibility (CSR) and internal-Human Capital conditions, as following:

- 12.5% of the grant are subject to ESG internal condition, linked to the training rate for Atos Group employees on Atos Code of Ethics, Atos Cybersecurity, Atos Safety Awareness and Atos Environmental Management System;
- 12.5% of the grant are subject to an internal Human Capital condition, based on the improvement of (a) the retention rate for Atos and (b) the satisfaction rate based on regular surveys.

For details, please refer to section 4.3 "Compensation and stock ownership of Company officers. The plan described above is named as Plan 2 in the section 4.3. The plan 1, not detailed in this section concerns only the Executive Committee and the Company Corporate Officers.

Benefits

- **Health care coverage, death and disability benefits**

There was a slight increase in the Company's employee benefits in 2023. The health care benefits coverage for permanent employees increased from 88% in the previous year to 95.5% in 2023. Additionally, the company expanded its disability benefits offering to nearly all permanent employees, with an increase from 92% in 2022 to 98.4% in 2023 [GRI 401-2]. Additional occupational medical/health benefits are rare in Germany, Austria, Switzerland and Sweden. In these countries, the compulsory health insurance is fairly comprehensive, so supplementary medical benefits are generally not necessary.

Death benefits are offered to 97.6% of permanent employees [GRI 401-2]. In Austria, Germany and Switzerland, death benefits are included in the pension plans and provided in the form of pension for spouse and children. In other countries, death benefits are mainly provided in the form of lump sum payments. The principal lump sum amount is sometimes increased according to the family status (France, Morocco, Denmark) and sometimes doubled for a death as a result of an accident (China, Japan, Thailand, Poland, Spain, Brazil, Chile, Mexico, and United Arab Emirates).

- **Coverage of the organization's defined benefit plan obligations** [GRI 201-3]

Funding strategies for defined benefit pension plans vary per plan and country and are set up to reflect the relevant local funding requirements, respecting legally required timelines for recovery plans for plans in deficit.

- **Other**

In addition to the health, death and pension benefits detailed, Atos provides a range of benefits as part of the total compensation package. These include company vehicles, flexible benefits, lunch vouchers, childcare vouchers, enhanced leave and more. Offerings vary by geography according to local regulations but are designed to enhance and ensure that the Group offers an attractive and competitive package in each respective market in which it operates.

- **Recognition Programs**

Recognition is a key motivating factor. To allow every great contributor to be recognized in a timely and transparent way, the Group has two key recognition tools it deploys:

- "Accolade" which empowers employees to nominate their colleagues and gives managers the possibility to instantaneously reward their teams according to three levels (Bronze, Silver and Gold) for exceptional performance. In 2023, over 8,000 accolades were awarded in individual or Group ceremonies;

- "SPOT awards" is an online recognition tool deployed for use across the globe. It is aimed at creating a culture of appreciation across the organization, which helps employees to acknowledge their colleagues' exceptional efforts and instantly share their appreciation through this recognition award. It aims at timely recognition and there are no approvals required. In 2023, 15,520 SPOT awards were sent (vs 16,481 in 2022), recognizing 10,976 individual achievements (vs 12,569 in 2022) and 2,480 (vs 3,912 in 2022) as part of a team success.

These awards do not follow a hierarchy and can be given out across levels/functions and geographies. The focus is on recognition, and they are non-monetary awards.

Remuneration analysis

Atos ensures its competitiveness in the market. In 2023, 48% of the Atos population was working in a country where the ratio between the highest On Target Earning (OTE) and the median one is below 10 [GRI 2-21].

Ratio between the highest OTE and the median OTE	% of the Headcount
Under 10	48%
10 < X < 20	24%
More than 20	28%
Total	**100%**

5.3.7.3 Awareness and involving employees

[GRI 403-1]

Labor relations

Atos believes that employees are the key driver for delivering value and are its most valuable assets. A fair, frank and trustful relationship between the management, the employees and their representatives is fundamental for the success of Atos.

Atos ensures full compliance with international labor standards, by applying principles of the International Labor Organization Conventions, as is required through the adherence to the Global Compact of the United Nations, which states as principle 3 that business should uphold the freedom of association and the effective recognition of the right to collective bargaining.

To ensure the respect of freedom of association, Atos has built a concrete organization for social dialogue.

Communication and social dialogue are constructive and positive and can be illustrated by effective social discussions at European and country levels.

A culture of permanent social dialogue

The European Company Council (Societas Europaea Council or SEC) is a forum between Atos and its employee representatives at European level. This ensures a constructive social dialogue in which Atos employees – through their elected or designated representatives – can raise their opinions before relevant decisions impacting the Group are taken.

The SEC is composed of 35 members and as many deputies. It represents more than 40,000 employees across Europe in 22 different countries and is deeply involved in events concerning the Atos Group.

In August 2023, the Group has announced the launch of the Project Refoundation, in which the SEC has been engaged for the Information and Consultation process, accompanied by their independent experts. The SEC issued their opinion in October 2023.

Social dialogue at local level

Beyond the discussions with the SEC on European and multinational issues in many countries, regular information and/or consultations take place, where relevant, with local employee representatives in work councils and/or unions. This information and/or consultation discussions are rolled out at the local level of every country impacted by a new project, whether the project is transnational or local. The information/consultation of the SEC does not replace the local information/consultation.

In addition to the regulatory and legally required obligations, Atos also values this social dialogue as an important means to ensure that employees are informed and involved in the development of the Company. The local implementation of acquisitions are important elements of this. Local organization structures and working conditions are topics in these consultations and negotiations.

The following graph illustrates some examples of social dialogue deployed at the local level during the previous years.

France

- Social Architecture (works councils, local representatives)
- Boost project (follow-up) : harmonization of employees' statutes
- Health care and Pension Plan
- "Atypical work" (overtime, Saturday, Sunday work, night work…)
- Part-time Agreement for the oldest employees
- Professional elections

Iberia

- Atos Spain Equal Plan
- Atos IT Spain Equal Plan
- Collective Bargaining Agreement
- New Home Working agreements per legal entity
- Quarterly meetings with Unions incl. financial results
- Flexy-parking

Italy

- Atos Holding Italy new creation
- Remote working agreement
- Health policy for Atos Holding Italy 1 employees

Poland

- Remote Work Regulations – change due to legislation update
- Work Regulations – change due to legislation update
- Remuneration Regulations
- Programs of the company social benefits fund

On a local level, Atos employees can freely contact their representatives using the usual communication channels of the Company and ask them to raise some topics on their behalf.

Moreover, Atos Employees have constant access to dedicated SharePoint spaces where all agreements and minutes from the local meetings are accessible at all times.

In addition, regular information calls are organized to help Atos employees understand important negotiated topics or main changes that could impact them. Management and Human Resources teams – with the support of Social Relations teams – are in charge of these communication actions.

In 2023, Atos Management has organized several "All employee calls" to keep the employees informed through the transformation process.

Collective bargaining agreements

Atos acknowledges that job security contributes to the psychological health of its workforce. Therefore, Atos follows local and international regulations concerning minimum notice periods regarding significant operational changes. 42% of employees are covered by collective bargaining agreements [GRI 2-30].

Collective bargaining agreements relate to working conditions and terms of employment between an employer, a Group of employers and one or more employers' organizations.

Atos' collective agreements cover health and safety matters, [GRI 403-4] length of maternity/paternity leave, working time, wages, notice periods, vacation time (usual and exceptional such as wedding, birth, house moving, etc.) or training.

Other agreements

Atos participates in the civic engagement of French reservists in the army. In accordance with the French law, the Group allows employed reservists to take up to ten days of leave per year for their missions or training within the military reserve or the reserve of national police. In this way, the Group allows reservists to enlist as citizens to contribute to national protection.

5.3.8 Corporate community investment

[GRI 201-1], [GRI 203-2]

As a responsible company, Atos strives to play a positive role in society, building a culture that promotes employee volunteering to support the communities in which the Group operates and so contributes to the Sustainable Development Goals (SDG).

Atos uses the Business for Societal Impact (B4SI) model as a framework for monitoring the social initiatives of its corporate citizenship program. The use of a globally recognized methodology helps to identify and measure Atos' positive impact worldwide, as well as to disclose relevant information to Atos stakeholders.

Atos corporate citizenship program is set at Group level and is aligned with its CSR strategy. It focuses on the Group's core competencies and strengths, harnessing the power of its business, brand and people to create a better future for all.

The program **prioritizes the development of strategic and long-term partnerships with universities and local Non-Governmental Organizations (NGO)** and is based on a global vision which is shared at all levels of the organization, providing clear guidance to its employees, and encouraging them to get involved through volunteering and other activities. The corporate citizenship program inspires partners, clients, and society at large and contributes to increasing the level of employee engagement.

In 2023, Atos pursued the deployment of its corporate citizenship program around the following four pillars:

- **education and science:** contributions to schools, universities or other organizations or projects that promote, sustain and increase individual and collective knowledge and understanding of specific areas of study, skills and expertise;
- **diversity and Inclusion:** promoting empowerment, inclusion and employability in digital technology by encouraging women, youth, seniors, disabled persons and other disadvantaged persons and Groups to access and acquire the skills to use Information and Communication Technologies (ICT) and therefore be able to participate in and benefit from world's growing knowledge and information society;
- **health and digital safety and emergency relief:** contributions to hospitals, health trust and other health related organizations that prevent or relieve sickness, disease or human suffering, as well as promoting health and healthy lifestyles. Additionally, the contributions to disaster relief efforts;
- **environment:** contribution supporting environmental activities outside the Company. Contribution to projects or organizations that advance environmental protection or conservation e.g., through conservation of flora and fauna or through engaging people in activities such as recycling or other aspects of a sustainable lifestyle.

These four priorities support SDG 4 (Quality Education), SDG 10 (Reduced Inequalities) and SDG 3 (Good Health and Well-being).

In addition, as Atos local teams are the most aware of the needs of their own community, they have the opportunity to engage in activities that support other SDGs. In this context some local actions support SDG 1 (No poverty) and SDG 5 (Gender Equality).

Atos employees have a strong spirit of solidarity. In 2023, more than 4,200 employees took part in several citizenship projects worldwide.

These initiatives ranged from providing free IT teaching, to volunteering in schools in deprived areas, delivering ICT projects, and organizing sporting activities that helped raise funds for social initiatives.

Following the tragic earthquake which unfolded in Morocco in September 2023, Atos colleagues played a vital part in the ongoing relief effort by collecting donations in kind – basic necessities such as tents, mattresses, clothing and blankets – and in cash, that went directly to those in need. Atos Group remains committed to aiding the communities affected by matching its employees' donations to assist the International Committee of the Red Cross. By 31.12.23, 397 donations worth a total of € 22,884 had been collected.

Among the many initiatives supported by Atos' employees, here are some examples of other 2023 outstanding programs:

- **Education and science:**

"Take Action"

In 2023 was launched the "Take Action" initiative, a free anti-cyberbullying course in the Netherlands, in partnership with Shootlab, a Dutch social enterprise that employs people with neurodiversity, therefore with a distance to the labor market. With cyberbullying a pressing concern for society, this initiative aims to empower young students with knowledge and to encourage them to adopt the right behavior to deal with the issue. Through engaging lessons and a series of powerful Virtual Reality videos, students (aged 12-14) are made aware of cyberbullying and learn how to navigate a digitally safe world. The program is divided into two lessons. The first part explains exactly what cyberbullying is, and the second focuses on what young people can do when they recognize a cyberbullying situation, and the tools they can use to deal with it.

Within three months, many Amsterdam schools had already booked the program for their first-year students, and in total over 1,769 students have benefited from the program. The program is due to be extended throughout the Netherlands and to other countries in 2024.

Partnership with 01 Talent Africa to reveal the digital talent of tomorrow in Senegal

To reduce the digital divide while anchoring African local authorities and actors across the continent in the digital world, 01Talent Africa, in partnership with Atos, launched in July 2022 its very first Zone01 in Africa. This initiative is part of a strategic partnership that aims to accelerate the digital transformation in Africa, by enabling the massification of world-class digital skills through an innovative and inclusive training of excellence on the continent.

The inauguration of the new collective intelligence center took place in November 2022 at Atos premises in Dakar. After an ambitious talent identification campaign that started in June, a first cohort of 120 future talents began their free 2-year training program in February 2023. At the end of the program, Atos plans to hire some of them.

Atos and 01Talent intend to develop their partnership with the opening of new Zone01 on the African continent in the coming years.

- **Diversity and Inclusion:**

Partnership Atos "WithYouWithMe"

The social impact company, founded by veterans, provides free skills and aptitude testing, mapping to suited digital careers and no-cost training to underrepresented Groups in technology. Through WithYouWithMe, Atos hired 6 skilled candidates in a pilot, who had undergone intensive training in a digital boot camp, including candidates with no prior technology experience, e.g., a reskilling nurse. Through WithYouWithMe, Atos is fulfilling its own resource needs for a market-competitive rate, whilst helping lower barriers to entry in digital careers. For every candidate hired through WithYouWithMe, the program funds ten training seats for underrepresented Groups in the community. In January, Atos will look to convert all 6 to permanent employees and is continuously looking for new avenues to expand its partnership.

Other UK academic partnerships

Other successful DEI-focused academy pilots included Digital Futures, which focuses on supporting neurodiverse and underserved talent, Software Institute and Bright Network. In total, across the Academy programs Atos has piloted up/reskilling over 84 individuals.

Atos ANTZ Mentor Program

Atos partners with social impact organization ANTZ to deliver mentoring to prison leavers and vulnerable individuals in the community. The program has delivered over £ 1.85 million in societal savings and supported over 128 mentees since 2015. In 2023, 23 employees volunteered time as mentors, providing skills and practical and emotional support to help mentees find sustainable employment, secure further education and reintegrate into society. The program is a referral channel for the UK Government's Going Forward into Employment initiative, supporting the Civil Service's ambition to be the UK's most inclusive employer.

Partnership with The Princes Trust through Million Makers program in the UK

This year, Atos took part in its 13th Million Makers competition, raising money for The Prince's Trust charity which supports young people in the UK. The team delivered innovative events that raised nearly £ 2.6 million. This year's fundraising has seen a blend of in-person and virtual events to increase inclusivity. The teams have hosted legacy events, such as the annual Golf Day and Gala Dinner, as well as the popular Leading Ladies' event which explored the topic of intersectionality.

- **Health, digital safety and emergency relief:**

Fight again cancer with 18th Atos Tour [1]

In 2023, for its 18th edition, the Atos Tour, a 470km peloton cycling event organized by Atos, saw 70 riders once again cover the impressive distance between Paris and Eindhoven.

Each year the Atos Tour unites all the international participants and organizing teams around a sporting feat, creating a real camaraderie and a strong chain of solidarity as each participant rides for a good cause. Funds are raised for charities in each participant's country to support the fight against cancer.

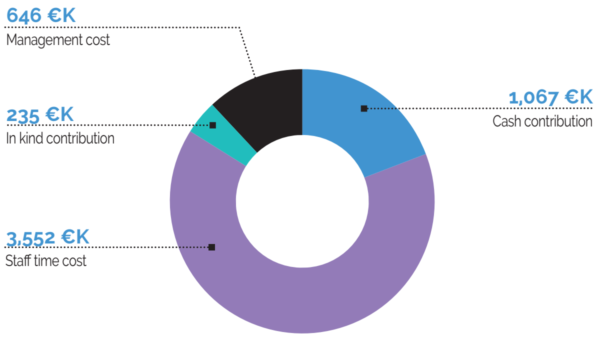
In 2023 the Tour raised € 53,612.66. In its 20 years of existence, the Atos Tour has distributed over € 415,500 to a dozen of national funds.

In 2023, the economic value distributed through citizenship activities amounted to € 5.5 million. This amount includes donations to charities and social communities, as well as commercial initiatives and community investments as defined in the Business for Societal Impact (B4SI), the reference framework used by Atos to report on its corporate citizenship contribution [GRI 203-1].

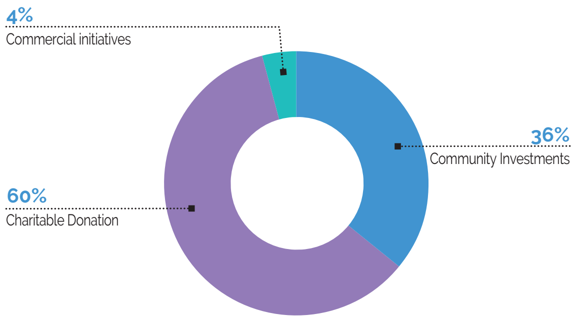
1) *https://www.facebook.com/groups/atostour/*

The following two charts detail how Atos has contributed to this positive impact and disclose the percentage of Atos' contribution to corporate citizenship in each category and the estimated monetary value (at cost) of each type of contribution.

How Atos contributed in 2023 *(€ thousand)*



Type of Atos contribution in 2023 *(in %)*



Atos Syntel Prayas Foundation, India

Founded in 2006 as a CSR initiative, the Syntel Prayas Foundation was incorporated into Syntel as an NGO in 2009 and renamed the Atos Syntel Prayas Foundation in 2019, following the acquisition of Syntel by Atos.

Its vision has been from the very start to enrich young minds and create shared value through educational initiatives, sharing skills and knowledge to train and educate less privileged students.

The mission of the foundation is to provide remedial and supplementary education, promote computer literacy and impart real life skills to economically challenged students and young adults, as well as vocational guidance and training including health, hygiene, arts, music, sports and nutrition programs to the underprivileged.

This mission is supported by Atos colleagues in India, across functions and locations, who volunteer time, skill, creativity, and knowledge to work with local outreach programs. The volunteer engagement program has evolved into a robust hybrid model that drives social change, creates equal societies, spreads the ethos of the "Joy of Giving", enables and empowers, enhances employee engagement and mental wellbeing.

The Atos Syntel Prayas Foundation drives its CSR activities through various initiatives, such as:

- provide **education through partnerships** with schools and NGOs with a focus on remedial education, life skills and holistic development training;
- support **skill development and employment initiatives** to train graduates, young people with skills gaps, and/or disabilities and thus create an employable workforce;
- provide **environmental education** for students from economically challenged background that help them develop a deeper understanding of environmental issues, become socially conscious and adopt healthy and sustainable lifestyles;
- create **learning infrastructures** to ensure that children have a safe, hygienic, and positive environment in which to grow and become healthy confident young people.

In 2023, more than 25,815 primary and secondary school students benefited from remedial education, life skills and holistic development training.

More than 39,748 young people were offered Skill Development Trainings to facilitate their professional integration, of which 7,188 beneficiaries with disabilities.

More than 1,300 students have benefited from the environmental education program run by Atos Syntel volunteers.

The Foundation has supported infrastructure works for over 333,820 children notably in Mumbai, Pune, Chennai and Vadodara, Tirunelveli, Bangalore. For example, Solar Power System Installation in schools, gender-specific sanitization units, school renovation work, computer lab, STEM Lab (Science, technology, engineering, and mathematics), E-learning classrooms.

The foundation, which has also developed and managed the donation portal for potential voluntary stem cell donors in India, organized donation camps across Atos Offices in Mumbai, Pune, Chennai, Tirunelveli and Bangalore in which 2,250 employees participated.

Lastly, around 650 employees have joined the Volunteer Engagement Program (VEP), offering education and soft skills program to over 15,500 children.

5.3.9 Social Non-Financial Performance Indicators

[GRI 3-3 Employment], [GRI 3-3 Training and Education], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Atos specific indicators], [GRI 401-1], [GRI 401-2], [GRI 401-3], [GRI 403-9], [GRI 403-10], [GRI 404-1], [GRI 404-2], [GRI 404-3], [A2], [A16]

The following table provides issues and indicators relevant to the Company business in the social dimension, aligned to the disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Standards, and aligned to the Sustainability Accounting Standards Board (SASB) standards for the "Software and IT Services" industry.

The code of the standards intends to help Atos stakeholders to locate indicators of interest across Atos monitoring performance. It does not represent a complete overview of Atos reporting or practices.

Social Dimension:

		2023	2022	2021	2023 PERIMETER *(in %)*		2022 PERIMETER *(in %)*	
Standard code	Indicator Name	Group	Group	Group	Per employee	Per revenue	Per employee	Per revenue
GRI 404-1	**Average training hours per employee**							
GRI 404-1_c1	Average hours of formal training per employee	20.36	24.49	28.24	94%	-	90%	-
GRI 404-1_c2	Average hours of formal training per male employee	19.22	22.76	26.16	94%	-	90%	-
GRI 404-1_c3	Average hours of formal training per female employee	23.15	28.20	32.81	94%	-	90%	-
GRI 404-1_c5	Average hours of training per employee	54.09	63.09	52.01	87%	-	88%	-
GRI 404-1_c6	Average hours of training per male employee	52.32	60.63	48.85	87%	-	88%	-
GRI 404-1_c7	Average hours of training per female employee	58.96	68.60	59.32	87%	-	88%	-
GRI 404-1_c4	Number of internships	3,426	4,047	2,391	100%	-	100%	-
GRI 404-2	**Programs for upgrading employee skills**							
GRI 404-2_A_c1	Number of digital certifications registered	435,601	362,713	276,967	100%	-	100%	-
GRI 404-2_A_b0	Number of digital certifications obtained per year	72,888	85,746	100,026	100%	-	100%	-
GRI 404-2_A_b2	Total number of certifications registered	562,652	476,643	360,756	100%	-	100%	-
GRI 404-2_A_c3	Number of certifications obtained per year	86,009	115,887	130,799	100%	-	100%	-
GRI 404-3	**Career development monitoring**							
GRI 404-3_A_c1	Percentage of employees receiving performance appraisal in the last 12 months	86%	89%	87%	82%	-	73%	-
GRI 404-3_A_a1	Percentage of female who received a regular performance and career development review during the reporting period	85%	90%	86%	82%	-	73%	-
GRI 404-3_A_a2	Percentage of male who received a regular performance and career development review during the reporting period	87%	89%	88%	82%	-	73%	-
GRI 404-3_A_c2	Percentage of employees with an Individual Development Plan	62%	66%	77%	76%	-	72%	-
GRI 404-3_A_c3	Percentage of Internal Fulfilment (Internal promotion of employees)	72%	63%	66%	100%	-	100%	-
GRI 401-1	**Organizational workforce in headcount and Employee Turnover**							
GRI 401-1_A_c2	Number of employees at the end of the reporting period (Legal staff)	94,231	109,800	107,572	100%	-	100%	-
GRI 401-1_A_b1	Females at the end of the reporting period (Legal staff)	30,637	34,992	33,885	99%	-	99%	-
GRI 401-1_A_b2	Males at the end of the reporting period (Legal staff)	63,073	74,042	73,687	99%	-	99%	-

Standard code	Indicator Name	2023 Group	2022 Group	2021 Group	2023 PERIMETER *(in %)* Per employee	2023 PERIMETER *(in %)* Per revenue	2022 PERIMETER *(in %)* Per employee	2022 PERIMETER *(in %)* Per revenue
	Employees by geographical breakdown							
LFR.50	Employees in France *(in %)*	11.4%	10.2%	10.6%	100%	-	100%	-
LFR.51	Employees in Europe (excl. France) *(in %)*	41.7%	40.2%	40.5%	100%	-	100%	-
LFR.52	Employees in North America *(in %)*	8.5%	8.3%	8.5%	100%	-	100%	-
LFR.53	Employees in South America *(in %)*	3.7%	3.2%	2.8%	100%	-	100%	-
LFR.54	Employees in Asia/Pacific *(in %)*	31.0%	34.9%	34.5%	100%	-	100%	-
LFR.55	Employees in the Middle East/Africa *(in %)*	3.7%	3.1%	3.1%	100%	-	100%	-
A24.1	Number of employees in India	24,011	32,796	32,073	100%	-	100%	-
A24.2	Number of employees in United States	6,073	7,138	7,510	100%	-	100%	-
A24.3	Number of employees in Europe	50,078	55,416	54,962	100%	-	100%	-
	Employee Turnover							
GRI 401-1_B_c1	Number of employees leaving employment during the reporting period	19,357	26,081	22,447	100%	-	100%	-
GRI 401-1_B_b1	Males leaving employment during the reporting period	13,171	17,800	14,864	100%	-	100%	-
GRI 401-1_B_b2	Females leaving employment during the reporting period	5,954	8,281	7,583	100%	-	100%	-
GRI 401-1_B_c3	Total employee turnover rate	20.54	23.72	20.87	100%	-	100%	-
GRI 401-1_B_c2	Percentage of voluntary attrition	14.38%	20.59%	17.92%	100%	-	100%	-
M.22.1	Retention rate among key people (in %)	93%	89%	94%	100%	-	100%	-
GRI 2-7, GRI 2-8	**Number of employees**							
GRI 2-7, GRI 2-8	Total employees plus supervised workers (including: interims + interns + subcos)	105,157	122,941	121,216	100%	-	100%	-
GRI 2-7_A_c1	Percentage of employees with a permanent contract	99%	98%	98%	100%	-	100%	-
GRI 2-7_A1	Males with a permanent contract	62,358	72,787	72,587	99%	-	99%	-
GRI 2-7_A2	Females with a permanent contract	30,217	34,293	33,335	99%	-	99%	-
GRI 2-7_A_c2	Percentage of employees with a temporary contract	1.21%	1.78%	1.53%	100%	-	100%	-
GRI 2-7_A3	Males with a temporary contract	715	1,255	1,100	99%	-	99%	-
GRI 2-7_A4	Females with a temporary contract	420	699	550	99%	-	99%	-
GRI 2-7_A_c3	Percentage of employees in Full Time working	94%	95%	95%	98%	-	97%	-
GRI 2-7_B2	Number of male in full time employment	59,359	70,113	71,357	97%	-	97%	-
GRI 2-7_B4	Number of female in full time employment	27,305	31,600	30,988	97%	-	97%	-
GRI 2-7_A_c4	Percentage of employees in Part Time working	6%	5%	5%	98%	-	97%	-
GRI 2-7_B1	Number of male in part-time employment	2,310	2,306	2,330	97%	-	97%	-
GRI 2-7_B3	Number of female in part-time employment	2,874	2,847	2,897	97%	-	97%	-

		2023	2022	2021	2023 PERIMETER (in %)		2022 PERIMETER (in %)	
Standard code	Indicator Name	Group	Group	Group	Per employee	Per revenue	Per employee	Per revenue
GRI 405-1	**Diversity and Equal Opportunity**							
GRI 405-1_B_c3; SASB TC-SI-330a.3	Number of nationalities within Atos	143	145	149	100%	-	100%	-
GRI 405-1_B_c5; SASB TC-SI-330a.3	Number of nationalities representing more than 5% of the Atos population	5	6	6	100%	-	100%	-
GRI 405-1_B_c4; SASB TC-SI-330a.3	Percentage of females within Atos	32.69%	32.09%	31.50%	99.4%	-	100%	-
GRI 405-1_B_b1; SASB TC-SI-330a.3	Employees with disabilities	1,548	1,527	1,459	97.07%	-	98.41%	-
GRI 405-1_B_c1; SASB TC-SI-330a.3	Percentage of people with disabilities	1.69%	1.41%	1.36%	97.07%	-	98.41%	-
GRI 405-1_c15; SASB TC-SI-330a.3(1)	Female ratio within the Group executive management (top 450)	32%	30%	32%	100%	-	100%	-
GRI 405-1_c14	Percentage of women identified in talents pool	31.21%	30.46%	29.88%	87%	-	64%	-
GRI 405-1_c15	Percentage of women recruited	35.71%	34.38%	35.74%	99.7%	-	100%	-
GRI 405-2	**Salary rate between men and women**							
GRI 405-2_A_c3	Overall salary rate between women and men in Annual Basic Salary	0.96	0.95	0.93	84%	-	88%	-
GRI 405-2_A_c3	Overall salary rate between women and men in Total Remuneration	0.96	0.95	0.93	84%	-	88%	-
A16	**Health and safety**							
GRI 403-9	Global absenteeism rate *(in %)*	1.6%	1.6%	1.9%	82%	-	81%	-
GRI 403-9_a.i, GRI 403-10_a.ii	Number of staff seriously injured work related	39	50	64	97%	-	98%	-
GRI 403-9_a.iii, GRI 403-10_a.i	Number of Atos staff's dead work related	1	1	3	97%	-	98%	-
G. Q50	Accident frequency rate (number of lost time accidents x 1,000,000/ number of hours worked)	0.25	0.29	0.59	97%	-	98%	-
GRI 401-2	**Benefits to employees**							
GRI 401-2_A_C15	Percentage of Permanent employees participating in Death Benefits	98%	97%	97%	88.88%	-	97.28%	-
GRI 401-2_A_C16	Percentage of Temporary employees participating in Death Benefits	87%	89%	88%	88.88%	-	97.28%	-
GRI 401-2_A_C17	Percentage of Permanent employees participating in Disability benefits	98%	92%	92%	88.88%	-	97.28%	-
GRI 401-2_A_C18	Percentage of Temporary employees participating in Disability benefits	87%	42%	33%	88.88%	-	97.28%	-
GRI 401-2_A_C19	Percentage of Permanent employees participating in Health Care	96%	88%	94%	89.30%	-	97.27%	-
GRI 401-2_A_C20	Percentage of Temporary employees participating in Health Care	88%	92%	87%	89.30%	-	97.27%	-
GRI 401-3	**Return to work and retention rates after parental leave**							
GRI 401-3_B	Total number of employees that took parental leave	376	368	355	11%	-	10%	-
GRI 401-3_C	Total number of employees who returned to work after parental leave ended	25	40	40	11%	-	10%	-
GRI 401-3_D	Percentage of employees who returned to work after parental leave ended who were still employed twelve months after their return to work	80%	90%	95%	11%	-	10%	-

		2023	2022	2021	2023 PERIMETER *(in %)*		2022 PERIMETER *(in %)*	
Standard code	**Indicator Name**	**Group**	**Group**	**Group**	**Per employee**	**Per revenue**	**Per employee**	**Per revenue**
GRI 2-30	**Collective bargaining agreements**							
GRI 2-30_A_c2	Percentage of employees covered by collective bargaining agreements	42%	45%	42%	97%	-	98%	-
GRI 401-1	**Employee Hiring**							
GRI 401-1_A_c1	New employees hired during the Reporting Period	13,771	28,919	25,281	100%	-	100%	-
GRI 401-1_A_a1	Male hires during the Reporting Period	8,823	18,978	16,245	100%	-	100%	-
GRI 401-1_A_a2	Female hires during the Reporting Period	4,901	9,941	9,036	100%	-	100%	-
GRI 401-1_A_a5	New employees hired in developing countries during the Reporting period	5,337	17,114	16,029	100%	-	100%	-
GRI 401-1_A_a3	Number of juniors recruited	5,074	13,712	12,777	94%	-	96%	-
GRI 401-1_A_a4	Percentage of juniors recruited	39.03%	49.21%	50.96%	94%	-	96%	-
GRI 202-2	**Proportion of senior management hired from the local community**							
GRI 202-2_A_b1	Number of national senior managers	6,945	7,257	7,041	91%	-	90%	-
GRI 202-2_A_b2	Total number of senior managers	7,645	7,968	7,763	91%	-	90%	-
GRI 202-2_A_c1	Percentage of national senior managers	90.8%	91.1%	90.7%	91%	-	90%	-
GRI 202-2_A_b3	Number of national employee	86,373	101,469	99,768	100%	-	100%	-
GRI 202-2_A_b4	Total number of employees	94,231	109,797	107,572	100%	-	100%	-
GRI 202-2_A_c2	Percentage of national employees	91.7%	92.4%	92.7%	100%	-	100%	-
GRI 202-2_A_b5	Number of national employees recruited	11,923	26,356	23,157	100%	-	100%	-
GRI 202-2_A_b6	Total number of employees recruited (Excluding acquisitions)	13,771	28,919	25,281	100%	-	100%	-
GRI 202-2_A_c3	Percentage of national employees recruited (Excluding acquisitions)	86.6%	91.1%	91.6%	100%	-	100%	-
GRI 201-1	**Community investments (Economic value distributed)**							
GRI 201-1_A6_c1	Total community investments *(in € thousand)*	5,500	3,622	3,154	-	70%	-	85%
GRI 201-1_A6_c3	Donations to Charity (in € thousand)	3,284	448	2,223	-	70%	-	85%
GRI 201-1_A6_c4	Contribution to Commercial initiatives for good causes (in € thousand)	224	48	26	-	70%	-	85%
GRI 201-1_A6_c8	Contribution to Universities and similar *(in € thousand)*	1,247	797	752	-	70%	-	85%
GRI 201-1_A6_c9	Contribution to Responsible IT Projects *(in € thousand)*	746	2,329	152	-	70%	-	85%
GRI 201-1_A6_c2	Total number of employees involved in the main social initiatives	643	3,577	1,709	22%	-	57%	-
GRI 201-1_A6_b1	Cash contribution *(in € thousand)*	1,067	944	793	-	70%	-	85%
GRI 201-1_A6_b2	Staff time cost *(in € thousand)*	3,552	2,348	2,077	-	70%	-	85%
GRI 201-1_A6_b3	In-kind contribution*(in € thousand)*	235	127	13	-	70%	-	85%

		2023	2022	2021	2023 PERIMETER *(in %)*		2022 PERIMETER *(in %)*	
Standard code	**Indicator Name**	**Group**	**Group**	**Group**	**Per employee**	**Per revenue**	**Per employee**	**Per revenue**
GRI 201-1_A6_b4	Management Cost of Social initiatives *(in € thousand)*	646	204	271	-	70%	-	85%

GRI 404-1: The calculation of the average training by employee is done using the average headcount in three moments of time (on the December 31, 2022, the June 30, 2023 and the December 31, 2023). This includes the hours registered in the Atos formal training tools and also the hours registered as informal training (self-directed training not accessed through the Atos' learning management system).

GRI 404-1: Indirect employees/Subcontractors/Externals excluded.

GRI 401-1: The turnover is calculated as the total leaving excluding outsourcing divided by total headcount at the end of the year, excluding the "restructuring" category.

GRI 405-1_B_c4; SASB TC-SI-330a.3: The percentage of females within Atos excludes Cloudreach employees due to the lack of gender information from this acquired company.

GRI 405-1_c15, SASB TC-SI-330a.3(1): The executive Group (GEM, Group executive management) refers to a wider senior management network, holders of management positions and talents. Responsible for implementing strategy and delivering operational performance.

GRI 405-2: The salary rate comparison between men and women excludes Germany, employees not assigned a gender (male or female), and employees who are not assigned a GCM level (an internal job category classification based on the Global Capability Model of the company).

GRI 403-9: The absenteeism rate exclude AppCentrica (Canada), Avantix (France), Brazil Unify, Burkina Faso, Canada Cloudreach, Canada Digitaux, Canada Enquetes Forensik, Canada Maven Wave, Chile, Corporate Germany, Czech Republic DataSentics, France Cloudreach, Gabon, GDC Greece, GDC India Cloudreach, Germany, India Visual BI, Israel, Lebanon, Maven Wave (NAO-India), Netherlands Cloudreach, Peru, Qatar Ipsotek, Singapore Ipsotek, Switzerland Cloudreach, Togo, Tunisia, Turkey Customer Services, UK Cloudreach, UK Ipsotek, United Arab Emirates Ipsotek, USA Cloudreach, USA Edifixio, USA Visual BI, USA Waven Wave and USA Z Data.

GRI 2-30: The collective bargaining agreements exclude Algeria, Burkina Faso, Egypt, Gabon, Hong Kong, Israel, Ivory Coast, Japan, Kingdom of Saudi Arabia, Korea, Lebanon, Madagascar, Malaysia, Mali, Norway, Qatar, Senegal, Singapore, South Africa, Taiwan, Thailand, Togo, Tunisia and United Arab Emirates.

GRI 401-1_A_a3, GRI 401-1_A_a3: Since 2021, "juniors" hired are disclosed instead of "graduates" who were disclosed in previous years. The concept of "junior" refers to the employee category GCM 0-3 and less than 30 years old, while the concept of "graduate" refers to new joiner who graduated in current or prior year.

GRI 401-3: includes only France.

5.4 Governance

5.4.1 Governance Non-Financial Performance

Atos is fully committed to enhance trust towards the era of digital transformation. In 2023, the Group maintained its efforts to be recognized as a trustworthy digital company, by (i) behaving as an ethical and fair player within its sphere of influence and ensuring the same along its value chain, and (ii) creating value for its clients through the provision of innovative and secured solutions and the monitoring of client satisfaction.

5.4.2 Client Satisfaction and Delivery Capability

5.4.2.1 Permanent improvement of client satisfaction

Client satisfaction is a major Atos objective, just as supporting long-term growth is one of Atos' business goals. Associated governance includes regular review by the Group Executive Board to focus on achieving processes, objectives, and results. Atos commits to the highest levels of service quality, reliability and availability for all services provided to its clients.

Improving client experience and associated satisfaction is the number 1 objective of Atos quality policy and the primary focus of the Atos Quality Steering Committee, which is chaired by the Head of Atos Quality and Audit (AQuA) for Tech Foundations and Head of EQAC (Enterprise Quality Assurance & Control) – Quality Assurance and Facilitation for Eviden. In addition, each Atos Group Executive Board member personally supports Top client relationships (Eviden: Platinum, Top, Foundation Invest; Tech Foundations: Diamond, Top 30, Top 125, Top 200).

As part of Atos current 1-year plan, Atos tracks KPIs at global level for the full Group:

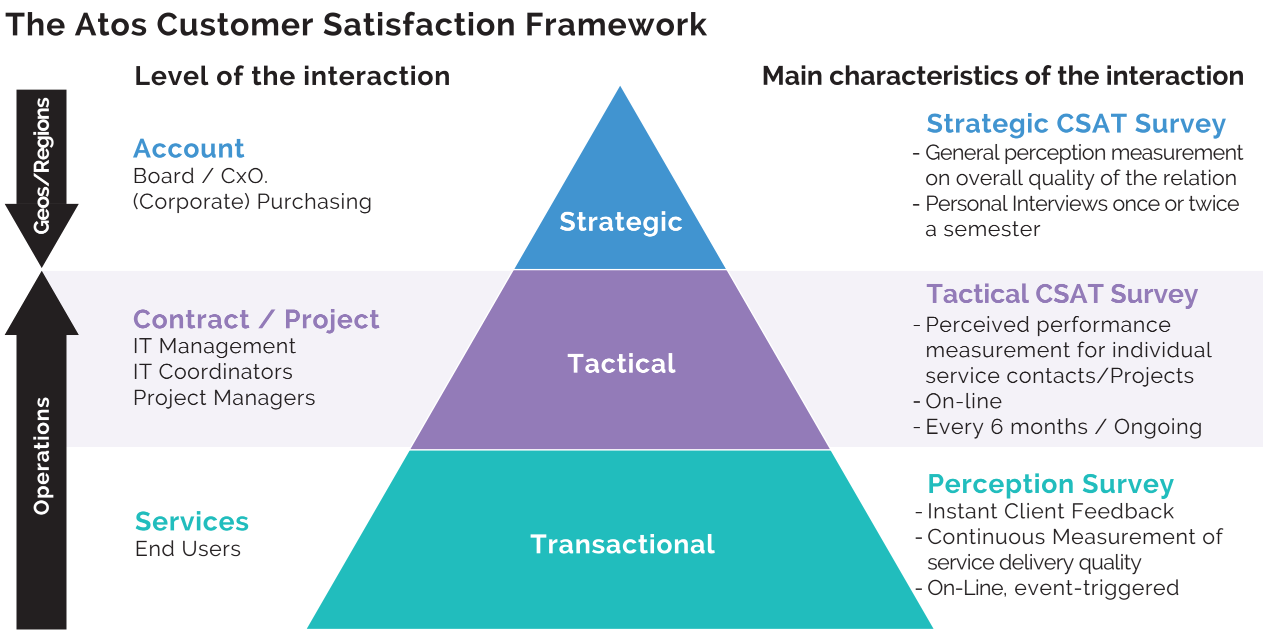
- NPS: Net Promoter Score;
- OCS: Overall Client Satisfaction;
- Innovation Scores (Products/People).

Standard Code	Indicator Name	Group (FY 2023)
GRI 2-29	Group Overall Client Satisfaction (all clients part of strategic survey)	8.81
GRI 2-29	Net Promoter Score for the Group top 200 clients	66%
GRI 2-29	Net Promoter Score for all clients	74%
A10_c2.1	Clients' perception to the innovation attitude of Atos people in the customer satisfaction surveys (average score from 1 to 10)	8.22
A10_c2.2	Clients' perception to the Atos products and services innovation in the customer satisfaction surveys (average score from 1 to 10)	8.22

Further information on the above KPIs is available in section 5.4.13.

A comprehensive improvement loop is built from the client feedback received through the three-layered survey process to drive action plans accordingly, as described below. It links strategic, tactical, and transactional client engagement, experience, and satisfaction feedback with cascading action plans to continuously improve and maintain high levels of client experience and satisfaction. This works from the strategic level, with actions such as innovation workshops or innovative proofs of concept, to tactical actions for quality and productivity improvement or client journey mapping to improve client interactions. It also works to ensure the continuous improvement on the "shop floor" transactional operations.

Atos three-layered satisfaction survey process and the improvement framework are represented as follows:



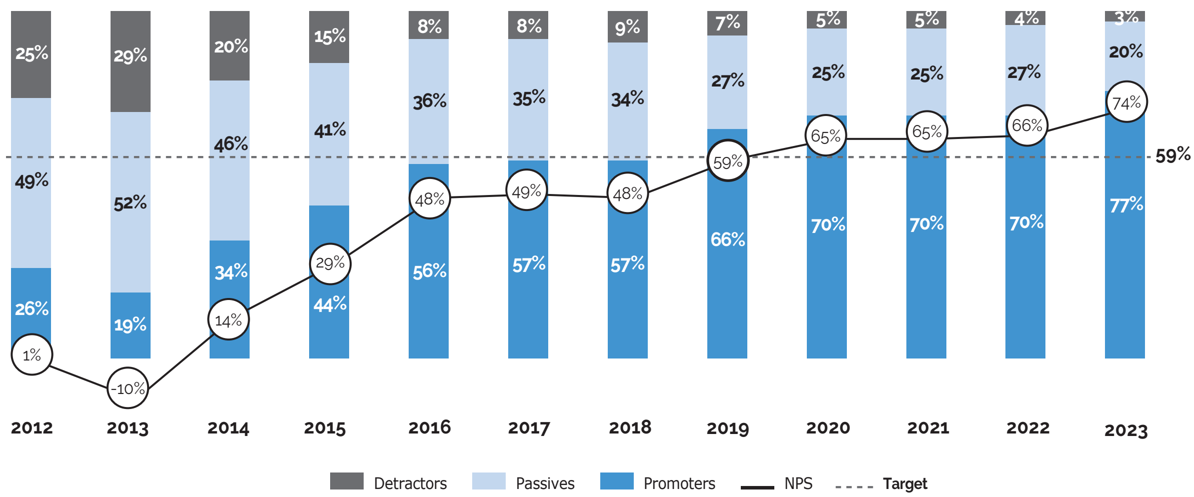
Strategic surveys are handled by Atos executive representatives (management/sales) and encompass Atos top accounts through face-to-face interviews.

Tactical surveys are driven by the Operations and obtain feedback at contract level from the client teams related to Atos services, project deliverables, and overall performance.

Transactional surveys, for large accounts serviced by Atos, provide immediate feedback solicited from the end-users at the end of a service request or other transaction. This allows monitoring of service performance perception, impacting daily operations.

The overall improvement loops, associated tools, specific workshops, and cookbooks on repetitive situations are described in Atos' global client experience framework. The program is driven by Atos Quality and Audit (AQuA) for Tech Foundations and EQAC - Quality Assurance and Facilitation for Eviden, in conjunction with sales operations and client executives. Within each of the regions/geographies, improvements based on tactical surveys are driven by the quality teams. Progress and feedback tracking are part of account quarterly reviews and of monthly reviews in the Operations.

At the strategic level, Atos 1-year plan aims to reach and sustain an overall Net Promoter Score (NPS) above 50% for all its clients (larger scope). The NPS target for 2023 was set at 59% and the achievement for all clients reached 74% for the full year.



5.4.2.2 Client delivery capability

The goal of Atos is for its Operations to deliver its clients the same experience, whatever the organization working on the projects, services or solutions across the world. The global Operations secure the deployment of standardized processes across all geographies.

This commitment is at the heart of the clients' trust in Atos capabilities and is implemented via the Atos Integrated Management System (AIMS) for Tech Foundations business and Eviden Integrated Management System (EIMS) for Eviden business and assessed through:

- Atos ISO Multisite Certification Program (ISO MSC) covering a vast majority of Atos activities and most of the locations worldwide for ISO 9001 (Quality Management System), ISO 27001 (Information Security Management System), ISO 20000-1 (IT Service Management System) and ISO 14001 (Environmental Management System);
- ISO Multisite Certification guidance states that all Atos units with more than 500 internal employees, shall be ISO 9001 and ISO 27001 certified or in progress to achieve ISO MSC certification. Furthermore, ISO 14001 certification is mandatory for all offices with more than 500 internal employees and for all core data centers (excluding co-locations), while ISO 20000-1 certification is under the decision of local/global management (depending on specific business need or requirement; for details, see: ISO Multisite Certification Process);
- Atos Controls' continual assessment ensures that process control points are systematically implemented.

5.4.3 Research and Innovation

A dedicated section on thriving innovation and partnerships is included in the "Organization and Business offerings" section of this document, as core for the digital transformation to accomplish clients' and stakeholders' expectations.

Core domain	Specific section	Covered in section:
Research and Development	Scientific and technological Expertise Industry challenges solutions	2.4.1
Open Innovation	Open-Innovation with our customers Successful partnership examples in 2023 Atos Scaler accelerates Open Innovation with startups	2.4.2

Atos Thought Leadership for Sustainability

The Atos Scientific Community and Expert Communities are key agents for driving innovation and change both within Atos and for its clients. Sustainability, in its broadest sense, is a foundational theme that runs through all of their research and thought leadership. The last Journey 2026 report from the Scientific Community [1] describes among other topics the Atos' vision on the dimensions of the decarbonization equation and the future of corporate digital responsibility. Its insights were a key part of the inspiration behind the Eviden NetZero Transformation portfolio which is a unique set of offerings developed to support the Eviden's customers in the reduction of their carbon emissions. The topic of decarbonization is one of the most frequently explored themes in Client Innovation Workshops which are led by the Atos Scientific Community.

Eviden has been developing a portfolio of solutions and assets built on hyperscaler platforms under the umbrella of Digital Solutions for Change. These data-driven insights will empower more informed decision-making and the services are made available via the hyperscalers Marketplaces.

Atos Group has made significant Research and Development investments to design the most powerful, yet most energy-efficient general purpose supercomputer in Europe. Atos is using this capability in its Excellence AI Lab (in partnership with NVIDIA), to conduct research into areas such as climate research and healthcare, demonstration that digital technology is more than part of the sustainability problem, it is a key enabler of the solution.

With its long-standing commitment to offering green digital transformation that delivers benefits to people, society and economy, Atos is proud to be a founding member of the European Digital Green Coalition (EDGC [2]). As a founding member and signatory of the EDGC, Atos commits to establishing science-based targets for reducing GHG emissions (see chapter 5.2.4.1 Greenhouse Gas emissions). The members of the EDGC work closely with the European Commission and other stakeholders relevant to deliver on these commitments and to report regularly on progress via established sustainability reporting frameworks.

Together with the 37 ICT signatory companies, Atos commits to contributing to the success of the green digital transformation of the EU and beyond with the following actions:

- to invest in the development and deployment of green digital solutions with significant energy and material efficiency that achieve a net positive impact in a wide range of sectors;
- to engage with relevant organizations to develop standardised, credible and comparable assessment methodologies for the net impact of green digital solutions on the environment and climate in priority sectors such as energy, transport, manufacturing, agriculture and the building sector;
- to promote cross-sectoral dialogue and to contribute to the development of guidelines and recommendations for the deployment of green digital solutions in different sectors, and to encourage workforce upskilling.

Atos is contributing together with 26 leading European

1) *https://atos.net/content/journey/unlocking-virtual-dimensions-atos-scientific-community-report.pdf*
2) *https://www.greendigitalcoalition.eu/coalition-members/*

industry players to the European industrial technology roadmap for the next generation cloud-edge offering (1) which was presented to the European Commission in 2021. This report outlines the technological priorities for strategic investment needed to enable the development and adoption of competitive, secure, trusted, and climate-neutral cloud and edge services across the EU and therefore strengthen Europe's leadership in cloud and edge. One focus of this report has been on developing high energy efficiency infrastructures, leveraging low consumption hardware and software, improving resource management, and enhancing data center energy mix and cooling performances, so the EU could lead the way in developing sustainable cloud and edge offerings. An updated version of this report was handed over to the European Commission in July 2023. (2)

As a result, the European Alliance for Industrial Data, Edge and Cloud has been launched, which Atos joined in December 2021 among the first wave of members to bring its technological expertise in cloud and edge, digital security and decarbonization.

Client Innovation Workshops (CIW) [A10]

The objectives of Client Innovation Workshops (CIW) are to demonstrate Atos thought leadership and position itself as a strategic innovation partner for its clients. Powered by The Atos Scientific Community (3) (SC) those Innovation Workshops support Atos Clients shaping their vision through technology and business trends. This positions Atos as a technology visionary and thought-leader and emphasizes the role of Atos as Leader in Secured and Decarbonized Digital.

The CIW Program is delivered through the Global Innovation Network within the Atos' Business Technology and Innovation Centers (BTICs) and Labs across the Globe, in-person, remotely or in a hybrid format. The Client Innovation Workshops are booked in a digital tool as an Innovation, a Strategic Hackathon (StratHack (4)) or a Multi-Clients Workshop.

The criteria for a workshop to be considered a Client Innovation Workshop are:

- Atos Client participation;
- Participation of Scientific Community Member(s);
- Innovation topics at the heart of the agenda.

Innovation topics are based on key client challenges and nurtured by the Atos Scientific Community publication, either the bi-annual thought leadership publication titled "Journey" or via the various Reports and Papers produced throughout the year.

The vision embedded into the "Journey" publication is a topic in itself, inspiring clients and exploring the potential to unlock virtual dimensions by studying impact for customers around three big themes:

- stretching physical boundaries:
  - with sustainability actions supported by Atos offerings around Net Zero.
- creating new virtual paradigms by defining four new modes of:
  - **operations**: with VirtualShore, IA autonomy,
  - **relations:** with a metaverse world enabling digital interactions,
  - **value:** with new Business platforms and progress of WEB3 distributed architecture,
  - **life:** with Augmented Humans, and autonomous Cobots;
- crossing the divide:
  - trust and compliance: protection against cyber threats,

The BTICs are the place where clients can experience Atos' latest innovations and where their teams will meet its experts to design the proofs of concept (POCs) of the solutions fitting their needs.

Atos has a network of 7 BTICs worldwide (5).

1) *https://ec.europa.eu/newsroom/repository/document/2021-18/European_CloudEdge_Technology_Investment_Roadmap_for_publication_pMdz85DSw6nqPppq8hE9S9RbB8_76223.pdf*
2) *https://digital-strategy.ec.europa.eu/en/news/european-alliance-industrial-data-edge-and-cloud-presents-its-first-deliverables*
3) *The Atos Scientific Community is a global network that comprises 175+ of the top scientists, engineers and forward thinkers from across the Group, with a rich mix of skills and backgrounds. Its members are involved in research activities that aim to demonstrate how technologies will influence the businesses of Atos current and future clients. They support, amongst others, patent creation and development of cutting-edge proofs of concept.*
4) *StraHacks (for Strategic Hackathons) are Innovation Workshops with Executive level participants.*
5) *Amsterdam (Netherlands), Bezons (France), Chennai (India), London (UK), Madrid (Spain), Munich (Germany), Vienna (Austria).*

Artificial Intelligence (AI) Labs

The Atos AI Labs bring together expertise in AI alongside private and public sector organizational capabilities to collaborate and unlock cross-enterprise opportunities.

The AI Labs are available to both public and private-sector organizations across Europe and North America to utilize AI technologies and to define and design use cases relevant to their needs. They aim to use AI technologies to solve problems with data in an innovative and collaborative environment.

AI Lab sessions are designed to discover, scope, and prototype potential solutions and Atos uses its internally developed and industry-proven approach to ensure finding the right opportunity for Atos' client's business, drive them from idea generation to pilot development and quickly deliver impact and value.

Atos' current offer revolves around three packages:

- **AI Discovery**: half-day workshops aiming to get insights into the client needs, goals, and perspective, and provide them with a list of prioritized AI use cases ready to be analysed;
- **Use Case Deep Dive**: a two-to-six weeks experimentation followed by a two-days design workshop concentrating on a specific use case, with the objective of synthesizing an actionable problem statement, visualizing and – if possible – modelizing data, and analysing what solutions can work and how they fit into the overall plan;
- **AI Pilot**: usually following a Deep Dive session, the aim is to build a pilot under two months to be able to measure KPIs, validate the initial hypothesis and make data-driven decisions.

Atos has a network of AI Labs with locations in France, UK and Germany.

In addition to these physical places, the client can benefit from AI Lab sessions that can be delivered off-site. Discovery Workshops, Deep Dive sessions and Multi-Client Events may be delivered at locations other than the Atos AI Lab network, at client premises for instance.

Remote sessions have become more common in recent years. Tools that enable collaboration and interaction, such as Teams or Klaxoon, make it possible to conduct workshops remotely.

Research and Development with Academia and Research Centers

The University Technology Partnerships function maintained its focus in 2023 on global engagements with universities and further developed the academic engagement framework to measure and recognize the value of these activities.

Feedback from universities on Atos' engagements is that it helps students, for example, to get involved in real-life use cases for their studies, projects and thesis. Through these use cases, they explore a new perspective outside pure academic topics. Another exciting benefit is accessing Atos' Expert, Scientific, and Chief Technology Officer communities.

Atos' relationships with the academic world and research institutes help to drive its R&D and business. Atos has developed a framework for engagement, including the following activities:

- **organize joint R&D** aligned on major technological axes (quantum computing, high-performance computing, cybersecurity, Artificial Intelligence, decarbonization, climatology) as well as specific developments for industries (precision medicine, industry 4.0…);
- **integrate PhD students into Atos teams** to put their research topics into practice. One example is the European NEASQC project that Atos is coordinating. The ambition is to prepare European businesses for the age of quantum computing by exploring a wide selection of industrial and financial use cases, and associated algorithms, compatible with NISQ computers, the first quantum systems to be available in the near future. Atos coordinates and works hand-in-hand with the 11 other partners, leading industrial end-users and academic experts from 8 European countries, to initiate an active European community around NISQ Quantum Computing (1);
- **teaching and other curriculum-related activities**. Many Atos engineers teach at universities in their countries. Atos is a co-creator of the world's first MBA program in decarbonization. The Wroclaw Business University of Applied Sciences and Atos Poland R&D implemented a pioneering study program in decarbonization. The program responds to the requirements imposed on organizations by the European Union to make their activities climate-neutral by 2050 – with zero greenhouse gas emissions. Atos will also serve with their Subject Matter Experts as lecturers;
- **student innovation competitions**. Atos is organizing its yearly IT Challenge which is an international competition for students from all around the world. It is an innovative contest challenging not only students' innovation qualities but also development and business, offering a unique learning experience by tackling real life issues that Atos faces. 2023 edition was about the Metaverse – New experiences for business ecosystems. The projects presented must be environmentally friendly.

The 1st prize of this year's Atos IT Challenge was won by the team "VR Speech Trainer" from the Francisco de Vitoria University in Spain (2).

In addition to enhancing Atos' reputation in the market, these partnerships add value in three areas:

- **accelerated research power**, on anticipation of leading strategic technologies through world-class academic R&D commitments;
- increasing revenues through the development of **differentiating capabilities and products**;
- strengthening skills and expertise through the **recruitment of talented new employees** within the Group.

1) *https://www.neasqc.eu/about-the-project/*
2) *https://www.atositchallenge.net/*

Environmental topics cover a large part of the research work undertaken with research institutes, in particular **decarbonization and climatology**, for example:

- with the CEA Atos has started to i) work with the joint research team on CO_2 emissions and capture by agriculture and natural environment based on ICOS network of sensors at French scale; ii) work on CO_2 emission monitoring by satellite imagery (inversion methodology) at a global scale, and iii) improve the Carbon Monitoring solution [1] by implementing forecasting components at a worldwide scale;
- with Inria, Atos is conducting several research partnerships around the decarbonization of IT. Atos is currently working on two PhD theses on the monitoring and reduction of Edge-to-Cloud and HPC emissions using a collective awareness between the hardware, the software, and the users. The goals are to i) increase energy efficiency finding the appropriate resources for a given application, ii) avoid energy waste by controlling hardware dynamically according to the workload, and iii) fighting rebound effect using user incentives.

Atos Intellectual Property (IP)

Under the leadership of the Atos IP Steering Group, Atos continues to develop its portfolio, reaching 2,400 patents in 2023. Atos also continuously realigns its portfolio with strategic priorities, having filed 8 patents to protect the new Bull Sequana XH3000 (especially on the new hardware cooling system) and 6 new patents on Quantum (with a focus on compilation technologies), both efforts confirming Atos' patent leading position on these two topics. In 2023, Atos filed a total number of 52 patent applications. 20 of these filed patents were on decarbonization technologies, confirming Atos' effort to develop innovative solutions to help its clients to achieve their decarbonization objectives.

Accelerate open innovation with start-ups

One of Atos' strengths is its ability to leverage the worldwide start-up economy to design unique solutions for its clients. For the past few years, involving start-ups has become an essential part of Atos' approach to inspiring large corporates in achieving their objectives to stay ahead of the pace of innovation. In addition, collaborating with young entrepreneurs is a stimulating and constructive experience for Atos employees, helping them explore new and pioneering solutions for their clients.

In 2020, Atos launched a new program for start-ups and SMEs: Scaler, the Accelerator. Scaler accelerates a fruitful collaboration between Atos experts and a start-up's entrepreneurs. It's a win-win relationship. The start-ups win through accelerated development, access to Atos clients and partners, and brand power and visibility. Scaler wins through a spirit of innovation that inspires agility, creativity, and disruption; adds sweet-spot solutions to Atos portfolio and generates new client engagements. Scaler creates added value for Atos' clients, as the start-ups enrich its portfolio with innovative solutions. In return, Atos supports their business development and helps them grow internationally, accelerating their access to its customers and partner ecosystem.

The Scaler program has already supported 27 start-ups. Over a period of 24 months, Eviden's teams have worked with these start-ups to define the best joint value proposition before giving them access to their international customers and major strategic partners. The Scaler program recently led to the signing of a contract between Eviden and ColibrITD, for the creation of the first hybrid quantum computing platform dedicated to combustion, in partnership with the French institution ONERA.

This year, Scaler also started to prepare its fourth wave of start-ups and already onboarded 3 new start-ups, focused on Artificial Intelligence/Machine Learning, Blockchain and NetZero, in addition to the start-ups already on the program:

- **Rubiscape:** with the exponential demand for artificial intelligence and pressing time-to-market expectations, start-ups that offers AI solutions that are more efficient, and deployable more quickly and easily are high-profile gems. Rubiscape's multi-persona low-code Data Science and Machine Learning (DSML) platform offers a set of integrated tools to simplify AI solutions while providing visual analysis summaries, helping to meet business challenges and accelerate the implementation of even the most complex and ground-breaking projects. Rubiscape enhances Eviden's existing AI offering and is applicable to all industry sectors. Rubiscape is also part of the start-up programs of Eviden's partners AWS, Google Cloud and Microsoft. It has received numerous international awards, including the NASSCOM DeepTech Club Start-up and Aegis Graham Bell Award for product innovation;
- **Manual.to**: people at home learn through video – at work they are stuck with PDF. The success of digital transformation projects depends on adoption: people need to get up to speed as soon as possible. Industries struggle to capture the knowledge of the aging workforce and share it with the new generations. Manual.to quickly captures, shares and improves digital instructions, product manuals and trainings, with video and multilingual text. Manual.to and Eviden have a track record of helping large customers with an easy to deploy, user-friendly solution;
- **ByzGen:** ByzGen is the expert in secure registries and enterprise blockchain, having developed and deployed its blockchain orchestration platform, FALKOR, over the past 6 years. ByzGen uses FALKOR to deploy simple solutions to complex trust network challenges. This helps to address the pressure of ever-increasing data scale and Data Management requirements, given the growth of regulation, compliance, generative artificial intelligence, ESG (environment, social, governance) and asset and property tracking. ByzGen is also part of Eviden UK&I's Horizons program.

1) *Carbon Monitoring solution*

Other start-ups will soon be joining the Scaler program, especially in the field of quantum, to complement Eviden's new offering Qaptiva^{TM} [1], and also in Artificial Intelligence.

Each year, new startups are selected to develop their projects according to specific customer interests. They stay in the program, where Atos helps them accelerate their development and grow internationally, for a period of 18 months, accessing Atos' clients and partners and benefiting from Atos' technology expertise as well as from its global brand and visibility.

The Scaler program has fostered many open innovation projects supporting customers' business needs. To date, Atos Scaler has onboarded 30 start-ups from across the globe and around 20 client deals have already been signed with client engagements accelerating.

Some examples of Atos Scaler delivering on its promises – accelerate business growth and portfolio open innovation – include:

- **growing business**, such as with a few customers in Manufacturing and Financial Services customers in the UK with Kore.ai, or Ministère de la Santé in France. The Scaler program recently led to the signing of a contract between Eviden and ColibrITD, for the creation of the first hybrid quantum computing platform dedicated to combustion, in partnership with the French institution ONERA;
- **accelerating decarbonization** with Greenspector through the delivery of a platform measuring the environmental impact of web and mobile web applications for French National Health System (Délégation ministérielle au Numérique en Santé et Agence du Numérique en Santé);
- **developing Ecosystem Play Innovation**, expanding the value-chain to offer an expanded portfolio with a selection of very innovative and complimentary startups to Atos' clients, such as attack surface management solutions of CyCognito to complete the remediation security services in Digital Security, or using Carbon Minds' environmental life-cycle data to enrich Atos' Product Carbon Footprint (PCF) Platform (in Net Zero Transformation);

Scaler is growing the start-ups' business and it helps them go international

Atos gives the start-ups access to its clients and partners ecosystem and helps them sign new business contracts by extending its support beyond mere coaching for the go to market phase. All start-ups take part in account planning in all regions and meet up with Atos' clients. Start-ups also participate in demos in Atos' Business Technology and Innovation Centers (BTICs) and are on the agendas of client innovation sessions.

Over the last few months, more than 70 client meetings involving Scaler's start-ups have been held across the world, proactively addressing co-innovation with clients on their digital transformation agenda and opening new business opportunities in various industries such as energy and utilities, manufacturing, healthcare, media, finance, or the public sectors.

The full list of start-ups in the 2023 program includes:

- **Digital Security**: DuoKey – Digitalberry – GitGuardian – CyCognito – ByzGen (New);
- **AI**: Rubiscape (New), Kore.ai;
- **Advanced Technology**: Iptoki – ColibrITD;
- **Manufacturing:** Carbon Minds;
- **Financial Services and Insurance**: Kore.ai;
- **Decarbonization:** Manual.to (New);
- **Alumni:** United Biometrics – Claroty – DreamQuark – Synchronized – Opinum – Greenspector – Tier 1 – Prove n Run – Otorio – IQM – Circular Computing.

5

1) *Nouvelle offre d'Eviden, QaptivaTM*

Examples of Innovation related to Social Responsibility

The Software République unveils the first achievements and ambitions of its collaborative training ecosystem, the "Talent Academy"[1].

Faced with a shortage of talent and a lack of young people graduating from scientific training, the Software République, an open innovation ecosystem for intelligent, secure, and sustainable mobility launched by Dassault Systèmes, Eviden, Orange, Renault Group, STMicroelectronics, and Thales, presents for the first time the achievements of its "Talent Academy," with the goal of enhancing the employability of talent and the competitiveness of companies. Unique in France and Europe, the "Talent Academy" addresses the challenges of training and skills development in the field of digital and engineering sciences, serving young people and employees of companies in the Software République. Its objective is to guide young people, especially young women, towards scientific and technical careers, attract future talent to the Software République ecosystem, and promote the development and upgrading of skills through training and retraining programs.

The achievements of the "Talent Academy" revolve around three programs that mark the significant moments in a professional career: educating, recruiting, and training.

The "Take Action" initiative. Eviden has launched "Take Action", a free anti-cyberbullying course in the Netherlands, in partnership with Shootlab, a Dutch social enterprise that employs people with neurodiversity, therefore with a distance to the labor market. With cyberbullying a pressing concern for society, Eviden decided to empower young students with knowledge and encourage them to adopt the right behaviors to deal with the issue. Through engaging lessons and a series of powerful VR videos, students (aged 12-14) are made aware of cyberbullying and learn how to navigate a digitally safe world. The program is divided into two lessons. The first part explains exactly what cyberbullying is, and the second focuses on what young people can do when they recognize a cyberbullying situation, and the tools they can use to deal with it.

Within three months, many Amsterdam schools had already booked the program for their first-year students, and in total over 1,769 students have benefited from the program. The program is due to be extended to the Netherlands and other countries in 2024.

Eviden launches EcoDesignCloud[2] enhancing product sustainability with fast and effective Life Cycle Assessments (LCA).

Using Artificial Intelligence algorithms, EcoDesignCloud provides multi-criteria measure of the environmental performance of any goods, providing 16 Product Environmental Footprint (PEF) impact indicators, taking into account end-to-end supply chain activities, thereby offering organizations a complete assessment.

Organizations today are faced with ever more stringent environmental regulations and are under pressure to meet sustainability targets and provide adequate reporting. Relying on internationally trusted and recognized data sources, EcoDesignCloud uses artificial intelligence to enable users to reliably assess the environmental impact and CO_2 emissions for any product they design or purchase, throughout the supply chain, to help them meet their sustainability objectives and non-financial reporting requirements.

Using proven lifecycle inventory databases to generate an EcoScore, EcoDesignCloud allows product design and procurement teams to easily measure, view and assess the CO_2 emissions and environmental impact of their products in a matter of minutes, rather than months compared to traditional methods, as well as easily create custom reports and compare assessments.

First-in-class carbon accountancy methodology for the preservation of the marine environment[3]**:** Digital Realty France, Schneider Electric France and the Calanques National Park announced the establishment of the first carbon accounting methodology in Europe dedicated to the protection of seagrass beds, which play a major role in regulating the climate and preserving global biodiversity.

The "Prométhée-Med" research project has resulted in the first low-carbon labelling methodology dedicated to the protection of the marine environment, and its implementation should represent a potential reduction of 24,000 tCO_2e/year on average. By ensuring a methodology is in place which aligns with best practice, the project can support climate action taking place at the rate required by the science. This first-in-class methodology paves the way for the effective preservation of an important carbon stock and a key natural habitat of the Mediterranean – the Posidonia meadows – and has been approved by the Directorate General for Energy and Climate (DGEC) of the Ministry for the Ecological Transition in France.

The new methodology aligns with the crucial industry need to provide high-integrity carbon credits and establishes a pathway towards even higher ambition, such as that seen in the Core Carbon Principles[4] launched by The Integrity Council for the Voluntary Carbon Market last week. By ensuring rigorous standards, the necessary levels of investment can be met to fully realise the role of carbon markets in accelerating the net-zero transition and scaling solutions.

1) *https://eviden.com/insights/press-releases/the-software-republique-unveils-the-first-achievements-and-ambitions-of-its-collaborative-training-ecosystem-the-talent-academy/*
2) *https://atos.net/en/2023/press-release_2023_11_20/eviden-launches-ecodesigncloud*
3) *https://atos.net/fr/2023/communiques-de-presse_2023_04_06/label-bas-carbone-en-mer-validation-dune-premiere-methodologie-pour-la-preservation-des-herbiers-mediterraneens-projet-%E2%80%89promethee-med%E2%80%89*
4) *Core Carbon principles.*

5.4.4 Security and Data Protection

[SASB TC-SI-230a.2]

Mission of Atos Group Security

The Group Security function spans all countries and entities within Atos Group with a reporting line into the Executive Committees of both business lines (Tech Foundations and Eviden).

Its mission is to lead the organization's effort to manage internal security and safety risks by anticipating adverse effects of security and safety events to the organization.

Its key activities are to:

- provide assurance to the Group Executive Board on security and safety risks;
- create and maintain information security and safety policies and set implementation goals;
- monitor the threat, regulatory landscapes and identify the top security and safety risks;
- invest in advanced capabilities to protect against and detect cyber-attacks on the organization;
- facilitate, monitor the implementation, and maintain security controls across the organization.

The key frameworks used across the enterprise are ISO 27001, Control Objectives for Information and Related Technology, the Information Technology Infrastructure Library and the National Institute of Standards and Technology.

Atos Group has established and enforced Binding Corporate Rules (BCR) to the entire Group and has implemented the General Data Protection Regulation (GDPR) recommendations throughout the Company from an independent data protection team fully cooperating with Group Security and reporting to an Atos Group senior manager.

During the integration of acquired entities and the Atos transformation program, Atos Group ensures improvements in cost efficiencies, gap analysis and risk management. It also leverages best practices from those entities to enrich Atos' Group risk position.

Atos Group delivers excellence in security with minimum security risk appetite by:

- independent security organization (budget/resources);
- threat intelligence service;
- dedicated Red team/Blue team (ethical hackers);
- best-of-breed anti-malware protection strategy;
- advanced vulnerability scans;
- external security assessment by major players;
- close cooperation with governments agencies;
- advanced data analytics displayed in security dashboard.

These are complemented by a portfolio of projects to:

- combat the evolving threat landscape;
- gain more benefits from existing security investments.

Governance

The Heads of Group Security for Tech Foundations and Eviden oversee the cybersecurity strategy in the Cybersecurity/ Information Security Committee which is responsible for cybersecurity strategy at Atos Group level. They advise the Executive Board on trends, company activities and approaches with regard to cybersecurity.

Since its inception in 2001, the Atos Information Security Management System (ISMS), which is mandated across all Atos legal entities, has continued to mature as a result of Plan-Do-Check-Act cycle. The Security organization manages the continuous improvement cycle required by the ISO 27001 certification.

The Heads of Group Security are supported by Group security staff members and security professionals in the respective Regional Business Unit/geographies. The Heads of Group Security ensure adequate representation and management of security resources deployed around the globe.

Group Security is designed to support the Atos Group organization structure.

Every week the Heads of Group Security have several meetings with Group Security staff:

- Senior Leadership Team meetings, aimed at providing direction and priorities to the Group Security Program;
- Team meetings with all Group Security staff, to update staff on ongoing projects and initiatives;
- Security Operation Reviews with Group Security participants from all regions, to review all opened security incidents for progress and potential closure, and to reduce potential impact of any security incidents, as well as identify and share good security practices.

The Atos Group's main certifications regarding security include ISO 27001, ISAE 3402 and PCI/DSS for a selection of Atos data centers as per applicability.

Cyber Essentials

Cyber Essentials is a UK government backed scheme to help protect UK organizations against a whole range of the most common cyber-attacks. Cyber Essentials Plus retains the Cyber Essentials trademark simplicity of approach and requires the implementation of the same levels of protection but requires undertaking a hands-on technical verification.

Atos has the following:

- Cyber Essentials Certificate Of Assurance Certification Number: ec71d0a2-2113-4152-b6e5-13e61bad7853. Scope: IRIS UK CLOUD PLATFORM – excluding all other networks. Date of certification: 2023-08-04;
- Cyber Essentials Certificate Of Assurance Certification Number: afe065f7-6d0d-4eea-9afe-22289004bb0f. Scope: Atos IT Remote Services Only, excluding all other networks. Date of certification 2023-11-20;
- Cyber Essentials Plus Certificate of Assurance Certification Number: b8ef848e-9e49-4bd5-ad10-123725715827. Scope: IRIS UK CLOUD PLATFORM – excluding all other networks. Date of certification: 2023-08-04;
- Cyber Essentials Plus Certificate of Assurance Certification Number: a6f96ee1-0e74-4427-88b0-4d11e0a9df08. Scope: Atos IT Remote Services Only, excluding all other networks. Date of certification: 2023-11-20.

Eviden Technology Services Limited has the following:

- Cyber Essentials Certificate Of Assurance Certification Number: 72fd73c7-e326-412a-964c-a9c14682a046. Scope: Whole Organization. Date of certification: 2023-06-15.

A comprehensive approach to the protection of assets

The Atos Group security organizations foster a comprehensive set of Global Security and Safety policies, standards, and guidelines. With an ever-evolving risk landscape, the Atos Cybersecurity Architecture and strategy evolves too. This evolution is addressed in regularly reviewed and updated policies. The Atos Group Security policies are well communicated and published to raise awareness about the mandatory and binding character for all Atos entities and employees worldwide.

This guarantees the safety and the security of Atos internal and external (i.e., "client related") business processes.

The Atos Group Safety and Security policies encompass the protection of all Atos Group assets, whether owned, used or held in custody by the Atos Group (information, intellectual property, sites, network, personnel, software, and hardware).

Group Security library change/enhancement in 2023

The Atos Group of companies continues to enhance its extensive set of security policies and supporting collateral and has improved its efficiency through digital transformation. Intellectual property of assets and confidential information, including, but not limited to, the use of confidentiality agreements, encryption and logical and physical protection of information, are also covered within these set of policies. These documents are stored within a SharePoint library and are available to all Atos Group employees. This document set is routinely audited as part of the ISO 27001 certification process.

The document "Security Requirements for Partners and Suppliers" is also included as part of the Group's documentation, which highlights the organization expectation around security and privacy best practices to be ensured as part of its engagement. Atos Group Information Security Management System (ISMS) documentation also covers security and privacy requirements of customers in addition to the annual Security awareness programs conducted for all Atos employees.

During 2023, a project to transform ISO 27001 certification standard used by the Group from ISO 27001:2013 to ISO 27001:2022 was initiated in order to obtain the certification against the new standard during H1 2024.

During 2023, the following were added to the ISMS document set.

- Encryption and Cryptographic Controls Policy;
- Safety and Security for International Workers;
- Guidelines – Security rules for the use of shared workplaces ATOS_EVIDEN;
- Report Internal Audit Walkthrough.

Awareness

- An information security/cybersecurity policy is published and made internally available to all employees on the Atos Group Security SharePoint portal.
- The mandatory Atos Cybersecurity and Safety Awareness Training was enhanced in June 2023 to add new training topics based on latest security risks and threats. The training is available in 7 languages (English, French, German, Spanish, Portuguese, Dutch, Simple Chinese) and is Web Content Accessibility Guidelines (WCAG) compliant.
- A clear escalation process is available to all employees which can be easily followed in the event they notice something suspicious is in place. This process is reviewed during the mandatory training.
- In addition to the mandatory training, several recommended training courses are available on the Learning Portal and Atos Group Security Awareness SharePoint spaces.
- It is the responsibility of all members of staff to adhere to the Atos Security Policies and related standards, procedures, and guidelines. Breach of these documents may result in disciplinary action, up to and including termination of employment.
- During 2023, 38 global communications covering security awareness were published and made available to all Atos staff worldwide.
- Atos conducted 6 phishing simulation campaigns during 2023 to measure employee awareness and vigilance to phishing attacks. Over 630,000 test phishing emails were delivered to targeted employees, using several templates requesting them to click on an embedded link and enter their credentials in a fake login page. Employees who reported the phishing email were congratulated for their positive response. Employees who were successfully phished were notified of their error and invited to complete complementary training.
- Cybersecurity Awareness Month was observed both globally and regionally during October 2023. Staff were encouraged to participate throughout the month-long event consisting of security-themed webinars, articles and newsletters. The objective was to raise awareness across the organization about the importance of cybersecurity to Atos and its clients and encourage people to do their part in protecting cyberspace, stressing individual accountability, and taking proactive steps to enhance cybersecurity.

Multi Factor Authentication (MFA)

The Global IT Single Sign On (SSO) service on the Atos Authentication Portal supports Multi-Factor Authentication (MFA) for workstations and mobile phones. This permits Public Key Infrastructure (PKI) card authentication (smart card certificate based on the Atos PKI CA infrastructure) and Microsoft Mobile Authenticator (AUTH). These allow Atos to offer MFA to all its employees and subcontractors/third parties. It ensures that MFA is applied to the compatible Atos critical web applications authentication. 97% of active individual physical and functional user accounts have implemented MFA.

Atos Managed Detection and Response (MDR)

Through the acquisition of Paladion in 2020, the Atos Group has procured AIsaac, a dedicated EU based cloud MDR (Managed Detection and Response) infrastructure. Since 2021 Atos has transitioned to the AIsaac service.

This new Atos AIsaac platform provides big data SIEM (Security Information and Event Management) capabilities with threat intelligence, advanced threat detection, faster incident mitigation, and collaborative breach response 24x7. The MDR solution does monitor servers, network devices, other Atos Group tools and security services to provide better detection of malicious activities and faster incident response.

By relying on the new Paladion AIsaac MDR platform, the Atos Group has a scalable platform to develop in-house and to improve the protection from sophisticated attacks. Through the on-going development with big data SIEM, and artificial intelligence, Atos can continuously analyze and protect the organization's data to detect attacks in real-time and near real-time. Once a threat is detected, AIsaac accelerates and fully orchestrates fast, accurate, and effective response to remediate threats faster.

With this purpose – and in the perspective of the improvement of the security events/incidents management – the Atos Group Security Directorates have launched in 2023 a project with the AIsaac team to upgrade the tool usage based on machine learning capabilities through the optimization of use-cases and the development of appropriate and scalable response proposals.

Secure Coding

The Atos Group continues its journey towards strengthening security as part of the application design, development and deployment. The maturity gained through secure coding training activity during previous years was built upon further through a series of initiatives. The Learning Portal was updated with self-learning programs that provide an understanding of topics like the Open Web Application Security Project (OWASP) top 10 and defensive programming. New courses made available during 2023 include:

- Certified Secure Software Lifecycle Professional (CSSLP);
- Secure Software Lifecycle;
- Secure Programming;
- Secure Coding Principles.

The secure development policy and guidelines were updated and enhanced. An aide memoire for application security controls which provides information in a concise manner forms part of the Atos Group set of security documentation. Through a series of workshops, the application team have been introduced to the advanced security features and tools available as part of the GitHub program. The Atos Group will retain its focus on the topic in future through various initiatives.

Security Incident Management

The Security Incident Management Policies have been redefined and implemented. The collaboration between the entire Group Security Officers and the Computer Security Incident Response Team (CSIRT) ensures its effectiveness.

To capture all Group security events and Group security incidents, Tech Foundations and Eviden rely on a network of more than 80 Atos Group Security Officers worldwide. These security events and security incidents are reviewed in the weekly Security Operations Review, which is chaired by the Atos Group Chief Security Officer (Atos Group CSO). All security incidents and events relating to data protection are also reviewed by the Group Data Protection officer and his network of security and legal experts.

In 2023, the incident management core team, supported by Big Data and Security (BDS) members, has conducted some improvements, especially in terms of reporting and strategical advising capacities. Further improvement steps have been taken by implementing an Incident Management Dashboard to share trends and key views to set up corrective and preventive actions plans.

New incident management rules were implemented to optimize the root cause analysis, the relevance of security ticket filtering, and the fluidity of the work of security officers. This includes improved automation and orchestration, more targeted access for security officers in the incident management processes, refined reporting, and strengthening of the partnership approach with BDS security experts.

In H2 2023, a major process improvement step has been achieved with the submission of a security ticket done directly through PISA, which strengthens the security ticket process.

Moreover, as part of the creation of two business lines within the Group (Tech Foundations and Eviden), incident management workstream have been separated to ensure a proper segregation of information and services delivered.

Each incident management teams is reporting separately security tickets and KPIs, except potential P1 and P2 (major incidents) that are still managed under the white (i.e., Atos Group) umbrella until further notice.

A major security incident with a priority of either P1 or P2 can be designated as a crisis after approval by the Atos Chief Security Officer and is then managed in compliance with the Crisis Management Policy.

As part of the creation of two business lines within the Group, and based on the experience gained, the Crisis Management Policy, the Security Incident Management Policy and the Cyber Emergency Policy have been reviewed.

Finally, to ensure that the methodology is applied consistently in addressing any declared cyber emergency event, a Group crisis exercise was conducted in October 2023 with strategic functions and another one in December 2023 to train Tech Foundations and Eviden teams' collaboration.

Business Continuity Management

Within the Atos Group, Business Continuity Management (BCM) is split into two main parts, Internal BCM for Atos supportive services and External BCM for customer services. Both internal and external stakeholders benefit from the BCM process.

For clients, the Atos Group has a tried, tested and certified track record of implementing operational resilience, continuity and recovery for its customers' critical services. This is embedded into the organization at a global and local level to ensure that continuity plans are successfully implemented minimising the impact of unexpected events on Atos' customers business. Clients are onboarded into the Global BCM programme and Business Continuity Management System. This includes mobilising resources through the transition phase to enable plans to be developed and updated throughout the transition phase and embed them into the future mode of operation (FMO). To ensure that performance levels are achieved, during each stage of the transition, the Business Continuity Managers monitor, analyse and deliver 8 milestones to ensure FMO is aligned or certified, if required, to ISO 22301. During 2023, Atos conducted approximately 700 Client Continuity tests.

To ensure that the Atos Group infrastructure and people continue to deliver IT services, line managers and local managers, responsible for components of the infrastructure or services, maintain an up-to-date business continuity plan, ready to execute if a disaster prevents the normal delivery of service.

Individual Business Lines are responsible for understanding the business impact of disruptions to the services that they provide, examining the resilience of those services, including their ability to cope with local disruptions and staff shortages. As part of this, they undertake local Business Continuity Planning and Exercise Execution and are onboarded to the Global Continuity Programme supported by the Operational Resiliency Team (ORC). Business continuity plans must be capable of delivering the contracted availability requirements to clients and internal services. Simulated continuity is tested at least annually. Business continuity management is discussed and agreed upon with internal supportive services and with clients, the latter part is described in the relevant contracts. Both agreements result in internal and external Service Level Agreements.

During 2023, the Atos Group Security Directorates have worked on multiple fronts to ensure the readiness of the overall setup of business continuity feasibility:

(i) They continue to organise webinars, simulations, tabletop exercises and a Group crisis exercise to review the collaboration of the Atos Group crisis-team members under crisis conditions to minimize or remove the possible impact. More than 40 people from Operations and Shared Functions worked in a simulated test case of the business continuity management methodology and addressed the requirements of internal and external stakeholders.

(ii) As part of the creation of two business lines within the Group, the Atos Group Security Directorates have undertaken an assessment and gathered the status of Business Continuity Plan (BCP) completeness at all office sites, with a result of 94% for all sites (Small, Medium and Large), including 100% for the Large sites. This work is continuing with the aim of reaching 100%. Furthermore, in the current state, Atos ORC is continuing to support Eviden organisation and clients. The services are detailed in the Global GEO BCM programme. The Eviden entity has its own ORC team under construction and will be responsible for managing the perimeters defined.

