Atos

Universal Registration Document 2024

Including the 2024 annual financial report

Table of Contents

The items in the Annual Financial Report are identified in this summary by the pictogram | AFR |

Atos

Universal Registration Document 2024

Including the 2024 annual financial report

AUTORITÉ DES MARCHÉS FINANCIERS
AMF

The French version of this Universal Registration Document was filled on April 10, 2025 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, 2024 and is available on the AMF's website (www.amf-france.org) and on the Company's website (www.atos.net).

1. Group Overview

Chairman and CEO's interview

"It is with great enthusiasm and conviction that I've joined the Atos Group. I am aware of the challenges that lie ahead, but also of the Group's strengths, from the quality of its services to the ongoing commitment of its employees, which will enable us, together, to open a new chapter in the Group's history."

Philippe Salle

Chairman and CEO of Atos SE (Societas Europaea)

Dear shareholders,

It is my pleasure to introduce the next phase in the evolution of Atos. The Group has faced major challenges and several years of uncertainty, but we are now looking forward to the future of Atos. As a result of a great deal of hard work by our employees and leadership, our financial restructuring is complete, and the Group is beginning 2025 on solid financial ground.

Building the Financial Foundation in 2024

Our financial restructuring was completed in December 2024, a plan which included €1.675 billion in new financing as well as completing the sale of our subsidiary Worldgrid to ALTEN for an enterprise value of €270 million. In addition, we have received a non-binding offer from the French government to acquire our Advanced Computing activities, valued between €500 and €625 million. The successful completion of the financial restructuring brings us financial and operational stability, and lets us focus now on our core business, employees, and clients.

I am pleased to state that as of December 31, 2024, our year-end liquidity position was well above the level set out in the business plan, exceeding the expected cash position presented in the Accelerated Safeguard Plan by more than one billion euros.

Despite the challenges we faced, Atos employees continued to deliver value and excellence to our clients. Atos was also essential to the Paris 2024 Olympic and Paralympic Games as the global IT Services partner, delivering critical IT systems and orchestrating a team of thousands of engineers that made the Games a success. We also supported the UEFA Euro 2024 Football Championship, providing essential technology services to ensure the smooth running of the competitions.

The dedication and commitment to innovation by our employees enabled us to also build deeper client relationships and win new business, including:

- A major contract with the NTT group in Japan to build one of the world's largest identity governance and administration (IGA) systems for its employees.
- Selection by EUROCONTROL to support its critical airspace and aviation management services in Europe.
- The launch of the Global GenAI Innovation Studio in partnership with AWS to accelerate business transformation through AI.
- The inauguration of a powerful new AI supercomputer for healthcare in Denmark, demonstrating our ability to combine High-Performance Computing and AI.

Atos has a long track record of being recognized by industry analysts for the strength of our solutions and IP, and in 2024 we continued to garner awards and accolades. Among others, Atos was awarded the following recognitions:

- Our Trustway IP Protect solution was awarded CC EAL 4+ certification by ANSSI (the French Agence Nationale de la Sécurité des Systèmes d'Information).
- Eviden was ranked as a "Market Leader" in analytics, AI, data platforms and automation by HFS Research.
- Atos was recognized as pioneer in sustainable data center and cloud services at the Siemens Zero-Carbon Pioneer Awards.

- Atos was named a "Leader" in Mainframe as a Service (MFaaS) and Mainframe Operations by ISG.
- Atos was named a "Leader" in Managed Private/Hybrid Services and Managed Hosting by ISG.
- Eviden won 2nd place in the world's largest cyber defense exercise, organized by the NATO Cooperative Cyber Defense Center of Excellence (CCDCOE).

Atos remained a leader in the field of sustainability. In 2024, we received the "EcoVadis Platinum" medal for the fifth consecutive year, and two of our supercomputers were ranked #1 and #2 for energy efficiency on the Green500 List.

Investing in People and Communities

In 2024, we continued to invest in the training and development of our employees, 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 106,000 certifications in 2024, with 94,000 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.

Looking Forward in 2025

With the financial restructuring behind us, we can now look forward to a brighter future. The industry we operate in is growing and vibrant, with many exciting opportunities to turn the company around towards sustainable and profitable growth.

With unique capabilities, talented teams and an industry-leading roster of clients and partners, Atos is a major player in the IT services and products market. Our capabilities and strengths have positioned us well in high-growth activities such as cybersecurity, cloud, high-performance computing and artificial intelligence.

During 2025, we will work to harness the strength, knowledge and experience of Atos employees to create new, high-value solutions for our clients across our offerings. We will focus our efforts on markets and activities with growth potential and will continue to evolve our structure and operations to enable collaboration, capitalize on synergies, and execute with speed and efficiency.

Closing Remarks

The successes we achieved in 2024 are promising indicators of the Group's upward trajectory. Moreover, with the implementation of new governance, Atos has all the elements required to develop and execute on our strategic plans and return to profitable growth.

The Atos Group was built on the conviction that technology can transform businesses and make a positive impact on our world. More than two decades later, this core principle remains at the heart of what we do every day. Each one of us is committed to delivering the highest levels of service and value to our clients through impactful solutions and excellence in our operations to all of our clients.

I am delighted to start my journey as Chairman and CEO of Atos, and I would like to express my sincere gratitude to the Board of Directors for their confidence.

I am very proud to be a part of the Atos team, and I am excited to write the next chapter in our evolution.

Thank you for your continued trust and commitment.

Philippe Salle

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

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,

Environment

Tackling climate change

to improve the environmental performance of digital solutions and turn new technologies into allies in the fight against global warming.

Excellence

Contributing to scientific and technological excellence

to promote excellence in scientific and technological advancement, knowledge-sharing, and research.

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

Atos is a global leader in digital transformation with c. 78,000 employees and annual revenue of c. € 10 billion. European number one in cybersecurity, cloud and high-performance computing, the Group provides tailored end-to-end solutions for all industries in 68 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 2024, we achieved the successful closing of our financial restructuring, thanks to the completion of the final steps of the accelerated plan (the 'Plan') approved by the specialized Commercial Court of Nanterre on October 24, 2024.

Atos is a purpose driven Group committed to help design the future of the information space. Through our colleagues, scientists, experts, Atos Research Community 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 helped deliver the Paris 2024 Olympic and Paralympic 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.

Highlights and rewards

March 2024

Atos positioned as a Leader in the 2024 Gartner® Magic Quadrant™ for Outsourced Digital Workplace Services - Global (for 8th consecutive year)

Eviden receives the 'France Sécurité' label for its Evidian IDaaS solution

April 2024

Atos renews its AWS Managed Service Provider (MSP) designation

Eviden is 'Best in Class' SAP Services Provider in Germany

May 2024

Atos Belgium awarded Data Center Services Company of the year

June 2024

Eviden's Bullsequana SH Server is certified for SAP HANA use cases

July 2024

ISG Provider Lens SAP Ecosystem Report 2024: Eviden awarded quadruple recognition for expertise in SAP Cloud Transformation in Germany

September 2024

ISG Provider Lens™ Private/Hybrid Cloud – Data Center Services 2024: Atos positioned as a Leader in France, Germany, the Netherlands, and the UK in the Managed Services and Managed Hosting categories

October 2024

Atos is awarded a "Platinum EcoVadis" Medal for its commitment to sustainability for 5th year running

November 2024

Eviden earns AWS Generative AI Competency showcasing excellence in GenAI solutions

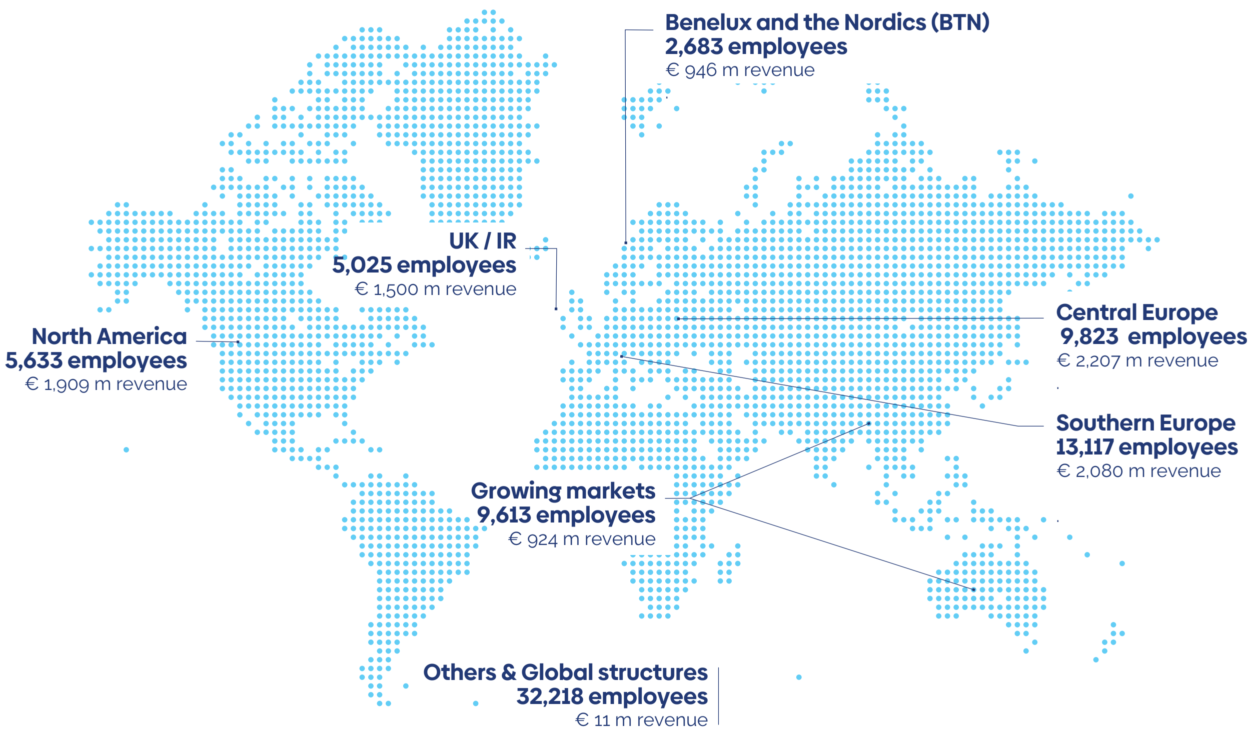
December 2024

Atos Cloud Computing recognized as pioneer in operations at Siemens Zero-Carbon Pioneer Award in China

Eviden earns AWS Digital Sovereignty Competency showcasing excellence in sovereign cloud solutions

Atos positioned as Leader in the ISG Provider Lens™ Mainframes – Services and Solutions 2024 – Europe

78,100 employees working in 68 countries representing 137 nationalities



Board of Directors

Philippe Salle

Chairman and Chief Executive Officer of Atos SE

Laurent Collet-Billon

Non-executive Vice-Chairman of the Board of Directors of Atos SE and Independent Director

- Chair of the Remuneration Committee
- Member of the Audit Committee

Elizabeth Tinkham

Lead Independent Director

- Chair of the Nomination and Governance Committee

Sujatha (Suja) Chandrasekaran

Independent Director

- Member of the Nomination and Governance Committee
- Member of the Audit Committee

Joanna Dziubak

Independent Director

- Member of the Nomination and Governance Committee
- Member of the Audit Committee

Farès Louis

Employee Director

- Member of the Nomination and Governance Committee
- Member of the Remuneration Committee
- Member the CSR Committee

Françoise Mercadal-Delasalles

Independent Director

- Chair of the CSR Committee
- Member of the Remuneration Committee

Mandy Metten

Censor

Jean-Jacques Morin

Independent Director

- Chair of the Audit Committee

Hildegard Müller

Independent Director

- Member of the Remuneration Committee
- Member of the CSR Committee

Composition of the Board of Directors

9 Board members

1 Lead Independent Director

87.5% (1) Independent Directors

62,5 % of women (2)

61 years average age

1 Director representing Employees

6 different nationalities

1 Censor (3)

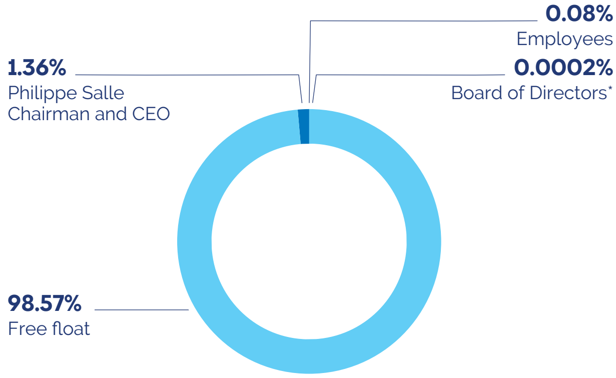
The Board of Directors defines the strategy of the Atos Group and oversees its implementation. The Board endeavours to promote long-term value creation by the company by considering the social and environmental aspects of its activity.

Composition of the Committees

The Audit Committee	
• Independent Chair • 4 members • 100% independent Directors	Jean-Jacques Morin (Chairman) Laurent Collet-Billon Sujatha (Suja) Chandrasekaran Joanna Dziubak
The Nomination & Governance Committee	
• Independent Chair • 4 members • 100% independent Directors • 1 director representing Employees	Elizabeth Tinkham (Chairwoman) Sujatha (Suja) Chandrasekaran Joanna Dziubak Farès Louis
The Remuneration Committee	
• Independent Chair • 4 members • 100% independent Directors • 1 director representing Employees	Laurent Collet-Billon (Chairman) Farès Louis Françoise Mercadal-Delasalles Hildegard Müller
The CSR Committee	
• Independent Chair • 3 members • 100% independent Directors • 1 director representing Employees	Françoise Mercadal-Delasalles (Chairwoman) Farès Louis Hildegard Müller

1) *In accordance with article 10.3 of the AFEP-MEDEF Code, the director representing employees is not taken into account in determining the percentage of independent members.*
2) *In accordance with the law, the director representing employees is not taken into account in determining the parity ratio on the Board of Directors.*
3) *The Nomination & Governance Committee recommended this appointment.*

% of shareholders voting rights as of December 31, 2024



* Excl. Philippe Salle

It should be noted that (i) the 14,527,540,998 Atos shares held by D.E. Shaw & Co, representing 8.11% of the Company's capital, (ii) the 11,178,413,757 Atos shares held by Tresidor Investment Management, representing 6.24% of the Company's capital, and (iii) the 9,567,259,657 Atos shares held by ING Bank N.V., representing 5.34% of the Company's capital, have been included in the free float as these holdings have been analyzed as not stable by Atos.

Group Executive Board

Group Executive Board as of March 2025

The Group Executive Board of the Atos Group has evolved during the course of 2024 to ensure a successful execution of the Group's strategic plan and financial restructuring.

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.

Philippe Salle

Atos Group Chairman
and Chief Executive Officer

Jacques-François de Prest

Atos Group
Chief Financial Officer

Paul Peterson

Atos Group
Chief Human Resource Officer

Group Executive Board Bios

Philippe Salle is the Atos Group Chairman and Chief Executive Officer. Philippe Salle began his career with Total in Indonesia in 1988. He then joined Accenture in 1990 where he was promoted to senior consultant. He joined McKinsey in 1995 and became senior manager in 1998. He joined the Vedior group in 1999 (now Randstad, a company listed on Euronext Amsterdam), and became Chairman and CEO of Vedior France in 2002. He became a member of the Executive Board in 2003 and was appointed Head of Southern Europe in 2006. In 2007, he joined the Geoservices group (sold to Schlumberger in 2010), a technology company in the oil sector and under LBO, first as Deputy CEO and then as Chairman and CEO. In June 2011, Philippe Salle was appointed Chairman and CEO of Altran Group (a company listed on Euronext Paris), an engineering consultancy and world leader in innovation. In April 2015, Philippe Salle was appointed Chairman and Chief Executive Officer of the Elior Group (a company listed on Euronext Paris), a world leader in catering and services. In December 2017, Philippe Salle was appointed Chief Executive Officer of Emeria (a company under LBO), the world's leading provider of real estate services and technologies. Philippe Salle has also served as Chairman of the Board of Directors of Viridien (formerly CGG) since 26 April 2018, and as a member of the Board of Directors of Banque Transatlantique since 2010. Philippe Salle is a graduate of the Ecole des Mines de Paris and holds an MBA from the Kellogg Graduate School of Management, Northwestern University (Chicago, USA). He is a Chevalier de l'ordre national du Mérite, Chevalier de la Légion d'honneur and Commandeur de l'ordre du Mérite de la République italienne.

Jacques-François de Prest is Atos Group Chief Financial Officer 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.

Group Leadership as of March 2025

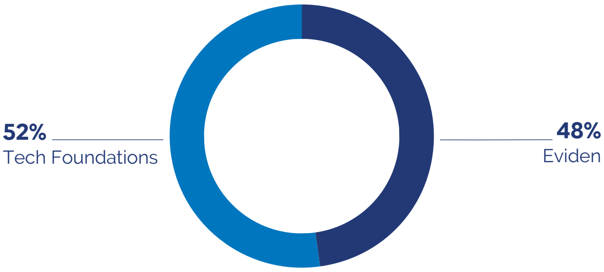
The Chairman and Chief Executive Officer has set up a Leadership Team whose composition reflects the Group's organizational structure.

The Leadership Team is responsible for reviewing operational management, coordinating project management and implementing Atos SE's strategy, with the aim of turning around the Group.

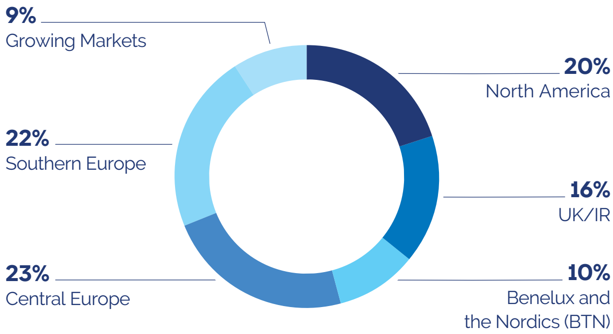
Comprising 20 senior executives, it meets on a weekly basis. For more information on its composition, please refer to section 9.2.2 of this Universal Registration Document.

Financial performance

Breakdown by business lines

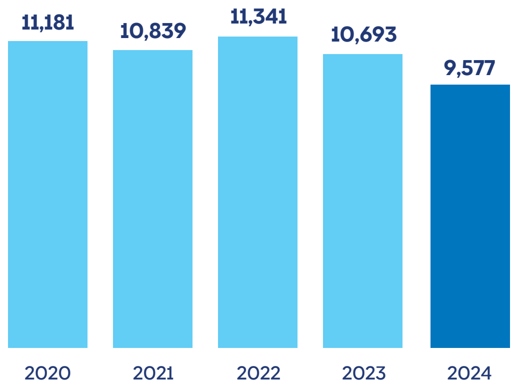


Breakdown by Regional Business Unit

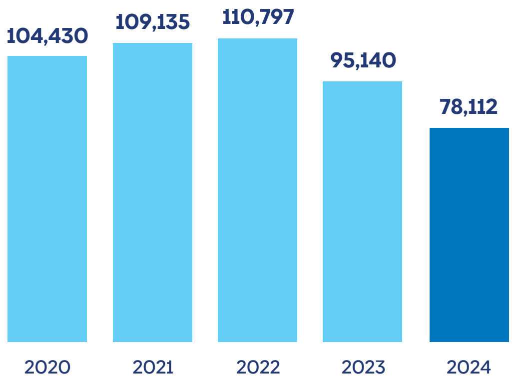


5-year financial performance

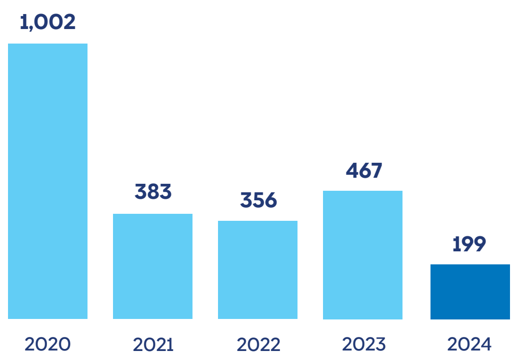
Revenue performance *(in € million)*



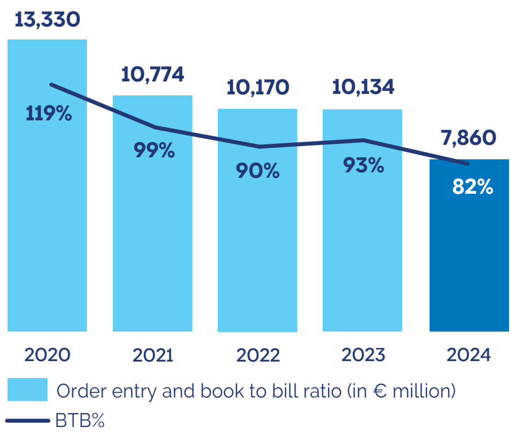
Employee evolution



Operating margin *(in € million)*



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



2024 key achievements

January

Atos has been selected by Lumen, a telecommunications company to lead a multi-year program to modernize its mainframe services and provide a new platform to support its most critical applications. Three data centers operated by Lumen will be combined into a single center operated by Atos in the United States to provide state-of-the-art infrastructure.

Eviden wins a contract from the Jülich Research Center in Germany to build the modular data center that will house the EuroHPC JUPITER supercomputer, Europe's first exascale system. Thanks to a unique, innovative and flexible design, Eviden will assemble a set of approximately 50 pre-built and interchangeable modules on 2,300m^2 to form a complete, turnkey data center.

Eviden and Microsoft enter into a five-year global strategic partnership to accelerate cloud and AI strategies as well as digital transformation for enterprises. The five-year agreement is expected to generate $2.8 billion in cloud services by 2028 and includes training Eviden's 50,000 employees, with more than 16,000 new Microsoft certifications planned over the next five years, as well as co-developing and launching industrial solutions based on generative AI.

February

Eviden announces a two-year contract with the Galician Agency for Technological Modernization (AMTEGA, Spain)) which covers consulting, training, communication and technical assistance services on the main cloud platforms, available both to AMTEGA and to any other regional public body in Galicia.

Eviden successfully conducts the project to transform interactions between citizens and the business environment, within the institutions of the Timisoara City Hall in Romania. Through this virtual one-stop shop, citizens can now access essential services such as online payments, real estate registrations, community notifications and document storage, simplifying the user's interaction with local government.

March

The Digital Services Companies Atos, Open and Sopra Steria, federated in a consortium of which Atos is the lead representative, have been selected by the Union of Public Purchasing Groups (UGAP) to support the digital transformation of public services through the provision of Project Management Assistance and Third-Party Application Maintenance services.

Eviden announces a new contract with the Danish Centre for AI Innovation, owned by the Novo Nordisk Foundation and the Danish Export and Investment Fund, to build a supercomputer, named "Gefion", which is expected to be one of the most powerful in the world in the field of AI. With the highest levels of security and sovereignty, its goal is to accelerate research and innovation in areas such as healthcare, life sciences and the green transition.

Eviden announces that it has been selected by the French defense procurement agency (Direction Générale de l'Armement – DGA) to industrialize the new P3TS ("Plug and Play Positioning and Timing System") geolocation solution that will equip all the French Armed Forces' defense vehicles by 2024.

Eviden opens its new Security Operations Center (SOC) in Monterrey, Mexico, to enable advanced cybersecurity services to organizations across North and South America. The Mexico center is Eviden's 17th next-generation SOC worldwide, ultimately strengthening the powerful global SOC network.

Eviden chosen by the Grand Equipement National de Calcul Intensif (GENCI) and the French National Center for Scientific Research (CNRS) to make the Jean Zay supercomputer one of the most powerful machines in France thanks to the provision of a major extension of its capabilities, marking a new milestone towards sovereign AI.

April

Atos is opening an AWS Competency Center at its Lyon site allowing its customers to benefit from the entire AWS's solution portfolio as well as Atos' expertise in consulting, migration, innovation, application and infrastructure modernization on the AWS Cloud.

The CEA and Eviden deliver the EXA1 HE (High Efficiency) supercomputer, based on Eviden's BullSequana XH3000 technology. Designed to meet the needs of the Simulation program of the CEA's Military Applications Directorate, EXA1 HE is the second most innovative partition of the EXA1 program and complements the EXA1 HF (High-Frequency) supercomputer, already delivered by Eviden in 2021.

Eviden is quadrupling the capacity of the Brazilian Santos Dumont supercomputer, based on the BullSequana XH3000 architecture, which will enable the academic community to support cutting-edge research initiatives, particularly in the oil and gas sectors. This supercomputer will be the most powerful dedicated to academy research in Latin America.

May

Eviden introduces its new BullSequana AI range, which includes five new server lines optimized for AI workloads, and is designed to address the different phases of AI pipelines: from edge computing inference, to fine-tuning existing models in enterprise data centers through training reference models with supercomputers.

The Software République, an open innovation ecosystem for smart, secure and sustainable mobility, unveils the "U1st Vision" (You First Vision) concept, a first in citizen-centric and health-centric mobile services. This innovative technological demonstrator conveys the vision of services "closer to the citizen", by offering them easier access to a wide range of varied, personalized and secure local services.

June

Eviden's secure multifunction computer is selected by the Industrial Aeronautics Service of the Ministry of the Armed Forces to be the heart of the tactical system annexed to the main computer of the French Navy's E-2D Hawkeye command, detection and control aircrafts.

July

Atos is successfully delivering the essential IT services and applications for UEFA EURO 2024™ from 14 June to 14 July 2024 in Germany. Atos has been instrumental in enabling hundreds of millions of fans around the world to share the extraordinary experience of one of football's most iconic tournaments, helping to make EURO 2024 a seamless global success.

August

Atos successfully orchestrates IT services for the Paris 2024 Olympic and Paralympic Games and delivers a historic IT performance. Atos teams integrated, operated and secured critical IT systems to deliver the most digital Olympic and Paralympic Games ever in history to billions of fans around the world.

Eviden managed the planning, preparation and orchestration of the Olympic and Paralympic Games Paris 2024 cybersecurity operations, with more than 300 automated workflows, to identify and neutralize potential cyber threats before they disrupt competitions.

September

Atos has been selected by the European Space Agency (ESA) as the lead partner of a consortium to extend the functionality of the Destination Earth (DestinE) service platform, consisting of digital twins of the Earth, a data lake for processing massive volumes of data in the cloud and a services platform. It will enable EU member countries, European institutions industrials, as well as academia and scientific players to develop climate change adaptation strategies and implement precise and concrete mitigation actions.

French RATP chooses Eviden to equip its MP14 and new MF19 metro trains and also the TW20 tramways of the Parisian rail company with TETRA radio communication systems between the line's Centralized Control Station and the various rolling stocks. The contract covers 132 radio equipments, with an option for 800 radio equipments over a maximum period of 8 years.

October

Eviden signs a partnership with IQM Quantum Computers – a world leader in the design, production and sale of quantum computers – and installs IQM SparkTM, a superconducting quantum computer, at its Angers site. It offers high-fidelity for both single- and two-qubit operations, ensuring reliable and accurate quantum applications, so that its customers can learn, experiment, and develop quantum proofs of concept (PoCs) in real-world conditions.

Eviden inaugurates "Gefion", one of the world's most powerful AI supercomputers, in Denmark in the presence of His Majesty King Frederik X and Jensen Huang, CEO of NVIDIA. The supercomputer is designed to cater to large-scale projects that use artificial intelligence while ensuring the highest level of security and sovereignty, and to accelerate research and innovation in various fields such as healthcare, life sciences, and the green transition.

November

Eviden announces that 55 of its supercomputers are in the TOP500 and that two of its systems dominate the Green500, rankings that respectively list the most powerful and most energy-efficient supercomputers in the world. The top ten rankings in the Green500 include three systems developed by Eviden: the first position remains occupied by the JEDI module of Europe's first exascale supercomputer, JUPITER, supplied by EuroHPC; second place goes to the ROMEO 2025 supercomputer, hosted at the French University of Reims Champagne-Ardenne (URCA).

Atos enters into a contract extension with EUROCONTROL worth €165 million. EUROCONTROL, a pan-European civil and military organization, will benefit from 24/7 critical infrastructure monitoring and cybersecurity services to meet the future demands of the European aviation sector and the expected growth in air traffic.

Eviden announces a framework contract worth up to €60 million with the Center for Science in Finland for the development of "Roihu", Finland's newest national supercomputer. Thanks to Roihu, the CSC will triple the computing capacity of existing systems and significantly increase its performance in artificial intelligence.

December

NTT Group selects Eviden's Identity Governance and Administration (IGA) solution to provide governance and scalability for identity and rights management for all its approximately 250,000 employees in Japan. This implementation is one of the largest projects in the world. IGA will strengthen the cybersecurity of the NTT Group while providing identity and rights management governance for all its employees.

Atos selected by the French Space Agency (CNES) to develop and maintain its generic flight software solution (LVCUGEN) for satellites and spacecraft. This new five-year mission demonstrates CNES's renewed confidence in Atos, a long-standing technology partner.

Eviden has been awarded the national C-ITS PKI contract by France's Department for Transport Infrastructure and Mobility Services (DGITM), which operates under the Ministry of Partnership with Territories and Decentralization (MPTD). Under this four-year contract, which includes two optional years extensions, Eviden will deploy its IDnomic C-ITS PKI solution to support secure and interoperable communication across all C-ITS in France. The nationwide deployment is slated for 2025.

Atos story

Founded in 1997, Atos is a global leader in digital transformation with circa 78,000 employees and annual revenue of circa €10 billion. European number one in cybersecurity, cloud and high-performance computing, the Group provides tailored end-to-end solutions for all industries in 68 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.

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.

2024

Atos opens a new chapter with the successful closing of its financial restructuring.

Market trends

Technology at the top of the agenda

In an increasingly volatile and uncertain economic and geopolitical landscape, enterprises and governments are pursuing ambitious yet cautious post-crisis strategies. As the world undergoes a profound transformation driven by the convergence of digital and physical realities, technology remains the second-highest priority for executives in 2025 right after growth (source: Gartner).

For 74% of CEOs, AI is the primary driving force shaping their industries over the next three years, with the potential to unlock the next wave of productivity, generate trillions in economic value, and revolutionize operations, customer engagement, and business models across industry boundaries (source: Gartner). This raises key questions for every executive board:

- how to be a disrupter rather than being disrupted in this massive Data and AI-centric transformation?
- how to be in the best position within new value chains or ecosystems?
- 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?

Against this backdrop, digital transformation is more critical than ever, with 58% of boards expecting their organizations to "take on more tech risk to deliver stakeholder value," emphasizing AI-driven transformation while ensuring business continuity and modernizing legacy IT (source: Gartner).

To navigate this era of disruption and opportunity, organizations must place digital transformation, AI, hybrid cloud, and security at the core of their strategies by:

- Mastering their most valuable differentiator: data.
- Leveraging AI across all business processes and ecosystems, which may require a deep overhaul of existing IT systems and infrastructures across the hybrid cloud continuum.
- Ensuring all transformations are carried out in a trusted, secure, and resilient manner, as security becomes a top board priority due to geopolitical tensions.

More than ever, these trends are driving growth in the technology and services market, supporting Atos' aim to be a major digital partner for its customers, helping enterprises and governments succeed in this era of constant change with a comprehensive portfolio of IT services and solutions, combining:

- Global expertise in digital transformation, applications and platforms, hybrid cloud and infrastructures, data and AI, advanced computing and security, digital workplace, and technology services across all industries and geographies blending global scale with a local touch.
- A large ecosystem of strategic alliances, leveraging Atos' proprietary IP and select, leading partners to deliver comprehensive, cutting-edge services and solutions.
- Customer-centric co-innovation, collaborating closely with clients to deliver customized business outcomes and address their specific business transformation and operational needs.

Market sizing and competitive landscape [1]

The overall IT market for 2024 was estimated at US$ 5.1 trillion worldwide representing a 7,7% increase over 2023, with a CAGR of 8,5% over the 2023-2028 timeframe, with a significant portion of budgets increases offset by inflation.

Within this global IT market, the largest region remains North America, representing US$ 2.1 trillion, growing 10,8% compared to 2023. Europe recorded US$ 1.1 trillion, an increase of 7,5% over 2023. The rest of the world market is valued at US$ 1.9 trillion, growing 4.7% from 2023.

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, private and hybrid cloud, mainframe, and network and communications. The submarket represented US$ 349 billion in 2024, with a growth of 2.2% compared to 2023. In 2024, Atos has been recognized by ISG as a leader in Private Hybrid Cloud and Data Center Services in France, Germany, UK and NL.

In this Infrastructure Implementation and Managed Services submarket, the employee experience (Managed Workplace Services) segment represented US$ 28,9 billion [2] in 2024, growing 1.4% from 2023. Atos has strong capabilities in this field, being recognized a leader by many analyst firms and has earned a leader ranking in the 2024 Gartner Magic Quadrant for Outsourced Digital Workplace Services, succeeding many years of leader positions in Magic Quadrant for Managed Workplace Services.

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 Implementation and Managed Services submarket.

The Consulting submarket represented US$ 379 billion in 2024, growing 4,7% from 2023, 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 Implementation and Managed Services submarket represented US$ 463 billion in 2024, with a growth of 4,3% compared to 2023. 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 2024 from ISG as a leader in Analytics, AI, Data & Automation Service, Mainframe services and solutions (Europe) and SAP (in Germany), and as a "best in class" provider on SAP services in Germany and Europe by PAC. 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 considers that more than 90% of organizations will adapt hybrid cloud by 2027. The drive to cloud is supported by demand created by hyperscale cloud providers and large-scale ISVs cloud-based suites. The market for public cloud services is valued at US$ 597 billion in 2024, growing 19,5% from 2023, with a 18,7% CAGR over the 2023-2028 timeframe.

In Cloud, Eviden was recognized in 2024 by ISG as a leader in Private Hybrid Cloud & Data Center Services, in France, Germany, UK and NL.

1) *Sources: Gartner, Market Databook,4Q24; Gartner, Forecast: Public Cloud Services, Worldwide, 2022-2028, 4Q24 Update. Hyperion Research, HPC/AI Market update, October 2024.*

2) *Source: Gartner Services Forecast, 4Q24*

Big Data and Security business line

Digital security [1]

The information security submarket is sized at US$ 183 billion in 2024, a growth of 13.3% over 2023, with a CAGR of 12.6% over the 2023-2028 timeframe. 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 vendors worldwide.

In 2024, Eviden has been ranked by Everest as a leader in cyber security services in Europe and North America. As part of this investment into responding and recovering from threats rapidly and completely, Eviden has been bringing highly 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. According to their most recent forecast in October 2024, the broad HPC/AI market (which includes servers, storage, middleware, applications and services) has reached US$ 51.9 billion in 2024 (a CAGR of 22%), and should have a 15% CAGR over the 2023-2028 timeframe, driven by a strong growth of Exascale-class supercomputers, the increasing use of HPC for artificial intelligence, the democratization of HPC/AI 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 BullSeguana AI offering, and Quantum computing with its Qaptiva offering, and in the high growth cloud HPC domain with its Nimbix offering.

Business computing and AI

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, 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.

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 € (2024)	2024 Market	Weight	2024 Revenue	Share *(%)*
North America	511	43%	1.9	0.4%
UK & Ireland	101	8%	1.5	1.5%
Benelux & the Nordics	63	5%	0.9	1.5%
Central Europe	97	8%	2.2	2.3%
Southern Europe	71	6%	2.1	2.9%
Growing markets	306	26%	0.9	0.3%
Others & Global Structures	42	4%	0.1	0.2%
Total	**1,191**	**100%**	**9.6**	**0.8%**

Source: Gartner Market Databook on consulting, infrastructures implementation and managed services, and application implementation and managed services, 4Q2024

In 2024, major industry analyst firms have assessed Atos capabilities and positioned Atos as follows:

- Gartner – Leader Outsourced Digital Workplace Services MQ, Global 2024 (8th consecutive year)
- HfS – Leader in Analytics, AI, Data & Automation Services for the Generative Enterprise, 2024
- ISG – Leader in Private Hybrid Cloud & Data Center Services, France, Germany, UK and NL, 2024
- ISG – Leader in Mainframe Services & Solutions, Europe, 2024
- ISG – Leader in SAP, Germany, 2024
- PAC – « Best in Class » in SAP Germany and Europe, 2024
- Everest – Leader Cybersecurity Services - Europe, and North America, 2024

1) *Source: Gartner, Forecast: Information Security, Worldwide, 2022-2028, 4Q24 Update.*
2) *Source: Hyperion Research, HPC/AI Market update, October 2024.*

Business model

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.

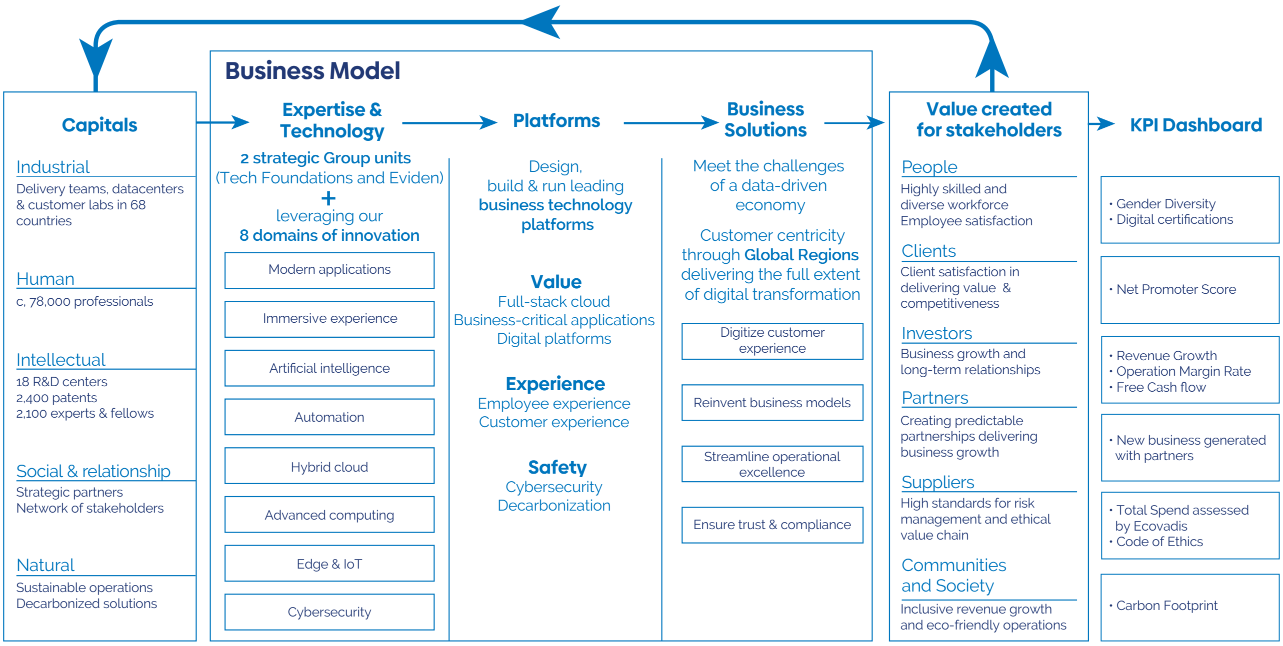
In line with our purpose of helping to design the future of the information space, Atos has a strong ambition to be recognized as one of the companies that may act as such partner. We use our expertise and services to support the development of knowledge, education and research in a multicultural approach 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 within the digital solutions value chain, where we leverage or integrate solutions from upstream partners—such as computing hardware providers (Dell, EMC, HPE, IBM, Intel, Nvidia, etc.), hyperscalers (AWS, Microsoft, Google Cloud, etc.), and software providers (SAP, ServiceNow, Oracle, etc.)—to deliver consulting, integration, and managed services and solutions to our downstream customers and end-users, primarily large public and private organizations. As a world leader in cybersecurity services and a recognized player in sustainability consulting, we embed trust, security, compliance, and sustainability at the core of our business across the entire value chain.

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 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 assets that bring the Group a distinctive position on the digital transformation market, and constitute a firm foundation, which its business model relies on:

Industrial capital with delivery teams, data centers and customer innovation labs covering 68 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 c. 78,000 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 experts and fellows.

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.

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: The group aspires to achieve excellence in its community and societal contributions. Atos ranked in the Top 5% of the S&P Global Corporate Sustainability Assessment (CSA) and was featured in the S&P Global Sustainability Yearbook for the 12th consecutive year.

Vision

Restoring profitable growth, credibility and pride

Our mission at Atos is to "design the future of the information technology space". To achieve this, the Group leverages its expertise in technology, engineering, and digital transformation to create innovative solutions that address the needs and challenges of modern enterprises. Atos also strives to be a responsible corporate citizen and is committed to operating sustainably and building a positive, inclusive workplace culture.

Following the completion of the Group's financial restructuring in December 2024, Atos is now on stable financial footing and the strategy has turned towards the future. At this juncture in the Group's history, success hinges upon three important tasks: returning Atos to profitable growth, restoring the Group's credibility in the marketplace, and boosting employee pride. To execute this strategy will require the Group to:

- Leverage the collective strength, knowledge and experience of Atos employees to create new IP and high-value technology solutions for clients.
- Focus the Group's efforts on building leadership positions in markets and activities with high potential for future growth.
- Fine-tune the organizational structure and operations to enable collaboration, capitalize on synergies and execute with speed and efficiency.

Leveraging collective strength

The strength of Atos has always been drawn from the efforts of its talented, dedicated employees. Nowhere has this been more evident than in the Group's orchestration of the IT systems for the Paris 2024 Olympic and Paralympic Games. Thousands of Atos employees collaborated to successfully manage the critical systems and applications that ensured the smooth operations of the Games and the safety and security of spectators, competitors and volunteers. In addition, innovation has always been a source of pride at Atos and a key component of the Group's DNA. Atos will continue to leverage dedicated teams like the Atos Research Community (ARC), Atos Innovation Labs and others that work constantly to create new technology solutions that deliver value to clients.

Building leadership in high-growth markets

The Group has established credentials in several solution areas that are essential for global enterprises to succeed. These include technology domains such as managed infrastructure services, digital workplace, cybersecurity, cloud, high-performance computing (HPC) and artificial intelligence (AI). As technologies evolve and new market dynamics emerge, Atos constantly evaluates their impact on global enterprises and collaborates with strategic partners to develop and scale compelling new solutions in high-growth domains. In the future, Atos will focus its investment and efforts on the highest-growth markets that align with the Group's overall strategy.

Fine-tuning the organization to execute

Overcoming the challenges and uncertainty that the Group has faced in the previous few years has required hard work, dedication and collaborative efforts from its employees. Moving forward, Atos will build on this strong track record and enhance employees' ability to collaborate and execute effectively. Today's evolving business environment requires companies to respond quickly to changing market conditions. The Group constantly assesses its operations to identify potential process and performance improvements to enable Atos to operate with the speed and efficiency necessary to succeed in this dynamic marketplace.

Atos Corporate Social Responsibility (CSR)

Atos is convinced that digital technologies can significantly contribute to global sustainability.

From September 2023 to March 2024, the Atos Group conducted a double materiality assessment to identify its material impacts, risks and opportunities covering the whole value chain, including providers, clients and NGOs. PricewaterhouseCoopers Advisory (French entity of PwC international network) has accompanied Atos on the methodology of the double materiality analysis. This exercise is fully aligned with the obligations set out by the ESRS. As an outcome of its double materiality assessment, Atos Group has identified 63 material IROs, covering 9 ESRS. The complete list is to be found in section 5.1.1.3.2.

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 Group contributes to 10 out of the 17 Sustainable Development Goals (SDGs), which are defined by the United Nations and highlighted in the Group's double materiality assessment.

	Environment		Social	Governance
	Science based actions	Low footprint IT for a Sustainable Portfolio	Tech for Good	Enhance trust
Approach	Aiming to reduce its GHG footprint in line with international scientific standards and contributing to limiting global warming to 1.5°C, as outlined in the Paris Agreement.	Striving to gradually reduce the environmental impact of Atos operations and its supply chain. Developing "sustainable by design" IT solutions supporting customers in their own sustainability journey.	Becoming an employer of choice with programs to attract and retain talents and to manage careers within an inclusive, creative, responsible and collaborative workspace.	Being recognized as a trustworthy digital company from corporate governance, ethics and data safety perspectives.
Priorities	• Reducing carbon emissions full scope (1, 2, 3) by 50% until 2025 (SBTi near-term target) • Improving energy efficiency of the Group's operations • Reducing Atos' environmental footprint (including waste)	• Developing digital solutions and technologies with increased energy efficiency • Developing decarbonization digital solutions and technical services to reduce clients' carbon footprint	• Promoting diversity, equity and inclusion across the organization and supply chain. • Reinforcing key programs in talent attraction, retention and skill development to become an employer of choice • Client relationships • Digital inclusion • Data privacy & cybersecurity	• Being an ethical and fair player within its sphere of influence through maintaining the highest standards in corporate governance and business conduct. • Creating value for clients and partners through innovative and secured solutions to navigate the digital space.
Related SDGs	11 Sustainable cities and communities 12 Responsible consumption and production 13 Climate action		3 Good health and well-being 4 Quality education 5 Gender equality 8 Decent work and economic growth 10 Reduced inequalities	8 Decent work and economic growth 9 Industry, innovation and infrastructure 16 Peace, justice and strong institutions

Maintaining our leadership in sustainability

Prestigious international sustainability organizations award Atos with their best recognitions for its CSR performance.

74/100
Top 5%*
S&P Global Corporate Sustainability Assessment (CSA) and in the S&P Global SustainabilityYearbook for 12 years in a row

71/100
Atos scoring is excellent in Environmental (82 points), Social (69) and governance (69) as of July 2024

80/100
Top 1%*
"Platinum" EcoVadis Medal for its commitment to CSR and sustainability for 5th consecutive year

5.5/10
Top 26%*
Atos awarded the "A" rating by Morgan Stanley Capital International (MSCI) in its July 2024 update

"B" List
Atos awarded "B" score on the CDP Climate Change 2024 List

64/100
Top 10%*
Remains awarded prime status based on the esg corporate rating letter grade meeting or exceeding the industry-specificprime threshold defined by ISS ESG's industry classification matrix.