External Security Benchmarking

The Atos Group continue to use an industry-recognized security scorecard comparison supplier to benchmark their suppliers and their own performance against key competitors. This enables the Atos Group to provide feedback to the suppliers on their security posture, and to launch actions to improve their own cybersecurity. Should the security scorecard show a reduction in score, this would be used as a key indicator for the initiation of change to improve their suppliers and their own security positions in the market.

In addition, the Atos Group has deployed in 2023 an External Attack Surface Monitoring tool and process supporting an even more proactive detecting and remediating visible weaknesses in its digital footprint.

Group Cybersecurity Dashboard

The Group Cybersecurity Dashboard is a visual display of automated feeds to indicate with high reliability, at any given point, its security posture. The dashboard has been structured using the National Institute of Standards and Technology Cybersecurity Framework (NIST-CSF) categories: Identify, Protect, Detect, Respond, and Recover. In conjunction with the use of Red, Amber and Green (RAG) indicators, it assists in enabling prioritization of where focus is to be given in near real-time on an ongoing basis. This is seen as a critical tool for the security community and other stakeholders within Atos to facilitate rapid management of evolving threat actors.

The dashboard provides various layers of visualization and data, from the holistic view of the entire Group estate right down to users' specific area of responsibility. Generation of reports to the Group Security Management Committee and other key stakeholders are provided, which give the status at the most current point. Each KPI target is reviewed twice yearly to aid in improving the security culture and the maturity level.

Whilst this tool is predominately used to visualize key performance indicators, it also contains operational information. Examples include the ability to search by IP or host name and identify its location and its current security posture on an asset-by-asset level.

Further categories have been integrated into the dashboard to strengthen the ability to identify the constantly changing threat environment. In 2023, existing KPIs have been further improved and means to display KPI trends over a longer period have been deployed.

Tech Foundations and Eviden Cybersecurity Dashboards have been built. At the time of creating this report, a view of Eviden and Tech Foundations KPI's has been built into the respective dashboards. As sources are gradually split in Eviden and Tech Foundations, additional KPI's will be deployed in both dashboards. The existing joint Group Cybersecurity Dashboard remains in place.

Security key performance indicators (KPIs) and reporting

Security KPIs have been improved by better definition, delivering more meaningful information to the relevant support functions, and enhancing the capability to demonstrate the value of security. For example, percentage calculation of successful completion of security and safety awareness e-learning, security incidents open/closed and compliance to malicious code prevention.

Following the certification life cycle process, samples of sites are annually audited by Atos' internal audit team and assessed by an accredited external international certification body. The results of the internal audit ISO 27001:2013 are presented in an annual audit program, ensuring that a high level of maturity and knowledge is maintained across the Group. For the external audit wave of 2023, assessed by an external international certification body for ISO 27001:2013 Information Security Management Standard within the scope of certification, the Atos Group continues to meet the certification requirements. The ISO 27001:2013 certificates were issued with the sites listed by legal entities and per country.

Atos and Eviden now have their own ISO 27001:2013 certificate. The Tech Foundations certificate was issued in November 2023 and Eviden's was issued in December 2023.

During 2023, Atos did not experience any security incident on its perimeter which resulted in it having to pay penalties or suffer revenue losses. Security events are rapidly identified, and prompt action is taken by security staff following established processes. As such, security incidents had only limited impacts on Atos and/or its business. No security incident exposed Atos to the application of penalties or claims as such (other than incidents covered within the application of Service Level Agreements in the normal course of business). No other costs were incurred as a result of these security incidents.

2023 KPIs	KPI Name	2023 Results
A3_c2 Atos Group	Percentage of open security incidents open v/s closed (%)	5.13%
A3_c3 Atos Group	Percentage of staff who successfully performed the CyberSecurity and Security E-learning	92.85%
A3_c4 Atos Group	Percentage of staff who successfully performed the Data Protection E-learning	91.94%
A3_c5 Atos Group	Percentage of compliance to malicious prevention	99%
A3_c9 Atos Group	Percentage of coverage to ISO 27001 certification	98.72%
A3_c10 Atos Group	Percentage of staff in situ for greater than 8 weeks with enforced Two-Factor Authentication	99%

Achievement of 2023 Objectives

Objectives	Descriptions	Results/extents to which they have been met
Enhanced automation of security measurements	Continue the automation of the controls to capture how security measures are being implemented successfully across the full scope of the organization (and newly acquired companies). Atos will rely for that on the Group Security Dashboard and standard best-in-class solutions;	**New KPI's added to dashboard.** • Enforcement of Conditional Access Policies • Security Incidents and Events • DDoS Protection – critical events • KPI trend – visible as additional reports – aggregates data from other KPIs **Major changes/rebuild of existing KPI's.** • ForeScout Network Discovery • Microsoft O365 Secure Score rating • Percentage of assets without most critical vulnerabilities detected • Status of % Security Audit Action Closed • Asset Inventory Infoblox Coverage – calculation change
Enhance MDR	Go further in the Managed Detection and Response via the rollout of Microsoft E5 licences for all Atos staff, and by enhancing the scope and use of the Atos MDR tool;	During 2023, cloud protection was enhanced by: • The implementation of role-based access control; • Development of the understanding required to implement Data Lost Prevention in the Corporate environment; • Implementation of different scenarios in Cloud Access Security Broker to further improve the security posture and preparation for an additional Data Lost Prevention solution to be tested and deployed in 2024. This key milestone was achieved in 2023 as a result of deep analysis of E5 features for future design and development of other security controls. As part of the En Garde program, logs are now collected and as a result of their analysis, additional functionality has been, and continues to be built.
Greater control of threat surface and reduce data leakage	Leverage on new cybersecurity services (e.g., improve control of Atos threat surface, and improve detection of information leakage);	Atos has successfully deployed a Data Disclosure monitoring solution and an External Attack Surface management solution including the required procedures to process the information provided by such solutions. With this Atos already captured valuable insights which enabled further protection of its clients and its own company assets.
Enhanced partnership with Atos IT and business entities	Partnership with Atos IT and business entities for improving the security maturity of their infrastructure, products, and services;	Atos has launched in close collaboration with Atos IT and Production IT a global program that deals with the detection and remediation of Shadow IT aiming at maximum coverage of security controls and related improved assurance
Additional investment in control of supply chain and cloud security	Group Security will push further the investments in the control of the supply chain and cloud security;	Investigating automation with the supply chain activities with an assessment of tooling ongoing. Have instigated greater collaboration with the Charter of Trust and fellow members to assist with its objectives. Investment in cloud security will be clarified as part of the planned transition to ISO 27001:2022 in 2024.
Maintain security levels during and after creation of two business lines	With the proposed creation of two business lines, a Group Security transformation program has started, which is planned to be completed in Q2 of 2024. A guiding principle of this is to maintain the level of security during and after the creation of the two business lines.	The program is being executed and main tasks were finished as planned in December 2023. The guiding principle has been achieved. Few remaining actions will be finalized in 2024.

Security Risk Assessment

The Atos Group follows a comprehensive Enterprise Risk Management Framework, aiming at managing the uncertainties that may impair the achievement of business objectives. Within this framework, Security risk management follows specific processes embedded in its Information Security Management System, in alignment with the ISO 27001 standard.

Those processes all include the following steps: risk identification (determine what could happen), risk analysis and evaluation (quantitative and/or qualitative, to assess the level of risk), and risk treatment (acceptance or management of treatment/remediation plans). These are complemented by communication to relevant stakeholders and monitoring/ review cycles.

These risk management activities allow the Atos Group to:

- enhance its understanding of security risks and their management;
- identify and manage residual risks;
- drive continuous improvement of security.

In 2023, the Atos Group security team performed a global security risk assessment, starting from key unwanted scenarios (intrusion in a production system, theft of confidential data…) and leading to the identification and evaluation of operational risks.

Ransomware infection was one of the key scenarios considered, including the capability to prevent, detect and remediate such issues. As noted under Business Continuity Management above, a crisis simulation exercise was conducted across a number of regions based on cyberattack scenario to test and validate crisis management procedures at operational and management levels.

Security improvement plans have been aligned to address the results of those risk assessments.

Security Transformation and Paris 2024 Summer Olympic Games

The key driver for Security Transformation in 2023 was to further prepare Atos (as the IT Integrator) for meeting the challenges of the cybersecurity of the Paris 2024 Summer Olympics. The Group Security function initiated a transformation program during 2023 aiming at:

- further leveraging existing tooling capabilities, for threat protection, identity modernization and information protection;
- sharpening the digital footprint of the organization, notably by controlling the External Attack Surface and the Shadow IT;
- mobilizing all Atos staff to be extra vigilant in the run-up to and during the Olympic Games, via mandatory Security and Safety Awareness training, internally orchestrated phishing campaigns, and a focused set of security related communications to Atos staff;
- running Red Team ethical hacking project and other penetration tests.

This program will be pursued in 2024.

Charter of Trust

Atos is one of the founding members of the Charter of Trust, which was formally launched at the Munich Security Conference (MSC) in February 2018. As part of this worldwide agreement, the MSC and the globally active companies defined important principles for a secure digital world. They are committed to contributing to the value and the further development of the Charter for greater cybersecurity.

The Atos Group Security headed Charter of Trust (CoT) team acts externally in the different CoT task forces as active taskforce leader or member. This team ensures Atos internally maintains compliance with CoT principles and security requirements and active contribution to new subjects considered important by all CoT Partner Organizations.

Responsibility throughout the digital supply chain and education taskforces have jointly developed further guiding materials to be shared with suppliers.

Enhancements during 2023 include:

Principle	Enhancement
Responsibility throughout the digital supply chain and education	Risk based, modular approach based on existing standards created Communication material ("why flyer") created and published Verification methods and partners available and known Several presentations on conferences and at organizations
Security by default	Built a shared definition of security by default, also in conversation with a wide range of stakeholders, including the OECD Carried out several technical webinars with participants from public EU institutions and various countries Created a number of explanatory documents that received positive feedback from external audience
Transparency and Response	Created a workGroup aiming at: • the development of a foundation for standard security awareness training that can be used by all CoT partner organizations and their suppliers • the creation of a CoT Cyber Defence Academy – lowering the entry barriers to a career in cybersecurity, addressing the skills gap and building diversity in Atos security teams • the creation of a CoT and CyberPeace Institute Advanced Cyber Defence Training Centre
Advocacy and Communications	Newsletter and blog posts have been published regularly Munich Security Conference and CoT Anniversary contribution Determination of 5 core subjects: expertise to regulators, improved supply chain and product security, promoting cyber education, and collective response
Trustworthy AI and Digital Trust	Formation of a new taskforce and alignment on the definition of trustworthy AI. Definition of purpose – trust in AI products and AI led digitalization.

Supply Chain Assurance

In addition to the supply chain assurance activities undertaken under the CoT area, and the use of external security scorecards to routinely monitor the cybersecurity posture of its key suppliers, the Atos Group continues to strengthen their supplier cybersecurity management framework. Cybersecurity has been integrated within the full End to End (E2E) process from initial selection through to ongoing regular supplier assurance activities and offboarding.

2024 Goals

While Group Security continue to see Cyber threats increasing, the goal for 2024 will be to succeed to maintain the good security as in the previous years, and to avoid the impact of security events and incidents to the organization and to the clients.

To succeed in the challenge, the Group Security 2024 goals are the following:

- investment in employees' training and awareness programs will be increased to enhance their understanding of cybersecurity threats and risk mitigation;
- the necessary preparation to comply with the new European Union Network and Information Security 2 Directive will be implemented;
- an in-depth review of the centrally managed environment in 2023 resulted in the initiation of a number of projects to measure and control security of non-centrally managed systems;
- during 2024, the continuation of these projects, using innovative technologies, will permit cross-checking of many information sources, resulting in a stronger security management system;
- after successfully implementing the first Group Security Gen-AI project during Q4 2023, a further review will be undertaken of the adoption of AI technologies with the objective to benefit from this technology by leveraging Atos' tooling capabilities, including in its managed detection and response solution;
- Atos will continue to control its External Attack Threat Surface, working with a new partner;
- Atos Group will partner with Atos IT and business entities to improve the security maturity of its infrastructure, products, and services within Tech Foundations and Eviden;
- supply chain security challenges will be addressed by enhanced investment;
- during the first months of 2024, the remaining actions required for preparation of the organisational creation of two distinct business lines will be completed and the security related service agreements defined and established between Tech Foundations and Eviden will be implemented.

Data protection

The Atos Group Data Protection Policy applies to the entire operations across the whole Atos Group. Moreover, Atos has Group Binding Corporate Rules (BCR) as both a Controller and a Processor since 2014 and UK Binding Corporate Rules since December 2021. These provide protection for international transfers of personal data within the Atos Group and apply a consistent level of good data protection practice within the Group. The Atos Group BCR were updated again in 2023 to align them with the most recent European Data Protection Board guidance on BCR for Controllers.

Regarding suppliers, the Privacy Policy of Atos provides key principles that are applied to suppliers through contractual clauses and commitments that frame their mandatory obligations regarding privacy, and this includes the Privacy Policy principles.

To ensure data protection through the entire data supply chain, Atos suppliers and partners are:

- selected through processes that include the privacy policy principles and an assessment of the personal data processing through a Compliance Assessment of Data Processing for Supplier (CADP-S), which is composed of formal checklists of questions related to the processing of personal data conducted by the supplier, an analysis of its privacy policies and data protection commitments and certifications;
- bound by Atos Procurement agreement including a Data Protection Addendum considering the i) appropriate Technical and Organizational Measures (TOMs) to secure personal data for the specific processing, ii) where relevant, the Standard Contractual Clauses (SCC) to frame international transfers of personal data, and iii) Atos contractual data protection clauses to explicit supplier's obligations to comply with privacy policy principles.

Regarding clients, the Privacy Policy of Atos applies as a baseline to any bid where Atos has identified that personal data will be collected/processed by Atos on behalf of the client; this includes:

- an assessment of the personal data processing through a Compliance Assessment of Data Processing as data Processor (CADP-P) via the MyClientCADP tool, which was further developed in 2023, is composed of formal checklists of questions, and integrated into the Atos bid and delivery processes;
- signed Agreements and Data Protection Addenda considering the privacy policy principles and the appropriate Technical and Organizational Measures instructed by the client.

5.4.5 Ethical and trustworthy management of data

[GRI 3-3 Customer privacy], [GRI 418-1], [SASB TC-SI-220a.1], [SASB TC-SI-230]

5.4.5.1 Client information

Extensive privacy information is now published via the Privacy page on the Atos corporate website[1]. In addition to the privacy notice and information on cookies, this page also contains links to the Group Binding Corporate Rules (BCR) and its appendices, as well as the UK BCR, a statement regarding how Atos protects personal data and a report on the work carried out to comply with data protection.

As an IT services company, Atos processes only limited end-client information for its own purposes. Accordingly, while Atos processes extremely large amounts of data, including end-client data, in most cases it only does so as a Processor on behalf of its own clients, rather than as a Controller. However, Atos does assist and support its clients in the assessment of data processing and the resulting impact on privacy, both for the client and their final own clients (end users).

Accordingly, with regard to the end user information it may receive, Atos will comply with the explicit instructions of its clients, which the Atos Compliance Assessment of Data Processing as a data Processor (CADP-P) helps Atos to track and document.

Therefore, to ensure that Atos clients comply with the highest level of compliance with data protection rules, Atos systematically proposes to its clients:

- to amend former agreements in place to consider the General Data Protection Regulation (GDPR);
- to implement a reviewed data protection set of clauses including GDPR principles ("Atos – Standard data protection clause") in which Atos requires its clients to guarantee that they have provided adequate information in relation to data protection, so their data subjects benefit from the principles of data protection by design;
- to assess any processing of personal data on behalf of its clients using the MyClientCADP tool, which is designed to be completed progressively as part of the Atos bidding and contracting process by the relevant members of the bid team. This will include, where relevant, information on the proposed use of both internal and external subcontractors, including any proposed international transfers. The resulting Compliance Assessment of Data Processing (CADP-P) record, which can be included as part of the contractual documentation with clients, documents key data protection information regarding the way in which personal data will be processed and ensures that clients have the necessary information to meet their own obligations as Controllers. All relevant supporting documentation is gathered in the Atos Account Client Management System (ACM).

Concerning the policies and practices relating to behavioral advertising and user privacy [SASB TC-SI-220a.1], there is a list of policies, procedures and practices for personal data protection relating to behavioral advertising and user privacy. The main Atos policies or procedures relating to personal data protection are as follows:

- Atos Group Data Protection Policy;
- Atos Personal Data Breach Policy;
- Atos Binding Corporate Rules;
- Policy for Access to Atos IT Network User Data;
- Atos Security requirements for Partners and Suppliers.

Atos has implemented the policies, rules and requirements mentioned above into its operations and continues to develop and enforce them. This approach was strengthened through its GDPR compliance program launched in 2017 and remains under the custodianship of the Group Data Protection Office, supported by the Atos Data Protection Community – the community of Data Protection officers, Data Protection Legal Experts and Data Protection Coordinators (individuals in internal functions or business areas who act as DP points of contact). This collaborative approach has proved important to the development of effective Data Protection practices as well as ensuring that the international diversity of data protection requirements can be effectively addressed.

1) *https://atos.net/en/privacy*

Atos top management considers Data Protection to be an ongoing endeavor that has to be put into practice by everyone and this is evidenced by its continued support at both a global and a local level – as evidenced by the Data Protection Community.

As part of the GDPR program, Atos introduced data protection training for all its employees which was based on GDPR principles. This training has regularly been updated, including in 2023, and in its latest version forms part of the mandatory training program that all Atos employees are required to complete each year.

Atos maintains records of its processing of personal data for its own purposes in the form of what it terms a "Compliance Assessment of Data Processing as a Controller" (CADP-C). These assessments consider matters such as the legal basis of the processing, the types of data that will be used, how long data will kept for and any use of subcontracting (among other things). It also provides privacy notices to inform individuals about how their data is used.

Acting as a Controller and Processor, Atos does not use any client data for secondary purposes. [SASB TC-SI-220a.2]

Atos uses client information in a B2B context, i.e., for marketing purposes or when performing contracts with the companies that the individuals represent, strictly in line with local data protection obligations. For marketing purposes, Atos uses at minimum opt-out mechanism, if applicable, and uses (single) opt-in or double opt-in mechanisms in jurisdictions that require these. A data subject's consent always supersedes any other mechanism, hence once consent has been withdrawn, Atos does not seek alternative mechanisms to circumvent the data subjects that clearly expressed they do not wish to receive marketing Information.

The Global Service Agreement (GSA), signed by each Atos affiliate, contains a specific reference to the Atos register of processing activities which details the processing activities that the Company undertakes as as a Controller.

Acting as a Processor, Atos provides support to its clients in order to answer data subjects' requests, including access, portability, correction and deletion requests; Atos informs website visitors regarding data privacy [1].

Atos inform its clients on the following privacy protection issues:

- nature of information captured;
- use of the collected information;
- possibility for clients to decide how private data is collected, used, retained and processed:
  - opt-out option is available,
  - opt-in consent is required,
  - request access to data held by the Company,
  - request their data be transferred to other service providers,
  - request their data be corrected,
  - request their data be deleted;
- how long the information is kept on corporate files;
- how the information is protected.

1) *https://atos.net/en/privacy*

5.4.5.2 Protecting personal data in a data driven world

In a digital world driven by data, a primary concern is to build the necessary trust for digital business, based on protecting data and especially personal data by reducing the risks of incidents, particularly breaches of client privacy and data losses. Atos has for many years positioned itself as a pioneer in the market with regard to its approach to the protection of personal data. Based on its comprehensive security organization, strong and enforced policies, interdisciplinary collaboration, and the intensive cooperation of the data protection experts within the Company, Atos follows the strictest data protection standards.

In 2023 the Data Protection Community delivered training and awareness communications to the community, including in connection with Data Protection Day. There has also been a focus on providing information on specific data protection topics that are relevant to particular roles or use cases, so that employees have usable guidance. For example – what information and guidance would be useful to a line manager or what needs to be considered when considering sharing images of employees.

The Atos data protection policies encompass the protection of all personal data collected or held in custody by Atos (acting as a Controller or acting as a Processor) with a focus, in 2023, on the contractual measures between Atos and its suppliers (in the form of Data Protection Addenda DPA) and the roll-out of the Group Binding Corporate Rules (BCR) to new and acquired legal entities. This followed on from 2022 when there had been significant focus on the roll-out of the updated European Commission Standard Contractual Clauses (SCC) for the transfer of personal data to third countries.

There is a permanent working party on “Data Protection Awareness Procurement”, which includes the Atos Procurement team, Atos Legal Procurement team and the Atos Group Data Protection Office. This working party improves process and delivers specific training sessions for Procurement managers and senior buyers. In particular, this working party supported the alignment with the revised SCC and associated Data Transfer Impact Assessments (TIA) that these require.

The new SCC are integrated into the Atos DPA, besides an Atos tooling for conducting the Transfer Impact Assessments (Atos Data TIA record). For the Technical and Organizational Measures (TOMs), Atos standardized the lists of TOMs (acting as Processor and acting as Controller), to better cascade the instructions given by clients across the supply chain.

Atos requires all its suppliers to comply with the same high data protection standards that it has set for itself via its above-mentioned policies or based on applicable data protection legislation.

Atos IT, which is in charge of the Atos internal applications supporting most of the internal data processing activities of Atos as Data Controller around employees, clients, suppliers or partners as data subjects, has revised its Enterprise Application Policy (ASM-GIT-0006) and Enterprise Data Policy (ASM-GIT-0007) to translate in IT terms the requirements of personal data protection.

To ensure awareness among the Atos IT staff, specific training modules have been elaborated around those revised policies, stressing the personal data protection aspects: identified ownership, documented data acquisition and propagation flows, explicit life cycle definition, consistency rules and quality indicators, special attention to backups, log files and archives (retention period, authorized access, protected storage). In addition, regular programs are executed to expand the coverage of the data policy to all the organization through improved awareness training of the data-owners and constant update of the enterprise data inventory.

The revised Data Protection E-Learning strived to uphold the principles and best practices of internationally recognized accessibility standards (WCAG [1], BS8878 and EN301549).

The continuous improvement of these tools and processes allowed Atos to further integrate the “accountability principle” in a stringent way. Based on a Data Protection Management platform, Atos modernized and automized in 2020 its assessment process for activities performed for its own purposes in the role of Controller. Similarly, in 2022, the assessment process for activities performed in the role of Processor went through an equivalent transformation and was transitioned to the MyClientCADP platform. Both record types and the processes around them were substantially improved in 2023, with significant changes in how global Controller records are cascaded to meet local requirements and in how Processor records align with bid processes. By these means Atos has strengthened its register of processing activities as well as its privacy by design approach in the creation and implementation of its systems and services.

Furthermore, and from an operational perspective, in 2023, Atos did not receive any significant complaints regarding breaches of **client privacy**. [GRI 418-1], [SASB TC-SI-220a.3]

1) Web Content Accessibility Guidelines.

Data sovereignty and trust

To allow all participants in a data economy to realize the value of their data, it is required to maintain control over data usage. Policy and rules defined in the European regulation schemas need to be substantiated with trust frameworks. This fully resonates with Atos "raison d'être". To achieve such ambition, Atos has taken an industry leadership, as a founding member of Gaia-X, which provides the necessary trust framework and mechanisms to ensure that EU values, such as data protection, digital sovereignty, interoperability, portability and security can be ensured. Atos has been a founding member of the Gaia-X Association, was elected to its Board of Directors in June 2021, and is contributing to its deliverables and a number of dataspace projects which originate from it.

Gaia-X is a non-profit organization with more than 300 members from business, politics, academics and science from Europe and around the world with the objective to create a federated and secure data infrastructure ecosystem, bringing innovation through digital sovereignty and boosting the creation of new common data spaces to create digital economy.

Atos is also a Contributing Partner of the Charter of Trust as well as of Ethical Trustworthy Artificial and Machine Intelligence (ETAMI) European initiative, which develops standards and best practices for the robust and secure application of AI.

In addition, Atos is actively engaged in shaping the European ecosystem around cloud and data through board memberships at the International Data Spaces Association (IDSA), Big Data Value Association (BDVA) and FIWARE as well as strongly contributing to building cloud edge ecosystem through membership in the European Alliance of Industrial Data, Edge and Cloud and European projects, such as Horizon Europe and European Defense fund, leveraging on its leadership in secured, decarbonized digital.

5.4.6 Suppliers' CSR Performance

5.4.6.1 Monitoring of CSR risk in the supply chain

[A17]

To ensure ethical and compliant activities, Atos focuses a significant portion of its spend on large tier-one suppliers that take the same compelling approach towards sustainability as Atos.

Atos Procurement's objective is to strengthen the relationship with its:

- top 250 suppliers by spend which represent circa 70% of total Atos Group spend;
- strategic suppliers which are selected based on the level of spend, the category risk level and the geographic risk where the supplier operates;
- top managed suppliers, that are selected based on spend and business criticality.

Some of the suppliers in the three Groups are overlapping.

The Atos Partners' Commitment to Integrity (1)

[GRI 2-24]

Atos' suppliers must accept and comply with the Atos Partners' Commitment to Integrity.

The Atos Partners' Commitment to Integrity is included in all requests for proposals sent to suppliers and its key clauses are incorporated in the Atos' contracts. The Atos Partners' Commitment to Integrity's objective is to capture principles and actions for Corporate and Social Responsibility (CSR) undertaken by the Atos' Procurement department. It advises Atos' suppliers to follow the principles of the UN Global Compact in the areas of human rights, labor, environment, anti-corruption and the related non-compliance clause throughout the whole contract lifecycle with Atos. If a supplier does not agree to adhere to the Atos Partners' Commitment to Integrity because they have their own charter in place, Atos expects their charter to be at the same level in terms of principles as the Atos one. In the context of request for proposals, suppliers are also informed that they should respect and accept these principles as a prerequisite to be able to work with Atos. Also, they should be prepared to be assessed in depth by EcoVadis on their corporate responsibility performance at any time during their contract with Atos.

Anti-corruption

All Atos employees who perform purchasing-related activities on behalf of Atos or who have regular contacts with suppliers are required to sign the Atos Code of Conduct, which establishes the elementary rules each employee must respect in the performance of his or her work, including rules and guidance on anti-corruption issues.

Additionally, every year, all Atos employees have to complete the mandatory training course "Code of Ethics" which trains the employee to have a thorough understanding of Atos' ethical standards covering all themes of the Code of Ethics and to promote fair practices in daily business activities.

The top 250 Atos' suppliers by spend are screened on compliance, including anti-corruption checks, on a yearly basis. Each of them has its compliance risk assigned, remains under monitoring, and follow-up actions are defined to mitigate risks where required.

As part of the vendor onboarding process, every supplier is screened for international sanctions and suppliers with risk factors (sectorial and geographical risk, corruption issues declared in the vendor onboarding questionnaire) are subject to comprehensive compliance screening in a market leading tool (implemented in early 2022) based on numerous types of events including corruption cases.

Suppliers with significant findings will be subject to the Procurement Compliance Officer's review who, if required, may also consult Group Compliance. Once assessed and approved, the suppliers will be monitored. For any future event resulting in potential change of supplier compliance risk level, the Procurement Compliance Officer will be notified to take proper action and mitigate supplier compliance risk.

Extended compliance checks have also been implemented for other key Procurement processes and, together with a new tooling in place, have helped to strengthen assessments in the Atos supply chain to make sure Atos only engages with ethical, healthy and reliable suppliers.

1) *https://atos.net/wp-content/uploads/2022/06/atos-commitment-integrity-en.pdf*

EcoVadis and CSR alternative assessments

Atos works with the expert third party EcoVadis to gain insight into the Group's suppliers' activities. Because of the thorough analysis conducted in the dimensions of Environment, Labor and Human Rights, Ethics and Sustainable Procurement, Atos selected EcoVadis to be the standard reviewer of its suppliers. The key Atos Procurement KPIs are related to the spend covered by suppliers that have been recently assessed by EcoVadis. Thanks to the detailed analysis, Atos has a valuable overview of its top and strategic suppliers' CSR approach, including their strengths, weaknesses and any unethical behavior reported in the media or by NGOs. This helps Atos Procurement to identify possible risks and mitigate them case-by-case within the supply chain.

Atos Procurement's objective is to strengthen the relationship with its top and strategic suppliers and have all of them assessed by EcoVadis on their corporate responsibility performance. Atos also encourages suppliers to hold an assessment not older than 36 months during the Atos-supplier contract period. Suppliers are asked to respond to a detailed questionnaire about their engagement in corporate responsibility and to provide documents as proof in support of their answers. After filling in the survey, a team of EcoVadis CSR experts analyzes the answers and documents in detail, in order to give a global score (out of 100) and a score per dimension, as well as detailed comments including improvement schemes.

If a supplier does not have a valid EcoVadis scorecard, Atos can accept an alternative rating by another third-party expert CSR rating company. All alternative ratings are reviewed and accepted on a case-by-case basis.

In 2023:

- 73% of total Atos Group spend was with suppliers assessed by EcoVadis or had an alternative assessment; [A17]
- 756 (929 valid scorecards in total) suppliers were scored or reassessed by EcoVadis;
- 198/250 of Atos' top suppliers (by spend) were scored or reassessed by EcoVadis representing 79% of its strategic suppliers. [A17], [GRI 205-1]

The overall average score of the 756 Atos suppliers assessed by EcoVadis is 59 (out of 100) which confirms the following assessment:

- a structured and proactive corporate responsibility approach;
- policies and tangible actions on major topics;
- basic reporting on actions or performance indicators;
- company embraces continuous performance improvements on corporate responsibility and should be considered for a long-term business relationship.

As a matter of comparison, the overall average score of all suppliers assessed by EcoVadis in its entire worldwide database is 46, while the overall average score of all suppliers assessed by EcoVadis in the Atos sector (computer programming, consultancy and related activities) is 52,4.

In 2023, Atos' suppliers improved or maintained their score per topic compared to 2022, based on the 3-year validity of the scorecards. The average scores were as follows:

- Environment: 61 (vs. 60 in 2022);
- Labor and Human Rights: 61 (vs. 59 in 2022);
- Ethics: 58 (vs. 57 in 2022);
- Sustainable Procurement: 50 (same as 2022);

Suppliers with insufficient scores (EcoVadis overall score below 40/100)

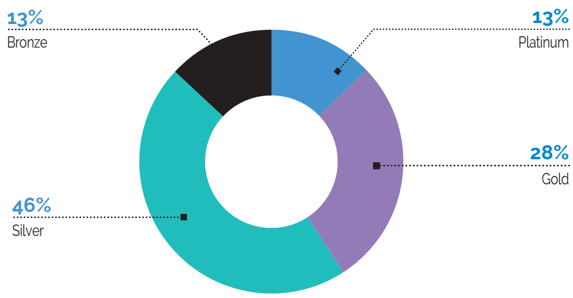
In 2023, 62 suppliers assessed by EcoVadis had an overall score below 40, generally due to a lack of understanding of the EcoVadis assessment process and platform.

This number increased significantly compared to 2022 as the overall portfolio of suppliers assessed by EcoVadis has doubled in size. However, those 62 suppliers represent only 2.8% of the total Atos Group spend.

In 2023, Atos has provided specific post-assessment communication to these suppliers to encourage them to implement corrective action plans. Progress is tracked, and suppliers are encouraged to be reassessed in the next 12 months. The Group's approach is to work with each supplier that has a score of below 40 and help them to increase their score.

Atos suppliers with a special EcoVadis recognition

53% of Atos spend is with suppliers that have received a special EcoVadis recognition. The level of recognition received is detailed in the chart below:



Atos itself was reassessed by EcoVadis in 2023 (with an overall score of 84/100 and 100/100 in the Environmental category) and has been awarded the EcoVadis Platinum Award for its performance in Corporate Social Responsibility. Atos thus confirms its position in the top 1% of companies assessed by EcoVadis in its Industry (computer programming, consultancy and related activities).

Additional decarbonization rating conducted by Atos for strategic suppliers:

To broaden the spend coverage, Atos has implemented its internal decarbonization rating methodology to establish suppliers' decarbonization maturity.

Once a year, Atos runs a performance review of its strategic suppliers (the "Supplier Performance Management – QCDIMS") [1]. In this performance review, the following topics are rated with the corresponding weight of the total score:

Quality (20%), Cost (20%), Delivery (15%), Innovation (10%), Management (15%), and Sustainability (20%).

To assess the Sustainability topic, three sections were established, all almost equally considered:

- CSR assessment (EcoVadis or alternative assessment): 7%;
- Decarbonization: 7%.
- Social: 6%

Regarding decarbonization, the following criteria are assessed:

- measuring and reporting CO_2e emissions;
- having a CO_2e emission reduction strategy;
- offsetting unavoidable emissions;
- having ISO 14001 certifications (Environmental Management System);
- having ISO 50001 certifications (Energy Management System);
- disclosing to CDP (Carbon Disclosure Project);
- committing to a Science Based Target.

Suppliers have to provide evidence for the above points, such as, for example, a CR/CSR/sustainability report or an integrated report/annual report that is published externally.

In 2023, 48% of Atos Group spend was done with suppliers who have committed to SBTi.

Based on their score, suppliers get a green, red or amber status.

Green/red/amber classification of suppliers

Atos uses the EcoVadis Environment theme score, alternative assessments or the Atos internal decarbonization rating to categorize its top and strategic suppliers as green, amber or red.

Green suppliers are mature from an environmental strategy perspective, while red suppliers require improvement in the area. Atos stakeholders are encouraged to spend more with green and amber suppliers and spend less with red suppliers.

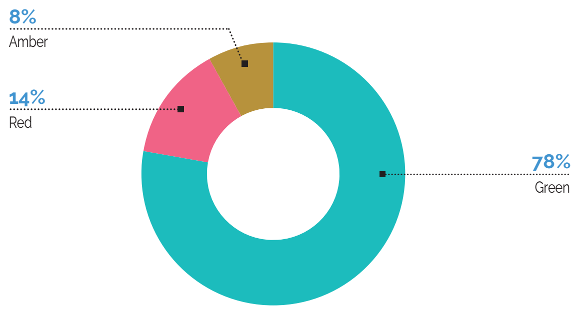
Red suppliers are also addressed by Procurement, Supplier Management and the Procurement Sustainability Team about their red classification. Atos offers them support to improve their carbon performance through:

- regular meetings to demonstrate any new sustainability commitments and/or continuous improvements;
- expert support from EcoAct or an equivalent organization to develop an improvement program.

The objective is not to terminate red suppliers' agreements, but to help them improve and become green.

Amber suppliers are not yet mature suppliers from a decarbonization perspective, but they are committed to make changes and improve their sustainability and decarbonization strategy.

In 2023, 73% of total Atos Group spend has been assessed for CSR risk and for decarbonization. Below is the distribution of the assessed spend for decarbonization:



During 2023 the percentage of spend with green suppliers increased by 19%, the spend with amber suppliers decreased by 16% and the percentage of spend with red suppliers decreased by 3% versus 2022. The increasing maturity of the Atos suppliers is clear based on the shifts in the spend during 2023.

1) *Quality, Cost, Delivery, Innovation, Management and Sustainability.*

Decarbonization of the supply chain

Atos has committed to net-zero carbon emissions to contribute to limiting the global warming of the planet to 1.5 °C. In this respect, Atos' near-term target is to reduce the CO_2 emissions of its supply chain by 50% by 2025. The aim is therefore to work with suppliers who can support Atos on the journey to achieve this decarbonization ambition.

An Atos Decarbonization Clause is proposed in all new and renegotiated/renewed contracts of 2 years and more, with the annual spend of minimum € 2 million.

By signing this clause, Atos asks its supplier to commit to the Science Based Target Initiative and set an objective of reducing its overall carbon footprint (GHG Scopes 1, 2 and 3) in alignment with the SBTi targets. After an agreed timeline, the supplier is also expected to share its carbon emission data with Atos.

Once a year or on each anniversary of the Agreement, the supplier should demonstrate to Atos the decrease of its carbon emissions, documented by appropriate evidence (for example external audits of its carbon emissions).

Labor and human rights

[GRI 2-24]

Respecting human rights throughout the supply chain is a key topic for Atos. To ensure that suppliers are monitoring their own operations and supply chains, the following questions have been introduced when selecting new suppliers through sourcing event (RfXs) and during the annual performance review:

- Has your company implemented initiatives and processes to ensure that modern slavery, including child labor, forced labor, compulsory or bonded labor and human trafficking, are not taking place in any part of your business or supply chain?
- Does your company comply with local labor laws in all operating locations?
- Does your company have a whistleblowing procedure in place?

The first question is also included in the supplier onboarding questionnaire in case a supplier is not selected through sourcing event (RfXs).

The negative responses to the questions will help further identify suppliers who might carry some risk related to human rights abuse. These cases are flagged for the responsible buyers who can notify the stakeholders of the inherent risk of engaging such suppliers.

In addition, following the EcoVadis assessments, improvement actions are proposed to Atos suppliers such as, for example:

- implement labor and human rights policies;
- implement formalized process to assess risks related to employee health and safety;
- implement measures on career management and training;
- implement measures on diversity, discrimination, and harassment;
- implement measures to prevent child labor, forced labor and human trafficking.

Supplier diversity

Atos recognizes the increasing need for a resilient and diverse supply chain, so in 2022 it has established its supplier diversity program. The program includes Atos' actions to advance diversity, equity and inclusion within the supply chain, not only by tracking diverse suppliers but also by encouraging suppliers to have policies, actions and reporting in place to promote diversity in their own organizations and within their supply chain.

Atos defines 'diverse suppliers' as any suppliers that are at least 51% owned, controlled, operated, or managed by a party that falls into one of the following Groups:

- minorities;
- women;
- people with disabilities;
- veterans;
- LGBTQ+;
- any noted underrepresented Group.

Small-Medium sized Enterprise (SMEs), and Small-Medium sized Business Enterprise (SBEs) qualify as diverse suppliers. In addition, in some geographies, working with social enterprises is also encouraged and monitored, but this is still an experimental stage at the moment.

Currently, diversity certifications are requested from all suppliers bidding for Atos business through the eSourcing process, suppliers score additional points for diversity certificates, for subcontracting to diverse suppliers or for having certain diversity related initiatives in place. Procurement also has a departmental objective in place, where it is required to invite at least one diverse supplier to bid in sourcing events (RfXs).

From the beginning of 2023, the diversity topic is addressed with all managed suppliers. Additionally, all new suppliers going through the onboarding process are requested to state their diversity status and are requested to provide any diversity certifications they hold.

When managed suppliers are reviewed and scored annually for their performances, the topic of diversity, along with other social topics (representing 6%) such as human rights are included as part of the overall sustainability score (20%).

Accessibility in the supply chain

Atos is determined to position accessibility as a fundamental and integral aspect of the products and services it supplies to its customers and its own employees including accessibility competence and consideration within its supply chain.

Effective Q4 2023, the Atos Procurement Team has adapted its sourcing process to include detailed supplier accessibility evaluation criteria in sourcing events (RfXs) and to include accessibility clauses in relevant new supplier contracts (for applicable Procurement categories).

5.4.6.2 Atos spend 2023 by country and by category

Local spending

[GRI 2-6]

Through the permanent dialogue with suppliers, Atos monitors the percentage of the procurement budget used for significant locations of operation that is spent with local suppliers for that operation (such as percentage of products and services purchased locally).

This KPI covers Atos entities integrated in the main ERP (Enterprise Resource Planning) system.

Percentage of local spending:

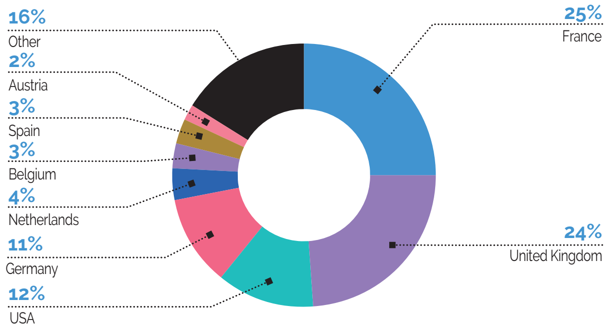
In the 68 countries where Atos Procurement is operating, six countries (France, the United Kingdom, the United States, Germany, the Netherlands and Belgium) represent 79% of the spend.

The eight largest countries representing 84% of Atos spend are all located in Europe and North America. This means that most of the Company spend is in countries that have stricter sustainability regulations in place than other regions.

Global Procurement aims to centralize the spending and to sign global agreements with significant suppliers. However, many of these suppliers are present in the countries where the Group operates in and, as such, 83% of the delivery of goods and services are done at local level, reducing Atos' impact on the environment. This is also explained by the use of vendors located in numerous countries and the use of distributors for IT materials. [GRI 204-1]

Atos' spend 2023 by country

[GRI 203-2], [GRI 204-1]

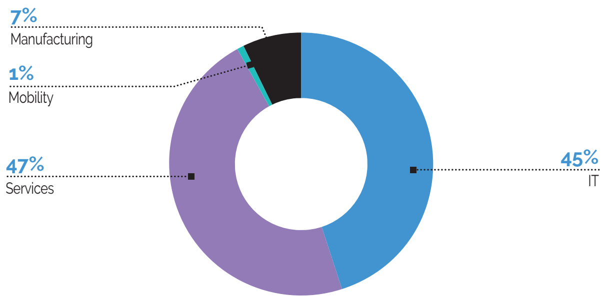


Atos' spend 2023 by category

[GRI 2-6], [GRI 204-1]

Since Atos is a service company, a large part of its purchases is concentrated on people-related categories. Indeed, 47% of Atos total spend is dedicated to services, including staffing and subcontracting, facility management and professional services. These categories indirectly generate employment in countries where strong labor laws are in place. On the other hand, IT spend represents 45% of Atos total spend and is sourced from the largest IT tier-one suppliers, which are all fully in line with Atos sustainability objectives.

Manufacturing in Atos now represents 7% of spend and is mainly sourced from electronic contracts manufacturing (ECMs) and/or tier-one suppliers, though a small proportion of spend is sourced from a supply chain in the Asia-Pacific region.



5.4.7 Ethics and Compliance

Inherently, Ethics and Compliance are part of the non-financial performance challenges that Atos is committed to meeting (section 5.4.7.1) and are encapsulated in a dedicated program (section 5.4.7.2).

5.4.7.1 Ethics and Compliance non-financial performance challenges

[GRI 3-3 Anti-corruption]

5.4.7.1.1 Ethics and Compliance approach

Atos' purpose ("raison d'être") is structured around the notion of the "digital space" or digital, and Atos' contribution to making it safe, accessible to all and sustainable, therefore contributing to the common interest. Atos' commitment to integrity and its strong foundations of Ethics and Compliance enables the confidence of the Group's employees, clients, and society at large, which is key to the digital space to which Atos contributes.

In 2023, EcoVadis maintained Atos' "Platinum" certificate and recognized its efforts in terms of "Ethics" and "Labor and Human Rights" with a score of 80/100 in both respective sections, securing Atos' position in the top 1% of the IT sector [1].

In order to achieve the challenges of an increasingly complex and constantly evolving business and regulatory environment, Atos has developed its Ethics & Compliance program which targets the highest ethical standards and promotes them as a competitive advantage to bring value to the business and ensure its long-term success with its internal and external stakeholders.

Atos' approach to Ethics and Compliance is to develop and monitor a coordinated program to prevent and detect risks in the following regulatory areas:

- anti-corruption;
- trade regulations and export control;
- antitrust;
- the Duty of Vigilance.

5.4.7.1.2 Ethics and Compliance governance

To ensure the effectiveness of its compliance program, Atos has set up a multi-layered governance combining a global and local approach from the highest level of the organization to the heart of the operations.

A – Tone from the top: Board of Directors, Ethics Advisory Body and Group Executive Board

The Board of Directors oversees the development of the compliance program, notably through regular reporting of the Group Deputy Secretary General and the necessary support of the Group Head of Ethics and Compliance, and endorses the key elements of the program, such as the Code of Ethics.

The Group Deputy Secretary General, also in charge of Internal audit, reports on a half-year basis to the Audit Committee and a regular information channel exists between the Group Deputy Secretary General and the Chairman of the Audit Committee.

The Board of Directors has appointed an Ethics Advisory Body ("Collège des déontologues") composed of independent and highly expert external professionals to advise the Group management on complex, sensitive and/or strategic compliance issues for the Group. The Ethics Advisory Body meets as often as necessary.

To ensure compliance is fully embedded in Atos' culture, the Group Executive Board determines the direction and priorities for compliance, on the basis of the regular reporting driven by Group Deputy Secretary General.

5

1) *https://atos.net/en/2023/press-release_2023_10_12/atos-is-awarded-a-platinum-ecovadis-medal-for-its-commitment-to-sustainability-for-4th-year-running*

B – Compliance community: Group Compliance, Compliance Officers (RBU and Functions) and General Counsels

The compliance program is developed at global level, to ensure consistency and effectiveness throughout the Group.

On a day-to-day basis, the compliance activity is led by the Group Compliance Team which:

- defines the compliance strategy in line with the direction set by the Group Executive Board;
- advises Senior Managers on the compliance guidance, policies and tools to be implemented locally;
- collectively with Local Compliance Officers of RBUs and Global Functions, ensure the implementation of the Group compliance program and its daily effectiveness;
- undertakes the Group Corruption Risk Mapping, develops and follows up the related mitigation plans;
- launches, leads and supports global internal investigations.

Compliance Officers within the RBUs and Global Functions are key in the compliance organization. They work in close cooperation with the General Counsels, who bring the legal support needed. They all meet as a virtual community with Group Compliance at least once a month to share best practice and ensure full alignment on compliance initiatives. Compliance Officers are in charge of supporting Senior Managers notably to promote a culture of compliance and integrity in their organization, to monitor the implementation of compliance initiatives, provide compliance training, collect and investigate local alerts and compliance issues raised to their attention.

The Group Compliance Team conducts a legal watch review to ensure increasingly frequent changes in laws and regulations applicable to the Group are well anticipated and managed. The legal framework regarding international sanctions has been this year again under strict scrutiny by Group Compliance Team considering the numerous geopolitical conflicts that took place around the globe. In order to adapt the compliance program, when local laws so require, the Group Compliance Team relies on the Compliance Officers and General Counsels in the regions to adapt Group compliance initiatives to the local environment and circumstances, in order to ensure that Atos complies with applicable laws in all countries where it operates. This is why the close cooperation and two-way communication between Group Compliance and Compliance Officers and General Counsels is deemed crucial to the effectiveness of the program and is maintained at all times.

C – Senior managers

Senior Managers are responsible for the effective implementation of the compliance program within their organization. Thus, they are responsible for:

- structuring the compliance function within their organization: they approve the appointment of the Compliance Officer on the proposal of the General Counsel, before validation by the Group Compliance Team;
- ensuring the effective implementation within their organization of all compliance directives, policies, trainings and tools developed by the Group Compliance Team;
- ensuring employees in their organization understand and comply with the Code of Ethics and the Global Ethics & Compliance Policy.

5.4.7.1.3 Ethics and Compliance program and key initiatives

Atos' compliance program relies on a four-stage risk management cycle, consisting of risk identification and assessment, prevention, detection and monitoring, thus enabling a continuous improvement cycle.

In accordance with this program, Atos has conducted key compliance initiatives in 2023, focused on:

- the completion and release of the Corruption Risk Mapping in collaboration with the Group Internal Control & ERM and Group Internal Audit teams;
- pursuing the strengthening of the compliance due diligence process on third parties (including suppliers, clients and business partners) through the definition and use of an improved and stricter methodology and the centralization of the due diligence procedures on all categories of third parties in a single tool for better management and monitoring purpose;
- the close monitoring of compliance with international sanctions and embargoes, in particular with regard to the evolving legal framework regarding Russia and Belarus, as well as the US export control restrictions targeting China on advanced computing and semiconductor manufacturing;
- pursuing the digitalization of the Atos Group Alert System with the roll-out of the new online system in the Asia Pacific (APAC) region and the preparation and launch of all relevant consultation and/or information processes of the European and local work councils, in line with changes in the legal and regulatory framework further to the adoption of the Directive (EU) 2019/1937 on the protection of whistleblowers, as well as preparing the duplication of the platform for Eviden and Tech Foundations;
- the revision of the Global Ethics and Compliance Policy to bring it to line on the one hand with practical internal developments in the management of compliance topics, and on the other with process developments;
- bringing together all documents and policies related to the giving and receiving of Gifts and Invitations;
- the publication of a new policy on Charitable Donations and Sponsorships to provide guidance and good practices, and set up a mandatory step-by-step approval process to ensure that proper due diligence is carried out on the recipients of potential contributions, only contributions which are legitimate and compliant with applicable laws and Atos Code of Ethics are made, and that adequate documentation is gathered and obtained to ensure monitoring of all charitable donations and sponsorship activities;
- the review and update of Atos Anti-Fraud Policy to provide visibility and practical guidance, manage the fraud risk, and reaffirm Atos' zero-tolerance policy on fraud.

5.4.7.2 Ethics and Compliance Program

Atos has put in place a robust compliance program, in line with the highest ethical standards and best practice. Adopting a risk management approach, the program consists in identification and assessment measures (5.4.7.2.1), preventative measures (5.4.7.2.2), detective measures (5.4.7.2.3) and monitoring measures (5.4.7.2.4).

5.4.7.2.1 Ethics and Compliance Identification and Assessment Measures

[GRI 2-23], [GRI 2-24]

A – Corruption Risk Mapping

In 2023, Atos finalized the update of its Corruption Risk Mapping exercise and improved its methodology through a comprehensive collaboration between Group Compliance, Group Internal Audit and Group Internal Control and Enterprise Risk Management departments as well as a representative sample of operational managers from the business lines and other support functions at all levels of the organization.

In line with all principles detailed in the French Anticorruption Agency (AFA) guidelines and with the support of the Group Internal Control and Enterprise Risk Management practices and methodology, the 2023 updated Corruption Risk Mapping relied on a staged approach unfolding in four main limbs:

- **identification of business activities and processes**;
- **definition of corruption risks and scenarios**, with the indication of the processes concerned, the possible corruption mechanisms used, the third parties involved, and the internal functions exposed;
- **evaluation** of the inherent risk through a survey sent to a large scale of relevant internal stakeholders and the residual risk through workshops organized with risk control experts; and
- **analysis and consolidation of results and definition of pertinent action plans.** The outcome of the revised Corruption Risk Mapping, including the action plans, were presented to the Group Executive Board and to the Audit Committee. The progress made on the action plan will be reported to the Group Executive Board on a semesterly basis and to the Audit Committee on a yearly basis.

The cooperative work conducted in the frame of the Corruption Risk Mapping update included:

- the review of the Group processes covering all business lines and geographies to identify opportunities for improvement;
- the identification of corruption risks relevant to Atos' current organization and activities through a bottom-up approach for both global functions and the regions; As a result, 58 scenarios among 25 risk areas were identified, along with 14 corruption mechanisms. For each corruption mechanism identified, a control card identifying and detailing the corresponding controls and mitigating measures in place was created;
- an assessment of all scenarios to obtain a fair representation of the inherent risk exposure of the organization, taking into account aggravating factors where relevant, followed by the analysis of the efficiency of the controls and measures in place to obtain the residual risk exposure using objective criteria;
- consequent prioritization of the risks and development of action plans at the relevant levels in the organization to address issues or bring improvements.

B – Compliance & Ethics within the Enterprise Risk Management (ERM)

A thorough risk review is conducted at Group level at regular intervals as part of the Enterprise Risk Management (ERM) process driven by Group Internal Control and ERM department. This review comprises all strategic risks as prescribed in Section 7.1.1 Enterprise risk management below in the URD.

Within the framework of the ERM, the risks and opportunities pertaining to Compliance and Ethics are assessed to determine whether there could be a risk that the Group may fail to comply with regulations resulting in potential Group's criminal liability, fines, reputational damages, additional costs or revenue shortfall. The regulations and related legal risks within the frame of Compliance and Ethics embedded in the ERM framework allow for a compliance assessment with anti-corruption laws, economic sanctions, the protection of human rights, export control, competition law, and employment and labor laws (individuals and collective rights).

In 2023, the Compliance and Ethics risk was assessed and considered as "optimized", i.e., low and well mitigated thanks to the comprehensive policies and processes that have been implemented over the years within the Group.

5.4.7.2.2 Ethics and Compliance Preventative Measures

A – Code of Ethics

[GRI 2-23], [GRI 2-24]

The Code of Ethics introduces Atos' commitment to comply with the highest standards of business integrity and ethics, as well as applicable laws and regulations in all countries.

It is a key preventative measure, as it covers a wide range of compliance topics and guides employees for ethical decision-making.

The Code of Ethics was initially adopted in 2003 and has been regularly reviewed since then to adjust to the changes in the regulatory environment and to reflect Atos' ethical ambition.

In 2021, a revised version of the Code of Ethics was adopted and implemented progressively in the whole Group. The Code of Ethics includes a foreword from the Chairman of the Board setting the tone from the top linking the ethical commitments to Atos' purpose ("raison d'être") and covering a wider range of topics like inclusion in the workplace, human rights, data protection and the environment, and providing for a comprehensive anticorruption code of conduct in line with the latest version of the Corruption Risk Mapping. As such, the Code of Ethics formalizes the Atos zero-tolerance policy towards corruption. It has been endorsed by the Board of Directors.

In order to ensure full awareness and understanding of the Code of Ethics, all employees are required to take the mandatory training dedicated to the Code of Ethics on an annual basis to ensure they remain fully aligned with and aware of their obligations. In most RBUs, the Code of Ethics is specifically referred to in employment contracts and associated documentation in order to ensure full awareness by employees end effective enforcement. In addition, KPIs have been established in relation to employees' training on the Code of Ethics. For further information, please refer to the paragraph dedicated to the "Communication and training strategy" below.

B – Global Ethics and Compliance Policy and other internal policies

The Global Ethics and Compliance Policy, together with the compliance related procedures, guidelines and materials supplement the Code of Ethics and form the framework of the Atos Compliance Management System which is designed to ensure that Atos operates in an ethical manner.

Such materials are maintained by Group Compliance to ensure they are up to the highest and most up-to-date ethical standards. In 2023, the Global Ethics and Compliance Policy was revised and amended to be in line with the internal developments and organizational changes that occurred in the past two years and to provide detailed information on the Corruption Risk Mapping exercise (revision and methodology), as well as the third-party section regarding the new checks on customers and suppliers that have been implemented in the Group.

C – Atos Partners' Commitment to Integrity

The Atos Partners' Commitment to Integrity [1] is a key document in the management of third parties. This document sets forth the ethical commitments that all Atos partners are expected to take when entering a contract with Atos. It covers human rights, health and safety of individuals, business integrity and the environment. Non-compliance with any of the provisions by a third party subject to the Atos Partners' Commitment to Integrity, constitutes a breach of the contractual obligations and may entail as such, depending on the severity of the facts, the termination of the contract.

1) https://atos.net/wp-content/uploads/2022/06/atos-commitment-integrity-en.pdf

D – Communication and training strategy

[GRI 2-23], [GRI 2-24], [GRI 205-2]

Communication campaigns and training sessions are key to ensuring that policies, tools and other resources are known and understood by employees across the Group, which is the condition of their effectiveness.

Communication

The Group Compliance Team has developed an annual communication plan including both regular communications such as newsletters and campaigns to celebrate external events such as the UN Anticorruption Day, and specific messages on crucial topics based around internal news and events, to best capture employees' attention and ensure they remain alert.

The Group Compliance Team sends quarterly a bulletin to approximately 2,000 managers, including all CEOs, Senior Managers, Compliance Officers, internal auditors and to the whole legal community worldwide to share: internal initiatives and best practices to be aware of and to be communicated within their respective organization, and highlights of the latest external developments in compliance globally including the lessons which can be learnt for Atos in its daily activities and operations.

As part of the UN International Anti-corruption Day celebration, the Group Compliance Team, supported by all Compliance Officers, organized a worldwide communication campaign through a quiz designed to engage employees' attention and re-enforce learning about the importance of always acting ethically.

Trainings

- Code of Ethics – Mandatory e-learning training for employees

The training on the Code of Ethics is mandatory for all permanent contract and active employees in the Group. It must be completed by all new hires within 90 days of joining Atos and must be re-taken annually. This requirement is to ensure that all employees have an up-to-date knowledge of the principles set in the Code of Ethics.

The Code of Ethics training reflects an interactive approach combining lessons and actual scenarios and include a final test which employees must pass to validate their training. The final test questions are modified each year. The themes covered include all topics of the Code of Ethics including the prevention of discrimination and harassment in the workplace, the prevention of bribery and corruption, fraud, compliance with competition law, and the management of conflicts of interest. In 2023, the training was partially updated to keep up with the latest regulations and highlight Atos' updated compliance and ethics procedures.

In 2023, 92.33% of employees completed the e-learning on the Code of Ethics [GRI 205-2].

- Code of Ethics – ETO^{2}s ("Ethics in Tier One Organization School")

To complement the mandatory e-learning on the Code of Ethics, ETO^{2}s ("Ethics in Tier One Organization School") live training sessions are organized by Group Compliance and the Compliance Officers, throughout the Group targeting managers, in order to train them specifically on how to set the right tone within their teams. The aim is to go deeper on more technical subjects, and to give guidance to managers so that they can fully ensure their manager role and guide their team to conduct their activities in accordance with the Code of Ethics principles. In 2023, this training focused on anti-corruption, antitrust, international sanctions and export control, anti-fraud, dawn raids, human rights and the Alert System.

- Doing Business Without Bribery

To ensure a deeper understanding of the corruption risks by the most exposed employees, Atos uses the e-learning module "Doing Business Without Bribery" developed by Transparency International providing a very practical approach in an operational context and made available to all employees. Key employees exposed to an enhanced level of risk due to the nature of operations they conduct are mandatorily required to partake the training.

- Compliance Officers' Induction Program

Once appointed, each Compliance Officer is trained by the Group Compliance Team about the key compliance measures and their role as a member of the Compliance Officer network. The program cover topics such as anti-corruption, conflict of interest, antitrust, international sanctions, third party due diligence and the assessment of compliance risks. In 2023, the Group Compliance Team has actively worked on updating the induction program content to provide Compliance Officers with all required knowledge to conduct their role.

- Export Control trainings

In 2023, the Group Compliance Team has increased awareness of international sanctions and export controls to the employees most concerned with the US/China export-control framework, to ensure compliance with new sanctions as they were introduced.

- Financial Integrity training

As part of the comprehensive action plan announced in April 2021 to enhance its preventive controls and processes, Atos rolled out an e-learning dedicated to financial integrity to all employees in North America. The objective was to educate them on all aspects of financial integrity, teaching them how to identify red flags in order to ensure the right behavior at all levels of the organization. Following the successful completion of this training in North America, the training has been extended beyond and rolled out for all employees in the Group during 2022. In 2023, efforts were pursued, and the training was made compulsory to new joiners.

E – Due diligence on third parties

The Atos Compliance program is designed to ensure that the assessment of the integrity and business practices of the Group's commercial partners remains at all times a crucial aspect of Atos business dealings.

As per Atos' third-party management processes, customers and prospects, suppliers and other business partners or intermediaries are thoroughly vetted using compliance screening software and databases prior to engagement. The evaluation aims at identifying third parties subject to international sanctions, representing a potential corruption risk exposure, subject to legal breaches, as well as identifying human rights abuses to comply with Atos' Duty of Vigilance obligations.

The onboarding process includes specific measures for higher-risk partners (e.g., integrity questionnaire) and adherence to stringent ethical undertakings. Integrity checks are also carried out on acquisition targets and recipients of charitable donations, sponsorship or patronage.

In the continuity of previous years' actions, improvements in due diligence included the review and update of the relevant policies and processes related to the management of third parties, and the reinforcement of communication and training on the topic. In this regard, the integration of all types of third parties into a single screening solution was conducted in 2023 to ensure a uniform framework for the assessment and monitoring of third parties and facilitate the differentiation according to the risk represented by each.

F – Export-Control

Due to Atos business activities', and particularly IT components and services, communication equipment and hardware, the Atos Group is subject to a various array of national and international export control laws and regulations, under which a licence and/or compliance to specific requirements may be requested from the relevant authorities before any equipment or technology can be transferred, exported, re-exported, brokered or transported.

To comply with these laws and regulations, Atos has set up an Export Control program based on:

- a range of documents and guidelines, including the Group Export Control Compliance Guidelines which set up the conditions and requirements of the export control compliance program within the organization;
- the identification of the controlled goods (whether tangible or intangible) subject to the control and the assessment of the risks affiliated;
- Structured Export Control teams (Group Compliance and Local Export Control Team);
- the management of the controlled goods through an authorization process which ensures the transfers/exports are being done according to the export control regulations;
- rules, processes, training campaigns and internal audit.

This program, applicable in all the Atos entities, defines the roles and responsibilities of the various stakeholders involved in the Export Control processes as well as the best practices to be deployed internally.

5.4.7.2.3 Ethics and Compliance Detective measures

Group Ethics Alert System

[GRI 2-26]

Atos has a Group Ethics Alert System in place to enable employees across the Group, as well as third parties, to report any matter of concern in relation to potential breaches of the Code of Ethics, or applicable laws or regulations.

In accordance with the Group Alert System Policy, the first step upon receipt of any compliance alert is the analysis of its admissibility and decision whether an internal investigation should be launched [GRI 2-16]. Anonymous alerts are considered, unless prohibited by local laws. Atos guarantees the protection of the confidentiality of all information exchanged as part of the processing of the alert, including the identity of the whistleblower and of any other person involved. Precautionary measures are also taken to prevent any conflict of interest, and therefore ensure impartiality in the conduct of the investigation. All the alerts considered as admissible are reviewed by an investigation team appointed on a case-by-case basis for each alert. The Investigation Team is at least composed of two persons, coming from various functions internally (Compliance, Internal Audit, Legal Affairs, Human Resources, etc.) but also externally if needed (External counsels, etc.) depending on which expertise is the most relevant regarding the subject of the alert and the circumstances. The Investigation Team members have a duty to confirm they are not conflicted (personally or professionally) in relation to the alert they investigate on.

In 2023, Atos pursued the digitalization of the Atos Group Alert System with the roll-out of a dedicated system already effective in Americas, Middle East, Africa and Turkey with the addition of the APAC (Asia Pacific) region. Furthermore, the preparation and launch of all relevant consultation and/or information process of the European and local work councils have been engaged, in line with the changes in the legal and regulatory framework further to the adoption of the Directive (EU) 2019/1937 on the protection of whistleblowers. The use of the tool supporting the whistleblowing system remains an option to a whistleblower who may always report its concerns through any means. For further information about the Group Ethics Alert System, please refer to Section 5.4.8.5 “Alert mechanism” in the Vigilance Plan section below.

Compliance Officers report half-yearly to the Group Compliance Team statistics and key data on the alerts raised and investigated locally.

In 2023, 50 compliance alerts were reported and monitored within the Group [GRI 2-16].

Accounting measures

Accounting controls are a critical component of Atos compliance program, as they ensure that the Company is operating in accordance with all applicable laws and regulations, that its financial reporting is accurate and reliable, and that fraud and misuses of assets are properly prevented and managed.

An inter-department task force led by Group Finance was set up in 2020, to review, assess and enhance the existing accounting controls in the Book of Internal Control (BIC).

Since 2021, the task force has implemented additional accounting controls as a result of the Corruption Risk Mapping action plan, including a strengthening of the approval workflows of the General Ledger Month End Closing portal leading to an improvement of preventive accounting controls. In 2023, efforts have been pursued in this regard with the development of the Finance Internal Control tool, developed jointly by Finance Internal Control and Atos IT, which is now fully operational and is improved continuously. In addition, the extensive efforts put in place in 2023 on the Corruption Risk Mapping exercise allowed for the identification of existing accounting controls across the Group and their mapping against the potential corruption mechanisms which may be faced by the Group in the course of its activities.

5.4.7.2.4 Ethics and Compliance program monitoring

The monitoring of the Compliance program is managed in cooperation between Group Compliance and Group Internal Control and Enterprise Risk Management (ERM).

In all its operations, Atos operates a three-tier control system. This model includes three lines of defense:

1st line of defense

The purpose of the controls executed by the 1st line of defense is to ensure that processes are performed in compliance with the Group internal policies. They are performed by key executors as part of their daily activities.

2nd line of defense

The purpose of the controls executed by the 2nd line of defense is to ensure that the 1st line controls have been properly carried out. Hence, the control performed by Group Compliance on the basis of the semesterly reporting from the Compliance Officers is a control executed by the 2nd line of defense.

The effectiveness of these controls is regularly assessed through self-assessment questionnaires and testing campaigns organized by the Group Internal Control and ERM Team.

3rd line of defense

The purpose of the third line of defense is to ensure that the control system complies with the Group requirements and is implemented effectively. It is performed by Group Internal Audit, through entity reviews and process reviews, as per the approved annual audit plan.

All entity reviews conducted by Group Internal Audit contain checkpoints related to compliance risks. Process reviews may also contain checkpoints on compliance matters, depending on the subject of the review. In 2020, a specific anticorruption BIC testing campaign was rolled out. Since then, most campaigns now include anticorruption controls as part of the rotation plan.

In 2023, no significant fine for non-compliance with laws and regulations was levied against the Group [GRI 2-27]. No client or supplier claim related to Atos legal compliance fields was levied against the Group [GRI 205-3].

For further information about the monitoring and internal control procedures, please refer to Section 7.4 "Internal control" of this document.

5.4.8 Vigilance Plan

In 2017, the Duty of Vigilance law came into force in France and introduced a new legal framework by which French authorities could hold corporations accountable for serious impacts on Human Rights and fundamental freedoms, on the Health and Safety of individuals and on the Environment, resulting from the activities of Atos, its subsidiaries and the subcontractors and suppliers with whom they have an established business relationship.

As an eligible company, Atos is required to implement a vigilance plan and report on the actions taken in accordance. The vigilance plan discloses key features of the management systems in place in terms of vigilance, which include, but are not limited to, risk mapping, evaluation procedures, mitigation actions, alert mechanisms, and monitoring systems on the effective and efficient implementation of measures.

Atos' vigilance plan (the "**Vigilance Plan**") is structured around: (i) the scope (5.4.8.1) and the governance (5.4.8.2) of the plan, (ii) the measures relating to the risk mapping, the evaluation procedures and mitigation actions for Atos' own activities (5.4.8.3) and its supply chain (5.4.8.4), (iii) the alert mechanism (5.4.8.5) and the monitoring system in place to evaluate the performance of the plan (5.4.8.6). The plan also displays a cross-reference table to better link the vigilance plan with the other parts of the Universal Registration Document (5.4.8.7).

5.4.8.1 Scope

The scope of the Vigilance Plan covers all Atos Group entities and the Tier-one (direct) suppliers and subcontractors with whom Atos has an established business relationship.

Atos' Procurement approach is presented in Section 5.4.6 "Suppliers CSR performance", along with the spend by category and by country.

5.4.8.2 Governance

The Group Head of Ethics and Compliance is responsible for the development of the Vigilance Plan, as well as the publication of its results.

The Group Compliance team, placed under the Group Deputy Secretary General's supervision, monitors the effective implementation of the Vigilance Plan, relying on the contributions of the following key stakeholders:

- Group Corporate Social Responsibility (CSR) team;
- Group Human Resources team, Global Corporate Expertise, Employee Experience, Diversity team;
- Group Safety and Security team;
- Group Procurement team.

The Group Compliance team also works in close cooperation with the UK teams, which are involved in Atos' response to the UK Modern Slavery Act to leverage on areas of convergence, especially regarding the management of Human Rights risks.

5.4.8.3 Own activities

5.4.8.3.1 Risk mapping

A risk review is conducted at Group level at regular intervals as part of the Enterprise Risk Management (ERM) process driven by Group Internal Control and ERM department, which review comprises all strategic risks as prescribed in Section 7.1.1 Enterprise risk management below in the URD.

Within the framework of the ERM, the risks and opportunities pertaining to Compliance and Ethics are assessed to determine whether there could be a risk that the Group may fail to comply with regulations resulting in potential Group's criminal liability, fines, reputational damages, additional costs or revenue shortfall. The regulations and related legal risks within the frame of Compliance and Ethics embedded in the ERM framework allow for a compliance assessment, among many other subjects, with regard to the protection of human rights, employment and labor laws (individuals and collective rights), and include assessment of the French Duty of Vigilance law requirements (to identify and prevent the risks of serious adverse impacts on human rights, health and safety of individuals and the environment resulting from the Group's own activities, as well as from its supply chain).

In 2023, the Compliance and Ethics risk was assessed and considered as "optimized", i.e. low and well mitigated thanks to the comprehensive policies and processes that have been implemented over the years within the Group.

- Human Rights

Atos acts to prevent infringements on internationally recognized Human Rights as expressed in the International Bill of Human Rights, and on the principles set out in the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

The Group aligns its prevention and use as referential to develop internal processes:

- the United Nations' Guiding Principles on Business and Human Rights;
- the United Nations Global Compact principles on Human Rights, Labor, Environment and Anti-corruption;
- the OECD Guidelines for multinational enterprises.

- Environment

Atos' risks related to Environment are identified by internal experts with the support of external experts using a combination of analysis, tools and processes, including the Enterprise Risk Management (ERM) which covers main environmental matters. The identification and assessment of risks' methodology is detailed in Section 5.2.3 "Risks and opportunities related to Environment".

- Health and Safety

Atos' risks related to employee safety are identified and assessed through the ERM process which covers the risks of harming people's health from a psychological, chemical or physical standpoint.

In addition, Atos has developed a robust risk assessment methodology in order to assess the inherent site-risks based on four assets: people, hardware, software and the site itself. The risk mapping is updated annually and performed on each new site entering the scope. The methodology is in line with the ISO 27005 and ISO 27001 standards, which is monitored as well as its implementation by an external auditor as part of the Group's certification to the ISO 27001 standard.

5.4.8.3.2 Evaluation procedures

Atos is subject to an annual assessment conducted by EcoVadis regarding its policies, actions, and performance disclosure. This assessment focuses on four areas: Environment, Labor and Human Rights, Sustainable Procurement, and Ethics. It allows identifying Atos' strengths and potential areas for improvement in each of these areas.

Since 2020, Atos has been awarded with the highest distinction, the EcoVadis "Platinum" level 1. Atos' efforts in the Environment area have been particularly recognized, managing to maintain Atos' 100/100 score for the second year running. Regarding the Labor and Human Rights, Ethics and Sustainable Procurement areas, Atos' score reached 80/100.

- Human Rights

As stated above, Atos is subject to an assessment conducted by EcoVadis in terms of Human Rights. After reviewing all Atos policies dedicated to labor practices topics (on health and safety, diversity, equity and inclusion, working conditions, structured social dialogue, career management and training and major labor issues), and to human rights topics (child and forced labor, discrimination, human trafficking, debt bondage criteria, endorsement of the United Nations Global Compact; etc.) and the actions that have been put in place, EcoVadis highlighted the strengths of the Atos program and detailed the areas where improvements could be done with different levels of priority (from low to high). This evaluation then helps Atos to determine the development paths that need to be taken.

With regard to third-party management in relation to human rights, Atos has set up a strong due diligence process/evaluation program on third parties. Indeed, customers and prospects, suppliers and other business partners or intermediaries are thoroughly vetted using compliance screening software and databases prior to engagement, as well as adherence to stringent ethical undertakings. The review process also includes specific measures for higher-risk partners (e.g., integrity questionnaire).

The evaluation aims at identifying third parties subject to international sanctions (such as the Global Magnitsky human rights sanctions, import/export bans based on human rights violations, investment bans for Chinese companies responsible for, or complicit in, human rights violations, etc.), subject to legal breaches (notably convictions for human rights violations), as well as identifying human rights abuses.

In 2023, the integration of all types of third parties into a single screening solution was conducted to ensure a uniform framework for the assessment and monitoring of third parties and facilitate the differentiation according to the risk represented by each.

- Environment

Evaluation procedures related to Environment are summed up in the Section 5.2.3 "Risks and opportunities related to environment", and further detailed across in Section 5.2 "Environment".

- Health and Safety

Health and Safety is managed locally and governed by each Country Cluster or Country in line with the local legislation, norms and standards applicable such as the ISO 45001:2018 standard. For more details, please refer to Section 5.3.4 "Employees Health, Safety and Wellbeing at work".

A network of Country Safety and Security Officers (CSSO) ensures the deployment of actions plans at country level working closely with Site Security Advisors (SSA) in charge of applying policies at site level. In case of non-conformity, SSA must report to CSSO to put measures in place and support site managers on continuous improvement plans.

5.4.8.3.3 Mitigation actions

[GRI 2-25]

In order to prevent serious impacts on Human Rights, Health and Safety of the individuals and Environment, Atos has implemented tailored prevention and mitigation measures. The table below associates for each risk category, the mitigation measures taken by Atos and displays for each of them their nature (policy, statement, program, certification or tool) and a short description with a reference to the section in this Universal Registration Document where further details can be found, when applicable.

Nature of risks	Major Risks		Mitigation Actions
	Human Rights	Policy	This list focuses on global policies pertaining to human rights. They are not exclusive of other local policies as applicable. • Code of Ethics, which encompasses Atos principles of ethical responsibility and promotes a culture of ethics and integrity, please see 5.4.7.2.2 "Ethics and Compliance Preventive Measures". • Atos' Partners Commitment to Integrity, which sets out Atos' ethical commitments and expectations towards third parties, please see 5.4.7.2.2 "Ethics and Compliance Preventative Measures". • Global Ethics and Compliance Policy, which supplements the Code of Ethics as part of the framework of the Atos Compliance Management System, designed to provide guidance and ensures that Atos operates in an ethical manner, please see 5.4.7.2.2 "Ethics and Compliance Preventive Measures". • Atos Dignity at Work and Prevention of Sexual Harassment Policy, which provides guidance as to matters related to dignity at work and harassment, so that employees are aware of the support available. • Group Data Protection Policy, please see 5.4.4 "Security and Data Protection". • Atos Security Incident Management Policy according to ISO 27001 certification, which establishes the organizational structure for event or incident response, please see 5.4.5 "Ethical and Trustworthy Management of Data".
		Statement	• Conflict Minerals Statement, which outlines the measures implemented by Atos to reduce the risks associated with "Conflict Minerals" throughout its supply chain; please see 5.2.5.2 Big Data & Cybersecurity hardware other environmental challenges"; "5.4.8.4.1 Risk assessment and 5.4.8.4.3 Mitigation actions. • Atos Human Rights Policy Statement, which sets up Atos' commitment to protect Human Rights in all its sphere of influence; please see 5.4.9 "Human Rights". • Atos UK Modern Slavery Act Statement, which sets the measures taken by Atos UK entities to ensure that slavery and human trafficking are not taking place in their supply chains and in any parts of their business; please see online version (1).
		Program	• Atos Employee Experience Program, please see 5.3.7 "Employee Engagement". • Atos Gender Equity Program, which aims at attaining gender balance and advancement of women into senior positions; please see 5.3.5 "Diversity, Equity and Inclusion". • Diversity and Inclusion at Atos, which focuses on the 4 pillars: gender, generations, accessibility, and culture; please see 5.3.5 "Diversity, Equity and Inclusion". • Code of Ethics mandatory training and ETO²S virtual classroom training for managers, please see 5.4.7.2.2 "Ethics and Compliance Preventive Measures".
		Tool	• Conflict Minerals – Due diligence supporting tool Silicon Expert. • Business Partner Tool – Business Partners' due diligence supporting tool. • Compliance Catalyst Screening Tool – Third party (customers, prospects and suppliers) due diligence supporting tool. • Code of Ethics e-learning platform.

1) *https://atos.net/en-gb/united-kingdom/we-are-atos/key-regulatory-documents*

Nature of risks	Major Risks		Mitigation Actions
	Health of employees	Certification	• Certification according to the ISO 45001:2018, please see 5.3.4 "Employees Health, Safety and Wellbeing".
	Safety of the workplace	Policy	• Atos Safety Policy, which covers all internal/external and human/natural threats which can impact Atos staffs, subcontractors, clients and visitors anytime and anywhere. • Atos Physical and Environmental Security Policy, which defines the minimum-security requirements for all Atos sites based on ISO 27001. • Atos Security Incident Management Policy.
		Program	• Review of country evacuation plan for high-risk countries and development of specific ones when necessary.
		Tool	• Country-risk mapping indicating the level of risk based on seven criteria: terrorism, geopolitics, socio-political considerations, criminality, travelling security, sanitary aspects and natural disasters. • Travel safety measures for all sites: including a list of countries with related risks and emergency contacts, 38 e-learning modules, a "Human Resources Approval Process" and a Code of Conduct. • Alert mechanism based on safety risks: International SOS, external tool for travellers; Safety and Emergency Response Tool (SERT), internal tool for all employees; Emergency numbers.
		Certification	• ISO 27001:2018 certification (Atos Group Level).
	The Environment	Policy	• Environmental Management System, please see in 5.2.2 "Environmental governance" section. • "Environmental Management System and ISO 14001 Certification". • Environmental Policy, which provides high-level principles over the short and long term, applicable to all Atos' entities and operations, all office sites and datacenters regardless of their location and regarding the Group's main environmental challenges. • For further details see 5.2.3 "Risks and opportunities related to environment".
		Program	• Environmental Program and Environmental Management System action plans. • Book of environmental guidelines per challenge. • For further details see Section 5.2.3 "Risks and opportunities related to environment".
		Tool	• CSR Materiality and risks assessments including the Enterprise Risk Management which covers the main environment risks. • CSR Data collection and KPIs tracking. • Mandatory Environmental Program and EMS training. • For further details see Section 5.2 "Environment".
		Certification	• ISO 14001:2015 certification (Atos main sites), please see in 5.2.2 "Environmental governance" section "Environmental Management System and ISO 14001 Certification".

5.4.8.4 Suppliers

5.4.8.4.1 Risk assessment

In 2023, the Group Procurement department conducted a risk assessment for all its purchasing categories and active suppliers, considering risks related to Environment, Labor and Human Rights, Ethics and Sustainable Procurement areas.

The risk assessment includes category risk and country risk levels (the latest based on corruption, international sanctions, anti-money laundering and combating the financing of terrorism (AML/CFT) regulations and human rights dimensions). During the supply chain spend analysis, multiple suppliers have been selected for further action in case their spend category risk was severe or high and the related country risk was very high, high or medium. All such suppliers fulfilling such criteria have further been assessed for compliance risk through Compliance Catalyst, and they remain under constant monitoring.

Overall, 90% of the total spend has been identified as being sourced from non-risky countries.

Atos works closely with EcoVadis to identify potential conflict minerals risks in the supply chain. Atos is mostly indirectly exposed to these risks but some purchasing categories such as storage, personal computers and peripherals, network and security products and servers imply high sourcing risk if they are purchased from high-risk countries.

5.4.8.4.2 Evaluation procedures

To ensure ethical and compliant activities, Atos focuses a significant portion of its spend on large Tier-One (direct) suppliers and has them assessed by EcoVadis on their corporate responsibility performance. In 2023, 73% of the total Group spend has been assessed by EcoVadis or alternative CSR assessments. For more information, please see Section 5.4.6 "Suppliers CSR performance".

Decarbonization
Increase global spend with environmentally committed suppliers (green/amber): **64.5%**

CSR risk
Risk assessment and monitoring: maintain **70%** of total Atos Group spend with suppliers assessed (by EcoVadis or alternative assessments)

Scope 3 – Supply Chain Emissions
Dedicated objectives for each RBU/global category: supplier engagement for real data collection and providing feedback on data quality to increase the amount of spend covered with real CO_2 data.

Inclusive Sourcing
Social – Supplier Diversity: invite one diverse supplier to all RFPs (identified by Beroe or by external mapping)

E: Environmental **S**: Social **G**: Governance

To fulfil its decarbonization ambition, Atos started to combine in 2021 the EcoVadis assessment Environmental results with their internal decarbonization rating methodology to gain further insight on its suppliers' environmental practices, especially their level of maturity regarding carbon management. Based on the EcoVadis Environment theme score or the Atos internal decarbonization rating, suppliers are classified green, amber or red.

Over the lifetime of the contract, Atos' top managed suppliers are reviewed as part of the "Supplier Performance Management QCDIMS" evaluation procedure that considers quality, cost, delivery, innovation, management and sustainability dimensions. The sustainability dimension includes EcoVadis score and decarbonization score. The sustainability dimension weighs 20% in the final score to drive sourcing decision-making process. Each of the reviewed suppliers has a scorecard and low performance scoring can lead to specific actions to be taken.

Suppliers and subcontractors proposed by Atos in the context of clients' bids are subject to a pre-contractual due diligence and validation process. Integrity checks are carried out before any commitment, which include compliance and financial risk assessments via dedicated tools. In case the integrity checks reveal any risk regarding the proposed partner, an in-depth assessment is carried out to assess the nature of the risk and decide on the appropriate measures to be taken.

See below how Atos uses the EcoVadis scorecards and platform as part of its Sustainable Procurement strategy.

For more information, please see Section 5.4.6.1 "Monitoring of CSR risk in the supply chain".

5.4.8.4.3 Mitigation actions

[GRI 2-25]

In addition to the mandatory training on the Code of Ethics, Atos buyers are trained on the Procurement Code of Conduct when they start working at Atos and whenever the training materials are updated or amended. They are also regularly trained on how to conduct risks assessments, and specifically on decarbonization.

To ensure that Atos' suppliers follow a similar approach to Atos' towards sustainability, they are expected to commit along with the principles set forth in the Atos Partners' Commitment to Integrity, which has been updated in 2022 [(1)].

Under the Atos Partners' Commitment to Integrity, Atos' suppliers:

- commit to follow the ten principles of the UN Global Compact; and
- acknowledge that they are expected to inform and encourage their direct business partners to follow the same principles.

They further acknowledge that:

- their commitment thereunder is an essential part of their contract with Atos, so that non-compliance will constitute a contractual breach;
- their commitment will be considered for the purpose of the CSR risk assessment conducted by Atos in relation to its supply chain and that they may be requested to be assessed by EcoVadis at least every second year in the areas of Environment, Labor and Human rights, Ethics and Sustainable Procurement,

In addition, Atos' standard terms and conditions for Procurement have been updated in 2021. They contain a comprehensive clause whereby Atos' suppliers:

- commit to comply with all applicable laws and standards regarding Human Rights, Health/Safety, Environmental and Labor Requirements;
- undertake to avoid causing or contributing to adverse impacts as concerns Human Rights, Health/Safety, Environmental and Labor Requirements under the contract, and to notify Atos and address such impacts, should they occur;
- acknowledge that any breach of that clause will be a material breach, which shall entitle Atos to terminate the contract.

For more information, please see Section 5.4.6.1 "Monitoring of CSR risk in the supply chain".

The decarbonization of the supply chain is an important challenge for Atos which has recently increased the monitoring of its suppliers' carbon maturity. For more information, please see Section 5.2.4.1 "Greenhouse Gas emissions/Supply chain large impact".

Atos' contractors working on Atos' sites must also comply with Atos Physical and Environmental Security Policy. The purpose of this policy is to protect Atos' employees, subcontractors' employees and clients' assets and information from all threats, whether internal or external, deliberate or accidental. It is imperative to implement and control adequate physical and environmental security measures, from basic security measures (Logistics and Housing) to security perimeters (welcome zone to high protected zone).

Going further, Atos sets some expectations in its Conflict Minerals Statement and enforces its partners to put in place all necessary compliance processes to ensure that their products are responsibly manufactured and do not contain conflict minerals.

Furthermore, Atos uses the SiliconExpert tool to implement a due diligence supply chain reporting process in accordance with the US SEC Rule relating to the conflict minerals, and the OECD Due Diligence Guidance for Responsible Supply Chains of Mineral from Conflict-Affected and High-Risk Areas.

SiliconExpert delivers an environmental compliance management system and database providing information on over 20,000 electronic distributors and suppliers.

1) *https://atos.net/wp-content/uploads/2022/06/atos-commitment-integrity-en.pdf*

5.4.8.5 Alert mechanism

The Group Ethics Alert System enables both internal and external users to report any matter of concern in relation to potential breaches of the Code of Ethics, or applicable laws or regulations, relating to Human Rights, Health and Safety and the Environment. For further information about the Group Ethics Alert System, please see Section 5.4.7.2.3 "Ethics and Compliance Detective Measures".

In 2023, further to the concertation process initiated with the unions in 2021 in relation to the French Duty of Vigilance Law, Group Compliance pursued the revision of the Group Ethics Alert System, working jointly with Group Data Protection and Global Human Resources. The revision focused both on the processes, policies and technical aspect, in order to have the most up-to-date technology for managing alerts and align the Group's policies and guidelines on the highest and most recent standards resulting from the adoption and transposition of the EU Whistleblowing Directive in EU countries' legislations.

Over this period, the digital reporting platform supporting the whistleblowing system has been rolled throughout the Group, except where local consultation processes are being conducted where needed in Europe. Information to employees regarding the launch of the new platform has been made with dedicated explanation on how to use the new system.

5.4.8.6 Monitoring system

Methodology

The Group Compliance Team oversees the reporting and monitoring of the compliance alerts. Compliance Officers report annually to the Group Compliance Team statistics and key data on the alerts raised and investigated locally. Such data, which are consolidated and processed on a no name basis provide valuable information about potential patterns and are a key part of the Group's continuous improvement cycle. Please see the "Group Alert System" paragraph in Section 5.4.7.2.3 "Ethics and Compliance Detective Measures" for more details.

The Group CSR Procurement Team has developed an indicator to monitor the supply chain related to the spend covered by suppliers that have been recently assessed by EcoVadis. EcoVadis Suppliers Evaluations are monitored on a monthly basis, please see Section 5.4.6 "Suppliers CSR performance".

Results

The data resulting from the monitoring of the compliance alerts are reported to the Board of Directors through the presentation of the Annual Compliance Review, available online on Atos website [1].

In 2023, 50 compliance alerts were reported and monitored within the Group [GRI 2-16].

Since 2020, in addition to compliance alerts, specific KPIs are followed to monitor Atos' duty of vigilance response.

KPI	Nature	Monitoring tool	N-1	N	Evolution N-1/N	URD Reference
% of employees trained on the Code of Ethics		Success Factor	89.1%	92.33%	+3.62%	5.4.7.2.2
% of employees trained on the Diversity and Inclusion learning programs		Success Factor	10%	10.5%	+0.5%	N.A
Percentage of offices and datacenters ISO 14 001 certified or in the process of being certified		Across	88%	88.6%	+0.6%	5.2.2.3
Number of sites certified with a recognized Health and Safety management system		Internal platform	39	40	+1	N.A
Number of suppliers with corrective action initiation requested by Atos (for suppliers with an EcoVadis score < 40)		EcoVadis	29	62	+33	N.A

1) *https://atos.net/en/about-us/corporate-responsibility-and-sustainability/ethics*

5.4.8.7 Cross-reference table

The cross-reference table below identifies the information constituting Atos' Vigilance Plan and its implementation as required by article L. 225-102-4 of the French Commercial Code.

	Human Rights	Health and Safety	The Environment
Vigilance measures	**URD Reference**	**URD Reference**	**URD Reference**
Risk Mapping	7.1.1	7.1.1	5.2.3
Evaluation Procedures	5.3.4 5.3.5 5.4.6 5.4.6.1 5.4.7.2.2 – E	5.3.4	5.2 5.2.3
Mitigations Actions	5.3.5 5.3.7 5.4.4 (Section on Security and Data protection) 5.4.5.2 5.4.6 5.4.7.2.2 5.4.9	5.3.4	5.2.2 5.2.3
Alert Mechanism	5.4.7.2.3	5.4.7.2.3	5.4.7.2.3
Monitoring System	5.4.7.2.4	5.3.4	5.2.3.1

5.4.9 Human Rights

[GRI 2-24]

As stated in the Atos Human Rights Policy Statement [1], publicly available, Atos aims to be a responsible employer globally, acting fairly in its labor and employment activities in all its spheres of influence and is strongly committed to prevent any infringements on internationally recognized human rights as expressed in international laws and regulations.

Since 2021, the Group has improved the measures adopted as part of its Vigilance plan, including, but not limited to, risk mapping, evaluation procedures, mitigation actions, alert mechanisms, and monitoring systems. The measures in place to prevent human rights potential infringements are implemented to cover Atos' own activities and its supply chain. For further information about these measures, please refer to Section 5.4.8 "Vigilance Plan".

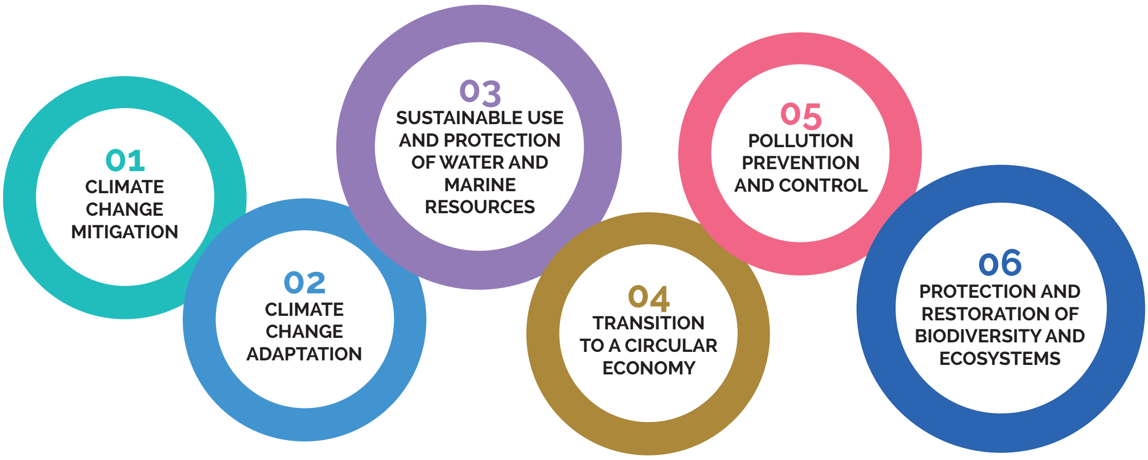
1) *https://atos.net/wp-content/uploads/2023/06/atos-human-rights-policy-statement.pdf*

5.4.10 EU Taxonomy

5.4.10.1 Introduction to the Regulatory Framework

In 2021, the European Commission introduced the EU Taxonomy for sustainable activities (EU Regulation 2020/852 of the European Parliament and of the Council dated June 18, 2020), with the goal of directing investments towards sustainable projects and activities. The regulation has been supplemented in 2023 with Delegated Acts, and the applicable EU Taxonomy regulation to date will be referred to as the "Taxonomy Regulation" [1].

The sustainable activities are mapped in the Taxonomy Regulation with reference to the following six environmental objectives:



The Taxonomy Regulation provides, for each objective, a definition of **Taxonomy-eligible activities**. Atos activities which do not meet the definition requirements do not fall in the scope of the EU Regulation and are therefore **non-eligible activities**.

Eligible activities (once identified as such) must meet the following conditions set out in the Taxonomy Regulation to be reported as **Taxonomy-aligned activities**:

- **Substantial Contribution Criteria**: the activity complies with the technical screening criteria as defined for each environmental objective;
- **Do No Significant Harm (DNSH)**: the activity does not cause significant harm to any of the other five environmental objectives;
- **Minimum Safeguards**: the activity is carried out in compliance with certain minimum social and governance standards (e.g. human rights, labour rights, anti-corruption, responsible business conduct, etc.).

Therefore, a Taxonomy-aligned activity contributes substantially to at least one of the environmental objectives without prejudicing the other objectives, while meeting the requirements of the Minimum Safeguards.

As far as non-financial companies are concerned, in 2022 the reporting obligation for the Taxonomy key performance indicators (revenue, CapEx and OpEx) only covered the first two objectives: climate change mitigation and climate change adaptation. In 2023, the disclosure requirements for such KPIs cover Taxonomy-eligibility for all six objectives and Taxonomy-alignment for the first two objectives only (Taxonomy-alignment for all objectives will be required in 2025 with respect to the 2024 reporting period).

As a Group subject to the obligations to publish non-financial information in accordance with European regulations, Atos must follow the requirements laid out in the Taxonomy Regulation.

5.4.10.2 Reporting scope

Revenue, Capital Expenditures (CapEx) and Operating Expenditures (OpEx) considered for this reporting cover all the activities across the Atos Group and correspond to the scope of consolidation as described in Chapter 6 – Financial statements.

In 2023, the Atos Group has disposed of some activities as described in Section 6.1.7.6 Scope of changes in 2023, including EcoAct and its subsidiaries which is reported in this EU Taxonomy section.

1) *The Taxonomy regulation and all relevant delegated acts can be found at: https://finance.ec.europa.eu/sustainable-finance/tools-and-standards/eu-taxonomy-sustainable-activities_en*

5.4.10.3 Analysis of generic DNSH and Minimum Safeguards criteria

To perform the alignment analysis, Atos has examined (i) the DNSH – Climate Change Adaptation criteria, (ii) the DNSH – Sustainable use and protection of water and marine resources criteria, (iii) Minimum Safeguards criteria which apply to all objectives as a "generic criterion", and (iv) the DNSH – Transition to a Circular Economy criteria which applies consistently to the economic activities of the Information and Communication Technology sector of the Taxonomy Regulation which is relevant to the Atos Group.

Each criterion can be analyzed with a global approach, which applies to the entire Atos Group rather than an activity-specific analysis.

5.4.10.3.1 Do No Significant Harm – climate change adaptation

The DNSH – Climate Change Adaptation criteria is the same across all environmental objectives and addresses, notably, the identification of physical climate risks that are material to the activity. In 2023, Atos has refreshed the analysis of the climate physical risks for all Atos sites. This analysis was co-led by the CSR and the Risk departments and relied on state-of-the-art tools developed by EcoAct which relies on the most recent regulatory requirements.

The assessment was performed against all physical climate related risks as defined in the Taxonomy Regulations and uses climate models projecting climate-related risks using near-term (2021-2040), medium term (2041-2060) and long-term (2081-2100) projections based on the IPCC RCP2.6 and RCP8.5 scenarios. Existing adaptation plans (based on continuous climate risk assessment) have been and are being updated and improved based on the conclusions of this climate physical risk assessment for material sites across all business lines and geographies. For more information on the physical climate risks assessment and climate risks management and adaptation measures please refer to Section 5.2.3 Risks and Opportunities related to environment.

5.4.10.3.2 Do No Significant Harm – Sustainable use and protection of water and marine resources

The DNSH – Sustainable use and protection of water and marine resources criteria is the same across all environmental objectives and addresses, notably, the identification of environmental degradation risks relating to preserving water quality and avoiding water stress. As an IT provider, Atos does not use or consume water to an extent that water use and protection is a material topic. The use of water by Atos is that of a service company, and Atos tracks the water consumption of all its ISO 14001 sites, with the aim of reducing water consumption in the Group.

Due to the nature of its manufacturing activities (mostly assembly), Eviden's use of water is limited and mainly upstream with its suppliers who are subject to the Group Procurement policies and the Business Partner's commitment to Integrity Charter. For Tech Foundations and its data center activities, the use of water is mainly for cooling flows in a closed water loop in a sealed circuit.

Atos has no influence or impact on marine resources, this topic is not relevant to the Atos business and environmental impact. For more information regarding circular economy at Atos, please refer to Section 5.2.7 Other environmental challenges.

5.4.10.3.3 Minimum Safeguards

The Taxonomy Regulation details the Minimum Safeguards according to which an activity must comply to be taxonomy-aligned.

Atos has performed an analysis of the Minimum Safeguards criteria in terms of Human Rights, Labor Rights and Governance. Atos is committed to respect internationally recognized human rights and standards, wherever Atos operates, in particular the Declaration of International Labor Organization on fundamental principles and rights at work, the UN Guiding principles on Business and Human Rights and the International Bill of Human Rights (as expressly stated in the Atos Human Rights Policy Statement [1]). Though there is no specific mention of the OECD Guidelines for multinational enterprises in Atos' public documentation, Atos respects and has developed strong internal processes that embrace and build on the principles covered in the guidelines. As a European company, Atos is complying with national laws covering in depth and detailing how to ensure that these principles are implemented within private companies. Please refer to Chapter 5. Corporate Social Responsibility which details how Atos implements the 15 recommendations made by the OECD to enterprises in their guidelines [2].

1) *https://atos.net/wp-content/uploads/2023/06/atos-human-rights-policy-statement.pdf*
2) *OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, Éditions OCDE, Paris, https://www.oecd-ilibrary.org/finance-and-investment/oecd-guidelines-for-multinational-enterprises-on-responsible-business-conduct_81f92357-en. (pages 14-15).*

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In accordance with the Final Report on Minimum Safeguards issued in October 2022 by the Platform on Sustainable Finance, the Group confirms the following to support its alignment with the Minimum Safeguards:

Human Rights	• Atos has established a human rights due diligence process (as outlined in the UNGPs and OECD Guidelines for MNEs); • Atos has not been found in breach of labor law or human rights; • No OECD National Contact Point has engaged a case with Atos; • The Business and Human Rights Resource Center has not taken up any allegation against the Company.
Corruption	• Atos has anti-corruption processes in place (see section 5.4.7 – Ethics and Compliance for full description and Atos Compliance Review which details the implementation of compliance programs at Atos); • Neither Atos nor senior management have been finally convicted in court on corruption (see related KPI).
Fair Competition	• Atos promotes employee awareness on the importance of compliance with all applicable competition laws and regulation (Code of Ethics, e-learning, Ethics Tiers One Organization (ETOS) training, internal guidelines); • Neither Atos nor senior management have been finally convicted in court on violating competition laws.
Value Chain	• Atos has established a third-party due diligence process where customers, prospects and suppliers are thoroughly vetted using a compliance screening software and databases prior to engagement. The evaluation aims at identifying third parties subject to international sanctions, to legal breaches (criminal, competition, bribery convictions, etc.), as well as identifying human rights abuses. This due diligence process also allows Atos to identify and prevent any potential exposure to the manufacture or selling of controversial weapons, as Atos has an export-control assessment on all the items (software, hardware, etc.) included in Atos business deals. • Identified high-risk partners are subject to specific mitigation measures (such as integrity questionnaire, further requirements, etc.), and are being asked to adhere to stringent ethical undertakings. • Integrity checks are also carried out on acquisition targets and recipients of charitable donations, sponsorship, or patronage. • Especially on the monitoring of the supply chain, please see section 5.4.8.4 – Suppliers. Indeed, Atos assessed its Tier-One (direct) suppliers through EcoVadis on their corporate responsibility performance.
Taxation	• Atos is committed to full compliance with the local and international tax regulations and standards, including OECD guidelines. • Dedicated processes are implemented to closely monitor and limit tax risks. • Atos does not encourage nor promote aggressive tax planning schemes aiming at evading taxes. Despite this, some Group's positions may be challenged by an administration during tax audits. In such a case, Atos may have to defend its interest and conduct contentious proceedings.

Consequently, all the Taxonomy-eligible activities carried out by Atos meet the Minimum Safeguards criteria set by the Taxonomy Regulation.

5.4.10.3.4 Do No Significant Harm – Transition to a circular economy

As an IT provider, Atos aims at reducing waste and waste impact, ensuring maximum reuse and recycling in favor of circular economy and practices. All Atos ISO 14001 certified sites have a waste and e-waste management system in place. The responsibility for end-of-life of IT equipment is the responsibility of the suppliers of such equipment, which are subject to the Group Procurement policies and the Business Partner's commitment to Integrity Charter.

Atos strives to put circular economy at the center of its business activities. Regarding Eviden's manufacturing activities, which mainly consist in assembling (and not the manufacture of new components), they are compliant with the European Waste Electrical and Electronic Equipment Directive (WEEE Directive 2012/19/EU). Moreover, a waste management plan is in place to ensure maximal recycling at end of life of electrical and electronic equipment. During the design phase and before those Eviden products are put on the market, Eviden uses an eco-design approach as described in Directive 2009/125/EC. Finally, the Eviden product design process also incorporates the respect of the Directive 2011/65/EU on the removal of hazardous substances in electrical and electronic equipment.

For more information regarding circular economy at Atos, please refer to Section 5.2.7 Other environmental challenges.

5.4.10.4 Eligibility and alignment analysis

In anticipation of the publication of the Delegated Acts on the outstanding environmental objectives which occurred in June of 2023, Atos has ensured a continuous awareness program on the EU Taxonomy towards all relevant Atos stakeholders throughout the year:

(i) the CSR Committee of the Board of Directors;

(ii) the Group Executive Board;

(iii) Tech Foundations and Eviden Business teams;

(iv) many support functions (CSR community, Finance, Portfolio, Legal and Compliance, Procurement, Risk, Insurance, Innovation, and Logistics and Housing departments); and

(v) participants of internal Talent Programs Fuel and GOLD.

Such program enabled these stakeholders to become knowledgeable in EU Taxonomy and contribute to performing the eligibility and alignment analysis of the portfolio of the Group, as well as CapEx and OpEx investments. New processes have been and are being put in place and improved both with Eviden and Tech Foundations businesses so that such taxonomy analysis and the collection of the relevant financial data presented in this section can be automated and streamlined in the future.

In 2023, Atos did not generate revenue or invest CapEx or OpEx in nuclear and fossil gas related activities.

Nuclear energy related activities		
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
Fossil gas related activities		
4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

5.4.10.4.1 Revenue

Analysis and methodology

Atos has performed the eligibility analysis of its business in light of the Taxonomy Regulation, which includes all supporting documentation published by the EU Commission, as well as market practice for the IT industry. In 2022 and 2023, Numeum, which is the leading professional organization of the digital and IT ecosystem in France, published a position paper detailing an industry approach to identifying eligible and aligned activities for the IT sector under climate change mitigation objective [1].

Atos has relied on the EU Regulation and the Numeum position paper to analyse its portfolio offerings. Atos has led throughout the 2023 financial year several trainings and workshops with the portfolio teams and operational experts of both Eviden and Tech Foundations to perform a deep dive analysis of the portfolio in light of the eligibility and alignment criteria for the economic activities for each of the six objectives of the EU Taxonomy. Processes are being put in place so that new offerings developed by Eviden and Tech Foundations are systematically analyzed against EU Taxonomy criteria and improved to meet the alignment criteria where applicable.

As far as variation in methodologies are concerned for 2023:

- Atos considers owned data centers as well as co-located data centers, thereby increasing the eligible revenue as compared to 2022 for activity 8.1 data processing, hosting and related activities, and in line with Numeum recommendation and market practice;
- for 2023, the alignment analysis showed that there is no available data on competitors allowing Eviden HPC to be "the best performing alternative solution/technology", this being only true compared to the previous generations of the HPC built by Eviden. Atos therefore does not consider Eviden's High Performance Computing business as taxonomy-aligned, contrary to 2022;
- the transformation of the Atos Group in two business lines Tech Foundations and Eviden has enabled a more thorough review of the Eviden portfolio which leads to more eligible portfolio offerings or client projects being Taxonomy-eligible. Moreover, the Net Zero Transformation Practice offerings (which include but are not limited to EcoAct business) have been screened with more granularity, as some offerings can be analyzed in light of the new Taxonomy activities introduced by the amendment regulation to the Climate Delegated Act; and
- as mentioned in section 5.4.10.2 Reporting scope, the EcoAct activities have been disposed of effective October 31st, 2023.

1) *https://numeum.fr/note-de-position-sur-la-taxinomie-verte*

The Atos revenue-generating activities which are eligible and/or aligned with EU Taxonomy are as follows:

Climate change mitigation

Activity description	Atos activity	Business line	Status	Comment
8.1 Data processing, hosting and related activities: Storage, manipulation, management, movement, control, display, switching, interchange, transmission or processing of data through data centres including edge computing.	Atos provides **data centers and hosting services** for its clients using either its own infrastructure or equipment owned by Atos in a co-location partner's data center.	Tech Foundations	Eligible	None of the data centers comply yet with all substantial contribution criteria such as the requirement of having a Global Warming Potential lower than 675, therefore the activity is eligible but not-aligned.
8.2 Data-driven solutions for GHG emissions reductions: Development or use of Information and Communication Technology (ICT) solutions that are aimed at collecting, transmitting, storing data and at its modelling and use where those activities are predominantly aimed at the provision of data and analytics enabling GHG emission reductions. Such ICT solutions may include, inter alia, the use of decentralized technologies (i.e. distributed ledger technologies), Internet of Things (IoT), 5G and Artificial Intelligence.	Design and implementation of **decarbonization solutions** to reduce the GHG emissions of clients through the EcoAct subsidiary.	Eviden – EcoAct business disposed effective 31/10/2023	Eligible	The lack of available data on the best practice alternatives on the market prevents Eviden from being able to finalize the alignment analysis
	Eviden has developed a **High-Performance Computing** offering which provides energy efficiency features.	Eviden	Eligible	After careful review and discussions with business teams, in line with the evolution of the construction of the applicable technical screening criteria and evolving market practice, this activity was assessed as eligible due to the lack of available data on the best practice alternatives on the market.
	Eviden's SAP practice includes solutions, like the **SAP Sustainability Footprint Management**, integrating data with SAP data sources to record customers' carbon footprint, monitor progress, gain actionable insights from sustainability data, and support established reporting frameworks like TCFD, GRI, CSRD, and SASB.	Eviden	Eligible	The lack of available data on the best practice alternatives on the market prevents Eviden from being able to finalize the alignment analysis
	Within the **Low Code** and SaaS practice, Eviden has developed a solution, based on a third-party software, that can provide a detailed view of captured energy consumption data for organizations across the globe and across all sites to make informed decisions and apply relevant measures to create a more sustainable enterprise.	Eviden	Eligible	The lack of available data on the best practice alternatives on the market prevents Eviden from being able to finalize the alignment analysis
	Eviden's **Smart City solution**, through the integration and collection of information from sensors and other data sources, and using new M-to-M applications, allows the monitoring of air quality, noise, weather probes, crowd and transportation movement and the tracking of CO_2 emissions and other environmental KPIs to optimize traffic, public transportation, and energy consumption in city areas.	Eviden	Eligible	The lack of available data on the best practice alternatives on the market prevents Eviden from being able to finalize the alignment analysis
	Eviden's **Connected Vehicle** solutions remotely collect, transfer, process, and store data from in-vehicle sensors during their use to facilitate the creation of a driver eco-scorecard based on the driving behavior and to provide insights into CO_2 emissions, thus reducing downtime and fuel consumption.	Eviden	Eligible	The lack of available data on the best practice alternatives on the market prevents Eviden from being able to finalize the alignment analysis

Climate change adaptation

Activity description	Atos activities	Business line	Status
9.3 Consultancy for physical climate risk management and adaptation: The provision or the contracting of consultancy activities enabling businesses or organisations to manage physical climate risks.	**Digital transformation Consulting** by EcoAct which accompanies customers in the identification and assessment of climate risks and opportunities.	Eviden – EcoAct business disposed effective 31/10/2023	Eligible
	Eviden's **Digital Transformation Consultancy** Practice provided a consulting project for the digital sustainability program of a multinational insurance company aiming at reducing the client's CO_2 footprint and reporting on the progress.	Eviden	Eligible

Transition to a circular economy

Activity description	Atos activities	Business Line	Status
4.1 Provision of IT/OT data-driven solutions and software: Manufacturing, development, installation, deployment or maintenance, repair or provision of professional services, including technical consulting for design or monitoring of: (a) software and IT or OT systems for the purpose of remote monitoring and predictive maintenance, including systems for remotely collecting, processing, transferring, and storing data from equipment during their use, analysing the data and generating insights about the operational performance, and providing remote maintenance and recommendations about measures required to avoid operational failure and maintain the equipment in an optimal operating condition and prolong their useful life and reduce resource use and waste. [...] (c) lifecycle assessment software supporting the lifecycle assessment and related reporting for products, equipment or infrastructures. [...]	**IOT Practice:** solutions to analyse and generate insights from data remotely collected from assets during use and operations for the purpose of remote monitoring and predictive maintenance of these assets, e.g. infrastructural assets, consumer products.	Eviden	Eligible
	EcoDesignCloud is a cloud-based software developed by Eviden which uses raw materials flows and product components to score products against 16 sustainability criteria, thus providing a calculation of the environmental impact of a product, at every stage of its lifecycle.	Eviden	Eligible
	WorldGrid Business Unit: solution for the predictive maintenance and online monitoring of nuclear power plants, allowing the provision of a continuous monitoring of the equipment, and automatic detection of anomalies and abnormal running conditions.	Eviden	Eligible

No activity was identified to this day as eligible to the other objectives: Sustainable use and protection of water and marine resources, Pollution prevention and control, and Protection and restoration of biodiversity and ecosystems.

Following the full analysis of its portfolio, Atos therefore also considers that the following Group activities are not eligible under the Taxonomy Regulation as applicable to date, representing 92.7% of total Group revenue. The following list of non-eligible activities is indicative and not limited to:

(i) Industry solutions;

(ii) Cybersecurity and mission-critical products and solutions;

(iii) Advanced computing products and solutions;

(iv) Data, Analytics, AI and Automation services and solutions;

(v) Application services;

(vi) Communication, collaboration, and workplace services and solutions;

(vii) Infrastructure services.

For more information on these activities please refer to Chapter 2 – Organization and Business Offering.

Revenue Indicator

In accordance with the Taxonomy Regulation, the taxonomy revenue is calculated as the share of revenue derived from the products or services associated with Taxonomy-eligible or Taxonomy-aligned economic activities, if any, as identified in this section (numerator), divided by Atos' total revenue (denominator) as reported in the consolidated financial statements (see Section 6 – Financial statements).

Atos revenue break-down per environmental objective:

	Proportion of turnover/Total turnover	
	Taxonomy-aligned per objective	**Taxonomy-eligible per objective**
CCM	0%	7.2%
CCA	0%	0%
WTR	0%	0%
CE	0%	0.03%
PPC	0%	0%
BIO	0%	0%

At the end of 2023, consolidated revenues amounted to: € 10,692,8 million. Taxonomy-eligible revenue amounted to € 776 million, or 7.3% of Atos revenue. Atos does not report any taxonomy-aligned revenue for 2023 as detailed in this section.

Financial Year N		Year	
Economic Activities (1)	Code (2)	Turnover (3)	Proportion of Turnover Year N (4)
Text		Currency	%
A. TAXONOMY-ELIGIBLE ACTIVITIES			
A.1 Environmentally sustainable activities (Taxonomy-aligned)			
Data driven solutions for GHG emissions reduction	CCM 8.2	0	0%
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**0**	**0%**
Of which Enabling		0	0%
Of which Transitional		0	0%
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)			
Data processing, hosting and related activities	**CCM 8.1**	593.4	5.5%
Data driven solutions for GHG emissions reduction	CCM 8.2	179.2	1.7%
Consultancy for physical climate risk management and adaptation	CCA 9.3	0.3	0.0%
Provision of IT/OT data-driven solutions and software	CE 4.1	3.2	0.0%
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		776	7.3%
A. Turnover of Taxonomy-eligible activities (A.1+A.2)		776	7.3%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES			
Turnover of Taxonomy-non-eligible activities		9,917	92.7%
Total		**10,693**	**100%**

Substantial contribution criteria						DNSH criteria ("does not significantly harm")									
Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum safeguards (17)	Proportion of Taxonomy-aligned (A.1) or eligible (A.2) turnover, year N-1 (18)	Category enabling activity (19)	Category (transitional activity) (20)
Y/N, N/EL	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**%**	**E**	**T**
Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	2.5%	E	
0%	**0%**	**0%**	**0%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**2.5%**		
0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%	E	
0%						N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%		T
EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
EL	EL	N/EL	N/EL	N/EL	N/EL								1.4%		
EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.6%		
N/EL	EL	N/EL	N/EL	N/EL	N/EL								0%		
N/EL	N/EL	N/EL	N/EL	EL	N/EL								0%		
7.2%	0.0%	0%	0%	0.03%	0%								2.0%		
7.2%	0.0%	0%	0%	0.03%	0%								4.5%		

5.4.10.4.2 Capital Expenditure (CapEx)

Analysis and methodology

As a first step of the analysis, Atos has identified and reports the CapEx related to assets or processes that are associated with Taxonomy-eligible and Taxonomy-aligned economic activities (type "a" CapEx according to Taxonomy Regulation) as identified in Section 5.4.10.4.1 – Revenue.

Secondly, Atos focused on identifying the CapEx which can be considered as individually eligible or aligned (type "c" CapEx according to Taxonomy Regulation), meaning investments in economic activities listed in the relevant Delegated Acts. This analysis has been performed through several workshops with the CSR, Finance, Procurement and Logistics and Housing departments to identify the eligible activities in which Atos invested CapEx and to coordinate the alignment analysis with the relevant suppliers. These reported CapEx have been verified at Group and business line level to remove any potential double counting with any other reported eligible or aligned CapEx as identified thereafter.

Finally, the identification of CapEx plans (type "b" CapEx according to Taxonomy Regulation) to expand taxonomy-aligned activities or to upgrade taxonomy-eligible activity to align within the next five years has not been possible in 2023 due to the focus of the Group on its internal transformation and the unavailability of tracking processes of such transitional financial investments at Group level or local level. Each of Eviden and Tech Foundations business line will work on putting the adequate processes in place in the near future to do this reporting.

The Atos CapEx which are eligible and/or aligned with EU Taxonomy are as follows:

Climate change mitigation

Activity description	Atos activities	Status	Comments
6.5 Transport by motorbikes, passenger cars and light commercial vehicles: Purchase, financing, renting, leasing and operation of vehicles designated as category M1, N1, both falling under the scope of Regulation (EC) no. 715/2007 of the European Parliament and of the Council, or L (2- and 3-wheel vehicles and quadricycles).	New leases of the Atos car fleet	Eligible and partially aligned	Alignment is reported based on analysis performed by Atos' leasing partners on the substantial criteria and DNSH criteria.
7.7 Acquisition and ownership of buildings: Buying real estate and exercising ownership of that real estate.	New right-of-use leases for Atos buildings	Eligible	No alignment possible based on the reports from Atos' landlords.
8.1 Data processing, hosting and related activities	CapEx related to the eligible activities	Eligible	Please refer to Section 5.4.10.4.1
8.2 Data driven solutions for GHG emissions reduction	CapEx related to the eligible activities	Eligible	Please refer to Section 5.4.10.4.1

Transition to a circular economy

Activity description	Atos activities	Status	Comments
1.2 Manufacture of electrical and electronic equipment: Manufacturing of electrical and electronic equipment for industrial, professional and consumer use.	The increase in CapEx linked to the purchase of hardware equipment for the Atos business and its own use	Eligible	

CapEx Indicator

In accordance with the Taxonomy Regulation, the denominator for CapEx comprises the acquisition of intangible assets (Section 6 Note 8.2) and tangible assets (Section 6 Note 8.3) and the acquisition of Right-of-use (Section 6 Note 9) in 2023.

Atos CapEx break-down per environmental objective:

	Proportion of CapEx/Total CapEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.7%	41.5%
CCA	0%	0%
WTR	0%	0%
CE	0%	10.6%
PPC	0%	0%
BIO	0%	0%

Regarding Taxonomy-aligned activities, the numerator includes CapEx pertaining to the increase in right of use for the Company fleet of vehicles which have been reported as aligned by the leasing partners.

Regarding Taxonomy-eligible activities, the numerator includes CapEx pertaining to the eligible economic activities identified in section 5.4.10.4.1, the increase in right of use for the Company fleet of vehicles which have not been identified as Taxonomy-aligned by the providers, the increase of right of use for the real estate of the Group, and the investments in electric and electronic equipment for Atos' own use and customer use.

The decrease in additional right of use of real estate compared to 2022 results from both a reduced number of leases coming for renewal in 2023 and restriction applied by the Group on long term leases signature in the context of the transformation of the Group.

At the end of 2023, consolidated CapEx amounted to: € 398million. Taxonomy-eligible but not-aligned CapEx amounted to € 207.3million, or 52.1% of Atos CapEx. Taxonomy-aligned CapEx amounted to € 2.8 million, or 0.7% of Atos CapEx.

Financial Year N		Year	
Economic Activities (1)	Code (2)	CapEx (3)	Proportion of CapEx Year N (4)
Text		Currency	%
A. TAXONOMY-ELIGIBLE ACTIVITIES			
A.1 Environmentally sustainable activities (Taxonomy-aligned)			
Data driven solutions for GHG emissions reduction	CCM 8.2	0	0%
Transport by motorbikes, passenger cars and light commercial vehicles	**CCM 6.5**	2.8	0.7%
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**2.8**	**0.7%**
Of which Enabling		0	0%
Of which Transitional		2.8	0.7%
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)			
Transport by motorbikes, passenger cars and light commercial vehicles	**CCM 6.5**	8.2	2.1%
Acquisition and ownership of buildings	**CCM 7.7**	73	18.3%
Data processing, hosting and related activities	**CCM 8.1**	80.2	20.2%
Data driven solutions for GHG emissions reduction	CCM 8.2	3.7	0.9%
Manufacture of electrical and electronic equipment	CE 1.2	42.2	10.6%
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		207.3	52.1%
A. CapEx of Taxonomy-eligible activities (A.1+A.2)		210.1	52.8%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES			
CapEx of Taxonomy-non-eligible activities		187.9	47.2%
Total		**398**	**100%**

Substantial contribution criteria						DNSH criteria (“does not significantly harm”)									
Climate Change Mitigation (5)	**Climate Change Adaptation (6)**	**Water (7)**	**Pollution (8)**	**Circular Economy (9)**	**Biodiversity (10)**	**Climate Change Mitigation (11)**	**Climate Change Adaptation (12)**	**Water (13)**	**Pollution (14)**	**Circular Economy (15)**	**Biodiversity (16)**	**Minimum safeguards (17)**	**Proportion of Taxonomy-aligned (A.1) or eligible (A.2) CapEx, year N-1 (18)**	**Category enabling activity (19)**	**Category (transitional activity) (20)**
Y/N, N/EL	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**%**	**E**	**T**
Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	3.7%	E	
Y	Y	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0%		T
0.7%	**0%**	**0%**	**0%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**3.7%**		
0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%	E	
0.7%						Y	Y	Y	Y	Y	Y	Y	0%		T
EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
EL	EL	N/EL	N/EL	N/EL	N/EL								0%		
EL	EL	N/EL	N/EL	N/EL	N/EL								27%		
EL	EL	N/EL	N/EL	N/EL	N/EL								8.2%		
EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
N/EL	N/EL	N/EL	N/EL	EL	N/EL								0%		
41.5%	0%	0%	0%	10.6%	0%								35.3%		
42.2%	0%	0%	0%	10.6%	0%								38.9%		

5

5.4.10.4.3 Operational Expenditure (OpEx)

The Taxonomy Regulation has defined as OpEx (denominator) direct non-capitalised costs that relate to research and development, building renovation, short term lease, maintenance and repair, and other costs related to day-today servicing of assets property, plant and equipment that ensure the continued and effective functioning of such assets.

For Atos, the total non-capitalised costs in research and development, short-term leases and maintenance and repair amounts to € 586 million for the year 2023 (the denominator). This represents less than 6% of the Group's total OpEx of € 10,226 million and it is not representative of Atos' business model.

As shown in Section 6 Finance Statements under 6.1.7 Notes to the consolidated financial statements, in particular Note4 Operating Items (4.1 Personal expense), as a service company 53% of Atos Operating Expenditures are personnel expenses. Atos is neither a software company, nor a hardware driven company, therefore Taxonomy defined OpEx are not material to Atos' business model.

Atos elects to use the exemption according to the Taxonomy Regulation and reports 0 as numerator (Taxonomy-eligible or Taxonomy-aligned OpEx).

Financial Year N		Year	
Economic Activities (1)	Code (2)	OpEx (3)	Proportion of OpEx Year N (4)
Text		Currency	%
A. TAXONOMY-ELIGIBLE ACTIVITIES			
A.1 Environmentally sustainable activities (Taxonomy-aligned)			
N/A	N/A	0	0%
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%
Of which Enabling		0	0%
Of which Transitional		**0**	**0%**
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)			
N/A	N/A	0	0%
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		0	0%
A. OpEx of Taxonomy eligible activities (A.1+A.2)		0	0%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES			
OpEx of Taxonomy-non-eligible activities		586	100%
Total		**586**	**100%**

Substantial contribution criteria						DNSH criteria ("does not significantly harm")									
Climate Change Mitigation (5)	**Climate Change Adaptation (6)**	**Water (7)**	**Pollution (8)**	**Circular Economy (9)**	**Biodiversity (10)**	**Climate Change Mitigation (11)**	**Climate Change Adaptation (12)**	**Water (13)**	**Pollution (14)**	**Circular Economy (15)**	**Biodiversity (16)**	**Minimum safeguards (17)**	**Proportion of Taxonomy-aligned (A.1) or eligible (A.2) OpEx, year N-1 (18)**	**Category enabling activity (19)**	**Category (transitional activity) (20)**
Y/N, N/EL	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N, N/EL**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**Y/N**	**%**	**E**	**T**
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%		
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%		
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	E	
N/A						**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**0%**		**T**
EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
N/A	N/A	N/A	N/A	N/A	N/A								0%		
N/A	N/A	N/A	N/A	N/A	N/A								0%		
N/A	N/A	N/A	N/A	N/A	N/A								0%		

5.4.11 Tax Policy

5.4.11.1 Tax compliance

Atos is committed to full compliance with tax law and practice in countries where the Group operates. In this respect, Atos pays taxes in the jurisdictions where business activities generate taxable profits and value is created. This responsible behavior is achieved in accordance with domestic and international rules and standards as well as applying the OECD [1] principles to transactions within the Group.

As a matter of principle, Atos does not encourage nor promote tax evasion and the Group does not engage in aggressive tax planning schemes aiming at evading taxes.

5.4.11.2 Tax risk management

Given its global presence and the international nature of its activities, the Group is exposed to tax risks relating mainly to the various, complex and constantly changing tax regulations to which it is subject.

Atos seeks to reduce the level of tax risk arising from its operations by ensuring that great care is applied in relation to all processes which could affect compliance with its tax obligations.

The Group has implemented internal processes to limit tax risks. Towards tax management, the Group takes benefits of available tax incentives, reliefs and exemptions in line with tax legislation and the business of the Group. Atos does not promote presence in jurisdictions considered as non-cooperative by the European Union except if this presence is strictly justified by operational needs.

In the frame of its M&A activities, Atos performs tax due diligences and, during the integration phase of the newly acquired entities, aligns their practices with the Group's tax policy when necessary.

Regarding reorganization projects, Atos Tax department and its external tax advisors are fully involved to monitor the associated tax consequences.

5.4.11.3 Governance

The Tax Department, under the responsibility of the Group Chief Financial Officer, is made up of trained tax experts qualified by expertise (notably in International Taxation, M&A and reporting) and situated either at Group headquarters or according to geography, who ensure the application of tax law and follow the development of tax standards. Whenever the complexity of given laws or situations requires it, Atos uses external advisors to ensure that the appropriate tax treatment is adopted.

In addition, the Tax Department maintains close relationships with the various internal stakeholders to ensure that tax issues are taken into account and that the applicable regulations are applied consistently.

5.4.11.4 Tax transparency

Atos encourages relationships with tax administrations based on exchange and mutual respect.

Where tax law is subject to interpretation, the Group may seek a written opinion from the relevant tax authority to support the decision-making process or may engage transparent discussions to secure alignment on interpretation of tax rules. Rulings may be also requested by Atos to secure the tax treatment applied to significant and impacting transactions.

If, during tax audits, the Group's positions are challenged by an administration, Atos may have to defend its interest and conduct contentious proceedings.

The Group meets its obligation in respect of the "country-by-country reporting" (CbCR) and transfer pricing documentation in view of the applicable law and OECD guidelines. Atos also monitors the rules relating to the mandatory disclosure requirements and any potential impact of the new Global Anti-Base Erosion rule ("Pillar 2") on its future worldwide tax expense.

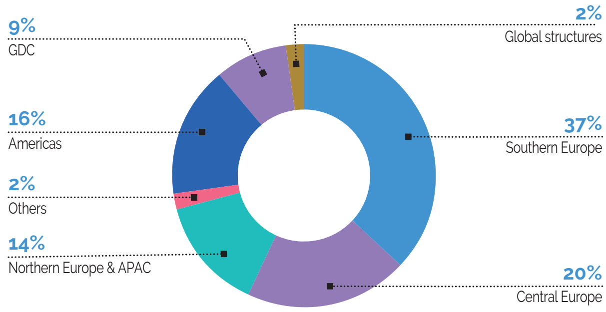
1) *Organisation of Economic Cooperation and Development.*

5.4.11.5 Allocation of taxes and social contributions

[GRI 201-1]

In 2023 the Group expenses related to taxes and social contributions amount to € 1,051 million, including € 68.5 million of current corporate income tax.

The allocation by geography is detailed below:



5.4.11.6 Financial assistance received from government

[GRI 201-4]

In 2023, Atos received a total amount of € 81 million in financial assistance from governments, including:

(i) tax relief and tax credits;

(ii) subsidies;

(iii) investment grants, research and development grants, and another relevant types of grant;

(iv) awards;

(v) royalty holidays; and

(vi) other financial benefits received from any government for any operation.

5.4.12 Policy influence

As a corporate citizen, Atos may have the opportunity to discuss with decision makers and legislators and participate in public policy matters. In all circumstances, Atos maintains transparency and integrity and complies with local laws, in particular with respect to disclosing or registration requirements aimed at ensuring transparency.

Atos is registered in the Transparency Register established by the European Parliament and the European Commission, to ensure transparency of the decision-making process relating to European policies by allowing for per scrutiny and ensuring that the EU institutions are accountable.

As registrant, Atos commits to abide by the principles of the Transparency Register's Code of Conduct setting the standards of behavior to be adopted in all relations with the EU institutions.

In France, Atos is registered in the Transparency Register established by the "Haute Autorité pour la Transparence de la Vie Publique (HATVP)", where affiliations to French professional associations and activities similar to lobbying actions towards French public officials are declared.

Atos prohibits payments to political parties or organizations, as well as any indirect financing of political activities. All contributions made by Atos are part of its philanthropic activities and performed consistently with the Atos purpose ("raison d'être") and commitments to improve access to education and knowledge equality, increase the skills and employability of youth, and work to include disadvantaged communities into the digital world.

Details about Atos' philanthropic contributions in 2023 are available in Section 5.3.8 "Corporate Community Investments".

5.4.13 Governance Non-Financial Performance Indicators

[GRI 3-3 Customer Privacy], [GRI 3-3 Anti-corruption], [GRI 3-3 Atos specific indicators], [GRI 205-1], [GRI 205-2], [GRI 205-3], [GRI 2-29], [GRI 418-1], [A10], [A12], [A3], [A17]

The following table provides issues and indicators relevant to the Company business in the governance dimension, aligned to the disclosures from the GRI Sustainability Reporting Standards, and aligned to the Sustainability Accounting Standards Board (SASB) standards for the "Software and IT Services" industry.

The code of the standards intends to help Atos stakeholders to locate indicators of interest across Atos monitoring performance. It does not represent a complete overview of Atos reporting or practices.

Governance Dimension

		2023	2022	2021	2023 PERIMETER *(in %)*		2022 PERIMETER *(in %)*	
Standard code	**Indicator Name**	Group	Group	Group	Per employee	Per revenue	Per employee	Per revenue
GRI 2-18	**Corporate Governance**							
LFR.149	Are the roles of Chairman and CEO separated? (Y/N)	Y	Y	Y	-	100%	-	100%
GRI 2-18	Attendance rate at Board meetings (%)	93,06%	96,50%	96,76%	-	100%	-	100%
LFR.150	Number of members of the Board of Directors/Supervisory Board	9	14	13	-	100%	-	100%
LFR.150.1	Number of independent members of the Board of Directors	5	8	6	-	100%	-	100%
GRI 405-1	Percentage of female in Governance bodies (Board of Directors)	56%	57%	46%	-	100%	-	100%
G.Q11	Number of employee representatives among the Board	2	3	3	-	100%	-	100%
LFR.162	Number of Board members of different nationality than the company headquarters	5	8	7	-	100%	-	100%
LFR.197	Share capital held by members of the Board of Directors (%)	0,01%	0,03%	0,03%	-	100%	-	100%
G.Q116	Number of members within the Group Executive Board	8	10	20	100%	-	100%	-
GRI 405-1_c16; SASB TC-SI-330a.3; G.Q605	Share of women in the Group Executive Board	13%	20%	15%	100%	-	100%	-
LFR.173	Does your Sustainable Policy rely on the UN 17 Sustainable Development Goals (Y/N)	Y	Y	Y	-	100%	-	100%
A26	Governance to implement the CSR strategy	Qualitative	Qualitative	Qualitative	-	100%	-	100%
G.Q643	Presence of the CSR manager at the executive committee (or management committee)	Qualitative	Qualitative	Qualitative	-	100%	-	100%
GRI 2-29	**Client satisfaction and delivery capability**							
GRI 2-29_c1	Group Overall Customer Satisfaction (all clients part of strategic survey, in a scale from 0 to 10)	8.81	8.64	8.61	-	34%	-	48%
GRI 2-29_c2.1	Net Promoter Score for our top 200 clients	66%	61%	56%	-	27%	-	43%
GRI 2-29_c2.1	Net Promoter Score for all clients	74%	66%	65%	-	39%	-	51%
A10	**Initiatives regarding innovative services/ product developments**							
A27_B	Number of patents fulfilled during the reporting year	64	58	77	-	100%	-	100%
A10_c2.1	Clients perception to the innovation of Atos people in the customer satisfaction surveys (average score from 1 to 10)	8.22	8.13	8.08	-	29%	-	43%
A10_c2.2	Clients perception to the Atos innovation in the customer satisfaction surveys (average score from 1 to 10)	8.22	8.17	8.05	-	30%	-	43%
A12	**Business partners & ecosystem**							
A12_A	Number of startups active during the reporting period	15	14	20	-	100%	-	100%

Standard code	Indicator Name	2023 Group	2022 Group	2021 Group	2023 PERIMETER (in %) Per employee	2023 PERIMETER (in %) Per revenue	2022 PERIMETER (in %) Per employee	2022 PERIMETER (in %) Per revenue
A3	**Data Security Incidents**							
A3_c2	Percentage of Open Security Incidents open vs closed (in %)	5.1%	4.1%	3.1%	100%	-	100%	-
A3_c3	Percentage of employees who successfully performed the Cybersecurity & Security E-learning	93%	91%	95%	92%	-	90%	-
A3_c4	Percentage of employees who successfully performed the Data Protection E-learning	92%	90%	88%	92%	-	90%	-
A3_c5; SASB TC-SI-230a.2	Percentage of compliance to malicious code prevention	99%	100%	100%	100%	-	100%	-
A3_c9; SASB TC-SI-230a.2	Percentage of coverage of ISO 27001 certifications	99%	97%	98%	100%	-	100%	-
A3_c10	Percentage of employees in situ for greater than 8 weeks with enforced Two-Factor Authentication	99%	99%	Not disclosed	100%	-	100%	-
SASB TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Qualitative	Qualitative	Qualitative	-	100%	-	100%
SASB TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Qualitative	Qualitative	Qualitative	-	100%	-	100%
GRI 418-1, SASB TC-SI-220	**Customer Privacy**							
SASB TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Qualitative	Qualitative	Qualitative	-	100%	-	100%
SASB TC-SI-220a.2	Number of users whose information is used for secondary purposes	0	0	0	-	100%	-	100%
GRI 418-1_A1, SASB TC-SI-220a.3	Total amount of fines exceeding € 300 thousand paid by the company and resulting as the final and not appealable outcome of a legal proceeding for breach of data privacy regulations	0	0	0	-	100%	-	100%
SASB TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	0	0	0	-	100%	-	100%
A17, GRI 205-1, GRI 412	**Supplier Screening**							
A17_A_c0	Number of strategic suppliers assessed by EcoVadis and alternative assessments	198	190	149	-	100%	-	100%
A17_A_c1	Percentage of strategic suppliers evaluated by EcoVadis and alternative assessments	79%	76%	61%	-	100%	-	100%
A17_A_c2	Total spend evaluated by EcoVadis and alternative assessments (in € million)	4,540	4,523	3,592	-	100%	-	100%
A17_A_c3	Total percentage of spend assessed by EcoVadis and alternative assessments	73%	70%	68%	-	100%	-	100%

Standard code	Indicator Name	2023 Group	2022 Group	2021 Group	2023 PERIMETER (in %) Per employee	Per revenue	2022 PERIMETER (in %) Per employee	Per revenue
GRI 204-1	**Proportion of spending on local suppliers**							
GRI 204-1_A_c1	Percentage of local spending	84%	85%	79%	-	100%	-	100%
GRI 205-1	**Operations assessed for risks related to corruption**							
GRI 205-1_c1	Number of "alerts" reported through Whistle blowing systems	50	73	73	-	100%	-	100%
GRI 205-2	**Percentage of employees trained on the Code of Ethics**							
GRI 205-2_E_b1	Number of employees who successfully completed the web based Code of Ethics training	91,270	95,125	91,134	92%	-	97%	-
GRI 205-2_E_c1	Percentage of employees who successfully completed the Code of Ethics´ e-learning	92%	89%	88%	92%	-	97%	-
GRI 205-3	**Actions taken in response to incidents of corruption**							
GRI 205-3_A1_c2	Number of claims with clients or suppliers related to corruption (higher than € 300 thousand)	0	0	0	-	100%	-	100%
GRI 2-27	**Compliance with laws and regulations**							
GRI 2-27_a1	Total value of significant fines exceeding €300 thousand paid by the company and resulting as the final and not appealable outcome of a legal proceeding	0	0	0	-	100%	-	100%
GRI 2-27_b1; SASB TC-SI-520a.1	Number of significant fines exceeding €300 thousand paid by the company and resulting as the final and not appealable outcome of a legal proceeding	0	0	0	-	100%	-	100%
SASB TC-SI-520a.1	**Competitive Behavior**							
SASB TC-SI-520a.1	Total amount of fines exceeding € 300 thousand paid by the company and resulting as the final and not appealable outcome of a legal proceeding for breach of anti-competitive law or regulations	0	0	0	-	100%	-	100%
SASB TC-SI-550a.2	**Systemic Risk Management**							
SASB TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Qualitative	Qualitative	Qualitative	-	100%	-	100%
GRI 201-4	**Financial assistance from governments**							
GRI 201-4_A_c1	Financial assistance from governments *(in € million)*	81	96	86	-	100%	-	100%

GRI 2-29: "Net Promoter Score": Percentage of "Promoters" minus Percentage of "Detractors". "Promoters" are ready to recommend Atos (score of 9 or 10 answering the recommendation question); "Detractors" are not likely to (score below or equal to 6).

GRI 2-29, A10_c2 : Coverage declined slightly as the Group modified the criteria for Top Clients. Previously, this category included Globally Integrated Accounts, Global Accounts, and Local Strategic Accounts, resulting in a total of 249 accounts. Now, it specifically comprises the 200 largest clients based on External Revenue Actuals.

LFR.150, LFR.150.1, GRI 405-1, G.Q11, LFR.162, LFR.197: Information as at December 31, 2023. Please see section 4.2.3 for updated information taken into account the composition of the Board of Directors as the date of publication of this Universal Registration Document.

GRI 405-1 regarding "Percentage of female in Governance bodies (Board of Directors)": 56% (5 out of 9). 57% (4 out of 7) pursuant to the legal ratio. In accordance with art. L. 225-23 and L. 225-27-1 of the French Commercial Code, the Director representing the Employee shareholders and the Employee Directors are not taken into account to determine the ratio of gender diversity on the Board of Directors.

GRI 405-1_c16, SASB TC-SI-330a.3, G.Q605: The Group Executive Board refers to Atos top management team leading Group vision and defining strategy. Made up of the most senior managers in the organization.

A17, GRI 205-1: Information contains data provided by EcoVadis and alternative assessments similar to EcoVadis. This kind of assessments serve Atos to monitor the total number and percentage of operations assessed for risks related to corruption and identified significant risks. Those assessments are not only on corruption, but also on human rights and environment.

GRI 205-2: The Code of Ethic´s training exclude temporary and external employees (guests, interns, sub-contractors), inactive employees, the new joiners arriving between October and December, and employees without access to Atos systems.

GRI 418-1_A1, SASB TC-SI-220a.3: The threshold to report the complaints is € 300 thousand.

5.5 Non-Financial Performance Statement

Since 2010, Atos performs a yearly Materiality Assessment to identify main non-financial challenges for the Company taking into account stakeholders' expectations. From the materiality assessment, a set of non-financial risks and opportunities are identified and aligned with the overall risk identification process in Atos (Enterprise Risk Management detailed in section 7.1.1). The table below presents the Non-Financial Performance Statement, namely the references to easily find the Business Model of Atos, its non-financial risks and opportunities, the policies and mitigation actions to address them and the main Key Performance Indicators (KPIs) used to monitor its implementation. The overall approach follows up the principles of International Integrating Reporting Committee (IIRC), from the Company strategy setting into operations.

NFPS Themes	Description	Related Section
Business Model	Based on the multi-capital IIRC model, Atos presents its value creation over time.	2023 Universal Registration Document, Group overview/Business model
Risks Assessment	With an integrated approach, Atos presents its overall set of Risks, including the non-financial ones.	2023 Universal Registration Document, 7 Risks analysis, 5.2.3, 5.4.6.1, 5.4.7.2, 5.4.8.3, 5.4.8.4

Atos Challenges	Non-Financial Risks	Relevant for Atos	Related Opportunities	Descriptions	Policies and Mitigation Actions	Main KPIs
Environment	Natural disasters and extreme events	X	Resilience of sites and activities to host critical IT services	As a result of an exposure to the environmental disasters (flood, hurricanes, fires, extreme pollution, etc.) intensified by climate changes, the Company could be materially adversely affected if the organization is not effectively prepared to face/or recover from the effects of the disasters.	2023 Universal Registration Document 5.2.3.2 Main climate-related risks	A20 Natural disasters
	Energy and carbon emissions, Potential changes in regulations linked to Climate change	X	Operational efficiency and cost reduction, Attractiveness of eco-friendly offers and promotion of sustainable solutions	Committing to reduce energy consumption and carbon footprint and following the recent International Climate Agreements the Company could be materially adversely affected if it fails to rapidly scale up its reduction efforts.	2023 Universal Registration Document 5.2.3 Risks and opportunities related to environment	GRI 302 Energy, GRI 305 Emissions, GRI 201-2 Financial implications and other risks and opportunities due to climate change
	Circular economy	NFPS	Positive impact for the planet	The finitude of resources, especially the rare raw materials used in electrical components, constitute a challenge for the industry, which will have to adapt and develop new solutions linked with eco-design and management of end-of-life products.	2023 Universal Registration Document 5.2.7.1 Waste and e-waste, circular economy and recycling activities	A19 Waste Electrical and Electronic Equipment (WEEE)
	Animal welfare	NFPS	N/A			
	Responsible food	NFPS	N/A			
	Waste and food insecurity	NFPS	N/A			

Atos Challenges	Non-Financial Risks	Relevant for Atos	Related Opportunities	Descriptions	Policies and Mitigation Actions	Main KPIs
Social	Key People retention and acquisition	X	People engagement	Within a highly competitive labor market and as most of the Group's value is based on Human capital, the Company could be materially adversely affected if it fails to: • acquire the Talents and digital experts; • retain and motivate essential qualified staff; • achieve up/reskilling of the employees; • meet the expectations regarding wellbeing at work, personal development, fair and attractive Company culture.	2023 Universal Registration Document 5.3.2 Talent attraction and retention	GRI 404-3 Career development monitoring GRI 401-1 Employee Hiring
Social	Skills enhancement and performance	X	People's career development	Within a highly competitive labor market and as most of the Group's value is based on Human capital, the Company could be materially adversely affected if it fails to: • acquire the Talents and digital experts; • retain and motivate essential qualified staff; • achieve up/reskilling of the employees; • meet the expectations regarding wellbeing at work, personal development, fair and attractive Company culture.	2023 Universal Registration Document 5.3.3. Skills management and development	GRI 404-1 Average training hours per employee GRI 404-2 Programs for upgrading employee skills
Social	People Care and Health	X	Collaborative environment and being a responsible employer by leveraging wellbeing at work	Wellbeing at work allowing personal development and developing a fair and attractive Company culture remain important, especially when working conditions are modified with work from home becoming standard due to the pandemic.	2023 Universal Registration Document 5.3.4 Employees Health, Safety and Wellbeing at work	A2 Employee satisfaction GRI 403-9 Global absenteeism rate
Social	Collective agreements their impacts on the Company's economic performance and the employees' working conditions	NFPS	Being a responsible employer	As a result of being internationally located, the Company could be materially adversely affected if it fails to protect its employees.	2023 Universal Registration Document 5.3.7 Employee Engagement	GRI 2-30 Collective bargaining agreements
Social	Fight against discrimination and promote diversity	NFPS	Being a responsible employer	Being exposed internationally with violations of human rights, the Company could be materially adversely affected if it fails to maintain the business integrity and ethical behavior.	2023 Universal Registration Document, 5.3.5 Diversity, 5.3.6 Accessibility and Digital Inclusion	GRI 405-2 Salary rate between women and men GRI 405-1 Diversity and Equal Opportunity GRI 401-2 Benefits to employees

Atos Challenges	Non-Financial Risks	Relevant for Atos	Related Opportunities	Descriptions	Policies and Mitigation Actions	Main KPIs
	Social commitments in favor of sustainable development	NFPS		Committing to encourage sustainable actions, the Company could be materially adversely affected if it fails to rapidly scale up its reduction efforts.	2023 Universal Registration Document 5.1.4 Atos stakeholders' approach and engagement	LFR.173 Sustainable policy rely on the UN 17 Sustainable Development Goals
	Cyber attacks	X	Cyber and advanced security offering	As a result of the international exposure of the Group, the sensitivity of activities, and increasing sophistication of cyber-crime, the Company could be materially adversely affected if it fails to timely prevent and react to cyber-attacks, maintain availability or continuity in services for internal and external business activities.	2023 Universal Registration Document 7.2.3 IT Security risks: cyber-attack, systems security and data protection	A3 Data security incidents
	Systems security (reliability and continuity)	X				A3 Data security incidents
Governance	Client's data protection	X	Operational excellence / Reputation resilience / Legal and internal control mechanisms / Trust and compliance throughout the value chain	Controlling and processing data being the core of Atos business, the Company could be materially adversely affected if it fails to protect Client's data and therefore to comply with Data Protection requirements.	2023 Registration Document 5.4.4 Security and data protection, 5.4.5 Ethical and trustworthy management of data, 7.2.3.3 Data protection	GRI 418-1 Customer Privacy
	Client relationship, delivery quality	X	Qualitative delivery quality and competitive advantage	As a result of evolving client preferences and IT services being a critical element for the performance of clients' business development, the Company could be materially adversely affected if it fails to adequately deliver and manage client relationship	2023 Universal Registration Document 7.2.1 Financial and operational risks: Implementation of the assets disposal program, Financial rating, Liquidity and going concern, Customer relationship & delivery quality.	GRI 2-29 Client satisfaction and delivery capability
	Market environment	X	Powerful eco-system	The activity of the Group is depending on the demand fluctuation in the different markets of its clients. Volatile, negative, or uncertain economic conditions and patterns of economic growth in the markets Atos serves could adversely affect client demand for Atos' services and solutions.	2023 Universal Registration Document 7.2.4.1. Market environment, 5.4.3 Research and Innovation	A12 Business partners and Ecosystem

Atos Challenges	Non-Financial Risks	Relevant for Atos	Related Opportunities	Descriptions	Policies and Mitigation Actions	Main KPIs
Governance	Innovation and client digital transformation	X	Sustainable digital transformation and Business reinvention	As a result of the swift evolution of disruptive new and emerging technologies, the Company could be materially adversely affected if it fails to develop and innovate at the speed required to take advantage from innovations, digitalization, new patent creation and registration.	2023 Universal Registration Document 7.2.4.2 Innovation and Intellectual property, 7.2.4.3. Customer digital transformation and business model disruption	A10 Initiatives regarding innovative services/ Product developments
	Regulation and compliance	X	Operational excellence / Reputation resilience / Legal and internal control mechanisms / Trust and compliance throughout the value chain	As a result of regular local and global changes in laws and regulations in multiple areas, the Company could be materially adversely affected if it fails to timely comply with them.	2023 Universal Registration Document 5.4.7 Ethics and Compliance, 5.4.8 Vigilance Plan, 7.2.5.1 Regulation and compliance	GRI 2-27 Compliance with laws and regulations
	Bribery and corruption	X	Reputation resilience / Legal and internal control mechanisms / Trust and compliance throughout the value chain	Being exposed internationally with evolving regulations, the Company could be materially adversely affected if it fails to maintain the business integrity and ethical behavior.		GRI 205-1 Operations assessed for risks related to corruption GRI 205-3 Actions taken in response to incidents of corruption
	Human rights	NFPS		Being exposed internationally with violations of human rights, the Company could be materially adversely affected if it fails to maintain the business integrity and ethical behavior.	2023 Universal Registration Document 5.4.9 Human Rights	A17 Supplier Screening
	Tax evasion	NFPS	Reputation resilience / Legal and internal control mechanisms	As a transnational Group, the Company could be materially adversely affected if the organization is not effectively prepared.	2023 Universal Registration Document 5.4.11 Tax Policy	GRI 201-1 Allocation of taxes

X: Relevant risk for Atos.
NFPS: Compliant with French Non-Financial Performance Statement (DPEF [1]), but not identified as a main non-financial risk for Atos.
N/A: Not Applicable to Atos, not relevant for its activity.

1) *Déclaration Performance Extra Financière.*

5.6 Information about the report

5.6.1 Scope of the report

[GRI 2-4], [GRI 2-5]

This section describes the scope of Atos 2023 Universal Registration Document and the guidelines on which it is based. It also addresses how Atos reports according to globally accepted reporting standards, and the process used to obtain the information presented in this report. The external assurance is disclosed in section 5.6.2 [GRI 2-5].

5.6.1.1 French legal requirements related to the Corporate Responsibility Reporting

With the Déclaration Performance Extra Financière (DPEF), French companies must report a greater amount of information related to corporate responsibility.

With the materiality methodology, Atos has defined objectively and according to the practices of reporting within IT sector the list of information which is "material" and needs to be reported, and the list of the one for which a justification of its omission must be given.

This methodology enables the external auditors, who certify the presence of the information and the fairness of the justification, to produce their Audit Report in accordance with French law.

5.6.1.2 Respect of the AA1000 standard

Atos uses the AA1000 SES (2015) standard as a framework to structure its stakeholder dialogue, in alignment with the following principles:

Inclusivity

Collecting and integrating the opinions of Atos stakeholders is key in defining Atos materiality assessment and main challenges. To ensure the Atos corporate responsibility strategy meets the expectations of its stakeholders (employees, clients, partners, suppliers, and shareholders), regular meetings, discussions, and surveys are organized to share views and receive input relating to different areas of concern. The aim is to work together and by doing so to create a more sustainable environment for Atos, its main partners, and the community as a whole. The working meetings with the *Societas Europeas Council* (SEC) remains an important component of the regular consultation process.

Materiality

The sustainability challenges considered to be the most significant for Atos activities are selected on a yearly basis. Atos materiality assessment process is described thoroughly in section 5.1.5. The materiality assessment is established based on Atos' stakeholders' expectations as well as Atos' internal prioritization which is developed based on objective criteria related to its markets, opportunities, and actions.

Responsiveness

Since 2013 (2012 results) the Atos Registration Document has contained the extra-financial KPIs that Atos monitors, highlighting the sustainability challenges and focusing on the material KPIs. Since 2013, Atos has had a steady commitment to adhere to Integrated Reporting international principles. Atos aims to have a constructive reporting environment to articulate its strategy in order to drive performance internally and better explain to investors the value creation over time.

Impact

Since 2018 (2017 results) Atos has carried out an impact valuation assessment with the objective to measure the most relevant externalities. This analysis seeks to explain the most relevant impacts that Atos is monitoring, measuring, and accountable for in terms of how their actions affect their broader ecosystems.

5.6.1.3 Alignment with GRI Sustainability Reporting Standards and Sustainability Accounting Standards Board (SASB)

[GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Training and Education], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Customer Privacy], [GRI 3-3 Atos specific indicators]

In 2020, Atos conducted a material analysis with a third party and aligned with GRI Standards in order to confirm the prioritization of its sustainability issues.

The interviews, conducted by the expert third party, evaluated the importance of each topic in relation to its significance for Atos' business strategy, its relationship to existing regulations as well as its link with targets set by the Atos Group.

Material issues are validated by the members of the Corporate Social Responsibility Program and approved by the Group Executive Board.

The materiality matrix presented in section 5.1.5 emphasizes the prioritization of Atos' corporate responsibility matters and restructures the disclosed information into the ESG dimensions of Environment, Social, and Governance. The topics disclosed there remain material and relevant for the Company for the reporting period 2023.

Atos reports in accordance with the GRI Standards within this Universal Registration Document providing information on general disclosures, on the management approach for each material topic, and on the requirements of the GRI topic-specific disclosures that match with the material topic identified in the last materiality assessment. Additionally, other relevant Atos-specific indicators are disclosed. Atos also uses the industry-specific sustainability accounting standards for Software and IT services developed by SASB, for additionally identify a set of ESG issues most likely to impact the financial condition of the Company. With those main frameworks and other best practices, Atos aims to demonstrate that the non-financial performance disclosures are accurate and extensive in line with the requirements of the GRI Standards and the SASB Standard.

Atos has applied the "Guidance on Defining Report Content" following the Principles of Materiality, Stakeholder Inclusiveness, Sustainability Context, and Completeness.

Atos is committed to transparent and public reporting on sustainability. This report covers the period from January 1, 2023, to December 31, 2023, in a comparable period (one year) to the previous 2022 report. [GRI 2-3]

5.6.1.4 Process for defining report content

The selection of the corporate responsibility topics and indicators is aligned with Atos' business strategy and based on a materiality assessment (See section 5.1.5). Atos' corporate responsibility strategy includes a prioritization of topics which is an essential requirement for the internal foundation of the Corporate Social Responsibility Program follow up. At the same time the Atos CSR experts align the reporting to the "Software and IT Services" industry standard of the Sustainability Accounting Standards Board (SASB), using the advantage that a sector-specific standard could provide to Atos stakeholders focusing on disclosures and sector-specific indicators.

The GRI Content Index table can be found in the Atos website, within the Corporate Social Responsibility section. It states which subjects have been considered applicable and included in the report. The required profile information and an overview of the management approach for each indicator category is also provided.

Reporting scope for the indicators resulting from the materiality study

[GRI 2-2]

The corporate responsibility perimeter (entities under scope) includes the same entities included in the consolidated financial scope on December 31, 2023.

Atos obtains its corporate responsibility data from internal measurement and from external sources (third parties).

For the year 2023, the Atos Group is organized as indicated in Note 18 "Consolidation scope as of December 31, 2023: main entities". [GRI 2-2]

On the basis of this context, the perimeter (countries under scope) of the indicators does not vary significantly from the 2022 reporting period. The table of indicators at the end of the Environmental, Social and Governance sections specify the perimeter associated to each indicator.

5.6.1.5 Methodological detailed information

Detailed information related to the restatements of information

[GRI 2-4]

No restated information from last year, on Fiscal Year (FY) 2023 reporting.

Detailed explanation of the change in data center electricity consumption reporting

[GRI 302-1]

In 2023, Atos changed its approach to collecting data on electricity consumption in data centers. Electricity consumption in the data centers is no longer based on invoices as in previous years. Instead of relying on half-yearly reports from local data center managers, Atos has collected this information from the central Global Operation Practice Data Centers & Hosting (GO DC&H) team. This team carries out monthly monitoring and updates for all data centers, both Atos-owned and collocated.

In collocation data centers, where Atos uses only part of the available space and operational management is outsourced, the volume of electricity consumption specifically related to cooling systems (and other infrastructure equipment) associated with the IT equipment used by Atos may be either overestimated, underestimated, or even unavailable.

To offer more accurate reporting for these collocation centers, and to take into account this volume of electricity consumption linked to cooling and other equipment, a volume of 70.9% has been added to the electricity consumption of the IT equipment. This volume is based on the average Power Usage Effectiveness (PUE) of these data centers (1.7090). The PUE, a measure defined by the Green Grid, is the industry standard indicator used to measure and monitor the energy efficiency of a Datacenter.

This adjustment has not been made in Atos-owned data centers, where the data already takes all consumption into account.

Detailed information regarding GHG emissions reporting, Scopes and KPIs

[GRI 305-1], [GRI 305-2], [GRI 305-3], [GRI 305-4], [GRI 305-5]

Atos is applying the GHG protocol methodology for all GHG Scopes (Scopes 1, 2, 3). The GHG Protocol, developed by the World Resources Institute (WRI) and the World Business Council on Sustainable Development (WBCSD), sets the global standard for how to measure, manage, and report greenhouse gas emissions. [GRI 305-1_E, GRI 305-2_D, GRI 305-3_F, GRI 305-5_D]

The reporting period covers the calendar year (January 1 to December 31). [GRI 2-3]

The chosen consolidation approach for emissions is based on operational control.

The Group's overall perimeter can progressively change to include acquisitions and exclude divestitures or to include or exclude products/services and activities. As well the geographical perimeter can progressively change to include or exclude additional countries. [GRI 305-1_D]

As defined within the GHG Protocol, Atos emissions are sub-categorized between Scopes 1, 2, and 3.

The gases included in Scope 1 [GRI 305-1_A], in Scope 2 [GRI 305-2_B] and in Scope 3 [GRI 305-3_A, GRI 305-4_D, GRI 305-4_B] are CO_2e.

Atos is not producing any biogenic CO_2 emissions. [GRI 305-1_C, GRI 305-3_C]

The data collection related to the environmental indicators involves all the Regional Business Units. In 2023, with few exceptions, countries provided the necessary information to calculate a reliable estimation of their energy consumption and carbon footprint. For the least consuming countries, representing a total of around 4% of the Group's energy consumption, the estimates made in 2022 have been replaced in 2023 by local collection of actual consumption data.

As indicated in footnotes to indicators GRI 305-4, the GHG emissions intensity for the operational perimeter (Intensity of Atos Carbon Operational Perimeter) is calculated with the data provided by a certain number of countries; the denominator used is 91,618 employees and € 10,358 million of revenue which represents the company's weighted coverage of over 98% of both the total employees and the company revenue. The intensity of all GHG emissions is calculated with the total number of employees (94,231) and the total revenue (€ 10,693 million) which represent the company's coverage of 100% per employee and revenue.

The conversion factors have been adjusted to the type of fossil energy consumed (fuel oil, diesel, gas) and according to the countries for electricity and district heating.

Location-based conversion factors are based on Defra and the International Energy Agency (IEA).

Market-based conversion factors used for renewable energy and Renewable Energy Certificates (RECs) are set to zero.

The methodology put in place in 2021 to estimate emissions related to refrigerants has not changed in 2023. In 2023, only the premises considered (office and data centers) have been updated.

Since 2021, to clarify the reporting and to be better aligned with the GHG Protocol guidelines all emissions related to energy consumption previously reported in Scope 3 are reported in Scope 1 (all fossil fuel emissions) and in Scope 2 (all electricity and district heating emissions). Previous years were recalculated and reported accordingly.

As indicated in footnotes to indicators GRI 305-4, GRI 305-5, the Atos' "Carbon Operational Perimeter" includes emissions under control or direct influence. All emissions from Scope 1 (fossil fuel regardless of whether it is paid by Atos or by the landlord, Atos car fleet and refrigerants) and emissions from Scope 2 (electricity and district heating regardless of whether it is paid by Atos or by the landlord) and emissions from Scope 3 category 6 (business travel). An external audit covers the full Atos' Carbon Operational Perimeter with a quantitative validation on scopes 1, 2 and 3 category 6.

To cover all the emissions linked to its supply chain (Scope 3), Atos uses monetary emission factors (euros to CO_2e). When available, these emission factors come directly from suppliers (for example, audited and published in their annual reports or on external sites such as CDP). When unavailable, Atos uses monetary emission factors proposed by ADEME [(1)]. Since 2019, these emission factors have been adjusted to include emissions linked to the local energy mix of the main countries where Atos purchases are made (France, USA, UK, Germany, and the rest of the world). In 2023, the ADEME emission factors have been updated to take account the inflation over the period 2019-2022. Over this period, inflation rates were 9.8% for France, 13.6% for Germany, 15.7% for the USA, 14.3% for the UK and 20.2% for the rest of the world [(2)].

Detailed information on the evolution of calculations carried out and methodologies used for GHG emission KPIs

The carbon accounting uncertainties are widely described by the GHG Protocol, the IPCC, and by all carbon organizations and experts [(3)]. These uncertainties are linked to the existing accounting tools and methodologies, to the conversion rates from energy to carbon emissions or to the cascading estimations made along the subcontracting chains. For this reason, the results must be considered with the necessary hindsight and progress must be analyzed considering developments over several years. This state of affairs concerns all market players and is not specific to Atos.

Regularly, new methodologies are published by these organizations and carbon experts to keep pace with the latest science, advance carbon accounting, reduce uncertainties and improve the overall reliability of results. Atos is also taking an active part in these developments for example by developing carbon data platforms.

Concretely, the years to come will continue to bring more accurate methodologies, refined conversion factors, improved data sources and actual data from new carbon assessments and this will guarantee the best possible results both at the global and local level. For example, between 2019 and 2023, Atos, Scope 3 calculations have already evolved, and will continue to improve in line with progress linked to a set of factors:

- the impact of crisis or specific events (e.g., Covid-19 having an impact on emissions related to homeworking and commuting);
- the impact of inflation on some monetary emission factors used to convert Euros of spend in CO_2e (e.g., for the supply chain emissions calculations);
- the geolocation of carbon emission factors (e.g., considering the places of purchase);
- the development of new specialized or sectorial databases or the updating of existing databases offering more precise emission factors;
- the progress made in carbon accounting methodologies to reduce uncertainty levels and improve the quality of carbon data;
- the use of smart proxies with more precise emission data to represent consistent categories of goods and services;
- the use of the latest annual carbon data released by Atos suppliers (e.g., audited and published in their own annual reports or published on external sites such as CDP);
- the level of precision for the emissions reported by many contributors to Atos Scope 3 emissions (clients, partners, suppliers…);
- the capacity of the suppliers to deliver specific data for the specific goods and services Atos purchases (e.g., following new CO_2 results of life cycle assessments);
- the gradual replacement of the products and services Atos uses by new products and services with lower carbon footprint;
- in addition, Atos' emissions can be impacted by the Group's acquisitions or divestitures. To compare different years on equivalent perimeters, it is necessary to reintegrate or exclude the absolute emissions associated with these transformations.

As demonstrated through the progress made between 2019 and 2023, Atos makes its best effort in the accounting and reporting of its GHG emissions. Atos uses recognized data sources and conversion factors such as Ademe or the International Energy Agency (IA) and strives to apply the best methodologies currently available.

The data sources, the methods used, and the calculations performed by Atos are shared each year with an external auditor. To date, carbon data has passed a quantitative audit including category 6 of scope 3, and the rest of Scope 3 was verified through a qualitative review.

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1) *https://base-empreinte.ademe.fr/documentation/base-carbone*
2) *https://www.imf.org/external/datamapper/PCPIPCH@WEO/WEOWORLD*
3) *See GHP Protocol guidelines: "Corporate Value Chain (Scope 3) Accounting and Reporting Standard". See all occurrences of "uncertainty" in the document and see Section B. Uncertainty in Scope 3 Emissions Page 126.*

Detailed information regarding Science-Based targets and KPI baselines realignment

[GRI 305-1], [GRI 305-2], [GRI 305-3], [GRI 305-4]

The Science-Based Targets initiative (SBTi) is a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World-Wide Fund for Nature (WWF). The SBTi defines and promotes best practices in science-based target settings and independently assesses companies' targets.

Science-based targets are emissions reduction targets in line with what the latest climate science says is needed to meet the goals of the Paris Agreement – to limit global warming to well-below 2 °C above pre-industrial levels and pursue efforts to limit warming to 1.5 °C. Science-based targets are emissions reduction goals in line with what the latest climate science says is needed to prevent the worst impacts of climate change. Science-based targets show companies how much and how quickly they need to reduce their greenhouse gas emissions in order to be consistent with keeping warming below the most dangerous levels.

The rapid transformations ongoing in the Atos Group both internally and externally (acquisitions or divestitures) have a direct impact on its energy and carbon emissions. New changes in geographic areas (with specific local energy mix), in activities and production capacities or in intensity profiles (e.g., new industrial business versus services) must be considered. To accommodate these changes, stay in line with the reality of the Company and compare similar scopes, Atos can realign its absolute [1] and intensity baselines. Concretely, to be able to compare the different years over an equivalent perimeter, it can be necessary to reintegrate or exclude the emissions associated with these transformations. No realignments were done in 2021, 2022 and 2023.

Detailed information regarding Atos 2021 Sustainability-Linked Instrument Framework amendments to the KPI-SPT Reference Base

As mentioned in the 2021 Sustainability-Linked Financing Framework, "We reserve ourselves the right to conduct amendments to the KPI-SPT Reference Base, in case of any M&A activities or changes to the calculation methodology 29 for the KPI, which are appropriate in light of such activity or change and the nature of the KPI. The adjustment mechanism allows for a revision of the KPI-SPT Reference Base from which the SPT derives by an amount up to the ratio of the change in relative tCO_2e Atos records as a result of the acquisition, merger, divestment, significant changes in data due to better data accessibility and/or changes in the calculation methodology as detailed in Atos 2021 URD Section 5.2.5.1 (Reduction of carbon emissions). In addition, new products/services and activities may trigger a re-baselining. The purpose of this mechanism is to (i) ensure that a development of the Atos Group through M&A activity is not preventing Atos from achieving its set sustainability performance target, (ii) allow the inclusion of newly acquired businesses in the scope of Atos' ambitious reduction targets and (iii) cater for evolution in the principles and standards which govern the items which are included in the KPI and to ensure alignment of the monitoring of KPI and disclosure and reporting standards to which Atos is subject. In case of changes to the Framework, the KPI and SPT set out in this Framework will remain applicable throughout the tenor of any Sustainability-Linked Instrument issued under this Framework in the form prevailing at the time of issuance of the respective Sustainability Linked Instrument, regardless of any subsequent changes to Atos' sustainability strategy or changes and future updates of the Framework, independent of whether they are driven by changes in the relevant principles or Atos' corporate decisions".

Atos 2021 Sustainability-Linked Financing Framework is available on Atos website [2].

1) *https://atos.net/content/investors-documents/2021/atos-slf-framework.pdf*
2) *https://atos.net/content/investors-documents/2021/atos-slf-framework.pdf*

Detailed information regarding energy indicators

[GRI 302-3]

For energy and travel emission sources, site-related data are collected at the site level, and then consolidated with travel data collected at the country level. The data is then consolidated at the level of the Regional Business Unit and then at the Global level [GRI 305-1].

Atos does not sell electricity, heating, cooling, or steam to third parties.

For the energy intensity ratios, the types of energy included are electricity, gas, district heating, backup generator fuel (diesel and fuel oil).

The energy intensity ratio per employee is calculated by dividing the absolute energy consumption during the reporting year (the numerator) by the total headcount registered at the end of the financial year (December 31) for all countries within the scope.

In the energy intensity ratio per million-euro the denominator for revenues corresponds to the revenue of countries included into the Office and Datacenter scope for 2023.

Detailed information related to Human Resources indicators

[GRI 3-3 Employment], [GRI 3-3 Training and education]

All the Human Resources indicators derived from the HR Information System (GRI 401-1, GRI 401-2, GRI 401-3, GRI 404-1, GRI 404-2, GRI 404-3, GRI 405-1, GRI 405-2, GRI 202-1, GRI 202-2, and A6) are based on an extraction made in January 2024. The data within those systems undergoes continuous updates, which means that it may differ from the information extracted at a specific point in time. However, this discrepancy is not significant.

Detailed information related to average training hours per employee

[GRI 3-3 Training and education]

The are two overviews of indicators related average hours of training per employee per year: one includes the overview of formal training, and another includes the formal together with the informal training.

- **Formal training**: all planned or unscheduled learning activities accessed through the learning management system, or reported therein by an individual learner. It includes self-directed e-learning, instructor-led trainings in a classroom or virtual classroom or a public event where the attendance can be proven. The scope of this indicator includes "internal employee" categories, such as permanent and temporary, full time and part time, direct and indirect employees. Excluded from this scope are any "external employee" categories, such as "subcontractors" (including interims) and "interns".
- **Informal training**: consists of learning activities self-declared by employees and approved by their managers in the time sheet system. Since the register of hours is based on the time sheet system, all indirect employees are excluded because they do not use the time application. The Direct and Indirect categories allow classification of the total workforce based on defined roles. Indirect people refer to any employee not billable to an external customer. They are not directly involved in creating solutions, products, or services delivered to customers.

The calculation of the "average training per employee" is based on the average headcount at three specific moments in time (on the 31/12/2022, 30/06/2023 and 31/12/2023). This includes the hours registered in the Atos formal training tools and also the hours registered as informal training (self-directed training not accessed through the Atos´ learning management system). The categories of employees such as subcontractors (including interims) and interns are excluded from the scope.

Detailed information related to ISO 27001 Audits

[A3], [GRI 3-3 Atos specific indicators]

The percentage coverage of ISO 27001 certifications demonstrates the number of applicable units that maintained ISO 27001certification (MSC [1]) or are currently in onboarding process for ISO 27001 MSC in relation to the number of all Atos applicable units. A unit is a legal entity at particular location. An applicable unit is a unit with 500 of more employees or which has client or legal requirements to maintain ISO 27001 certification.

The objective is to ensure that the 75% of all applicable Atos' units maintain current ISO 27001 certification in the reporting year, which ensure compliance with the ISO Information Security Management Standard and demonstrates high level of security, data protection and client privacy approach at Atos.

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1) *Multisite Certification or local certification.*

5.6.2 Report of one of the statutory auditors, appointed as independent third party, on the verification of the consolidated non-financial statement

[GRI 2-5]

Year ended December 31, 2023

This is a free English translation of the report by one of the Statutory Auditors issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders' Meeting,

In our capacity as Statutory Auditor of Atos S.E (hereinafter the "Entity"), appointed as independent third party ("third party") and accredited by the French Accreditation Committee (Cofrac), under number 3-1886 (Cofrac Inspection Accreditation, scope available at www.cofrac.fr), we have conducted procedures to express a limited assurance conclusion on the historical information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the Entity's procedures (hereinafter the "Guidelines"), for the year ended December 31, 2023 (hereinafter the "Information" and the "Statement", respectively), presented in the Group management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*code de commerce*).