* Position in the IT sector

Key CSR figures

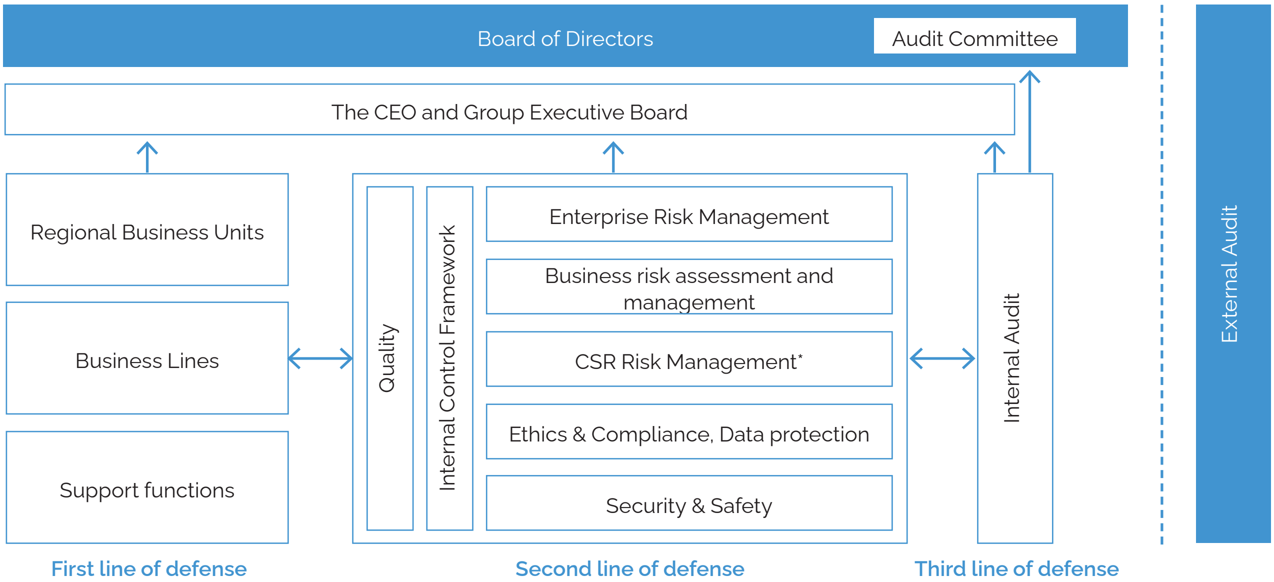
Atos is a leading global player in Corporate Social Responsibility (CSR). It integrates environmental, social, ethical and security dimensions into its business strategy and the design of digital solutions.

		2024 results	2023 results
Financial	Revenue growth at constant currency	-10.6%	0.4%
	Operating margin rate	2.1%	4.4%
	Free cash flow	€ -2,233 m	€ -1,078 m
Environment GHG footprint	Total GHG emissions (market-based) *(million tCO_2eq)*	1.788	2.231
	Total GHG emissions (location-based) *(million tCO_2eq)*	1.819	2.294
	GHG Intensity based on net revenue *(in tCO_2e/€ million)*	186.66	208.62
Social **Talent attraction and retention**	Percentage of women recruited	43.2%	35.7%
	Percentage of juniors recruited*	50%	39%
	Percentage of employees that participated in regular performance and career development review	90.3%	86%
Governance	**Client satisfaction and delivery capability** Net Promoter Score for all clients	69%	74%
	Supply chain Total percentage of spend assessed in terms of ESG by EcoVadis and alternative assessments	75%	73%

(*) Juniors are employees aged below 30 and classified within Global Capability Model (GCM) levels 0-3.

Risk management

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.

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 • Implementation of the Group's 2024-2027 strategy and business plan • Financial rating • Implementation of the assets disposal program • Customer relationship and delivery quality	**People** • People retention • People acquisition & Labor Market • Company Culture • Governance efficiency	**IT Security** • Cyber attack • IT Systems security • Data protection	**Go to market** • Market environment • Innovation and Intellectual property • Customer digital transformation and business model disruption	**Growing risks** • Regulation & compliance • Environmental impact • Litigation
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 2024: Successful Financial Restructuring

In 2024, the successful completion of the financial restructuring closed a critical period for Atos and ensured the ongoing operations in the interests of all stakeholders, including employees, customers, and partners. Atos has entered a new phase of growth and development, underpinned by a strong commitment to deliver the highest level of support and quality of service to its customers worldwide.

Financial and operational stability

In recent years, Atos has faced major challenges, but it has managed to overcome them and implement rigorous measures to restore the financial and operational stability of the Group. The financial restructuring operations were finalized on December 18th and will support the future growth strategy.

This milestone was achieved through the final steps of the accelerated safeguard plan (the "Plan"), which the specialized Commercial Court of Nanterre approved on October 24, 2024.

The completion of the Plan has resulted in significant financial improvements, including:

- €2.9 billion gross debt reduction through the equitization of existing financial debts and €0.8 billion reduction through the repayment of interim financings with the new money debt provided to the Company; and
- €1.6 billion of new money debt and approximately €145 million of new money equity from the rights issue and the additional reserved capital increase.

With no debt maturing before the end of 2029, Atos now has the resources and flexibility to implement its mid-term strategy effectively.

Reflecting these positive changes, Atos's corporate credit rating has been upgraded to B- (stable) by S&P and rated B- (stable) by Fitch.

The sale of our subsidiary Worldgrid to ALTEN for an enterprise value of €270 million demonstrates the commitment to effectively restructure the Group and focus on its core businesses.

A reminder of the Accelerated Safeguard Plan

As a reminder, the operations of Atos' financial restructuring provided for under the Plan led in particular to:

- The €233 million rights issue (the "Rights Issue") which was settled and delivered on December 10, 2024, and which resulted in a cash contribution of c. €143 million (including the €75 million contributed as part of the first-rank subscription guarantee for the Rights Issue) and the equitization of claims amounting to c. €90 million,
- The equitization of €2.9 billion (principal amount) of existing financial debts (via three capital increases reserved to creditors which were settled and delivered on December 18, 2024 (the "Reserved Capital Increases") and including the claims converted into equity under the second-rank subscription guarantee as part of the Rights Issue),
- The reinstallation in the form of reinstated debts maturing after 6 years or more of €1.95 billion of existing financial debts,
- A total of €1.75 billion of new money obtained:
  - €1.6 billion of New Preferred Financings (new money debt – including c. €60 million of bank guarantee and €440 million RCF, of which €190 million dedicated to meeting the needs for bank guarantees) and
  - €145 million of new money equity resulting from the Rights Issue (which resulted in a cash contribution of c. €143 million mentioned above), as well as additional voluntary cash subscriptions by the participating creditors under the additional reserved capital increase which was settled and delivered on December 18, 2024 (which resulted in c. €2 million of cash contributions), as provided in the Plan,
- The issue of 22,398,648,580 share subscription warrants (bons de souscription d'actions or BSA) (the "Warrants").

BDS's activities

On November 25, 2024, Atos received a non-binding offer from the French State for the potential acquisition of 100% of its Advanced Computing activities within the BDS division. The offer is based on an enterprise value of €500 million, potentially increasing to €625 million with earn-outs. The Advanced Computing business, which includes High-Performance Computing (HPC), Quantum, Business Computing, and Artificial Intelligence divisions, employs approximately 2,500 people and generated around €570 million in revenue in 2023. The offer includes an exclusivity period until May 31, 2025.

Additionally, Atos has engaged into a sale process for its Mission-Critical Systems business.

New governance

The appointment of Philippe Salle as Chairman of the Board of Directors effective October 14, 2024, and Chairman and Chief Executive Officer from February 2025 onwards brings valuable skills and perspectives. His leadership and extensive experience in leading large, listed companies will generate sustainable value for Atos and build a solid and prosperous future.

Restoring profitable growth

In 2024, Atos focused on restoring profitable growth and credibility by leveraging its core strengths and synergies. With a focused strategy and offering, supported by new governance and an agile organization, Atos aimed to build leadership positions in high-growth markets such as cybersecurity, cloud, high-performance computing (HPC), and artificial intelligence (AI). End-of-year successes attest to Atos' ability to innovate and meet clients' needs:

- In cybersecurity, Atos won a major contract with the NTT group in Japan for one of the world's largest IGA (Identity Governance and Administration) projects, to enhance cybersecurity and identity governance for all its employees.
- Atos was chosen by EUROCONTROL to continue supporting its critical airspace and aviation management services in Europe.
- In AI and cloud, Atos launched the Global GenAI Innovation Studio with AWS to accelerate business transformation through AI.
- In HPC, it inaugurated the AI supercomputer "Gefion" in Denmark, one of the most powerful in the world, illustrating its ability to offer leading solutions combining HPC and AI.
- Atos played a crucial role in the success of the Paris 2024 Olympic and Paralympic Games as the global IT partner, ensuring the orchestration of critical IT systems.
- It also contributed to the success of UEFA Euro 2024 by providing essential technological services to ensure the smooth running of the competitions.
- Atos continued to play a leading role in the field of sustainable development, receiving distinctions such as the EcoVadis Platinum medal for the fifth consecutive year.

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.

Opening a new chapter

Atos opens a new chapter of growth and development, confident in having the right team to transform the business and the time to achieve the best outcomes for all stakeholders.

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 is the Atos Group business line leading in managed services, focusing on hybrid cloud infrastructure, employee experience and technology services, through decarbonized, automated, and AI-enabled solutions. Its 40,000 employees advance what matters to the world's businesses, institutions, and communities. It provides services in 68 countries, with an annual revenue of € 4.9 billion.

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 11 Global Delivery Centers worldwide, where a total of about 15,000 employees provides around-the-clock hands-on service delivery.

Tech Foundations supports 1,200 Global & diversified customers across industries in growing their businesses by leveraging technology and open ecosystems to tackle both current and future challenges.

Customers face rising IT ownership costs and a mix of legacy and next-generation technologies. They need to accelerate complex migrations to multi-cloud environments while maintaining sovereignty and meeting regulatory requirements.

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 has been ranked as a «Leader» by Information Services Group in 2024: their ISG Provider Lens™ reports for Private/Hybrid Cloud – Data Center Services name Atos as Leader in France, Germany, the Netherlands, and the UK in the Managed Services and Managed Hosting categories. ISG's Mainframe in Europe Provider Lens™ report positions Atos as a Leader in Mainframes – Services and Solutions in Europe.

Tech Foundation's 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, leveraging Atos's mainframe hubs, and maximizing mainframes' specialist capabilities. This includes innovations on the mainframe and seamless integration into hybrid cloud environments.
- **Modern IT Infrastructure** : Modernizing and management of core infrastructure of servers, storage and backup so that it is up-to-date, secure and resilient. Low-carbon and cost-effective services include hosting options at an Atos data center for optimal power usage effectiveness (PUE).

- **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. 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**: Designing, deploying and managing distributed edge environments, including networks, end to end.
- **Intelligent Networks**: Managing and evolving network infrastructures as powerful business enablers while simplifying network management through AI and ML and implementing software defined technology for LAN and WAN. Services ensure policy-driven, outcome-based networking for improved agility and security, using micro-segmentation and zero trust network solutions, fortified by strategic partnerships.
- **Enterprise Applications Operations**: Services that ensure optimized environments for applications and provide reliable application operations, leveraging DevOps. Including application technical management (archiving, web server, middleware), database management 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, by leveraging AI and automation. Actionable 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 and industry leading partners that includes AWS, VMware by Broadcom, 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 with focus on data center and hybrid cloud migration include partnerships with clients like the Royal Mail Group and Utmost Life and Pensions. We are entrusted by EUROCONTROL to enhance the resilience of its IT infrastructure through the expert management of platforms, networks and security (with wider Atos Group capabilities) that underpin its critical 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.

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 100 languages. Combined with onsite support capabilities in 130 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 eight consecutive years (2017-2024). Digital Workplace Services draw on an ecosystem of partners including Microsoft, Dell Technologies, Intel, Espressive, ServiceNow, and Nexthink.

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.

In October 2024, Tech Foundations announced the launch of the new offering: Atos Experience Operations Center. It is a joint offering with our partner Nexthink, it delivers digital workplace operations that enhance end-user experience through enabling real-time, AI-driven efficiencies and boosting workplace productivity. This innovative offering is powered by Atos Real-Time Data Processing Framework (RTDPF) which captures billions of workplace and devices data, and Nexthink Infinity.

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.

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.

Tech Foundations has a 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 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). As part of its three-year partnership with WWF, Tech Foundations supports WWF projects around the world, including 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.

Sports & Major Events

Atos has been Worldwide IT Partner of the Olympic and Paralympic Games since 2001. Paris 2024 was Atos's 12th and final Olympic Games and 9th Paralympic Games as the Worldwide IT Partner. Atos was the leading technology integrator, from programme management to systems integration, orchestrating over 150 key applications and managed the +488,000 applications received on the volunteer portal, the +640.000 accreditations and conducted 250,000 hours of testing to ensure a safe and secure delivery of the Olympic and Paralympic Games Paris 2024.

Atos is the Official Information 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.

In 2024 Atos successfully delivered key IT services and applications to support the UEFA EURO 2024™, to connect football fans globally. Atos supported UEFA in core IT solutions as event management system including accreditation, access control solution and competitions solutions, all requiring the highest level of reliability, efficiency and security.

Atos helped UEFA with some of the most innovative features launched at the UEFA EURO 2024™, like the Football Service Platform, providing data and statistics such as results, line-ups, live match events, players status and ranking to all UEFA stakeholders. They also contributed to the mobile App and the website to enhance fan engagement, including UEFA's Gaming app initiative. The entire Atos team played an instrumental role in providing on-site and remote support, ensuring the business continuity and the security of the services delivered to UEFA and fans, contributing decisively to making the EURO 2024 a seamless, global success.

2.3 Eviden perimeter

Eviden is one of the large digital and security players globally, combining a unique set of highly synergistic capabilities in digital transformation, Artificial Intelligence, cloud, and cybersecurity, with strong European sovereign capabilities. Active in Digital, AI 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 leading European provider in cybersecurity managed services (Gartner) and is also the sole European tier-one manufacturer of high-performance computers, helping organizations with digital security 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 AI and public cloud, thanks to its leadership in cybersecurity.

Eviden's expertise in key technology areas is recognized by leading industry analysts. Over the past years Eviden has been consistently positioned by Gartner as a leader in data and analytics, a global challenger in public cloud transformation services and the number one provider of managed security services in Europe. In 2023 and 2024 again, Eviden was also ranked by Hyperion Research as the European leader in high-end super computing, and by HFS Research as one of 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 AI, 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. For the past two years, Eviden has been driving a Generative AI Acceleration Program to help businesses and organizations exploit, scale and leverage the power of Generative AI with complete trust, thanks to a unique positioning in Europe that spans the entire AI spectrum. The program –praised by industry analysts- is built on multiple Gen AI projects already conducted with numerous organizations across all verticals, and leverages Eviden's GenAI 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.

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 6 Service Lines, each with its unique offering:

(i) Digital Services;

(ii) Cloud;

(iii) Cybersecurity products and services

(iv) Mission-critical Systems

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

(vi) Business Computing and AI.

(i. and ii, forming the Digital Business Line & iii, iv, v and vi, 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 aims at enhancing operations, driving business value, and expediting digital transformation by constructing modern application landscapes using our development frameworks, leveraging the full power of innovation. Our Transformation Acceleration portfolio is broken down in the following subsegments:

- Application Services provide ongoing Application Development and Management as well as Application Transformation, with Intelligent Automation and Generative AI through an inhouse platform, leveraging Agile and DevSecOps methodologies. This is supported by independent end-to-end testing services with high-standard SLAs, leveraging an AI (GenAI)/ML driven test factory and automation using Quality Engineering agents. The offering is spanning all Application Services technologies such as Low Code and Digital Integration (API Management & Microservices).
- Data, Analytics and Artificial Intelligence (powering insights from data and analytics to modernize data architectures and accelerate processes to become a smart digital enterprise);
- Internet of Things (deliver analytics-driven solutions across devices, edge and platforms to enable verticalized services);
- Industry 360/PLM (Managing vast complex data within industries and across the extended supply chain to enable seamless collaboration);
- Customer Experience (create a better customer and employee experience through the cycle of insight, design, digital production, transformation and user adoption);
- Digital Business Operations (deliver business outcomes with end-to-end integration of applications and processes through automation and highly skilled professionals);
- Digital Transformation Consulting (drive business value and reinvention through strategic consulting, experience, innovation, digital accelerators and change management).

Smart Platforms aims at optimizing operational efficiency, driving business transformation, and delivering unparalleled customer value by seamlessly integrating SAP, ServiceNow and Salesforce for sustained success and growth.

Our Smart Platforms offering includes application implementation and managed services, across the following portfolio subsegments:

- 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 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).

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.

We have continued to deploy our Generative AI Acceleration Program in 2024 across the company. In Transformation Acceleration and Smart Platforms, this has resulted in broader usages of Generative AI to improve the productivity, time to market and quality.

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 services and solutions covering strategy and advisory, sustainable business impact, digital sustainability, and sustainability reporting.

A particular highlight of 2024 was the announcement of our Sustainable Software Services framework, which enables customers on their journey toward sustainable digital services with a low carbon footprint, all the way from strategy and solution design, with measurable results and continuous improvements through enhanced quality.

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 consolidationl, migration and modernization to the public 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 public cloud, data platform and AI continuum. Our experts lead you with an ROI focus. We use data, AI, Machine Learning and Observatory capabilities 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
- a broad ecosystem of partnerships.

We bring a partner ecosystem that is built to deliver superior business value based on best-in-class technology.

With our hyperscaler partners – Amazon Web Services (AWS), Google Cloud Platform (GCP) 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:

- public cloud native full stack cloud continuum services
- building public cloud, data & AI platforms to accelerate capturing value
- 4 global specialized Cloud Competency Centers (Platform Engineering, Migration and Modernization, CloudOps, Cloud SecOps)
- sovereign & industry clouds
- Eviden 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 Security Business Line gathers compute capabilities with High performance computing and Big Data but also Cybersecurity, 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:

- **Cybersecurity services**: cybersecurity professionals to advise, integrate and operate cybersecurity solutions
- **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;
- **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:

- 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;
- 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 2024, Eviden has been ranked by IDC a Worldwide Major Player in cybersecurity consulting and by Nelson Hall as a Global leader in Cyber resiliency services.
- 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 17 Security Operation Centers across the globe and was ranked by Gartner in 2024 as the N°1 managed Security services provider in Europe[1]. These capabilities act as a strong differentiator, thanks to Eviden's Aisaac, a next generation end-to-end Managed Detection, Response platform, integrating the best security technologies (SIEM, SOAR, CSPM, EDR, UBA, NTA and Security Analytics) to offer extremely advanced threat detection, response and recovery capabilities. In 2024, Eviden has been ranked by IDC a Worldwide Major Player in cloud security services in the AI era, as well as in Managed Detection Response showing strong capabilities and experience in the cybersecurity field.

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 ISG[2] analysts.
- 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 as a service, in 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) 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.

- 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 analysis 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, analyses 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 2024, Eviden's HPC business has 55 systems (with 4 new entries in 2024) in the TOP500 (the official listing of the world's most powerful supercomputers). In addition, Eviden has three systems in the TOP ten of the Green500 ranking.

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. In 2024, JEDI module of Jupiter is ranked in 1st position in the Green500, followed by ROMEO 2025 supercomputer located in the French University of Reims Champagne Ardenne (URCA).

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

- **HPC**

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 (BXI), AI mechanism, and a Direct Liquid Cooling technology to deliver unprecedented performances;

CEPP Center for Excellence in Performance Programming.

- **HPC services**

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.

- **HPC aaS**

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.

JARVICE XE: Innovative supercomputing cloud technology to support advanced workflows and provide the ability to easily burst to public clouds.

- **Quantum & AI**

AI solutions: 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. In 2024, Eviden has launched AI 1200H, which combines cutting-edge technologies in AI acceleration and high-density computing with specialized consulting services and is designed to support businesses in achieving their goals more energy-efficiently.

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. In 2024, Bob Sorensen, Senior Vice President of Research at Hyperion Research, praised Eviden's Qaptiva HPC.

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;
- 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 also 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 Security 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.
- the **Technological Experts** whose mastery of technologies allows tem 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. In 2024, 46 new patents have been 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 three key organizations: The Scientific Community created in 2009, the Expert Community created in 2017 and Atos Research Community created in 2024.

- 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".
- Atos **Research Community (ARC)** at Tech Foundation perimeter is a vibrant, diverse and inclusive community of over 1 000 experts that values forward thinking for our clients above all else. With a rich, 14-year history of community-based creativity, research, thought leadership and innovation, ARC traces its roots to the Atos Scientific and Expert Communities, giving it the strong foundation and innovative DNA for future success. Our community of business and technology experts brings together brilliant minds from a wide range of backgrounds and disciplines. Together, we question the status quo and explore, implement and test new technologies, business models and concepts that will advance innovation and support our clients on their digital journeys.

The three 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 2024, 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;
- in October 2013, the first cohort of Atos GOLD for Experts participants began their training in technology leadership. It's been 11 years of collaboration with Cambridge and Paderborn to improve our R&D and Innovation skills for both Tech Foundations and Eviden teams.

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:
  1. **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,
  2. **Hybrid Cloud and Data:** multi-cloud agnostic management and implementation of dedicated solutions with Atos' Hyperscaler partners,
  3. **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:
  1. **Edge:** Design and management of intelligent Edge devices, including IoT sensors and local computing capabilities (hardware, software);
  2. **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
  1. **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,
  2. **Automation:** design of automation tools and technology to enable automation of IT operations,
  3. **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. EcoDesignCloudreleased end of December 2023 ,is able to support suppliers in enhancing their product sustainability with fast and effective Life Cycle Assessments (LCA). After first commercial success new R&D investment took place to enhance its functionality.

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).

During 2024, Atos engaged in several co-innovation initiatives aimed at driving transformational growth and enhancing client engagement. Here are some key highlights:

- **Atos Inno'Labs:** These labs are dedicated to helping clients stay ahead of industry trends by blending technology and business relevance. The labs focus on redefining objectives, creating immersive Metaverse experiences, facilitating innovation, developing AI solutions, and crafting seamless digital workplaces.
- **Co-Innovation with Siemens:** Atos worked on a co-innovation project with Siemens, bridging the IT and OT worlds. This project aimed to develop innovative solutions for manufacturing and industrial customers, showcasing the potential for collaboration and shared knowledge.
- **Client Co-Innovation Presentations:** Atos organized presentations to showcase co-innovation efforts and engage clients in the innovation process. These presentations highlighted the strategic importance of co-innovation and the benefits it brings to clients.

These initiatives reflect Atos' commitment to fostering a proactive and structured co-innovation culture, driving innovation, and enhancing client engagement through collaborative efforts.

2.4.2.2 Successful partnership examples in 2024

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 2023-2024:

- **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).

  Notably, in 2024 Eviden (Atos) has signed a partnership with the finish quantum startup **IQM** [1] Quantum Computers to make quantum computing a reality across businesses and organizations and installed IQM SparkTM, a quantum computer tailored for educational purposes and experimental research, for its customers to learn, experiment, and start developing real-life quantum proofs-of-concept.
- 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: **Alsaac 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. **Alsaac 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 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.
- In addition to delivering services for the Olympic and Paralympic games Paris 2024, Atos demonstrated its leadership in cybersecurity. Eviden led the **CYDERCO** [2](CYber DEtection, Response and Collaboration) a cybersecurity project funded by European Union, aiming to develop, test, and validate a platform that will support and improve the detection and response capabilities of relevant entities, including private and national SOCs (Security Operations Centers), to fight against cyber threats affecting network and information systems across the European Union. This is the result of a strong partnership with ISEP (Instituto Superior de Engenharia do Porto) and DNSC (Romanian National Cybersecurity Directorate).
- **ATOS and Microsoft** have been collaborating for over 20 years to drive innovation and create value for enterprises. As one of the top 5 Global System Integrator (GSI) partners and a Microsoft Azure Expert Managed Service Provider (MSP), ATOS specializes in simplifying the complexities of cloud computing and supporting businesses in their cloud journeys. With a shared focus on substantial growth over the next five years, our co-developed programs like MAC and OCA provide clients with access to Microsoft funding initiatives to optimize their Microsoft investments. Together, we've also established industry-specific co-innovation centers, focusing on solutions powered by GenAI and Azure Fabric.

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.

1) https://eviden.com/insights/press-releases/eviden-drives-quantum-adoption-with-installation-of-iqm-sparktm-quantum-computer/

2) *Source: https://eviden.com/insights/press-releases/eviden-manages-co-ordination-of-cyderco-project-funded-by-the-european-cybersecurity-competence-center-eccc/*

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.

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 24 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 25 client deals have already been signed with client engagements accelerating.

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 FY 2024 is compared with FY 2023 revenue and OM at constant scope and foreign exchange rates. Reconciliation between the FY 2023 reported revenue and OM, and the FY 2023 revenue and OM at constant scope and foreign exchange rates is presented below, by Business Lines and Regional Business Units.

FY 2023 revenue *In € million*	FY 2023 published	Internal transfers	Scope effects	Exchange rates effects	FY 2023*
Eviden	5,089	33	-192	7	4,937
Tech Foundations	5,604	-33	-401	17	5,187
Total	**10,693**	**0**	**-592**	**24**	**10,124**

FY 2023 revenue *In € million*	FY 2023 published	Internal transfers	Scope effects	Exchange rates effects	FY 2023*
North America	2,280	-1	-96	-6	2,177
Benelux and the Nordics (BTN)	911	0	-7	0	905
UK / IR	1,770	0	-53	47	1,763
Central Europe	2,506	0	-254	2	2,253
Southern Europe	2,284	0	-164	0	2,119
Growing Markets	930	0	-18	-19	893
Others & Global structures	12	1	0	0	13
Total	**10,693**	**0**	**-592**	**24**	**10,124**

(*) at constant scope and December 2024 average exchange rates.

FY 2023 Operating margin *In € million*	FY 2023 published	Internal transfers	Scope effects	Exchange rates effects	FY 2023*
Eviden	294	0	-25	2	272
Tech Foundations	172	0	-20	-1	151
Total	**467**	**0**	**-45**	**1**	**423**

FY 2023 Operating margin *In € million*	FY 2023 published	Internal transfers	Scope effects	Exchange rates effects	FY 2023*
North America	244	1	-15	-1	229
Benelux and the Nordics (BTN)	23	0	-1	0	23
UK / IR	75	4	-5	2	77
Central Europe	31	-3	-6	0	23
Southern Europe	99	-2	-16	0	82
Growing Markets	92	0	-3	-1	88
Others & Global structures	-97	-1	0	0	-98
Total	**467**	**0**	**-45**	**1**	**423**

(*) at constant scope and December 2024 average exchange rates.

Scope effects on revenue amounted to €-592 million and €-45 million on operating margin. They mainly related to the divesture of UCC, EcoAct, Italy, State Street JV, and Worldgrid.

Currency effects positively contributed to revenue for €+24 million and €+1 million on operating margin. They mostly came from the appreciation of the British pound, partially compensated by the depreciation of the Brazilian real, the US dollar, the Argentinian peso and the Turkish lira.

3.1.2 Performance by business line

Group revenue was €9,577 million, down -5.4% organically compared with FY 2023. Overall, Group revenue evolution in 2024 reflects previously-established contract terminations or scope reductions and market softness in key geographies.

This margin decrease comes mainly from the allocation to the business of €103 million SG&A costs previously allocated to Other Operating Income & Expenses as they related to the separation project conducted in 2023. The profitability of the Group was also impacted by revenue decrease and lower utilization of resources. Operating margin also includes circa €40 million of provision for underperforming contracts following negotiations with customers

In € million	FY 2024 Revenue	FY 2023 revenue	FY 2023 revenue*	Organic variation*
Eviden	4,604	5,089	4,937	-6.7%
Tech Foundations	4,972	5,604	5,187	-4.1%
Total	**9,577**	**10,693**	**10,124**	**-5.4%**

In € million	FY 2024 Operating margin	FY 2023 Operating margin	FY 2023 Operating margin*	FY 2024 Operating margin %	FY 2023 Operating margin%	FY 2023 Operating margin%*	Organic variation*
Eviden	90	294	272	2.0%	5.8%	5.5%	-350 bps
Tech Foundations	109	172	151	2.2%	3.1%	2.9%	-70 bps
Total	**199**	**467**	**423**	**2.1%**	**4.4%**	**4.2%**	**-210 bps**

(*) at constant scope and December 2024 average exchange rates.

3

3.1.2.1 Eviden

Eviden revenue was €4,604 million, down -6.7% organically.

- **Digital activities** decreased high single digit. The business was impacted by previously-established contract terminations and contract scope reductions, as well as by the continued market softness in North America, in the UK & Ireland and in Benelux and the Nordics.
- **Big Data & Security (BDS)** revenue was roughly stable organically. Advanced Computing grew mid-single digit with large project deliveries in Denmark and Germany particularly during the fourth quarter. Revenue in Digital Security decreased low single digit due to contract terminations and volume decline.

Eviden's operating margin was €90 million or 2.0% of revenue, down -350 basis points organically. Beyond the allocation of SG&A costs to the business for €48 million, profitability was also impacted by revenue decrease and lower utilization of resources.

3.1.2.2 Tech Foundations perimeter

Tech Foundations revenue was €4,972 million, down -4.1% organically.

- **Core revenue** (excluding BPO and value-added resale ("VAR")) decreased low single digit. Stronger revenue in Major Events (related to the Paris Olympic & Paralympic games and the UEFA) was offset by previously-established contract terminations and completions in North America and by contract scope and volume reduction in the UK.
- **Non-core revenue** declined high single digit as planned, reflecting deliberate reduction of BPO activities in the UK and reduced value-added resale for hardware and software products.

Tech Foundations' operating margin was €109 million or 2.2% of revenue down by -70 basis points organically. The positive impacts from the continued execution of the transformation program and the accelerated reduction of under-performing contracts via renegotiation were offset by higher allocation of SG&A cost to the business for €55 million.

3.1.3 Performance by Regional Business Units

In € million	FY 2024 Revenue	FY 2023 revenue	FY 2023 revenue*	Organic variation*
North America	1,909	2,280	2,177	-12.3%
UK / IR	1,500	1,770	1,763	-14.9%
Benelux and the Nordics (BTN)	946	911	905	+4.6%
Central Europe	2,207	2,506	2,253	-2.1%
Southern Europe	2,080	2,284	2,119	-1.9%
Growing markets	924	930	893	+3.4%
Others & Global structures	11	12	13	-16.3%
Total	**9,577**	**10,693**	**10,124**	**-5.4%**

In € million	FY 2024 Operating margin	FY 2023 Operating margin	FY 2023 Operating margin*	FY 2024 Operating margin %	FY 2023 Operating margin%	FY 2023 Operating margin%*	Organic variation*
North America	161	244	229	8.5%	10.7%	10.5%	-200 bps
UK / IR	72	75	77	4.8%	4.2%	4.3%	+40 bps
Benelux and the Nordics	7	23	23	0.8%	2.5%	2.5%	-170 bps
Central Europe	10	31	23	0.5%	1.3%	1.0%	-60 bps
Southern Europe	80	99	82	3.9%	4.3%	3.9%	+0 bps
Growing markets	31	92	88	3.4%	9.9%	9.9%	-650 bps
Others & Global structures	-163	-97	-98	N/A	N/A	N/A	N/A
Total	**199**	**467**	**423**	**2.1%**	**4.4%**	**4.2%**	**-210 bps**

(*) at constant scope and December 2024 average exchange rates.

North America revenue was €1,909 million, down **-12.3%** organically, impacted by contract terminations and general slowdown in market conditions.

- Eviden revenue was down double digit, impacted by contract terminations and volume decline in Healthcare, Finance, and Transport & Logistics. BDS revenue remained stable.
- Tech Foundations revenue was down high single digit due to contract completions and terminations in Media and in Insurance, as well as scope reductions with select customers.

Operating margin was €161 million or **8.5%** of revenue, down -200 basis points organically.

- Eviden's margin declined, impacted by volume reduction and contract terminations.
- Tech Foundations margin declined, due to lower utilization of resources and volume reduction.

UK & Ireland revenue was €1,500 million, down **-14.9%** organically.

- Eviden revenue was down double digit. Digital revenue decreased, reflecting contract completions and volume reduction in the Public Sector. BDS revenue decreased as well, following the discontinuation of the low-margin "computing as a service" offering.
- Revenue in Tech Foundations was down double digit, due to contract completion in Public Sector BPO activities.

Operating margin was €72 million, or **4.8%** of revenue, up +40 basis points organically. Tech Foundations margin benefited from the extension of a large multi-year contract renewed at better financial terms, while Eviden margin was impacted by revenue decline and lower utilization of resources in Digital.

Benelux and the Nordics revenue was € 946 million, up **+4.6%** organically

- Eviden revenue was up double digit, thanks particularly to BDS, with a new supercomputer sold to an innovation center in Denmark.
- Revenue in Tech Foundations was down low single digit, with contract completions and volume decline in Healthcare and in Utilities.

Operating margin was €7 million, or **0.8%** of revenue, down -170 basis points organically. Profitability was impacted by project overruns and lower utilization of resources in Digital.

Central Europe revenue was € 2,207 million, down **-2.1%** organically.

- Eviden revenue was down low single digit. Decline in Digital due to volume reduction from Manufacturing and Defense customers was partially offset by the ongoing delivery of a large HPC in Germany.
- Tech Foundations revenue was down low-single digit, reflecting scope reductions in the Banking and Automotive sectors.

Operating margin was €10 million or **0.5%** of revenue, down -60 basis points organically. Tech Foundations' margin improvement was offset by Eviden's profitability decrease.

Southern Europe revenue was €2,080 million, down **-1.9%** organically.

- Eviden revenue was down low-single digit. Digital activities declined due to volume reduction in Automotive, Transport & Logistics and Banking sectors. The delivery of a supercomputer project in Spain provided a higher prior year comparison basis for BDS.
- Tech Foundations revenue declined low single digit due to contract completions with select customers.

Operating margin was €80 million or **3.9%** of revenue, broadly stable organically. BDS' margin improvement driven by ongoing contracts deliveries was partially offset by Eviden profitability decrease due to lower utilization of resources in Digital.

Growing Market revenue was €924 million, up **+3.4%** organically, reflecting stronger contributions related to the Paris Olympic & Paralympic Games and the UEFA contract.

Operating margin was €31 million or **3.4%** of revenue, down -650 basis points reflecting higher marketing expenses for Major Events.

Others and Global Structures encompass the Group's global delivery centers and global structures:

- **Global delivery centers net cos**t was €-72 million, broadly stable compared with last year.
- **Global Structures net cost** was €-91 million and increased by €65 million, impacted by higher SG&A costs allocated to Operating margin in 2024 (rather than allocated to Other Operating Income, as part of the separation project in prior year).

3.1.4 Portfolio

3.1.4.1 Order entry and book to bill

FY 2024 commercial activity

Order entry reached €7.9 billion in 2024. Eviden order entry was €4.1 billion and Tech Foundations order entry was €3.8 billion.

Book-to-bill ratio for the Group was **82% i**n 2024, down from 94% in 2023.

- **Eviden** reported a book-to-bill ratio of 88% in 2024, down from 94% in 2023
- **Tech Foundations** reported a book-to-bill ratio of 76% in 2024, down from 94% in 2023

Q4 2024 commercial activity

Order entry reached €2.7 billion in Q4 2024 bringing book to bill ratio to **117%** for the quarter, benefitting from renewed client confidence thanks to the completion of the financial restructuring.

Eviden reported a book-to-bill ratio of 111% for the fourth quarter, increasing strongly by +12 points compared with Q4 2023, notably led by a strong performance of Digital with a book to bill at 127%. Main contract signatures in the fourth quarter included an application management services contract with a Ministry of Economy, contract renewals in application management and cybersecurity services with a large American retail company and with a large health provider, as well as a High-Performance Computer (HPC) upgrade with a European scientific community.

Tech Foundations reported a book-to-bill ratio of 122% for the fourth quarter, increasing by +6 points compared with Q4 2023. Main contract signatures in the fourth quarter included a 4-years contract extension for IT and digital transformation services with a state-owned savings bank. Several multi-year strategic contracts were renewed, in particular to provide Digital Workplace and Hybrid Cloud & Infrastructure services for North American and UK & Ireland customers in Financial Services, Public Sector, and Transport & Logistic.

3.1.4.2 Full backlog and full qualified pipeline

At the end of December 2024, the **full backlog** reached €13.0 billion representing 1.3 years of revenue.

The **full qualified pipeline** amounted to €4.3 billion at the end of December 2024, representing 5.1 months of revenue.

3.1.5 Human Resources

The **total headcount** was **78,112** at the end of December 2024, decreasing by -17.9% compared with the end of December 2023 and includes:

- Transfers of 4,900 employees to new providers in Q3 2024 following contract completions in North America and in the UK. Excluding these transfers, headcount has decreased by circa -13%,
- Worldgrid disposal in Q4 2024 (-973 employees).

During the year, the Group hired 9,388 staff (of which 93.3% were Direct employees).

Employe attrition rate remained in line with historical levels, increasing slightly from 14.5% in 2023 to 15.6% in 2024. FY 2024 retention rate for key employees remained high at 92%.

Headcount evolution in full year 2024 by Regional Business Unit was as follows:

	End of December 2023	Scope	Hiring	Leavers, dismissals, restructuring & transfers	End of December 2024
North America	7,723	0	712	-3,357	5,078
UK / IR	8,329	0	990	-4,719	4,600
Benelux and the Nordics (BTN)	2,723	0	109	-484	2,348
Central Europe	9,826	-151	385	-1,210	8,850
Southern Europe	13,887	-816	1,276	-2,188	12,159
Growing Markets	9,128	0	2,694	-2,821	9,001
Others & Global Structures	35,916	0	2,592	-9,265	29,243
Total Direct	**87,532**	**-967**	**8,758**	**-24,044**	**71,279**
Total Indirect	**7,608**	**-6**	**630**	**-1,399**	**6,833**
TOTAL GROUP	**95,140**	**-973**	**9,388**	**-25,443**	**78,112**

3.2 2025 Objectives

Full year 2025 objectives are not provided at this time. Atos will present an update of its strategy and organization during a Capital Markets Day that will be held in Paris on May 14, 2025

3.3 Financial review

3.3.1 Main events

3.3.1.1 Accelerated Safeguard Plan and financial restructuring of the Group

Reminder of the key milestones

Given the financial constraints it faces, the Company announced on January 3, 2024 its decision to adapt its strategy in order to maintain an attractive business mix for its employees, customers, creditors and shareholders, while ensuring the repayment and refinancing of its financial debts. In its press release of January 3, 2024, the Company also highlighted that the management and the Board of Directors were committed, in all the scenarios contemplated, to manage the significant execution uncertainties and that, if necessary, if the outcome of discussions with all its banks proved uncertain, it would not rule out the possibility of taking out a loan, and to use any preventive mechanisms provided for under French law to place discussions with its creditors in a secure legal framework and to ensure that Atos Group's financing maturities and cash-flow requirements are covered on a long-term basis.

Opening of an amicable ad hoc proceedings (procédure de mandat ad hoc) (February 2024)

On February 5, 2024, the Company announced that it had entered into discussions with its banks with a view to reaching a refinancing plan of its financial debt. Following the first discussions with the Banks, it appeared useful, in order to provide a framework for these discussions and to facilitate a rapid outcome, to request the appointment of an ad hoc representative (mandataire ad hoc), whose role would be to assist the Company in its discussions, with a view to converging on an appropriate financial solution as quickly as possible, in the Company's best interests. The ad hoc representative (mandataire ad hoc) was appointed on February 6, 2024.

As part of the amicable ad hoc proceedings (procédure de mandat ad hoc), several creditors expressed an interest and willingness to participate in the discussions on the financial restructuring of the Company, indicating in particular that they would be willing to contribute to new financings.

Opening of an amicable conciliation proceedings (procédure de conciliation) (March – May 2024)

On March 25, 2024, at the Company's request, an amicable conciliation proceedings (*procédure de conciliation*) was opened for the benefit of the Company for a period of four months and a conciliator (*conciliatrice*) was appointed with the following mission:

- to assist the Company in facilitating any useful discussions and/or negotiations with its partners, and in particular its creditors, shareholders and any potential investor, with the aim of facilitating the emergence of any agreement, measure, transaction or solution likely to preserve its liquidity, stabilize its financial position and/or ensure its activities sustainability in the long-term; and
- more generally, to assist the Company in any steps it may take to resolve any legal, social, economic or financial difficulties it may face.

On April 9 and 29, 2024, the Company communicated to its banks and bondholders its updated Business Plan for the period 2024-2027 as well as the main parameters of its restructuring plan. The Company's existing stakeholders and third-party investors were invited to submit proposals for new financings.

On May 6, 2024, the Company announced that it had received four financial restructuring proposals which were presented to the Board of Directors on May 5, 2024.

On May 30, 2024, the extension of the amicable conciliation proceedings (*procédure de conciliation*) was ordered.

On June 3, 2024, the Company announced that it had received two revised financial restructuring proposals which were presented to the Board of Directors:

- a revised offer from the holding company EP Equity Investment (EPEI), controlled by Daniel Kretinsky in partnership with Attestor Limited; and
- a revised offer by Onepoint in consortium with Butler Industries and Econocom, as well as with a group of certain financial creditors of the Company.

On June 11, 2024, the Company announced the decision of the Board of Directors, under the aegis of the Conciliator, to proceed with the financial restructuring proposal submitted by the Onepoint consortium, this proposal appearing to be aligned with the corporate interest of the Company, including its employees, customers, suppliers, creditors, shareholders and other stakeholders and being generally consistent with the main financial parameters set by the Company. This proposal was also supported by a large number of Unsecured Creditors.

On June 25, 2024, Onepoint, Butler Industries and Econocom decided to withdraw from discussions with the Company. On the same date, the Company received a letter reiterating EPEI's interest in participating in the financial restructuring of the Company.

On June 26, 2024, the Company announced that it had received a global proposal for a revised financial restructuring from the committee representing its bondholders, to meet short- and medium-term liquidity need, considering the withdrawal of Onepoint, Butler Industries and Econocom.

On September 2, 2024, the Business Plan was updated by the Company, with no change to the parameters of the financial restructuring as provided for in the agreement on the main terms of a financial restructuring plan reached with a group of SteerCo Bondholders and Banks and announced by the Company on June 30, 2024.

Conclusion of an agreement on the restructuring terms and a lock-up agreement (June – July 2024)

Discussions between the Company and its creditors which continued under the aegis of the Conciliator and the Interministerial Committee for Industrial Restructuring (*Comité Interministériel de Restructuration Industrielle - CIRI*), enabled on June 30, 2024 the Company to reach with a group of banks and a group of bondholders an agreement in principle on the Restructuring Terms under which the parties converged on the terms of the financial restructuring plan.

Subsequently, on July 14, 2024, the Company, a group of banks and a group of bondholders entered into a lock-up agreement, setting out the commitment of the parties to support and cooperate to implement and finalize the financial restructuring of the Company, in particular by supporting the Draft Accelerated Safeguard Plan (provided that it complies with the terms of the agreement on the Restructuring Terms).

Conclusion of agreements on interim financings (May – July 2024)

In parallel with the discussions relating to the financial restructuring agreement, and in order to ensure sufficient liquidity until the implementation of its long-term refinancing plan, the Company announced on April 9, 2024 that it had reached the terms of an agreement in principle with a group of Banks and a group of Bondholders concerning interim financing of €400 million.

In addition, the French Government, which is also a client of the Atos Group, granted a €50 million loan through the Economic and Social Development Fund (*Fonds pour le Développement Économique et Social – FDES*) to an Atos S.E. subsidiary, Bull SAS, which controls sensitive sovereign activities. In return, the Company has undertaken to issue a preference share in Bull SA, for the benefit of the French Government, which, together with the contractual protections, gives it protective rights over these sensitive sovereign activities.

On April 29, 2024, the Company further indicated that the implementation of its financial restructuring would require an extension of the €450 million interim financings already agreed and the provision of a further €350 million interim financing between July 2024 and the final implementation of the financial restructuring agreement.

On June 20, 2024, following discussions with the various stakeholders under the aegis of the Conciliator, the Company announced the final structure of the interim financing comprising:

- initial interim financing of €450 million, including:
  - the €50 million loan from the French Government through the FDES to Bull SAS;
  - the revolving credit and term loan totalling €100 million provided by a group of Bondholders under the terms of a loan agreement, increased by an additional tranche of €225 million, subscribed for €125 million by a group of Banks and €100 million by a group of Bondholders;
  - the Factoring Programme, initially for €300 million, and reduced to €75 million after alignment between the Company and the Banks for efficiency reasons;
- an additional interim financing of €350 million through an additional tranche of €350 million under the revolving credit facilities, of which €175 million were subscribed by a group of Banks and €175 million by a group of Bondholders, the drawn down of which were subject in particular to the signature of the Lock-Up Agreement and the opening of the Accelerated Safeguard.

In consideration for the granting of these interim financings facilities, the Company undertook not to capitalise or waive (neither convert nor exchange for/against equity-linked or hybrid securities) a portion of the existing claims of the Bondholders and the Banks having subscribed to the interim financings and to reinstate this portion of claims in the form of new preferred bank and bond financing.

Opening of the accelerated safeguard proceedings to implement Atos' pre-negotiated financial restructuring plan (July 2024)

On July 24, 2024, the Company announced the opening of an accelerated safeguard proceedings for an initial period of two months renewable for two additional months. As announced in the press release of July 15, 2024, the purpose of this procedure was to enable the Company to implement its financial restructuring plan in accordance with the Lock-Up Agreement reached between the Company, a group of banks and a group of bondholders.

The Court has estimated that, with the level of financial creditor support and the information provided by the Conciliator during the hearing, the financial restructuring plan should be successfully approved through the accelerated safeguard proceedings.

It should be noted that the sole objective of the accelerated safeguard proceedings, only involving existing financial creditors (excluding creditors under the Interim Financings) and shareholders, was to submit the terms of the financial restructuring plan agreed in the Lock-Up Agreement to a vote of the classes of affected parties and then to the Court for approval. It only relates to the financial indebtedness of Atos (Revolving Credit facility (RCF), Term Loan (TL) and bonds) and its share capital and does not impact suppliers, employees, the governance of the Company, or other claims held by the creditors of the Company or its subsidiaries.

On September 19, 2024, the Company announced that it has obtained the additional two-months extension initially planned for the accelerated safeguard proceedings, with no impact on the announced calendar.

Approval of the Accelerated Safeguard Plan by the classes of affected parties (September 2024)

On September 27, 2024, the Company announced that Atos' shareholders and financial creditors, meeting as classes of affected parties, have strongly supported the proposed Draft Accelerated Safeguard Plan and that all of the three classes of affected parties have voted in favor of the Draft Accelerated Safeguard Plan by the required majority.

Approval of the Accelerated Safeguard Plan by the specialized Commercial Court of Nanterre (October 2024)

Following the approval by all of the three classes of affected parties at the required majority, the Draft Accelerated Safeguard Plan was presented to the Court at the hearing of October 15, 2024 and approved by judgment dated October 24, 2024.

Closing of the financial restructuring (December 2024)

Following the completion of the Reserved Capital Increases and the implementation of the New preferred financings and debt reinstallation, which occurred on December 18, 2024, Atos SE announced on December 19, 2024 the successful closing of its financial restructuring thanks to the completion of the final steps of the Accelerated Safeguard Plan.

The completion of the Accelerated Safeguard Plan resulted in particular in:

- New money debt and RCF and new money equity from the rights issue and the additional reserved capital increase;
- Gross debt reduction through the equitization of existing financial debts and the repayment of the interim financings with the new money debt provided to the Company; and

- no debt maturing before the end of 2029.