Conclusion

Based on the procedures we have performed as described in the section "Nature and scope of procedures" and the evidence we have obtained, nothing has come to our attention that cause us to believe that the non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines, in all material respects.

Comments

Without modifying our conclusion expressed above and in accordance with Article A. 225-3 of the French Commercial Code, we make the following comments:

As mentioned in the methodological detailed information in paragraph 5.6.1.5 of the CSR chapter, in 2023 the company changed it reporting methodology regarding the monitoring of electricity consumptions in its own Data Centers and regarding electricity consumptions linked to cooling of computing equipment in collocated Data Centers.

Preparation of the non-financial performance statement

The absence of a commonly used generally accepted reporting framework or a significant body of established practice on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarised in the Statement and available on request to the company's headquarters.

Limits inherent in the preparation the Information

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

Responsibility of the Company

The Board of Directors is responsible for:

- selecting or establishing suitable criteria for the preparation of the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators and the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);

- preparing the Statement by applying the Entity's "Guidelines" as referred above; and
- designing, implementing and maintaining internal control over information relevant to the preparation of Information that is free from material misstatement, whether due to fraud or error.

Responsibility of the Statutory Auditor appointed as independent third party

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e. the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information."

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

It is not our responsibility to provide a conclusion on:

- the Entity's compliance with other applicable legal and regulatory provisions particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy), the French duty of care law and against corruption and tax evasion;
- the fairness of information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- the compliance of products and services with the applicable regulations.

Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with Articles A. 225-1 *et seq.* of the French Commercial Code, our verification program consisting of our own procedures (Programme de vérification de la déclaration de performance extra-financière) and the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) applicable to such engagement, in particular the professional guidance issued by the Compagnie Nationale des Commissaires aux Comptes, *Intervention du commissaire aux comptes – Intervention de l'OTI – déclaration de performance extra-financière,* and acting as the verification programme and with the international standard ISAE 3000 (revised) [1].

Independence and quality control

Our independence is defined by Article L. 821-28 of the French Commercial Code and French Code of Ethics for Statutory Auditors (*Code de déontologie*). In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

Means and resources

Our work engaged the skills of five people between October 2023 and March 2024 and took a total of twenty-four weeks. To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted around ten interviews with people responsible for preparing the Statement.

Nature and scope of procedures

We planned and performed our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed based on our professional judgment enable us to express a limited assurance engagement on the Information:

- We obtained an understanding of all the consolidated entities' activities and the description of the main risks associated;
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector.
- We verified that the Statement includes each category of social and environmental information set out in section III of Article L. 225-102-1 of French Code of Commerce as well as information regarding compliance with human rights and anticorruption and tax avoidance legislation and includes, where applicable, an explanation for the absence of the information required under Article L.225-102-1 III, paragraph 2 of the French Commercial Code.

1) *ISAE 3000 (révisée) - Assurance engagements other than audits or reviews of historical financial information*

- We verified that the Statement provides the information required under Article R.225-105 II of the French Commercial Code where relevant with respect to the main risks.
- We verified that the Statement presents the business model and a description of the main risks associated with all the consolidated entities' activity, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the main risks.
- We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented; and
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important [1]. Concerning certain risks or information our work was carried out on the consolidating entity, while for other risks, our work was carried out on the consolidating entity and on a selection of entities.
- We verified that the Statement covers the consolidated scope, i.e. all companies within the consolidation scope in accordance with Article L. 233-16 of the French Commercial Code, with the limits specified in the Statement.
- We obtained an understanding of internal control and risk management procedures implemented by the Entity and assessed the data collection process aimed at ensuring the completeness and fairness of the Information.
- For the key performance indicators and other quantitative outcomes that we considered to be the most important [2], we implemented:
  - analytical procedures that consisted in verifying the proper consolidation of collected data as well as the consistency of changes there to;
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities [3] and covers between x% and y% of the consolidated data selected for these tests;
- We assessed the overall consistency of the Statement in relation to our knowledge of all the entities included in the perimeter of consolidation.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*); a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, March 26, 2024

One of the Statutory Auditors,

Deloitte & Associés

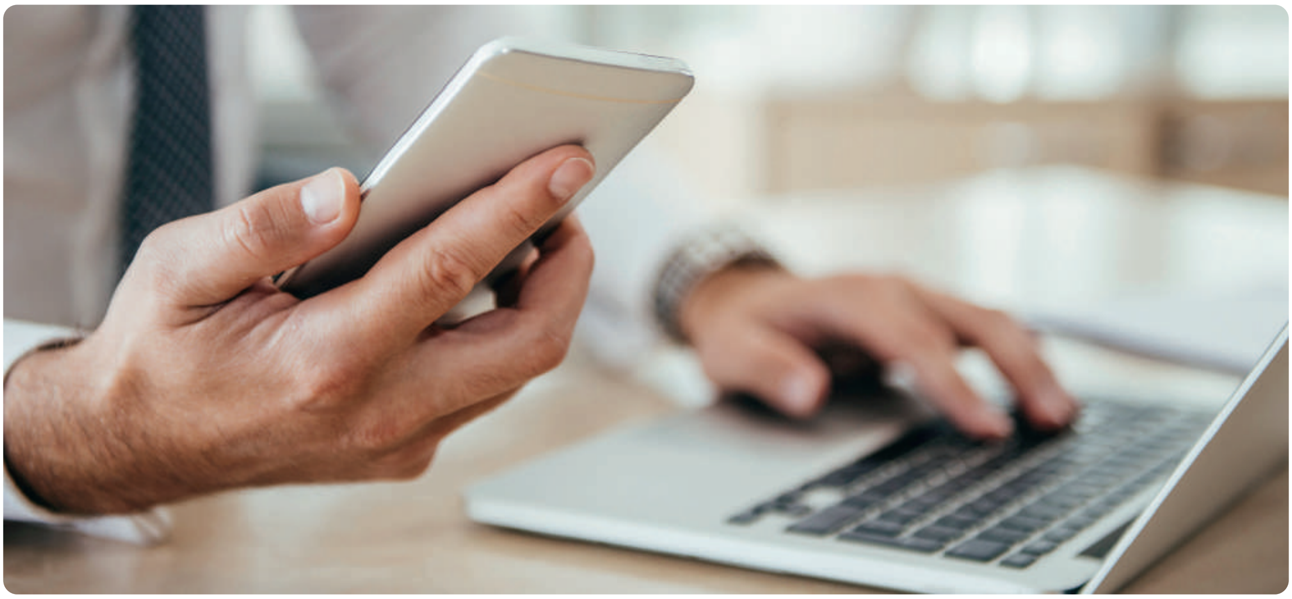
Jean-François Viat
Partner, Audit

Erwan Harscoët
Partner, Sustainability Services

1) ***Selected qualitative information**: implementation of GHG emission assessment of scope 3 (other Scope 3 categories which have not been quantitatively assessed).*

2) ***Selected quantitative information**:*
<u>Environmental indicators</u> : Total direct and indirect energy intensity by employee (Mwh per employee), Total direct and indirect energy intensity by revenue (Mwh per € million), Greenhouse Gas Emissions Scope 1 (in tCO2e), Greehouse Gas Emissions Scope 2 (in tCO2e), Total km travelled by Plane, Total km travelled by Train, Total km travelled by Car, Total km travelled by Taxi, Carbon operational perimeter (scope 1, 2 and 3 category 6) in tCO2e, GHG intensity by Employee on Atos Carbon Operational Perimeter (tCO2e/employee), GHG intensity by revenue on Atos Carbon Operational Perimeter (tCO2e/€ million).
<u>Social indicators</u>: average hours of training per employee, number of digital certifications obtained per year, Total number of employees recruited (excluding acquisitions), total employee turnover rate (%), percentage of females within Atos, Overall salary rate between women and men in Annual Basic Salary, Overall salary rate between women and men in Total Remuneration, Absenteeism rate (%), Percentage of employees covered by collective bargaining agreements, Number of employees leaving employment during the reporting period, number of employees at the end of the reporting period (legal staff).
<u>Other indicators</u>: percentage of employees who successfully completed the Code of Ethics' e learning, Percentage of strategic suppliers evaluated by Ecovadis or alternative assessments, Total percentage of spend assessed by Ecovadis and alternative assessments.

3) *Audited entities: Atos France, Atos Netherlands, Atos Germany*



6

Financial statements

6.1 Consolidated financial statements

6.1.1 Statutory auditors' report on the consolidated financial statements for the year ended December 31, 2023

This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.

This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the information concerning the Group presented in the management report.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the annual general meeting of Atos S.E.,

Opinion

In compliance with the engagement entrusted to us by the annual general meetings, we have audited the accompanying consolidated financial statements of Atos S.E. ("Atos", the "Company" or the "Group") for the year ended December 31, 2023.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2023 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (*code de commerce*) and the French Code of Ethics (*code de déontologie*) for statutory auditors for the period from January 1, 2023 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No. 537/2014.

Material uncertainty related to going concern

We draw attention to the material uncertainty resulting from events or conditions that may cast significant doubt on the Group's ability to continue as a going concern as described in the "Discussions on refinancing and liquidity" section of Note 1.1.6.5 "Major events of the year". Our opinion is not modified in respect of this matter.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (*code de commerce*) relating to the justification of our assessments, and in addition to the matter described in the Material Uncertainty Related to Going Concern section, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Revenue recognition on long term fixed-price contracts

Note 3 "Revenue, trade receivables, contract assets, contract liabilities and contract costs", Note 5 "Other operating income and expenses (Other items)", Note 12 "Provisions" to consolidated financial statements

Key Audit Matter	Our audit approach
Regarding fixed-price contracts performed over the course of several years, particularly related to consulting and system integration activities, revenues are recognized, in accordance with IFRS 15 'Revenue from contracts with customers' based on the transfer of the control of the service provided. For multi-element service contracts, which may be a combination of different services, revenue is recognized separately for each performance obligation when the control is transferred to the customer. Revenue recognized depends on the estimated total transaction price and its allocation to the various contract components. Total contract costs and expected remaining costs are subject to regular monitoring and estimate to determine the stage of completion and the margin to be recognized. If these estimates indicate that the contract will be unprofitable, the entire estimated loss for the remainder of the contract is recorded immediately through a provision for onerous contracts. We consider revenue recognition on long-term contracts and the associated costs as a key audit matter as identification of performance obligations and related allocations of the transaction price requires judgment from management. When revenue is recognized on the basis of costs incurred, the percentage of completion relies on operational assumptions and estimates which impact the Group consolidated revenue and operating margin.	We have updated our understanding of the internal control environment relating to the monitoring of contracts, contract term cost estimates and margin, in particular controls relating to the costs incurred on contracts and those relating to the costs to complete. For a number of contracts that were selected based upon quantitative and qualitative criteria (notably, contracts that experienced technical difficulties or low profitability), we performed the following procedures: • For new contracts, – When contracts included multiple elements, we corroborated the analysis and accounting treatment retained by the Company (allocation of the transaction price to the different performance obligations identified, and definition of recognition conditions of the revenue recognized for each performance obligation) with contractual terms and our understanding of the services provided; – We corroborated the expected budget margin to the financial data within the signed contract and the associated costs estimation. • For contracts in progress, we performed the following procedures on the percentage of completion when revenue is recognized over time on the basis of costs incurred: – we reconciled the financial data (revenue, billing and work-in-progress) included in the work progress spreadsheet that is updated monthly by the financial controller to the accounting records; – we corroborated the amount of costs incurred, notably hours per project with the data from the timesheet application system; – we analyzed standard hourly rates' calculation methodology; – we performed interviews with financial controllers and/or operational managers to assess the estimated costs yet to be incurred and the percentage of completion on the contract, which is the basis on which revenue and margin is recognized, we have furthermore analyzed the appropriateness of these estimates by comparing the forecasted data with the actual performance of the contract; – we analyzed assumptions used by management to determine the loss at completion recognized for onerous contracts and confirmed these assumptions with historical performance on the contract and the performance to be achieved and the corresponding estimates made.

Goodwill and other fixed assets valuation

Note 5 "Other operating income and expense", Note 8 "Goodwill and fixed assets", Note 9 "Leases" to consolidated financial statements

Key Audit Matter	Our audit approach
As of December 31, 2023, the net carrying value of fixed assets amounts to €4,446 million, namely 39% of the total assets. The fixed assets comprise goodwill (€2,875 million), intangible assets (€529 million), tangible assets (€355 million), as well as right-of-use assets (€687 million). Goodwill and other fixed assets are tested for impairment when there is any indication that they may be impaired. This test is performed at least annually for goodwill. Following the completion of the legal carve-out between Tech Foundations and Eviden, the cash-generating units (CGUs) now correspond to Tech Foundations and Eviden operations within each Regional Business Unit (RBU). The annual impairment test is based on the fair value less costs to sell of each CGU, determined on the basis of a multicriteria approach, including Discounted Cash Flows (DCF) and trading multiples. The resulting values were also determined taking into consideration the estimated values of transactions that had been or were being considered, and/or offers received, as well as market expectations. The recoverable values are determined based on particularly sensitive forward-looking assumptions and other estimates. In 2023, the total impairment of goodwill and other non-current assets amounted to €2,546 million. We considered the valuation of goodwill and other fixed assets as a key audit matter, given the weight of these assets in the consolidated statement of financial position, the importance of management's judgment in determining cash flow assumptions, discount and long-term average growth rates, as well as the sensitivity of the valuation of their recoverable value to these assumptions.	As part of our audit, we examined the process implemented by the Group regarding the performance of impairment tests. We assessed whether the methodology used by management complies with the accounting standards, including the CGU definition, the net assets allocation and the models used to determine the recoverable amounts. We performed the following procedures, on the impairment tests for each CGUs: • we assessed the appropriateness of the assumptions and the methodology used by the Group with the assistance of external advisors in the multicriteria approach to determine the fair value less cost to sell; • we reconciled the cash-flow projections with the revised mid-term plan of the Group; • we analyzed the overall consistency of assumptions used (including the estimation of the perpetual growth rate), especially through interviews with Management and future growth prospects; • we assessed, with the support of our valuation specialists, the appropriateness of the valuation models, including the discount rates used in relation with market benchmarks; • we assessed the consistency of the results with the estimated values of transactions that had been or were being considered, and/or offers received. We verified the arithmetical accuracy of the valuations used by the Group. We performed our own sensitivity calculations and compared them to the analysis performed by Management. We verified that the disclosures in the notes to the consolidated financial statements, including assumptions used and the sensitivity analysis, are appropriate.

Litigations

Note 16 "Litigations" and Note 19 "Subsequent events" to consolidated financial statements

Key Audit Matter	Our audit approach
The Group is engaged in legal proceedings for a litigation mainly concerning intellectual property rights against TriZetto Group and Cognizant Technology Solutions (Cognizant/TriZetto) in the United States of America, the status of which as at December 31, 2023 is described in Note 16 to the consolidated financial statements. On October 27, 2020, a jury in the United States District Court for the Southern District of New York found Syntel, a subsidiary of Atos, liable for trade secrets misappropriation and copyright infringement and specified approximately $855 million in damages, due to Cognizant and its subsidiary TriZetto. After various judgments by this jury formed by a U.S. court in the Southern District of New York in 2021 and 2022, on May 25, 2023, the United States Second Circuit Court of Appeals vacated the decision issued by the United States District Court for the Southern District of New York. In its decision, the Second Circuit held that the use of the "avoided development costs" methodology, underlying the initial $570 million in damages, was contrary to the law. The Second Circuit Court of Appeals remanded the case to the District Court for further consideration. In December 2023, the US Supreme Court denied TriZetto's appeal. As a result, TriZetto cannot pursue any damages under the DTSA (Defend Trade Secrets Act). On March 13, 2024, the United States District Court for the Southern District of New York vacated the remaining compensatory damages judgments entered in this case. Therefore no compensatory damage will have to be paid by Atos. The District Court granted TriZetto's motion for attorney's fees in the amount of $14.5 million. The decision is not final yet. We considered this matter to be a key audit issue because of the uncertainty of the outcome of the proceedings, the high degree of estimation and judgement used by Management, and the potential materiality to consolidated net income and equity if these estimates were to change.	In order to obtain a sufficient understanding of the existing litigations and claims and the related judgements, we interviewed Management and analysed the procedures implemented by the Group to identify disputes. With regard to the Cognizant/TriZetto litigation, we: • conducted interviews with Group management to assess the current status of the ongoing litigation; • consulted available procedural elements and other relevant information concerning the litigation and the likelihood and possible impact of the risk; • performed a critical review of the estimates and positions taken by Management; • assessed whether the latest developments have been taken into account. We also assessed whether the disclosures in note 16 and 19 to the consolidated financial statements are appropriate.

Valuation of defined benefits plans

Note 11 "Pension plans of other long-term benefits" to the consolidated financial statements

Key Audit Matter	Our audit approach
Certain employees and former employees of the Group benefit from defined benefit pension plans, some of which (notably in the United Kingdom, Germany, the United States and Switzerland) can be prepaid through plan assets (pension funds or insurance companies). The net obligations recognized in the Group balance sheet in respect of pension plans amount to €698 million at December 31, 2023. The Group amends on a regular basis, by collective agreement or options to beneficiaries, the lump sum payment or annuity rights of certain plans. The main amendments performed in 2023 and their related impacts are disclosed in Note 11 to the consolidated financial statements. We have considered the valuation of defined benefit pension plans as a key audit matter, based on: • the technical expertise required to assess inflation, discounting, and longevity assumptions underlying the valuation of the plans, and the impacts that could result from a change in those assumptions on the recognized obligations; • the estimates related to beneficiaries' behavior made by Management to assess the impact of certain plan amendments, which could lead to significant impacts in operating margin, in case of variances with actual behavior observed.	We reviewed the pension plans valuation process, and the methodology used by the Group to set up the underlying actuarial assumptions. With the support of our actuarial experts: • we assessed the actuarial assumptions used, in particular the consistency between the financial (inflation and discount rates) and demographic (mortality table) assumptions, in comparison with market indices and benchmarks, and; • for the plans we considered as the most significant, we reviewed the independent actuaries' reports. We also reconciled the fair value of plan assets with their market value (listed shares, bonds, swaps) or other external reports (real estate, unlisted shares, investments in infrastructure projects). We also verified that the recorded amendments of rights reflected the agreements signed with the beneficiaries of the plans. For assumptions implying Management estimates on the beneficiaries' behavior, we corroborated those assumptions with the behavior observed on similar plan amendments. Then, we verified that the disclosures in Note 11 to the consolidated financial statements, in particular the plans' description and amendments, actuarial assumptions, and sensitivity analysis, were appropriate.

Deferred tax assets recognition on tax loss carryforward

Note 7 "Income tax" to the consolidated financial statements

Key Audit Matter	Our audit approach
Deferred tax assets are recognized on tax loss carryforwards when it is probable that taxable profit will be available against which the tax loss carryforwards can be utilized. Estimates of taxable profits and utilizations of tax loss carryforwards were prepared on the basis of profit and loss forecasts as prepared by Management. Duration of forecasts depends on local specificities. Deferred tax assets on tax loss carryforwards amount to €233 million as of December 31, 2023. Tax losses carryforwards amount to €6,275 million as a base amount as of December 31, 2023, of which only a part gives rise to the recognition of deferred tax assets with respect to their estimated utilization. Unrecognized deferred assets on tax losses carryforward amounts to €1,338 million as of December 31, 2023. We identified this issue as a key audit matter due to the particularly high amount of tax loss carryforwards that can be recognized, and the importance of Management judgment in estimating taxable profits and the resulting utilization of tax losses.	Our audit approach consisted in assessing,with the assistance of our tax experts, the probability of the Group making future use of the tax loss carryforward generated to date, particularly in regard to: • deferred tax liabilities in the same tax jurisdiction, that could be offset against deferred tax assets with the same maturity; and • the Group's ability to generate future taxable profits in the relevant tax jurisdictions in order to use existing tax loss carryforwards. We also reviewed the reasonableness of main data and assumptions used to determine the tax forecasts underlying the recognition and recoverability of deferred tax assets on tax loss carryforwards. We also assessed the appropriateness of disclosures on deferred tax assets in respect of tax loss carryforwards in Note 7 to consolidated financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the management report of the Board of Directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement required by Article L.225-102-1 of the French Commercial Code (*code de commerce*) is included in the information pertaining to the Group presented in the management report, being specified that, in accordance with the provisions of Article L.823-10 of the code, we have not verified the fair presentation and the consistency with the consolidated financial statements of the information contained therein. This information should be reported on by an independent third party.

Report on Other Legal and Regulatory Requirements

Format of the presentation of the consolidated financial statements intended to be included in the Annual Financial Report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (*code monétaire et financier*), prepared under the responsibility of the Chief Executive Officer , complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of December 17, 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

Due to technical limitations involved in the microdata tags of the consolidated financial statements in accordance with the European Single Electronic Format for reporting, the content of certain tags in the notes to the consolidated financial statements may not be displayed identically to the consolidated financial statements attached to this report.

Furthermore, we have no responsibility to verify that the consolidated financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We have been appointed as statutory auditors of the Company by your General Shareholders' meetings held on December 16, 1993 for Deloitte & Associés, and on October 31, 1990 for Grant Thornton.

As at December 31, 2023, Deloitte & Associés was in its 30^{th} year of total uninterrupted engagement, and for Grant Thornton in its 33^{rd} year of total uninterrupted engagement, and for both statutory auditors, the 28^{th} year since the Company securities were admitted to trading on a regulated market.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Accounts Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 821-55 of the French Commercial Code (*code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Accounts Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Accounts Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this report.

We also provide the Accounts Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (code de commerce) and in the French Code of Ethics (*code de déontologie*) for statutory auditors. Where appropriate, we discuss with the Accounts Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense and Neuilly-sur-Seine, March 26, 2024

The Statutory Auditors

French original signed by

Deloitte & Associés	**Grant Thornton**
Jean-François Viat	Samuel Clochard

6.1.2 Consolidated income statement

(in € million)	Notes	12 months ended December 31, 2023	12 months ended December 31, 2022*
Revenue	Note 2	10,693	11,270
Personnel expense	Note 4.1	-5,418	-5,692
Non-personnel operating expense	Note 4.2	-4,808	-5,222
Operating margin		467	356
% of revenue		**4.4%**	**3.2%**
Other operating income and expense	Note 5	-3,573	-1,151
Operating income (loss)		-3,106	-795
% of revenue		**-29.0%**	**-7.1%**
Net cost of financial debt	Note 6.1	-102	-29
Other financial expense	Note 6.1	-151	-289
Other financial income	Note 6.1	26	143
Net financial income (expense)	**Note 6.1**	**-227**	**-175**
Net income (loss) before tax		-3,332	-970
Tax charge	Note 7	-112	-46
Share of net profit (loss) of equity-accounted investments	Note 10	5	4
Net income (loss)		-3,439	-1,012
Of which:			
• attributable to owners of the parent		-3,441	-1,012
• non-controlling interests	Note 14.3	1	-0

(*) Restated as described in Note 3.

(in € million and shares)	Notes	12 months ended December 31, 2023	12 months ended December 31, 2022
Net income (loss) - Attributable to owners of the parent		-3,441	-1,012
Weighted average number of shares		110,860,004	110,641,457
Basic earnings per share (in euros)	Note 14.1	-31.04	-9.14
Diluted weighted average number of shares		110,860,004	110,641,457
Diluted earnings per share (in euros)	Note 14.1	-31.04	-9.14

6.1.3 Consolidated statement of comprehensive income

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Net income (loss)	**-3,439**	**-1,012**
Other comprehensive income		
• **To be reclassified subsequently to profit or loss (recyclable)**	**-151**	**234**
Change in fair value of cash flow hedge instruments	6	-3
Exchange differences on translation of foreign operations	-156	236
Deferred tax on items to be reclassified to profit or loss	-1	1
• **Not reclassified to profit or loss (non recyclable)**	**-158**	**111**
Actuarial gains and losses on defined benefit plans	-121	149
Deferred tax on items not reclassified to profit or loss	-36	-38
Total other comprehensive income (loss)	**-309**	**345**
Total comprehensive income (loss) for the period	**-3,748**	**-668**
Of which:		
• attributable to owners of the parent	-3,750	-668
• non-controlling interests	1	0

6.1.4 Consolidated statement of financial position

(in € million)	Notes	December 31, 2023	December 31, 2022
ASSETS			
Goodwill	Note 8.1	2,875	5,305
Intangible assets	Note 8.2	529	919
Tangible assets	Note 8.3	355	414
Right-of-use assets	Note 9	687	892
Equity-accounted investments	Note 10	11	8
Non-current financial assets	Note 6.3	142	171
Non-current financial instruments	Note 6.6	0	13
Deferred tax assets	Note 7.4	206	294
Total non-current assets		**4,806**	**8,017**
Trade accounts and notes receivable	Note 3.2	2,459	2,603
Current taxes		83	64
Other current assets	Note 4.4	1,637	1,485
Current financial instruments	Note 6.6	13	18
Cash and cash equivalents	Note 6.2	2,295	3,331
Total current assets		**6,488**	**7,501**
Assets held for sale		-	876
TOTAL ASSETS		**11,294**	**16,394**

(in € million)	Notes	December 31, 2023	December 31, 2022
LIABILITIES AND SHAREHOLDERS' EQUITY			
Common stock	Note 14.2	111	111
Additional paid-in capital		1,499	1,499
Consolidated retained earnings		1,887	3,195
Net income (loss) attributable to the owners of the parent	Note 14.1	-3,441	-1,012
Equity attributable to the owners of the parent	**Note 14.2**	**55**	**3,793**
Non-controlling interests	Note 14.3	5	7
Total shareholders' equity		**61**	**3,799**
Provisions for pensions and similar benefits	Note 11	741	639
Non-current provisions	Note 12	282	496
Borrowings	Note 6.4	2,530	2,450
Derivative liabilities	Note 6.6	-	13
Deferred tax liabilities	Note 7.4	35	148
Non-current lease liabilities	Note 9	588	704
Other non-current liabilities		1	1
Total non-current liabilities		**4,177**	**4,451**
Trade accounts and notes payable	Note 4.3	2,066	2,187
Current taxes		74	63
Current provisions	Note 12	280	245
Current financial instruments	Note 6.6	2	11
Current portion of borrowings	Note 6.4	2,124	2,412
Current lease liabilities	Note 9	234	309
Other current liabilities	Note 4.5	2,276	2,260
Total current liabilities		**7,056**	**7,487**
Liabilities related to assets held for sale		-	656
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		**11,294**	**16,394**

6.1.5 Consolidated cash flow statement

(in € million)	Notes	12 months ended December 31, 2023	12 months ended December 31, 2022
Net income (loss) before tax		-3,332	-970
Depreciation of fixed assets	Note 4.2	266	275
Depreciation of right-of-use	Note 4.2	321	372
Net addition (release) to operating provisions		-35	7
Net addition (release) to financial provisions		39	23
Net addition (release) to other operating provisions		-185	-182
Amortization of intangible assets (PPA from acquisitions)	Note 5	108	140
Impairment of goodwill and other non current assets	Note 5	2,527	177
Losses (gains) on disposals of non current assets		61	160
Net charge for equity-based compensation	Note 5	19	19
Unrealized losses (gains) on changes in fair value and other		1	-27
Net cost of financial debt	Note 6.1	102	29
Interest on lease liability	Note 6.1	26	22
Net cash from (used in) operating activities before change in working capital requirement and taxes		-81	46
Tax paid		-77	-59
Change in working capital requirement		-255	440
Net cash from (used in) operating activities		-413	427
Payment for tangible and intangible assets		-205	-251
Proceeds from disposals of tangible and intangible assets		2	6
Net operating investments		**-203**	**-245**
Amounts paid for acquisitions and long-term investments		-26	-279
Cash and cash equivalents of companies purchased during the period		-	11
Net proceeds from disposals of financial investments		476	226
Cash and cash equivalents of companies sold during the period		-34	-24
Dividend received from entities consolidated by equity method		-	0
Increase (decrease) in other non-current financial assets		-	60
Net long-term financial investments		**416**	**-6**
Net cash from (used in) investing activities		213	-251
Common stock issued		0	1
Capital increase subscribed by non-controlling interests		-	6
Purchase and sale of treasury stock		-3	-2
Dividends paid*		-32	-9
Dividends paid to non-controlling interests		-3	-2
Amounts paid for acquisition of non-controlling interests		-5	-
Lease payments	Note 6.5	-358	-405
New borrowings	Note 6.5	1,700	1,850
Repayment of current and non-current borrowings	Note 6.5	-1,850	-1,632
Net cost of financial debt paid	Note 6.5	-102	-29
Other flows related to financing activities	Note 6.5	31	-81
Net cash from (used in) financing activities		-622	-304
Increase (decrease) in net cash and cash equivalents		**-822**	**-127**
Opening net cash and cash equivalents		3,190	3,239
Increase (decrease) in net cash and cash equivalents	Note 6.5	-822	-127
Impact of exchange rate fluctuations on cash and cash equivalents	Note 6.5	-73	78
Closing net cash and cash equivalents	**Note 6.5**	**2,295**	**3,190**

(*) Corresponded to taxes withheld on internal dividend distributions.

6.1.6 Consolidated statement of changes in shareholders' equity

(in € million)	Number of shares at period end *(thousands)*	Common Stock	Additional paid-in capital	Consoli-dated retained earnings	Net income (loss)	Total attributable to the owners of the parent	Non controlling interests	Total share-holders' equity
At December 31, 2021	110,730	111	1,498	5,790	-2,962	4,437	6	4,444
Common stock issued	221		1	-		1		1
Appropriation of prior period net income (loss)				-2,962	2,962	-		-
Dividends paid				-0		-0	-2	-3
Equity-based compensation				23		23		23
Changes in treasury stock				-2		-2		-2
Other				1		1	3	4
Transactions with owners	221	-	1	-2,940	2,962	23	1	23
Net income (loss)				-	-1,012	-1,012	0	-1,012
Other comprehensive income (loss)				345		345	-0	345
Total comprehensive income (loss) for the period	-	-	-	345	-1,012	-668	0	-668
At December 31, 2022	110,951	111	1,499	3,195	-1,012	3,793	7	3,799
Common stock issued	488	0	-0	-		-		-
Appropriation of prior period net income (loss)				-1,012	1,012	-0		-0
Dividends paid				-0		-0	-3	-3
Equity-based compensation				17		17		17
Changes in treasury stock				-3		-3		-3
Other				-1		-1	-0	-1
Transactions with owners	488	0	-0	-999	1,012	13	-3	10
Net income (loss)				-	-3,441	-3,441	1	-3,439
Other comprehensive income (loss)				-309		-309	-0	-309
Total comprehensive income (loss) for the period	-	-	-	-309	-3,441	-3,750	1	-3,748
At December 31, 2023	111,439	111	1,499	1,887	-3,441	55	5	61

6.1.7 Notes to the consolidated financial statements

6.1.7.1 General information

Atos SE, the Group parent company, is a société européenne (public limited company) incorporated under French law, whose registered office is located at 80, Quai Voltaire, 95870 Bezons, France. It is registered with the Registry of Commerce and Companies of Pontoise under the reference 323,623,603. Atos SE shares are traded on the Euronext Paris market under ISIN code FR0000051732. The shares are not listed on any other stock exchange market. The Company is administrated by a Board of Directors.

Atos is a global leader in digital transformation and is the European number one in cloud, cybersecurity and high-performance computing. Atos provides end-to-end vertical solutions, smart data platforms and infrastructure solutions, working closely with global technology partners and leveraging innovations in business platforms, customer experience and digital workplace, artificial intelligence and hybrid cloud.

The consolidated financial statements of the Group comprise the Group parent company, its subsidiaries and the Group interests in associates and jointly controlled entities (together referred to as the "Group").

The Atos Group did not change its corporate name compared to the previous period.

These consolidated financial statements were approved by the Board of Directors on March 25, 2024. The consolidated financial statements will be submitted to the approval of the next Annual General Meeting.

6.1.7.2 Basis of preparation

All amounts are presented in millions of euros unless otherwise indicated. Certain totals may have rounding differences.

Accounting framework

The consolidated financial statements of the Group for the twelve months ended December 31, 2023 have been prepared in accordance with the international accounting standards endorsed by the European Union and whose application was mandatory as at December 31, 2023.

The international accounting standards comprise the International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB), the International Accounting Standards (IAS), the interpretations of the Standing Interpretations Committee (SIC) and the IFRS Interpretations Committee (IFRS IC).

Accounting policies applied by the Group comply with those standards and interpretations.

At December 31, 2023, the Group applied the same accounting policies and measurement methods as were applied in its consolidated financial statements for the year ended December 31, 2022, with the exception of changes required by the enforcement of new standards and interpretations presented hereafter as well as the accounting treatment of certain third-party software resale transactions as described in Note 3.

New standards and interpretations applicable from January 1, 2023

In response to the "Pillar Two" international tax reform that aims at introducing a minimum global tax rate of 15%, the IASB has amended IAS 12 to introduce a temporary mandatory relief from accounting for deferred tax arising from legislation implementing the GloBE – global anti-base erosion model rules, effective immediately and applied retrospectively in accordance with IAS 8. Under the relief, entities are exempt from providing for and disclosing deferred tax related to the top-up tax.

The application of the amendments to IAS 12 - Income taxes: International Tax Reform – Pillar Two Model Rules was mandatory for the Group effective for the fiscal year beginning January 1, 2023.

In accordance with the relief, the Group did not account for any deferred income taxes in connection with Pillar Two in the consolidated financial statements.

Besides, based on the available information, the Group has carried out a first assessment of the potential impacts related to the implementation of Pillar Two: this work revealed a limited exposure to the top-up tax which effects would be non-material. This assessment will nevertheless have to be reviewed in light of the contemplated disposals.

The following other new standards, interpretations or amendments whose application was mandatory for the Group effective for the fiscal year beginning January 1, 2023 had no material impact on the consolidated financial statements:

- Narrow scope amendments to IAS 1;
- Narrow scope amendments to IAS 8;
- Amendment to IAS 12 – Deferred tax related to assets and liabilities arising from a single transaction;
- IFRS 17– Insurance contracts.

Other standards

The Group does not apply IFRS standards and interpretations that have not yet been approved by the European Union at the closing date. In addition, none of the new standards effective for annual periods beginning after January 1, 2023 and for which an earlier application is permitted have been applied by the Group.

The potential impacts of these new pronouncements are currently being analyzed.

Use of estimates and judgments

The preparation of consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of assets and liabilities, income and expense in the financial statements and disclosures of contingent assets and liabilities at the closing date. As a function of changes in these assumptions or in circumstances that may arise, the amounts appearing in the future financial statements of the Group may differ from current estimates, particularly in the following areas:

- Revenue recognition: estimates of percentage of completion, cost to complete and potential loss at completion, principal versus agent analyses (Note 3 – Revenue, trade receivables, contract assets, contract liabilities and contract costs, and Note 12 – Provisions);
- Business combinations: fair value of the consideration transferred (including contingent consideration) and fair value of the assets acquired and liabilities assumed (Note 1 – Changes in the scope of consolidation);
- Impairment test of goodwill and other fixed assets: key assumptions underlying recoverable amounts (Note 8 – Goodwill and fixed assets);
- Recognition and measurement of deferred tax assets: availability of future taxable profits against which deductible temporary differences and tax losses carried forward can be utilized (Note 7 – Income tax);
- Recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of outflow of resources with no counterpart, estimates and judgments regarding the outcome of disputes in progress and, more generally, estimates regarding all provisions and contingent liabilities (Note 12 - Provisions and Note 16 - Litigations);
- Measurement of defined benefit obligations: key actuarial assumptions (Note 11 - Pension plans and other long-term benefits);
- Lease liabilities and right-of-use assets: assessment of the lease term and incremental borrowing rates used (Note 9 – Leases);
- Financial assets: estimates and judgments relating to the recoverability of accounts receivable (Note 3 – Revenue, trade receivables, contract assets, contract liabilities and contract costs) and other financial assets.

On a regular basis, estimates on long-term contracts are reviewed taking into consideration potential loss-making situations or risks of recoverability on contract assets and contract costs. The expected credit loss valuation is also reviewed to consider potential increased bankruptcy risk of customers.

Effects of climate-related matters on financial statements

In preparing the consolidated financial statements, the impact of climate change has been considered by Atos, particularly in the context of the disclosures required in the Corporate Social Responsibility section of the Universal Registration Document. There has not been any material impact on judgments and estimates arising from those considerations, consistent with the assessment made by Atos that climate change is not expected to have a meaningful impact on the viability of the Group in the medium term.

In addition, in November 2021, the Group issued a sustainability-linked bond (refer to Note 6). The coupon of the last three years will be unchanged if Atos achieves the following Sustainability Performance Target (SPT): reduction in 2025 of Atos annual GreenHouse Gas CO_2 emissions (Scopes 1, 2 and 3) by 50% compared to 2019. In case the SPT is not met, the last three coupons shall be increased by 0.175%.

Finally, an objective of carbon dioxide reduction was included in the performance criteria for the performance share plans attributed between 2020 and 2022 (see Note 5). This indicator measures the percentage of CO_2 emission variation per € million of revenue (tCO_2/€ million) over a 3-year period.

Significant accounting policies

Financial assets classification and business model

IFRS 9 defines three approaches to classify and measure financial assets based on their initial recognition:

- Amortized cost;
- Fair value through other components of comprehensive income;
- Fair value through income statement.

Financial assets are classified according to these three categories by reference to the business model the Group uses to manage them, and the contractual cash flows they generate.

Loans, receivables and other debt instruments considered "basic lending arrangements" as defined by IFRS 9 (contractual cash flows that are solely payments of principal and interest) are carried at amortized cost when they are managed with the purpose of collecting contractual cash flows, or at fair value through other components of comprehensive income when they are managed with the purpose of collecting contractual cash flows and selling the asset, while debt instruments that are not "basic lending arrangements" or do not correspond to these business models are carried at fair value through income statement. Equity instruments are carried at fair value through income statement or, under an irrevocable option, at fair value through other comprehensive income.

The business model of the Group is to collect its contractual cash flows for its trade receivables.

Trade receivables can be transferred to third parties (banks) with conditions of the transfers meeting IFRS 9 requirements, meaning transfer of contractual cash flows and transfer of substantially all risks and rewards are achieved. Those trade receivables are in that case derecognized, further to the analysis of the actual transfer of risks, the non-materiality of any dilution risk based on experience, and the absence of continuing involvement.

Current and non-current assets and liabilities

Assets and liabilities classified as current are expected to be realized, used or settled during the normal cycle of operations. All other assets and liabilities are classified as non-current. The Group working capital requirement is defined in Note 4.6.

Foreign currency translation

The presentation currency is the euro, which is the Group functional currency.

Financial statements denominated in foreign currencies

The financial statements of consolidated companies are prepared in their functional currency, corresponding to the currency of the primary economic environment in which they operate. The financial statements of foreign operations whose functional currency is not the euro are translated into euros as follows:

- assets and liabilities are translated at the closing exchange rate;
- income and expense are translated at the average exchange rate for the period;
- the resulting translation gains and losses are recognized in other comprehensive income on the line "Exchange differences on translation of foreign operations". When all or part of the investment in the foreign operation is derecognized (i.e., when the Group no longer exercises control, joint control or significant influence over the company) the share of accumulated foreign currency translation adjustments is recycled to profit or loss.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity have been treated as assets and liabilities of that foreign entity and translated into euros at the closing date.

The Group does not have any entity operating in a hyperinflationary economy except Argentina and Turkey. Argentina is a hyperinflationary economy since July 1, 2018 and Turkey since April 1, 2022. As such, all income statement items from Argentinian and Turkish entities have been restated from inflation in accordance with IAS 29.

Foreign currency transactions

Foreign currency transactions are translated into the functional currency using the exchange rate prevailing at the dates of the transactions. At closing date, the corresponding receivables and payables are translated using the closing exchange rate.

The resulting foreign exchange gains and losses are recognized in financial income and expense under the heading "Other financial income and expense", except where hedge accounting is applied as explained in Note 13 – Fair value and characteristics of financial instruments.

6.1.7.3 Financial risk management

The Group activities are exposed to a variety of financial risks including liquidity risk, interest rate risk, credit risk and currency risk. Financial risk is managed by the Group Treasury department and involves minimizing potential adverse effects on the Group financial performance.

Liquidity risk

Liquidity risk management involves maintaining sufficient cash and marketable securities and ensuring the availability of funding through an adequate amount of committed credit facilities.

Atos policy is to cover in full its expected liquidity requirements by long-term committed loans or other appropriate long-term financial instruments. Terms and conditions of these loans include maturity and covenants leaving sufficient flexibility for the Group to finance its operations and expected developments.

Credit facilities are subject to financial covenants that are carefully followed by the Group Treasury department.

An analysis of the maturity of financial liabilities is disclosed in Note 6.4 – Financial liabilities.

The continuity of operations relies in particular on the liquidity of the Group as disclosed in 6.1.7.5 – Main events of the period.

Interest rate risk

Interest rate risk arises mainly on borrowings. The management of exposure to interest rate risk encompasses two types of risks:

- a price risk on fixed-rate financial assets and liabilities. For example, by contracting a fixed-rate liability, the Group is exposed to potential opportunity losses should interest rates fall. A change in interest rates would impact the market value of fixed-rate financial assets and liabilities. However, this loss of opportunity would not impact financial income and expense as reported in the consolidated income statement and, as such, future net income of the Group up to maturity of these assets and liabilities;
- a risk on floating-rate financial liabilities should interest rates increase.

The main objective of managing overall interest rate risk on the Group debt is to minimize the cost of debt and to protect the Group against fluctuations in interest rates by swapping to fixed rate a portion of the floating-rate financial debt. Derivative instruments used to hedge the debt are swap contracts entered with leading financial institutions.

Credit risk

The Group has no significant concentrations of credit risk. The client selection process and related credit risk analysis is fully integrated within the global risk assessment conducted throughout the life cycle of a project.

Derivative counterparts and cash transactions are limited to high-credit quality financial institutions.

Currency risk

Atos Group policy promotes natural hedge positions in which costs and revenues are denominated in the same currency.

Nevertheless, the Group financial performance can be influenced by fluctuations in exchange rates considering the growing portion of the external business involving offshore cost centers based mostly in India and Central Europe.

The Group has established a policy for managing foreign exchange positions resulting from commercial and financial transactions denominated in currencies different from the local currency of the relevant entity. According to this policy, any material exposure must be hedged as soon as it is known. In order to hedge its foreign exchange rate exposure, the Group uses a variety of financial instruments, mainly forward contracts and foreign currency swaps.

The Group anticipates that the deterioration of its credit rating will affect the availability of foreign exchange credit lines in the course of 2024. Therefore, it is likely that the Group may face difficulties to mitigate its foreign exchange risk or have to accept higher hedging costs.

Price risk

The Group is not exposed to commodity price risks.

The convertible bond issued in November 2019 contains an optional component indexed on Worldline share price. The redemption and/or exchange price of this bond is linked to the evolution of Worldline share price. The reference exchange price was 71.55 € at issuance date.

Subsequent to the disposal in June 2022 of its entire stake in Worldline, Atos entered into a derivative transaction to hedge this exposure to the fluctuations of Worldline share price (see Note 6.3).

6.1.7.4 Alternative Performance Measures

Operating margin

Operating margin is equal to revenue less personnel and non-personnel operating expense. It is calculated before Other Operating Income and Expense as defined below.

Other Operating Income and Expense

Other operating income and expense include:

- The amortization and impairment of intangible assets recognized as part of business combinations such as customer relationships, technologies and goodwill;
- When accounting for business combinations, the Group may record provisions in the opening statement of financial position for a period of 12 months beyond the business combination date. After the 12-month period, unused provisions arising from changes in circumstances are released through the income statement under "Other operating income and expense";
- The cost of acquiring and integrating newly controlled entities, including earn out with or without presence conditions;
- The net gain or losses on disposals of consolidated companies or businesses;
- The fair value of share-based compensation granted to employees including social contributions;
- The reorganization and rationalization expense relating to business combinations or qualified as unusual, infrequent and abnormal. When a restructuring plan qualifies for Other Operating Income and Expense, the related real estate rationalization & associated costs regarding premises are presented on the same line;
- The curtailment effects on restructuring costs and the effects of plan amendments on defined benefit plans resulting from triggering events that are not under control of Atos management;
- The net gain or loss on disposals of tangible and intangible assets that are not part of Atos core-business such as real estate;
- Other unusual, abnormal and infrequent income or expense such as major disputes or litigation.

Normalized net income (loss)

The normalized net income (loss) attributable to the owners of the parent is the net income (loss) attributable to the owners of the parent before Other Operating Income and Expense and Net gain (loss) on financial instruments related to Worldline shares, net of taxes.

Normalized earnings per share

The normalized earnings per share are calculated by dividing the normalized net income (loss) attributable to owners of the parent by the weighted-average number of common shares outstanding during the period, excluding treasury shares.

Net cash (or net debt)

The net cash (or net debt) comprises total borrowings (bonds, short-term and long-term loans, securitization and other borrowings), short-term financial assets and liabilities bearing interest with a maturity of less than 12 months, less net cash and cash equivalents. Liabilities associated with lease contracts and derivatives are excluded from the net debt.

Free Cash Flow

Free cash flow represents the change in net cash or net debt, excluding equity changes, share buyback, dividends paid to shareholders and non-controlling interests, net acquisition or disposal of companies or businesses.

6.1.7.5 Main events of the period

Opening of an amicable conciliation procedure aiming at renegotiating Atos SE debt with its financial creditors

On March 26, 2024, Atos SE announced that the Company had entered into an amicable conciliation [1] procedure. According to French law, a conciliation procedure lasts four months, which may be extended by one month; Maître Hélène Bourbouloux of FHB SELARL was appointed as conciliator.

The purpose of this procedure is to facilitate a global refinancing agreement with the banks and bondholders of Atos SE (the "financial creditors").

The conciliation procedure concerns only the financial indebtedness of Atos SE and will not impact suppliers, employees, the governance of the Company, or other creditors of the Company or its subsidiaries.

Implementation of an additional asset disposal program

With the disposal of EcoAct finalized in October 2023, Atos has completed its non-core businesses divestment program of €700 million set during the Group's Capital Markets Day on June 14, 2022.

On July 28, 2023, the divestment program has been expanded by an additional €400 million.

As indicated in the January 3, 2024 market update press release, the Group is considering the disposal of other assets, well in excess of the €400 million mentioned in the press release of July 28, 2023, in order to meet its financing maturities.

Following the end of the discussions with Airbus regarding the potential sale of its BDS (Big Data & Security) business announced on March 19, 2024, the Group is analyzing the resulting situation and actively evaluating strategic alternatives, having received several expressions of interest or indicative offers relating to various perimeters, that are in the best interest of its customers, employees and shareholders and also taking into consideration the sovereign imperatives of the French State.

Atos considered that at December 31, 2023 none of the contemplated disposals met the IFRS 5 criteria to be classified as held for sale and discontinued operations.

Refinancing discussions and liquidity

The consolidated financial statements of the Group for the year ended December 31, 2023 have been prepared on a going concern basis. The Group's cash forecasts for the twelve months following the approval of the 2023 consolidated financial statements by the Board of Directors, result in a cash situation that meets its liquidity needs over that period.

The cash forecasts, which take into account the latest business forecasts, have been prepared in particular based on the following assumptions:

- The implementation of specific actions to optimize its working capital requirements, including in particular the continued access to a factoring program,
- The continuation of the €400 million asset divestment program that was announced on July 28th, 2023,
- The implementation of a new disposal program announced on January 3, 2024. In this respect, the Group is actively evaluating strategic alternatives, having received several expressions of interest or indicative offers relating to various perimeters.

At December 31, 2023, cash, cash equivalents, and short term financial assets of the Group amounted to €2,423 million, including the benefits of working capital actions. Borrowings amounted to €4,654 million, of which €2,400 million of bonds and €2,080 million of bank financing. As a result, the total net debt for the Group amounted to €2,230 million at December 31, 2023. In addition, the Atos SE's leverage ratio applicable to the multi-currency revolving credit facility and the term loan A amounted to 3.34x at December 31, 2023.

Atos SE wishes to draw attention to the maturity of Atos SE's borrowings and the risks associated with its refinancing. The coming maturities of its borrowings are as follows:

- The €1.5 billion term loan A, maturing in July 2024, provides for another 6-month extension option until January 2025 available to Atos under standard conditions (notably no event of default and payment of an extension fee); it should be noted that there is no ongoing event of default, since under French law, events of default linked to the appointment of a mandataire ad hoc or the opening of a conciliation procedure are considered void;
- The €500 million bond (Optional Exchangeable Bond) maturing in November 2024,
- The €750 million bond maturing in May 2025,
- The €900 million revolving credit facility maturing in November 2025,
- The €350 million bond maturing in November 2028, and
- The €800 million bond (Sustainability-Linked Bond) maturing in November 2029.

As stated in the January 3rd, 2024 Market Update press release, the Group will need to take the following actions, either individually or in combination, in order to meet these financing maturities:

- Obtain new bank financing,
- Access capital markets (debt and/or equity),
- Implement a major asset disposal program in addition to the €400 million disposal program announced on July 28, 2023, and
- Continue specific actions to optimize its working capital requirement, including continued access to a factoring program.

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1) *The conciliation is a procedure, so-called amicable or preventive, for dealing with financial difficulties. It is provided for in the Commercial Code. The negotiations, which take place under the aegis of a conciliator appointed by the President of the Commercial Court, are confidential. The conciliator's mission is to encourage the conclusion of an amicable agreement between the debtor and its creditors, who are called upon to do so, aimed at putting an end to the company's difficulties and ensuring its continuity.*

In this context and as indicated above following its press release of February 5, 2024, Atos SE has entered into discussions with its banks and bondholders with a view to reaching a global agreement on the restructuring of its financial debt. Those discussions, that were held with the participation of the mandataire ad hoc appointed since the beginning of February 2024, will continue under an amicable conciliation procedure in order to frame these discussions and facilitate the emergence of a global agreement within a short and well-defined timetable of 4 months, which can be further extended by another month if needed. Those discussions were still ongoing at the time the consolidated financial statements for the year ended December 31, 2023 were approved by the Board of Directors.

The Group has sufficient liquidity to operate business until a refinancing plan is reached and is also in discussions with its financial creditors regarding an interim financing, which would provide an additional liquidity cushion to the Group until a global agreement on the refinancing plan is reached.

All these circumstances create a material uncertainty upon the ability of the Group to continue as a going concern in the event the Group is unable to negotiate a new refinancing plan or to execute an important asset disposal plan. In that case, Atos SE may not be able to realize its assets or settle its liabilities within the ordinary course of its operations, and the application of IFRS accounting standards in the ordinary context of going concern, in particular with regards to the measurement of assets and liabilities, may not be appropriate.

6.1.7.6 Notes to the consolidated financial statements

Note 1 Changes in the scope of consolidation

Basis of consolidation

Subsidiaries

Subsidiaries are entities controlled directly or indirectly by the Group. Control by the Group over its subsidiaries is based on its exposure or entitlement to variable income resulting from its investment in those entities, as well as its ability to exercise power over the entity in such a way as to influence the amount of the returns it receives. The existence and effect of potential voting rights that are currently exercisable or convertible, the power to appoint the majority of the members of the governing bodies and the existence of veto rights are considered when assessing whether the Group controls another entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date on which control ceases. In the event of a change in the percentage of the Group interest in a subsidiary without loss of control, the change is recognized as a transaction between shareholders.

Non-controlling interests in the net assets of consolidated subsidiaries are presented on a separate line of equity under "non-controlling interests." Non-controlling interests include the amount of minority interests as of the acquisition date and the amount represented by minority interests in the change in equity since that date.

Joint ventures and associates

An associate is an entity over which the Group exercises significant influence. Significant influence is the power to influence the making of key financial and operational decisions within the entity, without this demonstrating control or joint control of the Group.

A joint venture is a joint arrangement in which the parties, who exercise joint control, are entitled to a share of the net assets of the joint venture. Joint control is demonstrated when, on the basis of the rights granted by the agreement, decisions on the relevant activities of the entity require the unanimous agreement of the parties.

The factors taken into account to demonstrate significant influence or joint control are similar to those used for analyzing the Group control over its subsidiaries. Joint ventures and associates are accounted for using the equity method.

Joint operations

A joint operation is a partnership in which the partners (joint owners), who exercise joint control over the entity, have direct rights over the assets of the entity, and obligations in respect of its liabilities. As a co-investor, the Group recognizes the relevant assets and liabilities line by line, as well as the income and expense related to its interests in the joint operations.

Business combinations

A business combination may involve the purchase of another entity's shares, the purchase of all the net assets of another entity or the purchase of some of the net assets of another entity that together form one or more businesses.

Major services contracts involving staff and asset transfers that enable the Group to develop or significantly improve its competitive position within a business or a geographical sector are accounted for as business combinations when fulfilling the definition of a business under IFRS 3.

Valuation of assets acquired, and liabilities assumed of newly acquired subsidiaries

Business combinations are accounted for according to the acquisition method. The consideration transferred in exchange for control of the acquired entity is measured at fair value. It is calculated, at the date of the acquisition, as the sum of the fair values of the assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree.

Direct transaction costs related to a business combination are charged to the income statement when incurred and presented as part of Other Operating Income and Expense.

Non-controlling interests may, on the acquisition date, be measured either at fair value or based on their stake in the fair value of the identifiable assets acquired and liabilities assumed of the acquired entity. The choice of measurement methodology is made on a transaction-by-transaction basis.

All the assets, liabilities and contingent liabilities of the acquired subsidiary are measured at their fair value in the opening statement of financial position at acquisition date. The opening statement of financial position is adjusted, when necessary, during the 12 months following the acquisition date.

In step acquisitions, any equity interest held previously by the Group is remeasured at fair value at the acquisition date (i.e. the date when the Group obtains control) and the resulting gain or loss is recognized in Other Operating Income and Expense.

If control in a subsidiary is lost, any gain or loss is recognized in Other Operating Income and Expense. Furthermore, if an investment in the entity is retained by the Group, it is re-measured to its fair value and any gain or loss is also recognized in Other Operating Income and Expense.

Purchase of non-controlling interests and sale of interests in a subsidiary

Transactions with non-controlling interests, without impact on control, are treated as transactions with Group shareholders and are recorded in equity.

Assets held for sale/distribution and discontinued operations

When the carrying amount of a non-current asset or disposal Group is expected to be recovered principally through a sale/ distribution transaction rather than through continuing use, it is presented separately in the Group consolidated statement of financial position under "Assets held for sale". Any related liabilities are also reported on a separate line under "Liabilities related to assets held for sale".

For the reclassification to be made:

- the sale must be highly probable;
- management must be committed to a plan to sell the asset (or disposal Group); and
- the asset (or disposal Group) must be available for immediate sale in its present condition.

Assets (or disposal Groups) held for sale and associated liabilities are measured at the lower of their carrying amount and fair value less costs to sell/distribute. Depreciation of the assets ceases when it is reclassified as held for sale.

A discontinued operation is a component of the Group that either has been disposed of, or is classified as held for sale, and:

- represents a separate major line of business or geographical area of operations, or is a part of a single coordinated plan to dispose of a separate major line of business or geographical area of operations; or
- is a subsidiary acquired exclusively with a view to resale.

The post-tax profit or loss of the discontinued operation and related disposal gains or losses are presented as a single amount on a separate line of the income statement, with a restatement of the prior year as a comparative. Cash flows from discontinued operations are also reported separately in the Group consolidated statement of cash flows.

The list of main consolidated companies at December 31, 2023 is presented in Note 18.

1.1 - Scope changes in 2023

As announced to the market in 2022, Atos has initiated a divestiture program that resulted in the main following disposals over 2023.

Atos Italia S.p.A.

On March 31, 2023, Atos completed the sale of its Italian operations ("Atos Italia") to Lutech S.p.A., an Italian provider of IT services and solutions.

The transaction perimeter does not include the Italian EuroHPC business, which is kept within Atos, nor the UCC Italian operations. The disposed activity was exclusively operating within the Southern Europe regional business unit.

Unified Communications & Collaboration business

On September 30, 2023, Atos completed the disposal of the Unified Communications & Collaboration business to Mitel, a California-based global player in business communications. The business was operated across all regions, with the main software and products provider located in the RBU Central Europe.

EcoAct

On October 31, 2023, Atos completed the sale of EcoAct and its subsidiaries to Schneider Electric. EcoAct was acquired by the Group in 2020 and was mainly reported in the RBU Southern Europe.

In addition, on October 3, 2023, State Street Corporation took over the full ownership of the company's joint-operation with Atos. This resulted in Atos deconsolidating the operations of State Street Syntel Services Pvt Ltd from September 30, 2023.

The joint-operation was part of the RBU Americas.

Those disposals generated total cash net proceeds of €476 million and resulted in a net capital loss before tax of €46 million recorded as part of Other operating income and expense. The transaction costs for those disposals amounted to €20 million.

1.2 - Scope changes in 2022

On January 3, 2022, Atos acquired Cloudreach, a leading multi-cloud services company specializing in public cloud application development and cloud migration, with strong partnerships with all three hyperscalers. Through this acquisition, Atos welcomes over 600 highly skilled cloud professionals to further strengthen its global cloud expertise.

Cloudreach was incorporated in 2009 and is headquartered in London with additional offices in the USA, Canada, the Netherlands, Germany, France, Switzerland and India. Cloudreach is reported mainly in the RBUs Northern Europe & APAC and Americas.

The consideration transferred was €252 million leading to the recognition of a €248 million goodwill.

Had the acquisition of Cloudreach occurred on January 1, 2022, the twelve-month revenue and operating margin would have been €93 million and €-11 million, respectively.

On September 19, 2022, Atos completed the disposal of its Russian operations which resulted in a €37 million loss recorded as part of Other operating income and expense in 2022.

Note 2 Segment information

According to IFRS 8, reported operating segments profits are based on internal management reporting information that is regularly reviewed by the chief operating decision maker, and is reconciled to Group profit or loss. The chief operating decision maker assesses segments profit or loss using a measure of operating profit. The chief operating decision maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the company CEO.

The internal management reporting is built around two axes: Regional Business Units and Business Lines. Regional Business Units have been determined by the Group as the main axis for analysis by the chief operating decision maker. As a result, and for IFRS 8 requirements, the Group discloses Regional Business Units as operating segments.

A Regional Business Unit is defined as an aggregation of several geographical areas which contain several countries, without taking into consideration the activities exercised within each country.

The measurement policies that the Group uses for segmental reporting under IFRS 8 are the same as those used in its financial statements. Corporate entities do not represent an operating segment and are thus presented within "Corporate and Other".

Since the first semester of 2022, the Group is governed around four Regional Business Units ("RBU") and three business lines (Tech Foundations, Digital and Big Data & Security – "BDS"), replacing the former Industries.

In addition, on June 14, 2022, Atos announced that it was studying a separation into two publicly listed companies: Eviden that would bring together Digital and BDS business lines, and Tech Foundations.

For that purpose, the Group launched a reorganization plan to legally and operationally separate the Group between Tech Foundations and Eviden activities.

The legal separation was fully completed over the second semester of 2023. Before that, as operations and cash flows could not be clearly distinguished operationally and for financial reporting purposes between Tech Foundations and Eviden, Tech Foundations and Eviden did not constitute components of an entity for the full year 2023.

Therefore, for the year 2023, Regional Business Units remain the main axis for analysis reviewed by the chief operating decision maker.

As a result, and for IFRS 8 requirements, Regional Business Units remain the reported operating segments. Information for Eviden and Tech Foundations available to the chief operating decision maker are however also presented here.

Regional Business Units are made of the following countries:

Operating segments	
Americas	Argentina, Brazil, Canada, Chile, Colombia, Guatemala, Mexico, Peru, the United States of America and Uruguay.
Northern Europe & APAC	Australia, Belgium, China, Denmark, Estonia, Finland, Hong Kong, India, Ireland, Japan, Lithuania, Luxembourg, Malaysia, New Zealand, Norway, Philippines, Singapore, Sweden, Taiwan, Thailand, the Netherlands, the United Kingdom and South Korea.
Central Europe	Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Germany, Hungary, Poland, Israel, Romania, Serbia, Slovakia and Switzerland.
Southern Europe	Andorra, France, Italy, Portugal and Spain.
Corporate and Other	AbuDhabi, Algeria, Benin, Burkina Faso, Egypt, Gabon, Ivory Coast, Lebanon, Madagascar, Mali, Mauritius, Morocco, Namibia, Qatar, Saudi-Arabia, Senegal, South Africa, Togo, Tunisia, Turkey, UAE as well as Corporate functions and Global Delivery Centers (GDC).

Each Business Line is represented in each RBU.

Inter-segment transfers or transactions are entered into under the normal commercial terms and conditions that would also be available to unrelated third parties. The revenues from each external contract amounted to less than 10% of the Group revenue.

The operating segment information for the periods was the following:

(in € million)	Americas	Northern Europe & APAC	Central Europe	Southern Europe	Corporate and Other	Elimi-nation	Total Group
12 months ended December 31, 2023							
External revenue by segment	**2,441**	**3,163**	**2,506**	**2,284**	**300**		**10,693**
% of Group revenue	22.8%	29.6%	23.4%	21.4%	2.8%		100.0%
Inter-segment revenue	101	160	217	130	1,405	-2,013	-0
Total revenue	2,542	3,322	2,723	2,414	1,705	-2,013	10,693
Segment operating margin	**249**	**163**	**31**	**99**	**-77**		**467**
% of margin	10.2%	5.2%	1.3%	4.3%	-25.5%		4.4%
Total segment assets as at December 31, 2023	**2,396**	**2,255**	**1,010**	**1,583**	**1,466**		**8,709**
Other information on the income statement							
Depreciation of fixed assets	-53	-75	-53	-36	-49		-266
Depreciation of right-of-use	-74	-106	-73	-40	-28		-321
Other information							
Capital expenditure	40	43	54	47	20		205
Net (debt) cash	1,033	-27	793	463	-4,492		-2,230
Year-end headcount	11,690	14,735	10,845	14,939	42,931		95,140

(in € million)	Americas	Northern Europe & APAC	Central Europe	Southern Europe	Corporate and Other	Elimi-nation	Total Group
12 months ended December 31, 2022*							
External revenue by segment	**2,794**	**3,199**	**2,588**	**2,420**	**269**		**11,270**
% of Group revenue	24.8%	28.4%	23.0%	21.5%	2.4%		100.0%
Inter-segment revenue	110	190	206	127	1,332	-1,966	-
Total revenue	2,904	3,389	2,795	2,547	1,601	-1,966	11,270
Segment operating margin	**222**	**115**	**-10**	**106**	**-78**		**356**
% of margin	7.9%	3.6%	-0.4%	4.4%	-29.0%		3.2%
Total segment assets as at December 31, 2022	**4,134**	**2,982**	**1,267**	**2,125**	**1,321**		**11,829**
Other information on the income statement							
Depreciation of fixed assets	-57	-71	-63	-34	-50		-275
Depreciation of right-of-use	-105	-117	-77	-43	-30		-372
Other information							
Capital expenditure	46	40	66	71	30		251
Net (debt) cash	748	-131	120	284	-2,470		-1,450
Year-end headcount	18,163	16,028	12,562	17,033	47,011		110,797

(*) Revenue restated as described in Note 3.

External revenue for France amounted to €1,867 million in 2023 (compared to €1,800 million in 2022).

The assets detailed above by segment are reconciled to total assets as follows:

(in € million)	December 31, 2023	December 31, 2022
Total segment assets	**8,709**	**11,829**
Tax assets	289	358
Cash and cash equivalents	2,295	3,331
Assets held for sale	-	876
Total assets	**11,294**	**16,394**

Revenue and operating margin for Tech Foundations and Eviden were as follows:

(in € million)	Tech Foundations	Eviden	Total Group
12 months ended December 31, 2023			
External revenue	**5,604**	**5,089**	**10,693**
% of Group revenue	52.4%	47.6%	100.0%
Operating margin	**172**	**294**	**467**
% of margin	3.1%	5.8%	4.4%

(in € million)	Tech Foundations	Eviden	Total Group
12 months ended December 31, 2022*			
External revenue	**6,026**	**5,244**	**11,270**
% of Group revenue	53.5%	46.5%	100.0%
Operating margin	**79**	**276**	**356**
% of margin	1.3%	5.3%	3.2%

(*) Revenue restated as described in Note 3.

Note 3 Revenue, trade receivables, contract assets, contract liabilities and contract costs

Revenue is recognized if a contract exists between Atos and its customer. A contract exists if collection of consideration is probable, rights to goods or services and payment terms can be identified, and parties are committed to their obligations. Revenue from contracts with customers is recognized either against a contract asset or receivable, before effective payment occurs.

Multiple arrangements services contracts

The Group may enter into multiple-element arrangements, which may include combinations of different goods or services. Revenue is recognized for each distinct good or service which is separately identifiable from other items in the arrangement and if the customer can benefit from it.

Contracts related to the management of IT infrastructure often embed transition and transformation prior to the delivery of recurring services, such as IT support and maintenance.

When transition or transformation activities represent knowledge transfer to set up the recurring service, they provide no incremental benefit to the customer and cannot be considered as a separate performance obligation (set up activities), no revenue is recognized in connection with these activities. The costs incurred during these activities are capitalized as contract costs if they create a resource that will be used in satisfying future performance obligations related to the contract and if they are recoverable. They are amortized on a systematic basis over the contractual period. The cash collected for such activities is considered as advance payment, presented as contract liability, and recognized as revenue over the recurring service period. When these activities transfer to the customer the control of a distinct good or service and the customer can benefit from this good or service independently from the recurring services, they are accounted for separately as separate performance obligations and revenue relating to these activities is recognized.

When a single contract contains multiple distinct goods or services, the consideration is allocated between the goods and services based on their stand-alone selling prices. The stand-alone selling prices are determined based on the list prices including usual discounts granted at which the Group sells the goods or services separately. Otherwise, the Group estimates stand-alone selling prices using a cost-plus margin approach.

Principal versus agent

When the Group resells hardware, software and IT services purchased from third-party suppliers, it performs an analysis of the nature of its relationship with its customers to determine if it is acting as principal or as agent in the delivery of the good or service. The Group is a principal if it controls the specified good or service before it is transferred to the customer. In such case, revenue is recognized on a gross basis. If the Group is an agent, revenue is recognized on a net basis (net of supplier's costs), corresponding to any fee or commission to which the Group is entitled. When the Group is providing a significant service of integrating and/or designing the specified good or service, it is acting as a principal in the process of resale. If the specified good or service is distinct from the other services promised to its customer, the Group is acting as a principal notably if it is primarily responsible for the good or service meeting the customer specifications or assumes inventory or delivery risks.

At a point in time versus over time recognition

Revenue is recognized when the Group transfers the control of a good or service to the customer, either at a point in time or over time.

For recurring services, the revenue is recognized over time as the customer simultaneously receives and consumes the benefit provided by the Group's performance as the Group performs. If the Group has a right to invoice a customer at an amount that corresponds directly with its performance to date, the revenue is recognized at that amount. Otherwise, revenue is recognized based on the costs incurred if the entity's efforts are not expensed evenly throughout the period covered by the service.

When the Group builds an asset or provides specific developments, revenue is recognized over time, generally based on costs incurred.

When the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced or when the performance does not create an asset with an alternative use and the Group has an enforceable right to payment for the performance completed to date by the contract and local regulations, revenue is recognized over time, generally based on costs incurred.

Otherwise, revenue is recognized at a point in time.

Customer contracts in the form of a lease

Part of certain service arrangements may qualify as a lease under IFRS 16 if they convey a right to use an identified asset in return for payments included in the overall contract remuneration. If service arrangements contain a lease, the Group is considered as manufacturer or dealer-lessor regarding its customers. Where the lease transfers the risks and rewards of ownership of the assets to its customers (finance lease), the Group recognizes revenue representing the selling price of assets held under lease and presents those as contract assets.

Contract costs - Costs to obtain and fulfill a contract

Incremental costs to acquire a multi-year service contracts are capitalized and amortized over the life of the contracts.

Transition & Transformation costs that do not represent a separate performance obligation of a contract are capitalized as contract costs if they create a resource that will be used to perform other performance obligations embedded in the contract and are recoverable. Other costs incurred to obtain or fulfill a contract are expensed when incurred.

Statement of financial position presentation

Contract assets primarily relate to the Group's rights to consideration for work completed but not yet billed at the reporting date. Invoices to be issued are presented as part of contract assets. When the rights to consideration are unconditional, they are classified as trade receivables.

Contract liabilities relate to payments received from customers in excess of the amounts recognized in revenue in connection with the satisfaction of the related performance obligations. Contract costs are presented separately from contract assets. Contract assets and contract liabilities are netted on a contract by contract basis.

Revenue recognition and associated costs on contracts

Total projected contract costs are based on various operational assumptions such as forecast volume or variance in the delivery costs that have a direct influence on the level of revenue and possible forecast losses on completion that are recognized. A provision for onerous contract is booked if the future costs to fulfill a contract are higher than its related economic benefits.

Financing component

When the Group expects the period between the transfer of goods and services and customer payment to be greater than 12 months, it assesses whether the contract is embedding a financing component granted or received. When significant, interests generated by this financing component are booked separately from revenue.

Impairment of trade receivables and contract assets

Trade receivables and contract assets are recognized using the amortized cost method.

Impairment is calculated on the basis of the expected credit loss model. Under this model, 12-month expected credit losses (resulting from the risk of defaults in the next 12 months) are recorded at their initiation, when the corresponding financial asset is recognized.

3.1 - Revenue from contracts with customers

Disaggregation of revenue from contracts with customers

Most of the revenue generated by the Group is recognized over time. The Group applies the "cost-to-cost" method to measure progress to completion for fixed price contracts. Most of the Big Data and Security activities revenue is recognized at a point in time when solutions are delivered except for High Performance Computer solutions when Atos is building a dedicated asset with no alternative use and has an enforceable right to payment arising from the contract or local regulation for costs incurred including a reasonable margin. In this specific case, revenue is recognized over time.

Disaggregated revenue by Region and according to the Tech Foundations and Eviden perimeters is presented in Note 2.

Restatement of revenue for the 12 months ended December 31, 2022

In 2023, the Group reviewed the accounting treatment of certain third-party standard software resale transactions following the decision published by ESMA in October 2023 that illustrated the IFRS IC decision and enacted a restrictive position on the assessment of Principal vs. agent under IFRS 15 for such transactions. The revenue was negatively impacted by €62 million. The impact affected Eviden in the Americas RBU without impacting the operating margin.

In accordance with IAS 8, the Group restated 2022 comparative figures as follows:

(in € million)	12 months ended December 31, 2022 as published	Restatement	12 months ended December 31, 2022 restated
Revenue	11,341	-71	11,270
Personnel expense	-5,692	-	-5,692
Non-personnel operating expense	-5,293	71	-5,222
Operating margin	356	-	356
% of revenue	**3.1%**		**3.2%**
Other operating income and expense	-1,151	-	-1,151
Operating income (loss)	-795	-	-795
% of revenue	**-7.0%**		**-7.1%**

3.2 - Trade accounts and notes receivable, and contract liabilities

(in € million)	December 31, 2023	December 31, 2022
Contract assets	1,002	1,168
Trade receivables	1,443	1,413
Contract costs	85	101
Expected credit loss allowance	-71	-79
Trade accounts and notes receivable	**2,459**	**2,603**
Contract liabilities	-980	-974
Net accounts receivable	**1,479**	**1,629**
Number of days sales outstanding (DSO)	**42**	**41**

In 2023, net contract assets decreased by €171 million, reflecting better conversion of contract assets into trade receivables, as well as a major advance payment received on a new HPC contract. Trade receivables slightly increased as the net result of the above, offset by the decrease in factoring actions.

The average credit period on sale of services is between 30 and 60 days depending on the countries. The main part of contract assets should be converted in trade receivables in the 12 coming months except for contract assets corresponding to the transfer of IT equipment under the lease model and the grant of multi-years right-to-use licenses. Most of the contract liabilities should be converted in revenue in the coming months. The DSO ratio increased from 41 days at December 31, 2022 to 42 days at December 31, 2023.

Transfer of trade receivables

As of December 31, 2023, €712 million of trade receivables were transferred to third parties with conditions of the transfers meeting IFRS 9 requirements, meaning transfer of contractual cash flows and transfer of substantially all risks and rewards are achieved. Those trade receivables were therefore derecognized in the statement of financial position as of December 31, 2023. The €712 million included €90 million in the US where Atos only sold 95% of the right to cash flows and then derecognized 95% of the receivables.

The level of trade receivables sold with no recourse to banks with transfer of risks as defined by IFRS 9 decreased by €150 million compared to December 31, 2022. DSO has been positively impacted by the sale of receivables by 22 days compared to 23 days at December 31, 2022.

Ageing of trade receivables past due

(in € million)	December 31, 2023	December 31, 2022
Current	1,249	1,199
1-30 days overdue	116	119
31-60 days overdue	21	32
Beyond 60 days overdue	57	64
Total	**1,443**	**1,413**

Movements in expected credit loss allowance

(in € million)	December 31, 2023	December 31, 2022
Balance at beginning of the year	-79	-213
Impairment losses recognized	-8	-12
Amounts written off	8	6
Impairment losses reversed	10	147
Impact of business combinations	-	-0
Reclassification to assets held for sale	-	1
Other reclassification and exchange differences	-2	-8
Balance at end of the year	**-71**	**-79**

Note 4 Operating items

4.1 - Personnel expense

(in € million)	12 months ended December 31, 2023	% Revenue	12 months ended December 31, 2022	% Revenue*
Wages and salaries	-4,406	41.2%	-4,733	42.0%
Social security charges	-970	9.1%	-890	7.9%
Tax, training, profit-sharing	-60	0.6%	-72	0.6%
Net (charge) release to provisions for staff expense	-0	0.0%	0	0.0%
Net (charge) release of pension provisions	19	-0.2%	3	0.0%
TOTAL	-5,418	50.7%	-5,692	50.5%

(*) Restated as described in Note 3.

4.2 - Non-personnel operating expense

(in € million)	12 months ended December 31, 2023	% Revenue	12 months ended December 31,2022*	% Revenue*
Subcontracting costs direct	-1,912	17.9%	-2,155	19.1%
Hardware and software purchase	-952	8.9%	-1,080	9.6%
Maintenance costs	-505	4.7%	-535	4.7%
Rent expense	-10	0.1%	-11	0.1%
Telecom costs	-182	1.7%	-207	1.8%
Travelling expense	-65	0.6%	-69	0.6%
Professional fees	-222	2.1%	-222	2.0%
Other expense	-448	4.2%	-381	3.4%
Subtotal expense	-4,295	40.2%	-4,661	41.4%
Depreciation of fixed assets	-266	2.5%	-275	2.4%
Depreciation of right-of-use	-321	3.0%	-372	3.3%
Net (charge) release to provisions	17	-0.2%	-3	0.0%
Gains (Losses) on disposal of assets	-5	0.1%	-6	0.1%
Trade receivables write-off	-8	0.1%	-6	0.1%
Capitalized production	71	-0.7%	102	-0.9%
Subtotal other expense	-513	4.8%	-561	5.0%
TOTAL	-4,808	45.0%	-5,222	46.3%

(*) Restated as described in Note 3.

Rent expense corresponds to short-term lease contracts and low value assets (see Note 15.1).

4.3 - Trade accounts and notes payable

(in € million)	December 31, 2023	December 31, 2022
Trade accounts and notes payable	2,066	2,187
Net advance payments	-46	-28
Prepaid expense and advanced invoices	-531	-569
TOTAL	1,489	1,590
Number of days payable outstanding (DPO)	83	85

4.4 - Other current assets

(in € million)	December 31, 2023	December 31, 2022
Inventories	175	157
State - VAT receivables	356	280
Prepaid expense and advanced invoices	531	569
Other receivables and current assets	529	452
Net advance payments	46	28
TOTAL	1,637	1,485

4.5 - Other current liabilities

(in € million)	December 31, 2023	December 31, 2022
Employee-related liabilities	473	445
Social security and other employee welfare liabilities	159	157
VAT payables	442	411
Contract liabilities	980	974
Other operating liabilities	223	273
TOTAL	2,276	2,260

At December 31, 2023, employee-related liabilities included €145 million of signed settlements with employees in connection with the German restructuring plans, compared to €72 million at December 31, 2022.

4.6 - Working capital requirement

(in € million)	December 31, 2023	December 31, 2022
Trade accounts and notes receivable	2,459	2,603
Trade accounts and notes payable	-2,066	-2,187
Other current assets	1,637	1,485
Other current liabilities	-2,276	-2,260
less Short-term financial assets	-128	-81
less Payables on acquisitions of non-current assets	56	100
TOTAL	-319	-340

Note 5 Other operating income and expense

Other Operating Income and Expense is an Alternative Performance Measure and is defined in section 6.1.7.4.

Equity-based compensation

Performance shares are granted to management and certain employees at regular intervals. Those equity-based compensation schemes are measured at fair value at the grant date considering market-based performance condition, when applicable.

The fair value of such plans are recognized in "Other operating income and expense" over the vesting period with the offsetting credit recognized in equity. The service and non-market performance conditions are taken into account in estimating the number of awards that are expected to vest, with a true-up to the number ultimately satisfied.

When an equity-based compensation is settled into cash, the plan is measured at the fair value of the liability at each reporting date so that it ultimately equals the cash payment on settlement date.

Employee share purchase plans offer employees the opportunity to invest in Group shares at a discounted price. Shares are subject to a five-year lock-up period. Fair values of such plans are measured considering:

- the share price at the attribution date;
- the percentage of discount granted to employees;
- the attribution of free shares for the first subscribed shares according to the matching share plan;
- the consideration of the five-year lock-up restriction to the extent it affects the price that a knowledgeable, willing market participant would pay for that share; and
- the grant date.

Fair value of such plans is fully recognized in "Other operating income and expense" at the end of the subscription period.

Social contributions linked to equity-based compensation schemes are also presented as "Other operating income and expense".

The following table presents "Other operating income and expense" by nature:

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Reorganization costs	-696	-352
Rationalization and associated costs	-38	-69
Integration and acquisition costs	4	-30
Amortization of intangible assets (PPA from acquisitions)	-108	-140
Equity-based compensation	-19	-25
Impairment of goodwill and other non-current assets	-2,546	-177
Other items	-169	-359
TOTAL	**-3,573**	**-1,151**

Reorganization costs amounted to €696 million and reflected intensified workforce optimization measures throughout all regions for €343 million, in particular the extension of the German restructuring plan launched in December 2022 for €147 million, but also included €353 million of one-off separation and transformation costs as the Group executed the legal carve-out plan over the year.

Rationalization and associated costs significantly decreased (€38 million compared to €69 million in 2022) as the consolidation plan of data centers in North America completed major milestones over the year.

Integration and acquisition costs were a net income of €4 million as certain earn-out and retention schemes did not materialize and were thus released to the income statement.

In 2023, the amount related to the amortization of intangible assets recognized in the purchase price allocation exercises amounted to €108 million, compared to €140 million in 2022, and was mainly composed of:

- €59 million of Syntel customer relationships and technologies amortized over 12 years starting November 1, 2018;
- €16 million of Bull customer relationships and patents amortized over respectively 9 years and 7 to 10 years starting September 1, 2014;
- €8 million related to the last year of SIS customer relationships amortization.

The decrease originated from PPA assets being derecognized as the underlying entities were disposed of, as well as the end of the amortization period for certain assets.

The equity-based compensation expense amounted to €19 million in 2023 compared to €25 million in 2022, reflecting the lower fair values of the 2022 and 2023 performance share plans compared to the plans delivered in 2022 (2019 plans), together with a high level of forfeiture in 2023.

Impairment of goodwill and other non-current assets amounted to €2,546 million. Considering the uncertainties arising from the current situation of the Group, the Group decided to perform its annual impairment tests based on parameters that included significant risk premiums (see Note 8.1). This resulted in a €2,248 million impairment of goodwill, affecting goodwill allocated to Eviden by €1,920 million, and Tech Foundations by €328 million, as well as a €173 million impairment on PPA assets. Impairment of goodwill and other non-current assets also included a €47 million impairment of goodwill in Americas as a result of the exit from the joint-arrangement with the State Street Group, the impairment of certain software licenses resulting from the effect of a vendor contract renegotiation for €19 million (see Note 8.2), as well as €50 million of impairment of right-of-use assets related to data centers mainly in the Northern Europe & APAC and Southern Europe regions (see Note 9).

In 2023, other items were a net expense of €169 million compared to €359 million in 2022. In 2023, those items mainly included legal costs on major litigations for €46 million, the net capital loss arising from disposals for €46 million, reassessments on onerous contracts that were accounted for under Other items in 2021 for €36 million, and the net cost of pension and early retirement programs in Germany, the UK and France.

Equity-based compensation

The €19 million expense recorded within other operating income and expense relating to equity-based compensation (€25 million in 2022) was mainly related to performance share plans granted from 2021 to 2023, of which €5 million related to the 2023 performance share plans.

The equity-based compensation plans are detailed by year and by nature as follows:

By year

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Plans 2023	5	-
Plans 2022	9	12
Plans 2021	5	7
Plans 2020	0	8
Plans 2019	0	0
Plans 2018	-	-1
TOTAL	**19**	**25**

By category of plans

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Performance share plans	18	21
Stock option plans	-	-0
Employee share purchase plans	1	0
Cash-settled incentive plans	1	4
TOTAL	**19**	**25**

Performance share plans

In 2023, Atos implemented three new performance share plans, one of them having three vesting tranches:

Board of Directors meeting date	June 28, 2023	November 16, 2023*
Number of shares granted	581,750	100,000
Share price at grant date *(€)*	13.1	6.5
Vesting date	June 28, 2026	November 16, 2026
Expected life *(years)*	3	3
Expected dividend yield *(%)*	0.67	0.67
Fair value of the instrument *(€)*	**12.84**	**6.37**
2023 expense recognized *(in € million)*	**1**	**0**

(*) Forfeited in 2024.

Board of Directors meeting date	June 28, 2023	June 28, 2023	June 28, 2023
Number of shares granted	375,266	375,285	750,549
Share price at grant date *(€)*	13.1	13.1	13.1
Vesting date	June 28, 2024	June 28, 2025	June 28, 2026
Expected life *(years)*	1	2	3
Expected dividend yield *(%)*	0.67	0.67	0.67
Fair value of the instrument *(€)*	**13.08**	**13.08**	**12.82**
2023 expense recognized *(in € million)*	**2**	**1**	**1**

Rules governing the performance share plans in the Group are as follows:

- To receive the share, the grantee must generally be an employee or a corporate officer of the Group or an employee of a company related to Atos;
- Vesting is generally conditional upon both the continued employment and the achievement of performance criteria, financial and non-financial ones that vary according to the plan rules such as:
  - internal financial performance criteria including Group revenue growth, Group Operating Margin and Group Free Cash Flow (FCF);
  - internal and external social and environmental responsibility performance criteria;
  - an external stock market performance criterion;
- The vesting period varies according to the plan rules but never exceeds 3 years;
- The lock-up period ranges from 0 to 2 years.

Main previous plans impacting 2023 consolidated income statement are detailed as follows:

Board of Directors meeting date	May 18, 2022	May 18, 2022	May 18, 2022	May 18, 2022
Number of shares granted	309,560	309,703	619,352	264,000
Share price at grant date *(€)*	23.4	23.4	23.4	23.4
Vesting date	May, 18 2023	May, 18 2024	May, 18 2025	May, 18 2025
Expected life *(years)*	1	2	3	3
Expected dividend yield *(%)*	1.74	1.74	1.74	1.74
Fair value of the instrument *(€)*	**21.56**	**21.19**	**20.82**	**19.27**
2023 expense recognized *(in € million)*	**2**	**2**	**3**	**0**

Board of Directors meeting date	June 13, 2022	July 24, 2020	July 24, 2021
Number of shares granted	39,000	870,630	862,100
Share price at grant date *(€)*	18.8	75.0	41.2
Vesting date	June, 18 2025	July 24, 2023	July 24, 2024
Expected life *(years)*	3	3	3
Expected dividend yield *(%)*	1.74	2.07	2.09
Fair value of the instrument *(€)*	**14.91**	**68.74**	**39.67**
2023 expense recognized *(in € million)*	**0**	**1**	**5**

Stock option plans

In 2023, the Group did not implement any stock option plan.

Employee share purchase plans

In 2023, the Group did not implement any employee share purchase plan.

Cash-settled plans

An equity-based compensation plan was settled in cash in March 2023. The related expense amounted to €1 million.

Note 6 Financial assets, liabilities and financial result

6.1 - Financial result

Net financial expense amounted to €227 million for the period (compared to €175 million in 2022) and was composed of a net cost of financial debt of €102 million and other net financial expense of €125 million.

Net cost of financial debt

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Interest income	187	70
Interest expense	-289	-99
Net cost of financial debt	**-102**	**-29**

Net cost of financial debt increased from €29 million in 2022 to €102 million in 2023. This variation mainly resulted from additional drawdowns made on the term loans and the revolving credit facility over the year, associated with a sharp increase of the EURIBOR rate.

This can be detailed as follows:

- Excluding the OEB, the average gross borrowing of €4,550 million compared to €5,557 million in 2022 bearing an average expense rate of 3.07% compared to 0.92% last year. The average gross borrowing expense was mainly explained by:
  - the used portion of the syndicated loan combined with the Negotiable European Commercial Papers (NEU CP), and the Negotiable European Medium-Term Note program (NEU MTN) for an average of €643 million (compared to an average of €2,067 million in 2022) and the Term Loans starting in July 2022 bearing an effective interest rate of 4.52%;
  - a €300 million bond issued in October 2016 bearing a coupon rate of 1.44% (fully repaid in October 2023);
  - a €750 million bond issued in November 2018 bearing a coupon rate of 1.75%;
  - a €350 million bond issued in November 2018 bearing a coupon rate of 2.50%;
  - a €800 million sustainability-linked bond issued in November 2021 bearing a coupon rate of 1.00%;
- the average gross cash varied from €2,450 million in 2022 to €1,873 million in 2023 bearing an average income rate of 1.93%, compared to 0.91% in 2022. The average income rate increase is explained by a better remuneration on the deposits and Money Market Funds, from €22 million in 2022 to €32 million in 2023.

Other financial income and expense

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Foreign exchange income (expense)	-15	4
Fair value gain (loss) on forward exchange contracts	-3	-2
Net gain (loss) on financial instruments related to Worldline shares	0	-83
Interest on lease liability	-26	-22
Other income (expense)	-80	-43
Other financial income and expense	**-125**	**-146**
Of which:		
• other financial expense	-151	-289
• other financial income	26	143

Other financial items were a net expense of €125 million in 2023 compared to €146 million in 2022 and were mainly composed of:

- lease liability interest of €26 million compared to €22 million in 2022. This variation mainly resulted from the increase in discount rates;
- pension related financial expense of €31 million, an increase compared to €16 million in 2022 due to the increase in interest rates across all geographies at the end of 2022. The pension financial cost represents the difference between interest costs on pension obligations and the return on plan assets;
- a net foreign exchange loss (including hedges) of €19 million (compared to a gain of €3 million in 2022) mainly due to an exposure spreading across many geographies and currencies;
- other expense also included €23 million of factoring cost for 2023 (compared to €9 million in 2022).

In 2022, other financial income and expense also included the net loss of €83 million made of the net loss from the disposal of the residual interest in Worldline, the change in value of the OEB derivative and the derivative to hedge the residual exposure to Worldline shares, both measured at fair value through profit and loss under IFRS 9.

6.2 - Cash and cash equivalents

Cash and cash equivalents include cash at bank and financial instruments such as money market securities. Such financial instruments are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value. They are held for the purpose of meeting short-term cash commitments and have a short maturity, in general three months or less from the date of acquisition. Some instruments, such as term deposits, that have at inception a longer maturity but provide for early withdrawal and a capital guarantee may also be classified as cash equivalents under certain circumstances. Money market securities are recognized at their fair value. Changes in fair value are recorded in the income statement under "Other financial income and expense".

For entities having subscribed to the Group cash pooling agreement, the cash/debt positions which are linked to this agreement are mutualized and only the net position is presented in the consolidated statement of financial position.

The cash and cash equivalents are held with bank and financial institutions counterparts, the majority of which are rated A- to AA-. Impairment on cash and cash equivalents is calculated based on a default probability.

(in € million)	December 31, 2023	December 31, 2022
Cash in hand and short-term bank deposit	2,285	3,256
Money market funds	10	75
TOTAL	2,295	3,331

Depending on market conditions and short-term cash flow expectations, Atos from time to time invests in money market funds or bank deposits with a maturity period not exceeding three months. Money market funds decreased significantly as a result of cash repatriation actions carried out by the Group over 2023.

6.3 - Non-current financial assets

(in € million)	December 31, 2023	December 31, 2022
Pension prepayments	3	28
Fair value of non-consolidated investments, net of impairment	10	5
Other*	129	138
TOTAL	142	171

(*) Other includes loans, deposits, guarantees and up-front and underwriting fees related to past acquisitions amortized over the duration of the debt instrument.

Other also included the funding of the non-current portion of the 2021 German restructuring plan and deferred price receivables related to disposals.

6.4 - Financial liabilities

Borrowings

Borrowings are initially recognized at fair value, net of debt issuance costs. Borrowings are subsequently measured at amortized cost. The calculation of the effective interest rate considers interest payments and the amortization of debt issuance costs.

Debt issuance costs are amortized in financial expense over the life of the loan through the use of the amortized cost method. The residual value of issuance costs for loans derecognized is fully expensed on the date of derecognition.

Bank overdrafts are recorded in the current portion of borrowings.

Derivatives

Derivative instruments are recognized as financial assets or liabilities at their fair value. Any change in the fair value of these derivatives is recorded in the income statement as a financial income or expense, except when they are eligible for hedge accounting.

The market value of derivative financial instruments is provided by the financial institutions involved in the transactions or calculated using standard valuation methods that factor market conditions as of the end of the reporting period.

The Group has identified three financial instrument categories based on the two valuation methods used (listed prices and valuation techniques). In accordance with IFRS, this classification is used as a basis for presenting the characteristics of financial instruments recognized in the statement of financial position at fair value through income as of the end of the reporting period:

- Level 1 category: financial instruments quoted on an active market;
- Level 2 category: financial instruments whose fair value is determined using valuation techniques drawing on observable market inputs;
- Level 3 category: financial instruments whose fair value is determined using valuation techniques drawing on non - observable inputs (inputs whose value does not result from the price of observable market transactions for the same instrument or from observable market data available as of the end of the reporting period) or inputs which are only partly observable.

The breakdown of borrowings was the following:

	December 31, 2023			December 31, 2022		
(in € million)	Current	Non-current	Total	Current	Non-current	Total
Bonds	-	1,900	1,900	300	1,900	2,200
Optional exchangeable bond	500	-	500	-	500	500
Banks loans and NEU CP / MTN	1,500	630	2,130	1,930	50	1,980
Other borrowings	124	-	124	182	-	182
Total borrowings	**2,124**	**2,530**	**4,654**	**2,412**	**2,450**	**4,862**

The €1,500 million Term Loan A was presented as a current borrowing without taking into account the second six-month extension option.

Term loans of €1.8 billion and revolving credit facility of €0.9 billion

On July 29, 2022, a new financing structure was put in place to support the transformation plan as follows:

- a €1.5 billion term loan ("Term Loan A") with an initial duration of 18 months and two extension periods of 6 months each. The first six-month extension took effect on January 29, 2024;
- a €0.3 billion bridge loan ("Term Loan B") with an initial duration of 12 months and one extension period of 6 months. Its purpose was to pre-finance assets disposals. Over 2023, the bridge loan was fully repaid;
- the amount of the existing revolving credit facility (signed in 2018 with a maturity extended to November 2025) was reduced from €2.4 billion to €0.9 billion. At December 31, 2023, €580 million were drawn. The remaining €320 million were drawn in January 2024.

Issuance of a €800 million sustainability-linked bond

On November 4, 2021, Atos announced the placement of its inaugural €800 million sustainability-linked bond with an 8-year maturity and a 1.0% coupon.

The coupon of the last three years will be unchanged if Atos achieves the following Sustainability Performance Target (SPT): reduction in 2025 of Atos annual GreenHouse Gas CO_2 emissions (Scopes 1, 2 & 3) by 50% compared to 2019. In case the SPT is not met, the last three coupons shall be increased by 0.175%. The proceeds of the bond have been used for general corporate purposes.

Issuance of a €500 million bond exchangeable in Worldline shares

Atos issued in November 2019 bonds due in 2024 for an aggregate nominal amount of €500 million. The bonds are exchangeable into Worldline shares, at a premium of 35% above the placing price of the Equity placement. The bonds do not bear interest and have a maturity of 5 years (except in case of early redemption). The bonds have been offered at a price of 108.875% of the principal amount and will be redeemed at their principal amount at maturity, corresponding to an annual yield to maturity of -1.7%.

In accordance with IFRS 9, a derivative liability was initially booked corresponding to the value of a call option on Worldline shares (Level 2 category) at the issuance of the bond. The net change in the fair value of the derivative liability between December 31, 2022 and December 31, 2023 of €13 million was recorded in income statement as part of the financial result leading to a total value in the consolidated statement of financial position of €0.1 million at December 31, 2023 (see Note 13).

The call option derivative component value is indexed to Worldline shares price and other criteria. At issue date, the reference exchange price of Worldline shares was €71.55. At December 31, 2023, the Worldline share price was €15.67.

In 2022, subsequent to the disposal of its entire stake in Worldline, Atos entered into a derivative transaction to hedge this exposure to the fluctuations of worldline share price (see Note 13).

Other bonds

On November 5, 2018, Atos announced the placement of its €1.8 billion bond issue. The €1.8 billion triple tranche-bond issue consisted of three tranches:

- €700 million notes with a 3.5-year maturity and 0.75% coupon (fully repaid in May 2022);
- €750 million notes with a 6.5-year maturity and 1.75% coupon;
- €350 million notes with a 10-year maturity and 2.50% coupon.

There are no financial covenants attached to this bond.

On October 29, 2016, Atos issued a Euro private placement bond of €300 million with a seven-year maturity and with a 1.444% fixed interest rate (unrated). This bond was fully repaid in October 2023.

Non-current borrowings maturity

(in € million)	2025	2026	2027	2028	>2028	Total
Bonds	750	-	-	350	800	1,900
Banks loans and NEU CP / MTN	580	50	-	-	-	630
Other borrowings	-	-	-	-	-	-
December 31, 2023	1,330	50	-	350	800	2,530

(in € million)	2024	2025	2026	2027	>2027	Total
Bonds	-	750	-	-	1,150	1,900
Optional exchangeable bond	500	-	-	-	-	500
Banks loans and NEU CP / MTN	-	-	50	-	-	50
Other borrowings	-	-	-	-	-	-
December 31, 2022	**500**	**750**	**50**	**-**	**1,150**	**2,450**

Borrowings in currencies

The carrying amounts of the Group borrowings were denominated in the following currencies:

(in € million)	EUR	Other currencies	Total
December 31, 2023	4,563	91	4,654
December 31, 2022	4,680	182	4,862

Fair value and effective interest rate of financial debt

The fair value of bank loans and NEU CP / MTN, which were primarily composed of variable interest rate loans, was considered to be equal to their carrying value. The fair value of bonds which were primarily composed of instruments traded on a market was determined based on the quoted prices (unadjusted).

The valuation of financial liabilities was conducted based on:

- exchange rates prevailing as of December 31, 2023;
- interest rates presented hereafter.

The fair values and effective interest rates in 2023 were as follows:

(in € million)	Carrying value	Fair value	Effective interest rate
Bonds	1,900	1,227	1.60%
Optional exchangeable bond	500	403	0.00%
Banks loans and NEU CP / MTN	2,130	2,112	4.52%
Other borrowings	124	124	
Total borrowings	**4,654**	**3,866**	

6.5 - Change in net debt

Financial liabilities changes and net debt (cash) changes reconcile to the cash flow statement as follows:

(in € million)	Bonds	Optional exchangeable bond	Bank loans and NEU CP / MTN	Other borrowings excl. overdraft	Total borrowings excl. overdraft	Cash & cash equivalents	Overdraft	Total net cash & cash equivalents	Short-term financial assets (liabilities)*	Net cash (debt)	Lease liabilities
At January 1, 2023	2,200	500	1,980	41	4,722	3,331	-141	3,190	81	-1,450	1,013
Lease payments	-	-	-	-	-	-358	-	-358	-	-358	-358
New borrowings	-	-	1,700		1,700	1,700	-	1,700	-	-	-
Repayment of borrowings	-300	-	-1,550	-	-1,850	-1,850	-	-1,850	-	-	-
Net cost of financial debt paid	-	-	-	-	-	-102	-	-102	-	-102	-
Other flows related to financing activities	-	-	-	83	83	-52	83	31	52	-	-
Other cash flow changes	-	-	-	-	-	-300	57	-243	-2	-245	-
Cash flows impacts	-300	-	150	83	-67	-962	139	-822	50	-705	-358
Change in lease liabilities	-	-	-	-	-	-	-	-	-	-	146
Interest on lease liability	-	-	-	-	-	-	-	-	-	-	26
Impact of exchange rate fluctuations	-	-	-	-0	-0	-74	2	-73	-3	-75	-6
Other changes	-	-	-	-0	-0	-74	2	-73	-3	-75	167
At December 31, 2023	**1,900**	**500**	**2,130**	**124**	**4,654**	**2,295**	**0**	**2,295**	**128**	**-2,230**	**822**
Non-current portion	1,900	-	630	-	2,530	-	-	-	-	-2,530	588
Current portion	-	500	1,500	124	2,124	2,295	0	2,295	128	300	234

(*) Short-term financial assets and liabilities bearing interests with maturity of less than 12 months.

(in € million)	December 31, 2023	December 31, 2022
Cash and cash equivalents	2,295	3,331
Overdrafts	-	-141
Net cash and cash equivalents	**2,295**	**3,190**

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6.6 - Breakdown of assets and liabilities by financial categories

The book value of financial assets corresponds to their fair value.

As at December 31, 2023 the breakdown of assets was the following:

(in € million)	Loans and receivables at amortized cost	Fair value through other comprehensive income	Fair value through profit and loss	Derivative related assets
Non-current financial instruments	-	-	0	-
Trade accounts and notes receivable	2,459	-	-	-
Other current assets*	885	-	-	-
Current financial instruments	-	-	-	13
Cash and cash equivalents	-	-	2,295	-
Total	**3,344**	**-**	**2,295**	**13**

(*) Excluding inventories, prepaid expense, advanced invoices and net advance payments.

As at December 31, 2022, the breakdown of assets was the following:

(in € million)	Loans and receivables at amortized cost	Fair value through other comprehensive income	Fair value through profit and loss	Derivative related assets
Non-current financial instruments	-	-	-	13
Trade accounts and notes receivable	2,603	-	-	-
Other current assets*	732	-	-	-
Current financial instruments	-	-	-	18
Cash and cash equivalents	-	-	3,331	-
Total	**3,335**	**-**	**3,331**	**31**

(*) Excluding inventories, prepaid expense, advanced invoices and net advance payments.

As at December 31, 2023 the breakdown of liabilities was the following:

(in € million)	Financial Liabilities designated at fair value through profit or loss	Financial Liabilities – Measurement at amortized cost	Derivative related liabilities
Borrowings	-	2,530	-
Derivative liabilities	-	-	0
Non-current financial instruments	-	-	-0
Trade accounts and notes payable	-	2,066	-
Other current liabilities	-	2,276	-
Current portion of borrowings	-	2,124	-
Current financial instruments	-	-	2
Total	**-**	**8,996**	**2**

As at December 31, 2022 the breakdown of liabilities was the following:

(in € million)	Financial Liabilities designated at fair value through profit or loss	Financial Liabilities – Measurement at amortized cost	Derivative related liabilities
Borrowings	-	2,450	-
Derivative liabilities	-	-	13
Non-current financial instruments	-	-	-0
Trade accounts and notes payable	-	2,187	-
Other current liabilities	-	2,260	-
Current portion of borrowings	-	2,412	-
Current financial instruments	-	-	11
Total	**-**	**9,309**	**24**

Note 7 Income tax

The income tax charge includes current and deferred tax expense. Deferred tax is calculated whenever temporary differences occur between the tax base and the consolidated base of assets and liabilities. Deferred tax assets and liabilities are valued using the enacted tax rate at the closing date that will be in force when temporary differences reverse. They are not discounted.

In case of a change in tax rate, the deferred tax assets and liabilities are adjusted through the income statement except if those changes relate to items recognized in other comprehensive income or in equity.

Deferred tax assets corresponding to temporary differences and tax losses carried forward are recognized when they are considered to be recoverable during their validity period, i.e. when it is probable that taxable profit will be available against which the deferred tax assets can be utilized. Estimates of taxable profits and utilizations of tax loss carry forward are prepared on the basis of profit and loss forecasts arising from the Group mid-term plan.

Deferred taxes are recorded for all taxable temporary differences of subsidiaries, associates and partnerships, unless Atos is in a position to control the timing of reversal of the temporary differences and it is probable that such reversal will not take place in the foreseeable future.

Deferred tax assets and liabilities are netted off at the taxable entity level, when there is a legal right to offset.

7.1 - Tax charge

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Current tax charge	-121	-85
Deferred tax (charge) income	9	39
Total tax charge	**-112**	**-46**

Based on the available information, the Group has carried out a first assessment of the potential impacts related to the implementation of Pillar Two: this work revealed a limited exposure to the top-up tax which effects would be non-material. This assessment will nevertheless have to be reviewed in light of the contemplated disposals.

7.2 - Effective tax rate

The difference between the French standard tax rate and the Effective Tax Rate is explained as follows:

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Profit (loss) before tax	-3,332	-970
French standard tax rate	25.8%	25.8%
Theoretical tax income (expense) at French standard rate	**861**	**251**
Impact of permanent differences	-632	-62
Differences in foreign tax rates	49	-2
Movement on recognition of deferred tax assets	-339	-284
Equity-based compensation	-5	-5
Change in deferred tax rates	0	22
Taxes not based on taxable income	-40	34
Withholding taxes	-15	-5
French tax credit	9	9
Other	1	-4
Group tax income (expense)	**-112**	**-46**
Effective tax rate	-3.3%	-4.7%

The tax charge for 2023 was €112 million with a loss before tax of €3,332 million. This charge included a net movement in deferred tax assets for an amount of €-339 million, as well as non-recurring items, deriving notably from the tax costs of the carve-out operations and of the disposals executed during the year.

Due to the loss before tax of the period, the Effective Tax Rate of the period is not meaningful.

7.3 - Restated effective tax rate

After restating the unusual items, the restated profit before tax was €240 million, the restated tax charge was €170 million and the restated effective tax rate was 70.8%.

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Profit (loss) before tax	-3,332	-970
Other operating income and expense	-3,573	-1,151
Net gain (loss) on financial instruments related to Worldline shares	-	-83
Profit (loss) before tax excluding unusual items	**240**	**264**
Tax impact on unusual items	59	250
Group tax income (expense)	-112	-46
Total of tax income (expense) excluding tax on unusual items	**-170**	**-296**
Restated effective tax rate	**70.8%**	**112.1%**

Tax impact on unusual items does not include taxes withheld on internal dividend distributions nor tax costs of the carve-out operations.

7.4 - Deferred tax assets and liabilities

(in € million)	December 31, 2023	December 31, 2022
Deferred tax assets	206	294
Deferred tax liabilities	35	148
Net deferred tax	**171**	**146**

7.5 - Breakdown of deferred tax assets and liabilities by nature

(in € million)	Tax losses carry forward	Intangible assets recognized as part of PPA	Fixed assets	Pensions	Other	Total
December 31, 2021	**158**	**-161**	**28**	**115**	**-18**	**122**
Charge to profit or loss for the year	27	52	-7	2	-36	39
Change of scope	29	-7	0	0	3	25
Charge to equity	-0	-0	-	-38	3	-35
Reclassification	-3	5	-1	10	-11	-1
Reclassification to assets held for sale	-	0	-1	-0	-2	-3
Exchange differences	5	-6	-3	1	1	-2
December 31, 2022	**216**	**-116**	**16**	**89**	**-60**	**146**
Charge to profit or loss for the year	21	7	-6	-48	35	9
Change of scope	-5	13	1	-1	35	44
Charge to equity	-0	-	0	-36	-1	-37
Reclassification	1	-1	1	-1	10	9
Exchange differences	0	3	2	-1	-6	-1
December 31, 2023	**233**	**-93**	**14**	**2**	**13**	**171**

7.6 - Tax losses carry forward schedule (basis)

(in € million)	December 31, 2023			December 31, 2022		
	Recognized	Unrecognized	Total	Recognized	Unrecognized	Total
2023	-	-	-	1	2	3
2024	4	2	6	1	1	2
2025	3	3	6	6	3	9
2026	2	3	5	7	2	9
2027	15	13	27	-	-	-
Tax losses available for carry forward for 5 years and more	134	87	222	128	35	163
Ordinary tax losses carry forward	**159**	**108**	**267**	**143**	**44**	**186**
Evergreen tax losses carry forward	**556**	**5,452**	**6,008**	**1,108**	**5,197**	**6,305**
Total tax losses carry forward	**715**	**5,560**	**6,275**	**1,251**	**5,241**	**6,492**

In 2023, the countries with the largest tax losses available for carry forward were Germany (€2,378 million including the trade tax basis, compared to €2,266 million in 2022), France (€2,279 million, compared to €1,966 million in 2022), the United Kingdom (€1,507 million, compared to €1,120 million in 2022), the United States (€365 million, compared to €387 million in 2022), the Netherlands (€182 million, compared to €176 million in 2022), Belgium (€113 million, compared to €58 million in 2022), Brazil (€95 million, compared to €82 million in 2022), Switzerland (€81 million, compared to €64 million in 2022), Spain (€75 million, compared to € 90 million in 2022) and Austria (€69 million, compared to €78 million in 2022).

In 2022, €193 million of tax losses available for carry forward were related to the Unified Communications & Collaboration business which disposal was completed in September 2023 (see Note 1).

7.7 - Deferred tax assets not recognized by the Group

(in € million)	December 31, 2023	December 31, 2022
Tax losses carry forward	1,338	1,106
Temporary differences	620	457
Total	**1,958**	**1,563**

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Note 8 Goodwill and fixed assets

8.1 - Goodwill

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the amounts of the identifiable assets acquired and the liabilities assumed at the acquisition date. If, after assessment, the resulting difference is negative, the excess is recognized immediately in profit or loss as a bargain purchase gain. The amount of goodwill is definitively set within 12 months of the date of acquisition.

A CGU is defined as the smallest identifiable Group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or Group of assets. CGUs correspond to Tech Foundations and Eviden operations within geographical areas, generally countries, where the Group has operations.

Goodwill is allocated to a Cash Generating Unit (CGU) or a Group of CGUs for the purpose of impairment testing. Goodwill is allocated to those CGUs that are expected to benefit from synergies of the related business combination and represent the lowest level at which management monitors goodwill. Goodwill is tested for impairment at the level of Tech Foundations and Eviden operations within each Regional Business unit as it is the lowest level at which the goodwill is monitored for internal management purposes. Changes in internal management reporting are applied retrospectively and comparative figures are restated.

Goodwill is not amortized and is subject to an impairment test performed at least annually or more often whenever events or circumstances indicate that the carrying amount could not be recovered. Such events and circumstances include but are not limited to:

- significant deviance of economic performance of the asset when compared with budget;
- significant worsening of the asset's economic environment;
- loss of a major client;
- significant increase in interest rates.

The impairment test is performed by comparing the carrying value of the CGU or Group of CGUs to its recoverable amount at the closing date. The recoverable value of a CGU is based on the higher of its fair value less cost to sell and its value in use. The value in use is determined using the discounted cash-flows method at the closing date based on the mid-term plan of the Group.

When the recoverable value is less than its carrying amount, an impairment loss is recognized in "Other operating income and expense". The impairment loss is first recorded as an adjustment to the carrying amount of the goodwill allocated to the CGU, and the remainder of the loss, if any, is allocated to the other assets of the CGU in proportion to their carrying values.

Impairment losses recognized on goodwill cannot subsequently be reversed.

When a CGU or part of a CGU is sold, the share of goodwill corresponding to the scope disposed of is taken into account in the carrying amount of its net assets used to determine the gain or loss realized. The share of goodwill is measured based on the relative value of the scope transferred within the CGU or Group of CGUs.

Following the completion of the legal carve-out in the second half of 2023, all assets and liabilities were separated between Tech Foundations and Eviden in each country. Cash generating units, which were formerly defined as geographical areas, generally countries, were thus split between Tech Foundations and Eviden. As a result, the smallest Group of assets that generates largely independent cash flows is now made of respectively Tech Foundations and Eviden operations within each country.

Goodwill is tested for impairment at the level of Tech Foundations and Eviden operations within each Regional Business unit level as it is the lowest level at which the goodwill is monitored for internal management purposes.

As the Group has reorganized its reporting structure in a way that changes the composition of CGUs to which goodwill has been allocated, goodwill of each RBU was allocated between Tech Foundations and Eviden operations based on their relative fair values at December 31, 2023, determined as described hereafter.

To perform the impairment tests, the recoverable value was determined based on the fair value less costs to sell that the Group categorized within Level 3 of the fair value hierarchy according to IFRS 13. Fair values were determined based on a multicriteria approach, including Discounted Cash Flows ("DCF") and trading multiples.

Discounted Cash Flows were based on the latest mid-term plan for the period 2024-2027.

Assumptions used were the following:

- the terminal value was calculated beyond the horizon of the mid-term plan, using an estimated perpetual growth rate of 0% for Tech Foundations regions, and between 2% and 3% for Eviden regions, depending on the mix of BDS and Digital activities within the region;
- discount rates were determined by RBU and by Business Line based on the Group weighted average cost of capital and adjusted to consider specific tax rates and country risks relating to each geographical area; in addition, specific risk premiums were included to reflect the current uncertainties on the Group situation.

Discount rates used at December 31, 2023, as well as at December 31, 2022 can be presented as follows:

	2023 discount rates		2022 discount rates
	Tech Foundations	Eviden	Group*
Americas	29.0%	17.7%	11.8%
Northern Europe & APAC	28.5%	16.8%	13.0%
Central Europe	28.5%	15.3%	8.5%
Southern Europe	28.5%	16.1%	12.3%
Other	32.0%	18.0%	17.9%

(*) The breakdown of the discount rates between Tech Foundations and Eviden was not available at December 31, 2022.

Considering the uncertainties surrounding the Group current situation, the impairment tests were carried out using parameters, for both DCF and trading multiples, that included significant risk premiums in the discount rates and discounts on multiples. The resulting values were also determined taking into consideration the estimated values for the transactions that were or are envisaged, as well as market expectations.

The test is sensitive to discount rates, long-term growth rates and operating margin rates.

For information purposes, a sensitivity analysis was carried out on the enterprise values resulting from the DCF method. The results on the enterprise values determined based on the multicriteria approach are presented below:

	Tech Foundations enterprise value increase (decrease)					
	Discount rate		Perpetual growth rate		Operating margin	
(in € million)	+300 basis points	-300 basis points	+50 basis points	-50 basis points	+50 basis points	-50 basis points
Americas	-21	27	0	-2	19	-19
Northern Europe & APAC	-24	30	1	-3	26	-26
Central Europe	-4	6	0	-1	17	-17
Southern Europe	-6	8	0	-1	21	-16
Other	-2	3	0	-0	4	-4

	Eviden enterprise value increase (decrease)					
	Discount rate		Perpetual growth rate		Operating margin	
(in € million)	+100 basis points	-100 basis points	+50 basis points	-50 basis points	+50 basis points	-50 basis points
Americas	-42	48	16	-15	45	-47
Northern Europe & APAC	-32	37	12	-11	40	-42
Central Europe	-23	26	9	-8	50	-51
Southern Europe	-20	23	8	-8	41	-44
Other	-1	1	0	-0	2	-2

At year end, carrying values of goodwill by RBU for Tech Foundations and Eviden were the following:

(in € million)	December 31, 2023 Tech Foundations	Eviden	Group	December 31, 2022 Group*
Americas	331	1,227	1,558	2,841
Northern Europe & APAC	172	853	1,026	1,480
Central Europe	-0	250	250	250
Southern Europe	-0	0	-0	579
Other	18	24	42	155
Total	**521**	**2,354**	**2,875**	**5,305**

(*) The breakdown of goodwill between Tech Foundations and Eviden was not available at December 31, 2022.

Changes in the carrying values of goodwill can be presented as follows:

(in € million)	December 31, 2022	Increase	Decrease	Exchange differences and other	December 31, 2023
Gross value	6,956	0	-109	-85	6,763
Impairment loss	-1,652	-2,299	51	13	-3,887
Carrying amount	**5,305**	**-2,299**	**-58**	**-73**	**2,875**

Over 2023, goodwill decreased from €5,305 million to €2,875 million as a result of the following:

- €2,248 million impairment pursuant to the exercise described above, affecting Tech Foundations for €328 million (€183 million for Americas, €68 million for Northern Europe & APAC and €65 million for Southern Europe) and Eviden for €1,920 million (€970 million for Americas, €391 million for Northern Europe & APAC and €454 million for Southern Europe);
- €52 million impairment loss recorded over the first half of 2023 in application of IFRS 5 mainly in relation to the reclassification as held for sale of State Street operations which disposal was completed on October 3, 2023 (see Note 1), affecting Americas;
- a derecognition of €52 million of goodwill in connection with the disposal of EcoAct (see Note 1), affecting Southern Europe;
- a €73 million foreign exchange impact coming mainly from goodwill denominated in USD.

(in € million)	December 31, 2021	Increase	Exchange differences and other	Reclassification to assets held for sale	December 31, 2022
Gross value	6,761	259	139	-202	6,956
Impairment loss	-1,656	-85	10	80	-1,652
Carrying amount	**5,105**	**174**	**148**	**-122**	**5,305**

Over 2022, goodwill increased from €5,105 million to €5,305 million, mainly due to the following:

- a €248 million goodwill related to the acquisition of Cloudreach (as described in Note 1), mainly affecting Northern Europe & APAC;
- a €-122 million reclassification to assets held for sale, including a €202 million goodwill for Atos Italian operations and a €-80 million goodwill impairment for Unified Communications & Collaboration business, affecting respectively Southern Europe and Central Europe;
- a €148 million foreign exchange impact coming mainly from goodwill denominated in USD.

8.2 - Intangible assets

Intangible assets other than goodwill

An intangible asset is recognized when it is probable that future economic benefits therefrom will accrue to the company and if the cost of this asset can be reliably estimated based on reasonable and documented assumptions.

Intangible assets are recorded at their acquisition or production cost.

Intangible assets other than goodwill consist primarily of software and user rights acquired directly by the Group, software, customer relationships and technologies acquired as part of business combinations, as well as internally developed IT solutions.

To assess whether an internally generated intangible asset meets the criteria for recognition, the Group distinguishes the research phase and the development phase.

Under IAS 38, no intangible asset arising from research (or from the research phase of an internal project) shall be recognized. Such expenditure is therefore recognized as an expense when it is incurred.

Expense resulting from a development project (or from the development phase of an internal project) are recognized as intangible assets if the Group demonstrates all the following criteria:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- its intention to complete the intangible asset and to use or sell it;
- its ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- its ability to measure reliably the expenditure attributable to the intangible asset during its development.

Development expenditure refers to IT solutions developed for the Group's own use, to specific implementation projects for specific customers or innovative technological solutions made available to a Group of customers. Development projects are analyzed on a case-by-case basis and the only costs which are capitalized are those attributable to the creation, production and preparation of the asset to be capable of operating in the manner intended by management. It is accounted for at cost less accumulated depreciation and any impairment losses. It is amortized on a straight-line basis over a useful life between 3 and 15 years, the standard scenario being set at 5 years.

An intangible asset related to customer relationships and backlog acquired during a business combination is recognized as customer relationships. The value of this asset is based on certain assumptions of renewal of the underlying contracts and on the discounted flows of these contracts. This asset is amortized on an estimate of its average life.

The value of the developed technology acquired is derived from an income approach based on the relief from royalty method. This method relies on (i) assumptions of the technological obsolescence curve and (ii) the theoretical royalty rate applicable to similar technologies, to determine the discounted cash flows expected to be generated by this technology over their expected remaining useful life. The developed technology is amortized on an estimate of its average life. The cost approach may also be implemented as a secondary approach to derive an indicative value for consistency purposes. This method relies on an assumption of the costs that should be engaged to reproduce a similar new item having the nearest equivalent utility as the asset being valued. On the contrary, if technology is believed to be the most important driver for the business, an Excess Earning method could also be implemented.

Intangible assets are amortized in operating margin on a straight-line basis over their expected useful life. Customer relationships, patents, technologies and trademarks acquired as part of a business combination are amortized in "Other operating income and expense" on a straight-line basis over their expected useful life, generally not exceeding 19 years.

Impairment of intangible assets other than goodwill

Impairment tests are performed on intangible assets with finite useful lives whenever there is an indication of impairment. Impairment losses on intangible assets may be reversed later if there has been a change in the estimates used to determine the recoverable value of the asset and if that amount again comes to be greater than the net carrying amount. The value of the asset after reversal of the impairment loss is capped at the carrying amount net of amortization, as if no impairment loss had been recognized in prior years.

(in € million)	Customer relationships	Trademarks, software and licenses	Other intangible assets	Total
Gross value				
December 31, 2022	**1,372**	**594**	**292**	**2,257**
Additions	-0	43	0	44
Capitalized costs	-	-	42	42
Disposals	-138	-125	-56	-319
Exchange differences and others	-27	-6	-15	-48
December 31, 2023	**1,207**	**506**	**262**	**1,976**
Accumulated depreciation				
December 31, 2022	**-907**	**-233**	**-199**	**-1,339**
Amortization charge of the year	-5	-11	-17	-33
Amortization of intangible assets recognized as part of a Purchase Price Allocation	-69	-31	-8	-108
Amortization of capitalized costs	-	-	-26	-26
Disposals	78	106	37	221
Impairment	-3	-193	-	-196
Exchange differences and others	25	7	1	33
December 31, 2023	**-880**	**-355**	**-213**	**-1,448**
Net value				
December 31, 2022	**465**	**361**	**92**	**919**
December 31, 2023	**328**	**151**	**50**	**529**

In 2023, the amount related to the amortization of intangible assets recognized in purchase price allocation exercises decreased to €108 million compared to €140 million in 2022.

The €108 million amortization charge of Purchase Price Allocation intangible assets in 2023 were mainly related to Syntel and Bull customer relationships.

A €196 million impairment was recognized in 2023 mainly in relation to intangible assets recognized in Purchase Price Allocation exercises, as well as certain software licenses.

The gross book value of customer relationships for €1,207 million at December 31, 2023 presented above, mainly included:

- €470 million related to the Syntel acquisition in 2018;
- €341 million related to the Siemens IT Solutions and Services acquisition in 2011;
- €157 million related to the Xerox ITO acquisition in 2015;
- €90 million related to the Anthelio acquisition in 2016;
- €38 million in connection with the Maven Wave acquisition in 2020.

(in € million)	Customer relationships	Trademarks, software and licenses	Other intangible assets	Total
Gross value				
December 31, 2021	**1,312**	**613**	**333**	**2,258**
Additions	-	44	5	49
Impact of business combinations	-	2	0	2
Intangible assets recognized as part of a Purchase Price Allocation	15	1	10	26
Capitalized costs	-	-	46	46
Disposals	-12	-85	-41	-139
Exchange differences and others	62	21	-46	38
Reclassification to assets held for sale	-5	-2	-16	-23
December 31, 2022	**1,372**	**594**	**292**	**2,257**
Accumulated depreciation				
December 31, 2021	**-758**	**-238**	**-173**	**-1,169**
Amortization charge of the year	-2	-37	-29	-68
Amortization of intangible assets recognized as part of a Purchase Price Allocation	-97	-33	-10	-140
Amortization of capitalized costs	-	-	-28	-28
Disposals	12	83	39	134
Impairment	-33	-	-35	-68
Exchange differences and others	-35	-9	35	-8
Reclassification to assets held for sale	6	1	2	9
December 31, 2022	**-907**	**-233**	**-199**	**-1,339**
Net value				
December 31, 2021	**553**	**375**	**160**	**1,089**
December 31, 2022	**465**	**361**	**92**	**919**

8.3 - Tangible assets

Tangible assets are recorded at acquisition cost. They are depreciated on a straight-line basis over the following expected useful lives:

- buildings 20 years;
- fixtures and fittings 5 to 10 years;
- computer hardware 3 to 5 years;
- office furniture and equipment 5 to 10 years.

Any gain or loss on the disposal of a tangible asset is recognized in the income statement.

Impairment of tangible assets

Impairment tests are performed on tangible assets whenever there is an indication of impairment. Impairment losses on tangible assets may be reversed later if there has been a change in the estimates used to determine the recoverable value of the asset and if that amount again comes to be greater than the net carrying amount. The value of the asset after reversal of the impairment loss is capped at the carrying amount net of depreciation, as if no impairment loss had been recognized in prior years.

(in € million)	Land and buildings	IT equipments	Other tangible assets	Total
Gross value				
December 31, 2022	**309**	**202**	**62**	**573**
Additions	14	84	13	110
Disposals	-14	-11	-5	-30
Exchange differences and others	9	-11	-14	-16
December 31, 2023	**318**	**264**	**56**	**638**
Accumulated depreciation				
December 31, 2022	**-180**	**30**	**-10**	**-160**
Depreciation charge for the year	-20	-114	-7	-141
Disposals	1	7	1	9
Exchange differences and others	1	6	1	8
December 31, 2023	**-198**	**-71**	**-14**	**-284**
Net value				
December 31, 2022	**129**	**233**	**52**	**414**
December 31, 2023	**120**	**193**	**42**	**355**

(in € million)	Land and buildings	IT equipments	Other tangible assets	Total
Gross value				
December 31, 2021	**288**	**83**	**70**	**442**
Additions	16	136	19	170
Impact of business combination	1	2	0	3
Disposals	-6	-24	-7	-36
Exchange differences and others	8	63	-20	52
Reclassification to assets held for sale	1	-58	0	-57
December 31, 2022	309	202	62	573
Accumulated depreciation				
December 31, 2021	**-151**	**127**	**3**	**-20**
Depreciation charge for the year	-23	-115	-9	-147
Disposals	0	14	1	16
Exchange differences and others	-5	-49	-6	-60
Reclassification to assets held for sale	-1	53	0	52
December 31, 2022	-180	30	-10	-160
Net value				
December 31, 2021	**138**	**211**	**73**	**421**
December 31, 2022	129	233	52	414

Tangible assets of the Group include mainly IT equipment used in data centers. Atos policy is to rent its premises. Therefore, land and building assets include mainly the technical infrastructure of the Group data centers.

Note 9 Leases

Existence of a lease

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period in exchange of consideration. Lease liabilities and right-of-use assets are recognized at the lease commencement date.

The Group does not recognize short term leases (less than 12 months) and leases for which the underlying asset is of a low value except when those assets are subleased to end customers. Such leases are expensed directly and future commitments to pay rents are presented as off-balance sheet commitments.

Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using incremental borrowing rates since implicit rates are not readily available. Those rates have been determined for all currencies of the Group by geography and by maturity. The incremental borrowing rates are calculated by taking for each currency a reference market index quotation and adding up a spread corresponding to the cost of financing that would be applied by a lender to any subsidiary of the Atos Group.

The lease liability is subsequently increased by the interest cost on the lease liability and decreased by lease payments made. It is remeasured when there is a change in the future lease payments arising from a change in an index or rate, a change in estimate of the amount expected to be payable under a residual value guarantee, or changes in the assessment of whether an extension option is reasonably certain to be exercised or a termination option is reasonably certain to be exercised, resulting from a decision of the Group.

Right-of-use asset

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred, less any lease incentive received.

Real estate leases

The Group leases most of its offices and strategic production sites such as data centers. Terms and conditions of those lease contracts can be very heterogeneous depending on the nature of the sites and local regulations. Those leases have terms between 2 to 20 years.

The Group is applying judgment to determine the lease term for some real estate lease contracts in which it is a lessee and that include renewal or early termination options analyzing whether those sites, mainly offices and data centers, are strategic or not. In most cases, the Group retains the earliest date when the Group can exit its lease commitment without paying any significant penalty.

IT equipment and company cars

The Group leases IT equipment for its own use or to deliver its services to end customers (computers, servers). Those leases are entered for terms between 3 to 5 years.

Deferred tax treatment

Deferred tax is applied to IFRS 16 entries based on local applicable tax rates.

Right-of-use assets

(in € million)	Land and buildings	IT equipments	Cars and others	Total
Gross value				
December 31, 2022	**1,235**	**524**	**65**	**1,824**
Increase	75	117	11	203
Decrease	-230	-161	-33	-424
Exchange differences and others	7	-16	6	-2
December 31, 2023	1,087	464	49	1,600
Accumulated depreciation				
December 31, 2022	**-597**	**-294**	**-41**	**-932**
Depreciation charge for the year	-154	-149	-17	-320
Decrease	214	138	31	382
Exchange differences and others	1	6	-0	6
Impairment	-50	-	-	-50
December 31, 2023	-585	-301	-27	-913
Net value				
December 31, 2022	**638**	**229**	**24**	**892**
December 31, 2023	501	164	22	687

A €50 million impairment was recognized in 2023 in relation to data centers in the RBUs Northern Europe & APAC and Southern Europe.

(in € million)	Land and buildings	IT equipments	Cars and others	Total
Gross value				
December 31, 2021	**1,241**	**522**	**86**	**1,849**
Increase	223	285	20	528
Impact of business combination	0	-	-	0
Decrease	-216	-300	-27	-543
Exchange differences and others	8	18	-7	19
Reclassification to assets held for sale	-22	-1	-7	-30
December 31, 2022	1,235	524	65	1,824
Accumulated depreciation				
December 31, 2021	**-472**	**-258**	**-48**	**-777**
Depreciation charge for the year	-185	-167	-21	-372
Decrease	76	139	25	240
Exchange differences and others	-5	-10	0	-15
Impairment	-17	-	-	-17
Reclassification to assets held for sale	6	0	3	10
December 31, 2022	-597	-294	-41	-932
Net value				
December 31, 2021	**770**	**264**	**38**	**1,072**
December 31, 2022	638	229	24	892

Lease liabilities

(in € million)	December 31, 2023
Maturing in one year or less	234
Maturing in 1-2 years	168
Maturing in 2-3 years	130
Maturing in 3-4 years	97
Maturing in 4-5 years	65
Maturing in more than 5 years	128
Total	**822**

The amounts represent future disbursements expressed after discounting.

Note 10 Investments accounted for under the equity method

Investments over which the parent company directly or indirectly exercises significant influence, without however exercising full or joint control, are accounted for under the equity method. This method consists in recording the Group share in profit for the year of the investee in the consolidated income statement as part of "Share of net profit (loss) of equity-accounted investments".

The Group share in the net assets of the investee is recorded under "Equity-accounted investments" in the consolidated statement of financial position. Goodwill arising on the acquisition of equity-accounted investment is included in the carrying amount of the investment.

The Group decided to classify all gains or losses on the disposal of investments in associates in "Other operating income and expense".

(in € million)	December 31, 2022	Disposal	Net results	Exchange differences and other	December 31, 2023
Miscellaneous	8		5	-1	11
TOTAL	**8**	**-**	**5**	**-1**	**11**

Note 11 Pension plans and other long-term benefits

Employee benefits are granted by the Group through defined contribution and defined benefit plans. Costs relating to defined contribution plans are recognized in the income statement based on contributions paid or due in respect of the accounting period when the related services have been provided by beneficiaries.

The valuation of Group defined benefit obligations is based on a single actuarial method known as the "projected unit credit method". Under this method, the amount of future benefit payments to employees is determined on the basis of actuarial assumptions (change in wages, retirement age, probability of payment, turnover rate and mortality rate). These future payments are reduced to their present value using a discount rate determined according to the rates of investment-grade corporate bonds of a maturity equivalent to that of the company's corporate liabilities.

The actuarial assumptions are periodically updated, with the support of the external actuaries used by the Group.

Plan assets usually held in separate legal entities are measured at their fair value, determined at closing.

The value of plan assets is determined based on valuations provided by the external custodians of pension funds and following complementary investigations carried-out when appropriate.

From one accounting period to the other, any difference between the projected and actual pension obligation and their related assets is combined at each benefit plan's level to form actuarial differences. Those differences may result either from changes in actuarial assumptions used, or from experience adjustments generated by actual developments differing, in the accounting period, from assumptions determined at the end of the previous accounting period. All actuarial gains and losses on post-employment benefit plans generated in the period are recognized in "other comprehensive income".

Benefit plan costs are recognized in the Group's operating income, except for interest costs on obligations, net of expected returns on plans assets, which are recognized in "other financial income and expense".

The net total amount recognized in the Group statement of financial position in respect of pension plans was €698 million at December 31, 2023 compared to €579 million at December 31, 2022. The total amount recognized for other long-term employee benefits was €40 million at December 31, 2023 compared to €32 million at December 31, 2022.

The amounts recognized in the balance sheet consisted of:

(in € million)	December 31, 2023	December 31, 2022
Prepaid pension asset	3	28
Accrued liability – pension plans [a]	-700	-607
Total Pension plan	**-698**	**-579**
Accrued liability – other long-term employee benefits [b]	-40	-32
Provisions for pensions and similar benefits [a] + [b]	**-741**	**-639**

Pension plans

The Group pension obligations are located predominantly in the United Kingdom (58% of Group total obligations), Germany (25%), Switzerland (7%) and France (5%).

Characteristics of significant plans and associated risks

In the United Kingdom, these obligations are generated by legacy defined benefit plans, the majority of which have been closed to further accrual or new entrants. Plans are final pay plans and are subject to the UK regulatory framework where funding requirements are determined by an independent actuary based on a discount rate reflecting the plan expected return on plan assets. Recovery periods are agreed between plans independent trustees and the sponsoring companies and may run up to 20 years if appropriate securities are provided by sponsors. Most of the plans are governed by a sole independent trustee.

The current asset allocation across United Kingdom plans is 87% fixed income, 13% equities and other assets and may vary depending on the particular profile of each plan. Interest rate and inflation exposures are cautiously managed through investment in Gilts, Indexed-Linked and interest rate swaps. The fixed income allocation comprises a significant exposure to investment grade credits and the equity allocation is well diversified geographically.

Plans do not expose the Group to any specific risk that are unusual for these types of benefit plans. Typical risks include increase in inflation, longevity and a decrease in discount rates and adverse investment returns.

In Germany, most of the liabilities relate to pension entitlements that were transferred to the Group with the acquisition of SIS in 2011. Plans cover multiple legal entities in Germany and are subject to the German regulatory framework, which has no funding requirements but does include compulsory insolvency insurance (PSV). Plans are partially funded however, using a Contractual Trust Agreement (CTA). The CTA is governed by a professional independent third party. The investment strategy is set by the Investment Committee composed of employer representatives. The assets allocation related to the largest German schemes is 68% fixed income, 14% return seeking assets and other assets and 18% property. The assets allocation related to the other scheme is more in line with the lower interest rate sensitivities of the schemes and are predominantly invested in investment grade credits and, to a lesser extent, in balanced funds and European high yield.

In Switzerland, the obligations are generated by legacy defined benefit plans, exceeding the minimum benefit requirements under Swiss law (BVG). Pension contributions are paid by both the employees and the employer and are calculated as a percentage of the covered salary. The rate of contribution depends on the age of the employee. Upon retirement, the employees' individual savings capital is multiplied by the conversion rate, as defined by the pension fund regulations, and can be paid out as either a lifetime annuity or a lump-sum payment. In the event of disability, the pension plan pays a disability pension until the ordinary retirement age.

Atos recognized all actuarial gains and losses and asset ceiling effects generated in the period in "Other comprehensive income".

Events in 2023

Since the prior year end shorter-term inflation in the UK has notably exceeded the long-term assumptions (RPI over the 12 months to September 2023 was 8.9% and CPI over the 12 months to September 2023 was 6.7%), which fed through as an experience adjustment to the Defined Benefit Obligation, recognized within Other Comprehensive Income.

This mainly affects the deferred liabilities which are primarily linked to CPI subject to a cap of either 2.5% or 5% p.a. over the whole period of deferment to retirement. The impact on pensioner liabilities is more limited due to annual caps on the pension increases each year.

For the 2023 year-end, an allowance within the Defined Benefit Obligation was made for anticipated 2024 increases (based on the known inflation figures in September 2023), which has resulted in an additional experience loss within Other Comprehensive Income. Overall, the experience loss due to the short-term high inflation in the UK, recognized as Other Comprehensive Income, amounted to €63 million.

In France, the pension reform did not have any material impact on the Defined Benefit Obligation as the underlying retirement age assumptions used for valuing the liabilities in 2022 were already at or beyond the new legal retirement age as amended by the reform.

Events in 2022

In the UK, 230 active employees were readmitted, on September 1, 2022, to the Civil Service Pension Arrangements ("CSPA") for future service. Employees' past service benefits in relation to service up to August 31, 2022 remained with the 2019 Scheme but employees will subsequently be offered the option of transferring these benefits into the CSPA. Therefore, future service accrual from September 1, 2022 had no impact on the obligations for these members but did cause a reduction in operating costs for the remainder of the year. In addition, a bulk transfer and a closure exercise for six former employees in total, resulted in a reduction in the operating costs for part of the year. The total reduction in operating costs regarding these events amounted to €3 million, recognized for half as operating margin and for half as financial result.

In France, the Syntec federation signed with the main unions the so-called modernization amendment to the national collective bargaining agreement which clarifies, among other things, the pay items that should be included when calculating the lump sum payments for retiring employees. This clarification led to an increase in the obligations in respect of retirement indemnities for an amount of €6 million, recognized as other operating expense.

Components of net periodic cost

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Service cost (net of employees contributions)	33	47
Past service cost, settlements	-3	4
Administration costs	2	2
Operating expense	**32**	**53**
Interest cost	145	99
Interest income	-114	-83
Financial expense	**31**	**16**
Net periodic pension cost – Total expense (profit)	**62**	**68**

The decrease in the net periodic pension cost is mainly explained by non-recurring components of the net periodic pension cost (impact of events in 2022). Overall, regular components remain quite stable with a decrease in the 2023 service cost and a rise in the financial expense, further to the significant increase in the discount rates at December 31, 2022, almost offsetting each other.

Change in defined benefit obligation

(in € million)	December 31, 2023	December 31, 2022
Total Defined Benefit Obligation at January 1	**3,011**	**4,263**
Exchange rate impact	33	-56
Service cost (net of employees contributions)	33	47
Interest cost	145	99
Past service cost, settlements	-3	4
Business combinations (disposals)	29	6
Employees contributions	6	6
Benefits paid	-197	-204
Actuarial (gain) loss - change in financial assumptions	83	-1,432
Actuarial (gain) loss - change in demographic assumptions	-34	-10
Actuarial (gain) loss - experience results	81	115
Reclassification to liabilities related to assets held for sale	-	174
Defined benefit obligation at December 31	**3,187**	**3,011**

The weighted average duration of the liability is about 12 years.

Change in the fair value of plan assets

(in € million)	December 31, 2023	December 31, 2022
Fair value of plan assets at January 1	**2,440**	**3,616**
Exchange rate impact	35	-58
Actual return on plan assets	130	-1,081
Employer contributions	22	19
Benefits paid by the funds	-155	-165
Business combinations (disposals)	28	6
Employees contributions	6	6
Administration costs	-8	-9
Reclassification to liabilities related to assets held for sale	-	106
Fair value of plan assets at December 31	**2,498**	**2,440**

Reconciliation with the net amount recognized in the financial statements

(in € million)	December 31, 2023	December 31, 2022
Funded status	-689	-571
Asset ceiling limitations recognized in Other Comprehensive Income	-9	-8
Prepaid (accrued) pension cost	**-698**	**-579**

Change in the net amount recognized in the financial statements (all plans)

(in € million)	December 31, 2023	December 31, 2022
Net amount recognized at beginning of year	**-579**	**-647**
Net periodic pension cost	-62	-68
Benefits paid by employer	42	39
Employer contributions	22	19
Business combinations (disposals)	-2	0
Asset ceiling limitations recognized in Other Comprehensive Income	1	-8
Amounts recognized in Other Comprehensive Income	-121	157
Other (exchange rate)	2	-1
Reclassification to liabilities related to assets held for sale	-	-69
Net amount recognized at end of year	**-698**	**-579**

The development in the main plans by country for 2023 was as follows:

(in € million)	UK schemes	German schemes	Other schemes
Net amount recognized at beginning of year	**21**	**-334**	**-266**
Net periodic pension cost	-8	-19	-36
Benefits paid by employer & employer contributions	11	13	41
Business combinations (disposals)	-	-1	-1
Amounts recognized in Other Comprehensive Income	-61	-52	-9
Other (exchange rate and reclassification)	-	-	2
Net amount recognized at end of year	**-37**	**-392**	**-268**

(in € million)	UK schemes	German schemes	Other schemes
Defined benefit obligation at December 31st	-1,841	-784	-563
Fair value of plan assets at December 31st	1,804	391	303
Asset ceiling limitation at December 31st	-	-	-9
Net amount recognized at end of year	**-37**	**-392**	**-268**

Actuarial assumptions

Group obligations are valued by independent actuaries based on assumptions that are periodically updated.

These assumptions are set out in the table below:

	United Kingdom		Eurozone		Switzerland		USA	
	December 31, 2023	December 31, 2022	December 31, 2023	December 31, 2022	December 31, 2023	December 31, 2022	December 31, 2023	December 31, 2022
Discount rate	4.70%	4.85%	3.3%~3.5%	3.8% ~ 4.0%	1.50%	2.25%	4.80%	5.00%
Salary increase	2.8%	2.9%	2.5%~2.95%	2.5% ~ 2.95%	2.25%	2.25%	na	na
Inflation assumption	RPI: 3.15% CPI: 2.45%	RPI: 3.20% CPI: 2.55%	2.2%	2.2%	na	na	na	na

The inflation assumption is used to estimate the impact of indexation of pensions in payment or salary inflation based on the various rules of each plan.

Sensitivity of the defined benefit obligations at December 31, 2023 for the significant plans to the discount rate and inflation rate assumptions is as follows:

	Discount rate +25bp	Inflation rate +25bp
United Kingdom main pension plans	-3.1%	+2.1%
German main pension plans	-3.1%	+0.5%

These sensitivities are based on calculations made by independent actuaries and do not include cross effects of the various assumptions; they do however include effects that the inflation assumption would have on salary increase assumptions for the United Kingdom.

Plan assets

Plan assets were invested as follows:

	December 31, 2023	December 31, 2022
Equity	14%	13%
Bonds/Interest Rate Swaps	72%	68%
Real Estate	8%	13%
Cash and cash equivalents	2%	2%
Other	4%	4%

Of these assets, 88% are valued on market value, 10% relate to property, private equity and infrastructure investments where valuations are based on the information provided by the investment managers, and 2% relate to insurance contracts.

A significant part of the Bonds and Interest Rate Swaps are part of the interest rate hedging program operated by the Atos United Kingdom pension plans, which aims at hedging a significant portion of funding liabilities. None of the plans are hedged for longevity risks.

Atos securities or assets used by the Group are not material.

Prepaid pension situations on the consolidated statement of financial position

The net asset of €3 million was supported by appropriate refund expectations according to IFRIC 14.

Net pension impact on the consolidated income statement

The net impact of defined benefit pension plans on consolidated income statement can be summarized as follows:

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Operating margin	-30	-49
Other operating income and expense	-2	-4
Financial result	-31	-16
Total (expense) profit	**-62**	**-68**

Other long-term employee benefits

Net liabilities related to other long-term employee benefits were €32 million at December 31, 2022. They increased to €40 million at December 31, 2023 through expenses recorded in the income statement (€24 million) net of benefit payments (€16 million).

Note 12 Provisions

Provisions are determined by discounting the expected future cash flows to extinguish the liability. Provisions are recognized when:

- the Group has a present legal, regulatory, contractual or constructive obligation as a result of past events;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation;
- the amount has been reliably quantified.

When the unavoidable costs of meeting the obligations under a customer or a supplier contract exceed the economic benefits expected to be received under it, the present obligation under the contract is recognized and measured as a provision classified as project commitments. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfil it. The costs of fulfilling a contract comprise the costs that relate directly to the contract, both incremental costs and allocation of other direct costs.

(in € million)	December 31, 2022	Addition	Release used	Release unused	Scope changes	Other*	December 31, 2023	Current	Non-current
Reorganization	116	201	-208	-2	2	0	110	108	2
Rationalization	7	4	-1	-0	-	0	11	3	8
Project commitments	563	117	-235	-68	11	2	390	133	258
Litigations and contingencies	55	39	-7	-34	3	-7	50	36	15
Total provisions	**741**	**362**	**-450**	**-104**	**16**	**-5**	**562**	**280**	**282**

(*) Other movements mainly consist of currency translation adjustments and reclassifications.

(in € million)	December 31, 2021	Addition	Release used	Release unused	Scope changes	Other*	Reclassification to liabilities related to assets held for sale	December 31, 2022	Current	Non-current
Reorganization	169	93	-86	-63	-	-1	3	116	75	41
Rationalization	7	1	-1	-1	0	0	-0	7	1	6
Project commitments	584	173	-94	-57	-	-16	-27	563	141	422
Litigations and contingencies	34	18	-5	-15	11	5	6	55	29	26
Total provisions	**794**	**286**	**-186**	**-136**	**11**	**-12**	**-17**	**741**	**245**	**496**

(*) Other movements mainly consist of currency translation adjustments and reclassifications.

Reorganization

Additions mainly included the extension of the German restructuring plan launched in December 2022 while the release used related to both the extension and the initial 2022 plan, which were completed over 2023.

Project commitments

Additions to provisions related to reassessments on loss-making contracts, mainly in Northern Europe, while the release used corresponded for the most part to costs incurred on customer and vendor onerous contracts for which a provision had been accrued at the end of 2021.

The release unused reflected the favorable effects of a settlement with a customer in Germany and a reassessment on a vendor onerous contract.

Litigations and contingencies

They were composed of a number of long-term litigation issues, such as non-income tax contingencies and social disputes, guarantees given on disposals and other disputes with clients and suppliers, notably in South America. The €34 million of release unused included in particular €8 million coming from the favorable outcome on a tax litigation in Brazil.

Additions included provisions for legal fees on major litigations but also a €2 million provision related to the potential consequences of the judgements rendered by the French Court of Cassation on September 13, 2023 that validated the acquisition of paid leave rights during all sick leaves and without a ceiling.

Note 13 Fair value and characteristics of financial instruments

Derivative financial instruments

Derivative instruments are recognized as financial assets or liabilities at their fair value. Any change in the fair value of these derivatives is recorded in the income statement as a financial income or expense, except when they are eligible for hedge accounting, whereupon:

- for fair value hedge of existing assets or liabilities, the hedged portion of an instrument is reported at fair value on the statement of financial position. Any change in fair value is recorded as an expense or an income in the income statement, where it is offset simultaneously by changes in the fair value of the designated hedged elements except for any ineffectiveness;
- for cash flow hedge, the effective portion of the change in fair value of the hedging instrument is directly recognized in shareholders' equity as "other comprehensive income". The change in value of the ineffective portion is recognized in "Other financial income and expense". Amounts deferred in equity are taken to the income statement at the same time as the related hedged cash flow.

The Group uses forward foreign exchange contracts to hedge the variability of cash flows arising from changes in foreign exchanges rates on sales and purchases in foreign currencies. The Group designates only the spot element of the forward exchange contract as the hedging instrument in cash flow hedging relationships for highly probable transactions. Under IFRS 9, the Group has elected to separately account for the forward points as a cost of hedging. Consequently, the changes in forward points are recognized in other comprehensive income and accumulated in a cost of hedging reserve as a separate component within equity and accounted for subsequently in the income statement as gain and losses accumulated in the cash flow hedge reserve as part of the underlying covered transaction.

	December 31, 2023		December 31, 2022	
(in € million)	Assets	Liabilities	Assets	Liabilities
Forward foreign exchange contracts	13	-2	18	-11
Forward interest rate contracts	-	-0	-	-
Analyzed as:				
• Non-current	-	0	-	-
• Current	13	-2	18	-11

The fair value of financial instruments is provided by independent counterparties.

Concomitantly with the disposal of its residual interest in Worldline, Atos entered into a derivative transaction to hedge its residual exposure to Worldline share price related to the outstanding exchangeable bonds due 2024, which were issued in 2019 (see Note 6.4).

The premium paid on the derivative transaction was recognized on the balance sheet as a derivative asset and subsequently remeasured in accordance with IFRS 9 at fair value through the income statement.

In the consolidated statement of financial position at December 31, 2023, the value of the derivative asset was €0.1 million and offset the value of the derivative liability corresponding to the derivative component embedded in the bond exchangeable in Worldline shares. Those are reported as current derivatives in the consolidated statement of financial position.

Interest rate risk

Bank loans and NEU CP / MTN arranged at floating rates amounted to €1,930 million in 2022 and €2,080 million in 2023, exposing the Group to cash flow interest rate risk.

The Group may mitigate its interest rate exposure using interest rates swap contracts with financial institutions in order to fix the rate of a portion of the floating-rate financial debt.

Exposure to interest rate risk

The table below presents the interest rate risk exposure of the Group. The exposure at floating rate after hedging risk management is approximately €220 million as at December 31, 2023. A 1.0% decrease in short-term reference rates in Euro would reduce income from interest by €2.2 million in theory assuming the structure (cash/floating debt/hedges) remains stable for the full period of the year.

	Exposure		
(in € million)	Less than 1 year	More than 1 year	Total
Bank loans and commercial papers	-1,500	-580	-2,080
Other	-124	-	-124
Total liabilities	**-1,624**	**-580**	**-2,204**
Cash and cash equivalents	2,295	-	2,295
Overdrafts	0	-	0
Total net cash and cash equivalents*	**2,295**	**-**	**2,295**
Short-term financial assets (liabilities)	**128**	**-**	**128**
Net position before risk management	800	-580	220
Hedging instruments		-	-
Net position after risk management	**800**	**-580**	**220**
Bonds	-	-1,900	-1,900
Optional exchangeable bond	-500	-	-500
NEU MTN at fixed rate	-	-50	-50
Total net (debt) cash after risk management	**300**	**-2,530**	**-2,230**

(*) Overnight deposits (deposit certificates) and money market securities and overdrafts.

Liquidity risk

On July 29, 2022, a new financing structure was put in place to support the transformation plan as follows:

- a €1.5 billion term loan ("Term Loan A") with an initial duration of 18 months and two extension periods of 6 months each. The first six-month extension took effect on January 29, 2024;
- a €0.3 billion bridge loan ("Term Loan B") with an initial duration of 12 months and one extension period of 6 months. Its purpose is to pre-finance assets disposals. The bridge loan was fully repaid over 2023;
- the amount of the existing revolving credit facility (signed in 2018 with a maturity extended to November 2025) was reduced from €2.4 billion to €0.9 billion. At December 31, 2023, €580 million were drawn. The remaining €320 million were drawn in January 2024.

At December 31, 2023, the calculation of the leverage ratio applying to the revolving credit facility and the Term Loan A presented here below is adjusted for IFRS 16 impacts for an amount of €358 million.

Nature of ratios subject to covenant	Covenant	12 months ended December 31, 2023	12 months ended December 31, 2022
Leverage ratio (net debt/OMDA)*	not greater than 3.75	3.34	2.36

(*) OMDA: Operating margin before non cash items.

On November 4, 2021, Atos announced the placement of its inaugural €800 million sustainability-linked bond with an 8-year maturity and a 1.0% coupon.

The coupon of the last three years will be unchanged if Atos achieves the following Sustainability Performance Target (SPT): reduction in 2025 of Atos annual GreenHouse Gas CO2 emissions (Scopes 1, 2 & 3) by 50% compared to 2019. In case the SPT is not met, the last three coupons shall be increased by 0.175%. The proceeds of the bond have been used for general corporate purposes.

The rating agency Standard and Poor's assigned a rating of BBB-, subsequently to the rating of Atos at the time of issuance of the bond. On July 13, 2022, S&P downgraded Atos to BB / Outlook Negative. On November 28, 2023, Standard and Poor's changed Atos rating from BB to BB- maintaining CreditWatch Negative. On January 19, 2024, Standard and Poor's changed Atos rating from BB- to B- placing Atos on CreditWatch Developing. Finally, on February 9, 2024, Atos rating was downgraded from B- to CCC with negative outlook.

In November 2019, Atos issued €500 million zero coupon bonds exchangeable into Worldline shares ("OEB") with a maturity of 5 years and an exchange premium of 35%.

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On November 5, 2018, Atos announced the placement of its €1.8 billion bond issue. The €1.8 billion triple tranche-bond issue consisted of three tranches:

- €700 million notes with a 3.5-year maturity and 0.75% coupon (fully repaid in May 2022);
- €750 million notes with a 6.5-year maturity and 1.75% coupon;
- €350 million notes with a 10-year maturity and 2.50% coupon.

There are no financial covenants attached to this bond.

The rating agency Standard and Poor's assigned a rating of BBB+ to the three tranches, subsequently to the rating of Atos at the time of issuance of the bond. On September 20, 2021, Standard and Poor's downgraded Atos rating to BBB- / Outlook Stable, and further downgraded it to BB / Outlook Negative on July 13, 2022. On November 28, 2023, Standard and Poor's changed Atos rating from BB to BB- maintaining CreditWatch Negative. On January 19, 2024, the rating was further downgraded from BB- to B- placing Atos on CreditWatch Developing. Finally, on February 9, 2024, Atos rating was downgraded from B- to CCC with negative outlook.

On May 4, 2018, Atos implemented a Negotiable European Medium-Term Note program (NEU MTN) in order to optimize financial expense and improve Group liquidity management, for an initial maximum amount of €600 million. Due to Atos credit rating downgrades in 2023, it is likely that the Group will face difficulties to access in 2024 the NEU MTN market.

On June 2, 2017, Atos implemented a Negotiable European Commercial Paper program (NEU CP) in order to optimize financial expense and improve Group liquidity management, for an initial maximum amount of €900 million raised to €1.8 billion in October 2018. On December 10, 2019, the maximum amount of €1.8 billion was increased to €2.4 billion. Due to Atos credit rating downgrades in 2023, it is likely that the Group will face difficulties to access in 2024 the NEU CP market.

On October 29, 2016, Atos issued a Euro private placement bond of €300 million with a seven-year maturity and with a 1.444% fixed interest rate (unrated). This bond was fully repaid in October 2023.

As a result of the above, at December 31, 2023, Atos was facing the following maturities:

- the €1.5 billion term loan A, maturing in July 2024 excluding the 6-month extension option available to Atos under standard conditions (notably no event of default and payment of an extension fee);
- the €500 million bond (Optional Exchangeable Bond) maturing in November 2024;
- the €750 million bond maturing in May 2025;
- the €900 million revolving credit facility maturing in November 2025;
- the €350 million bond maturing in November 2028; and
- the €800 million bond (Sustainability-Linked Bond) maturing in November 2029.

As stated in the January 3rd, 2024 Market Update press release, the Group will need to take the following actions, either individually or in combination, in order to meet these financing maturities:

- Obtain new bank financing,
- Access capital markets (debt and/or equity),
- Implement a major asset disposal program in addition to the €400 million disposal program announced on July 28, 2023, and
- Continue specific actions to optimize its working capital requirement, including continued access to a factoring program.

In this context and as indicated above following its press release of February 5, 2024, Atos SE has entered into discussions with its banks and bondholders with a view to reaching a global agreement on the restructuring of its financial debt. Those discussions, that were held with the participation of the mandataire ad hoc appointed since the beginning of February 2024, will continue under an amicable conciliation procedure in order to frame these discussions and facilitate the emergence of a global agreement within a short and well-defined timetable of 4 months, which can be further extended by another month if needed. Those discussions were still ongoing at the time the consolidated financial statements for the year ended December 31, 2023 were approved by the Board of Directors.

The Group has sufficient liquidity to operate business until a refinancing plan is reached and is also in discussions with its financial creditors regarding an interim financing, which would provide an additional liquidity cushion to the Group until a global agreement on the refinancing plan is reached.

Currency exchange risk

Atos operates in 71 countries. However, in most cases, Atos invoices in the country where the Group renders the services, thus limiting the foreign exchange risk. Where this is not the case, the Group generally uses hedging instruments such as forward contracts or foreign currency swaps to minimize the risk.

The Group anticipates that the deterioration of its credit rating will affect the availability of foreign exchange credit lines in the course of 2024. Therefore, it is likely that the Group may face difficulties to mitigate its foreign exchange risk or have to accept higher hedging costs.

The carrying amount of the Group foreign currency denominated monetary assets and monetary liabilities at the reporting date are as follows:

	EUR		GBP		USD	
(in € million)	2023	2022	2023	2022	2023	2022
Assets	133	305	10	8	261	417
Liabilities	170	479	2	6	216	242
Statement of financial position net exposure	**-37**	**-174**	**8**	**2**	**45**	**175**
Hedged exposure	-666	-649	-158	-122	-102	-111

Foreign currency sensitivity analysis

The entities with functional currencies in EUR, GBP and USD are mainly exposed to foreign exchange risk.

The following table details the Group sensitivity to a 5% variation of the sensitive currency against the relevant functional currency of each subsidiary. The sensitivity analysis includes only outstanding monetary items denominated in foreign currency and adjusts their translation at the period end for a 5% increase in foreign currency rates.

	EUR		GBP		USD	
(in € million)	2023	2022	2023	2022	2023	2022
Income statement	-35	-41	-8	-6	-3	3

Hedge accounting

There is no material deviation between the maturity of the financial instruments and the period in which the cash flows are expected to occur.

As at December 31, 2023, derivatives were all allocated to the hedging of transactional risks (foreign exchange currency risks). From an accounting perspective, most of the derivatives were considered as cash flow hedge instruments.

The breakdown of the designation of the instruments by currency is as follows:

	December 31, 2023		December 31, 2022	
(in € million)	Fair value	Notional	Fair value	Notional
Cash flow hedge				
Foreign exchange				
Forward contracts CHF	-	-	-	-7
Forward contracts CNY	-	5	-	7
Forward contracts GBP	-	-10	-	-5
Forward contracts INR	-	202	-5	183
Forward contracts MAD	1	26	-	27
Forward contracts MXN	2	39	3	31
Forward contracts MYR	-	-	-	1
Forward contracts PHP	-	32	-1	29
Forward contracts PLN	10	226	7	176
Forward contracts RON	-	98	3	92
Forward contracts USD	-1	291	-1	243

	December 31, 2023		December 31, 2022	
(in € million)	Fair value	Notional	Fair value	Notional
Trading and fair value hedge				
Foreign exchange				
Forward contracts CHF	-	-	-	-5
Forward contracts GBP	-	-3	-	-2
Forward contracts INR	-	2	-	17
Forward contracts MAD	-	-	-	7
Forward contracts PHP	-	-	-	1
Forward contracts PLN	-	5	1	32
Forward contracts RON	-	1	-	2
Forward contracts USD	-	19	1	47

The net amount of the cash flow hedge reserve at December 31, 2023 was €8 million (net of tax), with a variation of + €5 million (net of tax) over the year.

Note 14 Shareholders' equity

14.1 - Earnings per share

Basic earnings per share is calculated by dividing the net income (attributable to owners of the parent) by the weighted average number of ordinary shares outstanding during the period. Treasury shares deducted from consolidated equity are not considered in the calculation of basic or diluted earnings (loss) per share.

Diluted earnings per share is calculated by dividing the net income (loss) attributable to owners of the parent, adjusted for the financial cost net of tax of dilutive debt instruments, by the weighted average number of ordinary shares outstanding during the period, plus the average number of shares which, according to the share buyback method, would have been outstanding had all the issued dilutive instruments been converted (stock options and convertible debt).

The dilutive impact of each convertible instrument is determined in order to maximize the dilution of basic earnings per share. The dilutive impact of stock options is assessed based on the average price of Atos shares over the period.

(in € million and shares)	12 months ended December 31, 2023	12 months ended December 31, 2022
Net income (loss) – Attributable to owners of the parent [a]	-3,441	-1,012
Impact of dilutive instruments	-	-
Net income (loss) restated of dilutive instruments - Attributable to owners of the parent [b]	-3,441	-1,012
Weighted average number of shares outstanding [c]	110,860,004	110,641,457
Impact of dilutive instruments [d]	-	-
Diluted weighted average number of shares [e]=[c]+[d]	110,860,004	110,641,457
(in €)		
Basic earning per share [a] / [c]	-31.04	-9.14
Diluted earning per share [b] / [e]	-31.04	-9.14

No significant share transactions occurred subsequently to the 2023 closing that could have a dilutive impact on earnings (loss) per share calculation.

14.2 - Equity attributable to the owners of the parent

Treasury shares

Atos shares held by the parent company are recorded at their acquired cost as a deduction from consolidated shareholders' equity. In the event of a disposal, the gain or loss and the related tax impacts are recorded as a change in consolidated shareholders' equity.

Capital increase

In 2023, Atos SE increased its share capital by incorporating additional paid-in capital and common stock for €0.5 million related to the issuance of 487,765 new shares.

As at December 31, 2023, Atos SE issued share capital amounted to €111 million, divided into 111,439,307 fully paid-up common stock of €1.00 par value each.

14.3 - Non-controlling interests

Non-controlling interests purchase commitments

The Group can take commitments to repurchase the non-controlling interests of shareholders of certain subsidiaries. The strike price of these put options may be set or determined according to a predefined calculation formula, and the options may be exercised at any time or on a specific date.

The Group records a financial liability at the present value of the strike price in respect of the put options granted to holders of non-controlling interests in the entities concerned. The offsetting entry for this financial liability differs depending on whether the non-controlling shareholders have maintained present access to the economic benefits of the entity. In the case of present access to the entity's economic benefits, non-controlling interests are maintained in the statement of financial position and the liability is recognized against equity attributable to owners of the parent. Where access to the entity's economic benefits is no longer available by virtue of the put option, the corresponding non-controlling interests are derecognized.

The difference between the financial liability representing the commitment to repurchase the non-controlling interests and the carrying amount of derecognized non-controlling interests is recorded as a deduction from equity attributable to owners of the parent. Subsequent changes in the value of the commitment are recorded by an adjustment to equity attributable to owners of the parent.

(in € million)	December 31, 2022	Net Income	Dividends Paid	Scope changes	Other	December 31, 2023
Miscellaneous	7	1	-3	-	-	5
Total	**7**	**1**	**-3**	**-**	**-**	**5**

(in € million)	December 31, 2021	Net Income	Dividends Paid	Scope changes	Other	December 31, 2022
Miscellaneous	6	0	-2	-	3	7
Total	**6**	**0**	**-2**	**-**	**3**	**7**

Since the loss of control of Worldline in May 2019, non-controlling interests are no longer significant for the Group.

Note 15 Off-balance sheet commitments

15.1 - Contractual commitments

The table below illustrates the minimum future payments under firm obligations and commitments over the coming years:

(in € million)	December 31, 2023	Maturing			December 31, 2022
		Up to 1 year	1 to 5 years	Over 5 years	
Leases of low value assets and short term leases	18	11	7	0	18
Non-cancellable purchase obligations	352	171	176	5	476
of which > 5 years	46	16	25	5	116
Total commitments given	**370**	**181**	**183**	**5**	**495**
Financial commitments received (syndicated loans)*	320	-	320	-	2,020
Total commitments received	**320**	**-**	**320**	**-**	**2,020**

(*) Maturities are indicated before unexercised extension options.

In 2023, financial commitments received referred to the non-utilized part of the revolving credit facility (see Note 13).

15.2 - Commercial commitments

(in € million)	December 31, 2023	December 31, 2022
Bank guarantees	**413**	**357**
• Operational - Performance	212	232
• Operational - Bid	3	7
• Operational - Advance Payment	143	83
• Financial or Other	55	35
Parental guarantees	**5,800**	**5,767**
• Operational - Performance	5,599	5,654
• Financial or Other	201	113
Pledges	**6**	**5**
Total	**6,219**	**6,129**

For various large long-term contracts performed by its subsidiaries, the Group provides performance guarantees to its clients. These guarantees amounted to €5,599 million as of December 31, 2023, stable compared with €5,654 million at the end of December 2022.

In addition, in relation to the multi-currency revolving credit facility with a final maturity date on November 6, 2025, Atos SE issued a parental guarantee for the benefit of the consortium of banks represented by BNP Paribas in order to guarantee up to €660 million (unchanged amount) the obligations of its two subsidiaries: Atos Telco Services B.V. and Atos International B.V.

In connection with the Cognizant/TriZetto litigation (see Note 16), the Board of Directors of Atos SE approved on March 25, 2021 indemnity agreements benefiting insurance companies which syndicated the supersedeas bond for a total amount of $570,710,384, provided for the appeal of the case and approved by the U.S. District Court for the Southern District of New York. In December 2023, the US Supreme Court denied Trizetto's appeal. As a result and based on the joint stipulation that the parties submitted to the judge, the supersedeas bond was significantly reduced.

In the framework of the Atos pension schemes rationalization plan in the UK aiming to a more efficient structure, the Board of Directors of Atos SE, on July 22, 2018, gave consent to the grant of a parental guarantee to the Atos Pension Schemes Limited as trustee of the new Atos UK 2019 Pension Scheme set up on November 1, 2019. Under this guarantee, Atos SE guarantees the obligations of the sponsoring employers vis-à-vis the pension scheme. On December 22, 2020, the guarantee has been confirmed and extended to take into consideration the merger of the Atos 2011 Pension Trust into the Atos UK 2019 Pension Scheme and the transfer of the related liabilities. The new total estimated amount of the guarantee was £332 million (€383 million) at December 31, 2023.

Due to Atos credit rating downgrades in 2023, it is likely that the Group will face difficulties to issue in 2024 bank and parental guarantees.

Note 16 Litigations

The Group is regularly involved in various claims and legal proceedings arising in the ordinary course of business. While the Group does not expect that the ultimate resolution of any existing claims and proceedings (other than the specific matter described below, if decided adversely), individually or in the aggregate, will have a material adverse effect on its financial position, an unfavorable outcome in some or all of these proceedings could have a material adverse impact on results of operations or cash flows for a particular period. This assessment is based on the current understanding of relevant facts and circumstances. As such, the Group view of these matters is subject to uncertainties and may change in the future.

Moreover, the Group includes many entities located in other countries than France and is regularly audited by local tax authorities. Several audits and tax-related proceedings or disputes have been initiated or are currently being conducted by those authorities or in the courts, but none are expected to give rise to or has given rise to material tax expense that could have a significant impact on the financial statements as the Group considers that it has sound means of defense and that it employs the legal procedures available to it to prevent any unfavorable outcome.

TriZetto

In 2015, Syntel initiated a lawsuit against the TriZetto Group and Cognizant Technology Solutions, stating claims for breach of contract, intentional interference with contractual relations and misappropriation of confidential information. In response to the complaint, TriZetto and Cognizant asserted various counterclaims, including claims against Syntel for copyright infringement and trade secret misappropriation.

On October 27, 2020, a jury in the U.S. District Court for the Southern District of New York found Syntel, which was acquired by Atos in 2018, liable for trade secret misappropriation and copyright infringement and specified approximately $855 million in damages in favor of Cognizant and TriZetto, of which $570 million of punitive damages.

On April 20, 2021, the United States District Court for the Southern District of New York granted in part the post-trial motion filed by Syntel. The Court reduced the jury's $855 million damages award to $570 million and denied Cognizant and TriZetto's request for an additional $75 million in pre-judgment interest.

In its decision, the Court held that sufficient evidence existed to support the jury's verdict of trade secret misappropriation and that the jury's award of $285 million in compensatory damages was not contrary to law. However, the Court found that the jury's $570 million punitive damages award was excessive and should be reduced to $285 million. TriZetto agreed to this reduction. The Court also issued an injunction prohibiting future use by Syntel of the specific trade secrets at issue in the trial.

The appeal was filed with the U.S. Court of Appeals for the Second Circuit on May 26, 2021 and briefing was completed on December 23, 2021. The oral argument in the Court of Appeals took place on September 19, 2022. In order to avoid any immediate payment, Syntel was required to post a supersedeas bond for approximately the remaining damages amount at the time the appeal was filed ($571 million – see Note 15).

On May 25, 2023, the United States Second Circuit Court of Appeals vacated the decision issued by the United States District Court for the Southern District of New York. In its decision, the Second Circuit held that the use of the avoided development costs methodology, underlying the initial $570 million damages, was contrary to the law. The Second Circuit remanded the case to the District Court for further consideration if any amount of damages are still appropriate.

In December 2023, the US Supreme Court denied TriZetto's appeal. As a result, TriZetto cannot pursue any damages under the DTSA (Defend Trade Secrets Act). The matter must now be heard by the District Court to determine if any damages are applicable under New York or copyright law. Based on the joint stipulation that the parties submitted to the judge, the supersedeas bond was significantly reduced.

On March 13, 2024, the United States District Court for the Southern District of New York, as part of Syntel's ongoing litigation with Cognizant and its subsidiary TriZetto, vacated the remaining compensatory damages judgments entered in this case: (i) the $142,427,596 New York trade secret misappropriation award and (ii) the $59,100,000 copyright infringement award. Therefore no compensatory damage will have to be paid by Atos. The District Court granted TriZetto's motion for attorney's fees in the amount of $14,548,992. The decision is not final yet.

Note 17 Related party transactions

Related parties are defined as follows:

- entities which are controlled directly by the Group, either solely or jointly, or indirectly through one or more intermediary controls, entities which offer post-employment benefits in favor of employees of the Group, or entities which are controlled or jointly owned by a member of the key management personnel of the Group as defined hereafter; and
- key management personnel of the Group defined as persons who have the authority and responsibility for planning, directing and controlling the activity of the Group, namely members of the Board of Directors, as well as members of the Executive Board.