Atos corporate credit rating was upgraded to B- (stable) by S&P and rated B- (stable) by Fitch.

Description of the Accelerated Safeguard Plan

The operations of Atos' financial restructuring provided for under the Accelerated Safeguard Plan, included in particular:

- a €233 million rights issue which was settled and delivered on December 10, 2024 and which resulted in a cash contribution of €143 million and the equitization of claims amounting to €90 million,
- the equitization of €2,940 million (including interests) of existing financial debts (via three capital increases reserved to creditors which were settled and delivered on December 18, 2024),
- the reinstallation in the form of reinstated debts maturing after 6 years or more of €1,948 million of existing financial debts,
- a total of €1,750 million of new money obtained:
  - €1,605 million of new financings (new money debt – including €60 million of bank guarantee and €440 million RCF, of which €190 million dedicated to meeting the needs for bank guarantees) and
  - €145 million of new money equity resulting from the Rights Issue cash contribution as well as additional voluntary cash subscriptions by the participating creditors under the additional reserved capital increase,
- the issue of 22,398,648,580 share subscription warrants (*bons de souscription d'actions* or *BSA*).

Description of the capital increases and other capital transactions

Share Capital Reduction

In accordance with the terms of the approved Accelerated Safeguard Plan, the Company's Board of Directors decided on November 6, 2024 to reduce the share capital of Company due to losses, by reducing the nominal value of the Company's shares from €1.00 to €0.0001 per share, which was a prerequisite for the completion of the Financial Restructuring Capital Increases and the issue of the Warrants, given that the issue price of these issues is lower than the current nominal value of the Company's shares. The Share Capital Reduction, became effective on December 2, 2024, resulting in a share capital amounting to €11,213, divided into 112,136,778 shares with a par value of €0.0001 each. It is reminded that the amount of the Share Capital Reduction, i.e. €112 million, was allocated to a special reserve account not available for distribution.

Rights Issue

On December 10, 2024, Atos announced the completion of the first capital increase provided for under the Accelerated Safeguard Plan, consisting of a share capital increase with maintenance of the preferential subscription rights for shareholders.

The Rights Issue was subscribed for a total amount of €233 million, representing an issuance of 63,062,910,207 new shares at a subscription price of €0.0037 per share, broken-down as follows:

- 18,476,832,229 new shares for a total amount of €68 million subscribed in cash, including 2,432,432,432 new shares, representing a total amount of €9 million subscribed by Philippe Salle, Chairman of the Board of Directors and future Chief Executive Officer of the Company, in accordance with his subscription commitment;
- 44,586,077,978 new shares as a result of the exercise of the backstop commitments, for a total amount of €165 million comprising €75 million subscribed in cash and of €90 million subscribed by equitization.

The cash proceeds resulting from the subscription to this Rights Issue were used to finance the Company's operating needs.

Equitization Capital Increases Reserved for Creditors

Following completion of the Rights Issue, three capital increases with waiver of preferential subscription rights reserved for creditors were implemented, representing a total amount of €2,935 million and a total of 115,860,932,658 new shares subscribed by offsetting against existing financial debt for €2,940 million (including interests) and subscribed in cash for €2 million.

The cash proceeds from the Additional Reserved Capital Increase for Participating Creditors as part of the additional new money equity, i.e. €2 million were used to finance the Company's operating needs.

After completion of the Reserved Capital Increases on December 18, 2024, the Company's share capital amounted to €17,903,598 and was comprised of 179,035,979,643 shares with a par value of €0.0001 each.

Warrants allocation

The completion of the Reserved Capital Increases was followed by the issue of 22,398,648,580 share subscription warrants, giving the right to subscribe for one new ordinary share per Warrant, allocated free of charge to certain Participating Creditors in accordance with the Accelerated Safeguard Plan, in consideration for subscription and guarantee commitments in respect of the new preferential financing made prior to the judgment opening the accelerated safeguard proceedings of Atos. The warrants may be exercised at any time until the expiry of a period of 36 months following the date of their settlement-delivery.

Description of the new financings and debt reinstallation

As provided for under the Accelerated Safeguard Plan, the Company has obtained new financings from banks and bondholders made available to the Company on the date of settlement-delivery of the last of the Reserved Equitization Capital Increases (i.e. December 18, 2024) and consisting of:

- €1,104 million of 1L new debt (first ranking on security package) divided between:
  - €802 million of new notes (rated B+ by S&P and BB- by Fitch); and
  - €302 million of new term loan;
- €500 million of 1L revolving credit facility (RCF), being:
  - up to €440 million of revolving credit facility including €190 million dedicated to meeting the needs for bank guarantees; and
  - up to €60 million of bank guarantees line.

In accordance with the Accelerated Safeguard Plan, the new financings were partially allocated to the repayment of the interim financings that had been provided to the Company before the approval of the Accelerated Safeguard Plan in order to provide the necessary liquidity to fund the business until close of the financial restructuring, as previously described.

The maturity of these new financings was set on December 2029. The revolving credit facility was undrawn as at December 31, 2024.

In addition, as part of the implementation of the Accelerated Safeguard Plan, €1,948 million of existing financial debts have been reinstalled in the form of new secured debts maturing after 6 years or more, in the following debt instruments:

- €1,592 million of 1.5L debt (subordinated to the new financings (1L) but senior to the 2L debt) divided between:
  - €751 million of 1.5L term loan, and
  - €840 million of 1.5L notes (rated CCC by S&P and CCC+ by Fitch); and
- €356 million of 2L debt divided between:
  - €219 million of 2L term loan, and
  - €137 million of 2L notes (rated CCC by S&P and CCC by Fitch).

Main characteristics of the 1L Term Loan, the 1L RCF and 1L EPS Line

Annual interest rate	Term Loan: 9% cash interest +4% PIK interest. RCF: Euribor (minimum threshold of 0%) + 6.60% plus 35% commitment fee on the margin.
Maturity date	5 years - December 2029.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 1L Financings contain the following guarantees: • first ranking security on Collateral Assets; • *pari passu* with the 1L Bondholders Financings relating to the Intercreditors Agreement; • senior secured status on (i) 1.5L Financings, (ii) 2L Creditors in respect of the Intercreditors Agreement.
Mandatory early repayment	In particular, in the event of Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan, subject to the specific provisions of the applicable 1L Term Loan, 1L RCF, 1L EPS Line and/or Intercreditors Agreement.
Clean down (1L RCF)	The Company shall ensure that: • the aggregate amount of the RCF drawn shall not exceed €340 million for a period of not less than four successive weeks between December 1 of any year (starting from December 1, 2025) and January 31 of the following year and for a period of not less than four successive weeks between June 1 and July 31 in each year (starting from June 1, 2026) (each, a "Clean Down Period"); and • the aggregate amount of the RCF drawn shall not exceed €190 million for a period of not less than fourteen (14) successive days within each Clean Down Period.
Remuneration of bank guarantees (EPS Line)	Commitment fee: 1.225% of the unused amount of the EPS Line; Risk fee: 3.5% of the amount of guarantees issued payable in advance, in cash, per indivisible trimester.

Main characteristics of the 1L Bonds

Annual interest rate	9% cash interest with step up + 4% adjusted call premium.
Maturity date	5 years - December 2029.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 1L Bonds contain the following guarantees: • first ranking security interests on Collateral Assets • pari passu with the 1L Bank Financings under the Intercreditor Agreement; • priority ranking on (i) 1.5L Financings and (ii) 2L Banks Financings under the Intercreditor Agreement.
Mandatory early repayment	In particular, in the event of Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan, subject to the specific provisions of the 1L Bonds and/or the Inter-Creditors Agreement.

Main characteristics of the 1.5L Term Loan

Annual interest rate	Euribor (minimum threshold of 0%) + 2.6% cash interest + 2.0% PIK interest.
Maturity date	6 years - December 2030, with repayment at maturity.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 1.5L Term Loan contain the following guarantees: • intermediate-ranking securities (1.5 lien) on Collateral Assets; • senior secured debt in respect of the 2L Financings; pari passu with the 1.5L Financings; and subordinated, unless exception, to the 1L Financing under the Intercreditors Agreement.
Mandatory early repayment	In particular, in the event of Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan subject to the specific provisions of the 1.5L Term Loan and/or the Intercreditors Agreement applicable.

Main characteristics of the 1.5L Bonds

Annual interest rate	5.0% cash interest with step up + 4% adjusted call premium.
Maturity date	6 years - December 2030, with repayment at maturity.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 1.5L Bonds contain the following guarantees: • intermediate-ranking securities (1.5 lien) on Collateral Assets; • senior secured debt in respect of the 2L Financing; pari passu with the 1.5L Financings; and subordinated, unless exception, to the 1L Financings under the Intercreditors Agreement.
Mandatory early repayment	In particular, in the event of Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan subject to the specific provisions of the 1L Bonds and/or the Inter-Creditors Agreement.

Main characteristics of the 2L Term Loan

Annual interest rate	1% cash interest + 4% PIK interest
Maturity date	8 years - December 2032, with repayment at maturity.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 2L Term Loan contains the following guarantees: • subordinated securities (2nd lien) on Collateral Assets; • *pari passu* with the 2L Financings; subordinated to (i) the 1L Financings and (ii) the 1.5L Financings under the Inter-Creditors Agreement.
Mandatory early repayment	In particular, in the event of Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan, subject to the specific provisions of the 2L Term Loan and/or the Inter-Creditors Agreement.

Main characteristics of the 2L Bonds

Annual interest rate	1% cash interest with step up + 4% adjusted call premium.
Maturity date	8 years- December 2032, with repayment at maturity.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 2L Bonds contain the following guarantees: • subordinated securities (2nd lien) on Collateral Assets; • *pari passu* with the 2L Financings; subordinated to (i) the 1L Financings and (ii) the 1.5L Financings under the Intercreditor Agreement.
Mandatory early repayment	In particular, in the event of the Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan, subject to the specific provisions of the 2L Bonds and/or the Inter-Creditors Agreement.

Description of the Collateral Assets and Guarantees

In connection with the allocation of the new financing, security interests and guarantees were granted by the Company and certain members of the Group for the benefit of the holders of (i) the 1L financing (1st lien) (ii) the 1.5L financing (1.5 lien) and (iii) the 2L financing (2nd lien).

Internal reorganisation of the Group prior to the introduction of the new debts

Prior to the implementation of the new debt instruments, the Group completed an internal reorganisation whereby most of the subsidiaries formerly held directly by the Company (including in particular its significant subsidiaries such as Eviden France, Atos France SAS and Atos International SAS) were contributed and/or sold to its Dutch subsidiary Atos International B.V.

As part of this reorganisation, other assets continue to be held directly by the Company and/or have not been contributed and/or sold to Atos International B.V. These include (but are not limited to) Bull SA and its subsidiaries (which holds certain assets related to sensitive sovereign activities) and Atos Information Technology GmbH (AIT).

Following this internal reorganisation, the Company continues to indirectly hold 100% of the shares of Atos International B.V. via two transparent holding companies incorporated under Dutch law: "DutchCo1", which is 100% owned by Atos S.E. and which itself hold all the shares of its sole Dutch subsidiary, "DutchCo2", which in turn hold all and only the shares of Atos International B.V. This holding chain has been set up for the sole purpose of exercising the pledges in the event of default by the parent company, Atos S.E. The French companies transferred to Atos International B.V. remain members of the French tax group if they are part of it today.

Security interests granted by the Company

As a condition precedent to the provision of the new financings, and further to the completion of the internal reorganisation, the Company mainly granted in favor of the Secured Creditors the following security interests:

- a pledge over all the shares of DutchCo1;
- a pledge over all the shares of Atos Information Technology GmbH (AIT);
- a pledge over its main bank accounts;
- an assignment of receivables by way of security relating to certain intra-group receivables; and
- a security trust (*fiducie-sûreté*) over the main trademarks held by the Company.

Guarantees given by significant subsidiaries

Each significant subsidiary of the Company (significant being assessed on the basis of the subsidiary's weighting in the sales, pre-IFRS 16 OMDA or net assets held of the Group) acts as guarantor as part of the Financings and granted an individual guarantee (the terms and maximum guaranteed amount of which are subject to the customary limitations applicable in each jurisdiction concerned) for the benefit of the Secured Creditors as part of the repayment of the said Financings by the Company.

Other subsidiaries of the Group may also be required to act in the same capacity as guarantors as part of the Financings in order to ensure that the guarantors, taken as a whole, represent at least 65% of the Group's consolidated revenue, 85% of the Group's pre-IFRS 16 OMDA, and 85% of the Group's consolidated net assets.

Security interests (sûretés) granted by other members of the Group

DutchCo1 pledged under Dutch law to the benefit of the Secured Creditors the entire share capital of its sole Dutch subsidiary, DutchCo2, which in turn pledged under Dutch law the shares of its Dutch subsidiary Atos International B.V.

DutchCo1, DutchCo2, certain significant subsidiaries of the Company (other than the entities in the Syntel scope) and the companies directly holding these significant subsidiaries granted the following guarantees:

- pledges over the shares of significant subsidiaries held by these companies;
- pledges over their main bank accounts;
- pledges or assignments by way of security over intra-group receivables;
- to the extent possible, and subject to the constraints applicable in each jurisdiction concerned, pledges over significant assets and/or intellectual property rights held by these companies.

With regard to the Syntel entities (i.e., Green Holdco and its subsidiaries in the United States and the United Kingdom), the guarantees and security interests granted by these entities are substantially the same as those granted as part of the implementation of the Interim Financings, including in particular:

- the granting of guarantees by the following companies: Green Holdco Inc, Atos Syntel Inc, Syntel Delaware, LLC, Syntel LLC and Syntel SPC, Inc. U.S. and Syntel Europe Limited;
- a pledge under US law by each of the US subsidiary guarantors of most of the significant assets of these companies (including a pledge of all the shares issued by Atos Syntel Inc.); and
- other security interests and guarantees entered into by subsidiaries of Green Holdco Inc (including Atos Syntel Inc, Syntel Delaware, LLC, Syntel LLC, Syntel SPC, Inc. U.S.), including pledges over the shares of their U.S., U.K. and certain other foreign subsidiaries.

Intercreditor agreement and release of security interests

An intercreditor agreement has been entered into between, inter alios, the Company and the Secured Creditors, in particular in order to determine the rank and order of priority of payment between the different categories of Secured Creditors, the terms and conditions for the realisation of the security interests and guarantees granted as part of the Financings and the allocation between the different categories of Secured Creditors of the enforcement proceeds that may result.

It should be noted that the financing documentation contains provisions relating to the release of the above-mentioned security interests (subject to the conditions provided therein) with regard to the entities likely to be the subject of authorised disposals and/or reorganisations.

Maintenance covenants

As further detailed in the section 3.3.4.2 - Financial covenants, the new credit documentation requires the Group to comply with the following covenants:

- from March 31, 2025, a minimum liquidity level of €650 million, to be verified at the end of each financial quarter;
- from June 30, 2027, as from each half-year end, a maximum level of financial leverage ("Total Net Leverage Ratio Covenant"), which is defined as the ratio of Financial indebtedness (mainly excluding IFRS 16 impacts and IFRS 9 debt fair value adjustment) to pre-IFRS 16 OMDA; the ceilings thus applicable will be determined no later than June 30, 2026 with reference to a flexibility of 30% in relation to the Business Plan adopted by the Group at that time; these ceilings will in any event remain between 3.5x and 4.0x.

Impact on the financial position and borrowings

Further to the financial restructuring on December 18, 2024, borrowings were reduced by €2,890 million, breaking down as follows:

(in € million)	Nominal amount	2024	2025	2026	2027	2028	2029
Borrowings[1] - Before restructuring							
Accrued interests	128	128	-	-	-	-	-
Bonds	2,400	500	750	-	-	350	800
Bank loan and NEU CP /MTN	1,550	-	1,500	50	-	-	-
RCF	900	-	900	-	-	-	-
TOTAL	**4,978**	**628**	**3,150**	**50**	**-**	**350**	**800**

(in € million)	Nominal amount	2024	2025	2026	2027	2028	2029	2030	2031	2032	FV adjust.[2]	Carrying amount
Borrowings[1] - After restructuring												
Bonds	1,780	-	-	-	-	-	802	841	-	137	-444	1,336
Bank loans	1,272	-	-	-	-	-	302	751	-	219	-521	751
RCF[3]	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**3,052**	**-**	**-**	**-**	**-**	**-**	**1,105**	**1,592**	**-**	**356**	**-965**	**2,088**
CHANGE	**-1,926**											**-2,890**

1. Amounts as at financial restructuring closing date (i.e. December 18, 2024) and excluding the interim financing and other borrowings
2. Fair value gain of €965 million at the date the new debt was recognised.
3. Reinstated RCF with a nominal undrawn value of €440 million at December 31, 2024.

In respect of the financial restructuring operations carried out in December 2024, and more specifically, the conversion into equity of debt in the context of the share capital increases and rights issues and warrants in favour of creditors and the amendments to the existing credit agreements, the Group considered that they represented a single complex transaction with multiple components.

In accordance with IFRS 9 and IFRIC 19, the substantial modifications let to the full derecognition of the existing debt whilst the new debt and new equity instruments were recognized at fair value. The transaction costs were recognized as "one-off" charge in the profit and loss accounts of 2024.

As of December 31, 2024, borrowings amounted to €2,107 million including a positive fair value adjustment of €965 million decreasing their notional amount (see Note 6.4). This adjustment was recognized as a one-off financial gain at the initial recognition of the debts in 2024 and will be reversed over the life of the corresponding debts as they will be amortized from December 18, 2024 to their maturity under the amortised cost method using the effective interest rate (which is higher than the contractual interest rate).

The effective interest rate of each debt resulted from the difference between the initial estimated fair values and the notional and interests amount to be repaid.

The Bonds' estimated fair values were derived from observable market data, such as actual transactions and ask prices, observed until January 31, 2025 (as the market became more active) adjusted from risk-free rate shifts between December 18, 2024 and January 31, 2025, to reflect the fair values at the closing date of the financial restructuring.

The Term Loans' estimated fair value were essentially derived from the Bonds' estimated fair values presenting equivalent characteristics and subordination levels, adjusted by an illiquidity premium (representing 50bps on the market interest rate).

The initial fair value of each debt, determined as a percentage of notional amounts, is summarized below:

- 1L Notes and Term loan: 100%;
- 1.5L Notes and Term loan: 58.4% of and 50.9% respectively;
- 2L Notes and Term loan: 31.3% and 30.4% respectively.

Impact on the income statement

In respect of the financial restructuring operations carried out in December 2024, and more specifically, the conversion into equity of debt in the context of the share capital increases and rights issues and warrants in favour of creditors and the amendments to the existing credit agreements, the Group considered that they represented a single complex transaction with multiple components.

In accordance with IFRS 9 and IFRIC 19, the substantial modifications let to the full derecognition of the existing debt whilst the new debt and new equity instruments were recognized at fair value. The transaction costs were recognized as “one-off” charge in the profit and loss accounts of 2024.

This complex transaction resulted in:

- a gain of €2,766 million with no effect on cash or tax, resulting mainly from the difference between:
  - the carrying amount of the converted debt for €3,030 million and
  - the fair value of the new shares issued and the cash received from the creditors under the share capital increases respectively for €341 million (determined on closing share prices on the settlement-delivery date of each capital increase, i.e. €0.0022 and €0.0021 respectively on the 10th and 18th of December 2024) and €77 million;
- a gain before tax of €965 million, resulting from the initial recognition of the new debt at fair value (which differed from the amounts presented in the safeguard plan);
- a loss of €45 million with no effect on cash or tax, resulting from the initial recognition of the warrants at fair value in accordance with IAS32.

In the Group’s particular case, the interest rate terms applicable to new debt were deemed to represent fair remuneration of the Group’s new risk profile for the New Money debt; for the Reinstated; the difference between the nominal amount and its fair value (i.e., €965 million at the financial restructuring closing date) was shown under financial income and amortised over the life of each respective debt.

The costs incurred in connection with the financial restructuring were recognised under the other financial income (expense), with the exception of costs directly attributable to the issuance of the new equity instruments, which were deducted from additional paid-in capital.

Overall, the impact of the financial restructuring on the income statement can be summarised at the restructuring closing date as follows:

(in € million)	December 18, 2024
Fair value gain on the debt converted into equity	2,766
Fair value gain before tax on the new debt	965
Fair value of the issued warrants	-45
Subtotal at financial restructuring date	**3,686**
Costs and fees reported in the income statement	-165
Impact reported under the other financial income	**3,520**

Impact on the cash flow statement

The non-cash impact of the financial restructuring on the net result is detailed as follows:

(in € million)	December 31, 2024
Remeasurement of new debt at fair value	-965
Amortization of fair value	2
Equitization of debt - capital increase - participating	-6
Equitization of debt - capital increase - non participating	-1
Other non-cash changes	21
Non-cash impact on debt	**-949**
Warrants	45
IFRIC19 adjustment of equity at fair value	-2,759
Transaction costs related to capital increase	-3
Non-cash impact on equity	**-2,717**
Net non-cash impact on cash flow statement	**-3,666**

3.3.1.2 Going concern and liquidity

The consolidated financial statements of the Group for the year ended December 31, 2024 have been prepared on a going concern basis.

The Group's cash forecasts for the twelve months following the approval of the 2024 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 based on the assumptions which were in line with the Group updated business plan communicated on September 2, 2024.

At December 31, 2024, cash and cash equivalents of the Group amounted to €1,739 million and short term financial assets to €93 million. Borrowings amounted to €2,107 million including debt fair value adjustment (€3,069 million excluding debt fair value adjustment), of which €1,337 million of bonds (€1,780 million excluding debt fair value adjustment) and €752 million of bank financing (€1,272 million excluding debt fair value adjustment).

As a result, the total net debt for the Group amounted to €275 million including debt fair value adjustment (€1,238 million excluding debt fair value adjustment) at December 31, 2024.

The RCF was not drawn and therefore was not included in these amounts.

It is reminded that as part of its financial restructuring and following the completion on December 18, 2024 of the final steps of the Accelerated Safeguard Plan approved by the specialized Commercial Court of Nanterre on October 24, 2024 (as further described in section 3.3.1.1 "Accelerated Safeguard Plan and financial restructuring of the Group"), which resulted in

(i) €2.9 billion gross debt reduction through the equitization of existing financial debts and €0.8 billion reduction through the repayment of interim financings with the new money debt provided to the Company;

(ii) €1.6 billion of new money debt, including the undrawn RCF, and €0.1 billion of new money equity from the rights issue and the additional reserved capital increase; and

(iii) no debt maturities before the end of 2029,

the Group has the resources and flexibility to execute its midterm strategy.

In addition, it is reminded that the new credit documentation requires the Group to comply with maintenance covenants as further described in the section 3.3.4.2 - Financial covenants.

3

3.3.2 Income statement

The Group reported a net gain (attributable to owners of the parent) of €248 million for the year ended December 31, 2024. The net income was widely impacted by financial gain as part of the financial restructuring operations carried out in December 2024 and partially compensated by significant impairment charges.

(in € million)	12 months ended December 31, 2024	% of revenue	12 months ended December 31, 2023	% of revenue
Operating margin	**199**	**2.1%**	**467**	**4.4%**
Other operating income (expense)	-2,858		-3,573	
Operating income (loss)	**-2,659**	**-27.8%**	**-3,106**	**-29.0%**
Net financial income (expense)	3,121		-227	
Tax charge	-214		-112	
Non-controlling interests	-0		-1	
Share of net profit (loss) of equity-accounted investments	-		5	
Net income (loss) – Attributable to owners of the parent	**248**	**2.6%**	**-3,441**	**-32.2%**

3.3.2.1 Operating margin

Operating margin represents the current operational performance of the activity and is analyzed in detail in the operational review.

3.3.2.2 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 €2,858 million in 2024 compared to €3,573 million in 2023.

The following table presents this amount by nature:

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Reorganization costs	-119	-696
Rationalization and associated costs	-37	-38
Integration and acquisition costs	3	4
Amortization of intangible assets (PPA from acquisitions)	-57	-108
Equity-based compensation	-2	-19
Impairment of goodwill and other non-current assets	-2,357	-2,546
Other items	-288	-169
TOTAL	**-2,858**	**-3,573**

Reorganization costs amounted to €119 million, mostly corresponding to the tail ends of workforce optimization and restructuring plans launched in previous years for €77 million and to separation and transformation costs incurred as legacy of the legal carve-out early 2024 for €42 million, including project-dedicated employee costs for €18 million. It compares to €696 million in 2023, with €343 million related to workforce reduction measures, in particular in Germany, and €353 million of separation costs, including project-dedicated employee costs for €166 million, as the Group executed the legal carve-out mainly during the year 2023.

Rationalization and associated costs amounted to €37 million compared to €38 million in 2023, mainly corresponding to the continuation in the consolidation of the data centers.

Integration and acquisition costs were a net gain of €3 million as certain earn-out and retention schemes did not materialize and were thus released to the income statement.

In 2024, the amount related to the amortization of intangible assets recognized in the **purchase price allocation** from acquisitions ("PPA") amounted to €57 million and was mainly composed of Syntel customer relationships and technologies for €40 million. It compares to €108 million in 2023. The decrease mostly originated from customer relationships impairment as a consequence of contracts termination and to a lesser extent, to the end of the amortization period of certain assets.

The **equity-based compensation** expense amounted to €2 million in 2024 compared to €19 million in 2023, mainly driven by a high level of forfeitures in 2024. Besides, three plans vested in 2023 while no plan was attributed in 2024.

Impairment of goodwill and other non-current assets amounted to €2,357 million compared to €2,546 million in 2023. A total of €2.2bn of goodwill has been impaired over 2024 following a first impairment test in June 2024 triggered by the offers received by the creditors in the context of the contemplated financial restructuring and leading to €1.5bn of impairment. The recoverable value was determined based on the fair value less costs to sell resulting from the terms of the Lock-Up Agreement dated July 14, 2024. In addition, the annual impairment test was carried out as at December 31, 2024. To perform the test, the recoverable value was determined based on the fair value less costs to sell resulting from the implied enterprise value derived from market data, being the Group market capitalization at year-end and the fair value of the financial debt. This led to an additional €0.8bn impairment.

In 2023, the impairment of goodwill amounted to €2,258 million.

In 2024, impairment of goodwill and other non-current assets also included €109 million of customer relationships impairment as a result of customer contract terminations in the United-States.

In 2024, **other items** were a net cost of €288 million, compared to €169 million in 2023. The following table presents the main items:

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Onerous contracts and loss on customers	-160	-39
Gain on disposals, net	74	-61
Write-offs	-78	3
Litigations	-96	-40
Pension and misc.	-28	-32
TOTAL	**-288**	**-169**

In 2024, other items included:

- €160 million of losses related to onerous contracts that were mostly accounted for in Other items in the previous years;
- €74 million of net capital gain related to the sale of Worldgrid offset by additional losses recognized on past transactions;
- €96 million of legal fees and settlement related to major litigations, including the settlement concluded with Unisys in December 2024;
- €78 million of current assets write-offs; and
- €28 million of costs related to early retirement programs in Germany, the UK and France as well as others non-recurring items.

3.3.2.3 Net financial expense

Net financial gain amounted to €3,121 million for the period (compared to a loss of €227 million in 2023) and was composed of a net cost of financial debt of €178 million and other net financial gain of €3,299 million.

Net cost of financial debt increased from €102 million in 2023 to €178 million in 2024. This variation mainly resulted from higher interest rates on the Term loan A and the multi-currency revolving credit facility for which additional portions were drawn in the second half of 2023 and in the beginning of 2024, interest expenses on interim financing and new money debt following the financial restructuring of the Group (see section 3.3.1.1 – Accelerated Safeguard Plan and financial restructuring of the Group) as well as penalties, combined with a lower interest income as a result of a lower level of deposits (interest gain on the average cash was 2.31% in 2024 compared to 1.93% last year).

Other financial items were a net income of €3,299 million in 2024 compared to net expense of €125 million in 2023 and were mainly composed of:

- the effects of the financial restructuring of the Group of €3,520 million corresponded to the net gain recognised at the closing of the financial restructuring on December 18, 2024, in respect of fair value gain on the debt converted into equity, fair value gain on the new debt and fair value of issued warrants as detailed in the section 3.3.1.1 - Accelerated Safeguard Plan and financial restructuring of the Group;
- Lease liability interest of €36 million compared to €26 million in 2023. This variation mainly resulted from the increase in discount rates;
- a net foreign exchange loss (including hedges) of €29 million (compared to a loss of €19 million in 2023) mainly due to an exposure spreading across many geographies and currencies;
- other items notably,
  - pension related financial expense of €30 million compared to €31 million in 2023. The pension financial cost represents the difference between interest costs on pension obligations and the return on plan assets;
  - prior years transaction costs included in financial debts and amortized applying the effective interest rate method, which were fully amortized as of June 30, 2024 in the context of the upcoming financial restructuring of the Group for €15 million;
  - €78 million of exit fees on Interim financing repaid as part of financial restructuring on December 18, 2024.

3.3.2.4 Corporate tax

The tax charge for 2024 was €214 million with a profit before tax of €462 million and mainly included:

- €87 million of current income tax and additional recurring taxes;
- €59 million of valuation allowance on DTA recognized in past years;
- €37 million of non-recoverable withholding tax paid on dividend distributions;
- €15 million of tax true-ups.

The Effective Tax Rate of the period was 46.3%. The impact of permanent differences mostly corresponded to IFRS impacts of the financial restructuring and goodwill impairment.

3.3.2.5 Earnings per share

Continuing operations *(in € million and shares)*	12 months ended December 31, 2024	% of revenue	12 months ended December 31, 2023	% of revenue*
Net income (loss) – Attributable to owners of the parent [a]	**248**	**2.6%**	**-3,441**	**-32.2%**
Impact of dilutive instruments	-		-	
Net income (loss) restated of dilutive instruments - Attributable to owners of the parent [b]	**248**	**2.6%**	**-3,441**	**-32.2%**
Weighted average number of shares outstanding [c]	7,202,242,119		110,860,004	
Impact of dilutive instruments [d]	764,321,043		-	
Diluted weighted average number of shares [e]=[c]+[d]	7,966,563,162		110,860,004	
(in €)				
Basic earning per share [a] / [c]	**0.034**		**-31.04**	
Diluted earning per share [b] / [e]	**0.031**		**-31.04**	

3.3.3 Free Cash Flow and net debt

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Operating Margin before Depreciation and Amortization (OMDA)	**722**	**1,026**
Capital expenditures	-444	-205
Lease payments	-301	-358
Change in working capital requirement*	-1,192	-391
Cash from operations (CFO)	**-1,214**	**73**
Tax paid	-81	-77
Net cost of financial debt	-178	-102
Reorganization in other operating income	-245	-605
Rationalization & associated costs in other operating income	-9	-47
Integration and acquisition costs in other operating income	-3	-8
Other changes**	-504	-312
Free Cash Flow (FCF)	**-2,233**	**-1,078**
Net (acquisitions) disposals	162	411
Capital increase	3,049	-
Share buy-back	-2	-3
Dividends paid	-18	-35
Change in net cash (debt)	**958**	**-705**
Opening net cash (debt)	**-2,230**	**-1,450**
Change in net cash (debt)	958	-705
Foreign exchange rate fluctuation on net cash (debt)	34	-75
Closing net cash (debt) excluding debt fair value adjustment	**-1,238**	**-2,230**
Debt fair value adjustment	963	-
Closing net cash (debt)	**-275**	**-2,230**

* Change in working capital requirement excluding the working capital requirement change related to items reported in other operating income and expense and other financial income and expense.

** '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 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, and since 2024 the debt fair value adjustment amortization.

Free cash flow for the year was €-2,233 million reflecting primarily the planned reduction by €1,498 million of working capital optimization compared to December 31, 2023. Decision has been made to prioritize client capital expenditures and R&D, which will translate into future earnings and conversely to save on reorganization, rationalization and integration costs in order to manage the Group's cash position in 2024. This translated in €239 million higher capital expenditures and €404 million lower reorganization, rationalisation and integration expenses from one year to the other. Free Cash Flow for the year also included €222 million cash outflows linked to the financial restructuring (transaction costs and interim financing related fees).

The bridge from operating margin to **OMDA** was as follows:

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Operating margin	**199**	**467**
+ Depreciation of fixed assets	254	266
+ Depreciation of right of use	257	321
+ Net book value of assets sold/written off	16	7
+/- Net charge (release) of pension provisions	-27	-19
+/- Net charge (release) of provisions	23	-16
OMDA	**722**	**1,026**

Capital expenditures totalled €444 million, representing 4.6% of revenue, compared to €205 million in 2023. The sharp increase in capital expenditure mainly comes from a significant investment in the energy-efficient Exascale technology.

Change in working capital requirement was €-1,192 million, primarily from €1,498 million lower working capital optimization at the end of December 2024 compared to the end of December 2023.

(in € million)	December 31, 2024	December 31, 2023
Non-recourse transfer of trade receivables	-	712
Advance payments received from customers	319	455
Specific actions on trade payables*	-	650
Total working capital optimization	**319**	**1,817**

(*) Those specific actions did not comprise any reverse factoring measure.

As at December 31, 2024, no specific working capital optimization was carried out but the Group received €319 million in advance payments from customers. There was, in particular, no trade receivables sold with no recourse with transfer of risks as defined by IFRS 9, compared to €712 million at the end of December 2023.

As at December 31, 2024, the DSO (excluding factoring) increased by 4 days at 46 days, from 42 days at the end of December 2023. The DPO decreased by 35 days at 19 days, from 54 days at the end of December 2023 (excluding working capital optimization actions), mainly driven by the overall reduced level of activity in the fourth quarter of 2024, the short payment terms required by suppliers in the context of the financial situation of the Group whilst decision was made to stop any one-off working capital optimization actions in 2024.

Cash out related to **tax paid** increased by €4 million and amounted to €81 million in 2024, including €6 million of taxes paid in connection with carve-out transactions completed in 2024.

Net cost of financial debt increased from €102 million in 2023 to €178 million in 2024 mainly due to higher interest rates on the Term loan A, additional drawdown of the multi-currency revolving facility, whilst lower deposits delivered reduced interest income.

Reorganization, rationalization and integration costs were of €256 million compared to €660 million in 2023. This decrease of €404 million reflects the decision taken to save on restructuring and reorganization costs in order to manage the Group's cash position in 2024. In 2024, cash paid included mostly:

- €135 million in connection with restructuring measures, mainly in Europe, including the continuation of the German restructuring plans for €48 million, and
- €110 million related to the outstanding activities on the separation of the Group, incurred mainly over the first quarter of the year, with €15 million of project-dedicated employee costs. In 2023, as the Group executed the legal carve-out plan over the year, cash paid for one-off separation and transformation costs amounted to €382 million, of which external advisor costs for €214 million and project-dedicated employee costs for €168 million.

Cash out related to **other changes** amounted to €504 million compared to €312 million in 2023. It included in particular €166 million in onerous contracts which were mostly also accounted for under Other items in previous years, €144 million of transaction costs paid for the financial restructuring, €78 million of exit fees related to interim financing as well as cash disbursed to settle a major litigation.

As a result of the above impacts mainly driven by the change in the working capital requirement, the Group presented a **Free Cash Flow** of €-2,233 million in 2024, compared to €-1,078 million in 2023.

Net (acquisitions) disposals of €162 million were mainly due to the net capital gain of €222 million generated by the disposal of Worldgrid partially offset by short-term assets on past disposal transaction no longer expected to be collected.

The net debt impact of **capital increase** in 2024 related to the financial restructuring and comprised €145 million of new money equity as well as €2,904 million of equitization of existing financial debts. There was no capital increase in 2023.

Share buy-back amounted to €2 million in 2024 compared to €3 million in 2023.

No **dividends** were paid to Atos SE shareholders in both 2024 and 2023. The €18 million cash out (€35 million in 2023) corresponded mainly to taxes withheld on internal dividend distributions.

Foreign exchange rate fluctuation determined on debt or cash exposure by country represented a decrease in net debt of €34 million.

As a result, the Group **net debt position** as of December 31, 2024 was €275 million (€1,238 million excluding debt fair value adjustment), compared to €2,230 million as of December 31, 2023.

3.3.4 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 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.

3.3.4.1 Financing structure

On December 18, 2024, as provided for under the Accelerated Safeguard Plan the Group concluded its financing restructuring and signed new financings from banks and bondholders.

As provided for under the Accelerated Safeguard Plan, the Company has obtained new financings from banks and bondholders made available to the Company on the date of settlement-delivery of the last of the Reserved Equitization Capital Increases (i.e. December 18, 2024) and consisting of:

- €1,104 million of 1L new debt (first ranking on security package) divided between:
  - €802 million of new notes (rated B+ by S&P and BB- by Fitch); and
  - €302 million of new term loan;
- €500 million of 1L new facilities, being:
  - up to €440 million of revolving credit facility (RCF) including €190 million dedicated to meeting the needs for bank guarantees; and
  - up to €60 million of bank guarantees line.

In accordance with the Accelerated Safeguard Plan, the new financings were partially allocated to the repayment of the interim financings that had been provided to the Company before the approval of the Accelerated Safeguard Plan in order to provide the necessary liquidity to fund the business until close of the financial restructuring, as previously described.

The maturity of these new financings was set on December 2029. The revolving credit facility was undrawn as at December 31, 2024.

In addition, as part of the implementation of the Accelerated Safeguard Plan, €1,948 million of existing financial debts have been reinstalled in the form of new secured debts maturing after 6 years or more, in the following debt instruments:

- €1,592 million of 1.5L debt (subordinated to the new financings (1L) but senior to the 2L debt) divided between:
  - €751 million of 1.5L term loan, and
  - €840 million of 1.5L notes (rated CCC by S&P and CCC+ by Fitch); and
- €356 million of 2L debt divided between:
  - €219 million of 2L term loan, and
  - €137 million of 2L notes (rated CCC by S&P and CCC by Fitch).

3.3.4.2 Financial covenants

In the context of the New Financings concluded in December 2024, the Group must comply with the following covenants:

- from March 31, 2025, a minimum liquidity level of €650 million, to be verified at the end of each financial quarter;
- from June 30, 2027, as from each half-year end, a maximum level of financial leverage ("Total Net Leverage Ratio Covenant"), which is defined as the ratio of Financial indebtedness (mainly excluding IFRS 16 impacts and IFRS 9 debt fair value adjustment) to pre-IFRS 16 OMDA; the ceilings thus applicable will be determined no later than June 30, 2026 with reference to a flexibility of 30% in relation to the Business Plan adopted by the Group at that time; these ceilings will in any event remain between 3.5x and 4.0x.

Liquidity is defined as the cash, together with any amounts available under any undrawn committed facilities (including committed overdrafts).

Financial Indebtedness definition includes mainly (but not limited to):

- any borrowed money or debit balance with financial institutions, any amount raised pursuant to any note purchase facility or the issue of bonds, notes, debentures, loan stock or any similar instrument, receivables sold or discounted (other than any receivables to the extent they are sold or discounted on a non-recourse basis and meet any requirement for derecognition under the Accounting Principles);
- any IFRS 16 liability;
- agreement in respect of the supply of assets or services with payment due more than 180 days after the date of supply; and
- other financial items as marked to market value of treasury transactions, sale and leaseback transaction and other transactions having the commercial effect of a borrowing or otherwise classified as borrowings under the Accounting Principles.

IFRS 16 liability and IFRS 9 debt fair value adjustment are excluded from the Financial Indebtedness definition used for the calculation of the Total Net Leverage Ratio Covenant.

3.3.4.3 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.

Leases are subject to compliance with the New financings concluded in December 2024.

The Group Treasury department evaluates and approves the type of financing for each new investment.

3.3.4.4 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 may use 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.

Over 2024, the Group faced a lack of availability of foreign exchange credit lines and hence was not able to apply its foreign exchange hedging policy. The Group is currently actively negotiating with potential financial partners in order to secure foreign exchange credit lines. However, at this stage, the Group does not expect to be able to comply with the Hedging Policy for, at least, part of 2025.

4.

Corporate Governance

4.1 Legal Information

4.1.1 Corporate form

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, IT advice and assistance,
  - 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.

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, without prejudice to the provisions of the Board Internal Rules. 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.

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

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, without prejudice to the provisions of the Board Internal Rules. 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, without prejudice to the provisions of the Board Internal Rules. In the event of a tie, the Chairman has a casting vote.

The Board of Directors' decisions may also be made through written consultation, including electronic means, in accordance with applicable legal and regulatory provisions as well as the Board's Internal Rules. This consultation is initiated by the Chair, who sends the proposed resolutions and necessary documents to the directors. The directors then have a specified period to respond and cast their vote in writing. Any director may object to this procedure within three business days, in which case a physical meeting will be convened. If no response is received within the allotted time, the director is deemed not to participate in the deliberation. The quorum and majority rules remain the same as those applicable in meetings, and decisions made in writing are recorded in an official minutes document.

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 Officers, 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 Officers 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, paragraph 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. The 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

4.2.1 Frame of reference on corporate governance

4.2.1.1 Compliance with the AFEP-MEDEF Code

French legislation and rules issued 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 monitor its implementation.

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 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.

The Company's governance practices are fully compliant with the AFEP-MEDEF Code, in its applicable version dated December 2022, with the exception of the following recommendation of the AFEP-MEDEF Code, which is not strictly followed under the compensation policy applicable to the Chairman and Chief Executive Officer in respect of the 2025 financial year, and for which explanations are given in the table below.

Recommendations of the AFEP-MEDEF Code *Article 26.3.3 (Long-term compensation of executive officers), paragraph 6*	**Explanations**
"*These plans, the award of which must be proportionate to the annual fixed and variable compensation components, must provide for demanding performance conditions to be fulfilled over a period of several consecutive years. These conditions may be performance conditions that are internal to the company or relative conditions, that is to say linked to the performances of other corporations, a reference sector, etc. If chosen as a criterion, the stock exchange price may be assessed on a relative basis (comparison with similar companies or indexes). Whenever possible and relevant, these internal and relative performance conditions should be combined.*"	As part of the compensation policy applicable to the Chairman and Chief Executive Officer in respect of the 2025 financial year, approved by the Annual General Meeting of January 31, 2025, the Board of Directors has decided, on the recommendation of the Remuneration Committee, on the principle of a long-term compensation in the form of a free allocation of performance shares of the Company, with the number of shares definitively vested depending on the evolution in the share price over a four-year period ending on December 31, 2028 (see paragraph 4.3.1.3). Given the Group's particular situation and its financial restructuring, the Board of Directors considered that this single performance condition, assessed over a four-year period, combined with an obligation to retain the shares resulting from the free share allocation until December 31, 2030, was demanding and relevant to the Group's strategy and challenges, by enabling the Chairman and Chief Executive Officer to be associated with long-term performance, to be rewarded in the event of a positive evolution in the Atos SE share price, and by guaranteeing alignment with the Company's corporate interest and the interests of shareholders.

Recommendations of the AFEP-MEDEF Code *Article 26.3.3 (Long-term compensation of executive officers), paragraph 6*	Explanations
	This performance criterion linked to the annualized growth in the share price was considered particularly relevant and appropriate to the Company's situation, in particular for the following reasons: • Allow a correlation between shareholder gain and that of the beneficiary of performance shares: Atos SE's development strategy must, in the medium to long term, result in value creation for shareholders. The acquisition of shares must therefore be directly proportional to the growth in the share price, and therefore to the shareholder's gain, as this performance criterion is the most appropriate for sharing the creation of value; • Giving real consideration to the Company's long-term performance: performance is measured over a four-year period. The number of shares received by the Chairman and Chief Executive Officer thus reflects the gains that would have been made over a medium to long-term horizon by a shareholder who had invested in the Rights Issue. This performance measurement period also makes it possible to factor in stock market volatility, and is intended to encourage sustainable performance by avoiding excessive and short-termist risk-taking; • Ensuring transparency and simplicity: with a performance criterion linked to the annualized share price growth, performance can be measured in real time (insofar as it involves calculating annualized share price growth between two periods). The Board of Directors therefore considered, on the recommendation of the Remuneration Committee, that this compensation was appropriate and proportionate in the Group's challenging context, subject to a demanding performance condition, a condition of continued presence to be met at each vesting date and an extended holding period, capable of satisfying the objectives set out in the AFEP-MEDEF Code, namely to enable real consideration to be given to the company's long-term performance, to guarantee the long-term commitment of senior executives, and to promote the alignment of their interests with those of the company and its shareholders.

4.2.1.2 Main terms of the Governance Term Sheet in the context of the financial restructuring

The accelerated safeguard plan as voted on September 27, 2024 by the classes of affected parties and approved by the Nanterre Commercial Court on October 24, 2024 (the "Accelerated Safeguard Plan") sets out the principles of governance following completion of the financial restructuring, which were set out in a governance term sheet dated July 14, 2024 (the "Governance Term Sheet"), attached to the lock-up agreement and the Accelerated Safeguard Plan.

The Internal Rules of the Board were duly amended by the Board of Directors at its meeting on January 30, 2025 to reflect the terms of the Governance Term Sheet.

The main terms of the Governance Term Sheet are as follows:

General principles

- The Accelerated Safeguard Plan specifies that this plan will not impact the corporate form of Atos SE, which will remain a European company whose shares are admitted to trading on the regulated market Euronext Paris (compartment B - ISIN: FR0000051732).
- The Company's registered office will be maintained in France.
- The Company will continue to refer to the French AFEP-MEDEF Code of Corporate Governance for listed companies.
- The Company will remain non-controlled within the meaning of Article L. 233-3 of the French Commercial Code following the transactions provided for in the Accelerated Safeguard Plan.

Composition and operation of Management bodies

- The Company will be represented by its Chief Executive Officer, under the supervision of the Board of Directors.
- Following the operations provided for in the Accelerated Safeguard Plan, the Board of Directors will comprise eight members, in addition to the employee representatives who would be appointed in accordance with law.
- Most Board members (at least five) will be independent directors. Following the operations provided for in the Accelerated Safeguard Plan, creditors will not be represented on the Board of Directors.
- The Company's Chief Executive Officer may be appointed Chairman of the Board of Directors by decision of the Board of Directors. In this case, a Lead Director will also be appointed from among the independent directors.
- If the Chief Executive Officer does not act as Chairman of the Board of Directors, the Chairman of the Board of Directors will be appointed from among the independent directors.
- The Board of Directors will be made up of directors of each gender, in accordance with law (with at least 40% of directors representing each sex, excluding representatives of employees' and/or shareholders employees', where applicable).

- Directors must meet customary professional standards, which will be assessed by the Nomination and Governance Committee.
- Directors shall act, in all circumstances, in accordance with their duties and obligations (as set out in the Board Internal Rules), in particular: their duty to act in the Company's best interests and their duty of collegiality, objectivity, loyalty, assiduity, professionalism and confidentiality. Any director in a situation of conflict of interest concerning a decision must (i) inform the Board of Directors of this situation of conflict of interest; (ii) refrain from participating in discussions relating to this decision (unless his/her opinion is specifically sought) and (iii) be deprived of the right to vote on the decision concerned.
- The Board of Directors will meet at least (i) once a month for the first 24 months following the date of completion of the financial restructuring, then (ii) once every two months for the following 12 months, and (iii) once every quarter thereafter.