Transactions between Atos and its subsidiaries, which are related parties of the Group, have been eliminated in consolidation and are not disclosed in this note.

Transactions between the related parties

The main transactions between the related entities are composed of:

- The reinvoicing of the premises;
- The invoicing of delivery services such as personnel costs or use of delivery infrastructure;
- The invoicing of administrative services; and
- The interest expense related to the financial items.

These transactions are entered into at market conditions.

At December 31, 2023, there were no receivables or liabilities included in the statement of financial position linked to related parties.

Compensation of members of the Board of Directors and members of the Executive Board

The remuneration of the key members of Management during the year is set out below:

(in € million)	12 months ended December 31, 2023	12 months ended December 31, 2022
Short-term benefits	20	12
Employer contributions & other taxes	4	3
Post-employment benefits	0	0
Equity-based compensation: stock options & free share plans	3	3
Total	**27**	**18**

Short-term benefits include salaries, bonuses, fringe benefits and severance payments. Bonuses correspond to the total charge reflected in the income statement including the bonuses actually paid during the year, the accruals relating to current year and the release of accruals relating to prior year.

Note 18 Consolidation scope as of December 31, 2023: main entities

	% of Interest	Consolidation method	% of Control	Address
HOLDING COMPANIES				
Atos SE	Group Parent Company			80, quai Voltaire - 95870 Bezons, France
Atos International BV	100	FC	100	Burgemeester Rijnderslaan 30, 1185 MC Amstelveen
Saint Louis Ré SA	100	FC	100	12 rue du Chateau d'Eau, 3364 Leudelange, Luxembourg
Atos International SAS	100	FC	100	80, quai Voltaire - 95870 Bezons, France
Bull SA	100	FC	100	68, Rue Jean Jaurès - 78340 Les Clayes-sous-Bois, France
FRANCE				
Atos France	100	FC	100	80, quai Voltaire - 95870 Bezons
Atos Worldgrid SAS	100	FC	100	80, quai Voltaire - 95870 Bezons
Yunano SAS	100	FC	100	80, quai Voltaire - 95870 Bezons
Bull SAS	100	FC	100	68, Rue Jean Jaurès - 78340 Les Clayes-sous-Bois
Agarik SAS	100	FC	100	80, quai Voltaire - 95870 Bezons
Avantix SAS	100	FC	100	655, avenue Galilée - 13794 Aix en Provence
Evidian SA	100	FC	100	68, Rue Jean Jaurès - 78340 Les Clayes-sous-Bois
Keynectis SA	100	FC	100	Tour Eria, 5 rue Bellini - 92800 Puteaux
Atos Digital Security SAS	100	FC	100	50, avenue Daumesnil - 75012 Paris
Eviden France SAS	100	FC	100	80, quai Voltaire - 95870 Bezons
GERMANY				
Atos Information Technology GmbH	100	FC	100	Otto-Hahn-Ring, 6 - 81739 Munich
Eviden Germany GmbH	100	FC	100	Otto-Hahn-Ring, 6 - 81739 Munich
CHG Communications Holding GmbH	100	FC	100	Otto-Hahn-Ring, 6 - 81739 Munich
Atos IT Dienstleistung und Beratung Gmbh	100	FC	100	Luxembourger Str. 3, 45131 Essen
Atos International Germany Gmbh	100	FC	100	Otto-Hahn-Ring, 6 - 81739 Munich
Eviden International Germany GmbH	100	FC	100	Otto-Hahn-Ring 6, 81739, Munich
Applied International Informatics GmbH	100	FC	100	Torstraβe, 49 - 10119 Berlin
Bull GmbH	100	FC	100	Von-der-wettern-straße, 27 - 51149 Cologne
Science + computing AG	100	FC	100	Hagellocher Weg, 73 - 72070 Tübingen
Energy4u GmbH	100	FC	100	Albert-Nestler Straße, 17 - 76131 Karlsruhe
Atos Support GmbH	100	FC	100	The Squaire, Am Flughafen 14 - 60549 Frankfurt am Main
Atos IT Services GmbH	100	FC	100	Luxemburger Str.. 3, 45131 Essen
Atos Systems Business Services GmbH	100	FC	100	Am seestem, 1 - 40547 Dusseldorf
Cycos AG	95.1	FC	100	Joseph-von-Frauenhofer-Straβe, 5 - 52477 Alsdorf
CV Cryptovision GmbH	100	FC	100	Munscheidstr. 14 - 45886 Gelsenkirchen

	% of Interest	Consolidation method	% of Control	Address
THE NETHERLANDS				
Eviden Netherlands BV	100	FC	100	Burgemeester Rijnderslaan, 30 - 1185 MC Amstelveen
Atos Telco Services BV	100	FC	100	Burgemeester Rijnderslaan, 30 - 1185 MC Amstelveen
Atos Netherlands BV	100	FC	100	Burgemeester Rijnderslaan 30, 1185 MC Amstelveen
Motiv IT Masters BV	100	FC	100	(3402 PL) Ijsselstein - Utrechtseweg 34 e
OTHER EUROPE - MIDDLE EAST - AFRICA				
Algeria				
Bull Algerie	100	FC	100	Rue Yehia El-Mazouni, 16, El Biar - Algiers
Austria				
Atos IT GmbH	100	FC	100	Siemensstraße, 92 - 1210 Vienna
Eviden Technologies Beteiligungen GmbH	100	FC	100	Wagramer Straße 19, Stock 16, 1220 Vienna
Atos IT Solutions and Services GmbH	100	FC	100	Siemensstraße, 92 - 1210 Vienna
Atos Technologies Austria GmbH	100	FC	100	Wagramer Strabe 19, stock 16, 1220 Vienna
TSG EDV-Terminal Service GmbH	99	FC	100	Modecenterstraße, 1 - 1030 Vienna
SEC Consult Austria	100	FC	100	14, 1. Stock Komarigasse - 2700 Wiener Neustadt
Belgium				
Eviden Belgium SA/NV	100	FC	100	Da Vincilaan, 5 - 1930 Zaventem
Atos Belguim BV	100	FC	100	Da Vincilaan, 5 - 1930 Zaventem
Bulgaria				
Atos IT Solutions and Services EOOD	100	FC	100	Oborishte Region, 2 Maria Luiza Blvd, TZUM Business Center, 4th floor 1000 Sofia
Eviden Global Delivery Center EOOD	100	FC	100	2 Knyaginya Maria Louisa Blvd TZUM Business Center, 4th floor 1000 Sofia
Ivory Coast				
Bull Cote d'Ivoire	100	FC	100	31, avenue Noguès - 01 BP 1580 Abidjan 01
Denmark				
Atos IT Solutions and Services A/S	100	FC	100	Stensmosevej 15 , 2620 Albertslund
Eviden Denmark ApS	100	FC	100	Langebjergvænget 18, 4000 Roskilde
Croatia				
Atos IT Solutions and Services d.o.o	100	FC	100	Heinzelova, 69 - 10000 Zagreb
Czech Republic				
Atos IT Solutions and Services s.r.o.	100	FC	100	Doudlebská, 1699/5 - 14000 Prague 4
Atos Czech Republic s.r.o.	100	FC	100	14000 Prague 4, Doudlebska 1699/5
DataSentics AS	100	FC	100	Washingtonova, 1599/17, Nové Město - 11000 Prague 1
Gabon				
Bull Gabon	100	FC	100	Immeuble Abiali, ZI d'Oloumi - BP 2260 Libreville
Greece				
Atos Greece SA	100	FC	100	Irakleio Avenue, 455, N. Iraklio - 14122 Athens
Finland				
Atos IT Solutions and Services oy	100	FC	100	Kalkkipellontie, 6 - 026050 Espoo
Ideal Product Data Oy	100	FC	100	Jaakonkatu 2 - 01620 Vantaa

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	% of Interest	Consolidation method	% of Control	Address
Hungary				
Atos Magyarorszag Kft	100	FC	100	Neumann János street 1. (Infopark) A building 1. floor 1117 Budapest
Eviden Hungary Kft	100	FC	100	Neumann János street 1. (Infopark) A building 1. floor 1117 Budapest
Ireland				
Atos IT Solutions and Services Limited	100	FC	100	Dundrum Town Centre, Sandyford Road Dublin 16
Lebanon				
Bull SAL	100	FC	100	Rue Jal el Dib, 69 - Secteur 1 - BP 60208 Beyrouth
Lithuania				
UAB "Bull Baltija"	100	FC	100	Gostauto Street, 40 - 01112 Vilnius
Luxembourg				
Atos Luxembourg PSF SA	100	FC	100	1, rue Edmond Reuter Contern - 5326 Luxembourg
Madagascar				
Bull Madagascar SA	100	FC	100	12, rue Indira Gandhi, Tsaralalana, BP 252 Antananarivo
Morocco				
Atos IT Services SARL	100	FC	100	Espace les Palmiers, angle avenues Mehdi Benbaraka et Annakhil - Hayryad Rabat
Atos ITS Nearshore Center Maroc SARL	100	FC	100	Boulevard Al Qods, Quartier Sidi Maarouf, Casanearshore - 1100 Casablanca
Eviden Technologies Maroc	100	FC	100	Casablanca - shore 7, 1100 boulevard Al Qods – quartier Sidi Maârouf,
Bull Maroc	100	FC	100	Boulevard Al Qods, Quartier Sidi Maarouf, Casanearshore - 1100 Casablanca
Namibia				
Bull Information Technology Namibia Pty. Ltd.	100	FC	100	C/o Deloitte & Touche, Namdeb Center, Bulow street, 10 - PO Box 47 Windhoek
Poland				
Eviden Polska SA	100	FC	100	Pulawska 180 02-670 Warsaw
Atos Poland Global Services Sp zoo	100	FC	100	ul. Kraszewskiego 1 85-240 Bydgoszcz
Portugal				
Atos Soluções e Serviços para Tecnologias de Informação, Unipessoal, Ltda	100	FC	100	Avenida José Malhoa 16 - Piso sétimo B2 - Edificio Europa. Distrito: Lisboa, Concelho: Lisboa, freguesia: Campolide - 1070 159 Lisbon
Romania				
Eviden Technologies SRL	100	FC	100	Calea Floreasca, 169A, Sector 1 - 014459 Bucharest
Atos Global Delivery Center SRL	100	FC	100	Municipul Timisoara, Piata Consiliul Europei 2A, Cladirea Unidted Business Center 1, et 2, 300627 Judet Timis
Atos Convergence Creators SRL	100	FC	100	Municipiul Braşov, Strada MIHAIL KOGĂLNICEANU, Nr. 21, Bloc C6, Judet Braşov
Senegal				
Bull Senegal	100	FC	100	Cité Keur Gorgui, Immeuble Khadimou Rassoul - BP 3183 Dakar
Serbia				
Atos IT Solutions and Services d.o.o.	100	FC	100	Danila Lekica Spanca 31 - 11070 Belgrade
South Africa				
Atos (PTY) Ltd	74	FC	100	Woodlands Office Park, Ground Floor Building 32 - 2144 Woodlands

	% of Interest	Consolidation method	% of Control	Address
Spain				
Atos Consulting Canarias SA	100	FC	100	Calle Subida al Mayorazgo, 24b - 38110 Santa Cruz de Tenerife
Atos Spain SA	100	FC	100	Albarracin, 25 - 28037 Madrid
Atos IT Solutions and Services Iberia SL	100	FC	100	Ronda de Europa, 5 - 28760 Madrid
Atos Worldgrid SL	100	FC	100	Calle Isabel Torres, 19 Edificio Cisga - 39011 Santander
Atos Holding Iberia SL	100	FC	100	ALBARRACIN 25, Madrid
MSL Technology SL	100	FC	100	C/ Marques de Ahumada, 7 - 28028 Madrid
Slovakia				
Eviden Slovakia SRO	100	FC	100	Pribinova 19/7828 - 811 09 Bratislava
Sweden				
Atos IT Solutions and Services AB	100	FC	100	Johanneslundsvägen, 12-14 - 194 87 Upplands Väsby
Switzerland				
Atos AG	100	FC	100	Freilagerstrasse, 28 - 8047 Zürich
Eviden AG	100	FC	100	Freilagerstarsse 28, 8047 Zurich
Turkey				
Atos Bilisim Danismanlik ve Musteri Hizmetleri Sanayi ve Ticaret A/S	100	FC	100	Yakacık Caddesi, No 111 - 18 - 34870, Kartal, Istanbul
United Arab Emirates - Dubai				
Atos Origin FZ LLC	100	FC	100	Office G20, Building DIC-9 Dubai Internet City - PO Box.500437
Atos FZ LLC Dubai Branch	100	FC	100	The Galleries Building, No2 Level 2 - 500437 Downtown Jebel Ali, Dubai
Paladion Sharjah (Branch)	100	FC	100	Saif Suite X4 - 03 and SAIF Office P8-05-58, Sharjah Airport International Free Zone, Sharjah, 120398
Qatar				
Atos Qatar Llc	100	FC	100	Sheikh Suhaim bin Hamad Street - No.89858 Doha
Egypt				
Atos IT SAE	100	FC	100	Alex Desert Road, Smart Village, Concordia Building, Ground Floor, Cairo
Saudi Arabia				
Atos Saudi LLC	49	FC	49	P. O. Box # 8772 - Riyadh-11492
THE UNITED KINGDOM				
Atos Consulting Limited	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Atos IT Services Limited	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Atos IT Services UK Limited	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Eviden Technology Services Limited	100	FC	100	44 Esplanade, JE4 9WG, St. Helier, St. Helier, Jersey
Atos UK IT Holdings Limited	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Shere Limited	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Atos BPS Ltd	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Atos UK Holdings Ltd	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London

	% of Interest	Consolidation method	% of Control	Address
Atos International IT Holdings Ltd	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Engage ESM holding LTD	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Engage ESM LTD	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Ipsotek Ltd.	100	FC	100	Acre House, 11-15 William Road - NW13ER London
Cloudreach Europe Limited	100	FC	100	3rd Floor Saffron House 6-10 Kirby Street - EC1N8TS London
ASIA PACIFIC				
Australia				
Atos (Australia) Pty Ltd	100	FC	100	Mountain Highway, 885 - 3153 Bayswater Victoria
Eviden Australia	100	FC	100	75 Castlereagh street , 2000 Sidney , Suite 5,01
China				
Eviden Information Technology (Nanjing) Co Ltd	100	FC	100	Floor 12, Building 1B Powerise accelerator, High Tech zone Software park - Nanjing Jiangsu Province
Eviden Information Technology (China) Co Ltd	100	FC	100	Room 05.161, Floor 5, Building E No.7, Zhonghuan Nanlu Wangjing - Chaoyang District Beijing
Atos Enterprise Technology (Beijing) Co Ltd	100	FC	100	Room 101, 1/F, Building 3 No. 7, Wangjing Zhonghuan Nan Road, Chaoyang District, Beijing
Atos Worldgrid Information Technology (Beijing) Co Ltd	100	FC	100	Room 05.162, Floor 5, Building E No.7, Zhonghuan Nanlu Wangjing - Chaoyang District Beijing
RTS Information Consulting (Chengdu) Co Ltd	100	FC	100	Room 108-109, 1st floor, Building B2, Tianfu Software Park, High Tech Zone - Chengdu Sichuan Province
Hong Kong				
Atos Information Technology HK Ltd	100	FC	100	8/F Octa Tower - 8 Lam Chak Street - Kowloon Bay
Eviden Hong Kong Limited	100	FC	100	RM 1301, 13th floor, Harbourside HQ, 8, Lam Chak Street, Hong Kong
Bull Information Systems (Hong Kong) Limited	100	FC	100	RM 1401 - Hutchison House - 10, Harcourt Road
India				
Eviden India Pvt Ltd	100	FC	100	1402 /1403 Supremus, E Wing, Techno Campus, Kanjurmarg (East), Mumbai City Maharashtra - 400042
Atos Sol & Sys Pvt LTD	100	FC	100	Unit No. 1401 & 1409, 14th Floor, SupremusE Wing, Techno Campus, Kanjurmarg East 400042 Mumbai
Eviden IT Services Private Limited	99.99	FC	100	Plot 8b, RMZ Centennial, Camp-B, 5th Floor, ITPL Main Road, Whitefield, Bangalore Ka 560048
Anthelio Business Technologies Private Limited	99.99	FC	100	Level 1, Part A of Tower1,Phase 2, SY.NO 115 (Part) Waverock, APIIC IT\ITES SEZ, Nanakramguda Serilingampally Mandal Hyderabad Telangana 500008
Syntel Pvt Ltd.	100	FC	100	Unit No,112, SDF IV, SEEPZ Andheri (East) Mumbai 400 096 Maharashtra
Syntel Global Pvt Ltd	100	FC	100	Ground floor, E-Tech Software Technology Park, Dhokali Naka,Kolshet road, Thane(West)-400607
Paladion Networks Pvt Ltd India	100	FC	100	49, Shilpa Vidya, 3rd Phase, 1st Main, JP Nagar, Bangalore 560068
Japan				
Eviden KK	100	FC	100	6 F, Daisan Toranomon Denki Building - 1-2-20 Minato-ku Tokyo
Atos Technologies Japan	100	FC	100	6 F, Daisan Toranomon Denki Building - 1-2-20 Minato-ku Tokyo

	% of Interest	Consolidation method	% of Control	Address
Evidian-Bull Japan KK	100	FC	100	6 F, Daisan Toranomon Denki Building - 1-2-20 Minato-ku Tokyo
Malaysia				
Atos Services (Malaysia) SDN BHD	100	FC	100	16-A (1st Floor) Jalan Tun Sambanthan - 3 Brickfields - 50470 Kuala Lumpur
Philippines				
Atos Information Technology Inc	99.94	FC	100	23/F Cyber One Building - Eastwood City - Cyberpark - 1110 Libis, Quezon City
XBS Disposition Subsidiary Philippines Inc	100	FC	100	8th Floor, Two E-Com Center, Palm Coast Ave., Mall of Asia Complex, 1110 Pasay City
Singapore				
Atos Information Technology (Singapore) Ptd Ltd	100	FC	100	Blk 988 Toa Payoh North #08-01 - 319002
Eviden Singapore Pte Ltd	100	FC	100	988 TOA PAYOH NORTH #08-01 - 319002
Taiwan				
Atos (Taiwan) Ltd	100	FC	100	5F, No 100 Sec 3, Min Sheng E. Road - Taipei
Thailand				
Atos IT Solutions and Services Ltd	100	FC	100	2922/339 Charn Issara Tower II - 36th Floor - New Petchburi Road - Bangkapi - Huay Kwang - 10310 Bangkok
AMERICAS				
Argentina				
Atos Argentina SA	100	FC	100	Virrey Liniers 2250, C1241ABV – Buenos Aires
Bull Argentina SA	100	FC	100	Manuela Saenz 323 5to. Piso Of. 506 - C 1107 bpa, Buenos Aires
Brazil				
Atos Brasil Ltda	100	FC	100	Avenida das Nacoes Unidas, 12901 - Torre Norte, 19 Andar, PARTE B - Brooklin, CEP 04578-910, na Cidade de Sao Paolo
Atos Serviços de Tecnologia da Informação do Brasil Ltda	100	FC	100	Avenida das Nacoes Unidas, 12901 - Torre Norte, 19 Andar, PARTE B - Brooklin, CEP 04578-910, na Cidade de Sao Paolo
Bull Ltda.	100	FC	100	Avenida das Nacoes Unidas, 12901 - Torre Norte, 19 Andar, PARTE B - Brooklin, CEP 04578-910, na Cidade de Sao Paolo
Canada				
Eviden Inc	100	FC	100	c/o Gowling WLG (Canada) LLP, One Main Street West ON L8P 4Z5 Hamilton
Atos Technologies Canada Inc	100	FC	100	5770 Hurontario Street, Suite B150, Missisauga, Ontario L5R 3G5
Eviden Services, Inc	100	FC	100	415, Rue Saint-Antoine cuest Bureau, 400 Montréal - Québec H2Z 2B9
Processia Solutions Inc	100	FC	100	3131, St-Martin ouest, Laval - QC H7T 2Z5
AppCentrica Inc	100	FC	100	3 Church Str, suite 600, Toronto - Ontario M5E 1M2
Colombia				
Atos IT Solutions and Services S.A.S	100	FC	100	Autopista Norte Carrera 45 N° 108-27 Torre 2 oficina 1505 - Bogotá
Mexico				
Atos Global Delivery Center México, S. de R.L. de C.V.	100	FC	100	Sevilla No. 40 Piso 3 - Colonia Juarez delgation Cuauhtemoc - 06600 Ciudad de Mexico

	% of Interest	Consolidation method	% of Control	Address
The United States of America				
Atos IT Solutions and Services Inc	100	FC	100	4851 Regent Boulevard - Irving, TX 75063
Eviden USA, Inc	100	FC	100	5920 Windhaven Pkwy, Suite 110, Plano, TX 75093
Atos IT Outsourcing Services, LLC	100	FC	100	5920 Windhaven Parkway, Suite 120 Plano, TX 75093
Eviden Technologies USA 3, LLC	100	FC	100	5920 Windhaven Pkwy, Suite 110, Plano, TX 75093
Atos Governmental IT Outsourcing Services, LLC	100	FC	100	4851 Regent Boulevard - Irving, TX 75063
Atos Healthcare Services, LLC	100	FC	100	4851 Regent Boulevard - Irving, TX 75063
Eviden Technologies USA 2, LLC	100	FC	100	251 Little Falls Drive 19808 City of Wilmington, County of New Castle
Atos Syntel Inc	100	FC	100	525 E. Big Beaver Road,Suite 300, Troy, MI 48083
Anthelio Global Inc	100	FC	100	One Lincoln Centre, Suite 200 - 5400 LBJ Freeway TX 75240 Dallas
Atos Digital Health Solutions, Inc	100	FC	100	4851 Regent Boulevard - Irving, TX 75063
Atos Technologies USA, LLC	100	FC	100	5920 Windhaven Parkway, Suite 120 Plano, TX 75093
Pyramid Healthcare Solutions Inc	100	FC	100	One Lincoln Centre, Suite 200 - 5400 LBJ Freeway TX 75240 Dallas
Evidian Systems Inc	100	FC	100	4851 Regent Boulevard - Irving, TX 75063
Engage ESM Inc	100	FC	100	4851 Regent Boulevard - Irving, TX 75063
Maven Wave Partners LLC	100	FC	100	71 S. Wacker Drive, Suite 2040, Chicago, IL 60606
Paladion Technologies Inc	100	FC	100	Delaware corporation with its office at 11480 Commerce Park drive, Suite 210, Reston Virginia 20191
Eagle Creek Software Services	100	FC	100	10050 Crosstown Circle, Suite 360, Eden Prairie, Minnesota 55344
Nimbix Inc	100	FC	100	800 E. CAMPBELL ROAD, SUITE 241, TX 75081 RICHARDSON
VisualBI Solutions Inc	100	FC	100	4851 Regent Boulevard - Irving, TX 75063
Cloudreach Inc	100	FC	100	230 Avenue of The Americas FL 19 New York, NY, 10020-1520 NY, 10020-1520 New York
Cloudamize Inc	100	FC	100	3340 Peachtree Rd NE, Suite 2550, Atlanta, GA 30326
Uruguay				
Bull Uruguay SA	100	FC	100	Av. Dr Luis A. de Herrera, 2802 - 1160 Montevideo

Note 19 Subsequent events

On January 9, 2024, the remaining amount available on the revolving credit facility was drawn, representing an additional drawdown of €320 million (see Note 6.4).

On January 19, 2024, the rating agency Standard and Poor's downgraded Atos rating from BB- to B- placing Atos on CreditWatch Developing. On February 9, 2024, Atos rating was further downgraded from B- to CCC with negative outlook.

On January 29, 2024, the first 6-month extension of the €1.5 billion Term Loan A took effect (see Note 6.4).

On February 5, 2024, Atos announced that a *mandataire ad hoc* had been appointed to frame the discussions with the banks with a view to reaching a refinancing plan for its financial debt.

On February 28, 2024, Atos announced that, in the context of its exclusive negotiations with EP Equity Investment ("EPEI") for the potential sale of Tech Foundations announced on August 1, 2023, the parties have not reached a mutually satisfactory agreement. The discussions and the put agreement have therefore been terminated by mutual consent, with no indemnification on either side.

On March 13, 2024, the United States District Court for the Southern District of New York, as part of Syntel's ongoing litigation with Cognizant and its subsidiary TriZetto, vacated the remaining compensatory damages judgments entered in this case: (i) the $142,427,596 New York trade secret misappropriation award and (ii) the $59,100,000 copyright infringement award. Therefore no compensatory damage will have to be paid by Atos. The District Court granted TriZetto's motion for attorney's fees in the amount of $14,548,992. The decision is not final yet. As a result, the Group considers that the amount of the provision remaining at Decembre 31, 2023 is still adequate.

On March 19, 2024, Atos announced it has been informed by Airbus that discussions related to the sale of its BDS (Big Data & Security) business will not proceed.

On March 25, 2024, an amicable conciliation procedure was opened at the request of Atos SE for a limited period of four months, which may be extended by one month.

Note 20 Auditors' fees

	Grant Thornton				Deloitte			
	Grant Thornton		Other Grant Thornton member firms		Deloitte & Associés		Other Deloitte member firms	
(in € thousand and %)	Fees	%	Fees	%	Fees	%	Fees	%
Audit and limited review of individual and consolidated financial statements								
Parent company	1,128	40%	-	0%	1,537	34%	-	0%
Subsidiaries	954	34%	4,316	77%	1,397	31%	1,383	85%
Sub-total Audit	**2,083**	**74%**	**4,316**	**77%**	**2,934**	**65%**	**1,383**	**85%**
Non audit services*								
Parent company	435	16%	-	0%	1,103	25%	-	0%
Subsidiaries	285	10%	1,301	23%	448	10%	237	15%
Sub-total Non Audit	**720**	**26%**	**1,301**	**23%**	**1,551**	**35%**	**237**	**15%**
Total fees 2023	**2,802**	**100%**	**5,617**	**100%**	**4,485**	**100%**	**1,620**	**100%**

(*) In 2023, non audit services related to services provided at the Company's request and notably corresponded to (i) certificates and reports issued as independent third party on human resources, environmental and social information pursuant to article of the French Commercial Code, (ii) tax services, authorized by local legislation, in some foreign subsidiaries, and (iii) services related to the Group restructuration.

	Grant Thornton				Deloitte			
	Grant Thornton		Other Grant Thornton member firms		Deloitte & Associés		Other Deloitte member firms	
(in € thousand and %)	Fees	%	Fees	%	Fees	%	Fees	%
Audit and limited review of individual and consolidated financial statements								
Parent company	1,035	59%	-	0%	1,229	48%	-	0%
Subsidiaries	717	41%	3,802	75%	1,218	48%	1,124	76%
Sub-total Audit	**1,752**	**100%**	**3,802**	**75%**	**2,447**	**96%**	**1,124**	**76%**
Non audit services*								
Parent company	-	0%	-	0%	103	4%	-	0%
Subsidiaries	4	0%	1,292	25%	-	0%	347	24%
Sub-total Non Audit	**4**	**0%**	**1,292**	**25%**	**103**	**4%**	**347**	**24%**
Total fees 2022	**1,756**	**100%**	**5,093**	**100%**	**2,550**	**100%**	**1,471**	**100%**

(*) In 2022, non audit services related to services provided at the Company's request and notably corresponded to (i) certificates and reports issued as independent third party on human resources, environmental and social information pursuant to article of the French Commercial Code, and (ii) tax services, authorized by local legislation, in some foreign subsidiaries.

6.2 Parent company summary financial statements

6.2.1 Statutory auditors' report on the financial statements for the year ended December 31, 2023

This is a translation into English of the statutory auditors' report on the financial statements issued in French and it is provided solely for the convenience of English-speaking users. This statutory auditors' report includes information required by French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders' Meeting of Atos S.E.,

Opinion

In compliance with the engagement entrusted to us by your Shareholders' Meeting, we have audited the accompanying financial statements of Atos S.E. for the year ended December 31, 2023.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2023 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Accounts Committee.

Basis for opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (*code de commerce*) and the French Code of Ethics (*code de déontologie*) for statutory auditors, for the period from January 1, 2023 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Material uncertainty related to going concern

Without qualifying the above opinion, we draw your attention to the material uncertainty surrounding events or circumstances that could call into question the Company's ability to continue as a going concern as described in Note 20 "Liquidity and going concern situation" to the financial statements.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code relating to the justification of our assessments, in addition to the matter described in the section "Material uncertainty related to going concern", we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Valuation of participating interests

Note "Accounting rules and policies – Financial assets" and Note 2 "Financial fixed assets" to the financial statements

Key Audit Matter	Our audit approach
As of December 31, 2023, participating interests are recorded on the balance sheet at a net book value of €5,316 million, or 67% of total assets. Participating interests are initially booked at their acquisition cost. A provision for impairment is recognized when the acquisition cost exceeds the value in use, determined as follows: • for operating subsidiaries: based on the enterprise value determined according to a multicriteria approach, including (i) discounted cash flows (DCF) based on the Group's revised medium-term plan, and (ii) market multiples; • for non-operating subsidiaries (holding companies): based on their net equity and their share in the adjusted net assets of their subsidiaries, if any. A provision for the impairment of participating interests, net of reversals, in the amount of €5,320 million was recorded for 2023. We considered the valuation of participating interests as a key audit matter, given the weight of these assets in the balance sheet and the significant judgments made by Management, in particular for assumptions used to determine discounted cash flows and market multiples used.	Our assessment of the valuation of participating interests is based on the process implemented by the Company to determine their value in use. We performed the following procedures: • - for valuations based on enterprise value determined using a multicriteria approach: – we assessed, with the assistance of our valuation specialists, the appropriateness of the valuation methodology, market multiples and the assumptions underlying cash forecasts, – we reconciled these cash forecasts with the mid-term budgets by activity prepared by Management and presented to the Board of Directors; – we analyzed the consistency of the assumptions used, primarily through discussions with Management, and future growth prospects; • - for valuations based on their net worth and their share in the adjusted net assets of subsidiaries, we verified the consistency of their net worth and shares held by your Company with the financial statements of the different entities. Finally, we verified the appropriateness of the disclosures in Notes 2 "Financial fixed assets" and 20 "Liquidity and going concern situation" to the financial statements relating to the refinancing proposals received in the context of the financial restructuring, and, in particular, the information relating to the non-consideration of such proposals for the valuation of participating interests as of December 31, 2023.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to Shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in the other documents with respect to the financial position and the financial statements provided to Shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D.441-6 of the French Commercial Code.

Report on corporate governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Articles L.225-37-4, L.22-10-10 and L.22-10-9 the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code relating to remuneration and benefits received by or awarded to the Directors and any other commitments made in their favor, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your Company from controlled enterprises included in the scope of consolidation. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your Company considered likely to have an impact in the event of a takeover bid or exchange offer, provided pursuant to Article L.22-10-11 of the French Commercial Code, we have agreed this information to the source documents communicated to us. Based on these procedures, we have no observations to make on this information.

Other Information

In accordance with French law, we have verified that the required information concerning the purchase of investments and controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Other Legal and Regulatory Verifications or Information

Format of presentation of the financial statements intended to be included in the annual financial report

We also verified, in accordance with professional standards for statutory audit procedures to be carried out on parent company and consolidated financial statements presented in the single electronic reporting format, that the presentation of parent company financial statements to be included in the annual financial report referred to in section I of Article L.451-1-2 of the French Monetary and Financial Code (*code monétaire et financier*), prepared under the responsibility of the Chief Executive Officer, complies with the format specified in Commission Delegated Regulation (EU) 2019/815 of December 17, 2018.

Based on our work, we conclude that the presentation of the parent company financial statements to be included in the annual financial report complies, in all material aspects, with the single electronic reporting format.

It is not our responsibility to verify that the parent company financial statements ultimately included by your Company in the annual financial report filed with the AMF correspond to those on which we performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of the Company by your Shareholders' Meetings of December 16, 1993 for Deloitte & Associés, and October 31, 1990 for Grant Thornton.

As at December 31, 2023, Deloitte & Associés and Grant Thornton were in the 30th and 33rd year of total uninterrupted engagement, which is the 28th year for both firms since the securities of the Company were admitted to trading on a regulated market.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Accounts Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.821-55 of the French Commercial Code, our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements;

- assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Accounts Committee

We submit a report to the Accounts Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Accounts Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Accounts Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code and in the French Code of Ethics for statutory auditors. Where appropriate, we discuss with the Accounts Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris–La Défense and Neuilly-sur-Seine, May 16, 2024

The Statutory Auditors

Deloitte & Associés

Jean-François Viat

Grant Thornton

French member of Grant Thornton International

Samuel Clochard

6.2.2 Statutory Auditors' special report on regulated agreements with third parties – Shareholders' Meeting held to approve the financial statements for the year ended December 31, 2023

This is a free translation into English of the statutory auditors' special report on regulated agreements that is issued in the French language and is provided solely for the convenience of English-speaking users. This report on regulated agreements should be read in conjunction with, and is construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders' Meeting of Atos S.E.,

In our capacity as Statutory Auditors of your company (the "Company"), we hereby report to you on regulated agreements with third parties.

The terms of our engagement require us to communicate to you, based on information provided to us, the principal terms and conditions of those agreements brought to our attention or which we may have discovered during the course of our audit, as well as the reasons justifying that such agreements and commitments are in the Company's interest, without expressing an opinion on their usefulness and appropriateness or identifying other such agreements, if any. It is your responsibility, pursuant to Article R. 225-31 of the French Commercial Code (*code de commerce*), to assess the interest involved in respect of the conclusion of these agreements and commitments for the purpose of approving them.

Our role is also to provide you with the information provided for in Article R. 225-31 of the French Commercial Code in respect of the performance of the agreements, already authorized by the Shareholders' Meeting and having continuing effect during the year, if any.

We conducted the procedures we deemed necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes)* relating to this engagement.

Agreements submitted for approval to the shareholders' meeting

Agreements authorized and concluded during the year

We hereby inform you that we have not been advised of any agreements authorized and entered into during the year that would require the approval of the Annual General Meeting pursuant to Article L.225-38 of the French Commercial Code.

Agreements already approved by the shareholders' meeting

Agreements approved in prior years whose implementation continued during the year

We hereby inform you that we have not been advised of any agreements previously approved by the Shareholders' Meeting which remained in force during the year.

Paris–La Défense and Neuilly-sur-Seine, May 16, 2024

The Statutory Auditors

French original signed by

Deloitte & Associés
Jean-François Viat

Grant Thornton
French member of Grant Thornton International
Samuel Clochard

6.2.3 Atos SE Financial statement

As of December 31, 2023, the Group issued common stock amounted to € 111.4 million comprising 111,439,307 fully paid-up shares of € 1 per value each. Atos shares are traded on the Paris Euronext market under ISIN FR0000051732. The shares are not listed on any other stock exchange. Atos SE is the only listed company of the Group.

Balance sheet

(in € thousand)	Notes	December 31, 2023 Gross	December 31, 2023 Amortization/ Depreciation	December 31, 2023 Net	December 31, 2022
Assets					
Intangible fixed assets	Note 1	113,918	-113,918		-
Tangible fixed assets		-	-	-	-
Participating interests	Note 2	12,135,588	-6,818,698	5,316,890	8,812,183
Other participating interests	Note 2				
Other long-term investments	Note 2	54,069	-5,989	48,080	529
Total fixed assets		**12,303,575**	**-6,938,605**	**5,364,970**	**8,812,712**
Advances and down payments					635
Trade accounts and notes receivable	Note 3	210,503		210,503	113,165
Other receivables	Note 3	1,375,406	-7	1,375,399	997,605
Cash and cash equivalent	Note 4	980,552	-399	980,153	2,157,691
Total current assets		**2,566,461**	**-406**	**2,566,055**	**3,269,096**
Prepayments, deferred expenses	Note 5	38,326		38,326	34,218
Total assets		**14,908,362**	**-6,939,011**	**7,969,351**	**12,116,026**

(in € thousand)	Notes	December 31, 2023	December 31, 2022
Liabilities and shareholders' equity			
Common stock		111,439	110,952
Additional paid-in capital		1,626,737	1,630,225
Legal reserves		11,076	11,076
Other reserves and retained earnings		3,363,952	4,064,629
Net income for the period		-5,032,627	-700,677
Shareholders' equity	**Note 6**	**83,577**	**5,116,205**
Provisions for contingencies and losses	Note 7	23,807	273,700
Borrowings	Note 8	4,627,616	4,673,362
Trade accounts payable	Note 9	109,438	102,155
Other liabilities	Note 9	3,124,643	1,950,466
Total liabilities		**7,885,504**	**6,999,684**
Unrecognised exchange gains, deferred income	Note 10	269	137
Total liabilities and shareholders' equity		**7,969,351**	**12,116,026**

Income statement

(in € thousand)	Notes	December 31, 2023	December 31, 2022
Revenue	Note 11	117,963	124,413
Other income		4,193	1,783
Total operating income		122,156	126,196
Purchases and external expenses		-35,492	-28,797
Taxes		-2,036	-820
Remuneration and social charges		-4,749	-3,214
Depreciation amortization and provisions			-13,418
Other expenses	Note 12	-9,269	-3,202
Total operating expenses		-51,546	-49,452
Operating margin		70,610	76,744
Net financial result	Note 13	-5,017,442	-870,959
Net income on ordinary activities		-4,946,832	-794,215
Non-recurring items	Note 14	-106,459	88,924
Employee profit sharing			
Corporate income tax	Note 15	20,664	4,614
Net income for the period		-5,032,627	-700,677

6.2.4 Notes to the Atos SE statutory financial statements

Atos SE Activity

Atos SE main activities are:

- the management of the Atos trademark;
- the management of Group participating interests;
- the management of Group financing activities.

Revenue consists mainly of trademark fees received from Group subsidiaries.

The company Atos SE is the parent company of the Atos Group and consequently establishes consolidated financial statements.

Highlights

Following the announcement on June 14, 2022 of the Group's project to separate the historical activities of Atos (Tech Foundations) and its Big Data and Cybersecurity ("BDS") and Digital activities (Eviden), Atos entered into discussions with Airbus, as announced on February 16, 2023, for the acquisition of a minority stake of 29.9% in Eviden. On March 29, 2023, Atos announced Airbus' decision to no longer pursue the discussions.

On August 1, 2023, Atos announced the contemplated sale of Tech Foundations, and provides regularly updates regarding the discussions with EP Equity Investment ("EPEI").

Atos also regularly informs the market of the progress of its refinancing plan. Atos has announced its financing plan and its adjustments and discussions with its banks with a view to reaching a refinancing plan.

Regarding the evolution of Atos' governance, on October 4, 2023, Yves Bernaert was appointed CEO.

On October 16, 2023, Atos announced changes in the Board of Directors composition, with notably, the appointment of Jean-Pierre Mustier as new Chairman of the Board.

Rules and accounting methods

The 2023 financial statements of Atos SE have been prepared in application with ANC 2020-05 and current regulations with generally accepted accounting principles in France.

General conventions were applied, in the respect of:

- principle of prudence;
- principle of going concern;
- permanence of the accounting methods from one exercise to another;
- cut-off principle.

As a principle, items are booked in the accountancy based on the historical cost method.

The annual accounts are established and presented in thousands of euros.

Intangible assets

Intangible assets consist of software and merger deficit.

The softwares are booked at the acquisition cost and amortized on a straight-line basis over their expected useful life.

Those assets are fully depreciated at December 31, 2023.

Tangible assets

There are no tangible assets at December 31, 2023.

Financial assets

Financial assets consist of participating interests and other financial investments (loans and deposits).

Participating interests carried in the balance sheet are booked at their acquisition cost, including any transaction fee.

At each year end close, participating interests are valued at their value-in-use. A provision for impairment is set aside when the acquisition cost exceeds the value-in-use determined as follows:

- for operational subsidiaries: enterprise value is determined based on a multicriteria approach, including (i) Discounted Cash Flows (DCF) which are based on the mid-term plan of the Group, and (ii) trading multiples;
- for non-operational subsidiaries (holding entities), on the basis of their net equity and their share of the revalued net assets in their subsidiaries, if any.

Trade accounts and notes receivable

Trade accounts and notes receivable are recorded at their nominal value. They are calculated individually and, if necessary, are subject to an impairment loss.

Trade accounts and notes receivable denominated in foreign currency are booked at their fair value at the closing date. The difference between their historical value and their fair value at year-end is booked as unrecognized exchange gain or loss.

Cash and cash equivalents

Treasury stocks are recorded at their acquisition cost in the context of a liquidity contract or in the intention to grant them as free shares plan or stock-options plan.

For the shares acquired in the context of the liquidity contract a depreciation charge is recognized when the carrying value exceeds the weighted average market price of Atos stock for the month of December.

Prepayments, deferred expenses

Deferred expenses relate exclusively to costs for issuing borrowings. Those costs are recognized over the duration of the borrowings on a straight-line basis.

Provisions

The amount of the provisions is based on the best estimate of the outflow of resources necessary to extinguish the underlying obligation.

When the participating interest is fully impaired, in addition to the depreciation of the related current assets a provision for risk may be required when the carrying value exceeds the value in-use.

Bonds

Bond issues are recorded for their refund value at the date of receipt of the funds, the trigger event.

Issue premiums are capitalized and amortized over the term of the loan.

Non-recurring items

Non-recurring items are made of incomes and expenses generated by operations which are unusual, abnormal or infrequent in their magnitude or occurrence.

Rounding

Some amounts (including data expressed in thousands or millions) and percentages presented in this Universal Registration Document have been rounded. Where applicable, the totals presented in this Universal Registration Document may differ slightly from those that would have been obtained by adding the exact (unrounded) values of these amounts.

Note 1 Intangible assets

Net value of intangible fixed assets

(in € thousand)	December 31, 2022	Acquisitions/ charges	Disposals/ reversals	December 31, 2023
Intangible assets	**113,918**			**113,918**
Amortization	-9,960			-9,960
Depreciation	-103,958			-103,958
Total of amortization & depreciation	**-113,918**			**-113,918**
Net value of intangible assets	**0**			**0**

The intangible assets are mainly composed of:

- a merger deficit resulting from the transfer of assets and liabilities from Atos Investissement 6 to Atos SE in 2004, fully depreciated since 2016. This merger deficit is allocated to the various assets brought to allow a proper follow-up and is broken down as follows:
  - France: € 40.8 million,
  - Spain: € 63.1 million;
- and other merger deficit accounted prior 2004 for a gross value of € 9.96 million, depreciated on a straight-line basis.

Note 2 Financial fixed assets

Change in financial fixed assets – Gross value

(in € thousand)	December 31, 2022	Acquisition	Decrease	December 31, 2023
Investments in consolidated companies	10,452,188	1,942,908	-259,508	12,135,588
Total Investments	**10,452,188**	**1,942,908**	**-259,508**	**12,135,588**
Intercompany loans and accrued interests	529	53,540	-	54,069
Total Other financial assets	**529**	**53,540**		**54,069**
Total	**10,452,716**	**1,996,448**	**-259,508**	**12,189,657**

Acquisition/diminution of participating interest and other movements

On June 14, 2022, for its Capital Market Day, Atos announce that it was studying a separation into two publicly listed companies: Eviden that would bring together Digital and Big Data and Cybersecurity business lines, and Tech Foundations.

For that purpose, the Group launched a reorganization plan to legally and operationally separate the Group between Tech Foundations and Eviden activities in France and abroad, therefore:

- on February 8, 2023, the Iberia SL Holding company was formed by a capital contribution of € 3,000;
- on March 6, 2023, Atos SE sells the shares of Atos Holding Germany 1 GmbH and Atos Holding Germany 2 GmbH to AIT for an amount of € 21,812 and AIDB for an amount of € 3,588;
- on May 30, 2023, Atos SE carried out the recapitalisation of Atos France by a capital increase of € 234,213,223 by raising the par value of € 1 each of the 3,718,984 shares held – thus increasing their unit value to € 63.98;
- on June 1, 2023, Atos SE increases the capital of Eviden SAS by € 25,000,000 per creation of 16,822 new shares;
- on June 15, 2023, Atos SE acquires the single share of Eviden International then held by Atos International B.V. for € 6,000 under a share transfer agreement with retroactive effect of enjoyment on January 1, 2023;
- on June 15, 2023, Atos SE acquires the 6,060 shares of Agarik then held by Bull SAS for € 303,000,000;
- on June 15, 2023, Atos SE acquires all of the shares of Atos IT Solutions & Services SRO then held by AI10 for € 2,600,000 and transferred to Atos International B.V. per contribution to reserves;
- on June 15, 2023, Atos SE acquires all the shares of Eviden Slovakia then held by Atos International B.V. for an amount of € 2,500,000;
- on June 15, 2023, Atos SE acquires all the shares of Atos Magyarorszag Kft then held by Bull International for an amount of € 1,180,000;
- on June 29, 2023, and December 28, 2023, Atos SE carried out a cash capital increase of AIT Germany for € 240,284,351 and € 750,000,000 respectively;
- on July 15, 2023, Atos SE transferred, by contribution to the capital:
  - its shares held by Atos Argentina SA (31.3% of the capital) to Atos Holding Netherlands 4 B.V. for an amount of € 6,260,398,
  - its shares held in Atos IT Solutions and Services (Colombia) for an amount of € 1,122,734,
  - its loan to Atos Tech Holding S.L. (relating to Atos IT Solutions and Services) to Netherlands 4 B.V. for an amount of € 1,795,320;
- on July 21, 2023, Atos transferred its € 11,244,250 loan with Atos Tech Holding S.L.;
- on July 28, 2023, Atos International B.V. transferred to Atos SE 220,946,356 shares of Atos Brazil Ltda and 123,994,062 shares of Atos Servicio de Technologica da Informacao da Brazil Ltda by dividend distribution for respectively € 43,472,814 and € 1;
- in July 2023, Atos SE increases the capital of Atos Spain by a cash contribution of € 15,786,000;
- Atos SE is distributed by Atos France the securities it holds in Eviden France, ImaKumo Singapore, ImaKumo Germany and ImaKumo Switzerland by way of a capital reduction of € 7,206,538 – thus Atos SE holds:
  - 879 actions from Eviden France for € 1,306,537,
  - 5,000 shares of ImaKumo Pte Ltd for € 4,800,000,
  - 25,000 shares of ImaKumo GmbH for € 1,
  - 20 shares of ImaKumo SARL for € 1,100,000;
- on September 13, 2023, Atos SE acquires the 5,559,000 shares of Atos Holding Iberia then held by Atos Spain SA for an amount of € 88,252,371, thus bringing its 100% stake;
- on September 15, 2023, acquisition of 30.84% of the share capital of Eviden SAS then held by AI10 (22,000 shares) for an amount of € 32,700,000;
- on October 31, 2023, Atos SE sells EcoAct to Schneider for € 175,130,878;
- on October 31, 2023, Atos SE acquires the sole share of Saint Louis RE held by Atos International B.V for € 34,000 and thus holds 100% of the capital;
- in 2023, Atos SE creates its subsidiaries:
  - Atos Holding France 1 per cash contribution of € 1,000,
  - Atos Holding France 2 per cash contribution of € 1,000,
  - Atos Holding France 3 per cash contribution of € 1,000;
- on December 26, 2023, Canopy UK is liquidated.

Change in financial fixed assets – Impairment

(in € thousand)	December 31, 2022	Depreciation	Release	December 31, 2023
Investments in consolidated companies	-1,640,004	-5,306,814	128,120	-6,818,698
Investments in non consolidated companies	-		-	-
Other investments	-		-	
Total	**-1,640,004**	**-5,306,814**	**128,120**	**-6,818,698**

The release of the period corresponds to the impact of Canopy UK liquidation for € 29.9 million and to Eviden Spain for € 67.6 million and Atos Investissement 10 pour € 29.5 million.

The depreciation of the period corresponds mainly to Atos International BV for € 3,364.5 million, Atos information Technology GmbH for € 863.4 million, Bull SA for € 734.1 million, Atos France pour € 201.0 million, Eviden France for € 59.0 million, Atos Holdings Netherlands for € 59.0 million and Atos International for € 20.2 million.

Net value of the financial fixed assets

(in € thousand)	Gross amount	Depreciation	Net value
Investments in consolidated companies	12,135,588	-6,818,698	5,316,890
Investments in non consolidated companies	-	-	-
Other investments		-	-
Investments	**12,135,588**	**-6,818,698**	**5,316,890**
Loans and accrued interests	54,069	-5,989	48,080
Others	-	-	-
Other financial assets	**54,069**	**-5,989**	**48,080**
Total	**12,189,657**	**-6,824,687**	**5,364,970**

As part of its financial restructuring process, the Group received on May 3, 2024, proposals that are still subject to discussions with a view to reaching a final refinancing plan and that could have an impact on the value-in-use of the financial fixed assets (see Note 20 Liquidity and going concern). As a consequence, these proposals at its current stage were not taken into account to value the participating interests of Atos SE as of December 31, 2023.

Main subsidiaries and investments

(in € thousand)	% interest	Net carrying value of participating interest as of December 31, 2023				
		Gross value at December 31, 2023	Net value at December 31, 2023	Loans and advances made by the Company not refunded	Sureties and guaranties made	Dividends received
Subsidiaries (over 50% interest)						
French subsidiaries						
Atos France	100	583,066	25,989		315,000	
Atos Participation 2	100	30,616	16,548			
Atos International	100	142,983	14,089			
Bull SA	100	1,340,194	506,445			
Atos Investissement 10	100	88,899	29,464			
Eviden SAS	100	62	15			
Atos Meda	100	8,840	6,149			
Atos Investissement 19	100	59	59			
Atos Investissement 20	100	37	0			
Atos Investissement 21	100	368	368			
Atos Worldgrid	100	32,328	32,328		21,735	
Eviden International France	100	6	0			
Eviden France SAS	55,66	59,007	0			
Agarik SAS	100	303,000	303,000			
Atos Holding FR1	100	1	0			
Atos Holding FR2	100	1	0			
Atos Holding FR3	100	1	0			
Total French subsidiaries		**2,589,468**	**934,454**		**336,735**	
Foreign subsidiaries						
St Louis Ré, Benelux	100	2,208	2,175			
Atos Spain SA	100	143,907	104,484			
Atos Information Technology GMBH	100	1,576,032	126,818		252,900	
Atos International BV, Pays Bas	100	7,638,812	4,044,020			9,179
Atos Bilisim, Turquie	81	22,276	4,410			
Atos Customer Serv Turquie	92	199	199			
Atos Magyarorszag Kft	100	1,180	1,180			
ImaKumo Sarl	100	1,100	906			
ImaKumo GmbH	100	0	0			
Eviden Germany GmbH	100	1	0		2,000	
Eviden Germany GmbH	100	1	0			
Eviden International GmbH	100	7	0			
Eviden Germany GmbH	100	7	0		6,890	
ImaKumo Pte Ltd	100	4,800	2,221			
Eviden Slovakia	100	2,500	2,500			
Atos Holding Iberia	100	88,255	88,255			
Atos Holding Netherlands 4 B.V.	100	64,083	5,111			
Total Foreign subsidiaries		**9,545,368**	**4,382,279**		**261,790**	**9,179**
Subsidiaries (10 to 50% interest)						
Group technic informatic, Spain	33	751	158			
Total Investments		**12,135,587**	**5,316,890**		**598,525**	**9,179**

(in € thousand)	
Total equity from French subsidiaries	1,336,868
Total equity from foreign subsidiaries	5,610,369
Total net income from French subsidiaries	-318,510
Total net income from foreign subsidiaries	455,764

Dividends received relate to Atos Argentine (€ 6.3 million), Atos Colombie (€ 1.1 million) et Atos Chili (€ 1.8 million) via Atos International B.V. linked to the Group reorganization plan.

Note 3 Trade accounts, notes receivable and other receivables

Trade accounts, notes receivable and other receivables

(in € thousand)	Gross amount December 31, 2023	Depreciation	Net value December 31, 2023	Net value December 31, 2022
Trade accounts and notes receivable and doubtful debtors	64,166	-	64,166	40,384
Invoices to be issued	146,337	-	146,337	72,781
Trade accounts and notes receivables	**210,503**		**210,503**	**113,165**
State and income tax	27,138	-	27,138	18,148
VAT receivable	15,933	-	15,933	13,462
Intercompany current account	1,299,661	-7	1,299,654	964,248
Other debtors	32,674	-	32,674	1,747
Other debtors	**1,375,406**	**-7**	**1,375,399**	**966,995**
Total	**1,585,909**	**-7**	**1,585,902**	**1,110,770**
Of which operating		-		

The trade accounts and doubtful debtors mainly include intra-Group receivables. The “invoices to be issued” mainly relates to intercompany invoicing of Trademark Fees for € 14.6 million and non-current items for € 131.18 million.

Intercompany current accounts include mainly receivable as part of the cash pooling.

The other receivables relate mainly to the expected earn-out, following the sale of UCC to Mitel, for an amount of € 27 million.

Maturity of trade accounts receivable and other debtors

(in € thousand)	Gross amount at December 31, 2023	Up to 1 year	1 to 5 years
Trade accounts and notes receivable and doubtful debtors	64,166	64,166	-
Invoices to be issued	146,337	146,337	-
State and income tax	27,138	27,138	-
VAT receivable	15,933	15,933	-
Intercompany current account	1,299,654	1,299,654	-
Other debtors	32,674	32,674	-
Total	**1,585,902**	**1,585,902**	**-**

Accrued income

(in € thousand)	December 31, 2023	December 31, 2022
Accrued income included in Receivable accounts		
Other receivables	200	403
Total	**200**	**403**

Note 4 Cash and cash equivalents

Cash and cash equivalents and mutual funds

(in € thousand)	Gross amount at December 31, 2023	Depreciation	Net value December 31, 2023	Net value December 31, 2022
Mutual funds	-	-	-	-
Treasury stocks – owned shares	944	-399	545	2,047
Short Term Bank deposits		-		
Cash at bank	979,608	-	979,608	2,155,644
Total	**980,552**	**-399**	**980,153**	**2,157,691**

Movement in Treasury stocks-owned shares

As of December 31, 2023, the Company owned 77,312 Atos SE shares which amounted to 0.07% of the share capital with a portfolio value of € 545,049.60, based on December 31, 2023, market price, and with a book value of € 943,732.36. These shares were purchased in the context of a share buyback program and were assigned to the allocation of shares to employees or corporate officers of the Company or its group and correspond to the hedging of its undertakings under the performance shares plans or share purchase plans.

From January 1, 2023 to December 31, 2023, the Company bought 300,000 shares.

From January 1, 2023, to December 31, 2023, the Company transferred 264,834 shares of the Company to beneficiaries of LTI (Long term Incentives) plans.

Short term bank deposits

Depending on market conditions and short-term cash flow expectations, Atos SE from time to time invests in money market funds or bank deposits.

Note 5 Prepayments and deferred expenses

(in € thousand)	December 31, 2023	December 31, 2022
Redemption premiums of bonds	6,247	7,663
Prepaid expenses	25,572	11,257
Deferred expenses	6,504	15,299
Translation differences	3	
Total	**38,326**	**34,218**

The redemption premiums of bonds, for an amount of € 6.2 million, are related to the:

- € 0.57 million bonds emitted in 2018 for € 750 million;
- € 0.80 million bonds emitted in 2018 for € 350 million;
- € 4.875 million bonds issued in 2021 for € 800 million.

The amounts are deduction made of the amortization (amortization on a straight-line basis depending on the maturities).

The prepaid expenses relate to the payment of the Marketing right of the 2024 Paris Olympic games for € 25.4 million.

The deferred expenses consist of fees amortization related to:

- the syndicated loan for € 1.0 million;
- the € 1,100 million 2018 bonds for € 1.1 million;
- the € 500 million 2019 zero coupon convertible bond for € 0.9 million;
- the € 50 million 2019 NEU MTN (Negotiable European Medium-term Note) for € 0.2 million;
- the € 800 million 2021 sustainability-linked bond for € 3.0 million;
- the € 600 million 2022 term loan for € 0.3 million.

Note 6 Shareholders' equity

Common stock

(in € thousand)	December 31, 2023	December 31, 2022
Number of shares	111,439,307	110,951,542
Nominal value *(in €)*	1	1
Common stock	**111,439**	**110,952**

Capital ownership structure over three years

	December 31, 2023		December 31, 2022		December 31, 2021	
	Shares	%	Shares	%	Shares	%
Siemens Pension Trust e.V.[1]					10,665,713	9.63%
JP Morgan Chase & Co[2]			7,587,586	6.84%		
Onepoint[3]	12,414,101	11.14%				
Bank of america[4]	5,904,331	5.30%				
Employees	3,246,526	2.91%	3,006,444	2.71%	3,372,846	3.05%
Board of Directors	9,625	0.01%	33,221	0.03%	33,665	0.03%
Treasury stock	77,312	0.07%	227,146	0.20%	181,626	0.16%
Others	89,787,412	80.57%	100,097,145	90.22%	96,476,482	87.13%
Total	**111,439,307**	**100%**	**110,951,542**	**100%**	**110,730,332**	**100%**

1. Following the crossing, downward, by Siemens Pension -Trust e.V., on October 28, 2022, of threshold of the Company's capital and voting rights, their holding is included in "others".
2. On the basis of the threshold crossing statement dated September 8, 2022 (n°222C2178).
3. On the basis of the threshold crossing statement dated December 13, 2023 (n°223C2047).
4. On the basis of the threshold crossing statement dated September 14, 2023 (n°223C1428).

Shareholders' agreements

The Company has not received notice of any shareholder agreements for filing with the stock exchange authorities and, to the best knowledge of the Company, no "action de concert" or similar agreements exists.

The Company is not aware of any agreements between shareholders that could result in restrictions on the transfer of shares and the exercise of the Company's voting rights.

To the Company's knowledge, there is no agreement capable of having a material effect, in case of public offer on the share capital of the Company.

Share buy-back legal Framework

The 19th resolution of the Annual General Meeting of June 28, 2023, renewed in favor of the Board of Directors, the authorization to trade in the Group's shares, in connection with the implementation of a share buyback program.

These purchases may be carried out:

- to ensure liquidity and an active market of the Company's shares through an investment services provider acting independently in the context of a liquidity contract, in accordance with the market practice accepted by the AMF;
- to attribute or sell these shares to the executive officers and Directors or to the employees of the Company and/or to the current or future affiliated companies, under the conditions and according to the terms set or accepted by applicable legal and regulatory provisions in particular in connection with (i) profit-sharing plans, (ii) the share purchase option regime laid down under articles L. 22-10-56 and L. 225-177 et seq. of the French Commercial Code, and (iii) free awards of shares in particular under the framework set by articles L. 22-10-59, L. 22-10-60 and L. 225-197-1 et seq. of the French Commercial Code and (iv) French or foreign law shareholding plans, in particular in the context of a company savings plan, as well as to carry out all hedging operations relating to these operations, under the terms and conditions set by market authorities and at such times as the Board of Directors or the person acting upon its delegation so decides;
- to remit the shares acquired upon the exercise of the rights attached to securities giving the right, whether immediate or deferred, by reimbursement, conversion, exchange, presentation of a warrant or any other way, to the attribution of shares of the Company, as well as to carry out all hedging operations relating to the issuance of such securities, under the conditions set by market authorities and at such times as the Board of Directors or the person acting upon its delegation so decides;
- to keep them and subsequently use them in payment or exchange or other in the context of potential external growth operations; or
- to cancel them as a whole or in part through a reduction of the share capital authorized by the General Meeting, in particular pursuant to the 19th resolution of the Annual General Meeting held on June 28, 2023.

This authorization shall be used at any time except during public offers on the shares of the Company.

This authorization will also enable the Company to trade in its own shares for any other purpose in accordance with the regulations in force or which would be presumed to be legitimate by the applicable legal and regulatory provisions or which would be recognized as a market practice by the AMF. In such a case, the Company would inform its shareholders by way of a press release.

The purchase of shares shall not exceed, at any time, a maximum number of shares representing 10% of the share capital of the Company, at any time, this percentage being applied to a share capital figure adjusted to reflect transactions affecting the share capital subsequent to the Annual General Meeting held on May 18, 2022, it being specified that where the shares are repurchased in the context of a liquidity contract, the number of shares taken into account in calculating the 10% limit will be the number of shares purchased minus the number of shares resold during the period of the authorization.

Acquisitions, sales and transfers or exchange of shares may be made by any means, subject to the limits authorized by the laws and regulations in force, on one or several occasion, on a regulated market or via a multilateral trading facility or a systematic internalizer or over the counter, including by public tender offering or by block purchases or sales (with no limit on the portion of the share repurchase program), and where required, by derivative financial instrument (traded on a regulated market or a multilateral trading facility via a systematic internalizer or over the counter) or by warrants or securities giving access to Company shares, or the implementation of optional strategies such as purchases or sales of purchase or sale options, or by the issuance of securities giving access to the Company's capital, by conversion, exchange, redemption, exercise of a warrant or any other means to Company shares held by this latter party, and when the Board of Directors or the person acting on the Board of Directors' authority, under conditions laid down in the law, decides in compliance with the relevant legal and regulatory provisions.

The maximum purchase price per share may not exceed € 120 (fees excluded).

The Board of Directors may adjust the aforementioned maximum purchase price in the event of incorporation of premiums, reserves or profits, giving rise either to an increase in the nominal value of the shares or to the creation and the free allocation of shares, as well as in the event of division of the nominal value of the share or share consolidation or any other transaction on equity, so as to take account of the impact of such transactions on the value of the shares.

As a result, the maximum amount of funds assigned to the share buyback program amounts to € 1,337,272 as calculated on the basis of the share capital as of the day of the Annual General Meeting.

This authorization was granted for a period of 18 months as from June 28, 2023.

Free Float

As at December 31, 2023	Shares	% of share capital	% of exercisable voting rights*
Employees	3,246,526	2.91%	2.91%
Board of Directors	9,625	0.01%	0.01%
Treasury stock	77,312	0.07%	0.00%
Onepoint	12,414,101	11.14%	11.15%
Free float	95,691,743	85.87%	85.93%
Total	**111,439,307**	**100%**	**100%**

(*) The percentages of voting rights are calculated with reference to the number of voting rights exercisable at General Shareholders' Meetings, i.e., number of theoretical voting rights minus the shares without voting right such as treasury shares.

The 5,904,331 Atos shares held by Bank of America, representing 5.32% of the Company's share capital, were included in the free float as this stake was analyzed as unstable by Atos.

Stakes owned by the employees and the management as well as treasury shares, are also excluded from the free float.

The Company's shares which are owned by employees are managed by Group mutual funds (FCPE) or held in direct shareholding.

The Supervisory Boards of the Group mutual funds exercise the voting rights attached to the securities held within the funds. As of December 31, 2023, the shareholding of current and former Atos Group employees into Atos SE represented an overall 2.91% of the share capital.

Changes in shareholders' equity

(in € thousand)	December 31, 2022	Exercice of share options	Dividends	Appropriation of result	Capital increase	Net Income 2023	December 31, 2023
Common stock	110,952				488		111,439
Additional paid-in capital	1,630,225				-488		1,629,737
Legal reserve	11,076						11,076
Other reserves				3,363,952			3,363,952
Retained earnings	4,064,629			-4,064,629			
Net income for the period	-700,677			700,677		-5,032,627	-5,032,627
Total of the shareholders' equity	**5,116,205**	**0**	**0**	**0**	**0**	**-5,032,627**	**83,577**

As of December 31, 2023, the Company's issued common stock amounted to € 111.4 million, divided into 111,439,307 fully paid-up shares of € 1.00 par value each.

Compared to December 31, 2022, the share capital was increased by the issuance of 487,765 new shares, resulting from the vesting and delivery of performance shares granted on July 24, 2020, to certain employees and executive officers of the Group.

Potential common stock

Based on 111,439,307 outstanding shares as of December 31, 2023, the common stock of the Group could be increased by 3,016,024 new shares, representing 2.71% of the common stock before dilution. This dilution could come from the acquisition of performance shares or free shares, as follows:

(in shares)	December 31, 2023	December 31, 2022	Change	% dilution
Number of shares outstanding	**111,439,307**	**110,951,542**	**487,765**	
From performance shares	3,016,024	2,279,353	736,671	2.71%
Potential dilution	**3,016,024**	**2,279,353**	**736,671**	**2.71%**
Total potential common stock	**114,455,331**	**113,230,895**		

As of December 31, 2023 (and since July 26, 2022), there are no longer any outstanding stock subscription options.

Note 7 Provisions

Provisions

(in € thousand)	December 31, 2022	Charges	Release used	Release unused	December 31, 2023
Subsidiary risk	273,556	13,361	-	-273,256	13,661
Contingencies	143	10,003		-	10,146
Litigations	-	-	-	-	-
Total	**273,699**	**23,364**	**-**	**-273,256**	**23,807**
Of which			-		
• operating	143	-	-	-	143
• financial	273,556	13,361	-	-273,256	13,664
• exceptional		10,000		-	10,000

Note 8 Financial borrowings

Closing net debt

(in € thousand)		Up to 1 year	1 to 5 years	Over 5 years	Gross value December 31, 2023	Gross value December 31, 2022
Bonds		-	1,100,000	800,000	1,900,000	2,200,000
Convertible Bond		507,676	-	-	507,676	516,449
Bank loans		2,000,000	50,000	-	2,050,000	1,900,000
Other borrowings		100,094	1,606	36,457	138,157	39,225
Loan Interest to be paid		31,784	-	-	31,784	17,688
Borrowings		**2,639,554**	**1,151,606**	**836,457**	**4,627,616**	**4,673,362**
Bond Redemption premium			1,372	4,875	6,247	7,662
Cash at bank	Note 4	979,608	-	-	979,608	2,155,644
Closing net debt		**1,659,946**	**1,150,234**	**831,582**	**3,641,762**	**2,510,056**

Financial borrowings included mainly:

- term loans for € 1.8 billion and revolving credit facility revolving for € 0.9 billion:

  On July 29, 2022, a new financing structure was put in place to support the transformation plan as follows:

  - a € 1.5 billion term loan ("Term Loan A") with an initial duration of 18 months and two extension periods of 6 months each. The first six-month extension took effect on January 29, 2024,
  - a € 0.3 billion bridge loan ("Term Loan B") with an initial duration of 12 months and one extension period of 6 months. Its purpose is to pre-finance assets disposals. The bridge loan was fully repaid over 2023,
  - the amount of the existing revolving credit facility (signed in 2018 with a maturity extended to November 2025) was reduced from € 2.4 billion to € 0.9 billion. At December 31, 2023, € 580 million were drawn, of which € 500 million by Atos SE and € 80 million by a Group subsidiary. The remaining € 320 million were drawn in January 2024;
- bonds as detailed below for € 1,900 million
  - in November 2018, a € 750 million bond, 6.5 years maturity (2025) with a coupon of 1.75%,
  - in November 2018, a € 350 million bond, 10 years maturity (2028) with a coupon of 2.5%,
  - in November 2021, a € 800 million sustainability –linked bond, 8 years maturity (2029) with a coupon of 1.0%;
- convertible bonds issued on November 1, 2019, due 2024 for an aggregate nominal amount of € 500 million, which will be exchangeable into Worldline shares at a premium of 35% above the placing price of the Equity Placement. The convertible bonds have been issued with a premium of € 44.375 million corresponding to the offering price of 108.875%;
- NEU MTN for € 50 million with a maturity in 2026;
- other borrowings, including:
  - profit-sharing for € 2.2 million,
  - loans with Subsidiaries within Alpha project:
    - to Atos Spain SA for Atos Holding Iberia shares transfer for € 88.2 million reimbursed January 2024,
    - to Atos Holding Netherlands 4 B.V. to transfer Bull Uruguay SA shares to Atos Tech Holding amounting to € 11.2 million,
    - to Saint Louis RE amounting to € 36.5 million.

Note 9 Trade accounts, notes payable and other liabilities

Maturity of trade accounts, notes payable and other liabilities

(in € thousand)	Gross amount December 31, 2023	Up to 1 year	1 to 5 years	Gross amount December 31, 2022
Trade accounts and notes payable	**109,438**	**109,438**	**-**	**102,155**
Social security and other employee welfare liabilities	520	520	-	503
VAT payable	21,760	21,760	-	12,013
Intercompany current account liabilities	3,076,438	3,076,438	-	1,931,764
Other debtors	25,925	25,925	-	6,185
Other liabilities	**3,124,643**	**3,124,643**	**-**	**1,950,465**
Total	**3,234,081**	**3,234,081**	**-**	**2,052,620**

Terms of payments

The general terms of external purchases were sixty days as from the date of issuance of the invoice except lawful or agreed contrary provisions between the parties.

As far as intercompany purchases are concerned, the general terms of payments are 30 days.

The breakdown of accounts payable at the end of the financial year was as follows:

(in € thousand)	Gross amount December 31	Associated companies	Other	Total December 31	Overdue for more than one year	Overdue for less than one year	Invoices non-due at December 31
2023							
Accounts payable and liabilities	**109,438**	**12,697**	**96,741**	**109,438**	**-**	**32,875**	**76,563**
	100.0%				0.0%	30.03%	66.96%
Accounts payable	59,854	336	59,518	59,854	-	32,875	26,979
Invoices to be received	49,584	12,361	37,223	49,584	-	-	49,584
2022							
Accounts payable and liabilities	**102,155**	**10,234**	**91,921**	**102,155**	**-**	**14,073**	**88,082**
	100.0%				0.0%	13.8%	86.2%
Accounts payable	21,775	129	21,646	21,775	-	14,073	7,702
Invoices to be received	80,380	10,105	70,275	80,380	-	-	80,380

Deferred Expenses

(in € thousand)	December 31, 2023	December 31, 2022
Invoices to be received	49,583	80,380
Other liabilities	758	758
State and employee related liabilities	1,588	14,014
Total	**51,929**	**95,152**

Note 10 Unrecognized exchange gains and deferred income

The deferred income is mainly related to financial interests.

Note 11 Revenue

Revenue split

	December 31, 2023		December 31, 2022	
	(in € thousand)	*(in %)*	*(in € thousand)*	*(in %)*
Trademark fees	108,151	91.68%	112,545	90.5%
Re-invoicing	892	0.76%	1,312	1.0%
Parental guarantees	8,920	7.56%	10,556	8.5%
Total revenue by nature	**117,963**	**100.0%**	**124,413**	**100.0%**
France	70,832	60.0%	21,638	17.4%
Foreign countries	47,131	40.0%	102,775	82.6%
Total revenue by geographical area	**117,963**	**100.0%**	**124,413**	**100.0%**

Note 12 Other expenses

Expenses

(in € thousand)	December 31, 2023	December 31, 2022
Group functions expenses	-8,018	-1,811
Software and Patent	-67	-64
Directors' fees	-1,184	-1,293
Operating Foreign exchange loss	-	-34
Total	**-9,269**	**-3,202**

Group functions expenses mainly include marketing, communication, investor relations and human resources expenses invoiced by Atos International SAS and other holdings subsidiaries to the Company including fees paid to the International Olympic Committee.

Note 13 Financial result

(in € thousand)	December 31, 2023	December 31, 2022
Dividends received	9,179	-
Intercompany current account interests	18,818	2,419
Investment banking revenues	-	-
Other financial income on Convertible Bond	53,401	13,053
Reversal of provisions on investments in consolidated companies	414,787	82,920
Reversal of financial provisions	1,387	4,421
Disposal of short-term investment	1,555	551
Foreign exchange gains	2,620	117
Total of the financial incomes	**501,747**	**103,480**
Interests on borrowings	-130,423	-45,164
Securitisation interests	-	-
Intercompany loans interests	-38,706	-7,280
Provision for depreciation on investments in consolidated companies	-5,320,175	-622,884
Provision for depreciation of treasury stocks - owned shares	-419	-4,319
Provision for deferred expenses	-10,444	-10,986
Short-term borrowing interests	-103	-69
Foreign exchange losses	-2,717	-138
Other financial expenses	-10,212	-10,042
Financial provision	-5,991	-273,556
Total of the financial expenses	**-5,519,190**	**-974,439**
Net financial result	**-5,017,442**	**-870,959**

Financial incomes

The depreciation on investments has been disclosed in the Note 2 Financial Assets and Note 7 Provision.

Financial expenses

The interests on borrowings are composed of:

- € 3.5 million on syndicated loan;
- € 36.0 million on bonds;
- €-2.9 million on NEU CP and MTN/Negotiable European Commercial Paper - Medium Term Note.

The provision for deferred expenses is composed of € 0.5 million related to the syndicated loan and € 9.9 million to the bonds.

The other financial expenses are mainly related to the loss incurred on the delivery of the performance shares to the employees for an amount of € 4.3 million (€ 6.7 million in 2022) and a discount fee for the financing of the CIR (research tax credit) 2022 for an amount of € 4.4 million.

The depreciation on investments has been disclosed in the Note 2 Financial Assets and Note 7 Provision.

Note 14 Non-recurring items

(in € thousand)	December 31, 2023	December 31, 2022
Selling price from disposal of financial investments	218,732	253,058
Other income	109,166	60,052
Provisions on receivables		425
Total of non-recurring income	**327,898**	**313,535**
Net book value of financial investments sold	-251,529	-97,882
Provisions for liabilities and charges	-10,000	
Other expenses	-172,827	-126,729
Total of non-recurring expenses	**-434,356**	**-224,611**
Non-recurring items	**-106,459**	**88,924**

In 2023, the exceptional result comes mainly from :

- the sale of the shares of the subsidiaries Eco Act and Atos Brazil Ltda to, respectively, Schneider and Atos Holding Netherlands (direct subsidiary):
  - the exceptional result mainly corresponds to the sale price of the securities for € 218.8 million,
  - net book value of securities sold for €-221.2 million;
- the net book value of Canopy UK's securities liquidated December 26, 2023 for € 30.2 million,

The provisions are related to the legal costs for a dispute (Trizetto) : € 10 million.

The other exceptional financial results are mainly due to the re-invoicing of € 109.1 million to the Group entities concerned.

Note 15 Tax

Tax consolidation agreement

As per article 223-A of the French Fiscal Code, Atos SE signed a Group tax consolidation agreement with a certain number of its French subsidiaries with effect as of January 1, 2001.

Atos SE as parent company of the Group is designated as the only entity liable for the corporate tax of the Group tax consolidation.

The main features of the agreement are:

- the result of the consolidated companies is determined as if they had been taxed separately;
- Atos SE is the only company liable for any additional tax to be paid in the event of an exit by a subsidiary from the Group. In the event of tax audit, the subsidiary which exited from the Group remains liable toward Atos SE of any additional income tax related to the time it was part of the tax consolidation.

Decrease and increase of the future tax charge of Atos SE taxed separately

At year end, decreases and increases of the future tax charge were broken down as follows:

(in € thousand)	Basis Decrease	Basis Increase
Non deductible provisions for timing differences	29,934	2
Total	**29,934**	**2**

No deferred tax assets or liabilities had been recognized.

Breakdown between net income on ordinary activities and non-recurring items

(in € thousand)	Before tax	Computed tax	Net amount
Net income on ordinary activities	-4,946,832		-4,946,832
Non-recurring items and legal profit sharing	-106,459		-106,459
Tax charge	-	20,664	20,664
Total	**-5,053,291**	**20,664**	**-5,032,627**

The result of the fiscal consolidation is a loss of € 356,3 million and therefore no current tax charge related to 2023. Atos SE shows a global tax income of € 20.7 million and no tax would have been paid by the Company in the absence of French tax consolidation.

The loss for the financial year of the French tax consolidation group carried forward is € 836.2 million as of December 31, 2023.

Note 16 Off-balance sheet commitments

Commitments given

(in € thousand)	December 31, 2023	December 31, 2022
Performance Parental Guarantees	5,459,245	5,509,522
Bank guarantees*	81,387	70,583
Total	**5,540,592**	**5,580,108**

(*) Borne by Atos SE.

For various large long-term contracts, Atos SE provides parental performance guarantees to its subsidiary's customers. These guarantees amount to € 5,459,245,000 as of December 31, 2023, compared with € 5,509,522,000 at the end of December 2022, a decrease of € 50,277,000 compared to last year.

In connection with litigation between Syntel and Cognizant/TriZetto, on May 25, 2023, the United States Second Circuit Court of Appeals vacated the decision of the U.S. District Court for the Southern District of New York which had inflicted on Syntel damages of $ 570,710,384. The Court held that the use of the avoided development costs methodology was contrary to the law and confirmed the reduction of the amount to $ 284,855,192.

As part of the rationalization of pension funds in the UK for a more efficient structure, the Board of Directors of Atos SE on July 22, 2018 authorized the granting of a parental guarantee to Atos Pension Schemes Limited as trustee of the new Atos UK 2019 Pension Scheme fund established on November 1, 2019. As part of this guarantee, Atos SE is committed to guaranteeing the obligations of employer entities to the pension fund. As of December 22, 2020, this guarantee has been confirmed and extended to take into account the transfers of liability resulting from the merger of the Atos 2011 Pension Trust with the Atos UK 2019 Pension Scheme. The new total estimated amount of the guarantee amounts to £ 332,000,000 (€ 382,000,000).

Commitments received

(in € million)	December 31, 2023	December 31, 2022
Syndicated loan	**320**	**820**

The received financial commitment refers exclusively to the part non utilized at Group level of the € 320 million revolving facility.

Note 17 Risk analysis

Market risks: fair value of financial instruments

Cash at bank and short-term deposits, trade accounts receivable, bank overdraft and trade accounts payable

Due to the short-term nature of these instruments, the Group considers that the book value constitutes a reasonable estimate of their market value as of December 31, 2023.

Long- and medium-term liabilities

As of December 31, 2023, Atos has utilized the syndicated loan for a total amount of €580 million including €500 million on Atos SE.

Liquidity risk

On July 29, 2022, a new financing structure was put in place to support the transformation plan as follows:

- a € 1.5 billion term loan ("Term Loan A") with an initial duration of 18 months and two extension periods of 6 months each. The first six-month extension took effect on January 29, 2024;
- a € 0.3 billion bridge loan ("Term Loan B") with an initial duration of 12 months and one extension period of 6 months. Its purpose is to pre-finance assets disposals. The bridge loan was fully repaid over 2023;
- the amount of the existing revolving credit facility (signed in 2018 with a maturity extended to November 2025) was reduced from € 2.4 billion to € 0.9 billion. At December 31, 2023, € 580 million were drawn. The remaining € 320 million were drawn in January 2024.

On November 4, 2021, Atos announced the successful placement of its inaugural € 800 million sustainability-linked bond with an 8-year maturity and a 1.0% coupon.

The coupon of the last three years will be unchanged if Atos achieves the following Sustainability Performance Target (SPT): reduction in 2025 of Atos annual GreenHouse Gas CO_2 emissions (Scopes 1, 2 & 3) by 50% compared to 2019. In case the SPT is not met, the last three coupons shall be increased by 0.175%. The proceeds of the bond have been used for general corporate purposes.

The rating agency Standard and Poor's assigned a rating of BBB-, subsequently to the rating of Atos at the time of issuance of the bond. On July 13, 2022, S&P downgraded Atos to BB/Outlook Negative. On November 28, 2023, Standard and Poor's changed Atos rating from BB to BB- maintaining CreditWatch Negative. On January 19, 2024, Standard and Poor's changed Atos rating from BB- to B- placing Atos on CreditWatch Developing. Finally, on February 9, 2024, Atos rating was downgraded from B- to CCC with negative outlook.

In November 2019, Atos issued € 500 million zero coupon bonds exchangeable into Worldline shares ("OEB") with a maturity of 5 years and an exchange premium of 35%.

On November 5, 2018, Atos announced the successful placement of its € 1.8 billion bond issue. The € 1.8 billion triple tranche-bond issue consisted of three tranches:

- € 700 million notes with a 3.5-year maturity and 0.75% coupon (fully repaid in May 2022);
- € 750 million notes with a 6.5-year maturity and 1.75% coupon;
- € 350 million notes with a 10-year maturity and 2.50% coupon.

There are no financial covenants attached to this bond.

The rating agency Standard and Poor's assigned a rating of BBB+ to the three tranches, subsequently to the rating of Atos at the time of issuance of the bond. On September 20, 2021, Standard and Poor's downgraded Atos rating to BBB-/Outlook Stable, and further downgraded it to BB/Outlook Negative on July 13, 2022. On November 28, 2023, Standard and Poor's changed Atos rating from BB to BB- maintaining CreditWatch Negative. On January 19, 2024, the rating was further downgraded from BB- to B- placing Atos on CreditWatch Developing. Finally, on February 9, 2024, Atos rating was downgraded from B- to CCC with negative outlook.

On May 4, 2018, Atos implemented a Negotiable European Medium-Term Note program (NEU MTN) in order to optimize financial expense and improve Group liquidity management, for an initial maximum amount of € 600 million. Due to Atos credit rating downgrades in 2023, it is likely that the Group will face difficulties to access in 2024 the NEU MTN market.

On June 2, 2017, Atos implemented a Negotiable European Commercial Paper program (NEU CP) in order to optimize financial expense and improve Group liquidity management, for an initial maximum amount of € 900 million raised to € 1.8 billion in October 2018. On December 10, 2019, the maximum amount of € 1.8 billion was increased to € 2.4 billion. Due to Atos credit rating downgrades in 2023, it is likely that the Group will face difficulties to access in 2024 the NEU CP market.

On October 29, 2016, Atos issued a Euro private placement bond of € 300 million with a seven-year maturity and with a 1.444% fixed interest rate (unrated). This bond was fully repaid in October 2023.

Liquidity risk at December 31, 2023

Instruments	Fix/Variable	Line *(in € million)*	Maturity
Sustainability-linked bond	Fix	800	November 2029
Syndicated loan	Variable	900	November 2025
Term Loan A	Variable	1,500	January 2025 *
OEB	Fix	500	November 2026
Bond borrowing	Fix	750	May 2025
Bond borrowing	Fix	350	November 2028
NEU MTN	Fix	50	April 2026

(*) After extension options: 2 x 6 months on Term Loan.

As stated in the January 3, 2024 Market Update press release, the Group will need to take the following actions, either individually or in combination, in order to meet these financing maturities:

- obtain new bank financing;
- access capital markets (debt and/or equity);
- implement a major asset disposal program; and
- continue specific actions to optimize its working capital requirement.

In this context and as indicated above following its press release of February 5, 2024, Atos SE has entered into discussions with its banks and bondholders with a view to reaching a global agreement on the restructuring of its financial debt. Those discussions, that were held with the participation of the mandataire ad hoc appointed since the beginning of February 2024, will continue under an amicable conciliation procedure in order to frame these discussions and facilitate the emergence of a global agreement within a short and well-defined timetable of 4 months, which can be further extended by another month if needed. Those discussions were still ongoing at the time the financial statements for the year ended December 31, 2023 were approved by the Board of Directors.

The Group has sufficient liquidity to operate business until a refinancing plan is reached and is also in discussions with its financial creditors regarding an interim financing (see Note 19 Subsequent events, which would provide an additional liquidity cushion to the Group until a global agreement on the refinancing plan is reached.

Credit risk

The Group has a fully integrated process concerning credit risk. In its trade relations, the Group manages its credit risk with a portfolio of diversified customers and follow-up tools.

Financially, the Group monitors the credit risk on its investments and its market operations by rigorously selecting leading financial institutions and by using several banking partners. The Group thus considers its credit risk exposure as being limited.

Market risk

The Group monetary assets comprise receivables and loans, securities investments and cash at bank. Monetary liabilities comprise financial, operating and other liabilities.

Interest rate risk

The exposure to interest rate risk encompasses two types of risks:

- a price risk on fixed-rate liability, the Company is exposed to potential opportunity losses should interest rates fall. A change in interest rates would impact the market value of fixed-rate financial assets and liabilities. However, this loss of opportunity would not impact financial income and expenses as reported in the Company's Income Statement and, as such, future net income of the Company up to maturity of these assets and liabilities;
- a cash-flow risk on floating-rate financial assets and liabilities. The Company considers that a variation in rates would have little effect on floating-rate financial assets and liabilities.

Note 18 Related parties

There is no transaction made by the Company (trademark fees, financing operations and tax consolidation) that was not performed under market conditions.

Note 19 Subsequent events

On January 9, 2024, the remaining amount available on the revolving credit facility was drawn, representing an additional drawdown of € 320 million.

Replacing Yves Bernaert, Paul Saleh was appointed Chief Executive Officer of the Group on January 15, 2024.

On January 19, 2024, the rating agency Standard and Poor's downgraded Atos rating from BB- to B- placing Atos on CreditWatch Developing. On February 9, 2024, Atos rating was further downgraded from B- to CCC with negative outlook.

On January 29, 2024, the first 6-month extension of the € 1.5 billion Term Loan A took effect.

On February 5, 2024, Atos announced that a mandataire ad hoc had been appointed to frame the discussions with the banks with a view to reaching a refinancing plan for its financial debt.

On February 28, 2024, Atos announced that, in the context of its exclusive negotiations with EP Equity Investment ("EPEI") for the potential sale of Tech Foundations announced on August 1, 2023, the parties have not reached a mutually satisfactory agreement. The discussions and the put agreement have therefore been terminated by mutual consent, with no indemnification on either side.

On March 13, 2024, the United States District Court for the Southern District of New York, as part of Syntel's ongoing litigation with Cognizant and its subsidiary TriZetto, vacated the remaining compensatory damages judgments entered in this case: (i) the $ 142,427,596 New York trade secret misappropriation award and (ii) the $ 59,100,000 copyright infringement award. Therefore no compensatory damage will have to be paid by Atos. The District Court granted TriZetto's motion for attorney's fees in the amount of $ 14,548,992. The decision is not final yet. As a result, the Group considers that the amount of the provision remaining at December 31, 2023 is still adequate.

On March 19, 2024, Atos announced it has been informed by Airbus that discussions related to the sale of its BDS (Big Data & Security) business will not proceed.

On March 25, 2024, an amicable conciliation procedure was opened at the request of Atos SE for a limited period of four months, which may be extended by one month.

On April 9, 2024, Atos announced that an agreement in principle with a group of banks, a group of bondholders and the French State regarding an interim financing in the amount of € 450 million has been reached for additional liquidity until refinancing agreement is reached.

On April 29, 2024, Atos announced the revision of the parameters of the financial restructuring framework presented on April 9, 2024, to reflect current market conditions and business trends and the extension to May 3, 2024 for the submission of financing proposals including new money by existing stakeholders of Atos SE and third-party investors.

On the same date, Atos announced that the financial restructuring agreement will include the extension of the € 450 million interim financing agreed in-principle and an incremental interim financing of € 350 million from July 2024 to final implementation of the financial restructuring agreement.

On May 6, 2024, Atos SE announced that discussions are conducted with the APE (Agence des participations de l'État) of the French State regarding its intent to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS (Big Data & Security) business.

On May 6, 2024, Atos SE, also announced:

- the € 100 million revolving credit and term loan facilities to be provided by a group of bondholders has been signed;
- on April 25, 2024, the French Ministry of Economy, Finance and Industrial and Digital Sovereignty (Ministère de l'Économie, des Finances et de la Souveraineté Industrielle et Numérique) has issued an order (arrêté) authorizing the € 50 million loan from the State through the FDES (Fonds de Développement Économique et Social) to a subsidiary of Atos, Bull SAS, which controls sovereign sensitive activities. The Group's financing banks have also granted the required waiver in relation to that loan;
- four new money proposals were received from several parties.

The proposals received on May 3 as part of the current conciliation process are compatible with the non-binding letter of intent received from the French State.

Atos announced to be working with its financial creditors to select by May 31, 2024 a financial restructuring solution that will be acceptable to them and consistent with the financial parameters of the Company and to reach a final financial restructuring agreement by July 2024. This solution will likely entail radical changes in the capital structure of the Company and significant new equity issuance that will result in a massive dilution of the existing shareholders of Atos SE, considering that the Company will negotiate with stakeholders the treatment of the existing shareholders in compliance with applicable laws.

Note 20 Liquidity and going concern

Atos SE wishes to draw attention to the maturity of Atos SE's borrowings and the risks associated with its refinancing. The coming maturities of its borrowings are as follows:

- the € 1.5 billion term loan A, maturing in July 2024, provides for another 6-month extension option until January 2025 available to Atos under standard conditions (notably no event of default and payment of an extension fee); it should be noted that there is no ongoing event of default, since under French law, events of default linked to the appointment of a mandataire ad hoc are considered null and void;
- the € 500 million bond (Optional Exchangeable Bond) maturing in November 2024;
- the € 750 million bond maturing in May 2025;
- the € 900 million revolving credit facility maturing in November 2025;
- the € 350 million bond maturing in November 2028; and
- the € 800 million bond (Sustainability-Linked Bond) maturing in November 2029.

Atos SE has entered into discussions with its banks and bondholders with a view to reaching a global agreement on the restructuring of its financial debt. Those discussions, that were held with the participation of the mandataire ad hoc appointed since the beginning of February 2024, will continue under an amicable conciliation procedure in order to frame these discussions and facilitate the emergence of a global agreement within a short and well-defined timetable of 4 months, which can be further extended by another month if needed. Those discussions were still ongoing at the time the financial statements for the year ended December 31, 2023 were approved by the Board of Directors.

The Group has sufficient liquidity to operate business until a refinancing plan is reached and is also in discussions with its financial creditors regarding an interim financing, which would provide an additional liquidity cushion to the Group until a global agreement on the refinancing plan is reached.

Refinancing

On May 3, 2024, Atos received four new money proposals from the following parties:

- a group of bondholders and banks of the Company's banking group;
- Bain Capital;
- EP Equity Investment, controlled by Mr. Daniel Kretinsky in partnership with Attestor Limited;
- Onepoint, controlled by Mr. David Layani in consortium with Butler Industries.

These proposals and its details are available on Atos' website.

All the proposals were presented to the Board of Directors on May 5, 2024, which decided with management and in alignment with the Conciliator Ms. Hélène Bourbouloux, not to pursue discussions with Bain Capital, as the submitted offer does not meet the stated objectives of the Company to consider its full perimeter.

Atos will be working with its financial creditors to select by May 31, 2024 a financial restructuring solution that will be acceptable to them and consistent with the financial parameters of the Company and to reach a final financial restructuring agreement by July 2024. This solution will likely entail radical changes in the capital structure of the Company and significant new equity issuance that will result in a massive dilution of the existing shareholders of Atos SE.

In parallel, the Company is conducting discussions with the APE (Agence des participations de l'Etat) of the French State regarding its intent to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS (Big Data & Security) business.

At this stage the three selected proposals are non-binding and subject to discussions between the parties.

These proposals under discussion with a view to reaching a final refinancing plan could have an impact on the value-in-use of the financial fixed assets. As of December 31, 2023, these proposals were not taken into account to value the participating interests of Atos SE as described in Note 2 Financial fixed assets.

All these circumstances create a material uncertainty upon the ability of the Group to continue as a going concern in the event the Group is unable to negotiate a new refinancing plan or to execute an important asset disposal plan. In that case, Atos SE may not be able to realize its assets or settle its liabilities within the ordinary course of its operations.

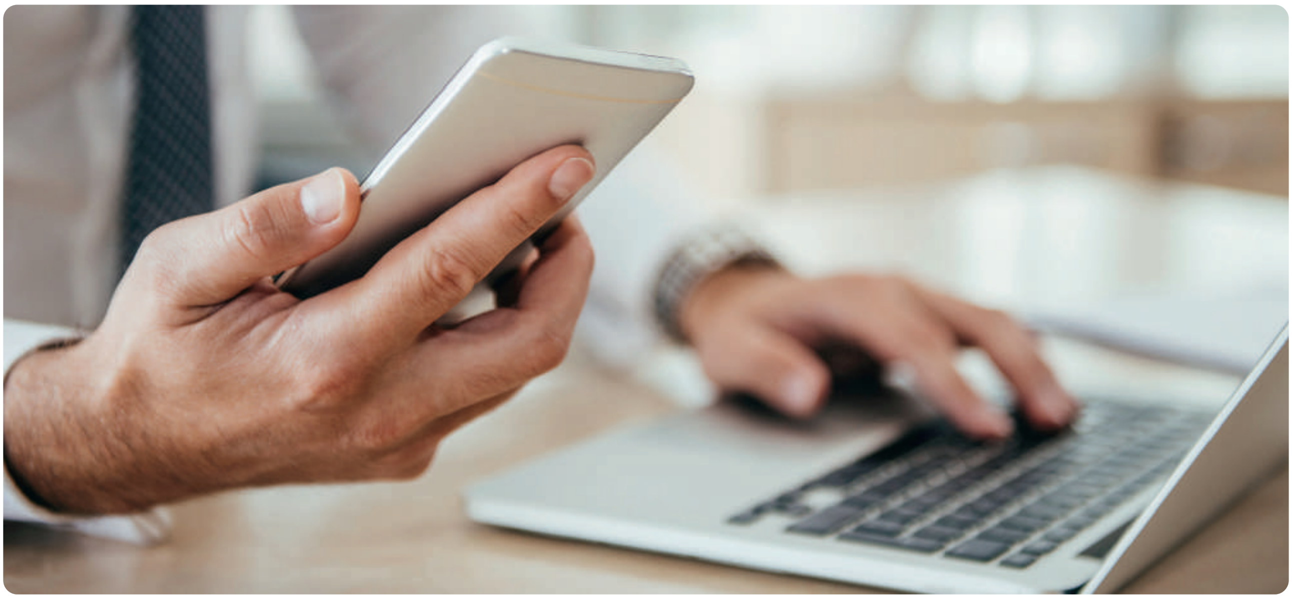
6.2.5 Atos SE financial summary for the last five years

(in € million)	December 31, 2023	December 31, 2022	December 31, 2021	December 31, 2020	December 31, 2019
I. Common stock at period end					
Common stock	111.4	110.9	110.7	109.9	109.2
Number of shares outstanding	111,439,307	110,951,542	110,730,332	109,993,166	109,214,914
Maximum number of shares that may be created by:					
• conversion of convertible bonds					
• exercise of stock subscription options	3,016,024	2,279,353	2,742,563	2,975,762	3,026,180
II. Income for the period					
Revenue.	117.9	124.4	122.4	124.1	141.1
Net income before tax. employee profit-sharing and incentive schemes. Depreciation. amortization and provisions	-122.4	132.1	-214.7	1,504.4	3,548.3
Corporate income tax	-20.7	4.6	1.8	-34.3	-26.2
Net income after tax, employee profit-sharing, depreciation, amortization and provisions	-5,032.6	-700.1	-744.1	1,378.6	3,528.6
Dividend distribution	-	-	-	98.3	-
III. Per share data *(in €)*					
Net income after tax and employee profit-sharing but before depreciation. Amortization and provisions	-0.9	1.2	-1.9	13.4	32.3
Net income after tax, employee profit-sharing, depreciation, amortization and provisions	-45.2	-6.3	-6.7	12.5	32.3
Dividend per share	-	-	-	0.9	-
IV. Employees					
Average number of employees during the period	1.5	1.5	1	1	1.5
Total payroll for the period	4.3	1.6	0.4	2.0	1.6
Employee social security and welfare payments	0.9	0.7	0.1	0.5	0.4

6.2.6 Payables and receivables payment terms

Invoices received and emitted not paid at year's end closing but due (statement I of article D. 441-4)

€ million	Article D. 441 I.- 1°: Invoices received not paid at year's end closing but due						Article D. 441 I.- 1°: Invoices emitted not paid at year's end closing but due					
	0 day	1 to 30 days	31 to 60 days	61 to 90 days	91 days and more	Total (1 day and more)	0 day	1 to 30 days	31 to 60 days	61 to 90 days	91 days and more	Total (1 day and more)
(A) Payment delay periods												
Number of invoices concerned	36					105	1					849
Total amount of invoices concerned excluding VAT *(in € million)*	14.19	5.61	11.33	0.96	9.85	27.75	0	9.30	30.94	-2.43	14.22	52.03
Total amount percentage of year expenses	31.09	12.30	24.82	2.11	21.57	60.80						
Percentage of year's sales excluding VAT							0.0	7.88	26.23	-2.06	12.05	44.11
(B) Invoices excluded of (A) related to contentious payables and receivables or not recorded												
Number of excluded invoices												
Total amount of excluded invoices												
(C) Used reference payment terms (contractual or legal term - article L. 441-6 or article L. 443-1 of Code of commerce)												
Payment terms used for late payment penalties calculation	Contractual payment terms: 60 days Legal payment terms: N/A						Contractual payment terms: 30 days Legal payment terms: N/A					



7

Risk Analysis

The Group operates in a changing environment and is exposed to risks that, if materialized, may have a material adverse effect on its business, prospects, customers, partners, reputation, financial condition, including operating results and cash flows.

Risk assessment and management are an integral part of the Group's operational and strategic management. The Company conducts on a regular basis a review of risks through different channels, described hereinafter in section 7.1, thereby enabling to select them, and rank them by order of importance as reflected in section 7.2; this document follows the guidelines of the AMF dated October 24, 2018 concerning the implementation of Regulation (EU) 2017/1129 of June 14, 2017, with regards to the description of risk factors in Universal Registration Documents. The risks described in section 7.2.1 to 7.2.4 are those assessed as the most critical risks for the Company, i.e. which could have the most material adverse impact on its business or results or its ability to achieve its objectives, and/or which could be likely to occur. In addition, section 7.2.5 outlines the growing risks that are not critical yet but may significantly impact the Company's business or its results in the mid-term. For each risk, mitigation actions are set out.

The extra-financial performance analysis assesses on a yearly basis risks related to the three ESG factors (Environmental, Social and Governance) underlined through the Corporate Social Responsibility program. This materiality assessment is aligned with the Enterprise Risk Management exercise described in section 7.1.1. A mapping table is presented at the beginning of section 7.2 to highlight their intertwining.

7.1 Risk management activities

[GRI 3-3]

Risks are assessed and monitored through Regional Business Units/Global Business Lines and Functions. In addition to managing the risks embedded in each process, dedicated risk management activities are also deployed transversally. This combination of functional and transversal approaches enables the identification of the most critical risks for the Company.

7.1.1 Enterprise risk management (ERM)

A risk mapping is revised regularly under the oversight of the Group Executive Board, addressing all risks from a strategic perspective.

Risk categories are identified based on research and analysis of the trends on the market, external risk studies, internal reporting on operational risks, CSR strategy and interviews with a panel of key managers and subject experts. Potential risks taken into account by ERM relate to:

- external factors (stakeholders' eco-system, external events and market environment);
- the organization (people, organization alignment);
- the business development (ability to innovate, go to market);
- services and products delivery (internal systems management, delivery and operations); and
- regulations and performance (laws and regulations, financial performance).

In 2023, nearly 600 top managers were involved via questionnaires and workshops, to collect their perception of the main risks, their relative importance (inherent risk) and mitigation effectiveness (residual risk).

Results are shared with Senior management and the Group Executive Board, and appropriate improvement plans for the main residual risks are designed and implemented at Regional and Group levels. The results are also presented to the Audit Committee of the Board of Directors.

This recurring process allows identifying evolutions year on year.

In parallel, other dedicated risk assessments are performed within departments such as Legal and Compliance (for example regarding anti-corruption), Security and Corporate Social Responsibility. These assessments are aligned with the Enterprise risk management exercise.

7.1.2 Business risk assessment and management

Atos has its business risk management approach reinforced during the last years, based on specific processes and organization.

7.1.2.1 Business risk management system

Atos Rainbow (Risk Assessment in Named Business Opportunities Worldwide) is a set of procedures and tools that provides a formal and standard approach to bid execution and contract monitoring. The Group operates a Risk Management system that facilitates the analysis (by identification and assessment) and treatment (by control and financing) of business risks throughout the life cycle of a project. This system is integrated with the control and approval process when entering new contracts. The objective is to ensure that the Group only bids for projects that can be delivered effectively and to provide an early warning system for any project that encounters challenges or diverges from its original targets. Specifically, the Risk Management process:

- identifies potential exposures, including technical, legal and financial risks that could have an impact during the life cycle of the project;
- evaluates, both qualitatively and quantitatively, the significance and materiality of any such exposures;
- ensures that appropriate and cost-effective risk controls or risk mitigation measures are initiated to reduce the likelihood and impact of negative outcomes on the project; and
- manages residual exposure through a combination of external risk transfer instruments and internal contingency reserves to minimize the exposure. All operational projects are monitored monthly at different levels (Business Lines, Regional Business Units or Group level, as the case may be) according to their size and risk exposure, using the Rainbow Delivery Dashboard, providing status on financial, delivery and technology, customer, legal, human resources and supplier KPI's.

Bids are also monitored on a constant basis at different levels (from Regional Business Units/Business Line to Global Business Line level) according to their size, using standardized review templates to bid phases (Pursuit, Strategy, Solution, Offer, Contract, Handover) to balance sales and risks while ensuring the re-use of experience/best practices and the adherence to Atos standards. The process is regularly reassessed with the aim of continuous improvement.

7.1.2.2 Business Risk Management organization of the Rainbow process

The control and approval process governing the bidding and contracting activities report to the Group Senior Vice-President for Bid Control and Business Risk Management, ensuring the capturing and ongoing tracking of risks identified at the bidding stage throughout the delivery cycle.

Bid Control and Business Risk Management report directly to the Group CFO, with the Bid Control Managers and Risk Managers in the Regional Business Units/Global Business Line reporting respectively to the Group Vice-President for Bid Control and Group Vice-President for Business Risk Management.

7.1.2.3 Group Risk Management Committee

A Group Risk Management Committee convenes on a monthly basis to review the most significant contracts and the sensitive ones. If needed weekly reviews can take place. The Committee is chaired by the Group CFO and led by the Senior Vice-President for Bid Control and Business risk management. Permanent members of the Committee include the Executive Vice-Presidents in charge of the Global Business Lines and the Regional Business Units and several other representatives from the Global Functions, including Finance and Legal. On a quarterly basis, the Audit Committee conducts a thorough review of all the major critical contracts considered to be at high risk. The Regional Business Units and the Risk Managers perform the continuous monitoring of contracts in deviation of their initial business case, based on both the Rainbow Delivery Dashboard which contains all financial, commercial, and operational KPIs and dedicated RAID (Risks, Assumptions, Issues, Dependencies) registers.

7.1.3 Insurance

Global insurance policies have been taken out with reliable international insurance companies, providing the Group with appropriate insurance coverage for its worldwide operations.

The most important global insurance programs are bought and managed centrally with renewal on January 1st for Commercial General Liability/Professional Indemnity (CGL/PI) insurance and Property Damage and Business Interruption insurance. In 2023, the Property Damage and Business Interruption policy and CGL/PI policies were both renewed for limits respectively of €180 million and €150 million. Several additional policies cover insurable business risks such as cargo, crime, cyber risks or car fleet and are maintained at cover limits commensurate with the Group's size and risk exposures.

Deductible are used both to promote good risk management practices and to control the quantity of claims and premiums' costs.

Each country also may contract insurance policies in accordance with local regulations, customs, and practices. These include employers' liability, workers compensation and employee travel.

Atos' wholly owned reinsurance company provides reinsurance for some layers of the Property Damage Business Interruption, CGL/PI and Cyber policies, which are the most critical ones for the Group's operations.

Insurable losses do not have a frequent occurrence. This is partly due to quality risk management processes which are deployed at all key locations to protect assets from natural disasters and other unexpected events as well as to ensure business continuity in the event of damage or loss. With respect to offers and contracts with customers, a uniform and mandatory process of risk management is used as described in the preceding section.

Risks are also monitored by the Underwriting Committee of the Atos reinsurance company which maintains adequate net equity and technical reserves commensurate with the level of reinsured risks and check the need to extend to potential external reinsurers. The Underwriting Committee also carries out regular surveys and analyses to monitor the relevance of Atos' insurance coverage.

7.2 Risk Factors

In accordance with European Regulation no. 2017/1129 of June 14, 2017 on the prospectus to be published when securities are offered to the public or admitted to trading on a regulated market, the risk factors presented below are limited to risks specific to the Group and remaining significant after the application of risk management measures (net criticality). The risk mapping exercise mentioned in section 7.1.1 has enabled Group Management to select and prioritize the most significant risk factors specific to Atos. Nevertheless, the risk factors discussed in this section are not exhaustive and may not be exclusive of other risks, i.e. risks that are not specific to the Group and/or potential risks that have not been identified or taken into account, or whose occurrence or negative impact on its business, financial position and/or results, share price or forecasts and prospects, are not envisaged at the date of filing of this Universal Registration Document.

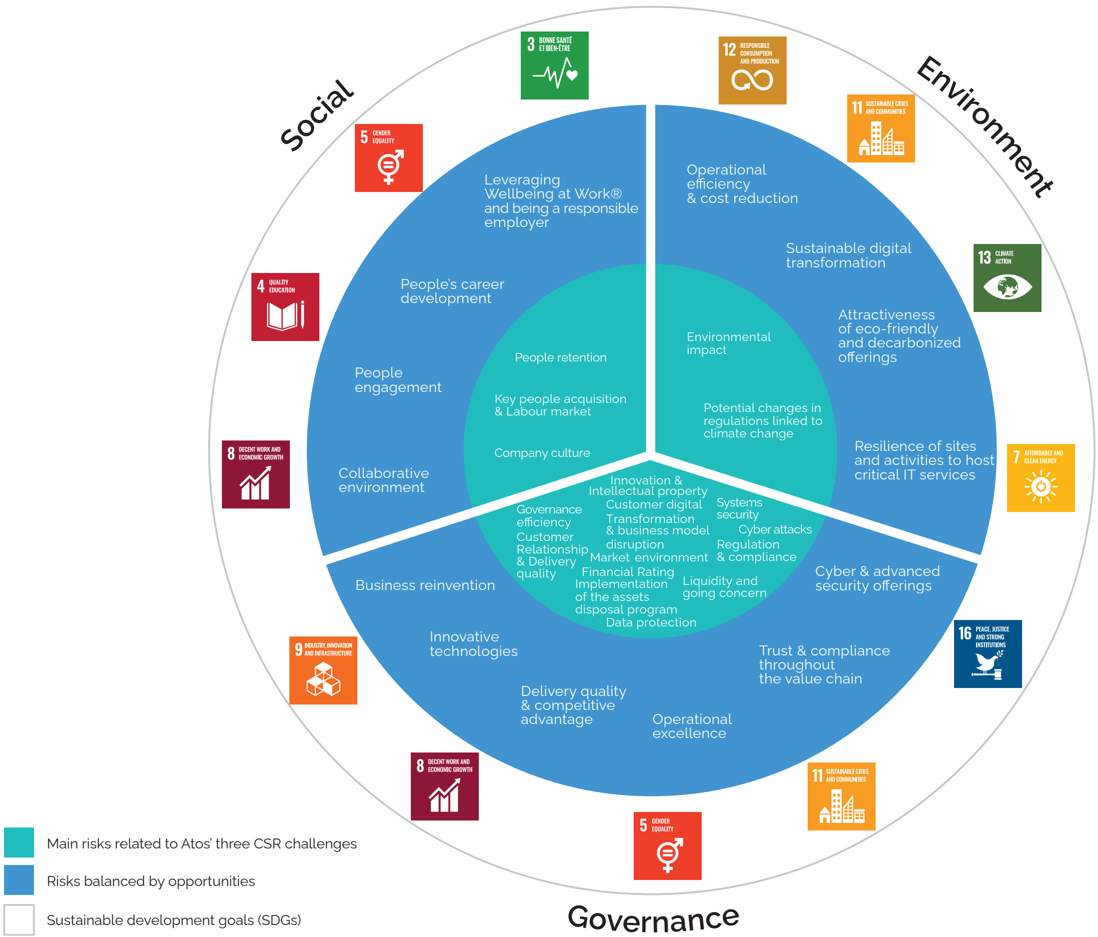
The critical risks for the Group are presented below. They are classified by risk category and, within each category, prioritized by importance (decreasing net criticality, which takes into account the probability of occurrence and the estimated scale of the potential negative impact, after taking into account the Group's mitigation measures) and by importance (decreasing net criticality, which takes into account the probability of occurrence and the estimated scale of the potential negative impact, after taking into account the Group's mitigation measures).

1. Financial and operational risks;
2. People risks;
3. IT security risks;
4. Go to market risks;
5. Growing risks;

To connect these categories of enterprise risks with the classification of non-financial risks (i.e., the three top areas underlined through the Corporate Social Responsibility program – see 5.1.4), the table below presents their mapping:

Strategic risks	Non-financial Challenges	Reference to section 7	Reference to section 5
Financial and operational risks: • Implementation of the assets disposal program • Financial rating • Liquidity and going concern • Customer relationship (contract management/satisfaction) and delivery quality	**Governance**	7.2.1	5.4.2
People Risks: • People retention • People acquisition and labor market • Company Culture • Governance efficiency	**Social** **Governance**	7.2.2	5.3
IT Security risks: • Cyber attack • IT Systems security • Data protection	**Governance**	7.2.3	5.4.4
Go to Market risks: • Market environment • Innovation and intellectual property • Customer digital transformation and business model disruption	**Governance**	7.2.4	J5.4.3
Growing risks: • Regulation and compliance • Environmental impact	**Governance** **Environment**	7.2.5	5.4.7 5.2

Atos carries out and updates yearly a comprehensive assessment of the risks related to the three main extra-financial areas identified as challenges under the Group's Corporate Social Responsibility program. The magnitude of these risks varies in terms of negative impact on Atos' business or results and/or likelihood of occurring. The chart below represents the combination of the identified 2023 extra-financial risks that could adversely affect the achievement of goals to create value as well as the potential opportunities that are open to Atos and to its clients to balance those risks, including their link to the sustainable development Goals defined by the United Nations.



7.2.1 Financial and operational risks: Implementation of the assets disposal program, Financial rating, Liquidity and going concern, Customer relationship & delivery quality.

Any element that could threaten the Group's relationships with its clients or impact its business should be carefully monitored. For example, in case the Group's customers would not understand its strategy or the rating of the Group would be downgraded again, resulting in the Group's customers not trusting the Group's ability to finance its activities, they could prefer working with Atos competitors with more stable situations.

Below are some of the key risks that Atos manages in this area.

7.2.1.1 Implementation of the assets disposal program

Risk	Mitigation actions
As part of the rationalization of its portfolio and with a view to financing its transformation, the Group announced at its Capital Market Day on June 14, 2022 a 700 million euro program to sell non-core businesses. As part of the implementation of this program, the Group carried out several divestments, including the sale of 100% of EcoAct to Schneider Electric, enabling the Group to rapidly secure and finalize its 700 million euro divestment program. In drawing up this disposal program and refining the scope of its two future entities, Eviden and Tech Foundations, the Group identified additional opportunities to streamline its portfolio, also with expressions of interest, and consequently decided to extend its initial asset disposal program by a further 400 million euros as announced on July 28, 2023. On August 1, 2023, Atos further announced that it had entered into exclusive negotiations with EP Equity Investment "EPEI" for the sale of its Tech Foundations business as part of its plan to separate the Eviden and Tech Foundations businesses. On January 3, 2024, the Group announced the need to adapt its strategy in light of financial constraints in order to ensure the repayment and refinancing of its financial debts while maintaining an attractive business mix for its employees, customers, creditors and shareholders. In this context, Atos has announced the implementation of an additional asset disposal program, beyond the 400 million euros mentioned in the press release of July 28, 2023, of which the disposal of the BDS (Big Data & Security) business would be a key element, as the Company has received two letters indicating non-binding expressions of interest in its BDS business (one concerning only part of its scope). In this respect, the Company opened a due diligence phase with Airbus, whose indicative offer of an enterprise value of 1.5 to 1.8 billion euros concerned the entire BDS perimeter.	

Risk	Mitigation actions
On February 28, 2024, the Company announced the end of exclusive negotiations with EPEI for the sale of Tech Foundations, the parties having failed to reach a mutually satisfactory agreement. On March 19, 2024, Atos announced that it has been informed by Airbus that discussions related to the sale of its BDS (Big Data & Security) business will not proceed. On April 29, 2024, Atos announced it has received on April 27, 2024, a non-binding letter of intent from the French state concerning the potential acquisition of 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS division for an indicative enterprise value comprised between €700 million and €1 billion. This perimeter represents a turnover of circa €1 billion in 2023, out of a total of €1.5 billion for the BDS division as a whole. The Group welcomes this letter of intent, which would protect the sovereign strategic imperatives of the French State. Due diligence phase with the French state started, in view of the issuance of a confirmatory non-binding offer by early June 2024. On May 6, 2024, Atos SE announced also that it is conducting discussions with the APE (Agence des participations de l'Etat) of the French State regarding its intent to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS (Big Data & Security) business. Financial restructuring proposals received on May 3 as part of the ongoing conciliation procedure, are compatible with the non-binding letter of intent received from the French State. However, it cannot be ruled out that the Company may not succeed in securing and finalizing its asset disposal program. Furthermore, the expected proceeds from these asset disposals may not be sufficient to ensure the repayment and refinancing of the Group's financial debts. The profitability of these operations depends on market conditions (including available financing and investor interest), taxation, asset quality and attractiveness, and legal and regulatory considerations. The Group may be confronted with a risk of market illiquidity, which could lead to an inability to meet the disposal schedule and/or to obtain satisfactory pricing conditions, and/or to a failure to fully execute its disposal program. Execution of the disposal program may be subject to the approval or disapproval of employee representative bodies or the Company's governance bodies. There is no guarantee that these conditions will be met within the necessary timeframe, and divestments may therefore be delayed or incomplete. In addition, a continued slowdown in the investment market or worsening market conditions (higher financing costs, intervention by central banks, etc.), as well as the possibility of a prolonged global recession and general uncertainty about economic trends, could have a negative impact on the availability of capital and could further call into question Atos' ability to implement its asset disposal program. If the asset disposal program announced by the Group is not completed within a satisfactory timeframe, or if the target amount is not achieved, the Group may not be able to meet its cash requirements and ensure the repayment and refinancing of its financial debt. Failure to complete this strategy, or delays in doing so, could have an impact on the Group's debt reduction targets and credit rating. The failure of the asset disposal program could also have a negative impact on the Group's reputation and/or share price.	

7.2.1.2 Financial Rating

Risk	Mitigation actions
The Group is rated publicly by the Standard & Poor's rating agency. On January 19th, 2024, Standard & Poor's downgraded Atos rating from to BB- to B-, on February 9th from B- to CCC and on April 11, 2024 from CCC to CCC-. Beyond the negative effect on interest expenses, such financial rating downgrade will also adversely affect the Group's ability to raise funds and result in higher interest rates for future borrowings. Downgraded rating could also impact the Group's ability to win certain types of deals with customers, give contractual rights to certain counterparties to replace Atos with another supplier, or require the Group to provide additional collateral or financial guarantees, which could have an adverse effect on its business, financial position and results of operations. All this could have an adverse effect on the Group's business, operating results and financial situation.	As stated on October 16th, the Atos Group is actively working to address its debt maturities in 2025. Atos is assessing the feasibility to access the debt and equity capital markets, and/or is considering the sale of additional assets, to address its capital raising plan, the €1.5 billion term loan A maturing in January 2025 (after the two 6-month extensions available to the Company) and the €750 million bonds maturing in May 2025. On April 9, 2024, Atos announced the parameters of its refinancing framework to its financial creditors.

7.2.1.3 Liquidity and going concern

Risk	Mitigation actions
The consolidated financial statements of the Group for the year ended December 31, 2023 have been prepared on a going concern basis. The Group's cash forecasts for the twelve months following the approval of the 2023 consolidated financial statements by the Board of Directors, result in a cash situation that meets its liquidity needs over that period. The cash forecasts, which take into account the latest business forecasts, have been prepared in particular based on the following assumptions: • The implementation of specific actions to optimize its working capital requirements, including in particular the continued access to a factoring program, • The continuation of the €400 million asset divestment program that was announced on July 28th, 2023, • The implementation of a new disposal program announced on January 3, 2024. In this respect, the Group is actively evaluating strategic alternatives, having received several expressions of interest or indicative offers relating to various perimeters. At December 31, 2023, cash, cash equivalents, and short term financial assets of the Group amounted to €2,423 million, including the benefits of working capital actions. Borrowings amounted to €4,654 million, of which €2,400 million of bonds and €2,080 million of bank financing. As a result, the total net debt for the Group amounted to €2,230 million at December 31, 2023. In addition, the Atos SE's leverage ratio applicable to the multi-currency revolving credit facility and the term loan A amounted to 3.34x at December 31, 2023. Atos SE wishes to draw attention to the maturity of Atos SE's borrowings and the risks associated with its refinancing. The coming maturities of its borrowings are as follows: • The €1.5 billion term loan A, maturing in July 2024, provides for another 6-month extension option until January 2025 available to Atos under standard conditions (notably no event of default and payment of an extension fee); it should be noted that there is no ongoing event of default, since under French law, events of default linked to the appointment of a mandataire ad hoc or the opening of a conciliation procedure are considered void; • The €500 million bond (Optional Exchangeable Bond) maturing in November 2024, • The €750 million bond maturing in May 2025, • The €900 million revolving credit facility maturing in November 2025, • The €50 million NEU MTN maturing in April 2026; • The €350 million bond maturing in November 2028, and • The €800 million bond (Sustainability-Linked Bond) maturing in November 2029.	

Risk	Mitigation actions
As stated in the January 3rd, 2024 Market Update press release, the Group will need to take the following actions, either individually or in combination, in order to meet these financing maturities: • Obtain new bank financing, • Access capital markets (debt and/or equity), • Implement a major asset disposal program in addition to the €400 million disposal program announced on July 28, 2023, and • Continue specific actions to optimize its working capital requirement, including continued access to a factoring program. In this context and as indicated above following its press release of February 5, 2024, Atos SE has entered into discussions with its banks and bondholders with a view to reaching a global agreement on the restructuring of its financial debt. Those discussions, that were held with the participation of the mandataire ad hoc appointed since the beginning of February 2024, will continue under an amicable conciliation procedure in order to frame these discussions and facilitate the emergence of a global agreement within a short and well-defined timetable of 4 months, which can be further extended by another month if needed. Those discussions were still ongoing at the time the consolidated financial statements for the year ended December 31, 2023 were approved by the Board of Directors. On 9 April 2024, Atos announced an agreement in principle with a group of banks, a group of bondholders and the French State on an interim financing of 450 million euros to strengthen the Group's liquidity until the conclusion of a refinancing agreement. Atos confirmed on May 6, 2024 that: • The €100 million revolving credit and term loan facilities to be provided by a group of bondholders has been signed; • On April 25, 2024, the French Ministry of Economy, Finance and Industrial and Digital Sovereignty (Ministère de l'Economie, des Finances et de la Souveraineté Industrielle et Numérique) has issued an order (arrêté) authorizing the €50 million loan from the State through the FDES (Fonds de Développement Economique et Social) to a subsidiary of Atos, Bull SAS, which controls sovereign sensitive activities. The Group's financing banks have also granted the required waiver in relation to that loan; • Discussions with the banks regarding the implementation of a €300 million factoring facility are progressing (for more details, please refer to the paragraph "Interim financing until the final implementation of the financial restructuring agreement" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring").	

Risk	Mitigation actions
On April 29, 2024, based on an adjusted business plan that reflects current market conditions and business trends, Atos announced the revision of the parameters of the financial restructuring framework presented on April 9, 2024. Submission of financing proposals including new money by existing stakeholders of Atos SE and third-party investors extended to May 3, 2024 (for more details, please refer to the paragraph "Parameters of Atos' financial restructuring framework" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring"). On that occasion, Atos also announced that the financial restructuring agreement will need to include the extension of €450 million interim financing agreed in-principle and an incremental interim financing of €350 million from July 2024 to final implementation of the financial restructuring agreement. On May 6, 2024, Atos SE confirmed it received on May 3, 2024, four new money proposals from several parties (for more details, please refer to the paragraph "Financial restructuring proposals received as part of the ongoing conciliation procedure" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring"). Atos SE announced that it will be working with its financial creditors to select by May 31, 2024 a financial restructuring solution that will be acceptable to them and consistent with the financial parameters of the Company and to reach a final financial restructuring agreement by July 2024. This solution will likely entail radical changes in the capital structure of the Company and significant new equity issuance that will result in a massive dilution of the existing shareholders of Atos SE, considering that the Company will negotiate with stakeholders the treatment of the existing shareholders in compliance with applicable laws. On May 6, 2024, Atos SE announced also that it is conducting discussions with the APE (Agence des participations de l'Etat) of the French State regarding its intent to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS (Big Data & Security) business. Financial restructuring proposals received on May 3 as part of the ongoing conciliation procedure, are compatible with the non-binding letter of intent received from the French State (for more details, please refer to the paragraph "Non-binding letter of intent received from the French state to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE" of the section 3.4.1 "Opening of an amicable conciliation procedure and discussions on financial restructuring"). All these circumstances create a material uncertainty upon the ability of the Group to continue as a going concern in the event the Group is unable to negotiate a new fiancial restructuring plan or to execute an important asset disposal plan. In that case, Atos SE may not be able to realize its assets or settle its liabilities within the ordinary course of its operations, and the application of IFRS accounting standards in the ordinary context of going concern, in particular with regards to the measurement of assets and liabilities, may not be appropriate.	

7.2.1.4 Customer relationship & delivery quality

Risk	Mitigation actions
The **quality of services and products delivered** by the Group may not be at the expected level, including due to reliance on third party products and/or product customization that Atos cannot fully control, or the Group may face significant delays or difficulties in providing the services or the products. If Atos is unable to meet contractual requirements or customer expectations, including due to inadequate assessment of the services that have been agreed to with customers, there is a risk that **customer relationships** could be harmed, which might result in claims or penalties under its contracts, potentially leading to additional costs, overruns, and termination losses, but also to deterioration of customer loyalty, failed renewals and lack of up-selling opportunities.	The Group also seeks to minimize the risks related to the delivery quality through rigorous review processes (including a technical and delivery assessment of the solution) right from the offer stage. A dedicated process is in place, called Atos Rainbow (further detailed in section 7.1.2) under which proposals are reviewed, with an inventory of risks being kept for tracking purposes. This process also covers the execution phase of the contract, including updates of the risk registers and allowing proper risk management. Regular monitoring is done for the contracts at risk (see further detail in §7.1.2.3). Since 2018, Group quality department is running a diagnosis in case of Net Promoter Score (NPS) downturn to understand the root causes and address them specifically if applicable. In the Quality and Customer Satisfaction Improvement Program (QCSIP) Atos is analyzing root-causes and developing improvement plans for those clients, which are rated significantly worse than in the last survey or where the Service Level agreements (SLA) were breached, or a Major Incident (MI) happened. To further strengthen Atos' operational excellence, a Group Contract Management program is deployed on major accounts to globalize and homogenize contract management activities, combining legal risk assessment, contractual obligations, and performance management. Taskforces are also set up in the event of delivery issues, aimed at responding quickly and adequately to such challenges.

7.2.2 People risks: People retention, People acquisition & Labor market, Company culture, Governance efficiency

In all areas of the organization, from R&D teams to Sales, Operations, and Support functions teams, People are the essence of the activity. Therefore, several risk factors related to human capital have been identified. As the Company mostly delivers services, it remains highly dependent on the skills, the experience and the performance of its employees and the key members of its management teams. Quality of service is dependent on the establishment of skilled and stable teams, committed to meeting customers' needs.

Not granting sufficient attention to People-related risks, especially at a time when the future is uncertain and the labour market is very tense, could materially adversely impact the Company as it may limit the organization's ability to sell the adequate and innovative services/products and deliver the quality of services agreed by contract, potentially resulting in penalties/claims, loss of customers and reputational damage.

7.2.2.1 People retention

Risk	Mitigation actions
The success of the organization heavily depends on its ability to retain key qualified people and to use their competences for the benefit of customers. Atos may be unable to **retain qualified employees**, especially at a time when the labour market is very dynamic and when Atos is undergoing huge transformation activities. The loss of personnel and the inability to replace them with equally qualified employees could increase operating costs, impair the Group's ability to perform under certain contracts, or prevent from gaining new business, which could have an adverse effect on its results of operations and cash flows.	An active follow-up of key people (key contributors, top talents, high level experts) is implemented through a regular risk level status monitoring per key person including a weekly risk estimation update and a monthly detailed report. An end-to-end career management governance for key people has been reinforced, targeting 95% retention of key people with a digital application implementation to enhance on status tracking and communication. Dedicated sessions are also being held with managers and HR Business Partners of key people to increase their awareness and to drive them closer to their employees. In addition to that, special initiatives were run to support key people affected in any way by the transformation processes and to provide extra support in their retention and career progression within Atos.

7.2.2.2 People acquisition and labor market

Risk	Mitigation actions
Highly skilled employees and sophisticated knowledge management are the key asset of Atos. Atos is facing a highly competitive **labour market** for digital skills. Thus **attracting key people** and hiring qualified staff based on business requirements becomes a substantial challenge. If the Group is unable to recruit qualified personnel, some projects would not be staffed resulting in the business risk of not being able to deliver, properly service our clients or even grow its business. More recently, Atos' lack of attractivity due to times of change and uncertain situation could make it even harder to position the Group as employer of choice in a candidate driven labour market. Besides, dynamically changing requirements such as hiring freezes and stringent approval of positions and offers, could cause significant delays in the talent acquisition process, impacting negatively the will of candidates' to continue their application process, as well as overall Talent Acquisition delivery.	In order to meet the labour market challenges Atos is focused on providing state of the art talent acquisition along the end-to-end recruitment process ensuring best in class candidate experience. Positioning the Group as tier one employer is the objective of the Employer Branding organization. Our assets include high involvement in CSR and commitment to diversity objectives and creation of competitive working conditions. An elaborated "internal first" approach that is putting a spotlight on colleagues "ready to develop" or on the bench is helping to further mitigate the risk of external hiring. Recruitment teams are organized to meet the business needs: team to manage Strategic Hiring, Flex team to manage business critical and time bound hiring, teams focussing on Digital/Cloud/Big data and Cybersecurity skills in the growth areas in tight cooperation with the business. State of the art tooling including AI driven sourcing and ranking was also implemented to support hiring process. Timely and transparent communication with the global Talent Acquisition organization was ensured through all channels, and regular touchpoints were organized with candidates to communicate clear information on company carve out and next steps.

7.2.2.3 Company Culture

Risk	Mitigation actions
After having acquired numerous companies with their own cultures and as a result of numerous short-term, reactive and scattered measures, there is a risk that **Atos culture** does not support engagement, inspiration, creativity, focus and long-term commitment, and that the company is missing a common identity which might affect employees' engagement and reduce the capacity to retain & attract new talents. As most recent acquisitions were done in the Eviden perimeter, that company culture risk is perceived to be higher for Eviden than for Technical Foundations perimeter. If the **Company culture** does not address the increasing needs and desires of employees at a time when situation is more uncertain, the Group's employees may become less engaged, and their performance may decrease.	Through the "We Are Atos" program, Atos creates a collaborative environment which is underpinned by development (including Individual Development Plans) and career mobility plans as well as initiatives to close the gender gap and encourage inclusiveness (for further details on those programs please refer to 5.3.7 "Employee Engagement"). Eviden started building its own company culture around four main values: grow together, dare to try, do the right thing, stay curious.

7.2.2.4 Governance efficiency

Risk	Mitigation actions
Executing company strategic carve out program by building up two different organizations for the future companies while remaining operating as one single Group might trigger dissynergies, slow down decision making and generate confusion and inconsistencies while distracting internal resources that would simultaneously be required to achieve business objectives. If the Group is unable to ensure adequate **Governance efficiency** to ensure business continuity under tough economic conditions, especially at the time the two future parts of the Group are preparing their organizations, the Group's activity could suffer from people demobilization, which could have an adverse effect on its results of operations and cash flows.	More than 95% of Group employees already knew since July 2022 to which future company they would belong. Time to prepare the separation is made as short as possible in order to minimize disruption. Regular communications are made to all employees, for example in all hands calls, to clarify the way forward and maintain mobilization. Governance allowing the Group to operate as a single company needed to be kept effective whereas the duration of the separation project increased. Different governance adjustments were realized, allowing to preserve the balance between the two future companies, and, more recently, the Group published internally a set of rules named "Working Together to Meet our Greatest Potential" to be respected when both companies answer customer needs, in order to increase internal coordination and to avoid harmful competition between them.

All these People related initiatives allowed faster adaptation of people to client needs and led to greater mobility, which also helped to balance attrition.

7.2.3 IT Security risks: cyber-attack, systems security and data protection

[SASB TC-SI-230a.2]

7.2.3.1 Cyber attack

Risk	Mitigation actions
The visibility and worldwide presence of Atos and its clients may expose Atos to **attacks on its systems** that could compromise the security of data. The sensitivity of Atos' and of its customers' activities, the growing complexity of technical infrastructures, and the increasing sophistication of cyber-crime contribute to intensify this risk. An information breach or unauthorized access in or through the Atos systems and/or a loss of sensitive or confidential information could have a long and significant impact on the business operations. It could result in reputational damage, in losing the customers' confidence and thus in the loss of their business, as well as expose the Group to potential claims.	First answer to Cyber-attacks are protection and detection mechanisms. Atos uses best in class security solutions with multiple vendors strategy associated with tight monitoring by Big Data and Cybersecurity experts. In case the risk would materialize, crisis management is defined in the **Atos Crisis Management Policy**. In addition, Atos has established a **Cyber Emergency Policy** to ensure the implementation of a consistent methodology in case of any declared cyber emergency event. To minimize the impact of security incidents, improve the responsiveness and enforce the management of cybersecurity defences, Atos has implemented a **CSIRT (Computer Security Incident Response Team)** to manage all security events worldwide 24x7. In addition, the CSIRT provides forensic and threat management expertise. A **Threat Intelligence Team** is responsible for identifying and monitoring all published security vulnerabilities and reports to the Group Chief Security Officer. To further challenge its defences and adapt them to new threats, Atos initiated a bug bounty program in 2021, renewed in 2023, as well as enforced its "red team" activities to challenge Atos cyber defences. Further detail on mitigation actions is available on §5.4.4

7.2.3.2 Systems security

[SASB TC-SI-550a.2]

Risk	Mitigation actions
Being an IT company, **IT system breakdowns or disruptions** could also be highly detrimental both for the Group's internal operations and its customers. A failure in providing the appropriate and contractually required level of services and protection to customer environments and data could negatively impact the Group's ability to perform under its contracts, and could lead to customer data leakage, business disruption, high recovery costs in case of an incident, and customer loss of trust, with a significant impact on reputation.	IT production sites, offshore development centers, maintenance centers and data centers are specifically subject to **extensive administrative and technical procedures for safeguarding and monitoring**, covering physical and IT system access, energy supply breakdown or disruption, fire, regulation of extreme temperature changes, data storage and back-up, contingency and disaster recovery plans. To strengthen its defence capabilities and prevent unauthorized access to information, including personal data, and systems, Atos has deployed an **information security management system which is certified to the ISO 27001 standard**. To prevent and limit the risks of IT system breakdowns or disruptions caused, Atos has deployed a new **worldwide awareness training program** refreshed in 2022, mandatory for all employees within the Group and supported by fortnightly communications to all employees through the entire year 2023. Further detail on mitigation actions is available on §5.4.4

7.2.3.3 Data protection

Risk	Mitigation actions
In the course of its business, Atos stores and processes large amounts of data for its clients, including sensitive and personally identifiable information, and is subject to numerous laws and regulations which **protect personal data** in the digital world, such as the European Union General Data Protection Regulation (GDPR). These laws increase in complexity and number and change frequently. Any negligence or breach of the Group's established controls with respect to client or Atos data, could result in unauthorized disclosure of personal data and may subject Atos to reputational harm, significant litigation, customer claims, monetary damages, regulatory enforcement actions, fines and/or criminal prosecution.	**Atos has a Group Data Protection policy** and has also adopted the **Atos Group Binding Corporate Rules**, which applies a common standard for data protection among Atos Group companies. Suppliers and partners are regularly assessed with regards to Atos Privacy policy. Identification of processing of personal data, whether on behalf of a client or for its own purposes, triggers the use of the Atos Compliance Assessment of Data Processing (CADP) tool, which consists of formal check lists of questions. As a matter of principle, any personal data breach is qualified as a security incident, and managed as such. In addition, in the case of a data breach, the relevant Data Protection Officer is invited to be part of the response team in accordance with the Atos Data Breach Policy. To prevent and limit the risk of a data breach caused by its own employees, as well as to enhance their responsiveness in such cases, Atos has deployed a **worldwide data protection awareness training program**, which is mandatory for all employees within the Group. 91.9% of Atos employees were trained in 2023. Further detail on mitigation actions is also available on §5.4.5

7.2.4 Go-to-Market risks: market environment, innovation and customer digital transformation

7.2.4.1 Market environment

Risk	Mitigation actions
The activity of the Group is dependent on the demand fluctuation in the different markets of our clients. Volatile, negative, or uncertain economic conditions and patterns of economic growth in the markets we serve could adversely affect client demand for our services and solutions. Such fluctuation of economic conditions, including for example inflation, might impair customers' profitability. As a result, clients may reduce or defer their spending under existing contracts with the Group or on new initiatives and technologies, and this may negatively affect the Group's business and results. In extreme cases, some clients may even go bankrupt, which would affect the Group's profitability and cash flows. Uncertain and volatile economic conditions may also make it more difficult for Atos to accurately forecast client demand and allocate resources effectively. Inflation could also negatively impact the profitability of the Group, especially on fixed price contracts.	The overall market risk is mitigated by the balanced industry and geographic coverage of the Group's activity. In an increasingly global market, Atos organization is naturally facing some degree of competitive risk. Atos is performing periodically a review of the different markets to plan and adapt its activities. This is further detailed in section of the Group Overview "Market sizing and competitive landscape" and new expected position of Atos. The collection of outstanding clients' receivables is closely monitored and tracked by the teams in the RBUs, the Global Business Lines and the Finance function. Focus is also done in the bidding phase on securing payments and improving payment terms.

7.2.4.2 Innovation and intellectual property

Risk	Mitigation actions
In a context of rapid technological evolution, accelerated digital shockwaves, rapid business transformation and emergence of new offers on the market, there is a risk for Atos to miss technological shifts. Atos needs to develop its capacity to explore new ideas and concepts and to free its **innovation** potential in terms of technology, business model and usages. Meanwhile protecting **intellectual property** against infringement might be necessary. The Company could be materially adversely impacted if it fails in any of these domains as it could result in the loss of opportunities, the inability to compete, and may impede access to more profitable or Growing Markets.	A specific committee oversees the global R&D roadmap and a specific risk assessment process (named "RAPID") has been setup to approve and follow technology investments in their ability to also bring new usage and new business model when appropriate. According to this strategy, Atos is addressing such risks by developing and managing its intellectual property (IP) and related rights consisting in patents, copyrights, trademarks, and trade secrets, to protect its innovation and its freedom to innovate against any third party.

7.2.4.3 Customer digital transformation and business model disruption

Risk	Mitigation actions
As a result of major technology evolutions triggering changes in market dynamics, especially in relation with **customers' digital transformation** or the surge of artificial intelligence, there is a risk that the organization is not able to timely adapt to this new market reality and to the related **business model disruption**. This might lead to inability to develop top line, loss of market share, including reputational impact and overall risk for the Company's future, but could also lead to loss of profitability, including some large restructuring costs, in case the Group would not adapt timely its cost structure.	From a strategic point of view, the considered split of the Group should allow each Company resulting from this split to better adapt to the transformation of the market on which they will operate. The Group is also considering acquisitions, disposals, and whenever necessary, reorganizations, as part of its strategy to adapt to technology evolution and to enhance its financial performance. In parallel, and to better adapt to customer demand, solutions have been defined per Industry and are pushed throughout the organization by subject matter experts and business developers. Regular coaching sessions are undertaken to maintain the adequate level of knowledge. The Group also relies upon adequate definition and readiness of its offerings and adequacy of the overall solutions portfolio.

7.2.5 Growing Risks: regulation and compliance, environmental impact

Those are risks with a potential material impact in the mid-term considering their fast evolution.

7.2.5.1 Regulation and compliance

Risk	Mitigation actions
Due to its business model delivering IT products and services throughout the world, Atos is subject to a wide array of stringent regulations, particularly in the following fields: anticorruption, antifraud, antitrust, controls on exports of dual-use goods, human rights, international sanctions, taxation, harassment, and discrimination. As a result of the surge of **local and global changes in laws and regulations** in multiple areas, implying changes in systems and organizations, the Company could be materially affected if it fails to timely comply with them and may be subject to claims, investigations, sanctions, fines, or other penalties. Significant sanctions could notably result in being excluded from public tenders and/or termination of public contracts.	To tackle Compliance risks, Atos' senior management promotes a strong culture of Ethics & Compliance. Atos relies on a four-stage risk management cycle, consisting of risk identification and assessment, prevention, detection, and monitoring, thus enabling a **continuous improvement cycle encapsulated in a dedicated compliance program**. Identification and prevention measures include the corruption risk mapping and the fraud risk mapping exercises, the Code of Ethics, internal policies, training and awareness program, as well as enhanced due diligence processes on third parties, which are now supported by a market-leading screening tool before signing any contract with a customer, prospect or supplier. Detection measures include the **Group Alert system**, as well as first level compliance controls. Further detail on mitigation actions is available in section 5.4.7.2 "Ethics & Compliance"

7.2.5.2 Environmental impact

Risk	Mitigation actions
The environmental risk is two-fold: the impact of our business on the environment and the impact of increasing environmental change and related regulations on the business. Consequently, Atos' main global environmental and climate-related risks concern: **potential changes in regulations linked to climate change** (ability to anticipate and mitigate); more frequent and more **extreme natural events and disasters** (level of resilience); and **energy and carbon** (new constraints, new limits, new taxes). If the Group is unable to manage these risks and to adapt to changes in environmental regulation, it could have an adverse effect on the Group's business.	The Group's main potential impacts, risks and opportunities are regularly evaluated through specific work and activities. At present, the predominant environmental aspects resulting from Atos' business activities concern the operation of its data centers, offices, and employee business travel in addition to impacts incurred from within the supply chain as well as the use of solutions and technologies that are deployed by the Group. Atos has committed to reducing its global impact and, as invited by the European Commission or the Task Force on Climate-related Financial Disclosures (TCFD), has also undertaken to better assess, anticipate and mitigate future changes. Further detail on mitigation actions is available in section 5.2.3.

7.3 Claims and litigation

The Atos Group is a global business operating in 69 countries. In many of the countries where the Group operates there are no claims, and in others there is only a very small number of claims or actions involving the Group.

The current level of claims and litigation is attributable in part to self-insurance incentives and the vigorous promotion of the quality of the services performed by the Group as well as to the intervention of a fully dedicated Risk Management department, which effectively monitors contract management from offering through delivery and provides early warnings on potential issues. All potential and active claims and disputes are carefully monitored, reported and managed in an appropriate manner and are subject to legal reviews by the Group Legal Department.

During the second half-year of 2023 the Group has successfully put an end to several significant litigations through settlement agreements.

Group Management considers that sufficient provisions have been made.

The total amount of the provisions for litigation risks, in the consolidated accounts closed as of December 31, 2023 to cover for the identified major claims and litigations, added up to €58.4 million (including tax and commercial claims but excluding labor claims).

7.3.1 Tax claims

The Group is involved in several routine tax claims, audits and litigations. Such claims are usually solved through administrative non-contentious proceedings.

Certain tax claims are in Brazil, where Atos is a defendant in a number of cases and a plaintiff in others. Such claims are typical for companies operating in this region. Proceedings in this country usually take a long time to be processed. In other jurisdictions, such matters are normally resolved by simple non-contentious administrative procedures.

The total provision for tax claims, as set forth in the consolidated financial statements as at December 310, 2023, was €15.8 million.

7.3.2 Commercial claims

There are a small number of commercial claims across the Group.

There are several significant on-going commercial cases in various jurisdictions that the Group has integrated because of several acquisitions, notably a litigation inherited from Syntel.

In October 2020, a jury found Syntel liable for trade secret misappropriation and copyright infringement and awarded Cognizant and TriZetto approximately $855 million in damages. Throughout the trial and in its post-trial motion, Syntel maintained that Cognizant and TriZetto had failed to meet their burden to show trade secret misappropriation and that their damages theories were improper as a matter of law.

In its decision, the Court held that sufficient evidence existed to support the jury's verdict of trade secret misappropriation and that the jury's award of $285 million in compensatory damages was not contrary to law. However, the Court found that the jury's $570 million punitive damages award was excessive and should be reduced to $285 million. TriZetto agreed to this reduction. The Court issued an injunction prohibiting future use by Syntel of the specific trade secrets at issue in the trial.

On 25 May 2023, the United States Second Circuit Court vacated a decision issued by the United States District Court for the Southern District of New York, as part of Syntel's ongoing litigation with Cognizant and its subsidiary TriZetto, which was finding Syntel, now part of Atos, liable for damages due to Syntel's alleged trade secret misappropriation and copyright infringement.

The Second Circuit Court remanded the case to the District Court for further consideration if any amount of damages are still appropriate.

In practice, it means that the legal opinion issued by the Second Circuit (the Court of Appeal) clearly stated that the use of the avoided development costs methodology, which led to the initial $570m damages, was contrary to the law. The case is currently pending in District Court.

The total provision for commercial claim risks, as set forth in the consolidated accounts closed as at December 31,2023, amounts to €42.6 million.

7.3.3 Labor claims

There are approximately 95,000 employees in the Group and relatively few labor claims. In almost every jurisdiction there are no or very few claims. Latin America is the only area where there is a significant number of claims, but such claims are often of low value or inflated and typical for companies operating in this region.

The Group is respondent in a few labor claims of higher value, but in the Group's opinion most of these claims have little or no merit and are provisioned appropriately.

All of the claims exceeding €300,000 have been provisioned for an overall amount of €2.4 million as set forth in the consolidated financial statements as at December 31, 2023.

7.3.4 Representation & Warranty claims

The Group is a party to a very small number of representation & warranty claims arising out of acquisitions/disposals.

7.3.5 Other claims

On November 27, 2023, Atos intervened in summary proceedings before the President of the Nanterre Commercial Court brought by the Luxembourg company Ciam which asked the Court to order Mr. René Proglio, former director of Atos, to answer several questions and to communicate a letter. Atos has requested that Ciam's claims be rejected. On February 27, 2023, Ciam's claims were rejected by the President of the Nanterre Commercial Court.

On 17 November 2023, the Singaporean company Alix AM filed against Atos an application for interim measures with the President of the Pontoise Commercial Court, asking for a judicial expertise mainly on the contemplated sale of TFCO to EPEI and the August 1st 2023 announcement of entering into exclusive negotiations. Atos has requested that Alix AM claims be rejected. On February 8, 2024, Alix AM's request was rejected by the President of the Pontoise Commercial Court. Alix AM announced it will appeal it.

On 5 December 2023, the French association UDAAC filed against Atos an application for interim measures with the President of the Pontoise Commercial Court, asking for the appointment of an ad hoc court appointed officer to convene a general meeting shareholders for the purpose of dismissing several Atos directors. Atos has requested the nullity of UDAAC application and its dismissal. On February 29, 2024, UDAAC's action was declared inadmissible by the President of the Pontoise Commercial Court.

[The press has also mentioned the filing of two criminal complaints with the National Financial Prosecutor, (i) by Alix AM which allegedly filed a complaint for corruption [against two Atos executives] and (ii) by Ciam which allegedly filed a complaint for dissemination of false information [against Mr. Meunier, former president of the Board of Directors, and other unknown person ("contre X").]]

[In addition, Ciam and UDAAC have referred the matter to the Autorité des marchés financiers.]

7.3.6 Miscellaneous

To the knowledge of the Company, there are no other administrative, governmental, legal or arbitration proceedings, pending or potential, over the past 12 months, likely to have or having had significant consequences on the Company's and the Group's financial position or profitability.

7.4 Internal control

The internal control system whose definition is stated in section 7.4.1 below and designed within Atos relies on the internal control reference framework prescribed by the AMF (Autorité des Marchés Financiers). Internal control players are described in section 7.4.2. The "general principles" section of the AMF framework has been used to describe in a structured manner the components of the internal control system of Atos — section 7.4.3. Specific attention has been given to the internal control system relating to accounting and financial information — section 7.4.4, in compliance with the application guide of the AMF.

7.4.1 Internal control definition and objectives

The internal control system designed throughout the Group aims to ensure:

- compliance with applicable laws and regulations;
- application of instructions and directional guidelines set by Group management;
- correct functioning of the Company's internal processes to establish operational effectiveness and efficiency, the safeguarding of assets and the reliability of financial information.

One of the objectives of internal control procedures is to prevent and control risks of error and fraud.

As for any internal control system, this mechanism can only provide reasonable assurance and not an absolute guarantee against these risks.

7.4.2 Internal control system players

The main bodies involved in the implementation of internal control procedures at Atos in 2023 are as follows:

Board of Directors supported by Audit Committee

The Board of Directors prepares governance rules detailing the Board's role supported by its committees. Those committees enlighten the Board as to the quality of the internal control system. The Audit Committee, in particular, is informed of the content and the implementation of internal control procedures used to ensure the reliability and accuracy of financial and business information and stays informed about the proper implementation of the Internal Control System.

Group Executive Board (GEB)

The Group Executive Board leads the operational performance of the Group. As part of its role, it oversees the definition of the framework of the internal control system.

Management at different levels, is responsible for implementing and monitoring the internal control system within their respective areas of responsibility.

Internal control & ERM (Enterprise risk management)

The role of Internal control & ERM function is to ensure the development and the coordination of the internal control system, such as the implementation of the Book of Internal Control (BIC) and its continuous monitoring and improvement within the Group. Internal control & ERM function also runs the Enterprise Risk assessment in coordination with Global Functions, Global Business Lines and Business Units.

Internal control relies on internal control managers and internal control coordinators in each Global Function and Business Unit who assist in the deployment of the various initiatives.

Internal Audit

The Internal Audit organization is centralized which enables a global working practice following one Group Internal Audit plan and a consistent audit methodology. Internal Audit operating principles are defined in the Group Internal Audit Charter, which is validated by the CEO and by the Chair of the Audit Committee. According to this charter, the mission of internal audit is to provide "risk-based and objective assurance, advice and insight to evaluate and improve the effectiveness of the risk management, internal control and governance processes". The Audit Committee of the Board of Directors receives regular reports on the Internal Audit work plan, its progress, and associated results and findings.

In 2023, Group Internal Audit department confirms its certification by the French Institute for Internal Audit and Internal Control (IFACI), associated with the Institute of Internal Auditors (IIA). This accreditation attests the quality of the Internal Audit (IA) function, the level of compliance with international standards and IA's degree of control over key challenges.

7.4.3 Components of the internal control system

A – Governance/control environment

The organization, competencies, policies (methods, procedures and practices) and systems represent the ground layer of the internal control system and the fundamentals of the Group. The main components are presented in this section.

Matrix organization: the Company runs a matrix organization structure that combines operational management (Regional Business Units, Global Business Lines) and Functional Management (Support Functions). This matrix structure allows a dual view on all operations and therefore enhances the control environment.

Responsibilities and powers: The following initiatives aim to frame the assignment of responsibilities:

- delegation of authority: In order to ensure efficient and effective management control from the country level to Group management level, a formal policy sets out the authorization of officers of subsidiaries to incur legal commitments on behalf of the Group with clients, suppliers and other third parties. The delegation of authority policy has been approved by the Board of Directors and rolled-out under the supervision of the Group Legal & Compliance department;
- segregation of duties: The segregation of duties (SOD) policy is defining accountability for implementing and monitoring organizational and technical measures proportionate to the risks of errors or fraud. A tool is used to perform automatic assessments of those rules in the main systems.

Compliance coordination : Compliance is managed by a team placed under the responsibility of the Group Deputy Secretary General, to ensure that the organizations, processes, and activities effectively support the compliance policy of Atos.

Competencies: the Group Human Resource management policy relies on the *Global Capability Model* (GCM) which is a standard for categorizing jobs by experience and expertise across the Group. A Group Policy on bonus scheme completes this system by setting incentives.

Policies and procedures: Policies and procedures contribute to an appropriate control environment: main ones are gathered in the Book of Internal Policies and stored in a common repository. They include among other, the Code of Ethics (further described in the section 5.4.7 – Ethics and Compliance Program), Data protection, Payments & Treasury Security Rules, Investment Committee, Security Policy.

Information Systems: Atos IT department is in place to provide common internal IT infrastructures and applications for Atos staff worldwide. It supports functions like Finance (accounting and reporting applications), Sales Operations (account planning, customer relationship management), Human Resources (resourcing tool, corporate directory), Communication (Group websites and Intranet) or Project Managers (capacity planning and project management).

Security and access to these infrastructures and applications as well as their reliability and performance, are managed by this department and benefit from the core expertise and resources from the Group.

B – Communication of relevant and reliable information

Several processes are in place to ensure that relevant and reliable information is provided within the Group.

Monthly reviews of operational performance by Business Lines and by Regional Business Unit are organized under the responsibility of the Group Chief Financial Officer and in the presence of the relevant Executive Vice Presidents and stakeholders.

A shared ERP system is deployed and used in almost all countries of the Group except recently acquired entities, enabling easier exchange of operational information. It allows producing cross border reporting and analysis (cross border project analysis, customer or Industry profitability) as well as business reports through different analytical axis (by Business Line or by Geography).

Formal information reporting lines have been defined, following the operational and the functional structures. This formal reporting, based on standard formats, concerns financial and non-financial information as well as operational risks (through risk management Committees), treasury (with Payments and Treasury Security Committee), or financial structuring (Equity Committee).

This bottom-up communication is accompanied by top-down instructions, issued regularly, and especially for budgeting and financial reporting sessions.

C – System for risk management

Risk management refers to means deployed in Atos to identify, analyze and manage risks. Although risk management is part of a manager's day to day decision making process, specific formal initiatives are in place for risk management, as described in section 7.1 – risk management activities of this document.

D – Control activities

Atos key control activities are described in the Book of Internal Control (BIC) based on the main risks identified. This document, made available to all employees, complements the different procedures by addressing the key control objectives of each process to achieve an appropriate level of internal control.

It covers the financial processes, but also the various operational processes (Prospecting to Order, Order to Cash, Offering Lifecycle, HR Management, Asset Lifecycle) and Risk & Compliance activities (Security, Legal, Sustainability).

Three updated versions of the Book of Internal Control were released and distributed throughout the Group in 2023, to consider additional controls and some improvements in various processes. This framework will continue to evolve, according to growing maturity of processes and emerging risks (update at least once a year).

An IT control framework (part of the BIC) has been defined, detailing control activities related to client service. This framework is used by external auditors to issue "ISAE 3402" reports (1) for several Atos clients.

E – Monitoring

Monitoring of the internal control system is the responsibility of the Group and Local Management.

Self-assessment questionnaires (perception based) are regularly filled in by the Functions and the Operations within the RBUs/Countries. Control testing (evidence based) are also performed on critical controls and are reviewed at Group level. Action plans are initiated when deviations were reported.

Internal Audit is evaluating, through its risk-based reviews, that the internal control procedures are properly designed and applied. Internal Audit also ensures that action plans are defined by Group and Local management to mitigate the risk.

In 2023, Internal Audit carried out a total of 34 audit assignments including adhoc engagements at the request of Group Executive Board, assessing the functioning of the internal control system and helping to improve and make processes more reliable: 20 in the domain of business and support functions and 14 related to IT and Operations. All assignments have been finalized either in 2023 or early 2024 by the issuance of an audit report including action plans to be implemented by the related units or country. In addition, 6 investigations were carried out jointly with Compliance department.

Twice a year, a full review of open recommendations is performed by Internal Audit with concerned owners, and critical, high & medium risk actions are reported up to the Group Management Committee and the Audit Committee of the Board of Directors. For the year 2023, 95% of due critical, high and medium audit recommendations have been implemented.

Audits on Service Organization Controls (SOC) have been performed by independent auditors for the main service providers who run processes on behalf of Atos, notably in the areas of payroll processing, accounts payable management or general ledger accounting processing.

7

1) *ISAE3402 (International Standards for Assurance Engagements (ISAE) No. 3402). A global assurance standard for reporting on controls at a service organization used for auditor's report on internal control of a service to a third party. Activities of Atos typically have an impact on the control environment of its clients (through information systems), which may require the issuance of "ISAE3402 reports" for the controls ensured by Atos.*

7.4.4 Systems related to accounting and financial information

The financial governance of the Group supports a set of global financial processes, which are part of the Group Internal Control system and are carefully monitored due to their sensitive nature:

- Finance processes: general accounting, budgeting and forecasting, consolidation and reporting, treasury, credit risk management;
- "expert" functions processes: taxes, insurance, pensions, real estate transactions;
- operational processes: bidding, contract execution, financial business model.

A – Local and Group financial organization

The management of the Finance function is chaired by the Group CFO. In addition to Group CFO, the finance leadership team comprises CFOs from the Regional Business Units, Business Lines CFOs, the Group Finance Function Heads covering all relevant topics across the Global Finance organization.

Local finance teams having a direct reporting line to the Group Finance Function, as it is the case for the other support functions, reinforces the integration of the financial function, contributes to the full alignment of key finance processes and provides an appropriate support to operational entities of the Group.

The Group Finance department oversees the financial processes, especially through financial consolidation, monitoring of compliance matters and supplying expertise and control of the reported financial information.

B – Group Finance policies & procedures

Group Finance has drawn up a number of Group policies and procedures to control how financial information is recorded and processed in the subsidiaries. These policies and procedures are discussed with the statutory external auditors before issuance. They cover a number of elements:

- financial accounting policies cover Group reporting and accounting principles, guidelines on how financial information must be prepared, with common presentation and valuation standards. They also specify the accounting principles to be followed by Atos entities to prepare budgets, forecasts and to submit actual financial reporting required for Group consolidation purposes. Group Reporting Definitions (GRDs), internal guidelines for IFRS and accounting rules applicable in the Operations, are regularly updated;
- training and information sessions are organized regularly to disseminate these policies and procedures within the Group. A dedicated Intranet site is accessible to all Finance staff to facilitate sharing knowledge and issues raised by members of Atos financial community;
- instructions and timetable: Financial reporting including budgets, forecasts and financial statements by subsidiary is performed in a standard format and within a timetable defined by specific instructions and procedures. Group Finance liaises with statutory auditors to coordinate the annual and half-year closing process.

C – Information systems

Information systems play a key role in the establishment and maintenance of a control system related to accounting and financial information. They have led to strongly structure the processes and have enabled automated preventive controls. They also provide ongoing monitoring and analysis capabilities.

An integrated ERP system supports the production of accounting and financial information in almost all the subsidiaries within the Group. Recently acquired entities are progressively migrated onto the standard ERP.

A single Group reporting, and consolidation tool is used for financial reporting (operational management reporting and statutory data). Each subsidiary reports its financial statements on a standalone basis to be consolidated at Group level. There is no intermediary consolidation level and all accounting entries linked to the Group consolidation remain under the direct control of Group Finance. Off balance sheet commitments are reported as part of the mainstream financial information and are reviewed by Group Finance.

D – Monitoring and control

In addition to the financial processes defined, monitoring and control processes aims to ensure that accounting and financial information complies with all applicable policies, rules and instructions.

The Finance Internal Control tool has been deployed at local level across all RBUs. It requires the Group companies to evidence their compliance with a subset of more than 50 key internal controls extracted from the Book of Internal Control. A yearly plan defines the frequency and the scope according to which these controls are checked, fully aligned with the Book of Internal Control. The Finance Internal Control tool includes predefined reviews and approval workflows, and provides appropriate back up to support closing positions.

Functional reviews are performed by Group financial support functions on significant matters relating to financial reporting, such as tax issues, pensions, litigations, off balance sheet items or business performance and forecasts.

Operational and financial reviews: Group Controlling supports Operations and Group Management Committee in the decision-making process through monthly reviews and by establishing a strong link with Regional Business Units and Business Lines management in performing financial analysis and monitoring, enhancing control over operations and improving the accuracy and reliability of information reported to the Group.

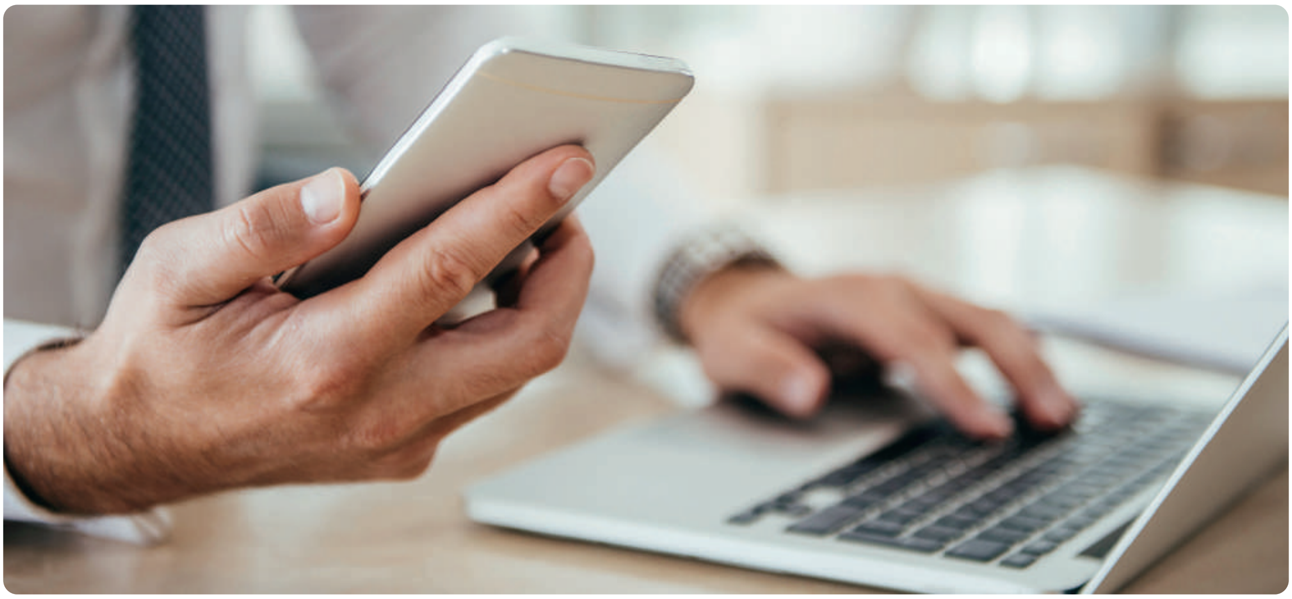
7.4.5 Outlook and related new procedures to be implemented

Main focus for 2024 will be to ensure that both companies resulting from the strategic separation project will keep an efficient Internal Control System in place during the transition period.

In parallel, transformation initiatives started earlier will pursue their effects to improve and streamline processes, with benefits for the Internal Control System. In particular, for the internal control improvement plan, the Finance department is committed to reinforce the first and second lines of defense by enforcing stringent procedures across the Group. Some more controls will have their evidences systematically centralized, easing the second line of defence controls. Recently acquired entities will also be integrated in the Atos internal control system.

Initiatives identified through the updated risk mapping will be monitored to ensure that proper attention is given to those topics.

The Internal Audit department will pursue the review program updated following the most recent risk assessment performed, and the follow-up of the implementation of its recommendations.



8

Common Stock Evolution and Performance

8.1 Basic data

8.1.1 Information on stock trading

The Company's shares have been admitted to trading on the Euronext Paris regulated market (Compartment A) since 1995, under ISIN code FR0000051732. Atos SE shares are eligible for SRD and PEA. The Company's shares are included in the SBF 120 index.

The main tickers are:

Source	Codes
Euronext	ATO
AFP	ATO
Bloomberg	ATO FP
Reuters	ATOS PA
Thomson	ATO FR

The Euronext sector classification is as follows:

Euronext : classification sectorielle ICB	
Industrie	9000, Technology
Supsecteur	9500, Technology
Secteur	9530, Software and Computer Services
Sous-secteur	9533, Computer Services

8.1.2 Free Float

Stakes owned by the employees and the management as well as treasury shares, are excluded from the free float.

As of December 31, 2023	Shares	% of share capital	% of exercisable voting rights[1]
Employees	3,246,526	2.91%	2.91%
Board of Directors	9,625	0.01%	0.01%
Treasury Stock	77,312	0.07%	0.00%
Onepoint	12,414,101	11.14%	11.15%
Free Float	95,691,743	85.87%	85.93%
Total	**111,439,307**	**100.0%**	**100.0%**

1. The percentages of voting rights are calculated with reference to the number of voting rights exercisable at General Shareholders' Meetings, i.e., number of theoretical voting rights minus the shares without voting right such as treasury shares.

8.2 Stock ownership

Principal changes in the ownership of the Company's shares in the past three years have been as follows:

	December 31, 2023		December 31, 2022		December 31, 2021	
	Shares	%	Shares	%	Shares	%
Siemens Pension-Trust e.V.[1]	-	-	-	-	10,665,713	9.63%
JP Morgan Chase & Co[2]	-	-	7,587,586	6.84%	-	-
Onepoint[3]	12,414,101	11.14%	-	-	-	-
Bank of America[4]	5,904,331	5.30%	-	-	-	-
Employees	3,246,526	2.91%	3,006,444	2.71%	3,372,846	3.05%
Board of Directors	9,625	0.01%	33,221	0.03%	33,665	0.03%
Treasury Stock	77,312	0.07%	227,146	0.20%	181,626	0.16%
Others	89,787,412	80.57%	100,097,145	90.22%	96,476,482	87.13%
Total	**111,439,307**	**100.0%**	**110,951,542**	**100.0%**	**110,730,332**	**100.0%**

1. Following the crossing downward by Siemens Pension-Trus e.V, on October 28, 2022, of the threshold of the Company's capital and voting rights, their holding is included in "Others".
2. On the basis of the threshold crossing statement dates September 8, 2022 (n°222C2178).
3. On the basis of the threshold crossing statement dated December 13, 2023 (n°223C2047).
4. On the basis of the threshold crossing statement dated September 14, 2023 (n°223C1428).

The Company's shares which are owned by employees are managed by Group mutual funds (FCPE) or held in direct shareholding.

The Supervisory Boards of the Group mutual funds exercise the voting rights attached to the securities held within the funds. As of December 31, 2023, the shareholding of current and former Atos Group employees into Atos SE represented an overall 2.91% of the share capital.

As of December 31, 2023, Onepoint was the sole shareholder to disclose a shareholding exceeding 10% of the Company's share capital. At the same date, Bank of America was the sole shareholder to disclose a shareholding exceeding 5% of the Company's share capital.

The treasury stock evolution is described below in section ***8.7.8 Treasury stock and liquidity contract***.

The threshold crossings which were disclosed in 2023 are described in section ***8.7.3 Threshold crossings***.

8.3 Dividend policy

[GRI 201-1]

As Net income Group share was negative in 2023, Atos Board of Directors decided, in its meeting held on May 16, 2024, to not propose a dividend to the next Annual General Meeting.

The Group intends to pursue its current policy in line with the pay-out ratio between 25% and 30% of Net income Group share.

During the past three fiscal periods, Atos SE paid the following dividends:

Fiscal period	Amount of the dividend
Distribution for the 2023 financial year	N/A
Distribution for the 2022 financial year	N/A
Distribution for the 2021 financial year	N/A

8.4 Shareholder documentation

In addition to the Universal Registration Document, the following information is available to shareholders:

- a half-year report;
- quarterly revenue;
- regular press releases, regulated information and general Group's information, available through the Atos website at atos.net.

8.5 Financial calendar

August 1st, 2024 (Before Market Opening)	**First semester 2024 results**
Octobrer 24th, 2024 (Before Market Opening)	**Third Quarter 2024 revenue**

8.6 Contacts

[GRI 2-3]

Institutional investors, financial analysts as well as individual shareholders can contact:

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Requests for information can also be sent by email to **investors@atos.net**

8.7 Common stock

8.7.1 At December 31, 2023

As of December 31, 2023, the Company's issued common stock amounted to ca. €111 million, divided into 111,439,307 fully paid-up shares of €1.00 par value each.

Compared to December 31, 2022, the share capital was increased by the issuance of 487,765 new shares, resulting from the vesting and delivery of performance shares granted on July 24, 2023 to certain employees and executive officers of the Group.

8.7.2 Over the last five years

Year	Change in common stock	Date	New shares	Total number of shares	Common stock (in € million)	Additional paid in capital (in € million)	New common stock (in € million)
2019	Capital increase reserved to employees[1]	02/28/2019	263,518	107,149,737	0.3	15.4	107.2
	Exercise of stock options	03/31/2019	5,667	107,155,404	0.0	0.3	107.2
	Payment of the dividend in shares	05/27/2019	2,039,710	109,195,114	2.0	124.5	109.2
	Exercise of stock options	06/30/2019	19,800	109,214,914	0.0	0.8	109.2
2020	Capital increase reserved to employees[2]	07/31/2020	778,252	109,993,166	0.7	36.9	109.9
2021	Capital increase reserved to employees[3]	10/28/2021	737,166	110,730,332	0.7	21.8	110.7
2022	Capital increase reserved to employees[4]	03/21/2022	33,367	110,763,699	0.03	0.8	110.8
	Capital increase resulting from the vesting and delivery of performance shares[5]	07/25/2022	184,963	110,948,662	0.2	N/A	110.9
	Capital increase resulting from the vesting and delivery of performance shares[6]	10/24/2022	2,880	110,951,542	0.003	N/A	111
2023	Capital increase resulting from the vesting and delivery of performance shares[7]	07/24/2023	487,765	111,439,307	0.4	N/A	111.4

1. Under the 20th resolution of the Annual General Meeting of May 24, 2018.
2. Under the 20th resolution of the Annual General Meeting of April, 30 2019.
3. Under the 18th resolution of the Annual General Meeting of May 12, 2021.
4. Under the 19th resolution of the Annual General Meeting of May 12, 2021.
5. Under the 21st resolution of the Annual General Meeting of April 30, 2019.
6. Under the 21st resolution of the Annual General Meeting of April 30, 2019.
7. Under the 32nd resolution of the Annual General Meeting of June 16, 2020.