Board Committees

- The Board's four current committees will be maintained:
  - the Audit Committee (including at least two-thirds independent directors and chaired by an independent director);
  - the Nomination and Governance Committee (including an employee representative and a majority of independent directors, excluding the Chairman of the Board, and chaired by an independent director);
  - the Remuneration Committee (including an employee representative and a majority of independent directors, and chaired by an independent director);
  - the CSR Committee (chaired by an independent director).

Reserved matters for the Board of Directors

- Important and strategic corporate decisions will be considered as reserved matters, and will be taken by simple majority or two-thirds majority vote (see "Limitations on the powers of the Chief Executive Officer" in section 4.2.2 below).
- The Chairman of the Board of Directors must ensure that the Board is kept informed regularly and sufficiently in advance to enable it to make an informed decision.

4.2.2 Management Mode

Combination of roles from July 23, 2024 until October 14, 2024 for a transitional period

The Company's governance structure was converted to a Board of Directors system in 2009. The offices of Chairman of the Board of Directors and Chief Executive Officer were separated on October 31, 2019, in line with best governance practices.

Following the opening of the accelerated safeguard proceedings, which marked the completion of an important step in Atos' financial restructuring process and the start of a new era of recovery and development, Paul Saleh, formerly Chief Executive Officer, presented his resignation to the Board of Directors, which accepted it, with immediate effect. On the proposal of the Nomination and Governance Committee, the Board of Directors of Atos unanimously approved the appointment of Jean-Pierre Mustier, previously Chairman of the Board of Directors, as Chairman and Chief Executive Officer with immediate effect, in order to ensure the monitoring and proper execution of the accelerated safeguard plan that is essential to the rescue of the Group.

Separation of offices of Chairman of the Board of Directors and Chief Executive Officer from October 14, 2024 to January 31, 2025

In the context of the Group's financial restructuring, the Nomination and Governance Committee chaired by Lead Independent Director, Elizabeth Tinkham, conducted a rigorous selection process with the support of an internationally renowned recruitment firm and in consultation with selected Company creditors.

At its meeting on October 14, 2024, the Board of Directors approved unanimously, on the recommendation of the Nomination and Governance Committee:

- the cooptation of Philippe Salle as a Director, subject to ratification (this ratification having been approved by 94.18% of the votes cast by shareholders at the Annual General Meeting of January 31, 2025);
- his appointment as Chairman of the Board of Directors with immediate effect; and
- his appointment as Chairman and Chief Executive Officer with effect from February 1, 2025.

With extensive experience as a corporate executive, particularly in listed companies, Philippe Salle brings – initially within the Board of Directors and subsequently at the head of the Group – invaluable skills and perspectives to support the deployment of the business plan and the restructuring of the Group.

From October 14, 2024 until January 31, 2025, Jean-Pierre Mustier served as Chief Executive Officer of the Company, and remained a member of the Board of Directors, ensuring an orderly, constructive and effective transition. In particular, he was responsible for monitoring and ensuring the proper implementation of the accelerated safeguard plan, which is essential for the Group's rescue.

Combination of roles from February 1, 2025

The Board of Directors, on the recommendation of the Nomination and Governance Committee, considered that an unified governance structure, to be implemented after a transition period, was the most appropriate given the specific characteristics of the Atos Group in the current context.

This pragmatic approach, taking into account the challenges ahead, aims to ensure clear, stable, and embodied management of the Group, while optimally aligning the strategic objectives validated by the Board of Directors with their effective implementation within the organization. The Chairman and Chief Executive Officer will drive a new dynamic, conducive to the Group's recovery and the responsiveness of teams, directors, and shareholders, while ensuring the necessary stability for all stakeholders.

In line with best governance practice, this management mode is associated with strong measures to balance powers:

- the Board of Directors is composed of 87.5% of independent Directors [1] and comprises one Employee Director;
- the Board has formed four permanent internal Committees, all chaired by an independent Director and composed at least of a majority of independent members;
- the Lead Independent Director, whose role has been assumed by Elizabeth Tinkham since June 4, 2023, is responsible for ensuring that the Board of Directors applies the highest standards of corporate governance, and that shareholders' concerns in this area are duly taken into account. Her prerogatives and resources were strengthened by the Board of Directors on January 30, 2025 (see paragraph "Missions of the Lead Independent Director" in section 4.2.2 below). In particular, his/her appointment is now mandatory when the roles of Chairman and Chief Executive Officer are combined;
- 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 paragraph "Limitations on the powers of the Chief Executive Officer" in section 4.2.2 below); and
- 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.

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 or the general management 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, in conjunction with the Lead Independent Director;
- participating in the recruitment process for new Directors and in the development of the succession plan, in conjunction with the Chair of the Nomination and Governance Committee and the Lead Independent Director;
- ensuring the balance of the Board (in addition to its proper functioning);
- arbitrating potential conflicts of interest, in conjunction with the Lead Independent Director.

Limitations on the powers of the Chief Executive Officer

The Board of Directors has defined, in its Internal Rules as revised at the meeting of January 30, 2025, the reserved matters requiring the prior authorization of the Board, either by a simple majority or by a two-thirds majority:

Board of Directors' Reserved Matters voted by simple majority

- Approval of the business plan or its modification;
- Approval of the annual budget and any material deviation thereof;
- Capital expenditures and investments not approved in the annual budget in excess of €50 million;
- Any acquisition (whether by one transaction or by a series of related transactions) of the whole or a substantial or material part of the business, undertaking or assets of any other person, in excess of €100 million of enterprise value;
- Any disposal (whether by one transaction or by a series of related transactions) of a business or entity not included in the annual budget and for a total amount (including all liabilities and other off balance sheet commitments) in excess of €20 million of enterprise value;
- The entering into any joint venture agreement, partnership or agreement or arrangement for the sharing of profits or assets, with committed financing or having a value in excess of €50 million;
- Any material diversification of the business unrelated to the business activities previously carried on;
- Approval of the group financing policy, including incurring any financing, borrowing (including refinancing of any existing borrowings) or entering into any factoring, invoice discounting or similar arrangements, guarantee, pledge, security interest or equivalent transactions (or modifying the key terms thereof) in an amount in excess of €100 million;

1) *In accordance with the rules set by the AFEP-MEDEF Code, the Director representing the Employee is not taken into account to determine the ratio of independent Directors.*

- Any decision to buy back or redeem shares or other equity instruments (with the exception of share buybacks carried out under liquidity agreements authorized in advance by the Board);
- Any equity issuances (other than intra-group) or other variations in the issued share capital of any group company or creation of any options or other rights to subscribe for or convert into shares in such company;
- Approval of the Company's financial statements and consolidated financial statements;
- The appointment or dismissal of the statutory auditors;
- Any proposal to the Shareholders' meeting, including allocation of profit;
- Any dissolution, winding-up or liquidation of any Company's subsidiary (other than a Material Subsidiary);
- Hiring and dismissal of the Company's Chief Executive Officer, as well as any person with a gross annual remuneration in excess of €800,000;
- Any change to the terms of employment/corporate mandate of the Company's Chief Executive Officer and the Company's Chief Financial Officer as well as any person with a gross annual remuneration in excess of €800,000;
- Any equity profit-sharing or incentive plan;
- Any non-equity profit-sharing or incentive plan exceeding €500.000 per employee;
- Any related party agreement, including any action, waiver of rights, amendment of agreement in relation to which any Board member, shareholder above 10% or member of top management may be deemed to have an interest in;
- The initiation, engaging in, settlement or taking any material decision by a group company in relation to any litigation or arbitral proceedings where the amount at stake for the group is in excess of €20 million or which would be likely to involve criminal liability for any party thereto;
- Entering into any foreign exchange contracts, interest rate swaps or other derivative instruments: (a) other than in the ordinary course of business, and (b) where the exposure to the Group could potentially exceed €100 million;
- Disposal of any material group-owned intellectual property;
- Making material changes to the accounting procedures, practices, policies or principles by reference to which its accounts are prepared or the basis of their application or its accounting reference date (save as may be necessary to comply with changes in statements of standard accounting practice);
- Delegating any authority of the board to a committee, appointing any member to such committee or making any material amendments to the terms of reference and/or rules of procedure of any such committee;
- Declaring, making or paying a dividend or other distribution (whether in cash, stock or in kind) other than to another group company in the ordinary and usual course of business;
- The entry by any group company into any contract or arrangement which is outside normal course of trading of the company;
- The making of any submission or any business plan to any person with a view to attracting additional financing or refinancing existing debt;
- Making of any non-arm's length transactions (including charitable and political donations);
- Entering into any agreement or arrangement (whether in writing or otherwise) to do any of the foregoing or to allow or permit any of the foregoing.

Board of Directors' Reserved Matters voted by a two-third majority

- Any merger, demerger, amalgamation, reconstruction contribution in kind or equivalent transaction;
- Entering into any formal negotiations with a third party with respect to the sale of the group or any material part thereof;
- Any material alteration (including cessation) to the general nature or strategy of the business, any business line or activity of any group company (including intra-group);
- Any dissolution, winding-up or liquidation of any Material Subsidiary or any group reorganization;
- The entry into, amendment or termination by any group company of any contract that is in excess of €500 million;
- The entering into any joint venture agreement with committed financing in excess of €100 million;
- Any decision to initiate a procedure with a view to the admission of securities issued by a Company's subsidiaries to a financial market and/or change of listing of the Company, including delisting of the Company;
- A proposal to the Company's shareholders of changes to the by-laws;
- Any transaction or action that requires a prior approval from the creditors under the financing documentation;
- Modification of the Internal Rules of the Board; and
- Entering into any agreement or arrangement (whether in writing or otherwise) to do any of the foregoing or to allow or permit any of the foregoing.

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.

In view of the combined roles of Chairman of the Board and Chief Executive Officer as of February 1, 2025, the Board of Directors, at its meeting on January 30, 2025, taking into account investor expectations and market recommendations and best practices, decided to strengthen both the powers and resources of the Lead Independent Director. In addition, the Internal Rules now stipulate that the appointment of a Lead Independent Director is mandatory when the Chairman of the Board of Directors is responsible for the Company's general management.

The Lead Independent Director performs the duties and has the prerogatives mentioned below, it being specified that the elements in italics reflect the very significant strengthening of the Lead Independent Director's duties and resources in the Board of Directors' Internal Rules applicable since January 30, 2025, compared to the Internal Rules applicable before that date.

The duties of the Lead Independent Director are as follows:

- *prevent and manage conflicts of interest, by bringing to the attention of the Board of Directors any potential conflicts of interest he/she may have identified or been informed of;*
- conduct annual assessment of the work of the Board *and its committees*, with the assistance of the Nomination and Governance Committee;
- be available to meet with shareholders on items pertaining to governance *and report to the Board as appropriate. He/she informs the Board of any shareholder concerns relating to corporate governance that come to his/her attention;*
- *convene the members of the Board of Directors in executive sessions, at least once a year, without the executive corporate officers being present, on a specific agenda determined by the Board; chair the meetings;*
- work with the Board Chair *and the Chair of the Nomination and Governance Committee* on succession planning for the Chair and other directors;
- *maintain a regular dialogue with directors, in particular independent directors, to ensure that they have the means to perform their role satisfactorily and are provided with an adequate level of information; and*
- *more generally, ensure compliance with the Board of Directors' Internal Rules and with the principles/recommendations of the AFEP-MEDEF Code.*

In the performance of his or her duties, the Lead Independent Director has the following resources at his/her disposal:

- *he or she may propose to the Chairman the addition of items to the agenda of any Board meeting, and may be consulted on the agenda and schedule of Board meetings;*
- *he or she has access to all documents and information he or she deems necessary to carry out his or her mission;*
- *he or she is kept regularly informed of the Company's activities. He or she may also meet the Group's operational managers, at his or her request and after informing the Chairman and the Chief Executive Officer;*
- *he or she may ask to attend meetings of committees of which he or she is not a member, with the agreement of the Chair of the Committee in question, who will inform the Chairman of the Board;*
- *he or she is assisted by the Secretary of the Board of Directors for administrative tasks.*

The Lead Independent Director reports annually to the Board of Directors on his or her work and activities.

Missions of the Vice-Chairman

As per the Board Internal Rules, the Vice-Chairman assists the Chairman of the Board in the performance of his duties, particularly with regard to the proper functioning of the Company's corporate governance bodies. If the Chairman is unable to attend, he/she may convene meetings of the Board of Directors and set the agenda.

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, in particular concerning the progress of its financial restructuring and its governance.

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.

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

4.2.3.1 Composition of the Board of Directors

9 Board members

1 Lead Independent Director

87.5% Independent Directors [1]

62.5 % of women [2]

61 years average age

1 Director representing Employees

6 different nationalities

1 Censor

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

1) *In accordance with article 10.3 of the AFEP-MEDEF Code, the director representing employees is not taken into account in determining the percentage of independent members.*

2) *In accordance with the law, the director representing employees is not taken into account in determining the parity ratio on the Board of Directors.*

Composition of the Board of Directors

As of the date of this Universal Registration Document, the Board of Directors was composed of 9 members and a censor as indicated below:

		PERSONAL INFORMATION			EXPERIENCE		POSITION ON THE BOARD				
		Age	Gender	Nationality	Number of shares	Number of other mandates in listed companies[1]	Independence	Date of first appoint-ment[2]	End of term of office	Seniority on Board	MEMBERSHIP IN COMMITTEES[3]
Chairman and Chief Executive Officer	Philippe SALLE	59	M	French	5,000[4]	1	NO	10/14/2024	AGM 2026	0	N/A
	Laurent COLLET-BILLON	74	M	French	5,000,000	1	YES	06/28/2023	AGM 2026	1	VC, Rem★, C♦
	Elizabeth TINKHAM	63	F	American	500	0	YES	05/18/2022	AGM 2025	2	LD, N&G★
	Sujatha (Suja) CHANDRASEKARAN	57	F	American, Australian, Indian	5,000,500	2	YES	01/14/2024	AGM 2027	1	C♦, N&G
	Joanna DZIUBAK	52	F	French, British	5,000,000	0	YES	01/31/2025	AGM 2027	0	C♦, N&G
	Françoise MERCADAL-DELASALLES	62	F	French	5,000,500	2	YES	01/02/2024	AGM 2025	1	CSR★, Rem
	Jean-Jacques MORIN	64	M	French	5,000,000	1	YES	01/02/2024	AGM 2025	1	C★♦
Directors (L225-17 CCom)	Hildegard MÜLLER	57	F	German	0	2	YES	01/31/2025	AGM 2027	0	Rem, CSR
Employee Director (L225-27-1 CCom)	Farès LOUIS	62	M	French	0	0	NO	04/25/2019	AGM 2026	5	Rem, N&G, CSR
Censor	Mandy METTEN	45	F	Dutch	232	0	N/A	01/02/2024[5]	AGM 2026	1	N/A

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: Nomination and Governance Committee, Rem: Remuneration Committee, C: Audit Committee, CSR: CSR Committee, VC: Vice-Chairman, LD: Lead Director.
4. In addition, in accordance with his subscription commitment, Philippe Salle took part in Atos SE's capital increase with preferential subscription rights as part of the Company's financial restructuring, for a total amount of €9 million, and holds 2,432,432,432 additional shares via his personal holding company.
5. Mandy Metten served as a censor of Atos SE from January 2, 2024 to February 28, 2024, before becoming a director representing employees. Upon the expiration of her mandate on January 31, 2025, she was reappointed as a censor, subject to ratification by the next General Meeting.

★ Chair of the Committee.

♦ Jean-Jacques Morin, Laurent Collet-Billon, Sujatha (Suja) Chandrasekaran and Joanna Dziubak 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

Philippe SALLE

Chairman and Chief Executive Officer of Atos SE	Biography – Professional Experience
Professional address: River Ouest – 80 quai Voltaire 95870 Bezons, France **Number of shares:** 5,000[1] **Date of birth:** May 17, 1965 **Nationality:** French **Date of first appointment:** October 14, 2024 **Term expires on:** Annual General Meeting ruling on the accounts of the 2025 financial year	**Chairman and Chief Executive Officer of Atos SE** Philippe Salle began his career with Total in Indonesia in 1988. He then joined Accenture in 1990 where he was promoted to senior consultant. He joined McKinsey in 1995 and became senior manager in 1998. He joined the Vedior group in 1999 (now Randstad, a company listed on Euronext Amsterdam) and became Chairman and CEO of Vedior France in 2002. He became a member of the Executive Board in 2003 and was appointed Head of Southern Europe in 2006. In 2007, he joined the Geoservices group (sold to Schlumberger in 2010), a technology company in the oil sector and under LBO, first as Deputy CEO and then as Chairman and CEO. In June 2011, Philippe Salle was appointed Chairman and CEO of Altran Group (a company listed on Euronext Paris), an engineering consultancy and world leader in innovation. In April 2015, Philippe Salle was appointed Chairman and Chief Executive Officer of the Elior Group (a company listed on Euronext Paris), a world leader in catering and services. Between December 2017, Philippe Salle served as Chief Executive Officer of Emeria (a company under LBO), the world's leading provider of real estate services and technologies. Philippe Salle has also served as Chairman of the Board of Directors of Viridien (formerly CGG) since April 26, 2018, a position he will step down from on April 30, 2025. Additionally, he has been a member of the Board of Directors of Banque Transatlantique since 2010. Philippe Salle is a graduate of the Ecole des Mines de Paris and holds an MBA from the Kellogg Graduate School of Management, Northwestern University (Chicago, USA). He is a Chevalier de l'ordre national du Mérite, Chevalier de la Légion d'honneur and Commandeur de l'ordre du Mérite de la République italienne. Philippe Salle has been a Director and the Chairman of Atos SE Board of Directors since October 14, 2024, and Chairman and Chief Executive Officer since February 1, 2025.

Directorships and other positions in French and foreign companies

Other Directorships and positions	Other positions held during the last five years
Within the Atos Group None **Outside the Atos Group** • Chairman of the Board of Directors of Viridien** (SA) (France)[2] • Member of the Board of Directors of CIC Banque Transatlantique (SA) (France) • Director of Emeria (SAS) (France) • Chairman of Hodpar (SAS) (France) • Chairman of Finellas (SAS) (France) • Managing Director of Hodlux SARL (Luxembourg) • Chairman of Hodlon Limited (UK)	**Within the Atos Group** None **Outside the Atos Group** • Permanent representative of Emeria, Chairman of Emeria Europe • Chairman of the Supervisory Boards of Efficity and Efficity International (SAS) (France) • Director of Tech-Way (SAS) (France) • Director of Emeria Res Newco Limited (UK) • Director of Emeria Res UK Limited (United Kingdom) • Director of Diot Siaci (France) • Chairman of Emeria Holding (France) • Chairman of the Supervisory Board of Foncia Saturne (France) • Director of the Mister Temp group (France) • Chairman of the Board of Directors of Emeria Switzerland (Switzerland) • Director of Emeria Benelux (Belgium)

(**) Listed Company.

1. In addition, in accordance with his subscription commitment, Philippe Salle took part in Atos SE's capital increase with preferential subscription rights as part of the Company's financial restructuring, for a total amount of €9 million, subscribing to 2,432,432,432 shares via his personal holding company.
2. Philippe Salle will resign as Chairman of the Board of Directors of Viridien as of April 30, 2025.

Laurent COLLET-BILLON*

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Vice-Chairman of the Board of Directors

Chair of the Remuneration Committee

Member of the Audit Committee

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

5,000,000

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

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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 2004 to 2006 and 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 other positions in French and foreign companies

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Other Directorships and positions

Within the Atos Group

None

Outside the Atos Group

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

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Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

None

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</table>

(*) Independent Director.

(**) Listed company.

Elizabeth TINKHAM*

Lead Independent Director **Chair of the Nomination and Governance 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 other positions in French and foreign companies

Other Directorships and positions	Other positions held during the last five years
Within the Atos Group	**Within the Atos Group**
None	None
Outside the Atos Group	**Outside the Atos Group**
• 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)	• Member of the Board of Directors of Headspin (United States) • Affiliate Lecturer, University of Washington, Foster School of Business (United States)

(*) Independent Director.

Sujatha (Suja) CHANDRASEKARAN*

Member of the Audit Committee

Member of the Nomination and Governance Committee

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

5,000,500

Date of birth:

May 11, 1967

Nationality:

American, Australian and Indian

Date of first appointment:

January 14, 2024

Term expires on:

Annual General Meeting ruling on the accounts of the 2026 financial year[(1)]

Biography – Professional Experience

Independent Business, Technology and AI Consultant

Suja Chandrasekaran is a Tech, AI, digital and Cybersecurity expert and industry leader. 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, AI development and clinical engineering.

In addition to her executive role, Suja Chandrasekaran sits on several Boards and Committees.

Suja Chandrasekaran is the founder of T200 Foundation - Women CXOs in Tech, non profit and is a Board member of T200 Foundation.

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 other positions in French and foreign companies

Other Directorships and positions	Other positions held during the last five years
Within the Atos Group	**Within the Atos Group**
None	None
Outside the Atos Group	**Outside the Atos Group**
• Member of the Board of American Eagle Outfitters Inc, Member of Nomination & Governance, Compensation and Audit Committees** (USA) • Member of the Supervisory Board of Brenntag SE, Member of Audit and Compliance Board** (Germany) • Member of the Supervisory Board of Agendia Inc, Chair of Remunaration Committee (Netherlands) • Member of the Board of Directors Pando AI, Chair of Technology and AI (USA) • Member of the Board of Directors of T200 Foundation (Non-profit 501C3 focused on developing Women in Technology)	• Senior Executive Vice President, Chief, Digital and Information Officer of Common Spirit Health (2019-2022) • Member of the Board of Directors of Cardinal Health Inc.** (USA) • Member of the Board of Directors of Blume Global (USA) • Member of the Board of Directors of Cardinal Health Inc.** (USA)

(*) Independent Director.

(**) Listed company.

1. The term of office of Sujatha (Suja) Chandrasekaran was renewed at the Annual General Meeting on January 31, 2025 (10th resolution) for a term that will expire at the end of the General Meeting called to approve the financial statements for the fiscal year ending December 31, 2026.

Joanna DZIUBAK*

Member of the Audit Committee **Member of the Nomination and Governance Committee** **Professional address:** River Ouest – 80 quai Voltaire 95870 Bezons, France **Number of shares:** 5,000,000 **Date of birth:** September 25, 1972 **Nationality:** French and British **Date of first appointment:** January 31, 2025 **Term expires on:** Annual General Meeting ruling on the accounts of the 2026 financial year	**Biography – Professional Experience** **Experienced Advisor in Alternative Investments and Director of several companies** Joanna Dziubak began her professional career in 1995 at Goldman Sachs in the M&A Group in London and was promoted to Managing Director within the Principal Investment Area, where she managed Goldman Sachs' private equity funds and mezzanine debt funds. In 2009, she joined Park Square Capital in London as Partner and Member of the Investment Committee, where she was responsible for the subordinated debt and special situations strategies. During her tenure as an investment executive, she served on the boards of 17 portfolio companies across a range of industries and European countries. In 2016, Joanna Dziubak launched her own advisory firm in Paris and served on a number of boards in an independent non-executive capacity, notably as a member of the Supervisory Commission of Groupe Caisse des Dépôts appointed by the President of the National Assembly. Joanna Dziubak holds a Bachelor of Arts in International Relations, summa cum laude, from University of Pennsylvania, a master's in economics and finance, Lauréat avec Félicitations du Jury, from Sciences Po Paris, and a master's in business administration from Harvard Business School. Joanna Dziubak has been a Director of Atos SE since January 31, 2025.	
	Directorships and other positions in French and foreign companies	
	Other Directorships and positions	**Other positions held during the last five years**
	Within the Atos Group	**Within the Atos Group**
	None	None
	Outside the Atos Group	**Outside the Atos Group**
	• Member of the Board of Directors of WOOSKILL (France) • Non-executive Independent Director of GROUPE COMTE-SERRES (France)	• Member of the Supervisory Board of Groupe Caisse des Dépôts (France) (2018-2020)

(*) Independent Director.

Farès LOUIS

Employee Director **Member of the Remuneration Committee** **Member of the Nomination and Governance Committee** **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 other positions in French and foreign companies	
	Other Directorships and positions	**Other positions held during the last five years**
	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	**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.

Françoise MERCADAL-DELASALLES*

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<tr><td rowspan="4">

Chair of the CSR Committee

Member of the Remuneration Committee

Professional address:
River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:
5,000,500

Date of birth:
November 23, 1962

Nationality:
French

Date of first appointment:
January 2, 2024

Term expires on:
Annual General Meeting ruling on the accounts of the 2024 financial year

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Biography – Professional Experience

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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.

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Directorships and other positions in French and foreign companies

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Other Directorships and positions

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

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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)
- Member of the Board of Directors of lNRIA Institut national de Recherche en informatique et en automatique (2020-2022)

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</table>

(*) Independent Director.

(**) Listed Company.

Jean-Jacques MORIN*

Chair of the Audit Committee

Professional address:
ACCOR, 82 rue Henri Farman, 92445, Issy-Les-Moulineaux

Number of shares:
5,000,000

Date of birth:
December 29, 1960

Nationality:
French

Date of first appointment:
January 2, 2024

Term expires on:
Annual General Meeting ruling on the accounts of the 2024 financial year

Biography – Professional Experience

Accor 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. He is currently Chairman of the Board of Directors of Adagio since 2022 and a member of the Board of Directors of AccorInvest since 2018. He was appointed Chairman of the Audit Committee of GROUPE REEL in 2024.

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 other positions in French and foreign companies

Other Directorships and positions

Within the Atos Group

None

Outside the Atos Group

- Group Deputy CEO and Premium, Midscale & Economy Division CEO of Accor**(France)
- Director and Chairman of the Audit Committee of GROUPE REEL (France)
- Director of Adagio (SAS) (France)
- President of D-Edge (SAS) (France)
- Permanent representative of Accor on the Board of Directors of Société Française de Participation et d'Investissement Européen (SFPIE) (France)
- Management controller for Ah Fleet Services (GIE) (France)
- Member of the Board of Directors and member of the audit committee of AccorInvest Group SA (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)
- Chairman of the Board and Chairman of Adagio SAS (2022-2024) (France)

(*) Independent Director.

(**) Listed Company.

Hildegard MÜLLER*

Member of the Remuneration Committee

Member of the CSR Committee

Professional address:
River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:
0

Date of birth:
June 29, 1967

Nationality:
German

Date of first appointment:
January 31, 2025

Term expires on:
Annual General Meeting ruling on the accounts of the 2026 financial year

Biography – Professional Experience

President of the German Association of the Automotive Industry (VDA)

Hildegard Müller began her professional career in 1995 at Dresdner Bank. In 2002, she was a Member of Parliament in the Deutscher Bundestag, a position she held until 2008. Concurrently, from 2005 to 2008, she served as State Minister to the Federal Chancellor in the Bundeskanzleramt. In 2008, she became Chair of the Executive Board at the Bundesverband der Energie - und Wasserwirtschaft (BDEW) in Germany, where she led the organization until 2016. From 2016 to 2019, she served as Chief Operating Officer for Grid, Network & Infrastructure at Innogy in Germany.

In addition to her executive roles, Hildegard Müller has held several prominent non-executive positions. She has served as an Independent Non-Executive Director and Member of the Audit Committee at Siemens Energy in Germany from 2020 to February 2025. She has also been a Member of the Advisory Board at DUK Versorgungswerk since 2014 and has served as an Independent Non-Executive Director at Vonovia since 2013, where she is a member of the Finance, Strategy & Sustainability Committee. Since 2012, she has been a Member of the Advisory Board at IKB Deutsche Industriebank.

Hildegard Müller holds a master's degree in business administration from the University of Duesseldorf, Germany. In 1989, she completed an apprenticeship as a Bank Clerk at Dresdner Bank, Germany.

Hildegard Müller has been a director of Atos SE since January 31, 2025.

Directorships and other positions in French and foreign companies

Other Directorships and positions

Within the Atos Group

None

Outside the Atos Group

- President of the German Association of the Automotive Industry (VDA) (Germany)
- Member of the Board of Directors of DEKRA SE (Germany)
- Member of the Board of Trustees of RAG-Stiftung (Germany)
- Member of the Supervisory Board of DUK VERSORGUNGSWERK (Germany)
- Independent Non-Executive Director of the Supervisory Board and member of the Finance, Strategy, and Sustainability Committee of VONOVIA** (Germany)
- Member of the Advisory Board of IKB DEUTSCHE INDUSTRIEBANK (Germany)
- Member of the Supervisory Board of ERGO VERSICHERUNGSGRUPPE (Germany)
- Member of the Supervisory Board of HSBC Continental Europe S.A. (Germany)

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

- Member of the Advisory Board of VERBUNDNETZ GAS (VNG) (2009–2023) (Germany)
- Independent Non-Executive Director of the Supervisory Board and member of the Audit Committee of SIEMENS ENERGY** (2020-2025) (Germany)

(*) Independent Director.

(**) Listed Company.

4

Censor

On the recommendation of the Nomination and Governance Committee, the Board of Directors of January 31, 2025 appointed Mandy Metten as censor on the Board of Directors, subject to ratification by the next General Meeting.

Mandy Metten had been an employee director of Atos SE since February 28, 2024. In accordance with legal and statutory provisions, her term of office ended at the end of the Board of Directors meeting of January 31, 2025, noting that the number of directors, the number and method of appointment of which are provided for in Articles L. 225-17 and L. 225-18 of the French Commercial Code, had become equal to eight.

The Board of Directors meeting of January 31, 2025 decided to appoint Mandy Metten as censor, subject to ratification by the General Meeting, for a period of one year starting from the General Meeting that would ratify her appointment. However, if she ceases to be employed by the Company or an affiliated company, the censor will be considered to have automatically resigned and her term of office as censor will automatically end.

In accordance with the Company's Articles of Association, the censors are invited to attend the meetings of the Board of Directors as observers and may be consulted by the Board; they may, on the proposals submitted to them, and if they deem it appropriate, present observations to the General Meetings. They must be convened to each meeting of the Board of Directors. The Board of Directors may entrust them with specific tasks. They may sit on the Boards Committees. The Board of Directors may decide to pay the censors a share of the overall remuneration allocated to it by the General Meeting and authorize the reimbursement of expenses incurred by the censors in the interest of the Company.

Mandy Metten's biography is given below.

Mandy METTEN

Censor	Biography – Professional Experience
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 **Term expires on:** Annual General Meeting ruling on the accounts of the 2025 financial year	**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 of Atos SE from January 2, 2024 to February 28, 2024, before becoming an employee director. Upon expiration of her term of office on January 31, 2025, she was reappointed censor, subject to ratification by the next Annual General Meeting.

Directorships and other positions in French and foreign companies

Other Directorships and positions	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 Censors.

Diversity policy at Board level

The Board of Directors, at its meeting held on December 18, 2024, examined the composition of the Board of Directors and approved the diversity policy applicable at Board level, upon recommendation of the Nomination and Governance Committee.

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.

During the Annual General Meeting and the Board of Directors meeting on January 31, 2025, decisions were made regarding the composition of the Board. Subsequently, a change occurred concerning the reclassification of a Director's independence during the Board meeting on March 27, 2025.

As a result, the section below presents updated diversity data as of March 27, 2025, incorporating all decisions made.

- **Age of Directors**:
  - On December 18, 2024, Directors' age ranged from 45 to 74 with an average of 60 years old.
  - On March 27, 2025, Directors' age ranged from 52 to 74 with an average of 61 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.

- **Gender diversity:**
  - On December 18, 2024, the Board of Directors was composed of 50% women Directors (5 out of 10) [1].
  - On March 27, 2025, the Board of Directors was composed of 62.5% women Directors (5 out of 8) [2].

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.

- **Diversity of skills and professional experience:**
  - On December 18, 2024, the Board acknowledged that (i) the year 2024 was marked by a significant renewal of its composition, with the departure of three members, the co-optation of five new independent members, and the appointment of two new non-independent members, which allowed for a diversification of skills within the Board by integrating a variety of profiles, bringing expertise in key areas such as technology, finance, governance, corporate social responsibility (CSR)/Human Resources and employee management, and that (ii) this reorganization aims to support the Group's restructuring plan, strengthening the Board of Directors with enhanced expertise in finance and risk management while consolidating skills in other strategic areas. These adjustments align with the Board's objectives to support the Group's transformation.
  - Following the Annual General Meeting and the Board of Directors meeting on January 31, 2025, the Board's composition evolved again with the departure of six members (including the second Employee Director, who was appointed censor, and the Director representing employee shareholders) and the appointment of two new Directors. These appointments align with the Board's objectives and further strengthen its expertise across key areas, including technology, cybersecurity, finance, leadership, risk management, governance, CSR, climate, HR, and communication.

As a result, the Board recognized that the diversity of skills and experience was highly satisfactory for current needs, and noted the necessity of continuously assessing and adjusting its composition to ensure it aligns with the skills and expertise required to support and secure Atos' future success.

- **Diversity of nationalities:**
  - On December 18, 2024, the proportion of Directors of non-French nationality reached 62%, with eight different nationalities within the Board.
  - On March 27, 2025, the proportion of Directors of non-French nationality reached 67%, 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;

- **Directors' independence:**
  - On December 18, 2024, the ratio of independent Directors was 80% (8 out of 10) [3].
  - On March 27, 2025 [4], the ratio of independent Directors was 87.5% (7 out of 8) [5].

    The Board acknowledged that the ratio was satisfactory and contemplated maintaining a high ratio of independent Directors above the recommendations of the AFEP-MEDEF Code.

1) *Pursuant to the legal ratio., in accordance with articles 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) *In accordance with the law, the Employee Director is not taken into account in determining the ratio of gender on the Board of Directors.*
3) *In accordance with the article 10.3 of 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) *On December 16, 2024, Hildegard Müller was qualified as a non-independent Director, due to her role in the Supervisory Board of Siemens Energy. Following her resignation on February 20, 2025 from this position, she has been qualified as independent by the Board of Directors on March 27, 2025.*
5) *In accordance with the article 10.3 of the AFEP-MEDEF Code, the Employee Director is 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:

Directors' skills matrix following the Annual General Meeting		Philippe Salle 	Laurent Collet-Billon 	Elizabeth Tinkham 	Sujatha Chandrasekaran 	Joanna Dziubak 	Farès Louis 	Françoise Mercadal-Delasalles 	Jean-Jacques Morin 	Hildegard Müller 	Total (in number)	Total in (%)
Industry Expertise	Technologies	✓	✓	✓	✓		✓	✓	✓	✓	8	88.88%
	Cybersecurity	✓	✓	✓	✓		✓			✓	6	75%
	Services	✓	✓	✓	✓	✓	✓		✓	✓	8	88.88%
Technical Expertise	Strategy/Growth	✓	✓	✓	✓	✓		✓	✓	✓	8	88.88%
	Leadership	✓	✓	✓	✓	✓		✓	✓	✓	8	88.88%
	Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	9	100%
	Finance	✓	✓		✓	✓		✓	✓		6	75%
	Risk Management		✓		✓	✓		✓	✓	✓	6	75%
	CSR/Climate	✓					✓	✓		✓	4	44.44%
	Employees, HR, Communication	✓	✓		✓		✓	✓		✓	6	75%
International experience	(Europe, America, Asia, Africa/Middle East)	✓	✓	✓	✓	✓	✓	✓	✓	✓	9	100%

Mandy Metten (censor) has expertise in technology, strong leadership skills, and experience in corporate social responsibility (CSR), complemented by an international background. She also has experience in the fields of services, industry, strategy, and technical growth. These skills are not included in the skills matrix above.

As regards the financial and accounting skills of Board members, section 4.2.4.3 below gives details of the training and professional experience of the members of the Audit Committee, demonstrating their experience and expertise in these fields.

The Chairman and Chief Executive Officer, along with the Board of Directors, supported by the CSR Committee, ensure they have the necessary expertise to oversee the Group's material sustainability topics.

To achieve this, they draw on a wealth of internal expertise (drawing on in-house experts for deep insights). The Board of Directors and Executive Management can also call on external specialists on specific issues and to integrate industry best practices, and organize targeted training programs for Directors.

In particular, training sessions on the new regulatory landscape in terms of CSR (particularly CSRD), led by recognized experts, are scheduled to reinforce the Board's skills in this critical area.

Finally, when reviewing its composition, the Board of Directors, acting on the basis of the results of the dual materiality assessment, ensures that it is in line with the skills and expertise required to support the Group's material sustainable development challenges. Particular attention will be paid to the Group's sustainable development challenges when additional skills are required.

In the areas of corporate social responsibility and climate, the experience and skills of Farès Louis, Françoise Mercadal-Delasalles and Hildegard Müller are analyzed and explained in section 4.2.4.6 below on the CSR Committee. Regarding Philippe Salle's skills in this field, he has developed in-depth expertise in the challenges of sustainable industrial transformation. His past positions (notably with Emeria and Viridien (formerly CGG, a major player in services and technologies applied to the energy transition)) also testify to his ability to integrate environmental, social and governance (ESG) criteria into corporate strategies. His career path, which has led him to manage groups operating in sectors sensitive to climate and energy issues, gives him invaluable strategic insight into decarbonization, technological innovation in the service of the environment and responsible governance models. He brings to Atos recognized expertise in sustainable transition and the integration of CSR issues into corporate strategies.

Executive and non-executive members of the Board of Directors

ESRS 2 - GOV-1

The Board of Directors comprises one executive member (Philippe Salle, as Chairman and CEO) and eight non-executive members.

4.2.3.2 Directors' independence

Definition of an independent Director

Recommendations of 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 at its meeting held on December 18, 2024, 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, etc.), (ii) the importance or intensity of the relationship (potential economic dependency), and (iii) the structure of the relationship (Director free of any interest, etc.).

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.

On December 18, 2024, a detailed annual assessment of independence was carried out for current directors and candidates proposed for appointment at the Annual General Meeting on January 31, 2025.

On March 27, 2025, upon the recommendation of the Nomination and Governance Committee, the Board of Directors reassessed Hildegard Müller's independence and reclassified her as an Independent Director. She was initially considered non-independent on December 16, 2024, due to her role at Siemens Energy, given the business relationships between the Atos and Siemens groups. However, following the end of her mandate on Siemens Energy's Supervisory Board on February 20, 2025, she now meets the independence criteria. Furthermore, there are no significant business relationships between Atos and the other companies where she holds positions.

The findings of these assessments of the Directors' independence are summarized in the table below:

	Philippe Salle	Laurent Collet-Billon	Elizabeth Tinkham	Sujatha (Suja) Chandrasekaran	Joanna Dziubak	Farès Louis*	Françoise Mercadal-Delasalles	Jean-Jacques Morin	Hildegard Müller
Criterion 1	✖	✓	✓	✓	✓	N/A	✓	✓	✓
Criterion 2	✓	✓	✓	✓	✓	N/A	✓	✓	✓
Criterion 3	✓	✓	✓	✓	✓	N/A	✓	✓	✓
Criterion 4	✓	✓	✓	✓	✓	N/A	✓	✓	✓
Criterion 5	✓	✓	✓	✓	✓	N/A	✓	✓	✓
Criterion 6	✓	✓	✓	✓	✓	N/A	✓	✓	✓
Criterion 7	✓	✓	✓	✓	✓	N/A	✓	✓	✓
Criterion 8	✓	✓	✓	✓	✓	N/A	✓	✓	✓
Independence	NO	YES	YES	YES	YES	N/A	YES	YES	YES

In this table, ✓ represents an independence criterion that is satisfied and ✖ represents an independence criterion that is not satisfied.

(*) Employee Director. As per article 10.3 of the AFEP-MEDEF Code, Employee Directors are not taken into account for the ratios of independent Directors.

1 Director was not considered as independent	• Philippe Salle in his capacity as an executive corporate officer.
7 Directors were considered as independent	• Laurent Collet-Billon, Joanna Dziubak and Elizabeth Tinkham were considered as independent in the absence of any of the criteria. • 4 directors who hold offices or functions in companies having business relations with the Company could nevertheless be considered as independent, given the low level of sales, below the 1% threshold set by the Board, generated by Atos with all these companies on the one hand, and by these companies with Atos on the other: Françoise Mercadal-Delasalles, Jean-Jacques Morin, Sujatha (Suja) Chandrasekaran and Hildegard Müller.

As of March 27 2025, seven Directors out of eight (i.e., 87.5%) completely satisfied the independence criteria, and were therefore considered to be independent Directors. In compliance with the recommendations of the AFEP-MEDEF Code, Farès Louis, Employee Director, is not included in calculating that proportion.

4.2.3.3 Employee's participation at Board level

Employee Directors

As of February 1, 2025, Atos SE's Board of Directors includes one employee director within the meaning of Article L. 225-27-1 of the French Commercial Code, appointed in accordance with the procedure set out in the Articles of Association. In accordance with the "PACTE" law, the Company has submitted to the Annual General Meeting held in 2020 an amendment to the Articles of Association aimed at lowering the threshold triggering the appointment of a second employee director from 12 to 8 directors.

In accordance with legal and statutory provisions, Mandy Metten's term of office expired at the end of the Board meeting of January 31, 2025 at which it was determined that the number of directors whose number and method of appointment are provided for in Articles L. 225-17 and L. 225-18 of the French Commercial Code is equal to or less than eight.

The Employee Director is expressly designated as a member of the Board in the Board Internal Rules. In that respect, he fully participates in the meetings and deliberations of the Board. He has 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.

Director representing employee shareholders

Noting that the threshold of 3% of the Company's share capital held by employees of the Company and its affiliates within the meaning of Article L. 225-180 of the French Commercial Code had been crossed downwards, and consequently that Article L. 225-23 of the French Commercial Code requiring the appointment of a director representing employee shareholders no longer applied, the term of office of Katrina Hopkins expired at the close of the Annual General Meeting of January 31, 2025, in accordance with article 16.2 of the Company's Articles of Association.

At the date of this Universal Registration Document, the Atos SE Board of Directors does not include any directors representing employee shareholders.

Employee Participation System and Participatory Committee

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.

4.2.3.4 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.

The induction program features 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. Additional sessions on the new regulatory landscape in terms of CSR (in particular CSRD), led by recognized experts, are also scheduled to reinforce the Board's skills on this major issue.

In addition, in accordance with the law, Employee Directors receive additional training, the content of which is determined each year by the Board of Directors, after consultation with the directors concerned.

4.2.3.5 Shareholding obligations

Pursuant to the Articles of Association, each Director must own at least 500 shares. However, such requirement does not apply to Employee Directors and, as the case may be, Director representing the employee shareholders.

4.2.3.6 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.

4.2.3.7 Potential conflict of interest and agreements

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 (refer to section 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, creditors, 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, with the exception of :

- a 180-day retention undertaking given by Philippe Salle as part of his commitment to subscribe to Atos SE's capital increase with preferential subscription rights for 2,432,432,432 new shares at a unit price of 0.0037 euro per share, representing an investment of 9 million made on December 10, 2024; and
- the provision of the Articles of Association under which each Director, save for the Employee Director, 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.

4.2.3.8 Provisions relating to Conflicts of interest in the Board of Directors' Internal rules

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 30, 2025 in order, in particular, to reflect the terms of the Governance Term Sheet (see section 4.2.1.2 for further details), to strengthen the powers and resources of the Lead Director (see section 4.2.2 for further details) and to take account of current legal provisions.

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

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), 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.

4.2.3.9 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

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

Instance	Departure	Appointment/cooptation	Renewal
Board of Directors	**2024**		
	<u>January 2, 2024</u>: Aminata Niane, Valérie Bernis and Vernon Sankey <u>June 27, 2024</u>: David Layani and Helen Lee Bouygues	<u>January 2, 2024</u>: Jean-Jacques Morin(2) and Fançoise Mercadal-Delasalles(2) <u>January 14, 2024</u>: Monika Maurer(2) and Sujatha (Suja) Chandrasekaran(3) <u>February 28, 2024</u>: David Layani, Helen Lee Bouygues and Mandy Metten(5) <u>April 2, 2024</u>: Alain Crozier(2) <u>October 14, 2024</u>: Philippe Salle ★★(2)	
	2025		
	<u>January 31, 2025</u>: Astrid Stange, Alain Crozier, Monika Maurer, Jean-Pierre Mustier★, Katrina Hopkins and Mandy Metten(5)	<u>January 31, 2025</u>: Joanna Dziubak(4) and Hildegard Müller(4)	<u>January 31, 2025</u>: Sujatha (Suja) Chandrasekaran(3)

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.*

Instance	Departure	Appointment/cooptation	Renewal
Audit Committee	2024		
	January 2, 2024: Vernon Sankey	January 2, 2024: Jean-Jacques Morin★★	
	2025		
	January 31, 2025: Astrid Stange	January 31, 2025: Sujatha (Suja) Chandrasekaran and Joanna Dziubak	
Nomination and Governance Committee	2024		
	January 2, 2024: Vernon Sankey	April 2, 2024: Sujatha (Suja) Chandrasekaran	
	2025		
	January 31, 2025: Laurent Collet-Billon and Katrina Hopkins	January 31, 2025: Joanna Dziubak and Farès Louis	
Remuneration Committee	2024		
	January 2, 2024: Valérie Bernis February 28, 2024: Katrina Hopkins	January 14, 2024: Françoise Mercadal-Delasalles and Katrina Hopkins February 28, 2024: Mandy Metten	
	2025		
	January 31, 2025: Astrid Stange★ and Mandy Metten	January 31, 2025: Laurent-Collet Billon★★, Hildegard Müller and Farès Louis	
CSR Committee	2024		
	January 2, 2024: Valérie Bernis★ February 4, 2024: Astrid Stange	January 14, 2024: Françoise Mercadal-Delasalles★★ February 4, 2024: Monika Maurer	
	2025		
	January 31, 2025: Monika Maurer	January 31, 2025: Hildegard Müller	
Ad Hoc Commitee[1]	2024		
	January 2, 2024: Valérie Bernis and Vernon Sankey	January 14, 2024: Jean-Jacques Morin	

1. An Ad Hoc Committee had been set up by the Company, in particular to monitor the evolution of the Company's financial situation, the progress of any legal protection measures, and to proactively exchange and support management in its proposals to the Board of Directors. It was decided to terminate the Ad Hoc Committee in view of the finalization of the financial restructuring of Atos SE on December 18, 2024.
2. The Combined General Meeting of January 31, 2025 approved the ratification of the co-opting of Jean-Jacques Morin, Françoise Mercadal-Delasalles, Monika Maurer, Alain Crozier and Philippe Salle.
3. The Combined General Meeting of January 31, 2025 approved the ratification of the co-opting and the renewal of the term of office of Sujatha (Suja) Chandrasekaran as director.
4. The Combined General Meeting of January 31, 2025 approved the appointment of Joanna Dziubak and Hildegard Müller as directors.
5. As of February 28, 2024, Mandy Metten has been appointed as a salaried director in accordance with Article 16.1 of the Articles of Association of Atos SE. In accordance with this provision and with Article L. 225-27-1 of the Commercial Code, her appointment was made by the Atos SE Works Council, due to the threshold of eight directors on the Board being exceeded.
6. On January 31, 2025, in accordance with Article 16.1, paragraph 5, of the Company's Articles of Association, and after noting that the number of directors had returned to eight, the Board recorded the end of Mandy Metten's term of office as an employee director. At the same meeting, the Board of Directors decided to appoint her as a non-voting director, subject to ratification by the next General Meeting scheduled for June 13, 2025.

★ Former Chair of the Committee.

★★ Current Chair of the Committee.

It should be noted that three terms will expire at the conclusion of the next Annual General Meeting on June 13, 2025, which will rule on the financial statements for the 2024 fiscal year. These terms are those of:

- Françoise Mercadal-Delasalles
- Jean-Jacques Morin
- Elizabeth Tinkham

In accordance with Article 15 of the AFEP-MEDEF Code, the Company ensures that the staggering of terms is structured to prevent a full renewal at once and to facilitate a smooth and balanced succession of board members.

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 2024

Individual attendance

	Jean-Pierre Mustier	Laurent Collet-Billon	Katrina Hopkins	Farès Louis	Astrid Stange	Elizabeth Tinkham	Jean-Jacques Morin	Françoise Mercadal-Delasalles	Sujatha (Suja) Chandrasekaran	Monika Maurer	David Layani	Helen Lee Bouygues	Mandy Metten	Alain Crozier	Philippe Salle	Valérie Bernis	Aminata Niane	Vernon Sankey
Board of Directors	100%	100%	94.12%	100%	90.20%	92.16%	80%	94%	91.67%	93.75%	68%	76%	97.73%	94.74%	100%	100%	0%	0%
Audit Committee	N/A	100%	N/A	N/A	83%	N/A	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nomination and Governance Committee	N/A	100%	100%	N/A	N/A	100%	N/A	N/A	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Remuneration Committee	N/A	N/A	100%	N/A	100%	N/A	N/A	80%	N/A	N/A	N/A	N/A	88%	N/A	N/A	N/A	N/A	N/A
CSR Committee	N/A	N/A	N/A	100%	N/A	N/A	N/A	100%	N/A	50%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ad hoc committee	97%	100%	N/A	N/A	92%	94%	83%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	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
92.07%	94.44%	100%	90%	83.33%	93.33%

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. In particular, as far as sustainability matters are concerned, the Board of Directors oversees the impacts, risks and opportunities identified by the Company and the setting of targets related to these material impacts, risks and opportunities, and monitors progress towards them.

Operating rules

Pursuant to the Board Internal Rules, the Board of Directors meets at least (i) once a month for the first 24 months following the effective date of the financial restructuring (i.e. December 18, 2024), then (ii) once every two months for the following 12 months, and (iii) once every quarter thereafter.

The Directors may attend Board of Directors' meetings by videoconference or conference call. The decisions of the Board of Directors may be taken by written consultation of the Directors in accordance with the legal and regulatory provisions in force and under the conditions set out in Article 18 of the Company's Articles of Association. 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, or by a two-thirds majority for decisions covered by Article 3.2.2 of the Internal Rules. If the votes are split, the Chairman of the session casts the deciding vote.

Activities in 2024

During the 2024 financial year, the Board of Directors met 51 times. This exceptional number of meetings was necessary in order to allow a regular and timely review by the Board of regular or exceptional events, notably the implementation of the Group's restructuring plan, its refinancing and the review of disposal projects contemplated or decided by the Group.

Global attendance of Directors at these meetings was an average of 92.07%.

The Board of Directors met to discuss the following topics:

Financial statements, budget, financial commitments and risks:

- review of the 2025 budget;
- review of the financial information and quarterly reports and forecasts;
- review of and closure of annual and consolidated financial statements for 2023 and 2024 half-year consolidated statements;
- proposal relating to the allocation of the 2024 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 (debt, financing and liquidity);
- review of the evolution of significant financial and non-financial risks to which the Group is exposed and the action plans pursued.

Financial restructuring and strategy:

- review of the 2024-2027 business plan, as published on April 29, 2024 and updated on September 2, 2024 to reflect results for the first half of 2024;
- support from general management (i) for the appointment of a mandataire ad hoc [1] in order to frame the discussions with the banks with a view to reaching a refinancing plan for its financial debt, (ii) then the opening of an amicable conciliation procedure [2] to facilitate a global refinancing agreement with the banks and bondholders of Atos SE;
- definition and review of the parameters of the financial restructuring framework of Atos as published on April 9 and 29, 2024; analysis of the financial restructuring proposals received; supervision of the conclusion of an agreement on the terms of the restructuring as part of the conciliation procedure and then of a lock-up agreement; voluntary appointment of an independent expert as part of the restructuring plan; monitoring from the opening to the finalization of the accelerated safeguard procedure, including the authorization of capital transactions; regular updates on the progress of the Company's financial restructuring;
- monitoring and approval of the new financing set up on December 18, 2024.

Strategic projects and transactions:

- monitoring the contemplated sale of Tech Foundations and the progress of the discussions with EP Equity Investment ("EPEI"), which were ultimately not pursued in accordance with the press release of February 28, 2024;
- monitoring the contemplated sale of the BDS (Big Data & Security) activity to Airbus, which was ultimately not pursued in accordance with the press release of March 19, 2024;
- regular update on the conclusion of an agreement aimed at protecting the sovereignty interests of the French State with regard to certain activities carried out by the Atos Group;
- monitoring of the project to sell 100% of the BDS division's Advanced Computing activities to the French State, and regular updates on the progress of discussions;
- monitoring of the project to sell the Worldgrid business to ALTEN SA and regular updates on the progress of discussions.

Risks and compliance:

- _Risks:_
  - approval of parental guarantees;
  - review of the results of the risk mapping exercise after its review by the Audit Committee;
  - review and monitoring of risk management ;
  - review of the recommendations of Internal Audit missions;
  - review of main on-going litigations including the Trizetto Litigation;

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.*

- *Compliance:*
  - 2024 annual compliance review and follow-up on the 2023 compliance alerts;
  - follow-up on the report from the AFA (French anticorruption agency).

Compensation:

- determination of compensation due in respect of the 2023 financial year, in particular with regard to the achievement of performance criteria for variable compensation;
- validation of the partial achievement of the performance conditions applicable to the performance share plans dated July 27, 2021;
- definition of the compensation policies for the Chairman of the Board of Directors, the Directors and the Chief Executive Officer for 2024;
- definition of the compensation policy applicable to the Chairman and Chief Executive Officer for 2025;
- setting the targets associated with the variable portion of the compensation of the Chief Executive Officer for 2024 and the Chairman and Chief Executive Officer for 2025;
- discussion on the setting up of a performance share plan in 2025 in favor of Group employees and senior executive officers.

Corporate Social Responsability:

- review of the extra-financial performance declaration (DPEF) for the year 2023;
- annual review of the results related to the implementation of the Group's CSR strategy in 2023;
- review of the strategic vision for CSR for 2024 in light of the new regulatory landscape for CSR;
- review and monitoring of the new CSR regulatory landscape (CSRD, Taxonomy) and the initiatives implemented within the Group to align with sustainability reporting requirements;
- review of the double materiality assessment carried out in accordance with ESRS requirements and its results, including the list of impacts, risks and opportunities identified;
- monitoring of the process of preparing sustainability information and the performance of sustainability auditors with regard to the certification of sustainability information.

Governance:

- *General Meeting:*
  - review of the postponement of the Annual General Meeting in the context of the Company's financial restructuring;
  - convening of the Annual General Meeting of January 31, 2025; review and approval of the Board of Directors' report to the Annual General Meeting; responses to written questions from shareholders.
- *Company governance:*
  - review and modification of the Company's General Management;
  - review and modification of the composition of the Board of Directors, including (i) cooptation of new members; (ii) approval of the Board's diversity policy; (iii) review of the independence of Board members;
  - modification of the composition of the Committees;
  - evolution of the Ad hoc Committee's mission in the context of the Company's financial restructuring;
  - assessment of the Board's work in 2024.
- *governance-related documentation:*
  - review and approval of the Board of Directors' report on corporate governance;
  - review of the 2023 Universal Registration Document and of the 2023 Compliance report;
  - annual review of related parties' agreements authorized during previous financial years;
  - modification of the Board of Directors' Internal Rules.

The Board regularly heard the reports of the statutory auditors as well as those of its four permanent Committees. The Board also relied on the work of its Ad hoc Committee, whose mission was to monitor developments in the Company's financial situation, the progress of any legal protection measures, and to proactively exchange views and support management in its proposals to the Board of Directors. In view of the completion of Atos SE's financial restructuring on December 18, 2024, it has been decided to terminate the 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 four members, 100% of whom are independent (including its Chair).

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.

Member of the Audit Committee, Sujatha (Suja) Chandrasekaran has developed expertise in financial governance and risk management through her directorships of listed companies such as American Eagle Outfitters, Brenntag SE and Cardinal Health. Her management experience at CommonSpirit Health, Kimberly-Clark and Walmart led her to oversee strategic technology investments, contributing to the financial performance of these organizations. Her role on several supervisory boards gives her a solid understanding of internal control, regulatory compliance and audit requirements.

Laurent Collet-Billon is also a member of the Audit Committee and possesses extensive expertise in financial matters, and risk management, cultivated through his illustrious career at the Direction Générale de l'Armement (DGA). He has developed 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.

Finally, Joanna Dziubak, member of the Audit Committee, has in-depth expertise in corporate finance, investment and risk management, acquired during her career in the banking and private equity sectors. After starting out at Goldman Sachs in the M&A group in London, she was promoted to Managing Director in the Principal Investment Area, where she managed private equity and mezzanine debt funds; she was also a partner and member of the investment committee at Park Square Capital. As a former member of the Supervisory Board of Groupe Caisse des Dépôts, she has developed expertise in financial supervision and internal control in regulated environments.

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 accounting, financial and sustainability information, and monitors the quality of internal controls and the information provided to shareholders and the markets. 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 and, on the recommendation of the CSR Committee, of the Company's sustainability auditors;
- to monitor the conduct of the fulfilment of the mission entrusted to the statutory auditors;
- to approve the provision of any service assignment 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 that the statutory auditors comply with their independence requirements.

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.

With respect to monitoring the sustainability reporting process:

- to monitor the sustainability reporting process and the performance of sustainability auditors in certifying sustainability reporting, in conjunction with the CSR Committee.

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, the sustainability 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 2024, 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, the statutory auditors who attended, as applicable and upon request from the Audit Committee Chairman, meetings of the Audit Committee, and the sustainability auditors. The Group Chief Executive Officer or Chairman and Chief Executive Officer 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 2024

During the 2024 financial year, the Audit Committee met twelve times. Attendance of members to the meetings was an average of 94.44%.

During the 2024 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 2023, the half yearly accounts 2024, 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 sustainability auditors, whose appointment was approved by the Annual General Meeting of January 31, 2025, and the judicial appointment of Forvis Mazars designated by order of the President of the Pontoise Commercial Court, dated December 19, 2024, enabling Forvis Mazars to conduct its audit and certification work on the 2024 financial statements given the postponement of the Annual General Meeting called to approve the financial statements for the year ending December 31, 2023. 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, 100% of whom are independent (excluding Employee Director). The Nomination and Governance Committee is chaired by an independent member and comprises one Employee Director.

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 2024

During the 2024 financial year, the Nomination and Governance Committee met eight times, including one joint session with the Remuneration Committee. Attendance of members to the meetings was 100%.

The Nomination and Governance Committee met to deal in particular with the following subjects so as to formulate opinions and recommendations to the Board of Directors:

- annual review of the composition of the Board of Directors in relation to the Board's diversity policy and proposals relating to the Board's diversity policy;
- search for a new Chairman and CEO;
- search for potential candidates for the position of Board member in light of the diversity policy defined by the Board;
- proposals to co-opt Directors, to appoint new Directors and renew the term of office at the Annual General Meeting;
- proposed composition of the Board committees taking into account changes in the Board's composition;
- proposals in connection with the review of the independence of Directors;
- proposal for the nomination of new Chief Executive Officers and Chairman and Chief Executive Officers; proposals relating to the combination or separation of roles as governance structure;
- review of the key executive officers and their succession plans;
- review and proposals relating to the talent retention policy, particularly with regard to female managers;
- review of the yearly assessment of the Board's work in 2024;
- proposed amendments to the Company's Articles of Association and to the Board of Directors' Internal Rules concerning its operation.

4.2.4.5 The Remuneration Committee's activity

Composition

The Remuneration Committee is composed of four members, 100% of whom are independent (excluding Employee Director). 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 Company's officers presence for the setting of the Company's officers 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 2024

During the 2024 financial year, the Remuneration Committee met ten times, including one joint session with the CSR Committee and one joint session with the Nomination and Governance Committee. Attendance of members to the meetings was 90%.

The Remuneration Committee met to deal in particular with the following subjects so as to formulate opinions and recommendations to the Board of Directors:

- proposals relating to the determination of compensation due in respect of the 2023 financial year, in particular with regard to the achievement of performance criteria for variable compensation;
- proposals for the allocation of the Directors' compensation for 2024;
- proposals for validation of the partial achievement of the performance conditions applicable to the performance share plans dated July 27, 2021;
- proposal related to the deliveries of LTI plans;
- proposals relating to the compensation policies for the Chairman of the Board of Directors, the Directors and the Chief Executive Officer for 2024;
- proposal relating to the definition of the compensation policy applicable to the Chairman and Chief Executive Officer for 2025;
- proposals relating to the targets associated with the variable portion of the compensation of the Chief Executive Officer for 2024 and the Chairman and Chief Executive Officer for 2025;
- discussion on the setting up of a performance share plan in 2025 in favor of the Group's top management.

4.2.4.6 The CSR Committee's activity

Composition

The CSR Committee is composed of three members, out of which 100% are independent (excluding the Employee Director). The CSR Committee has been chaired by an independent Director since December 2018. The meetings of the CSR Committee are always open to the other members of the Board.

Through their training and professional experience, each member of the Committee has considerable experience and high-level expertise in corporate social responsibility (see biographies in section 4.2.3.1).

Françoise Mercadal-Delasalles has chaired the CSR Committee since January 14, 2024. She has extensive financial experience, at the crossroads of senior public service and the private sector, and has solid expertise in digital technology. Particularly sensitive to the social issues of digital transformation and inclusion, she has been appointed co-president of the National Digital Council (Conseil National Numérique) and High Advisor(Haut Conseiller). Françoise Mercadal-Delasalles led Société Générale's digital transition project. She is responsible for the deployment of the 'Digital for All' program, which is based on an ambitious project to equip employees and a vast program to support the transformation and assimilation of digital technology. She is also co-founder and President of Auxo Dynamics, a digital platform for CSR that supports companies in their transition to sustainable business models, and helps with the management of reporting in accordance with the CSRD and SEC directives.

Farès Louis is a member of the CSR Committee and brings to its work the perspective of employees, resulting from his current position within the Group as Business Developer, but also from his long experience as a staff representative both within trade unions and at the level of European and national works councils. A member of the Board of Directors since April 25, 2019, he has acquired solid expertise in governance.

Hildegard Müller is also a member of the CSR Committee. She has extensive experience in management and governance within large organizations, particularly in the energy and industrial sectors. Her career, which includes positions in major companies such as Siemens Energy, Vonovia and DEKRA SE, demonstrates her expertise in strategic development and energy transition. As a member of Vonovia's Finance, Strategy and Sustainability Committee and with her experience at the head of the BDEW (Bundesverband der Energie- und Wasserwirtschaft), she brings in-depth knowledge of CSR issues, particularly in terms of energy transition and sustainable infrastructure. She thus brings to the CSR Committee a strategic vision and valuable expertise in sustainable development and responsible governance.

Mission

Within its relevant fields of competence, the CSR Committee shall have the task of preparing and facilitating the work of the Board of Directors. The Committee shall formulate all opinions and recommendations to the Board of Directors within the areas described here below. The Committee shall particularly receive from the Board of Directors the following assignments:

- to review the Group's corporate social responsibility strategy, in all its dimensions including Environment, Social and Governance dimensions ("ESG"), and the rollout of the related initiatives;
- to review the Group's corporate social responsibility (ESG) commitments in light of the challenges specific to the Group's business and objectives;
- to evaluate the risks and opportunities with regard to the corporate social responsibility (ESG) performance;
- to review the corporate social responsibility (ESG) policies taking into account their impact in terms of economic performance;
- to review the summary of ratings awarded to the Group by rating agencies and in extra- financial analysis, and
- in support of the Audit Committee, and to allow the Audit Committee to perform its own duties in that context as described in article 9.3.3(b)(iv) of the Board Internal Rules, to carry out preliminary works in order to monitor the sustainability reporting process and the performance by the sustainability auditors of the sustainability information certification, including:
  - to monitor the sustainability reporting process and the process used to determine the information to be published in this regard and where appropriate to make recommendation to ensure its integrity;
  - to monitor the effectiveness of internal control and risk management systems, as well as the internal audit where applicable, with regard to procedures relating to the preparation and processing of sustainability information;
  - to supervise the selection procedure for the sustainability auditors and to issue a recommendation to the Audit Committee on the sustainability auditors proposed for appointment by the Annual General Meeting, including the renewal of their term of office;
  - to monitor the performance by sustainability auditors of the mission to certify sustainability information;
  - to verify the compliance by the sustainability auditors with the conditions of independence prescribed by applicable regulations;
  - to approve, within the framework authorized by the Board of Directors, the provision by the sustainability auditors, or members of their respective networks, of services other than the certification of sustainability information to the Company and the companies that it controls directly and indirectly;
  - to present to the Audit Committee (i) the Company's draft sustainability report, and (ii) the report drawn up by the sustainability auditors, and make appropriate recommendations to the Audit Committee with respect to the conduct of the sustainability reporting process and the performance by the sustainability auditors of the sustainability information certification.

Based on these preliminary works carried out by the CSR Committee, the Audit Committee issues a recommendation to the Board of Directors regarding the sustainability reporting process and the performance by the sustainability auditors of the sustainability information certification. A summary of the Audit Committee's conclusions and the related recommendation made to the Board of Directors is communicated to the CSR Committee.

Operating rules

During the meetings of the CSR Committee, the Group CSR Officer explains in depth the corporate social responsibility issues addressed by the Company 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. 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 works closely with the Audit Committee, in particular to monitor the process of preparing the sustainability information. 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 2024

During the 2024 financial year, the CSR Committee met four times, including a joint meeting with the Remuneration Committee. Attendance of members to the meetings was 83.33%.

The CSR Committee met 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 on the extra-financial performance statement (DPEF) for 2023 ;
- annual review of results achieved in implementing the Group's CSR strategy in 2023;
- review of the strategic CSR vision for 2024 in the light of the new CSR regulatory landscape;
- review of the new CSR regulatory landscape (CSRD, Taxonomy) and initiatives implemented within the Group to align with sustainability reporting requirements;
- review of the double materiality assessment carried out in accordance with ESRS requirements and its results, including the list of impacts, risks and opportunities identified;
- monitoring the sustainability reporting process and the performance by the sustainability auditors of the sustainability information certification;
- review and recommendations to the Board of Directors on the CSR-related performance metric included in the Chairman and CEO's variable compensation for 2025.

4.2.4.7 The Ad hoc Committee's activity

Composition

As of December 18, 2024, the Ad hoc Committee was composed of five members, out of which four were independent.

Mission

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 to provide recommendations and to oversee the study and implementation of the Group's separation project 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* announced on February 5, 2024, followed by the opening of an amicable conciliation procedure 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.

In view of the completion of the Company's financial restructuring on December 18, 2024, it has been decided to terminate the Ad Hoc Committee.

Activities in 2024

During the 2024 financial year, the Ad hoc Committee met 36 times. Attendance of members to the meetings was 93.33%.

The Ad hoc Committee met to discuss the following matters in particular, with a view to issuing opinions and recommendations to the Board of Directors:

- supervision of the mandat ad hoc, the conciliation and the accelerated safeguard procedure, and of the preparation and implementation of the accelerated safeguard plan;
- monitoring of the Group's short, medium and long-term financial position and outlook;
- monitoring of liquidity position and interim financing arrangements;
- review and analysis of the Group's business plan, revised business plan and strategic orientations;
- review and analysis of bids received under the accelerated safeguard plan;
- monitoring of refinancing and closing operations;
- exchanges with General Management and with the main players involved in the restructuring and refinancing of the Group (experts, mandataire ad hoc and conciliator, advisors).

4.2.5 Assessment of the works of the Board of Directors

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. The Lead Independent Director, with the support of the Nomination and Governance Committee, is responsible for overseeing the annual assessment of the performance, operation and effectiveness of the Board and its Committees.

For the 2024 financial year, the performance assessment of the Board of Directors was carried out internally, following the external assessment carried out in 2022. In line with Atos' best practices, an external assessment is carried out every three years, with the next one scheduled for 2025.

For this year's evaluation, each director received a detailed questionnaire designed to assess the Board's performance and development in line with best corporate governance practices. The questionnaire has been updated to reflect the Group's current challenges and recent developments in governance, particularly in the context of refinancing and financial restructuring.

A specific questionnaire was also provided to assess the performance of the permanent Committees (Audit, Nomination and Governance, Remuneration, and CSR) and the Ad Hoc Committee.

Results of the 2024 assessment and recommendations for 2025

General assessment for 2024	Areas for improvement and action to be taken in 2025
Strategy, refinancing and restructuring	
• Strategic understanding and key decisions: The Board receives sufficient information to properly understand the Group's strategy and market positioning, and to effectively assess Atos' strategy as deployed by general management, including its restructuring plan • Supervision of financial performance and communication: The Board has sufficient information concerning the Group's financial performance and adequately controls the Group's financial communications • Dialogue with stakeholders: The Board maintains regular and constructive exchanges with the key players in the restructuring and refinancing process, including experts, ad hoc representatives and advisors	• With the financial restructuring completed by the end of the 2024 financial year, refocus discussions on the Group's industrial strategy, competitive positioning and long-term strategic and operational objectives • Schedule dedicated strategy sessions with contributions from business leaders, external experts, and clients • Organize regular site visits and presentations from operational units to enhance the Board of Directors' operational insight
Risk Management	
• Risk Identification and Management: Existing procedures for identifying, preventing and managing risks within the Group • Report of the Audit and CSR Committees: Satisfactory reports from the Audit Committee and the CSR Committee on compliance and ethics in their respective areas. The Audit Committee dedicates sufficient time to risk-related matters and effectively reports on its work regarding risk mapping and management • Adequate information: Appropriate information provided to the Board regarding the Group's major risks and risk management	• Regular updates on major risks and monitoring of high-risk contracts • Systematically formalize an approach covering all types of risk, with an updated matrix for a global view • Improve the integration of non-financial risks (contracts, clients, CSR) and ensure regular monitoring of projects and their progress

Board performance and composition

- Access to information and constructive debates: Members receive the necessary information in a timely manner to actively participate in decision-making, and meetings encourage open and constructive discussions
- Structured governance: Well-defined key roles within the Board of Directors, including Lead Director, Vice-Chairman and Committee Chairs
- Adequate level of independence: High level of independence within the Board of Directors
- Diversity of skills: A well-balanced combination of skills and expertise within the Board of Directors to understand strategic challenges, risk management, compliance and ethics, and financial analysis
- Interaction with management: Appropriate interaction between the management team and the Board of Directors
- Committee effectiveness: Clearly defined roles within the Board's four standing Committees and the Ad Hoc Committee
- Individual involvement: Each director makes a real contribution to the work of the Board's work

- Enhance meeting dynamics by prioritizing face to face meetings for strategic decisions.
- Reinforce direct interaction with line managers, analysts and external experts to better address strategic and operational issues

Effectiveness of Committees

- All Committees: Committee members receive comprehensive agendas and have clear definition of their respective roles and responsibilities in relation to the Board of Directors and management. Good knowledge of the guidelines and regulatory requirements relevant to their area of expertise
- All Committees: Significant impact of the Committee's recommendations on the Board's debates and decisions in key matters
- Audit Committee: Committee members identify and manage the company's key risks. Answers to the Committee's questions to financial management and/or to the head of Internal Audit provided directly and within a reasonable timeframe
- Nomination and Governance Committee: Committee members are provided with sufficient information on talent management, executive performance and succession plans to enable them to assess the skills, qualities and professional backgrounds of directors, and to evaluate their independence
- Remuneration Committee: Committee members have access to satisfactory information enabling them to make relevant recommendations, in particular on executive compensation, performance assessment and employee share ownership plans, with a notable impact on the decisions of the Board and general management
- CSR Committee: Committee members ensure effective monitoring of the Group's CSR policy, with appropriate access to the relevant managers. The Group's strategic CSR priorities - diversity, well-being in the workplace and environmental responsibility - are subject to appropriate qualitative and quantitative oversight
- Ad Hoc Committee: Committee members have access to key information on the Group's financial situation, restructuring and refinancing. They exchange information with management and the experts involved, ensuring effective follow-up and a significant impact on the Board's decisions

- Audit Committee: Continue to improve regular monitoring of risk management and compliance
- Nomination and Governance Committee: Focus on succession planning, diversity and talent development
- Remuneration Committee: Continue to improve coordination with the Nomination and Governance Committee; extend compensation controls to all levels of management
- CSR Committee: Monitor CSR initiatives and progress more frequently
- Ad Hoc Committee: It was decided to terminate the Ad Hoc Committee upon completing the financial restructuring on December 18, 2024

Results of implementing the recommendations for 2024

Directors believe that the recommendations formulated upon completion of the 2023 assessment were duly taken into account in 2024. In particular, they were as follows:

Topic	Recommendations for 2023	Progress made in 2024
Strategy and Knowledge of Atos' Business	• 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, including customer satisfaction.	Efforts were made to improve the Board's understanding of Atos' business. Further progress is needed to ensure sustained focus on strategic oversight and business knowledge.
Risk Management	Increase the number of meetings focused on Corporate Social Responsibility to continue to address risk-related concerns.	The importance of CSR is recognized. An additional area for improvement would be to adopt a more structured approach to integrating CSR within the broader risk framework.
Board Performance and Composition	Continue to improve the Board performance through diverse skill sets, particularly by promoting the following research: finance, risk management, technology and services	Since the last Board evaluation, the composition of the Board has been renewed. The newly co-opted directors meet the objectives set by the Board and enhance its expertise across key areas: technology, cybersecurity, finance, leadership, risk management, governance, CSR, climate, and employees/HR/communication.
Committees	• **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.	• **Audit Committee:** 12 meetings in 2024 vs 9 in 2023. The new audit leader has been seen as a significant improvement, bringing a strong mindset and the willingness to address issues effectively. CSR is now more integrated into discussion. • **Nomination and Governance Committee:** a session dedicated to succession planning was organized • **Remuneration Committee:** progress has been made in a very challenging context with multiple CEO changes and the subsequent implementation of various compensation policies. • **CSR Committee:** diversity and well-being at work were discussed by the Committee.

4.2.6 General Management and Leadership Team

4.2.6.1 General Management

On January 15, 2024, the Company announced its decision to reshuffle its management team in order to implement an adjusted strategy. On the recommendation of the Nomination and Governance Committee, the Board of Directors appointed Paul Saleh as the Group's new Chief Executive Officer, with priority given to refinancing the Group's financial debt.

Following the opening of the accelerated safeguard proceedings, which marked the completion of an important step in the financial restructuring process of Atos and the start of a new era of recovery and development, Paul Saleh has decided, in this context, to leave the Group on July 23, 2024 and has presented his resignation to the Board of Directors, which has accepted it with immediate effect.

On the proposal of the Nomination and Governance Committee, the Board of Directors of Atos unanimously decided to appoint Jean-Pierre Mustier, previously Chairman of the Board of Directors, as Chairman and Chief Executive Officer from July 23, 2024, to ensure the monitoring and proper execution of the accelerated safeguard plan which is essential for the Group's rescue.

In the context of the Group's financial restructuring, the Nomination and Governance Committee, chaired by Elizabeth Tinkham, Lead Independent Director, conducted a rigorous selection process with the support of an internationally renowned recruitment firm and in consultation with selected Company creditors.

At its meeting on October 14, 2024, the Board of Directors approved unanimously, on the recommendation of the Nomination and Governance Committee, the appointment of Philippe Salle as Chairman of the Board of Directors with immediate effect and his appointment as Chairman and Chief Executive Officer with effect from February 1, 2025.

Until January 31, 2025, Jean-Pierre Mustier was Chief Executive Officer of the Company while retaining his directorship, thus ensuring an orderly and efficient transition. In particular, he oversaw the implementation of the accelerated safeguard plan.

Chairman and Chief Executive Officer 's biography

The biography of the Chairman and Chief Executive Officer is presented in section 4.2.3.1 of this Universal Registration Document.

4.2.6.2 Group Leadership as of March 2025

The Chairman and Chief Executive Officer has set up a Leadership Team whose composition reflects the Group's organizational structure.

The Leadership Team is responsible for reviewing operational management, coordinating project management and implementing Atos SE's strategy, with the aim of turning around the Group.

Comprising 20 senior executives, it meets on a weekly basis. For more information on its composition, please refer to section 9.2.2 of this Universal Registration Document.

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

4.3.1.1.1 Setting, amending and implementing the compensation policy

Setting the compensation policy

The compensation policy for the Company officers 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. section 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 in October 2024, on the recommendation of the Remuneration Committee, taking into account changes in governance, including the combining of the roles of Chairman of the Board of Directors and Chief Executive Officer with effect from February 1, 2025, and the need to take into account the Group's current context and align the compensation policy for executive corporate officers with the Group's strategy.

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.

4.3.1.1.2 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.

4.3.1.1.3 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 particular, the Lead Independent Director is responsible for preventing and managing conflicts of interest, by bringing to the attention of the Board of Directors any conflicts of interest he or she may have identified or which may have been brought to his or her attention.

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. sections 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 conjunction with the Lead Independent 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.

4.3.1.1.4 Modification of the compensation policy

The compensation policies applicable to the Directors and the Chairman of the Board of Directors for 2024, voted by the Annual General Meeting held on January 31, 2025 under the 24th and 25th resolutions, were approved, respectively, by 88.27% and 99.50% of the shareholders' votes.

At its meetings on December 21, 2024 and March 27, 2025, the Board of Directors decided, on the recommendation of the Remuneration Committee, to submit to the next Annual General Meeting called to approve the financial statements for the year ended December 31, 2024, scheduled for June 13, 2025, a modification to the compensation policy applicable to Directors for 2025 in order, among other things:

- to reduce this envelope to 1,000,000 euros for the 2025 financial year and subsequent years until otherwise decided;
- to review the rules for allocating the envelope for Directors' remuneration;

All the proposed modifications are detailed precisely and exhaustively in the following sections (see section 4.3.1.2 for the Directors' compensation policy).

The Annual General Meeting held on January 31, 2025 also approved the compensation policies applicable to the Chief Executive Officer for 2024 (26th resolution) and the Chairman and Chief Executive Officer for 2025 (27th resolution), respectively by 93.64% and 92.49% of the shareholders' votes.

4.3.1.1.5 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.

4.3.1.1.6 Compensation policy for the newly appointed Company officers

If a new Chairman and Chief Executive Officer, a Chief Executive Officer or a Deputy Chief Executive Officer is appointed, the compensation policy applicable to the current Chairman and Chief Executive Officer will be applied.

If a new Director is appointed, the compensation policy applicable to current Directors will be applied.

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

4.3.1.2.1 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.

Censors are appointed for a term of one year, expiring at the close of the ordinary general meeting called to approve the financial statements for the previous year and held in the year in which the censor's term of office expires. Censors may be re-elected twice.

4.3.1.2.2 Applicable compensation policy

For the 2024 financial year

In accordance with the 23rd resolution voted by the shareholders at the Annual General Meeting held on January 31, 2025, **the annual envelope** of Directors' compensation was set at €1,400,000 for financial year 2024. This envelope, previously set at €800,000, was increased at this Meeting in order to:

- for the years 2024, 2025 and until otherwise decided, to include in this envelope an additional remuneration to the Vice-Chairman of the Board of Directors appointed on October 14, 2023, amounting to €125,000, to take account of the increased responsibilities and workload associated with this position; and
- for the 2024 financial year, to take into account the context of major strategic transformation and increased challenges facing the Group, combined with an intensification of the role of Directors, exceptional commitment on their part and a consequent increase in the number of meetings of the Board and its committees (121 instances held in 2024).

The **compensation policy** applicable to Directors for 2024 was approved by the Annual General Meeting held on January 31, 2025 in its 24th resolution. Under this policy, it was decided:

- to increase the total annual compensation of Directors, currently set at €800,000, to €1,400,000, as proposed to the Annual General Meeting under the 23rd resolution referred to above;
- 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.

For the 2025 financial year

In respect of the 2025 financial year, the Board of Directors, meeting on December 21, 2024, on the recommendation of the Remuneration Committee, has decided to propose to the Annual General Meeting called to approve the financial statements for the year ended December 31, 2024, scheduled for June 13, 2025, **to reduce the annual envelope of Directors' compensation from 1,400,000 euros to 1,000,000 euros** for fiscal 2025 and subsequent years until otherwise decided, as announced at the Annual General Meeting of January 31, 2025.

Subsequently, at its meeting on March 24, 2025, **the Board reviewed the compensation policy for Directors**, on the recommendation of the Remuneration Committee. Having noted, on the basis of a benchmark, that the variable part of Directors' compensation, based on Board and Committee attendance, was lower than the average and median compensation of Directors in comparable industrial companies, the Board decided that it was desirable to modify the Directors' compensation policy in order to continue to attract the best talent. In this context, the Board of Directors, on the recommendation of the Remuneration Committee, has decided to propose to the Annual General Meeting called to approve the financial statements for the year ended December 31, 2024, scheduled for June 13, 2025, **to modify the rules for allocating Directors' global compensation** in accordance with the following principles:

- for the Board of Directors:
  - maintaining a fixed annual compensation of **€20,000** per Director (*unchanged from 2024*);
  - maintaining an additional fixed annual compensation of **€20,000** for the Lead Independent Director, in the event that the Board of Directors decides to appoint one among its members (*unchanged from 2024*);
  - reducing the additional fixed annual compensation of the Vice-Chairman from €125,000 to **€100,000**, in the event that the Board of Directors decides to appoint one of its members as Vice-Chairman;
  - increasing the Directors' variable compensation from €2,500 to **€3,500** for fiscal 2025 per meeting attended;
- for the Committees, the compensation depends on the attendance to the meetings:
  - Chair of the Audit Committee: an increase in variable compensation from €3,000 to **€6,000** per meeting attended,
  - Chairs of the other Committees: an increase in variable compensation from €2,000 to **€5,000** per meeting attended,
  - Members of the Committees (excluding the Chairman): an increase in variable compensation from €1,000 to **€3,000** per meeting attended by each member.

At its meeting on March 6, 2025, the Board of Directors, acting on the recommendation of the Remuneration Committee, also decided to propose to shareholders at the Annual General Meeting that compensation be paid to the censors of the Board of Directors, in accordance with the provisions of the Articles of Association and Internal Rules, and that the censor(s) receive 50% of the amounts relating to the above-mentioned compensation rules.

The following rules remain fully applicable:

- 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; and
- 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.

The Directors' compensation policy for 2025 will be submitted for approval to the Annual General Meeting called to approve the financial statements for the year ending December 31, 2024.

4.3.1.3 Compensation policy for the executive officers

Following the appointment of Philippe Salle as Chairman and Chief Executive Officer with effect from February 1, 2025, the Board of Directors of Atos SE, held on October 14, 2024, decided, on the proposal of the Remuneration Committee, on the elements of the compensation policy applicable to the Chairman and Chief Executive Officer in respect of the 2025 financial year. The Board of Directors, meeting on December 21, 2024 and on March 6, 2025, on the recommendation of the Remuneration Committee and the CSR Committee, set the variable annual compensation targets for 2025.

The Annual General Meeting held on January 31, 2025 approved, under the 27th resolution and pursuant to Article L. 22-10-8 II of the French Commercial Code, the compensation policy applicable to the Chairman and Chief Executive Officer for 2025.

This compensation policy applies to the current Chairman and Chief Executive Officer, as well as to any new executive corporate officer appointed (as Chairman and Chief Executive Officer, Chief Executive Officer or Deputy Chief Executive Officer).

The compensation policy does not apply to Jean-Pierre Mustier, in his capacity as Chief Executive Officer from October 14, 2024 to January 31, 2025, as he has informed the Board of Directors of his intention not to receive any compensation in respect of his office as Chief Executive Officer.

It is specified that in his capacity as Chairman of the Board of Directors and Director from October 14, 2024 to January 31, 2025, Philippe Salle has informed the Board of Directors that he does not wish to receive any compensation, either in his capacity as Chairman of the Board of Directors or as a Director.

4.3.1.3.1 General principles and mandate of the executive corporate officers

At its meeting on October 14, 2024, the Board of Directors decided to appoint Philippe Salle as Chairman and Chief Executive Officer with effect from February 1, 2025. The Chairman and Chief Executive Officer may be removed from office at any time by the Board of Directors.

Philippe Salle has no employment contract with the Company or any other Group company.

The compensation policy for corporate officers for 2025 aims to support the implementation of the strategy decided upon, particularly in the context of the Group's refinancing and transformation, to align the long-term interests of executives with those of stakeholders, by:

- offering a transparent, competitive and motivating remuneration package in line with market practices and the Company's economic and financial situation;
- establishing a strong link between short-term and long-term performance and remuneration;
- integrating CSR criteria into short-term variable compensation, including a criterion linked to the Company's climate objectives, as a direct contribution to the Company's corporate social responsibility strategy;
- building loyalty and involving employees in the Company's long-term performance;
- linking part of the Chairman and Chief Executive Officer's compensation to the Group's challenges and strategy.

The structure of total compensation is thus designed according to a "pay-for-performance" approach, favoring a significant variable component associated with annual and multi-year horizons.

In line with the objectives of the compensation policy, the following principles have been adopted by the Board of Directors, on the recommendation of the Remuneration Committee:

What we do	What we do not do
• Preponderance of variable components subject to short- and long-term performance criteria • Transparency and weighting of performance criteria in line with strategic priorities • Predominantly quantifiable criteria and combination of financial and non-financial objectives • Precise, simple and demanding objectives, in line with the Company's communication to the market • Cap on variable compensation in the event of outperformance • Balance between cash compensation and compensation in shares • Requirement to retain a portion of Atos shares acquired or shares resulting from the exercise of stock options for the entire term of office, defined at the time of each grant of share-based compensation • Prohibition on entering into any financial hedging transactions in respect of the shares allocated, throughout the term of office • Potential non-competition indemnity and potential indemnity on taking up office	• No variable compensation when the minimum achievement thresholds by criteria are not reached • No severance pay, i.e. no indemnities or rights due or likely to become due as a result of the termination or change of office of the Company's senior executives • No supplementary compensation related to mandates or functions held in Group subsidiaries • No supplementary pension scheme • No combination of a company office and an employment contract

Accordingly, the total compensation package proposed by the Board and approved by the shareholders comprises cash compensation, including a fixed and a variable component subject to performance conditions, a multi-year variable incentive compensation in shares subject to a performance condition, and an exceptional compensation conditional on the early refinancing of Atos' debt, under the conditions described below.

Target compensation structure 2025

The proposed compensation, in line with the above principles, is balanced, taking into account the appointment of the new Chairman and Chief Executive Officer and the review of his total compensation package, with 80% of target compensation subject to performance conditions. The target annual variable compensation is maintained at 100% of the fixed compensation, and the annualized multi-year variable compensation in shares [1] corresponds to 131% of the Chairman and Chief Executive Officer's maximum total gross compensation (i.e., €3 million), so that it does not represent a disproportionate share of it.

The compensation structure, and in particular the split between short and long-term, is aligned with the current difficult context, its time horizon and the importance of safeguarding the Group's interests, involving the new Chairman and Chief Executive Officer in long-term performance, guaranteeing alignment with corporate and stakeholder interests.

In setting the target structure of total compensation and the level of its components, the Remuneration Committee's recommendations take into account Atos' specific situation and the need to guarantee the continuity of the Group's activities while pursuing its transformation strategy.

1) *Annualized grant, representing a total market value of 3,937,500 euros (see section "Multi-year variable compensation in shares for 2025" for further details).*

4.3.1.3.2 Compensation of the Chairman and Chief Executive Officer for 2025

Fixed annual compensation for 2025

The fixed compensation of the Chairman and Chief Executive Officer is designed to recognize the importance and complexity of his responsibilities, and is also correlated to the experience, career path and particular circumstances of the Chairman and Chief Executive Officer.

Applying these principles, and taking into account Philippe Salle's extensive experience in similar high-level positions, as well as his strategic leadership and operational expertise in several sectors, the Board of Directors, on the recommendation of the Remuneration Committee, has decided to propose to the Annual General Meeting, in accordance with Article L. 22-10-8 of the French Commercial Code, to set Philippe Salle's gross annual fixed compensation at €1,200,000 for fiscal year 2025, in respect of his term of office as Chairman and Chief Executive Officer. The fixed compensation will be paid in proportion to the time spent as Chairman and Chief Executive Officer.

This decision reflects the exceptional challenges currently facing the Atos group, and the essential leadership required to navigate this complex environment, particularly in the role of Chairman and Chief Executive Officer. In its decision, the Board took into account Philippe Salle's extensive experience in similar high-level positions, as well as his strategic leadership and operational expertise in several sectors, including the technology sector, and his financial expertise, which are essential to meet the Group's strategic needs following the implementation of the restructuring operations. These criteria for the profile of a new Chairman and Chief Executive Officer were identified as determining factors in the work of the Nomination and Governance Committee in charge of the succession plan, as was the need to entrust this responsibility to an experienced leader, who has demonstrated in his previous positions a set of skills that can enable Atos to project itself into the future.

The fixed remuneration also takes into consideration the need to attract, motivate and retain a high-caliber executive, taking into account the need to safeguard the Group's activities and meet current challenges, and to take into account the exceptional conditions and circumstances surrounding the recruitment and appointment of Mr. Philippe Salle as Chairman and Chief Executive Officer.

Variable annual compensation for 2025

General principles of variable annual compensation

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 Chairman and 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 2025, 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 Chairman and Chief Executive Officer due for a year is subject to the vote of the Annual General Meeting approving the financial statements for the year ended.

Variable annual compensation for 2025

At its meeting on October 14, 2024, the Board of Directors decided, on the recommendation of the Remuneration Committee, to set the annual variable portion of the Chairman and Chief Executive Officer's compensation on the basis of targets, with a target set at 100% of the fixed compensation of €1,200,000 (i.e. a target annual variable compensation of €1,200,000) for the full year, with a maximum payment limited to 150% of the target annual variable compensation in the event 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 €3,000,000 in 2025.

The cap on the annual variable portion of compensation is set at 150% of his fixed compensation, in the same way as the Chief Executive Officer's compensation policy for 2024. The proposed cap on the annual variable portion, which is aligned with current market practices both in the French market and in the technology industry, reflects the need to achieve exceptional results and performance in order to preserve the Company and implement the strategy.

On the recommendation of the Remuneration Committee and the CSR Committee, the Board of Directors has decided that the annual variable remuneration for 2025 will be based on financial and non-financial criteria as follows:

- 30% based on the evolution of the Group operating margin;
- 30% based on the Group net change in cash;
- 20% based on the execution of the transformation plan, subject to KPIs which have been defined by the Board for each stream of the plan and which are measurable and monitored accordingly by the Board of Directors;
- 20% based on corporate social responsibility objectives, including:
  - a 10% criterion linked to the Group's climate objectives, i.e., reduction in all carbon emissions (scopes 1, 2 and 3) by 2025 compared with the 2019 baseline; and
  - a 10% criterion linked to the retention of key people.

The objectives underlying this variable compensation, as determined annually by the Board of Directors, are deemed relevant and demanding in view of the current context and the Group's financial and strategic challenges.

In the current context, where the objective is to ensure the long-term viability of the Company, in the interests of employees, customers and shareholders, the Board of Directors has proposed to retain two non-financial and quantifiable indicators for the 2025 compensation policy, on the one hand, reduction in all carbon emissions (scopes 1, 2 and 3) by 2025 compared with the 2019 baseline, and, on the other, the Group's human capital policy (retention of key people). Key people are those identified as top talents, high-level scientists, critical leaders or holders of key technical certifications.

Achievement rates recorded by the Board of Directors at the end of the reporting period will be communicated in the Universal Registration Document for fiscal year 2025.

If the Chairman and Chief Executive Officer leaves the Group during the year, the amount of the variable part of his remuneration for the year will be calculated pro rata to his time with the Group during the period concerned.

At the beginning of the year, the Board of Directors, on the recommendation of the Remuneration Committee, defines the elasticity curves enabling the amount of variable remuneration due to be accelerated upwards or downwards, depending on the level of achievement of each objective.

Payment of this compensation is subject to approval by the Annual General Meeting of Shareholders, in accordance with Article L. 22-10-34, II of the French Commercial Code.

Multi-year variable compensation in shares for 2025

On the recommendation of the Remuneration Committee, the Board of Directors has decided to propose the introduction of a new system of conditional long-term variable compensation in the form of a free allocation of Company performance shares, with the number of shares definitively allocated depending on share price performance over a four-year period ending December 31, 2028.

Given the Group's particular situation and its financial restructuring, the Board of Directors considered that this single performance condition, assessed over a four-year period, combined with an obligation to retain the shares resulting from the free share allocation until December 31, 2030, was demanding and relevant to the Group's strategy and challenges, by enabling the Chairman and Chief Executive Officer to be associated with long-term performance, to be rewarded in the event of a positive evolution in the Atos SE share price, and by guaranteeing alignment with the Company's corporate interest and the interests of shareholders.

This performance criterion linked to the annualized growth in the share price was considered particularly **relevant and appropriate to the Company's situation**, in particular for the following reasons:

- Allow a correlation between shareholder gain and that of the beneficiary of performance shares: Atos SE's development strategy must, in the medium to long term, result in value creation for shareholders. The acquisition of shares must therefore be directly proportional to the growth in the share price, and therefore to the shareholder's gain, as this performance criterion is the most appropriate for sharing the creation of value.
- Giving real consideration to the Company's long-term performance: performance is measured over a four-year period. The number of shares received by the Chairman and Chief Executive Officer thus reflects the gains that would have been made over a medium to long-term horizon by a shareholder who had invested in the capital increase with preferential subscription rights as part of the Company's financial restructuring (Rights Issue). This performance measurement period also makes it possible to factor in stock market volatility, and is intended to encourage sustainable performance by avoiding excessive and "short-termist" risk-taking.
- Ensuring transparency and simplicity: with a performance criterion linked to the annualized share price growth, performance can be measured in real time (insofar as it involves calculating annualized share price growth between two periods).

In addition, the performance criterion linked to annualized growth in the share price was considered **particularly demanding**, in particular for the following reasons:

- This performance criterion has been set taking into account other recent corporate restructurings.
- At a share price of €0.0037 [(1)], the Company's market capitalization stands at around €750 million. Thus, doubling this reference value, the threshold below which no performance shares would vest, would imply creating €750 million of additional value, an ambitious objective given the operating context and challenges facing the Company.