8.7.3 Threshold crossings

During the period between January 1, 2023 and December 31, 2023, the Group has been informed of the following legal thresholds' crossings:

- JP Morgan Chase & Co declared having crossed downwards, on February 6, 2023, indirectly, through companies it controls, the thresholds of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market). JP Morgan Chase & Co declared not holding any share of the Company;
- JP Morgan Chase & Co declared having crossed upwards, on February 21, 2023, indirectly, through companies it controls, the thresholds of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares off market). JP Morgan Chase & Co declared holding, indirectly, 5.13% of the share capital and voting rights of the Company;
- BlackRock, Inc., acting on behalf of clients and funds which it manages, declared having crossed upwards, on February 22, 2023, the thresholds of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market and an increase in the number of shares owned as a collateral). BlackRock, Inc. declared holding 5.65% of the share capital and voting rights of the Company;
- BlackRock, Inc., acting on behalf of clients and funds which it manages, declared having crossed downwards, on February 23, 2023, the thresholds of 5% of the share capital and voting rights of the Company (following a reduction in the number of shares owned as a collateral). BlackRock, Inc. declared holding 4.78% of the share capital and voting rights of the Company;
- BlackRock, Inc., acting on behalf of clients and funds which it manages, declared having crossed upwards, on February 27, 2023, the thresholds of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market and an increase in the number of shares owned as a collateral). BlackRock, Inc. declared holding 5.09% of the share capital and voting rights of the Company;
- JP Morgan Chase & Co declared having crossed downwards, on February 28, 2023, the thresholds of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market). JP Morgan Chase & Co declared not holding any share of the Company;
- BlackRock, Inc., acting on behalf of clients and funds which it manages, declared having crossed downwards, on March 1, 2023, the thresholds of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off and on market and the reduction of the number of shares held as a collateral). BlackRock, Inc. declared holding 4.62% of the share capital and voting rights of the Company;
- Bank of America declared having crossed upwards, on September 11, 2023, indirectly through companies it controls the thresholds of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on market and the increase of the number of shares held by assimilation). Bank of America declared holding 5.32% of the share capital and voting rights of the Company;
- Goldman Sachs declared having crossed upwards, on October 6, 2023, indirectly through companies it controls the thresholds of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares off market and the increase of the number of shares held by assimilation). Goldman Sachs declared holding, indirectly, 6.87% of the share capital and voting rights of the Company;
- Goldman Sachs declared having crossed downwards, on October 23, 2023, indirectly through companies it controls the thresholds of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market and the reduction of the number of shares held by assimilation). Goldman Sachs declared holding, indirectly, 1.59% of the share capital and voting rights of the Company;
- Onepoint declared having crossed upwards, on October 26, 2023, the thresholds of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market), and holding 5.80% of the share capital and voting rights of the Company. In the same declaration, Onepoint declared holding, on November 1, 2023, 9.98% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market);
- Goldman Sachs declared having crossed upwards, on October 31, 2023, indirectly through companies it controls the thresholds of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market and the increase of the number of shares held by assimilation). Goldman Sachs declared holding, 6.85% of the share capital and voting rights of the Company;
- Goldman Sachs declared having crossed downwards, on November 10, 2023, indirectly through companies it controls the thresholds of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market and the reduction of the number of shares held by assimilation). Goldman Sachs declared holding, indirectly, 1.57% of the share capital and voting rights of the Company;
- Goldman Sachs declared having crossed upwards, on November 14, 2023, indirectly through companies it controls the thresholds of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares off market and the increase of the number of shares held by assimilation). Goldman Sachs declared holding, 6.82% of the share capital and voting rights of the Company;

- Goldman Sachs declared having crossed downwards, on November 15, 2023, indirectly through companies it controls the thresholds of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market and the reduction of the number of shares held by assimilation). Goldman Sachs declared holding, indirectly, 1.81% of the share capital and voting rights of the Company;

- JP Morgan Chase & Co declared having crossed upwards, on November 22, 2023, indirectly, through companies it controls, the thresholds of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares off market). JP Morgan Chase & Co declared holding, indirectly, 5.09% of the share capital and voting rights of the Company;

- JP Morgan Chase & Co declared having crossed downwards, on November 24, 2023, indirectly, the thresholds of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market). JP Morgan Chase & Co declared not holding any share of the Company anymore;

- Goldman Sachs declared having crossed upwards, on November 24, 2023, indirectly through companies it controls the thresholds of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares off market and the increase of the number of shares held by assimilation). Goldman Sachs declared holding, 7.00% of the share capital and voting rights of the Company;

- Goldman Sachs declared having crossed downwards, on November 27, 2023, indirectly through companies it controls the thresholds of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market and the reduction of the number of shares held by assimilation). Goldman Sachs declared holding, indirectly, 1.89% of the share capital and voting rights of the Company;

- Onepoint declared having crossed upwards, on December 8, 2023, the thresholds of 10% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market), and holding, 10.11% of the share capital and voting rights of the Company. In the same declaration, Onepoint declared holding, on December 13, 2023, 11.14% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market).

Name of entity notifying the threshold crossing	Date of reporting	Date of threshold crossing	Direction	Shares	% of share capital[1]	% of voting rights[2]	Reference of AMF publication
JP Morgan Chase&Co.	02/08/2023	02/06/2023	↓	0	0.00%	0.00%	223C0278
JP Morgan Chase&Co.	02/24/2023	02/21/2023	↑	5,692,333	5.13%	5.13%	223C0359
BlackRock, Inc.	02/23/2023	02/22/2023	↑	6,268,484	5.65%	5.65%	223C0349
BlackRock, Inc.	02/24/2023	02/23/2023	↓	5,306,983	4.78%	4.78%	223C0355
BlackRock, Inc.	02/28/2023	02/27/2023	↑	5,643,122	5.09%	5.09%	223C0362
JP Morgan Chase&Co.	03/02/2023	02/28/2023	↓	0	0.00%	0.00%	223C0382
BlackRock, Inc.	03/02/2023	03/01/2023	↓	5,127,099	4.62%	4.62%	223C0381
Bank of America	09/14/2023	09/11/2023	↑	5,904,331	5.32%	5.32%	223C1428
Goldman Sachs	10/12/2023	10/06/2023	↑	7,653,624	6.87%	6.87%	223C1619
Goldman Sachs	10/27/2023	10/23/2023	↓	1,772,996	1.59%	1.59%	223C1724
Onepoint	11/01/2023	10/26/2023	↑	6,461,145	5.80%	5.80%	223C1745
Onepoint	11/01/2023	11/01/2023	↑	11,122,491	9.98%	9.98%	223C1745
Goldman Sachs	11/06/2023	10/31/2023	↑	7,633,572	6.85%	6.85%	223C1783
Goldman Sachs	11/16/2023	11/10/2023	↓	1,749,809	1.57%	1.57%	223C1856
Goldman Sachs	11/20/2023	11/14/2023	↑	7,603,779	6.82%	6.82%	223C1880
Goldman Sachs	11/20/2023	11/15/2023	↓	2,020,173	1.81%	1.81%	223C1885
JP Morgan Chase&Co.	11/24/2023	11/22/2023	↑	5,675,391	5.09%	5.09%	223C1916
JP Morgan Chase&Co.	11/29/2023	11/24/2023	↓	0	0.00%	0.00%	223C1953
Goldman Sachs	11/30/2023	11/24/2023	↑	7,797,028	7.00%	7.00%	223C1958
Goldman Sachs	12/01/2023	11/27/2023	↓	2,100,932	1.89%	1.89%	223C1967
Onepoint	12/13/2023	12/08/2023	↑	11,269,987	10.11%	10.11%	223C2047
Onepoint	12/13/2023	12/13/2023	↑	12,414,101	11.14%	11.14%	223C2047

1. On the date of threshold crossing.
2. Including treasury shares on that date pursuant to article 223-11 I. al.2 of the Règlement Général de l'Autorité des Marchés Financiers (French Market Financial Market Authority General Regulations).

The Company was not informed of any other legal threshold crossing, in accordance with article L. 233-7 of the French Commercial Code, in 2023.

8.7.4 Voting rights

Voting rights are in the same proportion as shares held except for treasury shares which do not carry any voting right. No shares carry double voting rights.

8.7.5 Shareholders' agreements or agreements that could result in restrictions on share transfers and the exercise of voting right

The Company has not received notice of any shareholder agreements for filing with the stock exchange authorities and, to the best knowledge of the Company, no "action de concert" or similar agreements exists.

The Company is not aware of any agreements between shareholders that could result in restrictions on the transfer of shares and the exercise of the Company's voting rights.

To the Company's knowledge, there is no agreement capable of having a material effect, in case of public offer on the share capital of the Company.

8.7.6 Agreements by the Company that may be modified or terminated in the event of a change of control of the Company

Several bond issues of Atos SE include a clause providing that, under certain circumstances, the early repayment of such bonds may be requested in the event of a change of control of the Company:

- The €500 million bond (Optional Exchangeable Bond into Worldline shares) issued on November 1, 2019 and maturing in November 2024;
- The €750 million bond issued in November 2018, with a coupon of 1.75%, and maturing in May 2025;
- The €350 million bond issued in November 2018, with a coupon of 2.5% and maturing in November 2028; and
- The €800 million bond (Sustainability-Linked Bond) issued in November 2021, with a coupon of 1.0% and maturing in November 2029.

Financing contracts in which Atos SE is the borrower include a clause providing that, under certain circumstances, the early repayment of the advances made under those financing agreements may be requested in the event of a change of control of Atos SE.

Certain commercial contracts in which Atos SE is a party contain a standard change of control clause.

8.7.7 Employee shareholding

The Group's shares which are owned by employees are mainly managed by Group mutual funds (FCPE), the remainder being held directly by the participating employees under the Atos Group Savings Plan. The Supervisory Boards of the Group mutual funds exercise the voting rights attached to the securities held within the funds. As per the rules of the Group mutual fund (FCPE), Atos Stock Plan, the Supervisory Board decides on the contribution of shares in case of public offer (purchase or exchange). The Supervisory Board decides on any merger, spin-off and liquidation of any compartment of the fund and approves certain modifications to the rules of the fund.

As at December 31, 2023, the shareholding of current and former Atos Group employees into Atos SE represented an overall 2.91% of the share capital.

8.7.8 Treasury stock and liquidity contract

Treasury Stock

As of December 31, 2023, the Company owned 77,312 shares which amounted to less than 0.07% of the share capital with a portfolio value of €545,049.60, based on December 29, 2023 market price (closure price), and with book value of €943,732.36. These shares were purchased in the context of share buyback program and are intended to be delivered to beneficiaries of performance shares plans, share purchase plans or other long-term incentive plans.

From January 1, 2023, to December 31, 2023, the Company purchased 300,000 shares.

From January 1, 2023, to December 31, 2023, the Company transferred 264,834 shares of the Company to beneficiaries of long-term incentive (LTI) plans.

Liquidity Contract

Atos and Rothschild Martin Maurel entered into a liquidity contract on February 14, 2019, effective as from January 1, 2019.

This contract has been concluded following changes to the regulation applicable to liquidity contracts and is compliant with the AMF decision n° 2021-01 dated June 22, 2021 (the "AMF Decision"), effective since July 1, 2021.

The trading platform on which trades under the liquidity contract are made is Euronext Paris.

Pursuant to its provisions, situations or conditions leading to the suspension or termination of the liquidity contract are the following:

- the performance of the liquidity contract is suspended in the conditions set forth in article 5 of the AMF Decision;
- it can be suspended at Atos' request for technical reasons, such as the counting of shares benefiting from voting rights before a General Meeting or the counting of shares benefiting from a dividend before the ex-dividend date, and for a period of time specified by Atos.

The liquidity contract may be terminated at any time and without notice by Atos or by Rothschild Martin Maurel, subject to a one-month prior notice.

The transactions carried out in 2023 under the liquidity contract are as follows:

Cumulated gross flows as at December 31, 2023	Cumulative purchases	Cumulated sales
Number of shares	4,834,793	5,019,793
Average Sale/Purchase price	10.7889	10.7837
Total Amount of Purchases/Sales	52,162,425.63	54,132,260.82

Legal Framework

The 18th resolution of the Annual General Meeting of June 28, 2023, renewed in favor of the Board of Directors, the authorization to trade in the Group's shares, in connection with the implementation of a share buyback program.

These purchases may be carried out:

- to ensure liquidity and an active market of the Company's shares through an investment services provider acting independently in the context of a liquidity contract, in accordance with the market practice accepted by the AMF;
- to attribute or sell these shares to the executive officers and Directors or to the employees of the Company and/or to the current or future affiliated companies, under the conditions and according to the terms set or accepted by applicable legal and regulatory provisions in particular in connection with (i) profit-sharing plans, (ii) the share purchase option regime laid down under articles L. 22-10-56 et seq. and L. 225-177 et seq. of the French Commercial Code, and (iii) free awards of shares in particular under the framework set by articles L. 22-10-59, L. 22-10-60 and L. 225-197-1 et seq. of the French Commercial Code and (iv) French or foreign law shareholding plans, in particular in the context of a company savings plan, as well as to carry out all hedging operations relating to these operations, under the terms and conditions set by market authorities and at such times as the Board of Directors or the person acting upon its delegation so decides;
- to remit the shares acquired upon the exercise of the rights attached to securities giving the right, whether immediate or deferred, by reimbursement, conversion, exchange, presentation of a warrant or any other way, to the attribution of shares of the Company, as well as to carry out all hedging operations relating to the issuance of such securities, under the conditions set by market authorities and at such times as the Board of Directors or the person acting upon its delegation so decides;
- to keep them and subsequently use them in payment or exchange or other in the context of potential external growth operations; or
- to cancel them as a whole or in part through a reduction of the share capital authorized by the General Meeting, in particular pursuant to the 19th resolution of the Annual General Meeting held on June 28, 2023.

This authorization shall be used at any time except during public offers on the shares of the Company.

This authorization is also intended to allow the Company to trade in its own shares for any other purpose in compliance with applicable regulation or which would subsequently enjoy a legitimacy presumption under the relevant legal and regulatory provisions or that may subsequently be admitted as market practice by the AMF. In such case, the Company shall inform its shareholders by press release.

The purchase of shares shall not exceed, at any time, a maximum number of shares representing 10% of the share capital of the Company, this percentage being applied to a share capital figure adjusted to reflect transactions affecting the share capital subsequent to the Annual General Meeting held on June 28, 2023, it being specified that where the shares are repurchased in the context of a liquidity contract, the number of shares taken into account in calculating the 10% limit will be the number of shares purchased minus the number of shares resold during the period of the authorization.

Acquisitions, sales and transfers or exchange of shares may be made by any means, subject to the limits authorized by the laws and regulations in force, on one or several occasion, on a regulated market or via a multilateral trading facility or a systematic internalizer or over the counter, including by public tender offering or by block purchases or sales (with no limit on the portion of the share buyback program), and where required, by derivative financial instrument (traded on a regulated market or a multilateral trading facility via a systematic internalizer or over the counter) or by warrants or securities giving access to Company shares, or the implementation of optional strategies, or by the issuance of securities giving access to the Company's capital, in compliance with the relevant legal and regulatory provisions.

The maximum purchase price per share may not exceed €120 (fees excluded).

The Board of Directors may adjust the aforementioned maximum purchase price in the event of incorporation of premiums, reserves or profits, giving rise either to an increase in the nominal value of the shares or to the creation and the free allocation of shares, as well as in the event of division of the nominal value of the share or share consolidation or any other transaction on equity, so as to take account of the impact of such transactions on the value of the shares.

As a result, the maximum amount of funds assigned to the share buyback program amounts to €1,331,418,504 as calculated on the basis of the share capital as of the day of the Annual General Meeting.

This authorization was granted for a period of 18 months as from June 28, 2023.

8.7.9 Potential common stock

Potential dilution

Based on 111,439,307 outstanding shares as of December 31, 2023, the common stock of the Group could be increased by 3,016,024 new shares, representing 2.71% of the common stock before dilution. This dilution could come from the acquisition of performance shares or free shares, as follows:

(in shares)	December 31, 2023	December 31, 2022	Change	% dilution
Number of shares outstanding	**111,439,307**	**110,951,542**	**0**	**0**
From stock subscription options[1]	0	0	0	0
From performance shares/free shares	3,016,024	2,279,353	736,671	2.71%
Potential dilution	**3,016,024**	**2,279,353**	**736,671**	**2.71%**
Total potential common stock	**117,471,355**	**113,230,895**		

1. On July 25, 2022, the Board of Directors acknowledged the write-off of all the outstanding stock subscription options.

Stock options evolution

As of December 31, 2023 (and since July 26, 2022), there are no longer any outstanding stock subscription options.

Current authorizations to issue shares and other securities

Pursuant to the resolutions adopted by the Annual General Meetings held on May 18, 2022 and June 28, 2023, the following authorizations to modify the share capital and to issue shares and other securities granted by the General Meeting to the Board of Directors are in force as of December 31, 2023:

Authorization	Authorization amount (value)	Use of the authorizations (par value)	Unused balance (par value)	Authorization expiration date
EGM May 18, 2022 23rd resolution Share capital increase with preferential subscription right	44,305,479	0	44,305,479	07/18/2024 (26 months)
EGM May 18, 2022 24th resolution Share capital increase without preferential subscription right by public offerings other than those referred to in article L. 411-2 of the French Monetary and Financial Code [1 2]	11,076,369	0	11,076,369	07/18/2024 (26 months)
EGM May 18, 2022 25th resolution Share capital increase without preferential subscription right by public offering mentioned in article L. 411-2, 1° of the French Monetary and Financial Code [1 2]	11,076,369	0	11,076,369	07/18/2024 (26 months)
EGM May 18, 2022 26th resolution Share capital increase without preferential subscription right to remunerate contribution in kind [1 2]	11,076,369	0	11,076,369	07/18/2024 (26 months)
EGM May 18, 2022 27th resolution Increase in the number of securities in case of share capital increase with or without preferential subscription right [1 2 3]	Extension by 15% maximum of the initial issuance	0	Extension by 15% maximum of the initial issuance	07/18/2024 (26 months)
EGM May 18, 2022 28th resolution Share capital increase through incorporation of premiums, reserves, benefits or other	5,694 million	0	5,694 million	07/18/2024 (26 months)
EGM May 18, 2022 18th resolution Authorization to buyback the Company shares	10% of the share capital adjusted at any moment	0	100%	12/28/2024 (18 months)
EGM June 28, 2023 19th resolution Share capital decrease	10% of the share capital adjusted at any moment	0	10% of the share capital adjusted at any moment	08/28/2025 (26 months)
EGM June 28, 2023 20th resolution Capital increase reserved to employees [1]	2,773,789	0	2,773,789	08/28/2025 (26 months)
EGM June 28, 2023 21st resolution Capital increase reserved to operations reserved to employees in certain countries through equivalent and complementary framework [1]	221,903	0	221,903	12/28/2024 (18 months)
EGM June 28, 2023 22nd resolution Authorization to allot free shares to employees and executive officers	2,773,789	1,798,709 [4]	975,080	08/28/2026 (38 months)

1. Any share capital increase pursuant to the 24th, 25th, 26th, 27th resolutions of the Combined General Meeting of May 18, 2022 and persuant to the 20th and 21st resolutions of the Combined General Meeting of June 28, 2023 shall be deducted from the cap set by the 23th resolution of the Combined General Meeting of May 18, 2022.
2. The share capital increases without preferential subscription right carried out pursuant to the 24th, 25th, 26th and 27th resolutions of the Combined General Meeting of May 18, 2022 are subject to an aggregate sub-cap corresponding to 10% of the share capital of the Company on the day of the Combined General Meeting of May 18, 2022 (i.e. € 11,076,369). Any share capital increase pursuant to these resolutions shall be deducted from this aggregate sub-cap.
3. The additional issuance shall be deducted from (i) the cap of the resolution pursuant to which the initial issuance was decided, (ii) the aggregate cap set by the 23th resolution of the Combined General Meeting of May 18, 2022, and (iii) in case of share capital increase without preferential subscription rights, the amount of the sub-cap mentioned at 2 here above.
4. Grant of 1,798,709 performance shares on June 28, 2023.

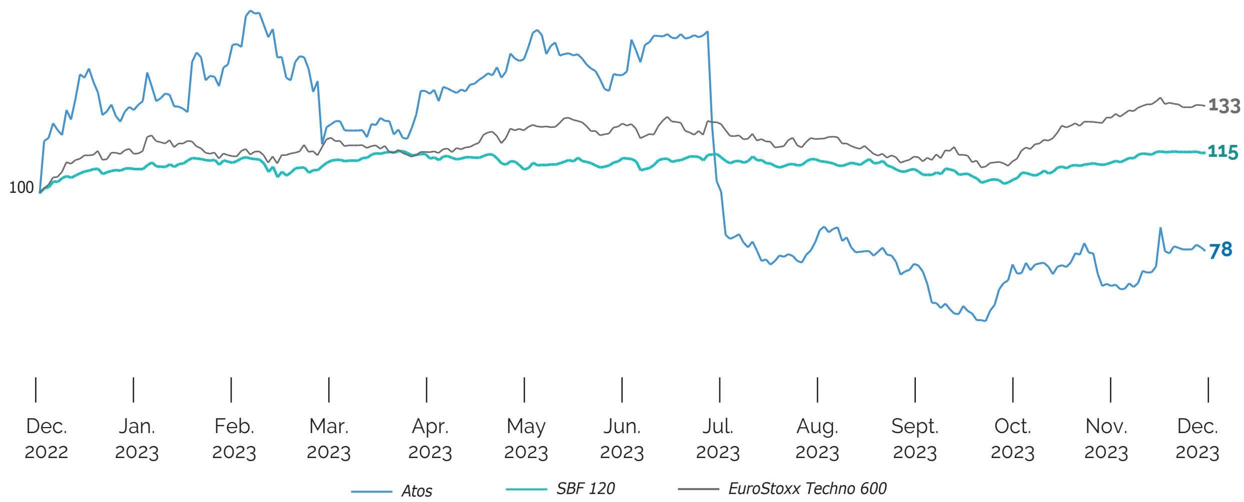
As of December 31, 2023, the number of new authorized shares that may be issued pursuant to the above-mentioned delegations of authority (the 27th and 28th resolutions of the Annual General Meeting held on May 18, 2022 being set aside) amounts to 45,280,559, representing 40.63% of the share capital.

8.8 Share trading performance

8.8.1 Stock market overview

Atos' stock price ended 2023 down -21.8% at €7.05, underperforming the French reference Index SBF 120 (+15.3%).

Atos' share performance in comparison with indices (base 100 at December 31, 2022)



8.8.2 Key figures

	2023	2022	2021	2020	2019
Highest	15.29	38.92	76.12	81.06	79.24
Lowest *(in €)*	4.64	7.28	35.36	45.15	51.71
Closing as of 31/12 *(in €)*	7.05	9.01	37.39	74.78	74.32[2]
Average daily volume processed on Euronext platform *(in number of shares)*	1,430,364	1,524,127	812,752	456,990	475,750
Free-float	85.9%	97.1%	96.8%	97.6%	86.6%
Market capitalization as of 31/12 *(in € million)*	786	1,000	4,140	8,225	8,117
Enterprise Value as of 31/12[1] *(in € million)*	3,016	2,450	5,365	8,692	9,853
EV/revenue	0.3	0.2	0.5	0.8	0.9
EV/OMDA	3	2	5	5	5
EV/OM	6	7	14	9	8
P/E (year-end stock price ÷ normalized basic EPS)	10.7	-36.0	-19.0	11.2	9.6

1. Assuming that (Enterprise Value) = (Net Debt) + (Market Capitalization).
2. The distribution of 23.5% of Worldline share capital on May 2019 for €2,344 million, represented €21.88 per Atos share.

8.8.3 Market capitalization

Based on a closing share price of €7.05 on December 31, 2023 and 111,439,307 shares in issue, the market capitalization of the Group at December 31, 2023 was € 786 million compared to €1,000 million at the end of December 2022.

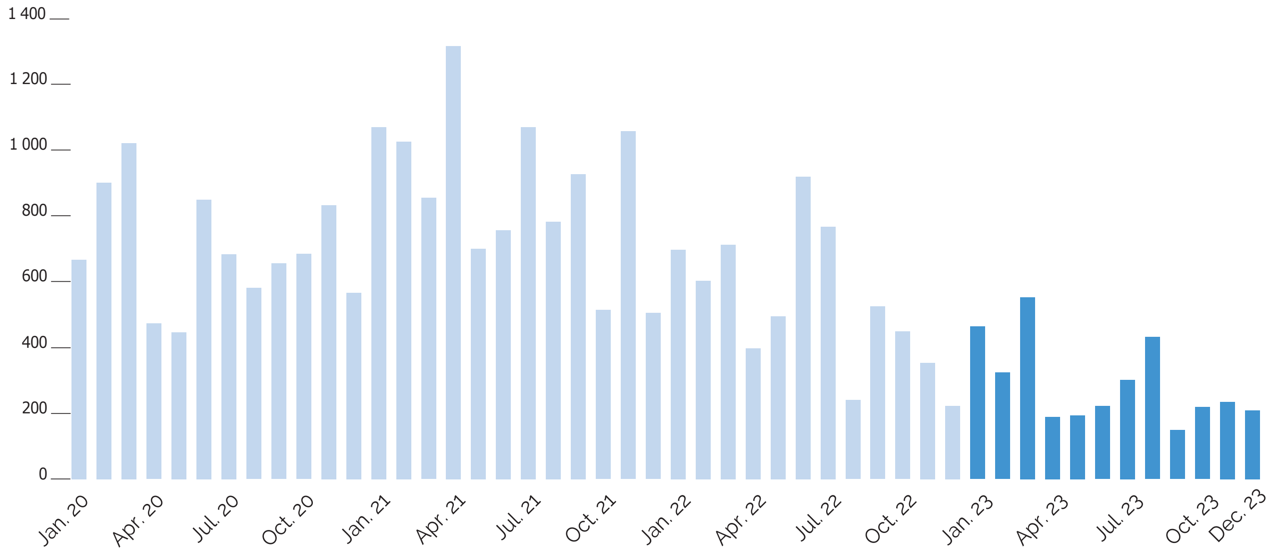
As of December 31, 2023, Atos was ranked 80th within the SBF 120 index, which includes the largest companies by market capitalization on the Paris stock exchange.

8.8.4 Traded volumes

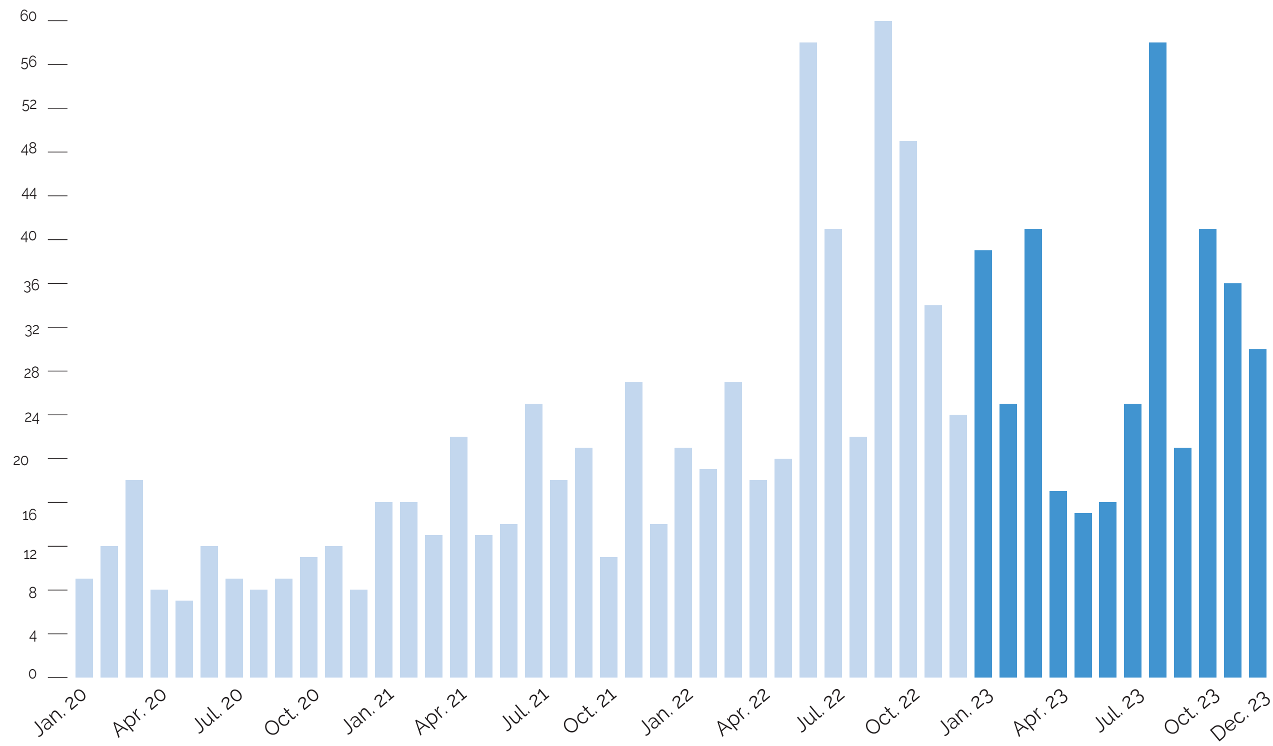
	Trading Volume (Euronext)	
	(in thousands of shares)	*(in € thousands)*
1st quarter 2023	105,506	1,340,995
2nd quarter 2023	47,653	604,941
3rd quarter 2023	103,728	883,199
4th quarter 2023	107,856	662,617
Total	**364,743**	**3,491,752**

In 2023, the average daily number of shares traded reached 1,430 thousand on Euronext platforms, compared to 1,524 thousand in 2022. Regarding trading volumes on Atos SE shares, Euronext platform represented 39% of the total 2023 volumes, compared to 35% in 2022.

Monthly trading volume *(in € million euro)*



Monthly trading volume *(in million of shares)*



8.8.5 2023 and subsequent key trading dates

January 2023

On **January 24**, Atos announced that is has **entered into exclusive negotiations with Mitel Networks ("Mitel")** for the **sale of its Unified Communications & Collaboration Services businesses ("Unify").** The proposed transaction is subject to the consultation of the relevant employee representative bodies and other customary regulatory approvals.

February 2023

On **February 16**, Atos announced that it **has received an indicative offer from Airbus** to enter into a long-term strategic and technological agreement and to acquire a minority stake of 29.9% in Evidian.

On **February 28**, Atos announced its Full Year 2022 results. **Revenue** was **€11,341 million**, or **+1.3% at constant currency. Operating margin** was **€356 million**, representing **3.1% of revenue**, compared to 3.5% in 2021. Commercial activity picked up in Q4 2022, with book-to-bill at 112%. **Order entry** reached **€10.2 billion**, representing a **book to bill ratio** of **90%. Full backlog** at the end of December 2022, amounted to **€21.2 billion**, down €3.2 billion compared to the end of December 2021, including € 1.9 billion of corrections pertaining to prior periods and partly due the exit of underperforming contracts. Backlog at the end of December represented 1.9 years of revenue. The **full qualified pipeline** was **€6.6 billion**, slightly down compared to the end of December 2021, and representing 7.0 months of revenue. In 2022, **free cash flow** was **€-187 million** compared to €-419 million in 2021. The **Group's net debt position** as of end 2022 was **€-1,450 million** compared to €-1,226 million at the end of 2021. The Group's **liquidity** remains solid, with **€3.3 billion of gross cash** and €2.0 billion of undrawn credit facilities at end December 2022.

April 2023

On **April 27**, Atos announced the revenue of its first quarter of 2023. Q1 2023 **revenue** reached **€2,806 million**, up +2.6% at constant currency compared to Q1 2022, +2.8% organically. During the first quarter of 2023, the Group **order entry** reached **€2.1 billion** representing a **Book-to-Bill ratio of 73%**, compared to 72% (at constant currency) achieved over the same period last year.

June 2023

On **June 7**, during a dedicated "**Analyts Day**", Tech Foundations Highlighted its **Plan to Refocus, Recover and Rebound**, and **Upgrades Mid-Term Ambitions**. With:

- **Redefining portfolio around core activities** and pivoting in industry-leading offerings with focus on higher growth segments and new go-to-market strategy;
- **Strong execution leading to improved outlook**: revenue to bottom out in 2024 at c. €5 billion, with 0-2% core revenue growth and ongoing managed decline in noncore business;
- **Executing a comprehensive margin expansion plan, targeting € 1.2 billion gross benefits by 2026** to bring operating margin to industry standard;
- Over €300 million higher cumulative cash flow for the next four years compared to original plan;
- **Upgrading mid-term ambitions to reflect strong delivery and faster transformation**:
  - Revenue back to growth in 2026,
  - 6 - 8% operating margin in 2026,
  - Cash flow [1] turning positive in 2025 and reaching over €250 million in 2026.

July 2023

On **July 28**, Atos, announced its financial results for the first half of 2023. **Revenue was € 5,548 million in H1 2023, up +2.3% on an organic basis**, as robust business trends continued into Q2.

Evident delivered **+7.0% organic growth in H1** (+4.6% in Q2). Digital Security achieved strong growth, fueled by Eviden's leadership and innovation in cybersecurity. Advanced computing grew strongly, driven by HPC and high-end servers designed for artificial intelligence and machine learning.

Tech Foundations' core business revenue [2] **was broadly stable in H1 (-0.1% organic)**. The decline of Hybrid Cloud & Infrastructure continued to soften, while other core business lines posted moderate growth. Simultaneously, Tech Foundations remained committed to reducing non-core activities (BPO, hardware & software resale) as part of its ongoing portfolio reshaping efforts.

Operating margin was €212 million, or 3.8% of revenue, a strong improvement compared to H1 2022 (€59 million or 1.1% of revenue).

Eviden's operating margin was € 138 million, or 5.3% of revenue, a substantial increase compared to 3.5% in H1 2022.

Despite continued cost inflation, Eviden demonstrated improvements across all activities, resulting from effective cost take-out actions, portfolio rationalization, and higher fixed costs absorption in Advanced Computing.

Tech Foundations' operating margin amounted to €73 million, or 2.5% of revenue, compared to -1.0% in H1 2022. Tech Foundations is making steady progress on its comprehensive margin expansion plan targeting €1.2 billion in gross benefits by 2026. As of June 2023, 32% of this target has already been achieved, translating into a € 230 million gross increment in operating margin in H1 2023 alone, partly offset by cost inflation, backfills and revenue decrease. This achievement was primarily driven by 900 headcount reductions in high-cost countries during H1, bringing the total to c. 1,600 since the plan's inception.

Commercial traction improved significantly in Q2, with a 112% Book-to-bill at the Group level, compared to 73% in Q1.

Atos' adjusted cash flow from operations [3] showed a notable €144 million improvement, at **€-200 million in H1 2023**, compared to H1 2022 (€-344 million), demonstrating the tangible progress made in enhancing the Group's underlying operational cash generation through better OMDA and strict control of capital expenditure and leases. Including the impact of transformative actions and associated costs (€-274 million), as well as a one-off working capital normalization impact in the context of the Group's transformation (approximately €-250 million), **free cash flow was €-969 million in H1 2023**.

1) *Free cash flow before interest and tax*
2) *Excluding UCC, Italian operations, BPO and hardware and software resale*
3) *Excluding one-off working capital normalization impact for approximately €-250 million*

August 2023

On **August 1**, Atos announced that it was contemplating to **accelerate value creation and complete its strategic transformation and full separation of Eviden and Tech Foundations, as announced in June 2022.**

Following an in-depth review of its options, Atos' Board of Directors decided to enter into exclusive negotiations with EPEI for the contemplated Sale of 100% of Tech Foundations for a net cash positive impact of €0.1bn and the transfer of €1.9bn of on-balance sheet liabilities, leading to an enterprise value of €2.0bn.

Atos would be renamed Eviden post transaction ("the Group"), a high-growth leader in the digital, cloud, cybersecurity and advanced computing markets with cutting-edge innovation and technologies. Eviden will hold an Investor Day prior to its Extraordinary General Meeting

As part of this transaction, the Group intends to sustainably strengthen its balance sheet with planned capital increases for a total of €900m (consisting of a reserved capital increase at an agreed price of €20 per share pursuant to which the Purchaser will hold 7.5% of the share capital and a €720m rights issue for all shareholders) with the €400m new divestment plan announced last week.

BNP Paribas and J.P. Morgan have provided a standby underwriting for the rights issue amount (less the amount of EPEI's subscription commitment), subject to usual conditions. Atos is very confident on the granting by its bank syndicate of the necessary loan waivers. The Group will also seek to extend maturities and reduce its debt.

With the contemplated capital increases and the targeted transfer of its on and off-balance sheet liabilities to EPEI as part of the Sale of Tech Foundations, the Group would target a net leverage of c. 3x by 2024 yearend and at c.2x by 2025 year-end, benefitting from an improved liquidity situation 2.

In addition to its commitment to subscribe to the reserved capital increase for an amount of €180m, EPEI would also be participating for an amount of ca. €37.5m in the subsequent rights issue offered to all Eviden SE shareholders, for a total investment of €217.5m.

This comprehensive transformation of Atos has received unanimous support from its Board of Directors and would be submitted to shareholders' approval in an ad-hoc EGM to be announced in Q4 2023, for both the Transaction and the capital increases.

It is expected to be completed in Q4 2023 or by Q1 2024 subject to final agreements and certain financial and other customary conditions (including relevant shareholders' approvals, regulatory clearances, consent from its concerned creditor banks and other third-party consents).

October 2023

On **October 16**, Atos provided an update on contemplated sale of Tech Foundations to EPEI Group.

Contemplated transaction offers the most achievable path to execution of separation of Tech Foundations and Eviden and improvement of the risk profile of Atos Group.

Social consultation progressing with Societas Europaea Council (SEC) and at local level and most regulatory pre-filings or filings have been submitted in relevant jurisdictions.

Shareholders' Meeting and completion of overall transaction now anticipated in early Q2 2024 given expected timing of regulatory approvals.

Ongoing exclusive negotiations with EPEI to address certain financial parameters of the contemplated transaction.

Atos shareholders to be provided with all required information on final transaction, the remaining perimeter (Eviden) and financing, for approval at the Shareholders' Meeting.

The final terms of the transaction and the capital increases intended to reinforce Eviden's capital structure, inter-conditional with contemplated sale of Tech Foundations, will be submitted for approval at Shareholders' Meeting.

The Group is in active discussions with financing banks to obtain loan waivers required for the contemplated sale of Tech Foundations and secure new financing for Eviden.

Pending shareholder approval of the contemplated transaction, Atos continues to monitor market developments and is committed to an ongoing open dialogue with shareholders.

Should the transaction with EPEI not go forward, the Group will have to access the debt and equity capital markets and/or consider the sale of additional assets, to ensure adequate liquidity to address upcoming debt maturities in 2025.

On **October 26**, Atos announced its revenue for the third quarter of 2023. **Revenue in the third quarter of 2023 reached €2,590 million**, down -5.3% on a constant currency basis. **On an organic basis, revenue was down -3.0%** as positive performance at Eviden was offset by Tech Foundations. Scope effects, mainly related to the divestment of Atos Italia completed in Q2 2023, accounted for -2.3% of the reported revenue decrease. Foreign exchange was a headwind of -2.8%, mainly reflecting the weakening of US dollar. In Q3 2023, **order entry was €2.2 billion, up 10% YoY, with a book-to-bill ratio of 84%**, compared with 71% in Q3 2022.

November 2023

On **November 28**, Atos made a market update.

S&PGR changed Atos' rating from 'BB' to 'BB-' maintaining CreditWatch Negative. The Group confirms the impact on interest expenses is negligeable and expected to be approximately €6 million per year. The Atos Group also confirms it has the necessary liquidity to meet its financial obligations over the next twelve months and is actively working to address its debt maturities in 2025 as stated on October 16th.

Atos in advanced discussions with EPEI to amend and simplify certain terms related to the contemplated sale of Tech Foundations. The Group expects to share the outcome of those discussions in due course. To date, Atos has filed all necessary regulatory documents and has already received approvals in most of the key jurisdictions.

Atos is examining additional initiatives to address the Group capital raising plan and upcoming debt maturities in 2025. The Group's policy is to fully cover its estimated liquidity needs with long-term borrowings, cash and other appropriate capital market instruments, in order to have sufficient flexibility to finance its operations and future developments. Atos is assessing the feasibility to access the debt and equity capital markets, and/or is considering the sale of additional assets, to address its capital raising plan, the €1.5 billion term loan A maturing in January 2025 (after the two 6-month extensions available to the Company) and the €750 million bonds maturing in May 2025.

January 2024

On **January 3**, Atos made a market update.

Group's strategy adjusted in light of financial constraints to ensure the repayment and refinancing of its financial debts while maintaining an attractive business mix.

Ongoing exclusive negotiations with EPEI on the sale of Tech Foundations, with no certainty of an agreement being reached.

Implementation of an additional asset disposal program, of which the sale of the BDS (Big Data & Security) business would be a key element.

- Opening of a due diligence phase with Airbus for a potential sale of the entire BDS perimeter.

Discussions with banks to maintain financing and obtain refinancings.

- Risk factor: should the outcome of these discussions prove uncertain, Atos does not rule out the use of available legal protection mechanisms to frame these discussions.

During the first quarter of 2024, Atos will assess whether these measures are sufficient to cover financing maturities and cash requirements on a long-term basis.

Reduction in the planned size of Eviden's capital increase, as a result of changing market conditions and reactions.

On **January 15**, Atos made a market update.

Atos reshapes **management team and board to implement adjusted strategy**:

- Paul Saleh, currently Group CFO, appointed Chief Executive Officer with immediate effect;
- Jacques-François de Prest joins Atos as Group CFO;
- Sujatha "Suja" Chandrasekaran and Monika Maurer are appointed as new independent directors;
- Further Directors appointments are currently under review, to continue strengthening the Board of Directors during this transformation period;
- Atos confirms that the Group and its business lines will achieve their 2023 financial targets for the year in terms of sales and operating margin;
  - The company expects free cash flow to be slightly below its target approximately by -100 million euros for H2,
- As per the market update issued on January 3, 2024, Atos's strategy has been adjusted in light of financial constraints to ensure the repayment and refinancing of its financial debts while maintaining an attractive business mix;
  - The Group further confirms that it has not filed a request to appoint a *mandataire ad hoc* or to open conciliation proceedings; as already stated, the company reserves the right to use available legal mechanisms.

February 2024

On **February 5**, Atos made a market update.

Refinancing plan

Atos has entered into discussions with its banks with a view to reaching a refinancing plan for its financial debt.

Following these initial discussions, it appeared pertinent to request the appointment of a mandataire ad hoc in order to frame these discussions and facilitate a rapid outcome. The mandataire ad hoc is an independent third party whose mission would be to assist the Company in its discussions, in order to converge on an appropriate financial solution as soon as possible, in the Company's corporate interests.

The mandat ad hoc is an amicable procedure allowing negotiations to be conducted within a confidential framework. The mandat ad hoc would only concern the financial debt of the Company and would have no impact on the employees, customers and suppliers of the Group.

Furthermore, as announced on January 3, 2024, the first 6-month extension of the €1.5 billion term loan A took effect on January 29, 2024.

Contemplated disposals and capital increase

As indicated at the Market Update on January 3, 2024:

- Discussions with EPEI on the sale of Tech Foundations continue (including required conditions to release their commitment to participate in a reserved capital increase), there is no certainty that these negotiations will result in an agreement;
- The Company is in due diligence phase with Airbus in connection with the potential sale of its BDS (Big Data & Security) business.

Also, and given the changes in market environment, the conditions of the initially planned €720m rights issue are no longer applicable and the standby underwriting commitment provided by BNP Paribas and J.P. Morgan is no longer in effect.

Atos will inform the market in due course of the progress of the discussions with its banks, its new refinancing plan, its contemplated disposals, as well as the possible changes in its capital structure which could result in a dilution of the existing shareholders, depending on the agreement on the refinancing structure.

On **February 29**, Atos announced its **Full Year 2023 preview results**:

- Atos confirms FY 2023 revenue and operating margin results in line with guidance;
  - **Revenue: €10,693m, up +0.4% organically** ; Eviden up +2.9% organically ; Tech Foundations down -1.7% organically,
  - **Operating margin of 4.4% (€467m), up +170 bps organically**, with year-on-year improvements in both Eviden and Tech Foundations,
- **2023 H2 Free Cash Flow of €-109m;**
  - FY 2023 Free cash flow of €-1,078m, reflecting lower working capital actions and higher reorganization costs,
- Net debt position of €2,230 million at year-end 2023;
  - Bank covenants met,
  - Gross debt of €4,654m,
  - Cash, cash equivalent & short-term financial assets of €2,423m,
- FY 2023 earnings release rescheduled for March 20th to complete audit of non-cash goodwill impairment charge;
  - External auditors, Deloitte and Grant Thornton awaiting review of independent business report to complete audit of non-cash goodwill impairment,
- Discussions with EPEI on potential sale of Tech Foundations have concluded with no deal reached;
  - Proposed new deal terms and pricing could not be mutually agreed upon,
  - No indemnification by either party,
  - Each party released from any reciprocal obligations except for confidentiality,
  - Atos to operate Tech Foundations and Eviden as separate businesses with a coordinated go-to-market strategy,
  - Atos to continue to consider strategic options that are in best interest of its customers, employees, and shareholders.

March 2024

On **March 19**, Atos announced it has been informed by Airbus that discussions related to the sale of its BDS (Big Data & Security) business will not proceed.Atos is analysing the resulting situation and actively evaluating strategic alternatives that will take into consideration the sovereign imperatives of the French state.

Consequently, the Company is rescheduling its 2023 earnings release in the near future in order to evaluate strategic options.

On **March 25**, Atos said that it takes note of the comments made by David Layani, the representative of shareholder Onepoint. These comments are not binding on the company or its Board of Directors. Onepoint's plan has not been presented to the company's Board of Directors, who, if and when it is, will be able to analyze it and communicate its position in due course. A communication on Atos Group's 2023 results and next steps will take place on Tuesday morning, March 26.

On **March 26**, Atos announced its Full Year 2023 results. **Revenue** was **€10,693 million**, or **+0.4% at constant currency**. **Operating margin** was **€467 million**, representing **4.4% of revenue**, compared to 3.1% in 2022. **Order entry** reached **€10.1 billion**, representing a **book to bill ratio** of **94%**. **Full backlog** at the end of December 2022, amounted to **€18.5 billion**. Backlog at the end of December represented 1.7 years of revenue. The **full qualified pipeline** was **€6.2 billion**. In 2023, **free cash flow** was **€-1,087 million** compared to €-187 million in 2022. The **Group's net debt position** as of end 2023 was **€-2,230** million compared to €-1,450 million at the end of 2022. The Group's **liquidity** represents €2.4 billion at the end of December 2023.

Also on March 26, Atos SE announces that the Company has entered into an amicable conciliation procedure. According to French law, a conciliation procedure lasts four months, which may be extended by one month; Maître Hélène Bourbouloux of FHB SELARL was appointed as conciliator. The purpose of this procedure is to facilitate a global refinancing agreement with the banks and bondholders of Atos SE's (the "financial creditors").

The conciliation procedure concerns only the financial indebtedness of Atos SE and will not impact suppliers, employees, the governance of the Company, or other creditors of the Company or its subsidiaries. The Company intends to present the parameters of its refinancing framework to its financial creditors during the week of April 8^{th}, 2024 and to provide an update to the market. The Company's objective is to reach a global agreement on the capital structure of the Company by July 2024.

April 2024

On **April 2**, Atos announced that it will present the parameters of its refinancing framework to its financial creditors on Monday April 8, 2024 at 17:00 CET.

Atos will inform the market in due course of the progress of the refinancing discussions with its financial creditors, which might potentially result in a change in its capital structure arising from a final global refinancing agreement, including the issuance of new equity which will result in a dilution of the existing shareholders.

On **April 3**, Atos today announced the nomination of a new Director to strengthen its Board of Directors during the company's transformation period. At its meeting held on April 2, 2024, the Board approved, upon the recommendation of the Nomination and Governance Committee, the cooptation of Mr. Alain Crozier as a new independent director for the remainder of Mr. Carlo d'Asaro Biondo's term of office, i.e., until the Annual General Meeting to be held in 2024.

On **April 9**, Atos announced the parameters of its refinancing framework, based on its full business perimeter of Tech Foundations and Eviden:

- **€600 million** of cash needed to fund the business over the 2024-25 period. Funds to be provided in the form of debt and/or equity by existing stakeholders or third-party investors;
- **€300 million** in new revolving credit facility and **€300 million** in additional bank guarantee lines;
- Targeting **BB** credit profile by 2026, which assumes a financial leverage below **3x** by year-end 2025 and below **2x** by year-end 2026 and implies a gross debt reduction of €2.4 billion;
- Remaining debt maturities extended by **5 years.**

Existing stakeholders of Atos SE and third-party investors can submit financing proposals including new money by April 26, 2024. Given the Group's needs, a global refinancing agreement will trigger significant dilution of existing shareholders.

Targeting to reach a refinancing agreement with financial creditors by July 2024

Agreement in-principle with a Group of banks, a Group of bondholders and the French State on interim financing of €450 million for additional liquidity until refinancing agreement is reached

Refinancing framework based on a new long-range business plan, with the following assumptions:

- For 2024: revenue of circa €9.9 billion, with organic revenue evolution at circa -2%; operating margin at circa 4% and free cash flow of €-0.4 billion before the unwinding of about €1.8 billion working capital actions as of December 2023;
- In 2027: revenue of approximately €11.4bn, with an operating margin of around 10% and free cash flow of about €0.5 billion.

On **April 25**, Atos announced its first quarter 2024 performance [(1)] :

- Q1 2024 **Revenue €2,479m**, down **-2.6%** organically;
  - Eviden down -3.9% organically, reflecting continued softness in Americas and the UK,
  - Tech Foundations down -1.5% organically, reflecting lower scope of work with certain customers in Americas and Central Europe,
- **Order entry** of **€1.6bn** for a **book-to-bill of 64%**, compared with 73% in prior year;
  - Eviden book-to-bill at 83%, compared with 79% in prior year, driven by stronger demand in High-Performance Computing,
  - Tech Foundations book-to-bill at 47%, compared with 68% in prior year as customers delay contract decisions,
- **Operating Margin** of **€48 million** or **1.9%** of revenue;
  - Eviden at 1.9% and Tech Foundations at 2.0%,
- **Cash position** [(2)] of **€1.0 bn** as of March 31, 2024;
  - Net debt position of €3.9 bn, reflecting a €1.3 bn reduction of working capital actions compared with December 2023,
  - Implementation of interim financing of €450m in progress,
- **Business plan presented on April 9 to be adjusted** to reflect current business performance and trends;
  - Revisions to the 2024-2027 business plan to lead to an increase in new money needs and to a potential additional debt reduction,
  - Update to be communicated to the market in the coming days,
- **Refinancing proposal** deadline **extended to May 3;**
  - Allowing all stakeholders time to incorporate new information,
  - July 2024 target date to reach a refinancing agreement with financial creditors unchanged,

On **April 29**, Atos announced:

- **Reception of a Non-binding letter of intent from the French state to acquire 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of Atos SE's BDS (Big Data & Security) business;**
  - Indicative enterprise valuation between €700 million and €1 billion,
  - Due diligence phase to start shortly in view of the issuance of a confirmatory non-binding offer by early June 2024,
- **Revision of the parameters of the financial restructuring framework presented on April 9, 2024, to reflect current market conditions and business trends;**
  - €1.1 billion of cash needed to fund the business over the 2024-25 period compared with €600 million previously. Funds to be provided in the form of debt and/or equity by existing stakeholders or third-party investors,
  - €300 million in new revolving credit facility and €300 million in additional bank guarantee lines (unchanged),
  - Targeting BB credit profile by 2026, which assumes a financial leverage [(3)] below 2x by year-end 2026 and implies a gross debt reduction of €3.2 billion compared with €2.4 billion previously,
  - Remaining debt maturities extended by 5 years (unchanged),
  - These parameters are based on Atos full business perimeter of Tech Foundations and Eviden (unchanged),

1) *Unaudited.*

2) *Cash & cash equivalents and short-term financial assets.*

3) *Ratio net debt pre-IFRS16 over EBITDA pre-IFR16; EBITDA computed as OMDA pre-IFRS16 minus anticipated RRI (restructuring, rationalization, integration) costs and Other changes.*

- **Submission of financing proposals including new money by existing stakeholders of Atos SE and third-party investors extended to May 3, 2024;**
  - Allowing time to incorporate new information,
  - Given the Group's needs, a global financial restructuring agreement will trigger significant dilution of existing shareholders,
- **July 2024 target date to reach a financial restructuring agreement with financial creditors unchanged;**
  - Atos intends such financial restructuring agreement to include the extension of €450 million interim financing agreed in-principle and an incremental interim financing of €350 million from July 2024 to final implementation of the financial restructuring agreement.

May 2024

On **May 6,** Atos announced:

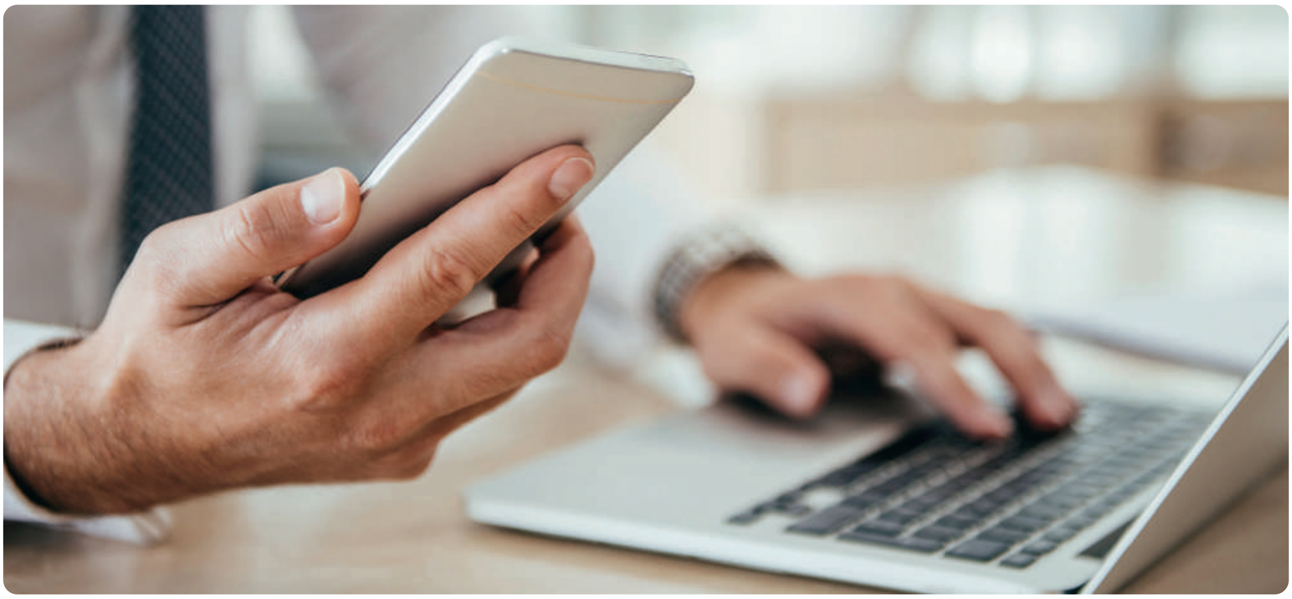
- Four financial restructuring proposals received as part of the current conciliation process;
- Agreement on a financial restructuring solution acceptable to financial creditors targeted for May 31, with final agreement to be reached by July 2024;
- €100 million interim financing agreement with bondholders signed and discussions progressing with banks and the French State on the remaining €350 million.

On **May 21**, Atos announced :

- Extension of the deadline for the Annual General Meeting to approve the 2023 financial statements to December 31, 2024, by the President of the Pontoise Commercial Court, to provide Atos with a stable framework to complete the current discussions on a financial restructuring agreement by July 2024;
- The statutory accounts have been approved by the Board of Directors and certified without any reserve by Atos' statutory auditors;
- Atos reminds that the non-binding offers received for its restructuring, all entail a massive dilution of its current shareholders.

8.8.5.1 Purchase or sale by the Group of its own shares

The Group purchased or sold its own shares in 2023 as described within the **section 8.7.7 Treasury stock and liquidity contract.** At December 31, 2023, the Group held 77,312 shares as treasury stock.



9

Other Information

9.1 Persons responsible

9.1.1 For the Universal Registration Document

Paul Saleh

Chief Executive Officer

9.1.2 For the accuracy of the Universal Registration Document

I hereby declare that the information contained in this Universal Registration Document is, to the best of my knowledge, in accordance with the facts and contains no omission likely to affect its import.

I hereby declare that, to the best of my knowledge, the financial statements have been prepared in accordance with the applicable accounting standards and give a true and fair view of the assets, liabilities, financial position and results of the Company and all the other companies included in the scope of consolidation, and that the management report referred to in the cross-reference table in Section 9.5.2 of this Universal Registration Document gives a fair description of the material events, results and financial position of the Company and all the other companies included in the scope of consolidation, as well as a description of the main risks and contingencies with which the Company may be confronted.

Paul Saleh

Chief Executive Officer

Bezons, May 24th, 2024

9.1.3 For the audit

Appointment and term of offices

Statutory auditors
Grant Thornton - Samuel Clochard
Appointed on: October 31, 1990, then renewed in October 24, 1995, on May 30, 2002, on June 12, 2008, on May 17, 2014, and on June 16, 2020
Term of office expires: at the end of the AGM voting on the 2025 financial statements
Deloitte & Associés – Jean-François Viat
Appointed on: December 16, 1993, renewed on February 24, 2000, on May 23, 2006, on May 30, 2012, and on May 24, 2018
Term of office expires: at the end of the AGM voting on the 2023 financial statements

9.2 Contacts

9.2.1 Global Headquarters

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95870 Bezons – France
+33 1 73 26 00 00

9.2.2 Group Executive Board as of April 2024

Regions

Central, Northern Europe & APAC

Clay van Doren

Southern Europe

Raoul Roth

Americas

Michael Grunberg

Business lines

Tech Foundations and Eviden perimeter
Carlo d'Asaro Biondo

Digital
Rakesh Khanna

Corporate functions

Chief Executive Officer
Paul Saleh

Chief Operating Officer

Carlo d'Asaro Biondo

Finance
Jacques-François de Prest

Innovation and Partnerships
Diane Galbe

Human Ressources
Paul Peterson

9.2.3 Investor Relations

Institutional investors, financial analysts as well as individual shareholders can contact:

David Pierre-Kahn

david.pierre-kahn@atos.net

Phone: +33 6 28 51 45 96

Requests for information can also be sent by email to investors@atos.net

9.3 Locations

[GRI 2-1]

Atos is present in main cities to support customers. The addresses and phone numbers of the Group main offices can be found on the Locations page on website atos.net. Details of current job opportunities can be found in Careers pages. An email address for general questions and comments about the Atos' Internet site can be found at the bottom of the page.

Global Headquarters

River Ouest
80 Quai Voltaire
95870 Bezons – France
+33 1 73 26 00 00

Europe

Andorra
Austria
Belgium
Bulgaria
Croatia
Czech Republic
Denmark
Estonia
Finland
France
Germany
Greece
Hungary
Italy
Ireland
Luxembourg
Norway
Poland
Portugal
Romania
Serbia
Slovakia
Slovenia
Spain
Sweden
Switzerland
The Netherlands
United Kingdom

Americas

Argentina
Brazil
Canada
Chile
Colombia
Guatemala
Mexico
Peru
Uruguay
USA
Venezuela

Asia Pacific

Australia
China
Hong Kong
Japan
Malaysia
New-Zealand
Philippines
Singapore
South Korea
Taiwan
Thailand

India, Middle-East & Africa

Algeria
Benin
Burkina Faso
Egypt
Gabon
India
Israel
Ivory-coast
Lebanon
Madagascar
Mali
Morocco
Qatar
Saudi Arabia
Senegal
South Africa
Tunisia
Turkey
United Arab Emirates

9.4 Glossary

Financial terms and Key Performance Indicators	Business Key Performance Indicators
Operational Capital Employed	Revenue
Current and non-current assets or liabilities	TCV (Total Contract Value)
DSO	Order entry/bookings
Organic growth	Book-to-bill
CAGR	Backlog/Order cover
Operating margin	Pipeline
Other operating income and expenses	Legal staff
Gross margin and indirect costs	FTE (Full-time equivalent staff)
EBITDA	Subcontractors
OMDA	Interims
Gearing	Direct Staff
Interest cover ratio	Indirect staff
Leverage ratio	Permanent staff
Operating income	Temporary staff
Cash flow from operations	Staff turnover and attrition rate (for legal staff)
Net debt	Utilization rate and non-utilization rate
Change in net debt (cash)	
Free cash flow	
Earnings per share (EPS)	
Normalized net income	
Normalized earnings per share (normalized EPS)	

Business terms	Market terms
BPO	Consensus
CRM	Dilutive instruments
ERP	Dividends
WAN	Enterprise Value (EV)
	Free float
	Market capitalization
	PER (Price Earnings Ratio)
	Volatility

9.4.1 Financial terms

Operational capital employed: Operational capital employed comprises net fixed assets and net working capital but excludes goodwill and net assets held for sale.

Current and non-current assets or liabilities: A current and non-current distinction is made between assets and liabilities on the consolidated statement of financial position. Atos has classified as current assets and liabilities those assets and liabilities that Atos expects to realize, use or settle during its normal cycle of operations, which can extend beyond 12 months following the period end. Current assets and liabilities, excluding the current portion of borrowings, lease liabilities and provisions, and current financial instruments represent the Group working capital requirement.

DSO: (Days of Sales Outstanding). DSO is the amount of trade accounts receivable (including contract assets) expressed in days of revenue (on a last-in, first-out basis). The number of days is calculated in accordance with the Gregorian calendar.

Organic growth: Organic growth represents the percent growth of a unit based on a constant scope and exchange rates basis.

CAGR: The Compound Annual Growth Rate reflects the mean annual growth rate over a specified period of time longer than one year. It is calculating by dividing the value at the end of the period in question by its value at the beginning of that period, raise the result to the power of one divided by the period length, and subtract one from the subsequent result. As an example:

2019-2021 revenue CAGR = (Revenue 2021 / Revenue 2018) (1/3) -1

Operating margin: Operating margin equals to External Revenues less personnel and operating expense. It is calculated before Other Operating Income and Expense as defined below.

Other operating income and expense:

Other operating income and expense include:

- the amortization and impairment of intangible assets recognized as part of business combinations such as customer relationships, technologies and goodwill;
- when accounting for business combinations, the Group may record provisions in the opening statement of financial position for a period of 12 months beyond the business combination date. After the 12-month period, unused provisions arising from changes in circumstances are released through the income statement under "Other operating income and expense";
- the cost of acquiring and integrating newly controlled entities, including earn out with or without presence conditions;
- the net gains or losses on disposals of consolidated companies or businesses;
- the fair value of shares granted to employees including social contributions;
- the restructuring and rationalization expense relating to business combinations or qualified as unusual, infrequent and abnormal. When a restructuring plan qualifies for Other operating income and expense, the related real estate rationalization & associated costs regarding premises are presented on the same line;
- the curtailment effects on restructuring costs and the effects of plan amendments on defined benefit plans resulting from triggering events that are not under control of Atos management;
- the net gain or loss on tangible and intangible assets that are not part of Atos core-business such as real estate;
- other unusual, abnormal and infrequent income or expense such as major disputes or litigation.

Gross margin and indirect costs: Gross margin is composed of revenue less the direct costs of goods sold. Direct costs relate to the generation of products and/or services delivered to customers, while indirect costs include all costs related to indirect staff (defined hereafter), which are not directly linked to the realization of the revenue. The operating margin comprises gross margin less indirect costs.

EBITDA (Earnings Before Interest, Tax, Depreciation and Amortization): for Atos, EBITDA is based on Operating Margin less non-cash items and is referred to as OMDA (Operating Margin before Depreciation and Amortization).

OMDA (Operating Margin before Depreciation and Amortization) is calculated as follows:

Operating margin:

- less - Depreciation of fixed assets (as disclosed in the "financial report");
- less – Depreciation of right of use (as disclosed in the "financial report");
- less - Net charge (release) of provisions (composed of net charge of provisions for current assets and net charge of provisions for contingencies and losses, both disclosed in the "financial report");
- less - Net charge (release) of provisions for pensions (as disclosed in the "financial report").

Gearing: The proportion, expressed as a percentage of net debt to total shareholders' equity (Group share and minority interests).

Interest cover ratio: Operating margin divided by the net cost of financial debt, expressed as a multiple.

Leverage ratio: Net debt divided by OMDA.

Operating income (loss): Operating income (loss) comprises net income (loss) before deferred and current income taxes, net financial income (expense), and share of net profit (loss) of equity-accounted investments.

Cash flow from operations: Cash flow coming from the operations and calculated as a difference between OMDA, net capital expenditures, lease payment and change in working capital requirement.

Net cash or net debt: Net cash or net debt comprises total borrowings (bonds, short term and long-term loans, securitization and other borrowings), short-term financial assets and liabilities bearing interest with maturity of less than 12 months, less cash and cash equivalents. Liabilities associated with lease contracts and derivatives are excluded from the net debt.

Free Cash Flow (FCF): The Free Cash Flow represents the change in net cash or net debt, excluding capital increase, share buyback, dividends paid to shareholders and non-controlling interests, net acquisition or disposal of companies.

Earnings (loss) per share (EPS): Basic EPS is the net income (loss) divided by the weighted-average number of common shares outstanding during the period. Diluted EPS is the net income (loss) divided by the diluted weighted-average number of common shares for the period (number of shares outstanding + dilutive instruments with dilutive effect).

Normalized net income (loss): The normalized net income (loss) is the net income (loss) (Group Share – excluding net result attributable to non-controlling interests) before Other operating income and expense, changes in the fair value of derivatives and of Worldline shares, net of taxes.

Normalized earnings per share (normalized EPS): Normalized earnings per share are calculated by dividing the normalized net income (loss) (Group share) by the weighted-average number of common shares outstanding during the period, excluding treasury shares.

9.4.2 Business KPI's (Key Performance Indicators)

9.4.2.1 Revenue

Revenue: Revenue related to Atos' sales to third parties (excluding VAT).

TCV (Total Contract Value): The Total Value of a Contract at signature (prevision or estimation) over its duration represents the firm order and contractual part of the contract excluding any clause on the decision of the client, as anticipated withdrawal clause, additional option or renewal.

Order entry/bookings: The TCV, orders or amendments signed during a defined period. When an offer is won (contract signed), the total contract value is added to the backlog and the order entry is recognized.

Book-to-bill: The Book-to-Bill is the ratio expressed in percentage of the order entry in a period divided by revenue of the same period.

Backlog/Order cover: The value of signed contracts, orders and amendments that remain to be recognized over their contract lives.

Pipeline: The value of revenues that may be earned from outstanding commercial proposals issued to clients. Qualified pipeline applies an estimated percentage likelihood of proposal success.

9.4.2.2 Human Resources

Legal staff: The total number of employees under Atos employment contracts at the end of the period. Legal staff includes those on long sickness or long absence, apprentices, trainees, and employees on maternity leave, but excludes subcontractors and interims.

FTE (Full-time equivalent staff): The total number of staff calculated using information from time sheets on the basis of working time divided by standard contractual workable time per employee. In general, a person working on a full time contract is considered as one FTE, whereas a person working on a part time contract would be less considered than one FTE.

Calculations are based on contractual working time (excluding overtime and unpaid holidays) with potential workable time (in hours or days) = nominal time + overtime balance – unpaid vacation. For subcontractors and interim staff, potential workable hours are based on the number of hours billed by the supplier to Atos.

Subcontractors: External subcontractors are third-party suppliers. Outsourced activities (e.g. printing or call center activities) and fixed price subcontracting are excluded from the recorded number of subcontractors or interims.

Interims: Staff from an agency for temporary personnel. Interims are usually used to cover seasonal peaks or for situations requiring staff for a short period of time.

Direct Staff: Direct staff includes permanent staff and subcontractors, whose work is billable to a third party.

Indirect staff: Indirect staff includes permanent staff or subcontractors, who are not billable to clients. Indirect staff is not directly involved in the generation of products and/or services delivered to clients.

Permanent staff: Permanent staff members have a contract for an unspecified period of time.

Temporary staff: Temporary staff has a contract for a fixed or limited period of time.

Staff turnover and attrition rate (for legal staff): Turnover and attrition rates indicate the proportion of legal staff that has left the Group (voluntary and/or involuntary) in a defined period:

- turnover measures the percentage of legal staff that has left the business in a defined period;
- attrition measures the percentage of legal permanent staff that has voluntarily left the business in a defined period. Attrition rate is a ratio based on total voluntary leavers in the period on an annual basis divided by the average number of permanent staff in the period.

Utilization rate and non-utilization rate: Utilization rate + non-utilization rate = 100% of workable time for direct FTE, which excludes legal vacations, long-term sickness, long-term sabbaticals and parental leave. Workable time is composed of billed time, inactivity that is billable but not billed (exceptional holidays, sickness, on the bench which is between two assignments, other inactivity as delegation), and non-billable time (pre-sales, training, management meetings, research and development and travel). Utilization rate measures the proportion of workable time (hours or days) of direct FTE (own staff excluding subcontractors) that is billed to customer. The ratio is expressed in percentage terms based on billed hours divided by workable hours excluding vacations. Non-utilization rate measures the workable time (hours or days) of direct FTE (own staff excluding subcontractors) that is not billed or is non-billable to clients.

9.4.3 Business terms

BPO (Business Process Outsourcing): Outsourcing of a business function or process. e.g. administrative functions such as accounting, HR management, call centers, etc.

CRM (Customer Relationship Management): Managing customer relationships (after–sales service, purchasing advice, utilization advice, customer loyalty) has become a strategic component of a company's successful operation. Not only does CRM facilitate efficiency, it also leads to higher sales by building customer loyalty.

ERP (Enterprise Resource Planning): An ERP system is an integrated management software system built in modules, which is capable of integrating sales, manufacturing, purchasing, accounting and human resources systems into an enterprise-wide management information system.

WAN (Wide Area Network): A long–distance network that generally comprises several local networks and covers a large geographical area.

9.4.4 Market terms

Consensus: Opinion that emerges from the financial community, in which financial analysts play a prominent role. Consensus can relate to earnings outlook (individual stock consensus) or to a Group of companies in the same sector (market consensus).

Dilutive instruments: Financial instruments such as bonds, warrants, stock options, performance shares, which could be converted into shares and have therefore a potential dilutive impact on common stock.

Dividends: Cash or stock payments from a company's profits that are distributed to stockholders.

Enterprise Value (EV): Market capitalization + debt.

Free float: Free float is the proportion of a company's share capital that is regularly traded on the stock exchange. It excludes shares in the six categories listed below (source Euronext):

- shares held by Group companies: Shares of the listed company held by companies that it controls within the meaning of article L. 233-3 of the French Commercial Code;
- shares held by founders: shares held directly or indirectly by the founders (individuals or family Group) when these founders have managerial or supervisory influence (management positions, control by voting rights, influence that is a matter of public knowledge, etc.);
- shares held by the State: Interests held directly by the State, or by public sector or other companies which are themselves controlled by the State;
- shares within the scope of a shareholders' agreement: Shares subject to a shareholders' agreement within the meaning of articles L. 233-10 and L. 233-11 of the French Commercial Code, and other than those held by founders or the State;
- controlling interest: Shares held by juridical persons (other than founders or the State) exercising control within the meaning of article L. 233-3 of the French Commercial Code;
- interests considered stable: Interests exceeding 5%, which have not declined by one percentage point or more, excluding the impact of dilution, in the three preceding years. This category also includes shareholders that, in addition to or in association with the link represented by share ownership, have recently entered into significant industrial or strategic agreements with the Group.

Market capitalization: The share price of a company multiplied by the number of its shares in issue.

PER (Price Earnings Ratio): Market capitalization divided by net income for a trailing (or forward) 12-month period.

Volatility: The variability of movements in a share price, measured by the standard deviation of the ratio of two successive prices.

9.5 AMF cross-reference table

9.5.1 Universal Registration Document cross reference table

This document is a full free translation of the original French text. The original document has been filed with the Autorité des Marchés Financiers (AMF) on May 24th, 2024, in accordance with article 212–13 of the AMF General Regulations. After filing, this document, as a Universal Registration Document, could be used to support a financial operation if accompanied by a securities note duly approved by the AMF.

The cross-reference table below identifies the information required by appendices 1 and 2 of the Commission Delegated Regulation (EU) 2019/980 of March 14, 2019 in accordance with the structure of the Universal Registration Document.

N°	Appendices 1 and 2 of the commission delegated regulation (EU) 2019/980 of March 14, 2019	Sections in the 2022 Universal Registration Document
1.	**Persons responsible, third party information, experts' reports and competent authority approval**	
1.1.	Indication of persons responsible	9.1.1
1.2.	Declaration by persons responsible	9.1.2
1.3.	Name, address, qualification and material interest in the issuer of experts	N/A
1.4.	Confirmation of the accuracy of the source from a third party	N/A
1.5.	Statement from the designated authority with no prior approval	N/A
2.	**Statutory auditors**	
2.1.	Names and addresses of the auditors	9.1.3
2.2.	Indication of the removal or resignation of auditors Information regarding changes of statutory auditors during the period	N/A
3.	**Risk Factors**	**7.2**
4.	**Information about the issuer**	
4.1.	The legal and commercial name of the issuer	4.1.2
4.2.	The place and the number of registration	4.1.2
4.3.	The date of incorporation and the length of life of the issuer	4.1.2
4.4.	The domicile and legal form of the issuer, the legislation under which the issuer operates, its country of incorporation, and the address and telephone number of its registered office	4.1.1; 4.1.2; 9.2
5.	**Business overview**	
5.1.	Principal Activities	
5.1.1.	Nature of the issuer's operations and its principal activities	1. "Atos profile"; 2; 3.1
5.1.2.	New products or services developed	2
5.2.	Principal market	1. "Atos profile"; 1. "Market sizing and competitive landscape"
5.3.	Important business events	1. "2022 key achievements";1. "Atos story"; 8.8.5
5.4.	Strategy and objectives	1. Vision, ambition & strategy; 3.2
5.5.	Dependence on patents or licenses, industrial, commercial or financial contracts or new manufacturing processes	7.2.4.2;
5.6.	Basis for statements made by the issuer regarding its competitive position	1. "Market sizing and competitive landscape

N°	Appendices 1 and 2 of the commission delegated regulation (EU) 2019/980 of March 14, 2019	Sections in the 2022 Universal Registration Document
5.7.	Investments	
5.7.1.	Main investments	1. "Atos story"; 6.1.7.6 – Note 1
5.7.2.	Material investments of the issuer that are in progress or for which firm commitments have already been made, including the geographic distribution of these investments and the method of financing	N/A
5.7.3.	Main joint ventures and undertakings in which the issuer holds a proportion of the capital	N/A
5.7.4.	Environmental issues	5.2
6.	**Organizational Structure**	
6.1.	Brief description of the Group	1. "Atos profile; 1. "Atos story";
6.2.	List of significant subsidiaries	6.1.7.6 – Note 18
7.	**Operating and financial review**	
7.1.	Financial condition	
7.1.1.	Balanced and comprehensive analysis of development and performance or position including both financial and, where appropriate, non-financial Key Performance Indicators	3.1; 3.3; 6.1
7.1.2.	Likely future development in the field of research and development	2.5
7.2.	Operating Results	3.1; 3.3; 6.1
7.2.1.	Unusual or unfrequent events or new developments materially affecting the issuer's income	1 "2022 key achievements".; 2; 3.1; 8.8.5
7.2.2.	Narrative discussion about material changes in net sales or revenues	1. "Market sizing and competitive landscape; 2; 3.1
8.	**Capital resources**	
8.1.	Issuer's capital resources	6.1; 8
8.2.	Sources and amounts of the issuer's cash flows	3.3.2
8.3.	Information on the borrowing requirements and funding structure	3.3.3.1
8.4.	Restrictions on the use of capital resources	N/A
8.5.	Anticipated sources of funds to fulfill commitments	N/A
9	**Regulatory environment**	
9.1.	Information regarding any governmental, economic, fiscal, monetary or political policies or factors that have materially affected, or could materially affect, directly or indirectly, the issuer's operations	5
10.	**Trend information**	
10.1.	The most significant recent trends in production, sales and inventory, and costs and selling prices since the end of the last financial year	1 "Market trends"; 2; 3.1
10.2.	Known trends, uncertainties, demands, commitments or events that are reasonably likely to have a material effect on the issuer's prospects	1 "Market trends"; 2; 3.1
11.	**Profit forecasts or estimates**	
11.1.	Profit forecasts or estimates publication	3.2
11.2.	Statement setting out the principal assumptions upon which the issuer has based his forecast or estimate	3.2
11.3.	Statement pointing out the comparison with historical financial information consistent with the issuer's accounting policies	3.2
12.	**Administrative, management and supervisory body and senior management.**	
12.1	Information regarding the members	
	Name, business addresses and functions	1."Board of Directors"; 1. "Group Management Committee"; 4.2.3.1; 9.9.2
	Detail of the nature of any family relationship	4.2.3.8
	Relevant management expertise and management experience	4.2.3.1
	Details of any convictions	4.2.3.7
12.2	Conflicts of interest	4.2.3.8

N°	Appendices 1 and 2 of the commission delegated regulation (EU) 2019/980 of March 14, 2019	Sections in the 2022 Universal Registration Document
13.	**Remuneration and Benefits**	
13.1.	Remuneration and benefits in kind	4.3
13.2.	Pension, retirement or similar benefits	4.3
14.	**Board Practices**	
14.1.	Current term office	4.2.3.1
14.2.	Contracts providing benefits upon termination of employment	4.2.3.8
14.3.	Information about audit and Remuneration Committee	4.2.4.3; 4.2.4.5
14.4.	Statement related to corporate governance	4.2.1
14.5.	Potential material impacts on the corporate governance	4.2.2
15.	**Employees**	
15.1.	Number of employees	5.3; 3.1.5
15.2.	Shareholdings and stock options	4.3.3
15.3.	Arrangements involving the employees in the capital of the issuer	5.3.7; 8.7.5
16.	**Major shareholders**	
16.1.	Identification of the main shareholders holding more than 5%	6.2.4 – Note 6; 8.2
16.2.	Types of voting rights	4.1.3.2; 8.7.4
16.3.	Ownership and control	8.1.2; 8.2; 8.7
16.4.	Arrangements which may result in a change in control of the issuer	4.1.3.2
17.	**Related party transactions**	**6.1.7.6 – Note 17; 6.2.4 – Note 18**
18.	**Financial Information concerning the issuer's assets and liabilities, financial position and profits and losses**	
18.1.	Historical Financial Information	
18.1.1.	Audited historical financial information covering the latest three years	6.1; 6.2; 9.5.2
18.1.2.	Change of accounting referece date	N/A
18.1.3.	Accounting standards	6.1.7.2
18.1.4.	Change of accounting framework	6.1.7.2
18.1.5.	Financial information according to French accounting standards	6.1
18.1.6.	Consolidated financial statements	6.1
18.1.7.	Age of latest financial information	6.1
18.2.	Interim and other financial information	
18.2.1.	Quarterly or half-yearly financial information	N/A
18.3.	Auditing of historical annual financial information	
18.3.1.	Independent audit of historical annual financial information	6.1.1
18.3.2.	Indication of other information in the Registration Document that has been audited by auditors	N/A
18.3.3.	Source of information and reason for information not to be audited	N/A
18.4.	Pro forma financial information	3.1
18.5.	Dividend policy	
18.5.1.	Description of the issuer's policy on dividends	8.3
18.5.2.	Amount of dividend per share	8.3
18.6.	Legal and arbitration proceedings	7.3.3
18.7.	Significant changes in the issuer's financial position	6.1.7.6 – Note 19

N°	Appendices 1 and 2 of the commission delegated regulation (EU) 2019/980 of March 14, 2019	Sections in the 2022 Universal Registration Document
19.	**Additional information**	
19.1.	Share Capital	
19.1.1.	Amount of issued capital	8.1.2; 8.2; 8.7; 8.7.7
19.1.2.	Shares not representing capital	N/A
19.1.3.	Shares held by or on behalf of the issuer itself	8.7.6
19.1.4.	Convertible securities, exchangeable securities or securities with warrants	8.7.7
19.1.5.	Information about and terms of any acquisition rights and or obligations over authorized but unissued capital or an undertaking to increase the capital	8.7.7
19.1.6.	Information about any capital of any member of the Group which is under option or agreed conditionally or unconditionally to be put under option and details of such options including those persons to whom such options relate	N/A
19.1.7.	History of share capital	8.7.2
19.2.	Memorandum and Articles of Association	
19.2.1.	Register and entry number of the issuer and brief description of the issuer's object and purposes	4.1.2
19.2.2.	Rights, preferences and restrictions attached to each share category	4.1.3.2
19.2.3.	Article of association, statutes, charter or bylaws delaying, deferring or preventing a change of control of the issuer	4.1.3.2
20.	**Material Contracts**	**3.1.4**
21.	**Documents on Display**	**8.4**

9.5.2 Cross-reference table for the annual financial report

In order to facilitate the reading of this document, the cross-reference table hereafter, identifies within this Universal Registration Document the information which constitutes the annual financial report requested to be published by listed companies in accordance with article L. 451-1-2 of the French Monetary and Financial Code and article 222–3 of the AMF General Regulations.

Information	Sections
Company financial statements	6.2
Consolidated financial statements	6.1
Management report	1. „Business Model"; 1. "Market sizing and competitive landscape; 2.5; 3.1; 3.3; 4; 5; 6.1.7.6- Note 2; 6.1.7.6- Note 19; 6.2.5; 6.2.6; 7.
Declaration of the person responsible for the Universal Registration Document containing the annual financial report	9.1.2
Statutory auditors' report on the Company financial statements	6.2.1
Statutory auditors' report on the consolidated financial statements	6.1.1
Statutory auditors fees	6.1.7.6 - Note 20
Board of Directors' report on corporate governance	4.2.6

In accordance with the requirements of article 19 of regulation (EU) 2017/1129 (Prospective Regulation) the following elements are incorporated by reference:

- the consolidated accounts for the year ended December 31, 2022 under IFRS, the related statutory auditors' reports and the Group management report presented within the Universal Registration Document n° D.23-0321 filed with the AMF on April 21, 2023, available on the Company's website on the following link https://atos.net/wp-content/uploads/2023/04/atos-2022-universal-registration-document.pdf;
- the consolidated accounts for the year ended December 31, 2021 under IFRS, the related statutory auditors' reports and the Group management report presented within the Universal Registration Document n° D.22-0247 filed with the AMF on April 6, 2022, available on the Company's website on the following link https://atos.net/content/investors-documents/2022/atos-2021-universal-registration-document.pdf.

Other information included in these two Registration Documents has been replaced and/or updated, as applicable, by the information contained in the Universal Registration Document.

9.6 Full index

Production: Atos Investor Relation team / Designed & published by LABRADOR +33 (0)1 53 06 30 80

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Printing: This document is printed in compliance with ISO 14001.2004 for an environment management system.