1) *It should be specified that as of today, the share price is significantly lower than the reference value, which implies a corresponding increase in the market value.*

- Finally, the recent volatility of Atos SE's share price has undoubtedly been accentuated by the fact that the market has taken into account the capital increases carried out under the Company's accelerated safeguard plan and by a quotation value of €0.0001 which automatically accentuates daily variations in the share price. These two factors contribute to the image of excessive volatility, which should be mitigated notably by the reverse stock split to be implemented by the Company.
- In this context, the Board of Directors, on the recommendation of the Remuneration Committee, considered that the criterion linked to annualized growth in the share price, under the conditions described below, is particularly demanding.

On the basis of all these factors, the Board of Directors considered, on the recommendation of the Remuneration Committee, that this compensation was **appropriate and proportionate in the Group's challenging context**, subject to a **demanding performance condition**, a **condition of continued presence** to be met at each vesting date and an **extended holding period**, capable of satisfying the objectives set out in the AFEP-MEDEF Code, namely to enable real consideration to be given to the Company's long-term performance, to guarantee the long-term commitment of senior executives, and to promote the alignment of their interests with those of the Company and its shareholders.

Multi-year variable compensation in shares for 2025 is described in greater detail below:

- The compensation will take the form of a free allocation of performance shares, subject to a condition of continuous presence at each Vesting Date (as defined below), and a performance condition linked to the increase of Atos SE's share price over a four-year period (the "Performance Share Award").
- The Performance Share Award will entitle the Chairman and Chief Executive Officer to a number of shares (the "Total Allocated Shares") calculated to represent a value of €15.75 million based on the subscription price of the Rights Issue implemented in the context of the accelerated safeguard plan of Atos, i.e., €0.0037 (the "Initial Share Price").
- The Performance Share Award will vest (upon which the relevant number of shares will be issued or transferred to the Chairman and Chief Executive Officer) as to a maximum of 33.33% of the Total Allocated Shares on December 31, 2026 (1st vesting date), 33.33% of the Total Allocated Shares on December 31, 2027 (2nd vesting date), and 33.34 % of the Total Allocated Shares on December 31, 2028 (3rd vesting date) (in each case, a "Vesting Date").
- In order for the Chairman and Chief Executive Officer to have 100% of the Total Allocated Shares on December 31, 2028, the share price at that date shall be equal to at least four times the Initial Share Price. The vesting and performance conditions are as follows:
  - On each Vesting Date, if the share price (based on the volume weighted average over the previous three months) is below double the Initial Share Price, no shares will vest. If the share price is double the Initial Share Price, 68% of the shares in that tranche will vest. If the share price is three times the Initial Share Price, 80% of the shares in that tranche will vest. If the share price is four times (or more times) the Initial Share Price, 100% of the shares in that tranche will vest.
  - Where the share price on a Vesting Date is between double, three and four times the Initial Share Price, the number of shares in the relevant tranche which vest will be determined on a straight-line basis between 68%, 80% and 100%.
  - Pursuant to a catch-up mechanism, to the extent the first two tranches of the Performance Share Award do not vest to the maximum extent, the unvested portion of shares may vest at the second and third Vesting Dates, provided that, for the second Vesting Date, the share price has increased compared to the first Vesting Date and the above vesting and performance conditions have been reached at the second Vesting Date, and, for the third Vesting Date, the share price has increased compared to the first and/or the second Vesting Date and the above vesting and performance conditions have been reached at the third Vesting Date.
  - In the event that, during the vesting period, Atos undertakes financial transactions that have an impact on its share capital (and in particular, as this may be the case as a result of a post-closing reverse share split and/or a potential further share capital reduction to address penny stock), the Board of Directors will carry out adjustments in order to preserve the allocated shares in compliance with applicable laws and regulations or, as the case may be, in accordance with common contractual provisions applicable in the context of specific financial transactions providing for other adjustment cases.
  - 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, provided that the performance condition remains demanding and in line with the Group's objectives, and the other elements (presence condition, vesting period and holding obligation) remain applicable.
- All the shares acquired under this arrangement, regardless of an earlier Vesting Date, are required to be held through December 31, 2030 (the "Release Date") and cannot be sold until such Release Date. In addition, 30% of the shares must be held in the nominative form and may not be sold until the later of the Release Date and the date the Chairman and Chief Executive Officer ceases to hold this office.
- The Performance Share Award is subject to a condition of continuous presence at each Vesting Date as Chairman and Chief Executive Officer. If his term of office as Chairman and Chief Executive Officer ceases, he will retain any shares he has acquired pursuant to the Performance Share Award, but the award will lapse and no further shares will vest.
- There is no guaranteed minimum in terms of vested shares or gain.

- At the time of grant decision, the Chairman and Chief Executive Officer will be asked to acknowledge the prohibition to conclude any financial hedging instruments over the equity instruments being the subject of the award throughout his mandate, and to undertake to abide by it.
- The Chairman and Chief Executive Officer will not be granted other equity-based compensation until December 31, 2028. The Performance Share Award is therefore capped at the number of Total Allocated Shares on the grant date.
- Therefore, on an annualized basis, the allocation represents a total market value of €3,937,500, corresponding to 131% of the Chairman and Chief Executive Officer's maximum total gross compensation (i.e., €3 million), so that it does not represent a disproportionate share of it.

Payment of this compensation 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.

Exceptional compensation

On the recommendation of the Remuneration Committee, the Board of Directors decided to provide for the principle of exceptional compensation for the Chairman and Chief Executive Officer, subject to the early refinancing of Atos' debt.

The Board of Directors considered that this exceptional compensation was appropriate and proportionate, given the very special circumstances and challenges posed by the financing of the Atos group, following its financial restructuring. The criterion set, relating to the early refinancing of Atos' debt before December 31, 2026 or before December 31, 2027, is highly demanding, based on a precise rationale and event, designed to encourage and reward the strategic realization of an early refinancing, which would contribute to accelerating the Group's financial stability and sustainability.

As such, this approach aims to align the interests of the executive with those of the Company and its stakeholders, while reflecting the importance of this refinancing in a context marked by very specific circumstances. It is therefore a strictly conditional remuneration package, commensurate with the unique stakes and responsibilities incumbent on the Chairman and Chief Executive Officer.

If Atos SE were to successfully refinance its debt earlier than its terms (it being specified that the debt refinanced shall include the 1.5 Lien debt [(1)]), the Chairman and Chief Executive Officer will receive an exceptional compensation as follows:

- if the Atos debt is successfully refinanced (as approved by the Board of Directors) by the end of the 2026 fiscal year, the Chairman and Chief Executive Officer will receive an exceptional compensation equal to three times his gross fixed annual compensation, i.e., €3.6 million; or
- if the Atos debt is successfully refinanced (as approved by the Board of Directors) by the end of the 2027 fiscal year, the Chairman and Chief Executive Officer will receive an exceptional compensation equal to two times his gross fixed annual compensation, i.e., €2.4 million.

Payment of this compensation 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.

Severance payment

The Chairman and Chief Executive Officer will not benefit from any severance payment.

Non-compete indemnity

The Chairman and Chief Executive Officer will be paid a monthly indemnity equal to one twelfth of his annual gross compensation (fixed plus on-target variable), calculated on the basis of the last twelve months preceding the termination of his duties, for undertaking, upon a period of up to two years from the end of his office, not to hold or exercise, directly or indirectly, any position as an employee, executive or corporate officer, or any consulting activity on behalf of companies operating in the sector of digital services and products related to information processing and the engineering and security of computer systems, including any related study or research and development activity, in France, Germany, the UK and the US.

No indemnity will be paid once the Chairman and Chief Executive Officer claims his pension rights. In any event, no benefit can be paid over the age of 65.

The Board of Directors may choose to waive the application of the non-compete undertaking.

Other compensation components

Retirement supplement under the supplementary pension scheme

The Chairman and Chief Executive Officer does not benefit from a supplementary pension scheme.

Compensation for a mandate as Director

The Chairman and Chief Executive Officer will not receive any compensation in this capacity.

Benefits in kind

The Chairman and Chief Executive Officer is covered by the health insurance scheme applicable within Atos SE. The Chairman and Chief Executive Officer's travel expenses will be paid by the Company.

Employment contract

In accordance with the recommendations of the AFEP-MEDEF Code, the Chairman and Chief Executive Officer does not have an employment contract.

1) For more details regarding Atos's debt, please refer to the Company's accelerated safeguard plan, available on the Company's website www.atos.net (section Investors, Financial Restructuring)

4.3.2 Elements of the compensation due or awarded for the financial year 2024 to the Company executive officers, and submitted to the shareholders' vote

With the exception of the components of the compensation due or awarded in respect of the 2024 financial year to Mr. Yves Bernaert, Chief Executive Officer until January 14, 2024, which have already been approved [1] at the Annual General Meeting on January 31, 2025 convened to approve the financial statements for the year ended December 31, 2023, the amounts and elements presented below, resulting from the implementation of the compensation policies approved by the Annual General Meeting on January 31, 2025, are subject to shareholder approval at the Annual General Meeting convened to approve the financial statements for the year ended December 31, 2024, scheduled for June 13, 2025, pursuant to Article L. 22-10-34 of the French Commercial Code.

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 2024 to the members of the Board of Directors (Say on pay ex post)

It should be noted that the compensation policy applicable in 2024 to members of the Board of Directors, set by the Board of Directors on the recommendation of the Remuneration Committee, was approved by the Annual General Meeting on January 31, 2025 under the 23rd and 24th resolutions (approved by 88.33% and 88.27% respectively).

In accordance with the compensation policy applicable in 2024:

- the amount of total annual compensation for Directors, set at €800,000 for 2023, has been increased to €1,400,000 for 2024, in order to take into account the context of major strategic transformation and increased challenges faced by the Group, combined with an intensification of the role of Directors, exceptional commitment on their part and a consequent increase in the number of meetings of the Board and its committees (121 instances held by December 21, 2024);
- the Vice-Chairman of the Board of Directors, appointed on October 14, 2023, in particular receives a fixed compensation of €125,000 for the 2024 financial year, to take account of the increased responsibilities and workload associated with this position;
- the rules governing the allocation of compensation among the members of the Board of Directors remain unchanged in 2024, with the exception of the compensation allocated to the Vice-Chairman as specified above, and are governed by the following principles:
  - *for the Board of Directors*:
    - a fixed annual compensation of €20,000 per Director, plus a variable compensation of €2,500 per meeting attended,
    - the Lead Independent Director, if the Board of Directors decides to appoint one from among its members, receives an additional fixed compensation of €20,000 a year.
  - *for the Committees,* the compensation depends on the attendance to the meetings:
    - a variable compensation of €3,000 per meeting for the Chairman of the Audit Committee and €2,000 per meeting for the Chairs of the other Committees, and
    - a variable compensation of €1,000 per meeting per member for other committee members.

4

1) As Mr. Yves Bernaert resigned on January 14, 2024, the Board of Directors decided to submit the compensation awarded and paid to Mr. Yves Bernaert in respect of 2024 to the Annual General Meeting called to approve the financial statements for 2023, which took place on January 31, 2025 (21st resolution adopted by 94.74% of votes cast).

The table below sets out the individual compensation received by members of the Board of Directors (fixed and variable parts combined) in consideration of their Directorship in respect of the 2023 and 2024 financial years.

(in €)[1]	2024 fiscal year	2023 fiscal year
Carlo d'Asaro Biondo	N/A	33,707
Vesela Asparuhova	N/A	70,182
Vivek Badrinath	N/A	33,213
Valérie Bernis	1,899.82	79,363
Sujatha (Suja) Chandrasekaran	98,132.44	N/A
Laurent Collet-Billon	268,531.60	51,875
Alain Crozier	77,868.73	N/A
Katrina Hopkins[2]	109,415.50	67,713
David Layani	-[3]	N/A
Helen Lee Bouygues	40,180.83	N/A
Farès Louis	25,483.50[4]	-[4]
Monika Maurer	99,245.14	N/A
Françoise Mercadal-Delasalles	111,971.26	N/A
Mandy Metten	97,421.04	N/A
Bertrand Meunier	N/A	-[5]
Jean-Jacques Morin	136,079.76	N/A
Jean-Pierre Mustier	-[6]	-[6]
Aminata Niane	81.07	54,608
Lynn Paine	N/A	14,891
Edouard Philippe	N/A	31,897
René Proglio	N/A	53,560
Caroline Ruellan	N/A	42,768
Philippe Salle	-[7]	N/A
Vernon Sankey	81.07	89,192
Astrid Stange	145,021.90	82,639
Elizabeth Tinkham	152,069	94,289
Total	**1,363,482.68**	**799,897**

N/A: Non applicable.

1. Gross before taxes.
2. Katrina Hopkins, Director representing the employee shareholders betwee, May 18, 2022 and January 31, 2025, is employed by the Atos Group.
3. David Layani has waived his right to receive any Director's compensation with respect to the 2024 year..
4. In 2023, Farès Louis has waived his right to receive compensation for his mandate as Employee Director. In respect of the 2024 fiscal year, Farès Louis also waived his right to receive any Directors' compensation, except when Board meetings were held on a weekend, a public holiday or during his vacations, for which meetings he received the variable portion of his remuneration as director.
5. Bertrand Meunier has declined to receive any Directors' compensation for the year 2023.
6. Jean-Pierre Mustier has declined to receive any Directors' compensation for the years 2023 and 2024.
7. Philippe Salle has declined to receive any Directors' compensation for the year 2024.

In accordance with Article 22.1 of the AFEP-MEDEF Code, the variable portion of Directors' compensation represents the majority (82%) of the total amount of Directors' compensation in 2024.

In 2024, the members of the Board of Directors did not receive any other compensation from Atos SE or its subsidiaries, except for:

- Katrina Hopkins, Director representing the employee shareholders,
- Farès Louis and Mandy Metten, Employee Directors.

They each received a compensation in 2024 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.

The elements of compensation awarded or paid to members of the Board of Directors in 2024 are consistent with the provisions adopted by the Board of Directors, on the recommendation of the Remuneration Committee, constituting the compensation policy for Directors as voted by the Annual General Meeting held on January 31, 2025.

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.

4.3.2.2 Elements of compensation due or awarded for the financial year 2024 to Jean-Pierre Mustier, Chairman of the Board of Directors until October 14, 2024

Jean-Pierre Mustier held the position of Chairman of the Board from October 14, 2023 to October 14, 2024, the date of his resignation as Chairman of the Board of Directors.

The compensation policy applicable in 2024 to Jean-Pierre Mustier, as Chairman of the Board of Directors from January 1, 2024 until October 14, 2024, was approved by the Annual General Meeting held on January 31, 2025 under the 25th resolution (approved at 99.50%).

The only component of this policy is a gross fixed annual compensation of €250,000.

However, Jean-Pierre Mustier informed the Board of his wish not to receive his remuneration for his mandate. 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 €196,900 gross calculated prorata temporis from January 1, 2024 until October 14, 2024.

Jean-Pierre Mustier

	2024		2023	
(in €)	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation*	0	0	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**	**0**	**0**
Relative share of the fixed component	n/a	n/a	n/a	n/a
Relative share of the variable component vs total compensation (fixed and variable)	n/a	n/a	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 remuneration was paid to Jean-Pierre Mustier who informed the Board of his wish not to be paid. An amount of €196,900 will be paid by the Group to the Company's CSR program in India which funds schooling for under-privileged children. As a reminder for 2023, the amount paid to the company's CSR program in India was 75,995 euros.

Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to the Chairman of the Board of Directors from January 1 to October 14, 2024

Elements of compensation to be voted on	Amounts allocated for 2024 or accounting value	Amounts paid in 2024 or accounting value	Presentation of elements of compensation
Fixed compensation[1]	€ 0	€ 0	4.3.2.3
Annual variable compensation		-	4.3.2.3
Performance shares		-	4.3.2.3
Multi-year variable compensation, exceptional compensation		-	4.3.2.3
Director fees[2]	€ 0	€ 0	4.3.2.3
Additional benefits to compensation		-	4.3.2.3

1. No remuneration was paid to Jean-Pierre Mustier who informed the Board of his wish not to be paid. An amount of € 196,900 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 2024.

The elements of compensation awarded or paid to Mr. Jean-Pierre Mustier as Chairman of the Board of Directors in 2024 are consistent with the provisions adopted by the Board of Directors, on the recommendation of the Remuneration Committee, constituting the compensation policy for the Chairman of the Board as voted by the Annual General Meeting held on January 31, 2025.

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 2024 to Philippe Salle, Chairman of the Board of Directors as from October 14, 2024

Philippe Salle was appointed Chairman of the Board on October 14, 2024.

The compensation policy applicable in 2024 to Philippe Salle, as Chairman of the Board of Directors from October 14, 2024, was approved by the Annual General Meeting held on January 31, 2025 under the 25th resolution (approved at 99.50%).

This policy provides for a gross annual fixed compensation of €250,000 as the sole component.

However, Philippe Salle informed the Board of his wish not to receive his remuneration for his mandate.

As a result, no remuneration was paid for the financial year 2024 to Philippe Salle including in respect of his Director fees since his appointment in this capacity on October 14, 2024 that Philippe Salle declined to receive.

Philippe Salle

	2024		2023	
(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	-	-

(*) Philippe Salle has informed the Board of his wish wish not to receive any compensation in respect of his office as Chairman of the Board of Directors in 2024.

Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to the Chairman of the Board of Directors since October 14, 2024

Elements of compensation to be voted on	Amounts allocated for 2024 or accounting value	Amounts paid in 2024 or accounting value	Presentation of elements of compensation
Fixed compensation(1)	€ 0	€ 0	4.3.2.3
Annual variable compensation		-	4.3.2.3
Performance shares		-	4.3.2.3
Multi-year variable compensation and exceptional compensation		-	4.3.2.3
Director fees(2)	€ 0	€ 0	4.3.2.3
Additional benefits to compensation		-	4.3.2.3

1. No remuneration was paid to Philippe Salle who informed the Board of his wish not to be paid.
2. Philippe Salle has declined to receive any Directors' compensation with respect to fiscal year 2024.

The elements of compensation awarded or paid to Philippe Salle as Chairman of the Board of Directors in 2024 are consistent with the provisions adopted by the Board of Directors, on the recommendation of the Remuneration Committee, constituting the compensation policy for the Chairman of the Board as voted by the Annual General Meeting held on January 31, 2025.

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 2024 to Yves Bernaert, Chief Executive Officer until January 14, 2024

Yves Bernaert resigned from his position of Chief Executive Office with effect from January 14, 2024.

The compensation policy applicable in 2024 to Yves Bernaert, 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 Yves Bernaert comply with this policy.

The elements of the compensation paid or allocated to Yves Bernaert in 2024 are on page 156 of the Universal Registration Document 2023.

Yves Bernaert having resigned on January 14, 2024, the Board of Directors has decided to submit the elements of the compensation awarded and paid to Yves Bernaert for the year 2024 to the approval of the Annual General Meeting held on January 31, 2025 to approve the financial statements for the year ended December 31, 2023 (21st resolution adopted with 94.74% of the vote).

4.3.2.5 Elements of compensation due or awarded for the financial year 2024 to Paul Saleh, Chief Executive Officer from January 14, 2024 until July 23, 2024

Paul Saleh has been appointed as Chief Executive Officer with effect from January 14, 2024 has resigned from his mandate as Chief Executive Officer with effect from July 23, 2024.

The compensation policy applicable in 2024 to Paul Saleh as Chief Executive Officer was approved by the Annual General Meeting held on January 31, 2025 (26th resolution adopted with 93,64% of the vote).

Fixed compensation

Compensation policy

In accordance with the compensation policy approved by the General Meeting of June 28, 2023, for the period from January 14, 2024, the date of his appointment, to May 31, Paul Saleh received a gross annual fixed compensation of €600,000, paid pro rata temporis.

The Annual General Meeting called to approve the accounts for the financial year ending December 31, 2023, in accordance with Article L. 22-10-8 of the French Commercial Code, on the proposal of the Board of Directors, on the recommendation of the Remuneration Committee, set the gross annual fixed compensation of Paul Saleh at €1,200,000 with retroactive effect from June 1 for the 2024 financial year, for his term of office as Chief Executive Officer.

Compensation awarded or paid

Consequently, Paul Saleh's fixed remuneration was paid prorata temporis, from January 14, 2024 until July 23, 2024, date of his effective resignation, i.e., a gross amount of €403,226 for the year 2024.

Variable compensation

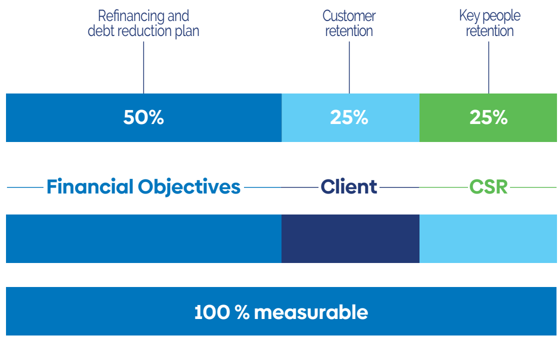
Compensation policy

The Annual General Meeting called to approve the accounts for the financial year ending December 31, 2023, in accordance with Article L. 22-10-8 of the French Commercial Code, on the proposal of the Board of Directors, on the recommendation of the Remuneration Committee, has set the annual variable portion of the compensation of Paul Saleh, in his capacity as Chief Executive Officer, at 100% of the fixed portion of his compensation presented to the Annual General Meeting (i.e. €1,200,000 gross) if 100% of the objectives are achieved, this portion may go up to a maximum of 150% of this amount (i.e. €1,800,000 euros) if the objectives are exceeded, with no guaranteed minimum.

It is composed of three performance conditions deemed relevant and demanding by the Board of Directors in view of the current context and the financial and strategic challenges the Group has faced.

The criteria set out below count for 50%, 25% and 25% respectively:

- The conclusion of an agreement with the shareholders and creditors on the company's refinancing and debt reduction Plan, consistent with its corporate interest, allowing the deployment of the strategic plan as validated by the Board of Directors on April 8, 2024, and amended if necessary during the financial year;
- Retention of the 50 most important customers;
- Retention of key people.



The variable compensation actually awarded for the 2024 financial year is paid *prorata temporis*.

Compensation awarded or paid

On the proposal of the Remuneration Committee, the Board of Directors meeting on March 6, 2025, noted the achievement of the following objectives, to determine the variable compensation of Paul Saleh as Chief Executive Officer for the 2024 financial year:

- 75% of the refinancing and debt reduction Plan objective achieved;
- 100% of the objective to retain the 50 top clients achieved; and
- 150% of the objective to retain key people achieved.

Overall performance

Indicators	Year 2024			
	Weight	Completion rate[1]	Variable portion allocated *(as a % of the fixed portion(2))*	Variable amount allocated *prorata temporis*
Refinancing and debt reduction Plan	50%	75%	37.5%	€237,097
Customer retention	25%	100%	25%	€158,064
Key people retention	25%	150%	37.5%	€237,097
Total variable compensation allocated	**100%**		**100%**	**€632,258**

1. After application of the elasticity curves allowing the amount of variable compensation due to be accelerated upwards or downwards depending on the level of achievement of each of the objectives and capped at 150% for each indicator.
2. % of the fixed portion of €1,200,000.

The total variable portion for 2024 of Paul Saleh's compensation as Chief Executive Officer, calculated *prorata temporis*, taking into account the start of his term of office on January 14, 2024 until his resignation with effect from July 23, 2024, amounted to €632,258, corresponding to an achievement percentage of 100%.

In accordance with the law, the amount of annual variable compensation is subject to the approval of the Annual General Meeting called to approve the accounts for the 2024 financial year, scheduled for June 13, 2025, in accordance with Article L. 22-10-34, II of the French Commercial Code.

In total, for the 2024 financial year, the overall compensation (fixed and variable) of Paul Saleh as Chief Executive Officer amounted to €1,035,484.

Multiannual variable compensation

Compensation policy

The Annual General Meeting called to approve the accounts for the financial year ending December 31, 2023, in accordance with Article L. 22-10-8 of the French Commercial Code, on the proposal of the Board of Directors, on the recommendation of the Remuneration Committee, has set a conditional multiannual variable compensation. This compensation in cash, capped at €1 million, is intended to reward the exceptional commitment of the Chief Executive Officer, if the long-term viability of the Group is assured. This is a long-term compensation over two years, subject to a condition of continuous presence as of December 31, 2025, as a corporate officer and a performance condition linked to the implementation of a strategy allowing the maintenance of a mix of activities remaining attractive for employees, customers, financial creditors and shareholders, ensuring the sustainability of the group.

The only exception to the presence condition concerns special circumstances: in the event of the dismissal of the Chief Executive Officer due to a change in governance directly related to the implementation of the restructuring plan, which occurs before December 31, 2024, in which case Paul Saleh could have received compensation equal to €500,000, regardless of the end date of his term of office, subject to full satisfaction of the performance condition on that date.

Compensation awarded or paid

Following his resignation from the Group on July 23, 2024, the condition of presence was not met and the aforementioned special circumstances did not apply, Mr. Paul Saleh lost all right to receive the multiannual variable compensation.

Other compensation elements

Fringe benefits

Paul Saleh benefited from the collective life scheme on the same terms as the Group employees.

The employer's contribution in respect of the life scheme amounts to €7,676.

Paul Saleh 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

Paul Saleh did not receive any payment in connection with the termination of his mandate as Chief Executive Officer.

The tables below show all the amounts awarded or paid to Paul Saleh in his capacity as Chief Executive Officer:

Paul Saleh

	2024		2023	
(in €)	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation	403,226	403,226	-	-
Annual variable compensation	632,258	0	-	-
Fringe Benefits	7,676	7,676	-	-
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year	0	-	-	-
Value of other long-term compensation granted during the year	0*			
Total	**1,043,160**	**410,902**	**-**	**-**
Relative share of the fixed component	40%	100%	-	-
Relative share of the variable component vs total compensation (fixed and variable)	60%	0%	-	-
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	n/a	n/a	-	-

(*) Following his resignation from the Group on July 23, 2024, Mr. Paul Saleh lost all entitlement to any multi-annual variable remuneration (see section 4.3.2.5, "Multiannual variable compensation"), as the condition of presence was not met and the aforementioned special circumstances did not apply.

Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to Paul Saleh, CEO from January 14, 2024 to July 23, 2024

Elements of compensation to be voted on	Amounts allocated for 2024 or accounting value	Amounts paid in 2024 or accounting value	Presentation of elements of compensation
Fixed compensation[1]	€403,226	€403,226	4.3.2.5
Annual variable compensation[1]	€632,258[2]	-	4.3.2.5
Performance shares	-	-	4.3.2.5
Multi-year variable compensation, exceptional compensation and director fees	€0[3]	-	4.3.2.5
Additional benefits to compensation[1]	€7,676	€7,676	4.3.2.5

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 2024.
3. Following his resignation from the Group on July 23, 2024, Mr. Paul Saleh lost all entitlement to any multi-annual variable remuneration (see section 4.3.2.5, "Multiannual variable compensation"), as the condition of presence was not met and the aforementioned special circumstances did not apply.

The elements of compensation awarded or paid to Paul Saleh as Chief Executve Officer in 2024 are consistent with the provisions adopted by the Board of Directors, on the recommendation of the Remuneration Committee, constituting the compensation policy for the Chief Executve Officer as voted by the Annual General Meeting held on January 31, 2025.

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.

4.3.2.6 Elements of compensation due or awarded for the financial year 2023 to Jean-Pierre Mustier, Chief Executive Officer from July 23, 2024 until December 31, 2024

Jean-Pierre Mustier who has been appointed as Chief Executive Officer [1] with effect from July 23, 2024 has resigned from his mandate as Chief Executive Officer with effect from January 31, 2025.

The Annual General Meeting of January 31, 2025 under the 26th resolution approved the remuneration policy applicable in 2024 to the Chief Executive Officer (approved at 93.64%). However, Mr. Jean-Pierre Mustier has informed the Board of Directors that he does not wish to receive remuneration for his term as Chief Executive Officer.

Jean-Pierre Mustier

	2024		2023	
(in €)	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation*	0	0	-	-
Annual variable compensation*	0	-	-	-
Fringe Benefits*	0	0	-	-
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	-	-

* Jean-Pierre Mustier informed the Board of Directors that he did not wish to receive any compensation for his term as CEO.

Fringe benefits

Jean-Pierre Mustier did not benefit from any fringe benefits under his mandate as Chief Executive Office.

Jean-Pierre Mustier 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

Jean-Pierre Mustier did not receive any payment in connection with the termination of his mandate as Chief Executive Officer on January 31, 2025.

Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to Jean-Pierre Mustier, CEO since July 23, 2024

Elements of compensation to be voted on	Amounts allocated for 2024 or accounting value	Amounts paid in 2024 or accounting value	Presentation of elements of compensation
Fixed compensation*	€ 0	€ 0	4.3.2.6
Annual variable compensation*	€ 0	€ 0	4.3.2.6
Performance shares	-	-	4.3.2.6
Multi-year variable compensation, exceptional compensation and director fees*	€ 0	€ 0	4.3.2.6
Additional benefits to compensation*	€ 0	€ 0	4.3.2.6

(*) Cf. supra in 4.3.2.4. Mr. Jean-Pierre Mustier informed the Board of Directors that he did not wish to receive any compensation for his term as CEO.

1) *It should be noted that Mr. Jean-Pierre Mustier held this position in addition to that of Chairman of the Board and was therefore Chairman and Chief Executive Officer from July 23, 2024 to October 14, 2024.*

The elements of compensation awarded or paid to Jean-Pierre Mustier as Chief Executve Officer in 2024 are consistent with the provisions adopted by the Board of Directors, on the recommendation of the Remuneration Committee, constituting the compensation policy for the Chief Executve Officer as voted by the Annual General Meeting held on January 31, 2025.

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.

4.3.2.7 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 2023 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 9,800 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 Chairman of the Board of Directors and the Chief Executive Officer, as well as the Deputy Chief Executive Officer, whose term of office ended on October 3, 2023. 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.

	2024	2023	2022	2021	2020
Company performance					
Profitability: Group's operating margin as a percentage of its revenue	2,1%	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	-62%	-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	-37,5%	0%	0%	-14.6%	n/a
Evolution (in %) of the average compensation of the employees	-5,6%	-0.9%	8.4%	-6.2%	+1.7%
Pay ratio on employees' average compensation	4,0	6.0	6.0	6.5	7.1
Evolution of the ratio (in %) compared to the previous year	-33,8%	0.9%	-7.7%	-9.0%	n/a
Pay ratio on employees' median compensation	5,0	7.8	7.8	8.0	9.2
Evolution of the ratio (in %) compared to the previous year	-35,9%	0%	-2.9%	-13.2%	n/a
Pay ratio for the Chief Executive Officer(2)					
Evolution (in %) of the compensation of the CEO	-56%	95.3%	-32.9%	-40.4%	-15.8%
Evolution (in %) of the average compensation of the employees	-5.6%	-0.9%	8.4%	-6.2%	+1.7%
Pay ratio on employees' average compensation	15.3	32.8	16.6	26.9	42.3
Evolution of the ratio (in %) compared to the previous year	-53.4%	97.2%	-38.1%	-36.4%	-17.2%
Pay ratio on employees' median compensation	19	42.1	21.6	33.2	54.7
Evolution of the ratio (in %) compared to the previous year	-54.9%	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	n/a	164.8%	n/a	n/a	n/a
Evolution (in %) of the average compensation of the employees	n/a	-0.9%	8.4%	n/a	n/a
Pay ratio on employees' average compensation	n/a	32	12	n/a	n/a
Evolution of the ratio (in %) compared to the previous year	n/a	167.3%	n/a	n/a	n/a
Pay ratio on employees' median compensation	n/a	41	15.5	n/a	n/a
Evolution of the ratio (in %) compared to the previous year	n/a	164.6%	n/a	n/a	n/a

1. In 2024, the position of Chairman of the Board was held by Jean-Pierre Mustier until October 14, 2023, and Philippe Salle, as from October 14, 2024. The compensation of the Chairman of the Board taken into account in the table for 2024 was calculated on the basis of the compensation policy voted for the Chairman of the Board in respect of the 2024 fiscal year.
2. In 2024, the position of Chief Executive Officer was held by Yves Bernaert until January 14, 2024, and Paul Saleh from January 14, 2024 to July 23, 2024, then by Mr. Jean-Pierre Mustier as from July 23, 2024. The compensation of the Chief Executive Officer taken into account in the table for 2024 was calculated based on the compensation policy voted by the shareholders on January 31, 2025. It corresponds to the sum of the annual fixed salary voted (€600,000 for the period from January 1, 2024 to May 31, 2024 and €1,200,000 for the period from June 1, 2024 to December 31, 2024) and the annualized fringe benefits calculated prorata temporis of the mandate of each Chief Executive Officer. The multi-annual variable remuneration awarded during the financial year, which is no longer applicable given that the presence condition has not been met and the special circumstances justifying it, is not taken into account in the table for 2024.
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.

4.3.2.8 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 Company's governance practices are fully compliant with the AFEP-MEDEF Code, in its applicable version dated December 2022, with the exception of the recommendation of the AFEP-MEDEF Code detailed in section 4.2.1.1, which is not strictly followed under the compensation policy applicable to the Chairman and Chief Executive Officer in respect of the 2025 financial year, and for which explanations are given in such section.

4.3.2.9 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 euros)	2024	2023
Jean-Pierre Mustier, Chairman of the Board of Directors until October 14, 2024		
Compensation awarded for the relevant year[1]	-	-
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	**-**	**-**
Philippe Salle, Chairman of the Board of Directors as from October 14, 2024		
Compensation awarded for the relevant year[2]	-	-
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	**-**	**-**
Yves Bernaert, CEO until January 14, 2024		
Compensation awarded for the relevant year[2]	22,039	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	**22,039**	**641,561**
Paul Saleh, CEO from January 14, 2024 until July 23, 2024		
Compensation awarded for the relevant year	1,043,160	-
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[3]	-	-
TOTAL	**1,043,160**	**-**
Jean-Pierre Mustier, CEO as from July 23, 2024		
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[4]	-	-
TOTAL	**-**	**-**

1. No compensation was paid to Jean-Pierre Mustier who informed the Board of his wish not to be paid. For 2023, an amount of € 75,995 was paid by the Group to the Company's CSR program in India which funds schooling for under-privileged children. The amount to be paid for 2024 is 196,900 euros.
2. Philippe Salle has informed the Board of his wish wish not to receive any compensation in respect of his office as Chairman and Board member of the Board of Directors in 2024.
3. Following his resignation from the Group on July 23, 2024, Mr. Paul Saleh lost all entitlement to any multi-annual variable remuneration (see section 4.3.2.5, "Multiannual variable compensation"), as the condition of presence was not met and the aforementioned special circumstances did not apply.
4. Jean-Pierre Mustier informed the Board of Directors that he did not wish to receive any compensation for his term as CEO.

AMF Table n°2 (in euros)	2024 Due	2024 Paid	2023 Due	2023 Paid
Jean-Pierre Mustier, Chairman of the Board of Directors until October 14, 2024				
Fixed remuneration(1)	-	-	-	-
Annual variable remuneration	-	-	-	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship(1)	-	-	-	-
Fringe benefits	-	-	-	-
TOTAL	**-**	**-**	**-**	**-**
Philippe Salle, Chairman of the Board of Directors as from October 14, 2024				
Fixed remuneration(2)	-	-	-	-
Annual variable remuneration	-	-	-	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship(2)	-	-	-	-
Fringe benefits	-	-	-	-
TOTAL	**-**	**-**	**-**	**-**
Yves Bernaert, CEO until January 14, 2024				
Fixed remuneration	21,739	21,739	145,455	145,455
Annual variable remuneration	-	-	82,173	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship	-	-	-	-
Fringe benefits	300	300	1,733	1,733
TOTAL	**22,039**	**22,039**	**229,361**	**147,188**
Paul Saleh, CEO from January 14, 2024 until July 23, 2024				
Fixed remuneration	403,226	403,226	-	-
Annual variable remuneration	632,258	-	-	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship	-	-	-	-
Fringe benefits	7 676	7 676	-	-
TOTAL	**1 043,160**	**410,902**	**-**	**-**
Jean-Pierre Mustier, CEO as from July 23, 2024				
Fixed remuneration(3)	-	-	-	-
Annual variable remuneration(3)	-	-	-	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship(3)	-	-	-	-
Fringe benefits(3)	-	-	-	-
TOTAL	**-**	**-**	**-**	**-**

1. No fixed compensation was paid to Jean-Pierre Mustier who informed the Board of his wish not to be paid. For 2023, an amount of €75,995 was paid by the Group to the Company's CSR program in India which funds schooling for under-privileged children. The amount to be paid for 2024 is €196,900.
2. No fixed remuneration was paid to Philippe Salle who informed the Board of his wish not to be paid.
3. Jean-Pierre Mustier informed the Board of Directors that he did not wish to receive any compensation for his term as CEO.

4.3.2.10 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
Jean-Pierre Mustier Chairman of the Board of Directors until October 14, 2024	No	No	No	No
Philippe Salle(1) Chairman of the Board of Directors as from October 14, 2024	No	No	No	No
Yves Bernaert CEO until January 14, 2024	No	No	No	Yes[2]
Paul Saleh(1) CEO as from January 14 until July 23, 2024	No	No	Yes[2]	No
Jean-Pierre Mustier(1) CEO as from July 23, 2023	No	No	Yes[2]	No

1. In accordance with the recommendations of the AFEP-MEDEF Code, Philippe Salle, Paul Saleh et Jean-Pierre Mustier had no employment contract at the date of their appointments.
2. Yves Bernaert, Paul Saleh and Jean-Pierre Mustier did not receive any payment in connection with the termination of their mandate as Chief Executive Officer .

4.3.3 Performance share plans and stock subscription or purchase option plans

4.3.3.1 Past grants of Performance Shares – AMF Table 9

The outstanding 1,508,840 rights to performance shares reported hereafter represented 0.001% of Atos SE's share capital as of December 31, 2024.

Past grants of Performance Shares – AMF Table 9

	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	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	07/27/2021	05/18/2022	05/18/2022	06/13/2022	06/28/2023	06/28/2023	11/16/2023
Number of beneficiaries	1,004	12	1,027	2	32	493	1
Total number of granted perf. shares	862,100	313,500 [3]	929,055	39,000	672,875 [3]	1,125,834	100,000
Of which to the executive officers	-	99,000	-	39,000	278,000	-	100,000
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	07/29/2024	05/18/2025	05/18/2025	06/18/2025	06/18/2026	06/28/2025 and 06/28/2026	11/16/2026
End of holding period	07/29/2024	05/18/2025	05/18/2025	06/18/2025	06/18/2026	06/28/2025 and 06/28/2026	11/16/2026
Performance conditions	Yes	Yes	Yes	Yes	Yes	No for 2025 Yes for 2026	Yes
Achievement of performance conditions	Yes	-	-	-	-	-	-
Number of vested shares, as at Dec. 31, 2024	0	0	0	0	0	0	0
Number of shares cancelled, as at Dec. 31, 2024	378,681	235,500	342,519	39,000	432,700	307,653	100,000
Outstanding performance shares, as at Dec. 31, 2024	-	78,000	372,484	-	240,175	818,181	-

1. 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. 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 4, 2024 on the basis of the 2023 results.

Performance conditions	Plan dated 07/27/2021*
Average of the External Revenue Organic growth rates over 3 years (2021-2023)	Above the target set by the Board of Directors
And	
Average Operating Margin over 3 years (2021-2023)	Above the target set by the Board of Directors
And	
Cumulated amount of FCF at the end of the 3-year plan (end of 2022)	Above the target set by the Board of Directors
And	
External CSR criteria	Above the target set by the Board of Directors
And	
Internal CSR criteria	Below the target set by the Board of Directors
Years in question	2021, 2022 et 2023

(*) The financial performance targets of the 2021 Performance Share Plan have been adjusted by the Board of Directors at its meeting on July 26, 2022.

% of the grant if the employment condition is met at the vesting date	
Plan dated 07/27/2021	100%

Performance conditions	Plans dated 05/18/2022 and 06/13/2022	Plans dated 06/28/2023 and 11/16/2023
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%	
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 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	Floor: 70th percentile Target and Cap: 85th percentile	
Percentage of CO2 emissions variation per € million revenue (tCO2/M€) over the 3-year period 2023	Floor: -31.9% Target and Cap: -34.1%	
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	2022-2024	2023 -2025

(*) This criterion applies only to Plan 1 of 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 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	100%	65%
			Target	110%	100%
			Cap	125%	130%
	Average of the External Revenue Organic growth rates over the 3-year period (2022-2024) ("B")	20%	Floor	-1.2%	30%
			Target	-0.7%	100%
			Cap	-0.22%	150%
	Average of the Operating Margin % over the 3-year period (2022-2024) ("C")	20%	Floor	3.9%	50%
			Target	4.4%	100%
			Cap	5.4%	130%
	Cumulated amount in millions € of Free Cash Flow at the end of the 3-year plan (end of 2024) ("D")	20%	Floor	-2,045	50%
			Target	-1,704	100%
			Cap	-1,227	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	70th percentile	50%
			Target	85th percentile	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	-31.9% vs 2021	50%
			Target	- 34.1% vs 2021	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%)				

	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	-1.2%	30%
			Target	-0.7%	100%
			Cap	-0.22%	150%
	Average of the Operating Margin % over the 3-year period (2022-2024) ("B")	25%	Floor	3.9%	50%
			Target	4.4%	100%
			Cap	5.4%	130%
	Cumulated amount in millions € of Free Cash Flow at the end of the 3-year plan (end of 2024) ("C")	25%	Floor	-2,045	50%
			Target	-1,704	100%
			Cap	-1,227	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	70th percentile	50%
			Target	85th percentile	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	-31.9% vs 2021	50%
			Target	-34.1% vs 2021	100%
	A * 25% + B * 25% + C * 25% + D * 12.5% + E * 12.5% = Average acquisition rate (The average acquisition rate may not exceed 100%)				

(*) For 2024, the performance indicator used is the 2024 S&P Global Corporate Sustainability Assessment.

	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 May 18, 2022 are based on indicators measured over three years. The performance conditions of this plan were partially met, with an acquisition rate of 10% of the performance shares for the 2022 Plan #1 and 12,5% of the performance shares for the 2022 Plan #2. The shares will definitively be acquired subject to meeting the condition of presence ending May 18, 2025.

Based on 3-year targets

Relative stock market performance of the Atos share*	2022 - 2024
Objective achievement (%)	Not achieved
Criterion completion	Below floor
Group external revenue organic growth	2022 - 2024
Objective achievement (%)	-1.6%
Criterion completion	Below target
Group operating margin	2022 - 2024
Objective achievement (%)	3.2%
Criterion completion	Below target
Average of the Operating Margin conversion rates to Free Cash Flow	2022 - 2024
Objective achievement (%)	-3 498
Criterion completion	Below target
External performance condition linked to the social and environmental performance	2022 – 2024
Objective achievement (%)	>90 percentile
Criterion completion	Above objective
Internal performance condition linked to the social and environmental performance	2022 - 2024
Objective achievement (%)	-16%
Criterion completion	Below target
Achievement of performance conditions – Plan #1	10%
Achievement of performance conditions – Plan #2	12,5%

(*) This criteria only applies to Plan #1

2023 Performance share plans

The performance conditions related to the performance share plans dated June 28, 2023 and November 16, 2023 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 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 2024, Yves Bernaert, Paul Saleh and Jean-Pierre Mustier as Chief Executive Officer, have not benefited from the grant of performance shares.

AMF Table 6	Plan Date	Plan	Number of shares	Vesting date	Availability date
No performance shares allocated during 2024 fiscal year					

Yves Bernaert, Paul Saleh and Jean-Pierre Mustier did not acquire any performance shares during the fiscal year 2024 in their capacity as Chief Executive Officer.

AMF Table 7	Plan Date	Number of shares available during the financial year	Vesting Date	Acquisition Date
Yves Bernaert	Not applicable	Not applicable	Not applicable	Not applicable
Paul Saleh	Not applicable	Not applicable	Not applicable	Not applicable
Jean-Pierre Mustier	Not applicable	Not applicable	Not applicable	Not applicable

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, 2024.

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 2024, 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, 2024.

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 2024, the employees were not granted any options to purchase or subscribe shares of the Company. The employees did not hold any exercisable options in 2024.

4.3.3.7 History of the multiannual cash variable compensation paid to each Company executive officer – AMF Table 10

During 2024, Paul Saleh did benefit from a multiannual cash variable compensation.

Tableau AMF n° 10	Plan Date	Performance Conditions	Performance Period	Gross Amount at Target (100%)
Paul Saleh*	April 18, 2024	Yes	2024-2025	1 000 000 €

(*) Paul Saleh lost the benefit of the Multiannual variable compensation. As he left the company on July 23, 2024, he therefore no longer meets the presence condition of this plan.

4.4 Board of Directors' report on corporate governance

The 2024 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 March 27, 2025. Consequently, the following table allows to identify in the 2024 Universal Registration Document the required information.

Information required under the French Commercial Code	Section of the 2024 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, 5.1.3.1.5.4.5
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
The description of the main features of the Company's internal control and risk management systems as part of the financial reporting process	7.4
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
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	4.3.2.8
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.	4.3.2.8
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 2024 Universal Registration Document
Allocation and holding obligation of options by Company's officers	4.3.1.3
Allocation and holding obligation of free shares by Company's executive officers	4.3.1.3
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	8.7.6
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 2024 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	10.5.3	4.2.3.3
Assessment of the works of the Board of Directors	11.3	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	12.1	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	15.3	4.2.3.1
Description of the Committees activities in the past financial year	16.2	4.2.4
Number of shares held by the Directors	21	4.2.3.1
Rules for allocation of Directors compensation and individual amounts of payments made in this regard to the Directors	22.4	4.3.2.1
Minimum number of registered shares that the Company officers must retain	24	4.3.1
Recommendation of the High Committee and reasons why the Company decided not to comply with it	28.1	N/A

4.5 Summary of the transactions on Company's shares performed by senior executives officers

Transactions by corporate officers involving Atos SE shares exceeding an aggregate amount of €20,000 reported to the Autorité des marchés financiers (AMF) in 2024 pursuant to article L. 621-18-2 of the French Financial and Monetary Code were the following:

Name	Number of shares purchased	Number of shares sold	Date	Purchase Price / sale price (in €)
Philippe Salle	2,432,432,432 [1]		12/10/2024	0.0037
	5,000		12/23/2024	0.0023

1) *In accordance with his subscription commitment, Philippe Salle took part in Atos SE's capital increase with preferential subscription rights as part of the Company's financial restructuring, for a total amount of €9 million.*

5.

Corporate Social Responsibility

5.1 Sustainability Statement

5.1.1 General information

Disclaimer

The Group declares that this report on sustainability information forming an integral part of the Group's management report, as required by Article L.233-28-4 of the French Commercial Code (hereinafter the "Sustainability Statement"), has been prepared and drafted in accordance with the requirements laid down by the European Sustainability Reporting Standards (ESRS) on the one hand, and Article 8 of Regulation (EU) 2020/852 for taxonomy information on the other hand, which are applicable at the date of preparation of this first Sustainability Statement.

This Statement has been drafted on the basis of the information and knowledge available at the time it was drawn up, in the context of the first year of application of the provisions relating to the CSRD (EU) directive.

The Group will be able to improve its understanding of the requirements of the ESRS when additional recommendations, positions or interpretations concerning their implementation will be available.

In order to provide information that is as transparent as possible, various sources of uncertainty, approximations, interpretations and assumptions were made by the Group in preparing the "data points". They notably relate to emission factors and conversion factors (as described in sections 5.1.1.1.1.. and 5.1.2.2.5), to material inflows (as described in section 5.1.2.3.2.4) and to electronic waste generated (as described in section 5.1.2.3.3.4.). Further information concerning approximations, interpretations and assumptions are documented in this report, particularly in section 5.1.1.1.2.

Certain estimates may be refined in future reporting periods when more relevant information becomes available. Certain estimation methods may also be modified or adapted in line with changes in generally accepted market practices.

Where data points were available for previous financial years using a similar or very similar methodology, they have been indicated. Where applicable, minor changes in methodology are specified on a case-by-case basis.

Some data will be disclosed progressively as permitted by the ESRS standards, either because the information is not relevant for the financial year, or because it is not yet available in a format compatible with the ESRS requirements. In this respect, certain data points that are not available for the 2024 financial year may therefore be published in subsequent Sustainability Statement. Work is already underway to collect this data. More specifically, this concerns datapoints related to the transition plan (as described in section 5.1.2.2.3.1), the resilience analysis (as described in section 5.1.1.4.3), the climate-related transition risks (as described in section 5.1.1.3.1.4.1), the weight and rates of reused or recycled components and of recyclable content in products and packaging (as described in section 5.1.2.3.2.4), the e-waste treatment operations (as described in section 5.1.2.3.3.4), the unadjusted gender pay gap (as described in section 5.1.3.1.5.4.5) and the payment practices (as described in section 5.1.4.1.2.2.2).

The Sustainability Statement will evolve as part of a process of continuous improvement, taking into account best practice in publication by peers, the publication of new EFRAG guidelines and the implementation of additional standards, if any.

Similarly, the level of robustness of the data collection process will continue to improve as the exercises progress and the data collection tool evolves.

The Group's internal control systems relating to the preparation of sustainability information will be progressively strengthened on the basis of the experience gained from the first reporting periods.

The Group also plans to periodically review its process for assessing the materiality of the impacts, risks and opportunities associated with its activities, particularly next year, in order to refine it.

5.1.1.1 Basis for preparation [ESRS 2 BP-1, BP-2]

5.1.1.1.1 General Basis for preparation [BP-1]

In this first year of implementation under French law [1] of the Corporate Sustainability Reporting Directive (CSRD) [2], the Atos Sustainability Statement has been prepared in accordance with the requirements set by the European Sustainability Reporting Standards (ESRS) as adopted by the European Commission. The non-authoritative implementation guidance and FAQs issued by European Financial Reporting Advisory Group (EFRAG) have also been considered. For ease of reference, ESRS references are indicated in square brackets next to the related disclosure when applicable.

Reporting period

This Sustainability Statement covers the period from January 1, 2024, to December 31, 2024, in a comparable period (one year) to the previous 2023 report.

Scope of Sustainability Statement

The Sustainability Statement has been prepared on a consolidated basis. The scope of consolidation is the same as for the financial statements. For the year 2024, the Atos Group is organized as indicated in Note 18 "Consolidation scope as of December 31, 2024: main entities" which can be found in section 6.1 of this Document. No material Impacts, Risks and Opportunities (IROs) were identified with respect to any entity which is not consolidated in the Company's financial statements.

The Group subsidiaries included in the consolidation scope and crossing the thresholds set by CSRD are exempted from individual sustainability reporting.

Value chain

In preparing the Sustainability Statement, the Group collected and consolidated data from across its own operation as well as from its entire upstream and downstream value chain.

For a description of the value chain, please see the Business Model-related section in Chapter 1 Group Overview.

Reporting methodology

Process for defining report content

The Group Sustainability Statement is based on a double materiality assessment, as prescribed by CSRD and the ESRS, which is presented in section 5.1.1.3.1. This approach ensures the Sustainability Statement is relevant to all stakeholders.

Tooling

In order to issue the Sustainability Statement, the Group leveraged a dedicated sustainability reporting tool, operational reporting tools, HR information systems and financial reporting systems.

Statements from the Company

The Company has not used the option to omit a specific piece of information corresponding to intellectual property, know-how or the results of innovation [3].

The Company has not used the exemption from disclosure of impending developments or matters in the course of negotiation, as provided for in articles 19a(3) and 29a(3) of Directive 2013/34/EU [4].

External assurance

The Sustainability Statement is subject to audit as required by the regulation, with a limited level of assurance. Please see Appendix 4 of this Chapter 5.1 for the sustainability auditors' report on the Sustainability Statement.

5.1.1.1.2 Disclosures in relation to specific circumstances [BP-2]

Value chain estimation

The Group uses the conversion factors of the Agence de l'Environnement et de la Maîtrise de l'Energie (Ademe) (indirect source) to estimate its suppliers carbon footprint when the real data are not available. When the data is available, the Group uses supplier real carbon footprint collected in ESG reports or through EcoVadis platform (for CO_2 metrics).

The Group also uses the tool *Compliance Catalyst* to screen its customers/suppliers. *Compliance Catalyst* is a data base compiling information on companies to help attributing them a risk score (low, medium, high or no go).

Source of estimation and outcome uncertainty

Metrics and monetary amounts subject to high level of uncertainty have been duly identified as such and explained where applicable in the relevant ESRS disclosure requirement section within the Sustainability Statement.

This may include:

(i) the use of emissions factors for energy consumption data from internationally recognized sources (the Ademe, the Department of Environment, Food & Rural Affairs (DEFRA) or the International Energy Agency (IEA)), but also conversion factors for Scope 3 emissions as detailed in section 5.1.2.2.5.1 Gross Scopes 1, 2 and 3 and Total GHG emissions [ESRS E1-6];

(ii) overall total weight of products and technical and biological materials used during the reporting period as detailed in section 5.1.2.3.2.4; and

(iii) total electronic waste generated by the Group's own operations as detailed in section 5.1.2.3.3.4.

Please refer to the related sections for further information on calculation methodology and level of uncertainty.

5

1) CSRD Directive as defined in next footnote has been transposed under French law by Ordinance n°2023-1142 of December 6, 2023.

2) Directive (EU) 2022/2464 of the European Parliament and of the Council of December 14, 2022 amending regulation (EU) n°537/2014, Directive 2004/109/EC, Directive 2006/43/EC and Directive 2013/34/EU, as regards corporate sustainability reporting ("CSRD Directive").

3) In accordance with ESRS 1, 7.7.

4) In accordance with Directive 2013/34/EU of the European Parliament and of the Council dated June 26, 2013 on the annual financial statements, consolidated financial statements and related reports of certain types of undertakings, amending Directive 2006/43/EC of the European Parliament and of the Council and repealing Council Directives 78/660/EEC and 83/349/EEC.

Changes in Preparation or presentation of the sustainability information

Any change in the presentation of the sustainability information has been duly identified and explained where applicable in the relevant ESRS disclosure requirement section within the Sustainability Statement. The metrics for the previous year(s) included in the Sustainability Statement for comparison purposes are calculated using the same methods as the metrics for financial year 2024.

Disclosure stemming from other legislation or generally accepted sustainability reporting pronouncements

Chapter 5.1 contains the Sustainability Statement of Atos SE which has been prepared in accordance with the requirements set by the European Sustainability reporting Standards (ESRS).

Atos also reports in accordance with generally accepted sustainability-related standards such as the GRI Standards and the industry specific sustainability accounting standards for Software and IT services developed by SASB. When applicable, such references to international standards may be found in Chapter 5.2.

Use of phase-in provisions

In accordance with the provisions of Appendix C of ESRS 1 *List of Phased-in Disclosure Requirements*, Atos will not report on the following material topics, relying on the phase-in provisions of ESRS:

(i) ESRS 2 SBM 3 48(e) *Anticipated financial effects of the undertaking's material risks and opportunities*;

(ii) E1-9 *Anticipated financial effects from material physical and transition risks and potential climate-related opportunities*;

(iii) S1-7 *Characteristics of non-employee workers in the own workforce;*

How to read the Sustainability Statement

As per ESRS requirements, Atos' Sustainability Statement is structured in 4 overall sections: "General Information", "Environment", "Social" and "Governance". The Sustainability Statement is transcribed in this ***Chapter 5.1*** of the Universal Registration Document. ***Chapter 5.2*** of the Universal Registration Document gathers additional sustainability-related information that the Group considers important to provide to its stakeholders.

The Universal Registration Document transcribes the management report and the Sustainability Statement included as a specific section of the management report. Some disclosures required by the ESRS are not included in the Sustainability Statement itself but in other sections of the management report. When that is the case, and in compliance with ESRS 1 section 9.1, this information is incorporated by reference into the Sustainability Statement. A table of cross-references detailing where the ESRS disclosures are reported in the management report is available in Appendix to the Sustainability Statement (***Appendix 1 – Table of Disclosure Requirements and Data Points incorporated by reference***).

5.1.1.2 Sustainability Governance [ESRS 2 GOV-1, GOV-2, GOV-3, GOV-4, GOV-5]

5.1.1.2.1 Role and information of governance bodies on sustainability matters [ESRS 2 – GOV-1 & GOV-2]

The CSR organization is present at all levels of the Company up to the Board of Directors which is ultimately in charge of the oversight of the impacts, risks and opportunities and 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. The CSR Committee of the Board of Directors is directly involved in defining the CSR strategy and priorities. Please refer to Chapter 4.2 for further information on the composition, role and sustainability-related expertise and skills of the members of the Board of Directors.

At upper management level, the Group CSR Officer manages the entire CSR program and presents on a regular basis to the CSR Committee of the Board of Directors the latest achievements and planned objectives both at global and regional levels on the environmental and social initiatives of the Group. She 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.

In 2024, the Board of Directors reviewed and acknowledged the results of the Double Materiality Assessment and therefore addressed all the Company's Impacts, Risks and Opportunities identified in section 5.1.1.3.2. This assessment fed into the discussions on the Group strategy.

Please refer to Chapter 4.2 for further details on the information provided to and sustainability matters addressed by the governance bodies.

5.1.1.2.2 Integration of sustainability-related performance in incentives schemes [ESRS 2 – GOV-3]

Please refer to Chapter 4.3 on the integration of sustainability-related performance in incentive schemes over the past years.

As far as climate is concerned, in 2024 climate-related considerations were not factored into the remuneration of the administrative and management bodies, including the CEOs. This was modified in January 2025, where 10% of the annual variable compensation of the CEO of Atos – Philippe Salle – is now linked to the short-term 2025 target to reduce GHG emissions (Scope 1, 2 and 3) compared to 2019 baseline. For more information, please refer to section 4.3 Compensation and stock ownership of Company officers.

5.1.1.2.3 Statement on Due Diligence [ESRS 2 – GOV-4]

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 is structured around: (i) the scope and the governance of the plan, (ii) the measures relating to the risk mapping, the evaluation procedures and mitigation actions for Atos' own activities and its supply chain, (iii) the alert mechanism and the monitoring system in place to evaluate the performance of the Plan. The risks identified as part of the Vigilance Plan were taken into account through the evaluation of IROs done by Atos Group Compliance team. The Vigilance Plan is available in section 5.2.4. In addition, an overall presentation of the due diligence on third parties is available in section 5.1.4.1.1.2 d.

Regarding 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 onboarding, 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 addition, the Atos Procurement department has adopted a Global Procurement Policy and Global Procurement Sourcing Policy with a comprehensive sustainability section to manage the risks related to ethics, human rights and the environment within the supply chain. The general objective of this policy is to ensure that a minimum level of safeguarding elements is in place when selecting and onboarding suppliers. This policy covers all Atos procurement activities and sets expectations for all tier 1 suppliers engaged by Atos. For more information, please refer to section 5.1.4.1.2.2.1 Supplier relationship management.

5.1.1.2.4 Risks management and internal controls over sustainability reporting [ESRS 2 – GOV-5]

Risks Management

In addition to the Double Materiality Assessment which allowed the Group to identify sustainability-related risks, and which is presented in section 5.1.1.3.1, the Group carries out a risk mapping exercise in the context of the Group Enterprise Risk Management (ERM) presented in Chapter 7 Risk Analysis.

The Double Materiality Assessment and the ERM exercise are different in scope and methodology. The ERM exercise focuses on risks, while the Double Materiality Assessment also encompasses impacts and opportunities. In addition, the Double Materiality Assessment covers effects on the Company and its stakeholders while the ERM focuses strictly on effects on the Company. Yet, to the extent permitted by the ESRS and FAQ issued by the EFRAG, the methodology of the Double Materiality Assessment took into account some features of the ERM exercise so as to capitalize on existing work and ensure consistency and alignment with the ERM risk management exercise. However, it is specified that the ERM exercise considers net risks while the Double Materiality Assessment considers gross risks (i.e., without taking into account mitigation measures). Members of the ERM teams were also invited to take part to the Double Materiality Assessment, including the following actions: consultation on the list of Impacts, Risks and Opportunities, several dedicated workshops, invitation to weekly meetings monitoring the progress of the assessment, invitation to kick-off and final meetings presenting the results.

The results of the ERM exercise and those of Double Materiality Assessment are consistent as the material risks, identified for the Group in the context of the Double Materiality Assessment, paired with their related sustainable topics, are also part of the ERM framework. The Group will work on increasing coordination between both exercises and on further taking into account the results of the Double Materiality Assessment into the ERM exercise to ensure full alignment of the outcomes and of mitigations actions.

Internal controls

The Group internal control system covers all Group activities including sustainability matters.

In addition to the structured governance over sustainability matters described in section 5.1.1.2.1 of this Document, sustainability reporting relies on:

(i) a long-standing reporting protocol which defines the methodology for collecting, analysing and reporting quantitative environmental, social and governance information which was recently updated to reflect the CSRD/ESRS requirements. The reporting protocol, beyond facilitating compliance with sustainability regulations, historically responds to a dual objective for Atos:

1. Measuring the effectiveness of the CSR program, to monitor changes and to assess improvements in its performance,
2. Communicating transparently on the non-financial topics identified as essential for Atos in its materiality assessment.

The reporting protocol assesses the suitability of the environmental, social and governance information to report the CSR performance in terms of their relevance, completeness, reliability, neutrality and clarity, taking into account, where appropriate, best practices within the sector.

The CSR performance of the Company is monitored thanks to the results of the indicators published in the Sustainability Statement and it is therefore paramount to ensure that reliable, traceable and consistent data are reported in order to obtain actionable indicators;

(ii) a sustainability reporting tool called ACROSS (*Atos Corporate Reporting on Sustainability Solution*) which supports the collection of quantitative or qualitative information in an accurate, efficient and compliant manner for CSR reporting. ACROSS is designed to meet the needs of sustainability reporting by facilitating data collection, management and reporting of energy consumed, business travels, waste generated and other environmental information throughout the full organization. A library of emission factors allows a comprehensive carbon emissions tracking and measurement and its reporting module facilitates analysis, visualization and disclosure of data;

(iii) a data collection process which is launched twice a year and applies to the whole organization. Environmental data related to energy consumption of offices and data centers, waste, distance or energy consumed by any transportation means are collected and reported in countries or at group level. Adjustments and revisions are conducted during the full year data collection process to ensure reliable and consistent data. A bespoke consistency checking process is defined to review the accuracy of the reported data and to explain and document significant gaps with previous periods. Evidence are requested to justify variations and to document the sustainability data reported.

For more information on the Group internal control system, please refer to section 7.4.

5.1.1.3 IRO Management

5.1.1.3.1 Description of the process to identify and assess material impacts, risks and opportunities [ESRS 2 – IRO-1]

Atos Group, being subject to the Corporate Sustainability Reporting Directive that entered into force on January 1, 2024, has conducted from September 2023 to March 2024 the double materiality assessment described in this chapter. This assessment enabled Atos Group to identify its material impacts, risks and opportunities and the information that, as a result of its double materiality assessment, will be included in its Sustainability Statement, in line with the ESRS Delegated Acts.

Atos Group was supported in this process by a tier-one external consultant.

The scope considered for the double materiality assessment was the entire scope of Atos Group and is fully aligned with the scope considered for the financial reporting. Atos Group also considered its entire value chain.

The only level of disaggregation used was by business lines (Tech Foundations/Eviden). During the consultation phase, stakeholders were given the opportunity to assess IROs differently depending on the entity considered (Tech Foundations or Eviden). No other level of disaggregation (for example, by country or geography) was used while conducting the double materiality assessment, as such disaggregation was not considered relevant considering the structure and activities of Atos Group. In the same objective of considering the entire scope of Atos Group, no specific focus was made on specific activities, business relationships or geographies.

The process followed to conduct the double materiality assessment was structured in the following steps:

Details on each step are provided in the corresponding sections. Additional information on how the topical IRO-1 requirements were considered, can be found in section 5.1.1.3.1.4.

5.1.1.3.1.1 Identification of Atos Group's sustainability topics

A list of sustainability topics specific to the Group was compiled, taking into account the list of sustainability topics included in ESRS 1, Appendix A and notably the list of sub-topics and sub-sub-topics provided by AR16.

The aim was to define a shortlist of relevant issues in relation to the sector and the Atos Group's activities, facilitate consultation process, ensure continuity with the Atos Group's practices and enable a strategic representation of the results of the double materiality assessment.

To make informed decisions regarding this list of sustainability topics, three main sources were used:

- the existing materiality matrix conducted by the Group in 2020;
- the SASB materiality matrix to ensure the inclusion of all material topics for the Software and IT services;
- a benchmark comparison with peers to ensure the alignment with market practices.

5.1.1.3.1.2 Identification of impacts, risks and opportunities

Based on the list of sustainability topics specific to Atos Group, a list of impacts, risks and opportunities was formalized, to be used as the basis of the double materiality assessment. To do so:

- a preliminary list was compiled, based on the Atos Group 2022 Universal Registration Document, Enterprise Risk Management (ERM) documents, ESRS sub-topics and sub-sub-topics, and literature review (studies, controversies, articles). The risks identified as part of the Atos Group Vigilance Plan were taken into account through the evaluation of IROs done by Atos Group Compliance team;
- three workshops were organized with relevant internal contributors, to validate the preliminary list (Environment, Social, Governance). During those workshops, the list of IROs was completed and adapted according to the contributors' expertise;
- to facilitate the assessment process considering the Group's size and diversity of activities, IROs were identified at Group level. However, during the consultation phase, stakeholders were given the opportunity to assess IROs differently depending on the entity considered (Tech Foundations or Eviden).

Three rules were considered when compiling:

- the IROs listed were gross IROs (in opposition to net) as the double materiality analysis was a gross analysis. All action plans implemented by the Atos Group (prevention, mitigation, remediation actions) should be ignored. For example, a risk must be included even if efficient action plans are already put in place to mitigate the risk;
- choosing between a same IRO being formulated "positively" or "negatively" had a moderate influence. The same principle applies for financial materiality regarding risks and opportunities. However, the same element cannot appear twice: a choice must be made depending on the relevance for the Atos Group;
- risks and opportunities most often stem from impacts. Thus, for each negative impact, the question of the "counterparty" in risk arose. The same went for the positive impacts that can have their translation as an opportunity. These interactions were considered and guided the process of IRO definition.

Following the steps and rules identified above, a final list of IROs was validated, including 89 positive and negative impacts, and 107 risks and opportunities.

5.1.1.3.1.3 Assessment

5.1.1.3.1.3.1 Stakeholders' identification and consultation

The process of double materiality assessment implemented by Atos Group included stakeholders' consultation to determine how they may be impacted.

Atos Group was very attentive to involve stakeholders covering its entire value chain, via the involvement of internal and external experts. In total, more than 60 stakeholders were involved in the process.

More precisely, the following categories of stakeholders where involved:

- to cover upstream value chain: representatives of Atos Group's providers, together with representatives of Atos Group's Procurement team;
- to cover Atos Group's own operations:
  - for Atos' employees: members of Human Resources' teams, operational managers at Group and country level,
  - Atos experts from the different business lines, at Group and country level,
  - Atos experts from support functions, including: Compliance, Data Privacy, Security, Environment, Legal Corporate Affairs, Logistics and Housing, Portfolio, Digital Innovation, notably;
- to cover downstream value chain:
  - for Atos Groups' clients: Client Executives (Atos' employees), representatives of Atos Group's clients,
  - affected communities and the environment: representatives of environmental and social NGOs, member of Atos Prayas Foundation (India).

The consultation process consisted of workshops and several interviews. In total:

- to assess the **impact materiality** of the identified IROs, 30 interviews were performed, and more than 45 stakeholders were interviewed;
- to assess the **financial materiality** of the identified IROs, 21 interviews were performed, and more than 45 employees and executives were interviewed. The external stakeholders did not perform the financial materiality assessment, as they are not considered to have the appropriate perspective to assess the financial effects of risks and opportunities on the Group.

To ensure the relevancy of the assessment, the stakeholders were assigned sustainability topics based on their relevance, considering their positions within or outside the Group, and their domain of expertise. Additionally, stakeholders were provided with pre-read materials to familiarize themselves with the context, methodology, and list of impacts they were expected to assess.

Consultation process

- During the interview, the stakeholders assessed each impact, risk and opportunity by giving a score for each criterion mentioned in the following sections.
- The objective of the assessment was to prioritize and compare the impacts, the risks and the opportunities.
- The time horizons used in the evaluation align with the EFRAG recommendations: short/medium term (<5 years) and long-term (>5 years).
- Stakeholders were given the opportunity to assess impacts, risk and opportunities differently depending on the business line considered (Tech Foundations or Eviden) and were given the possibility to focus their answer on the entity they operate in/with.
- External stakeholders were consulted at the ESG topic level, not at the impact level. For each ESG topic, external stakeholders were asked to identify the most relevant positive and/or negative impacts and assess the different evaluation criteria.

5.1.1.3.1.3.2 Impact materiality

Evaluation criteria

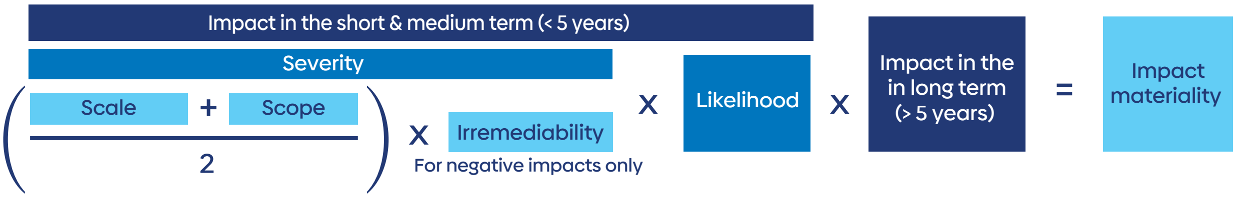
The evaluation criteria were aligned with the ESRS requirements and were designed to prioritise negative impacts based on their relative severity and likelihood and positive impacts based on their relative scale, scope and likelihood.

They are:

- **scale**;
- **scope**;
- **irremediability:** this criterion was not assessed by the stakeholders, but by the external consulting firm, based on experience on ESG topics' consequences. The "Irremediability" criterion applied only to negative impacts;
- **likelihood** (for potential impacts only);
- **impact in the long-term.** To prioritize the impacts that are likely to be more severe in the long-term, a coefficient of 1,2 was applied to them. On the contrary, a coefficient of 0,8 was applied to the impacts that are likely to be decrease in the long term.

Calculation methodology

The formula included in the illustration below was used to compute impact materiality:



To translate the qualitative choices made by stakeholders on each of the criteria into scores or coefficients to be used in the calculation formula, the following associations were established:

- the combination of these scores and coefficients resulted in a final score ranging from 0 to 3. To consolidate the scores at the level of each impact, the average of the scores attributed by all the internal stakeholders who assessed this impact was considered;
- this average was weighted according to the role of the stakeholders interviewed. Thus, greater weight was given to the assessments of executives due to their strategic vision on the exercise (1.5 for executives vs. 1 for the employees).

Threshold definition

The consolidated scores at impact level were presented to the Atos Group project management team (composed of representative of Group CSR, Group Finance and Group Risk Management teams) during an impact materiality workshop. Two threshold options were presented (1.5/3 and 2/3), and the participants were asked to review the results and agree on the threshold that would result in the consideration of all relevant impacts.

After discussion, a 1.5/3 threshold was chosen, using a qualitative approach based on the following criteria:

- relevance of the information for stakeholders;
- continuity and alignment with the Group's strategy;
- continuity and alignment with previous materiality assessments.

5.1.1.3.1.3.3 Financial materiality

Evaluation criteria

The evaluation criteria are aligned with the ESRS requirements.

They are:

- **financial effect:** The scale for financial effects was determined by the Finance, Risks, and Internal Control departments, to capitalize on existing work and ensure alignment with the Group's other risk management exercises. However, it is specified that other risk management exercises consider net risks while double materiality considers gross risks (i.e., without taking into account mitigation measures);
- **likelihood**;
- **long-term aggravation**.

Calculation methodology

The formula included in the illustration below was used to compute financial materiality:

To translate the qualitative choices made by stakeholders on each of the criteria into scores or coefficients to be used in the calculation formula, the following associations were established:

- The combination of these scores and coefficients resulted in a final score ranging from 0 to 3. To consolidate the scores at the level of each risk/opportunity, the average of the scores attributed to each risk/opportunity by all the stakeholders who assessed this risk/opportunity was considered.
- This average was weighted according to the role of the stakeholders interviewed. Thus, greater weight was given to the assessments of executives due to their strategic vision on the exercise (1.5 vs. 1 for the employees).

Threshold definition

The consolidated scores at risk/opportunity level were presented to internal risk management and finance experts during a financial materiality workshop. Two threshold options were presented (1.5/3 and 2/3), and the participants were asked to review and agree on the threshold that would result in the consideration of all relevant risks and opportunities.

After discussion, a 2/3 threshold was chosen using a qualitative approach based on the following criteria:

- relevance of the information for stakeholders;
- continuity and alignment with the Group's strategy and risks approach;
- continuity and alignment with previous materiality assessments.

5.1.1.3.1.4 Description of the process to identify and assess material topical ESRS related IROs

5.1.1.3.1.4.1 Description of the processes to identify and assess material climate change related IROs

Atos has screened its activities, as well as its upstream and downstream supply chain, to identify the actual and potential main climate-related impacts on climate change through the assessment and disclosure of its total GHG emissions and plans to reduce these emissions by setting science-based emission reduction targets. Atos has not identified any locked-in emissions in its activities due to the nature of its business, and any emissions from sold products are reported in Scope 3 category 11 as shown in Section 5.1.2.2.5.1 Gross Scopes 1, 2 and 3 Total GHG emissions.

Climate related physical risks

In own operations

The identification of the main physical climate-related impacts 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 (Finance, Logistics and Housing, Data Center Management, EMS, Insurance, HR, Security and Business Continuity) as well as business lines and geographies.

In 2023, to identify the physical climate-related risks, Atos used an external climate scenarios analysis tool to calculate current and future exposure of all Atos sites (offices and data centers). This analysis was performed 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) following the climate hazards as defined by the EU Taxonomy regulation.

Atos is in the process of analyzing the sensitivity and vulnerability of its sites against identified exposure to climate hazards, focusing on the RCP 8.5 scenario for the near term (2021-2040). Key business lines and functions will be involved in working groups to assess the identified physical climates risks, assess their financial impact and build a more resilient business.

In upstream value chain

Most Atos GHG emissions originate from the upstream value chain, therefore 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:

- a Strategic Supplier Management program whereby main suppliers are asked to periodically report their progress on sustainability;
- 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.

Atos assesses its suppliers' activities for CSR and specifically environmental risks with the expert third party EcoVadis. The EcoVadis assessment provides a valuable overview of Atos suppliers on their Environment and CSR approach, including their strengths, weaknesses and any unethical behaviour reported in the media or by NGOs. This enables Atos Procurement to identify possible risks and mitigate them case-by-case within the supply chain.

In downstream value chain

Considering Atos' main activities, the "downstream" value chain is mainly composed of "B to B" (business to business) clients using Atos digital technologies, services, and solutions. A significant disruption affecting important sites of strategic clients could cause Atos difficulties in providing its services. This risk is nevertheless perceived as not significant at the Group level due to the multiplicity of clients, the geographical dispersion of their sites, and the fact that many services are carried out remotely, from several points and without on-site intervention.

Climate related transition risks

Atos intends to launch in 2026 the further analysis of climate-related transition risks identified in the double materiality assessment as well as potential new ones and their assessment using scenario-based and prospective methodologies on the short, mid and long term. In the meantime, datapoints related to the identification of impacts, risks and opportunities related climate-related hazards and transition events (ESRS E1.IRO1 § 20 and related AR 13 and AR 14) are not yet available.

5.1.1.3.1.4.2 Description of the processes to identify and assess material IROs related to pollution (ESRS E2), water and marine resources (ESRS E3), biodiversity and ecosystems (ESRS E4) and resource use and circular economy (ESRS E5)

Atos has screened its assets and activities to identify its actual and potential impacts, risks and opportunities in its own operations and its upstream and downstream value chain as part of the double materiality assessment described in section 5.1.1.3.1 (and associated subsections).

The process of double materiality assessment took into account Atos' full perimeter, including all its sites, and involved stakeholders covering Atos group full value chain (upstream and downstream). However, the double materiality analysis did not include criteria about the location of Atos' sites in or near biodiversity-sensitive areas. Atos Group may consider adding this criteria in its next double materiality analysis.

For more details on:

- the stakeholders' identification and engagement, please refer to section 5.1.1.3.1.3.1;
- the process of identification of impacts, risks and opportunities, please refer to section 5.1.1.3.1.2.

ESRS E4 - biodiversity and ecosystem

The IROs identified during the first step of the double materiality assessment were defined to cover the sub-topics land use, fresh water use, sea use change, impact of local species and ecosystems and were drafted to take into consideration the nature of Atos' activities.

The stakeholders' consultation included interviews with representatives of a worldwide NGO expert in biodiversity, which represented, at the time the double materiality analysis was conducted, the best way to identify if Atos' activities may impact positively or negatively affected communities, based on its use of shared biological resources and of the ecosystems.

No dependencies to biodiversity and ecosystems and their services were identified during the double materiality analysis. In addition, the double materiality analysis did not concluded that it is necessary to implement biodiversity mitigation measures.

ESRS E5 - resource use and circular economy

The IROs identified during the first step of the double materiality assessment included impact, risks and opportunities related to resource inflows, resource outflows and waste (including hazardous and non-hazardous waste management.

5.1.1.3.2 Results computation

Atos Group applied the defined methodology strictly and did not modify the results obtained.

As a result, the IROs considered to be non-material, for the Group, and the ESRS Topical Standards consequently excluded, are exclusively those that obtained a score below the materiality thresholds following the assessment carried out under the conditions described in the previous sections.

Considering impact materiality:

Among the 89 impacts that had been pre-identified for impact materiality, 42 were assessed as material (above the 1.5/3 threshold):

- 17 on environmental topics;
- 17 on social topics;
- 8 on governance topics.

Considering financial materiality:

Among the 107 risks and opportunities that had been pre-identified for financial materiality, 21 were assessed as material (above the 2/3 threshold):

- 6 on environmental topics;
- 7 on social topics;
- 8 on governance topics.

Considering both impact materiality and financial materiality, the Group will report on 63 materials IROs and 7 of the 10 ESRS Topical Standards. The 3 ESRS Topical Standards excluded are the following:

- ESRS E2: Pollution;
- ESRS E3: Water & marine resources;
- ESRS E4: Biodiversity and ecosystems.

The list of Atos Group's material IROs is the following:

ID	Description	I, R, O	Value chain
Environment – climate change			
1	Development of digital solutions and technologies with increased energy efficiency leading to reducing clients' carbon footprint (Low footprint IT)	Impact Positive	Downstream (clients)
2	Development of decarbonization digital solutions to reduce clients' carbon footprint (Sustainability Portfolio)	Impact Positive	Downstream (clients)
3	Development of decarbonization technical services to reduce clients' carbon footprint	Impact Positive	Downstream (clients)
4	GHG emissions generated by upstream manufacturing activities, contributing to climate change	Impact Negative	Upstream (supplier)
5	GHG emissions generated by the Group linked to energy consumption in data centers, offices and business travel	Impact Negative	Own operations
6	GHG emissions related to purchased goods and services (unrelated to the Group's products and services) contributing to climate change	Impact Negative	Upstream (supplier)
7	GHG emissions generated by the transportation of sold products contributing to climate change	Impact Negative	Downstream (clients)
8	Development of decarbonization digital solutions for clients (Sustainability Portfolio) resulting in increased revenues	Opportunity	Downstream (clients)
9	Development of decarbonization professional services to reduce clients' carbon footprint resulting in increased revenues	Opportunity	Downstream (clients)
10	Failure to meet clients' demand for environmentally sustainable economic activities, technologies, and solutions, leading to business losses	Risk Transition	Own operations
11	Failure to meet stakeholders' increasing expectations related to GHG reduction commitments, transparency and results leading to reputational damage and loss of financial support	Risk Transition	Own operations
12	Development of professional services enabling clients' adaptation to current and/or future effects of climate change	Impact Positive	Downstream (clients)
13	Development of digital solutions enabling clients' adaptation to current and/or future effects of climate change	Impact Positive	Downstream (clients)
14	Inability to guarantee working conditions and employee safety in the event of extreme weather events	Impact Negative	Own operations
15	Business interruptions caused by climate hazards leading to products/services unavailability and disruptions of clients' activities	Impact Negative	Own operations
16	Acute and chronic risks on the infrastructures and the employees, leading to business interruptions and costs (e.g., repairs, investments, penalties, reputational damages)	Risk Physical	Own operations
17	Acute and chronic risks in the supply chain, leading to supply shortages and increased costs (e.g., urgent contracts)	Risk Physical	Upstream (supplier)
Environment – Resource Use and Circular Economy			
18	Use of primary (strategic and non-strategic) non-renewable raw materials in the production of products and services contributing to resource depletion and pressure on the environment (i.e., rare earths and minerals).	Impact Negative	Upstream (provider)
19	Waste generated by suppliers during the manufacturing and packaging processes of products purchased	Impact Negative	Upstream (provider)
20	Animation and collection of electronic devices wastes (clients)	Impact Positive	Downstream (clients)
21	Electronic waste generated by the Group's own operations (e.g., in offices, data centers etc.).	Impact Negative	Own operations
22	Assisting clients in adopting a more circular model by leveraging expertise in digital innovations supporting a closed-loop economic system (e.g., LCA tool).	Impact Positive	Downstream (clients)
23	Development of digital solutions supporting clients in the minimization of resource used (e.g., reduced transportation and paper use, digital twins, cloud eco-design).	Impact Positive	Downstream (clients)

ID	Description	I, R, O	Value chain
Social – Own Workforce			
24	Flexible ways of working potentially increasing employees' work-life balance, flexibility and empowerment	Impact Positive	Own operations
25	Working environment exposing employees to psychosocial risks	Impact Negative	Own operations
26	Development of a process culture that undermines employees' sense of responsibility and hinders their empowerment.	Impact Negative	Own operations
27	Acquisition of new skills leading to higher employee satisfaction	Impact Positive	Own operations
28	Lack of skill development options leading to reputational damage, high turnover and associated costs (i.e., recruitment, onboarding, severance or bonus packages)	Risk	Own operations
29	Promotion of tech careers among under-represented communities in the Tech sector (gender, ethnicity, social background, sexual orientation) to encourage them to pursue tech-related studies or offer them better perspectives in this sector	Impact Positive	Own operations
30	Inability to comply with diversity requirements leading to exclusion from bid offers, loss of business and financial penalties	Risk	Own operations
Social – Workers in the Value Chain			
31	Development and commercialization of products and services that contribute to automation (artificial intelligence, process automation…), leading to potential lay-offs or job destruction	Impact Negative	Downstream (client´s workers)
32	Exposure of supply chain workers to health/safety risks related to raw material extraction or bad management of substances of concern	Impact Negative	Upstream (suppliers´ workers)
33	Contribution to the violation of the fundamental rights and freedoms of supply chain workers through the purchase of materials from high-risk sectors (use of conflict minerals by subcontractors)	Impact Negative	Upstream (suppliers´ workers)
Social – Affected Communities			
34	Contribution to local economic dynamism and community development (skills development, job creations, local entrepreneurs support) via geographical establishment of the Group's operations	Impact Positive	Downstream (Communities)
35	Extraction of raw materials in the supply chain (for IT equipment's production), leading to physical and chemical discharges affecting local communities living conditions	Impact Negative	Downstream (Communities)
36	Commercialization of products and services (e.g., surveillance technologies, facial recognition) being misused in ways that can hinder civil and political rights (e.g., citizen unethical watch by government)	Impact Negative	Downstream (Communities)
Social – Consumers and End Users			
37	Implementation of clients' feedback channels, leading to continuous improvement of the products and services, better adequacy of the offers with customer needs and increased customer satisfaction	Impact Positive	Downstream (employees, clients' employees, clients' customers)
38	Proximity with clients (co-construction and partnerships on projects), leading to new business opportunities (cross selling)	Opportunity	Downstream (clients' employees, clients' customers)
39	Collection of clients' feedback through surveys enabling a better understanding of their needs and concerns, leading to market expansion	Opportunity	Downstream (employees, clients' employees, clients' customers)
40	Contribution to the access provision to the digital and information space having positive societal impacts through its contribution to knowledge development, education and research	Impact Positive	Downstream (employees, clients' employees, clients' customers, communities)

ID	Description	I, R, O	Value chain
41	Through the commercialization of cybersecurity products and services, support of organizations and individuals fighting against cyber-criminality	Impact Positive	Downstream (clients' employees, clients' customers)
42	As a cybersecurity leader, contribution to the development of cybersecurity market knowledge, competencies, technologies and solutions	Impact Positive	Downstream (employees, clients' employees, clients' customers)
43	Security breaches at the clients' operations due to low performance of Atos cybersecurity offers, leading to incidents and related business interruptions	Impact Negative	Downstream (clients' employees, clients' customers)
44	Security breaches at Atos, leading to business interruptions for the clients and to clients' data privacy violations	Impact Negative	Downstream (employees, clients, clients' employees, clients' customers)
45	Working in cybersecurity leading to valuable commercial insights to develop other business opportunities	Opportunity	Downstream (clients' employees, clients' customers)
46	Growing customer demand for security, driven by the rising cyber-terrorism threat and increased regulation, leading to growth of cybersecurity services, resulting in increased revenue and new market opportunities	Opportunity	Downstream (clients' employees, clients' customers)
47	Security breaches at Atos, resulting in reputational damage, stakeholders' complaint or dissatisfaction, leading to financial impacts	Risk	Downstream (employees, clients, clients' employees, clients' customers)
Business Conduct			
48	Corporate culture favoring ethical behaviors among stakeholders	Impact Positive	Own operations
49	Trade non-compliance, particularly related to countries under embargo, leading to the Group's products being employed in ways harmful to society	Impact Negative	Own operations, Upstream, Downstream
50	Corruption and bribery cases contributing to political instability and ineffective public services	Impact Negative	Own operations, Upstream, Downstream
51	Anti-competitive practices resulting in a loss of stakeholders' trust and financial support, sanctions and penalties	Risk	Own operations, Upstream, Downstream
52	Corruption and bribery cases creating reputational damage leading to financial losses	Risk	Own operations, Upstream, Downstream
53	Non-compliance with regulatory ethics requirements leading to penalties and exclusion from bid offers	Risk	Own operations, Downstream
54	Trade non-compliance, particularly related to export controls and countries under embargo, leading to penalties and sanctions	Risk	Own operations, Upstream, Downstream
55	Responsible procurement requirements contributing to strengthen responsible practices across the supply chain	Impact Positive	Upstream (suppliers)
56	Late payments resulting in litigations, reputational risk, administrative penalties and terminations of agreements	Risk	Upstream (suppliers)
57	Strong dependency on suppliers for critical components or materials/services leading to production delays and loss of quality, as well as lower negotiation capacity due to supplier significant leverage	Risk	Upstream (suppliers)

ID	Description	I, R, O	Value chain
Corporate governance – entity specific			
58	Distribution of value among the various stakeholders of the Group	Impact Positive	Own operations, Upstream, Downstream
59	Governance instability leading to a lack of responsiveness thus neglecting customers as well as suppliers and partners' needs along the value chain	Impact Negative	Own operations, Upstream, Downstream
60	Governance instability leading to a lack of responsiveness thus resulting in neglecting employees' needs	Impact Negative	Own operations
61	Non integration of stakeholders in strategic decisions resulting in neglecting their interests	Impact Negative	Own operations, Upstream, Downstream
62	Governance instability leading to reputational damage, loss of customers, hostile-takeover and financial losses	Risk	Own operations, Upstream, Downstream
63	Governance instability leading to deterioration of social climate (social protests, high turnover) and thus a lower operational and financial performance	Risk	Own operation

5.1.1.3.3 Results validation and structuration of reporting requirements

Once global results were consolidated, they were presented to, reviewed and acknowledged by the Top Management and the Board of Directors.

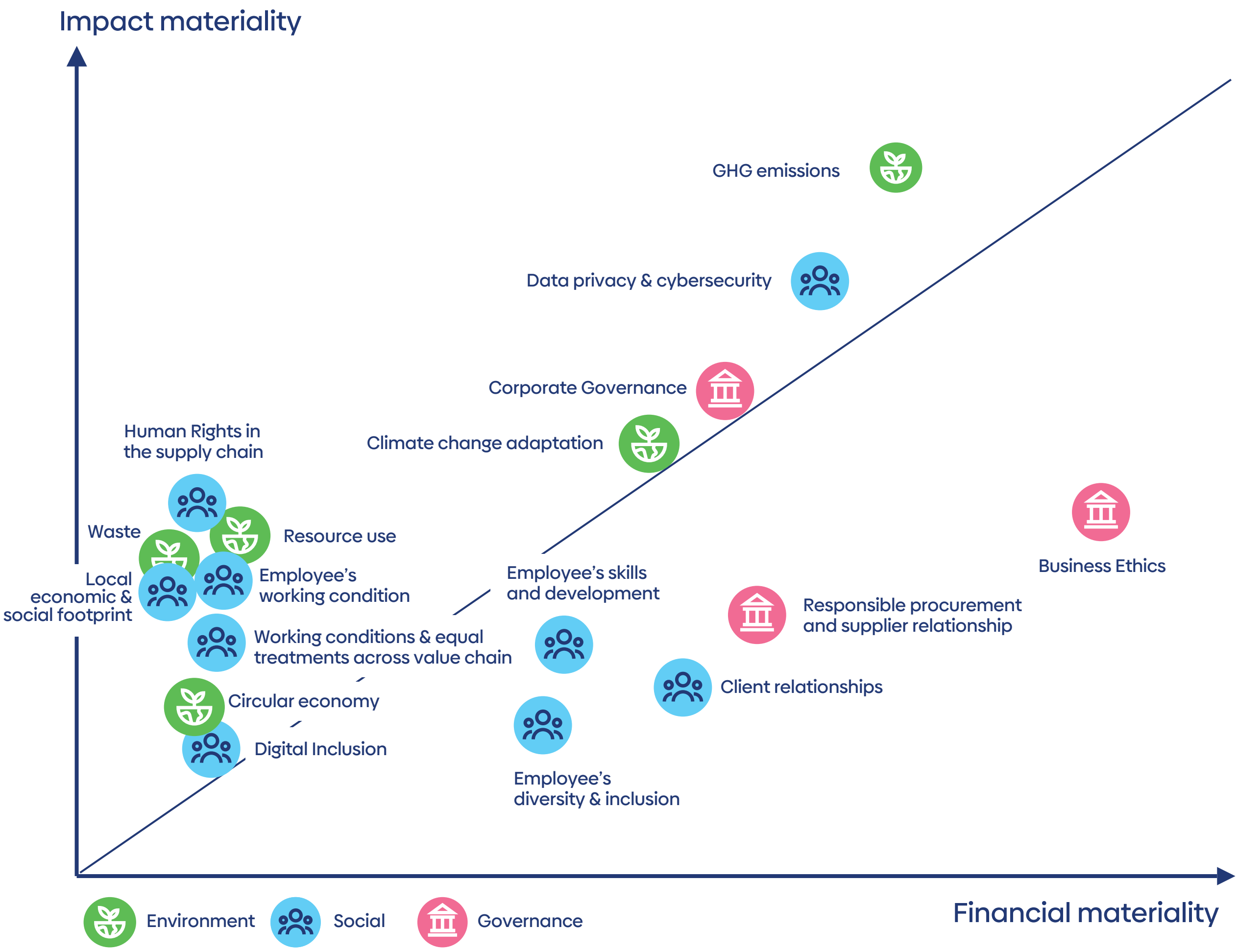
5.1.1.3.3.1 Strategic prioritization on a matrix

The formalization of a matrix is based on the recurrence of the topics (i.e. number of IROs related to this topic and assessed as material during the double materiality assessment) and the materiality score, consolidated at topic level (based on the scores of the material IROs related to this topic).

The consolidated score was computed based on the two following principles:

- high IROs scores (above 1.5 for impacts and 2 for risks and opportunities) should increase the score at the topic level;
- the higher the number of material IROs within a topic, the higher the score for that topic.

Matrix to prioritize sustainability topics



5.1.1.3.3.2 Reporting implication

Based on the list of material IROs, Atos Group defined the information to report considering these two key pieces of information:

- once an IRO is deemed material, the ESRS standard associated with the ESG topic to which the IRO pertains becomes material. Within the material ESRS standard, the Disclosure Requirements (DRs) linked to policies, targets, actions and metrics of the material will be reported on;
- the reporting data from the Disclosure Requirements under "metrics" that are not material for Atos Group won't be reported.

For more details on the detailed list of Disclosure Requirements complied with in Atos Sustainability Statement and the Table of datapoints deriving from other EU regulations, please refer to Appendix 3 of section 5.1.

5.1.1.3.4 Integration in existing processes and revision

Link between the material IROs and the existing risk management processes

Please refer to section 5.1.1.2.4 of this document for more information on the link between IROs and the existing risk management processes.

Revision of the double materiality assessment

Double materiality assessment's relevance will be reconsidered by the next Sustainability Statement's preparation.

5.1.1.4 CSR Strategy [ESRS 2 SBM-1, SBM-2, SBM-3]

5.1.1.4.1 Strategy, business model and value chain [ESRS 2 SBM-1]

Atos Group's ambition is to be the leader in secure and decarbonized digital and its purpose is to help design the future of the information space, by becoming a reliable, innovative and sustainable partner in its customers' digital strategy and digital transformation. Hence, Atos Group's overall mission is to enable its customers, employees and members of societies at large to live, work and develop sustainably, in a safe and secure information space.

For a description of Atos Group's strategy and elements of strategy that relate or impact sustainability matters, business model and value chain please see Chapter 1 - Group Overview.

For significant groups of products/services offered and significant markets or customers groups served, see Chapter 2 - Organization & Business offering; for headcount of employees by geographical areas see Chapter 1 - Group Overview; and for total revenues, see Chapter 6 - Financial Statements.

Within this framework and in the context of the increasing and worsening events linked to climate change, Atos Group's strategy in relation to sustainability matters is to create significant positive impact to society and to use digital technologies for good – also known as "Tech for Good".

From an environmental perspective, Atos' main ambitions and strategic objective are to fully contribute to a more decarbonized and sustainable world by focusing on the three pillars of its decarbonization plan:

- **GHG emissions reduction:** Atos aims to reduce its GHG footprint in line with international scientific standards with a SBTi near-term target to decrease by 50% its GHG emissions (all Scopes) by 2025 compared to 2019 baseline, and the objective to define and validate with the SBTi a long-term and net-zero target by 2050 (as per the Paris Agreement), (as described in section 5.1.2.2.4.1);
- **low footprint IT for a Sustainability Portfolio:** Atos strives to gradually reduce the environmental impact of its operations (data centers, IT hardware, software, services, solutions, etc.) and its supply chain (as described in section 5.1.2.2.4.2). This will enable Atos to develop "sustainable by design" IT solutions and services ("Low footprint IT") supporting customers in their own journey to reduce their environmental impact and fight climate change ("Sustainability Portfolio");
- **building resilience against environmental risks:** the ongoing assessment and mitigation of environmental risks to Atos' activities and business (physical and transformation risks) will enable the Group to build a resilient strategy and business model for a +1.5°C future.

For more information on current significant services in relation to Atos' sustainability-related goals, please see Chapter 2 – Organization & Business offering.

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, retention and skills management, to make Atos 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 applying 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.

To advance these sustainability ambitions and goals in the Environment, Social, and Governance areas, the Group intends to manage in a comprehensive manner all the material impacts, risks and opportunities related to its business model and value chain.

5.1.1.4.2 Interests and view of stakeholders [ESRS 2 SBM-2; ESRS S1 ESRS 2 SBM-2; ESRS S2 ESRS 2 SBM-2; ESRS S3 ESRS 2 SBM-2; ESRS S4 ESRS 2 SBM-2]

Atos is aware of the importance of engagement with its stakeholders, i.e. 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 its stakeholders at all levels of the organization using a variety of interaction channels to ensure a transparent communication about its CSR programs and to align with the demand of the market and investors.

To structure its stakeholders dialogue, Atos uses international standards in alignment with the following principles: inclusivity, materiality, responsiveness, and impact. Views and interests of affected stakeholders are addressed and reported by the Group CSR Officer during meetings of the CSR Committee of the Board of Directors.

In 2024, Atos has also engaged at length with its stakeholders in the process of double materiality assessment. For a description of Stakeholders' identification and consultation in the double materiality assessment process please see section 5.1.1.3.1.3.1 Stakeholders' identification and consultation. Following the double materiality assessment process, Atos has taken into account the interests and views provided by its key stakeholders as an input in relation to its strategy and business model. The interests and views of Atos' key stakeholders and how Atos considers the stakeholders' relevant expectations to create value, following engagement with them, are described as follows.

Clients

Expectations: Atos' clients expect innovative accessible 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.

Value created by Atos: Atos' business model is founded on creating value for its clients and partners through: (i) innovative, sustainable and accessible business solutions that meet clients' needs to perform in the new digital economy, and (ii) continuous products and services' improvements in line with clients' needs and increased customer satisfaction.

Employees and employees' representatives

Expectations: Atos employees expect a safe, equitable and open work environment, where their contribution is valued, their data are protected, and their ambitions and potential to grow and develop can be fully realized within the Company. Employees also expect to enjoy their freedom of association's rights and a positive and constructive social dialogue with their representatives.

Value created by Atos: Atos recognizes that being a responsible employer means providing a safe, diverse, inclusive, and rewarding work environment where differences are celebrated and individuality is respected, while preparing its people for the workplace of the future. Atos has put in place programs to train, develop and retain its employees and encourage internal hiring and promotion. Moreover, Atos engages with employees' representatives via well-defined processes and fora both at Group level (Societas Europaea Council or SEC) and at country level.

Investors and analysts

Expectations: investors expect profitability and efficiency from Atos, in line with its carbon footprint and energy efficiency commitments to tackle climate change. They also demand clarity and transparency regarding value creation and resource management.

Value created by Atos: Atos discloses its CSR KPIs and integrates financial and non-financial factors, providing valuable information to investors.

Partners

Expectations: collaboration with partners is key to face challenges in the IT industry and ensure the development of innovative technologies.

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.

Suppliers and workers in supply chain

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. Workers in Atos supply chain expect respect of their health and safety as well as their human and fundamental rights.

Value created by Atos: Atos 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, thereby protecting also the fundamental rights and freedom of workers in its supply chain.

Affected communities and society

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.

Value created by Atos: Atos is committed to generating economic value that also benefits society by addressing those stakeholders' needs and challenges by impacting local economies, creating new jobs and enhancing IT skills. As a recognized leader in CSR in the IT sector, Atos aims to minimize and offset environmental impacts and generate sustainable profits to support innovation. Through its digital IT solutions and 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, contribute to access the digital and information space and thus further knowledge development, education and research, develop cybersecurity technology and solutions, and support organizations fighting against cyber-criminality.

5.1.1.4.3 Material IROs and their interaction with strategy and business model [ESRS 2 SBM-3]

A list of Atos Group's material impacts, risk and opportunities as they result from the double materiality assessment is listed in section 5.1.1.3.2 Results computation, as well as a specification of which of those impacts, risk and opportunities are covered using entity-specific disclosures.

Following the double materiality assessment exercise, Atos has started to consider in a comprehensive way its material impacts, risks and opportunities and to gain a better understanding of where in the value chain those topics are concentrated. Atos will work in 2025 to address material impacts and risks and to pursue material opportunities through its new strategy and business model, thus ensuring the resilience of both. In the meantime, datapoints related to the resilience analysis (ESRS E1 SBM-3 § 19 and related AR 7 and AR 8) are not yet available.

Last but not least, based on the double materiality assessment and the resulting list of impacts, risks and opportunity, Atos started working on increasing coordination with its Enterprise Risk Management system. In particular, Atos will work with the Risk and Finance functions to calculate the current financial effects stemming from Atos's material risk and opportunities on its financial position including in case of risks of material adjustment to the carrying amount of assets and liabilities.

5.1.2 Environment

5.1.2.1 Taxonomy disclosures

5.1.2.1.1 Introduction to the regulatory framework

The EU Taxonomy for sustainable activities regulation introduced an EU-wide classification system for economic activities considered to be environmentally sustainable. 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" [(1)].

Reporting scope

Revenues, Capital Expenditures (CapEx) and Operating Expenditures (OpEx) considered for this reporting year cover all the activities across the Atos Group and correspond to the scope of consolidation as described in Chapter 6 – Financial Statements.

In 2024, the Atos Group has disposed of some of its activities as described in Chapter 6 - Financial Statements, Scope of changes in 2024, including Worldgrid business unit on November 30, 2024.

Methodology and Overview of the results

The Taxonomy reporting process is managed by the Atos Group CSR team with the support of the sustainable Finance Team and representatives from Portfolio, Operations, Sustainable Procurement, Logistics & Housing and Compliance teams for the eligibility and alignment analysis.

Atos Taxonomy analysis and KPIs for 2024 are mostly in line with the results obtained in 2023.

In 2024, Atos revenues eligible but not aligned for Taxonomy amount to € 1,952.6 million, i.e. 20.4% of Atos total 2024 revenues. Atos activities eligible for Taxonomy are found mainly in the activity 8.1 Data processing, hosting and related activities in the Climate Change Mitigation Objective – related to Atos data centers offering. Atos reports aligned revenues for 2024 equal to € 1,7 million.

In 2024, Atos eligible but not aligned CapEx for Taxonomy amount to € 267.6 million, or 40% of the total consolidated CapEx, while € 5.7 million, or 0.9% is aligned, mainly in the category 6.5 Transport by motorbikes, passenger cars and light commercial vehicles in the Climate Change Mitigation Objective – related to leases of Atos car fleet.

As regards Taxonomy OpEx, for 2024 Atos has decided to avail itself of the exemption option allowed by the Taxonomy Regulation. This is because, given Atos' business model and main types of operating expenses, the Taxonomy defined OpEx represents only 4.8% of Atos total OpEx, hence it is not material for Atos.

5.1.2.1.2 Analysis of Minimum Safeguards criteria

Atos has performed an analysis of the Minimum Safeguards criteria, according to which an activity must comply to be Taxonomy aligned 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 U.N. Guiding principles on Business and Human Rights and the International Bill of Human Rights (as expressly stated in the Atos Human Rights Policy Statement [(2)]). 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 complies with national laws covering in depth and detailing how to ensure that these principles are implemented within private companies. Please refer to this Chapter 5, Corporate Social Responsibility which details how Atos implements the 15 recommendations made by the OECD to enterprises in their guidelines [(3)].

1) *EU Regulation 2020/852 of the European Parliament and of the Council dated June 18, 2020 and all relevant delegated acts can be found at: https://finance.ec.europa.eu/sustainable-finance/tools-and-standards/eu-taxonomy-sustainable-activities_en.*
2) *atos-human-rights-policy-statement.pdf*
3) *OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, Éditions OCDE, Paris, https://doi.org/10.1787/81f92357-en (pages 14-15).*

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) (see section 5.1.1.2.3 Statement on Due Diligence); • 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 & Human Rights Resource Center has not taken up any allegation against the Company.
Corruption	• Atos has anti-corruption processes in place (see section 5.1.4.1 Business Conduct 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.
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.

Moreover, in terms of value chain:

- Atos has established a third-party due diligence process where customers, prospects and suppliers are thoroughly vetted using compliance screening software and databases prior to onboarding. 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 5.1.3.2.2.2.3 – Actions. Indeed, Atos evaluates its main suppliers through EcoVadis on their corporate responsibility performance.

Consequently, all the Taxonomy-eligible activities carried out by Atos meet the Minimum Safeguards criteria set by the Taxonomy Regulation.

5.1.2.1.3 Eligibility and alignment analysis

5.1.2.1.3.1 Revenue

Analysis and methodology

Atos has performed the eligibility and alignment analyses of its business in light of the Taxonomy Regulation, all relevant supporting documentation published by the EU Commission, including the Frequently Asked Questions on Taxonomy, market practice for the IT industry as well as the Numeum 2023 Position Paper for Green Taxonomy [1].

As far as variations in methodologies are concerned for 2024:

- Atos has set a materiality threshold equal to € 1 million revenues for an eligible offering to be screened for alignment;
- following the sale of EcoAct in October 2023, their activities related to decarbonization solutions, sustainability strategy and advisory are no longer reported in 2024;
- the Worldgrid business unit has been disposed of on November 30, 2024.

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:

Objective	Activity description	Atos activity	Status	Comment
Climate Change Mitigation	**8.1 Data processing, hosting and related activities:** Storage, manipulation, management, movement, control, display, switching, interchange, transmission or processing of data through data centers 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.	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.
Climate Change Mitigation	**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.	The **High-Performance Computing** offering provides energy efficiency features.	Eligible	This activity was assessed as eligible and not aligned because it is not yet compliant with some of the Substantial Contribution Criteria.
		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.	Eligible	The lack of available data on the best practice alternatives on the market prevents Atos from being able to finalize the alignment analysis.
Climate Change Adaptation	**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.	Within **Sustainability Strategy and Advisory**, the Value Chain Deep Dive offering enables companies to calculate their value chain scope 3 emissions and supplier engagement strategies to reduce emissions, providing crucial insights for sustainability strategies and implementation.	Eligible	The revenues did not reach the € 1 million materiality threshold to justify the alignment analysis.

Objective	Activity description	Atos activity	Status	Comment
Circular Economy	**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.	Eligible	The solutions are not yet compliant with the Do Not Significant Harm criteria of Climate Change Adaptation.
		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.	Aligned	The solution complies with the Substantial Contribution and the Do Not Significantly Harm criteria that are applicable to it.
		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.	Eligible	We do not have access to data related to some of the Substantial Contribution Criteria or Do Not Significantly Harm criteria that depend on other parties (customers, suppliers).

EcoDesignCloud uses a lifecycle assessment methodology based on the Product Environmental Footprint (PEF) methods (aligned with ISO 14040:2006 and ISO 14067:2018 standards) to generate an "ecoscore" and a CO_2 emissions and environmental impact of each product. Being an IT solution and not hardware, the substantial contribution criteria related to use of secondary raw materials, waste management, re-use, recovery or recycling operations at the end-of life are not applicable.

The main sites from which the activity is operated have been screened for climate related physical risk exposure according to Taxonomy Regulation. The main site in Romania is ISO 14001 certified with a dedicated EMS manager, ensuring resilience against material climate risk at local level, validating the Do Not Significant Harm (DNSH) criteria for climate change adaptation.

Finally, the DNSH criteria to Sustainable Use and Protection of Water is not applicable because EcoDesignCloud software does not impact water quality nor the environmental status of marine waters. The DNSH criteria for Pollution Prevention and Control is not applicable either, because Atos does not provide nor control the features of any hardware equipment relevant for using the software.

Because of the above and the fact that the analysis of the Minimum Safeguards has been conducted at Group level, EcoDesignCloud offering is aligned with the Taxonomy Regulation.

No activity has been identified to this day as eligible to the objectives of 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 79.6% of total Group revenues represent activities that are not eligible under the Taxonomy Regulation as applicable to date. The following list of non-eligible activities is indicative and not limited to:

- cybersecurity and mission-critical products and solutions;
- advanced computing products and solutions;
- AI and automation services and solutions;
- application services;
- workplace services and solutions;
- infrastructure services.

For more information on these activities please refer to Chapter 2 – Organization & Business offering.

Revenue Indicators

In accordance with the Taxonomy Regulation, the taxonomy revenues are calculated as the share of revenues 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 revenues (denominator) as reported in the consolidated financial statements (see Chapter 6 – Financial Statements).

Atos revenues break-down per environmental objective:

	Proportion of turnover/Total turnover	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.0%	20.3%
CCA	0.0%	0.0%
WTR	0.0%	0.0%
CE	0.0%	0.1%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

		Financial year 2024		Substantial contribution criteria					
Economic Activities (1)	Code (2)	Turnover (3)	Proportion of Turnover 2024 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)
Text		*€ million*	*%*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1 Environmentally sustainable activities (Taxonomy-aligned)									
Provision of IT/OT data-driven solutions and software	CE 4.1	1.7	0%	*Y*	N/EL	N/EL	N/EL	N/EL	N/EL
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**1.7**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**
Of which Enabling		1.7	0%	0%	0%	0%	0%	0%	0%
Of which Transitional		0.0	0%	0%					
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)									
				EL; N/EL	*EL; N/EL*	*EL; N/EL*	*EL; N/EL*	*EL; N/EL*	*EL; N/EL*
Data processing, hosting and related activities	CCM 8.1	1,640.5	17.1%	*EL*	*N/EL*	*N/EL*	*N/EL*	*N/EL*	*N/EL*
Data driven solutions for GHG emissions reduction	CCM 8.2	305.4	3.2%	*EL*	*N/EL*	*N/EL*	*N/EL*	*N/EL*	*N/EL*
Consultancy for physical climate risk management and adaptation	CCA 9.3	0.1	0.0%	*N/EL*	*EL*	*N/EL*	*N/EL*	*N/EL*	*N/EL*
Provision of IT/OT data-driven solutions and software	CE 4.1	6.7	0.1%	*N/EL*	*N/EL*	*N/EL*	*N/EL*	*EL*	*N/EL*
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		1,952.6	20.4%	20.3%	0.0%	0.0%	0.0%	0.07%	0.0%
A. Turnover of Taxonomy-eligible activities (A.1+A.2)		1,954.3	20.4%	20.3%	0.0%	0.0%	0.0%	0.07%	0.0%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
Turnover of Taxonomy-non-eligible activities		7,622	79.6%						
Total		**9,576.5**	**100.0%**						

DNSH criteria
("does not significantly harm")

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, 2023 (18)	Category enabling activity (19)	Category (transitional activity) (20)
Y/N	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*%*	*E*	*T*
Y	Y	Y	Y	Y	Y	Y	0%	E	
Y	Y	Y	Y	Y	Y	Y	**0.0%**		
Y	Y	Y	Y	Y	Y	Y	0.0%	E	
N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%		T
							5.5%		
							1.7%		
							0.0%		
							0.0%		
							7.3%		
							7.3%		

5

5.1.2.1.3.2 Capital Expenditures (CapEx)

Analysis and methodology

Atos has identified and reports the CapEx related to assets or processes that are associated with Taxonomy-eligible and Taxonomy-aligned economic activities as identified in section 5.1.2.1.3.1 – Revenue.

Atos also focused on identifying the CapEx which can be considered as individually eligible or aligned, 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 teams 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.

Atos CapEx which is eligible and/or aligned with EU Taxonomy is 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 Contribution 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 and partially aligned	Alignment is reported based on analysis performed by Atos' landlords on the Substantial Contribution Criteria and DNSH criteria
8.1 Data processing, hosting and related activities	CapEx related to the eligible activities	Eligible	Please refer to Section 5.1.2.1.3.1
8.2 Data driven solutions for GHG emissions reduction	CapEx related to the eligible activities	Eligible	Please refer to Section 5.1.2.1.3.1

In 2024, Atos does not report CapEx for the activity 1.2 Manufacture of electrical and electronic equipment in the Circular Economy objective.

CapEx Indicator

In accordance with the Taxonomy Regulation, the denominator for CapEx comprises the acquisition of intangible assets (Chapter 6 - Note 8.2) and tangible assets (Chapter 6 - Note 8.3) and the acquisition of right-of-use (Chapter 6 - Note 9) in 2024.

Atos CapEx break-down per environmental objective:

	Proportion of CapEx/Total CapEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.9%	40%
CCA	0.0%	0.0%
WTR	0.0%	0.0%
CE	0.0%	0.0%
PPC	0.0%	0.0%
BIO	0.0%	0.0%

Regarding Taxonomy aligned activities, the numerator includes CapEx pertaining to the increase in right of use for the Company fleet of vehicles and the increase of right of use for the real estate of the Group which have been reported as aligned respectively by the leasing partners and Atos landlords.

Regarding Taxonomy eligible activities, the numerator includes CapEx pertaining to the eligible economic activities identified in this section 5.1.2.1.3.2, the increase in right of use for the Company fleet of vehicles and the increase of right of use for the real estate of the Group which have not been identified as Taxonomy-aligned by the providers.

	Financial year 2024			Substantial contribution criteria					
Economic Activities (1)	Code (2)	CapEx (3)	Proportion of CapEx 2024 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)
Text		*€ million*	*%*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1 Environmentally sustainable activities (Taxonomy-aligned)									
Acquisition and ownership of buildings	CCM 7.7	0.2	0%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	5.6	0.8%	Y	N/EL	N/EL	N/EL	N/EL	N/EL
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**5.7**	**0.9%**	**0.9%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Of which Enabling		0.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Of which Transitional		5.6	0.8%	0.8%					
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)									
				EL; N/EL	*EL; N/EL*	*EL; N/EL*	*EL; N/EL*	*EL; N/EL*	*EL; N/EL*
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	10.4	1.6%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Acquisition and ownership of buildings	CCM 7.7	153.8	23.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Data processing, hosting and related activities	CCM 8.1	98.3	14.7%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
Data driven solutions for GHG emissions reduction	CCM 8.2	5.0	0.7%	EL	N/EL	N/EL	N/EL	N/EL	N/EL
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		267.6	40.0%	40%	0.0%	0.0%	0.0%	0.0%	0.0%
A. CapEx of Taxonomy-eligible activities (A.1+A.2)		273.3	40.9%	40.9%	0.0%	0.0%	0.0%	0.0%	0.0%
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
CapEx of Taxonomy-non-eligible activities		395.7	59.1%						
Total		**669.0**	**100.0%**						

DNSH criteria ("does not significantly harm")

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, 2023 (18)	Category enabling activity (19)	Category (transitional activity) (20)
Y/N	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*%*	*E*	*T*
Y	Y	Y	Y	Y	Y	Y	0.0%		
Y	Y	Y	Y	Y	Y	Y	0.7%		T
Y	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**0.7%**		
Y	Y	Y	Y	Y	Y	Y	0.0%	E	
Y	Y	Y	Y	Y	Y	Y	0.7%		T
							2.1%		
							18.3%		
							20.2%		
							0.9%		
							41.5%		
							42.2%		

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5.1.2.1.3.3 Operational Expenditures (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-to-day 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 € 453 million for the year 2024 (the denominator). This represents less than 5% of the Group's total OpEx of € 9,378 million and it is not representative of Atos' business model.

As shown in Chapter 6 - Financial Statement under 6.1.7 Notes to the consolidated financial statements, in particular Note 4 Operating Items (4.1 Personnel expense), as a service company 52.95% of Atos Operating Expenditures are personnel expenses. Atos is neither a software company, nor a hardware driven company, therefore Taxonomy defined OpEx is not material to Atos' business model.

As such, Atos elects to use the exemption according to the Taxonomy Regulation and reports 0 as numerator (Taxonomy-eligible or Taxonomy-aligned OpEx).

	Financial year 2024			Substantial contribution criteria					
Economic Activities (1)	Code (2)	OpEx (3)	Proportion of OpEx 2024 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)
Text		*€ million*	*%*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*	*Y/N, N/EL*
A. TAXONOMY-ELIGIBLE ACTIVITIES									
A.1 Environmentally sustainable activities (Taxonomy-aligned)									
N/A	N/A	0	0%	N/A	N/A	N/A	N/A	N/A	N/A
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**0**	**0%**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
Of which Enabling		0	0%	N/A	N/A	N/A	N/A	N/A	N/A
Of which Transitional		0	0%	N/A	N/A	N/A	N/A	N/A	N/A
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)									
				EL; N/EL	*EL; N/EL*	*EL; N/EL*	*EL; N/EL*	*EL; N/EL*	*EL; N/EL*
N/A	N/A	0	0%	N/A	N/A	N/A	N/A	N/A	N/A
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		0	0%	N/A	N/A	N/A	N/A	N/A	N/A
A. OpEx of Taxonomy eligible activities (A.1+A.2)		0	0%	N/A	N/A	N/A	N/A	N/A	N/A
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES									
OpEx of Taxonomy-non-eligible activities		453	**100%**						
Total		**453**	***100%***						

DNSH criteria ("does not significantly harm")									
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, 2023 (18)	Category enabling activity (19)	Category (transitional activity) (20)
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	0%		
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	0%	E	
N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%		T
							0%		
							0%		
							0%		

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5.1.2.1.3.4 Nuclear and fossil gas related activities

In 2024, 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

5.1.2.2 Climate change [ESRS E1]

5.1.2.2.1 Environmental governance

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 CSR Officer 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.

As part of the CSR Program, the Environmental Program is managed by the Head of Global Environment Program and a dedicated team, comprising representatives from all support functions and business lines.

The Environmental Management System (EMS)

An Environmental Management System (EMS) based on the ISO 14001 standard is in place at the Group level and in all geographies. The EMS managers and the Heads of CSR supervise the environmental challenges at regional and local levels.

The EMS supports achievement of the Group's environmental objectives through a powerful end-to-end governance, and Plan-Do-Check-Act process allowing consistent evaluation, and improvement of its environmental performance.

Since 2018, Atos has implemented a fully integrated ISO Multisite Certification (MSC) process with a 3-year life cycle. This covers ISO 14001:2015 for Environmental Management System, ISO 9001:2015 for Quality Management System, ISO 2000-1:2018 for IT service Management System, and ISO 27001:2022 for Information Security Management System.

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, independently verified by an external certification body with a release of related official certificates.

Atos main sites are all office sites accommodating more than 500 internal employees and all core data centers operated by Atos, However other sites join the Group MSC ISO 14001 scope 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.

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, Low footprint IT, Sustainability Portfolio, building resilience against environmental risks, circular economy and waste) as well as the local challenges through consistent action plans and controls internally and externally audited;
- to avoid the risks of non-compliance with regulations and stakeholder requirements; and
- to maintain or gain new market share as ISO 14001 certification is increasingly requested.

5.1.2.2.2 Material IROs relating to climate change

The IROs identified as material for Atos that relate to climate change are the following:

ID	Description	I, R, O	Value chain
GHG (Greenhouse Gas) emissions			
1	Development of digital solutions and technologies with increased energy efficiency leading to reducing clients' carbon footprint (Low footprint IT)	Impact Positive	Downstream (clients)
2	Development of decarbonization digital solutions to reduce clients' carbon footprint (Sustainability Portfolio)	Impact Positive	Downstream (clients)
3	Development of decarbonization technical services to reduce clients' carbon footprint	Impact Positive	Downstream (clients)
4	GHG emissions generated by upstream manufacturing activities, contributing to climate change	Impact Negative	Upstream (suppliers)
5	GHG emissions generated by the Group linked to energy consumption in data centers, offices and business travel	Impact Negative	Own operations
6	GHG emissions related to purchased goods and services (unrelated to the Group's products and services) contributing to climate change	Impact Negative	Upstream (suppliers)
7	GHG emissions generated by the transportation of sold products contributing to climate change	Impact Negative	Downstream (clients)
8	Development of decarbonization digital solutions for clients (Sustainability Portfolio) resulting in increased revenues	Opportunity	Downstream (clients)
9	Development of decarbonization professional services to reduce clients' carbon footprint resulting in increased revenues	Opportunity	Downstream (clients)
10	Failure to meet clients' demand for environmentally sustainable economic activities, technologies, and solution, leading to business losses	Risk Transition	Own operations
11	Failure to meet stakeholders' increasing expectations related to GHG reduction commitments, transparency and results leading to reputational damage and loss of financial support	Risk Transition	Own operations
Climate change adaptation			
12	Development of professional services enabling clients' adaptation to current and/or future effects of climate change	Impact Positive	Downstream (clients)
13	Development of digital solutions enabling clients' adaptation to current and/or future effects of climate change	Impact Positive	Downstream (clients)
14	Inability to guarantee working conditions and employee safety in the event of extreme weather events	Impact Negative	Own operations
15	Business interruptions caused by climate hazards leading to products/services unavailability and disruptions of clients' activities	Impact Negative	Own operations
16	Acute and chronic risks on the infrastructures and the employees, leading to business interruptions and costs (e.g., repairs, investments, penalties, reputational damages)	Risk Physical	Own operations
17	Acute and chronic risks in the supply chain, leading to supply shortages and increased costs (e.g., urgent contracts)	Risk Physical	Upstream (suppliers)

5.1.2.2.3 Policies

The Atos decarbonization plan and the Environmental policy both cover all material climate change IROs including the sustainability topics of climate change mitigation and adaption.

5.1.2.2.3.1 Atos decarbonization plan [ESRS E1-1]

Atos' global decarbonization plan has been largely underway since 2020. It has been updated to take into account all environmental IROs and is still at date considered the most credible plan for Atos in terms of climate change mitigation and adaptation.

The decarbonization plan is built around three pillars for Atos to build resilience in a +1.5°C future.

Atos decarbonization program

GHG emissions reduction

Atos aims to reduce its GHG footprint in line with international scientific standards, to do its part to limit global warming to 1.5°C (Paris Agreement), and to achieve carbon neutrality (net-zero) by 2050

Low footprint IT for a Sustainable Portfolio

Atos strives to gradually reduce the environmental impact of its operations (data centers, IT hardware, software, services, solutions, etc.) and its supply chain.

This will enable Atos to develop IT solutions "sustainable by design" supporting customers in their own journey to reduce their environmental impact and fight climate change.

Building resilience against environmental risks

The ongoing assessment and mitigation of environmental risks to Atos' activities and business (physical and transformation risks) will enable the Group to better adapt to a +1.5°C future.

The objective is to develop the decarbonization plan to become the transition plan (as defined by ESRS E1) and to drive progressive developments in Atos' strategy and business model to make them compatible with 1) the transition to a sustainable economy, 2) the objective of limiting global warming to 1.5°C compatible with the Paris Agreement, and 3) defining and validating with the SBTi long term and net zero targets by 2050. Atos is not excluded from the EU Paris-aligned Benchmarks and has no exposure to coal, oil and gas-related activities. In the meantime, Atos is not in a position to comply with the following datapoints related the transition plan: ESRS E1-1 § 16 a to j

Atos expects to finish building its transition plan in 2025 and to obtain approval by end 2026 by the Executive Committee and the Board of Directors of Atos. The transition plan will include quantified investments and funding requirements to support its implementation. These resources will be reflected in the taxonomy eligible and aligned CapEx of the EU Taxonomy report (as described in section 5.1.2.1 Taxonomy disclosures). Atos' ambition is to use the Taxonomy regulation as a guide and roadmap for any new Atos solution or service, thereby enlarging its Sustainability Portfolio offerings which are eligible and aligned with the EU Taxonomy.

5.1.2.2.3.2 Atos Group environmental policy [ESRS E1-2]

Atos has been a pioneer in sustainability and decarbonization by starting an Environmental Program as early as 2008 and committing to ambitious "net zero" and carbon reduction commitments in the past with the SBTi.

2008 – Atos launches its **Environmental Program** and focuses on climate emergency

2014 – All Atos' main sites must enter the **ISO 14001** certification process and get certified

2015 – Climate change **commitments** are made by Atos as part of the Paris Agreement

2017 – The **SBTi validates** Atos' carbon intensity target for 2050 (-86% versus 2012)

2020 – Atos commits to a near term **1.5°C SBT by 2025** and to reach **Net Zero**

2022 – Atos confirms its commitments to reduce its emissions by 50% between 2019 and 2025 aligned to the **newest SBT standards**

2023 – Atos reports following the **EU Taxonomy** for sustainable activities and starts preparing for CSRD

2024 – **Double-materiality assessment** confirms "Climate change", and adds "Circular Economy" and "Waste" as material topics for Atos

Atos implements an **Environmental Policy** to serve its Environmental Program that provides high-level principles, over the short and long term, regarding the Group's main environmental challenges including climate change mitigation and adaptation. It is validated by the Senior Executive Vice President & Head of Partnerships & Alliances and owned by the Head of Global Environment Program. It applies to all Atos entities and operations, all office sites, and data centers regardless of their location. The Environmental Policy applies to the full scope of the entire Atos organization (100%) including its suppliers and subcontractors.

The full comprehensive Atos Environmental Policy covering all environmental challenges (carbon emissions, energy efficiency, renewable energy deployment, waste management, etc.) is shared with external stakeholders upon request. Internally, the Environmental Policy is complemented by the Book of Environmental Guidelines which 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.

The Environment Policy covers IROs 1 to 15 (for more detail please refer to section 5.1.2.2.2 Material IROs relating to climate change and applies to all levers and action plans as described below.

5.1.2.2.4 Targets, actions plans and results

5.1.2.2.4.1 GHG emissions reduction targets – near-term science-based target [ESRS E1-4]

In relation with Atos' Environmental Program main target is to reduce its GHG emissions with direct and indirect consequences on its capacity to mitigate and adapt to climate change issues.

Atos has set a Greenhouse Gas (GHG) reduction Near-Term Science-Based Target (SBT), to track the effectiveness of its Environmental Policy and its GHG reduction related action plans with respect to the management of its material IRO "GHG emissions".

This target enables Atos to positively contribute and measure its response to 1) one of the most pressing global environmental challenges (global warming), 2) the reduction of risks and negative impacts as well as the consideration of opportunities and positive impacts linked to GHG emissions and 3) one of the key aspects of its environmental policy.

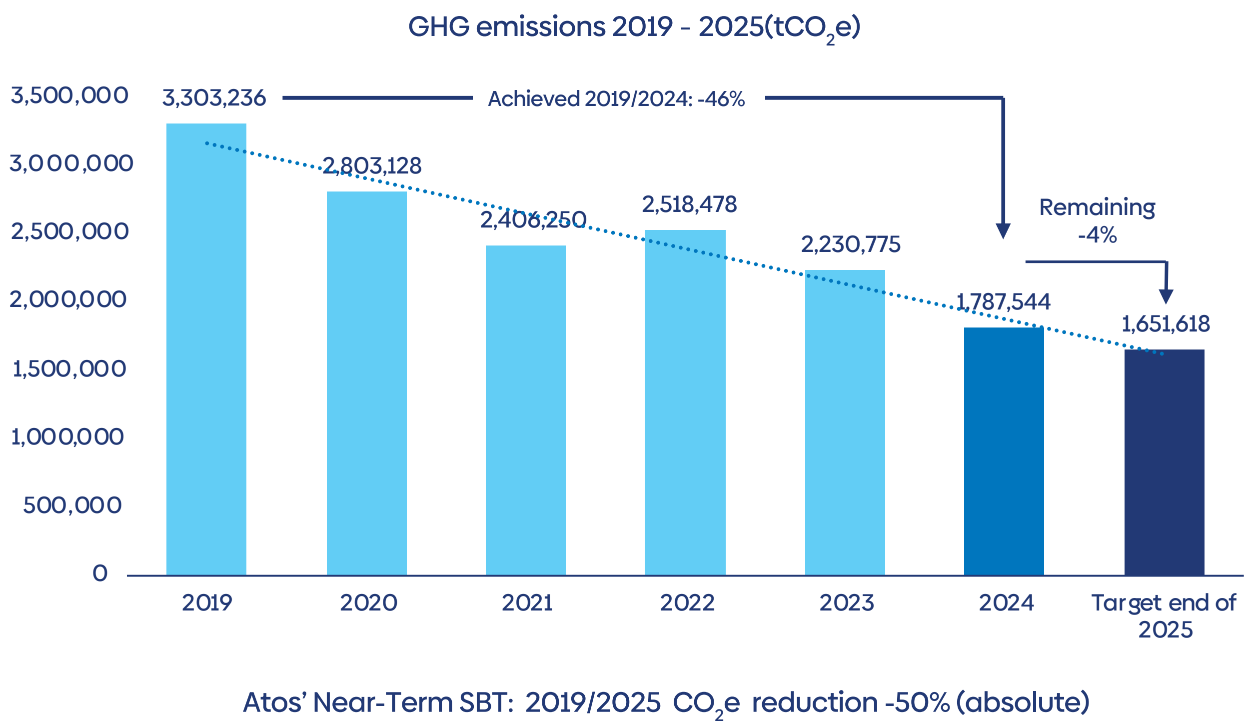
The defined target is to reduce by 50% all the Group's carbon emissions (GHG Protocol Scopes 1, 2 and 3) between 2019 and the end of 2025. It is an absolute target measured in million tons of CO_2equivalent ($MtCO_2e$). It has been defined with reference to a total of GHG emissions of 3.303 $MtCO_2e$ in 2019 (base year from which progress is measured). The 2019 baseline emissions cover all Atos emission upstream, own operations and downstream and did not exclude any geography, business line or significant activity of the Atos Group.

This target:

- covers 6 years from 2019 (2019 total GHG emissions) to the end of 2025 (2025 total GHG emissions);
- covers all Atos activities, including its own activities and its upstream and downstream value chain activities in all the geographical areas where the Group operates;
- is based on conclusive scientific evidence that GHG emissions contribute to global warming and climate change;
- has been defined using the GHG Protocol and the Science-Based Target initiative (SBTi) Net-Zero Standard criteria and methodologies;
- considers all significant sources of emissions for Scopes 1, 2 and 3, and for Scope 3, all significant categories (including categories 1 & 2 – purchased goods and services/capital goods and category 11 – use of sold products);
- is compatible with the Paris Agreement, exceeding the minimum requirements necessary to limit global warming to 1.5 degrees and has been officially validated by the SBTi;
- has been defined by involving internal stakeholders (business line, geographies, support functions) to better asses to which extent they could progressively contribute to the reduction of Atos GHG emissions and the SBTi and its auditors, as external stakeholders);
- considers and contributes to the UN Sustainable Development Goals (SDGs) 12 "Climate action".

With respect to this disclosed target, at the end of 2024, Atos had achieved the following performance: a reduction of -46% of its GHG emissions compared to 2019 (1.788 million tCO2e in 2024 compared to 3.303 million tCO2e in 2019).

The target is monitored and reviewed through the CSR team and the metrics used are in percentage of reduction based on tons of CO2e. The progress 2019-2024 is in line with what had been initially forecasted.



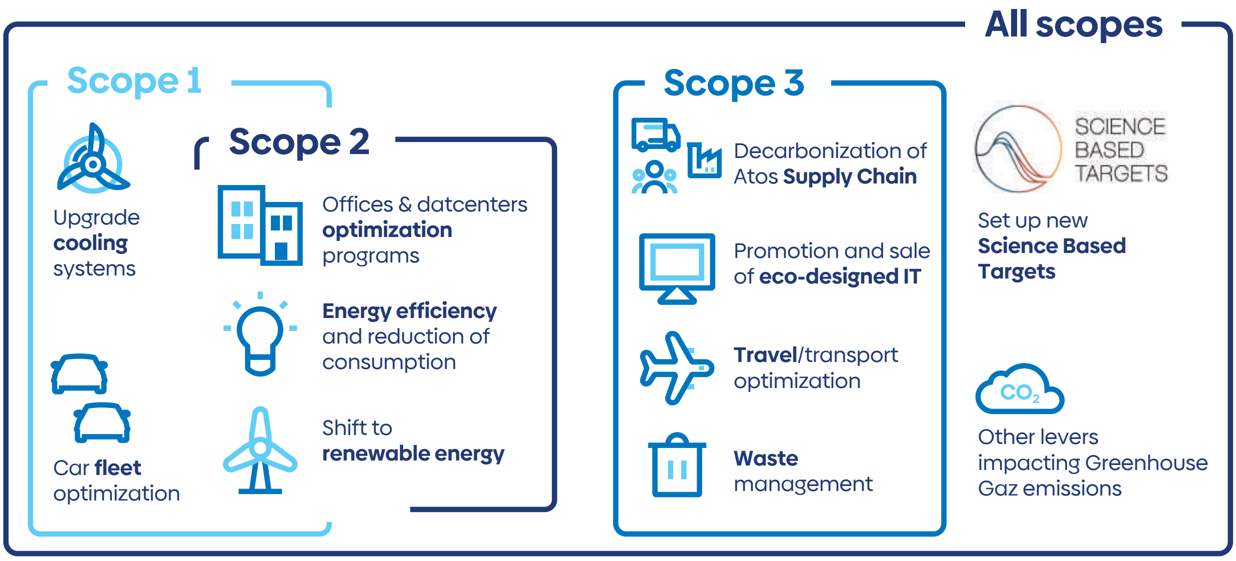
Atos' current 2025 near term target validated by the SBTi cannot be modified as the coupon for Atos' sustainability-linked bond placed in 2021 is linked to this target [1]. Nevertheless, Atos intends to define new emission reduction targets to be submitted to the Science Based Targets Initiative (SBTi) in 2026 or as soon as possible. Such new emission reductions targets would use 2025 as a baseline year, have a near-term target for 2030 and a long-term target and net-zero target for the year 2050 at the latest. They may also include interim target values for 2035, 2040 and 2045 in compliance with ESRS E1-4 34(d). Such targets would be compatible with the Paris Agreement, and in line with expectations from the SBTi, including, if applicable, sector specific guidance for the ICT sector.

5.1.2.2.4.2 Action plan to address Atos main environmental challenge (reduce GHG emissions) [ESRS E1-3]

To support the implementation of the Atos Environmental Policy, and to achieve its main environmental target, Atos has rolled out a global action plan aiming at decarbonizing (reduce GHG emissions) its own activities and its upstream and downstream value chain activities in all the geographical areas where the Group operates.

This global decarbonization plan includes a series of actions which individually and collectively contribute to the Group's overall decarbonization results.

Main actions to reduce carbon emissions (decarbonization levers)



These actions, implemented since 2019, have been active during the current reporting period and are also planned to continue in the future, having proven their effectiveness in enabling the reduction of the Group's GHG emissions. They have been set up after consideration of the business specificities of the IT market, including evolution in client demand, the near-term impacts of AI and other new technologies and the pressure on the IT business by regulators to be more sustainable. The implementation of these actions contributes to compliance with Atos' Environmental Policy and to achieving its near-term decarbonization objective (2025 SBTi target). Atos intends to encourage these actions until this objective is achieved.

Though these actions address the full Atos Group, some actions may not apply to all locations all the time, or local specificities may apply where a country or business line does not apply a specific action (e.g. for practical, budgetary or feasibility reasons). For example, switching car fleet vehicles to HV/EV may not be feasible in locations which do not have charging stations available for employees, or it may not be optimal to choose HV/EV when the vehicles will be charged with coal-powered electricity (which would be counterproductive in terms of emissions reduction).

Regarding these actions, the progress made during the 2024 reporting period as well as during previous periods is reported through its 2025 near-term SBTi target.

Atos is unable to report specific financial resources allocated to these action plans because CapEx and OpEx are not yet tracked and reported at Group level in such a manner. Although such investments exist, they are not identified as directly linked to the decarbonization plan (or Taxonomy CapEx or OpEx plans) because they are aggregated in the investments and resources of entities, business lines etc. It may also occur that an investment contributes indirectly to the decarbonization plan while primarily meeting other needs. For example, a renovation of lighting to improve working comfort may also generate a reduction in consumption and emissions. In this case, the investments are not identified towards the "decarbonization plan" and are not reported as such.

1) *https://atos.net/en/2021/press-release_2021_11_04/sustainability-linked-bond*

It also happens that GHG reductions obtained from a specific investment and action cannot be immediately or formally demonstrated. This is often the case when multiple factors are at play. For example, a particularly cold year will increase heating consumption and may mask the progress obtained thanks to a new heating system. In this case again, the investment will not be labelled "decarbonization plan" and cannot be identified as such.

Atos will not report on the achieved and expected GHG emissions reduction per action, or the investments per action as this information was not available in 2024. As a consequence, datapoint set in ESRS E1-3 § 29 b to c and related AR 20 and AR 22 are not available for the current reporting year but will be prepared in 2025 as Atos completes its transition plan.

5.1.2.2.4.2.1 Scopes 1 and 2 – decarbonization levers

Offices and data centers optimization programs

Atos has an ongoing office and data center optimization program which aims at progressively reducing the number of sites, most of which are leased, including reduction of utilization of space (square meters) to reduce energy consumption.

In 2024, the volume of space used in Atos sites was approximately 723,000 m^2 (a decrease of approximately 7% against 2023).

Energy efficiency and reduction of energy consumption

Atos implements activities to progressively improve the energy efficiency of its sites (e.g. reducing Power Usage Effectiveness (PUE) in data centers) or reduce their energy consumption (e.g. limitation of the amplitude of heating and cooling systems; automatic standby or shutdown of the equipment of computing hardware and other installations in offices and data centers).

The energy efficiency of the data centers is measured through the long-term evolution of the PUE. The Data Center management team takes into account environmental considerations when it comes to site management and renewal of infrastructure (power or cooling).

At the end of 2024, the average PUE was 1.44 for core data centers (1.44 in 2023 and 2022). The evolution of the average PUE must be assessed over the long term because it depends on energy efficiency and other factors such as room occupancy.

Shift to renewable and/or low carbon energy

Atos aims at progressively shifting to the use of renewable energy through renewables purchasing agreements, buying Renewable Energy Certificates (RECs) or self-generation energy (e.g. solar panel on sites). Atos therefore tracks the share of renewable energy in the overall energy consumption with the aim to increase this share.

Energy consumption and mix ESRS E1-5	2022	2023	2024	Evolution 2024/2023 (%)
Fuel consumption from coal and coal products *(MWh)*	0	0	0	N/A
Fuel consumption from crude oil and petroleum products *(MWh)*	52,553	69,148	53,870	-22%
Fuel consumption from natural gas *(MWh)*	13,923	11,537	9,285	-20%
Fuel consumption from other fossil sources *(MWh)*	0	0	0	N/A
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources *(MWh)*	195,133	146,823	127,293	-13%
Total fossil energy consumption *(MWh)*	**261,609**	**227,508**	**190,449**	**-16%**
Share of fossil sources in total energy consumption *(%)*	49.94%	43.71%	44.29%	+1%
Consumption from nuclear sources *(MWh)*	0	0	0	N/A
Share of consumption from nuclear sources in total energy consumption *(%)*	0%	0%	0%	N/A
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) *(MWh)*	0	0	0	N/A
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources *(MWh)*	262,213	292,996	239,567	-18%
The consumption of self-generated non-fuel renewable energy *(MWh)*	0	0	0	N/A
Total renewable energy consumption *(MWh)*	**262,213**	**292,996**	**239,567**	**-18%**
Share of renewable sources in total energy consumption *(%)*	50%	56%	56%	-1%
Total energy consumption *(MWh)*	**523,822**	**520,504**	**430,016**	**-17%**

Atos does not operate in high climate impact sectors as defined by EU regulation.

Upgrade cooling systems

Atos progressively replaces existing cooling systems in offices and data centers with more recent technologies and lower global-warming-potential refrigerants (F-Gas) thereby reducing the risk of leaks (and GHG emissions).

	2024	2023	2022	2019 baseline	Evolution 2019-2024 (%)
Emissions from cooling systems *(in tCO_2e)*	9,214	8,976	10,924	11,279	-18%

Atos car fleet optimization (shift to electric/hybrid cars)

Atos' ambition is to progressively shift its car fleet (aiming at 100% of Atos car fleet by end of 2030) to hybrid vehicles (HV) or electric vehicles (EV) in countries where such vehicles are economically acceptable and local energy mix allows for demonstrated carbon emission reductions.

	2024	2023	Evolution 2023/2024 *(%)*	2022	2019 baseline	Evolution 2019-2024 *(%)*
Average emissions of Atos company cars *(in gCO_2e/ Km)*	44.80	60.53	-31%	75.17	106	-61%

5.1.2.2.4.2.2 Scope 3 – decarbonization levers

Decarbonization of Atos Supply Chain

The Atos GHG emissions linked to Scope 3 represent 95.5% of total emissions in 2024. Atos has launched since 2020 a large action plan to decarbonize Atos supply-chain by reviewing ESG rating of suppliers, selection of best-in-class suppliers, reinforced CO_2e and energy criteria, collecting of top suppliers actual CO_2e intensity, specific progress plans with suppliers, active promotion of SBTs. Atos uses the EcoVadis Environment theme score, alternative external assessments when available or the Atos internal decarbonization rating to categorize its top and strategic suppliers as green, amber or red. In 2024, 98% of assessed suppliers were rated on an external basis and 2% were rated on the basis of the Atos procurement sustainability team's internal methodology.

Green/red/amber classification of suppliers

Green suppliers are mature from an environmental strategy perspective, while red suppliers require improvement in the area. Atos stakeholders are encouraged to channel their investments and spend towards the green and amber suppliers while spending less with red suppliers.

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.

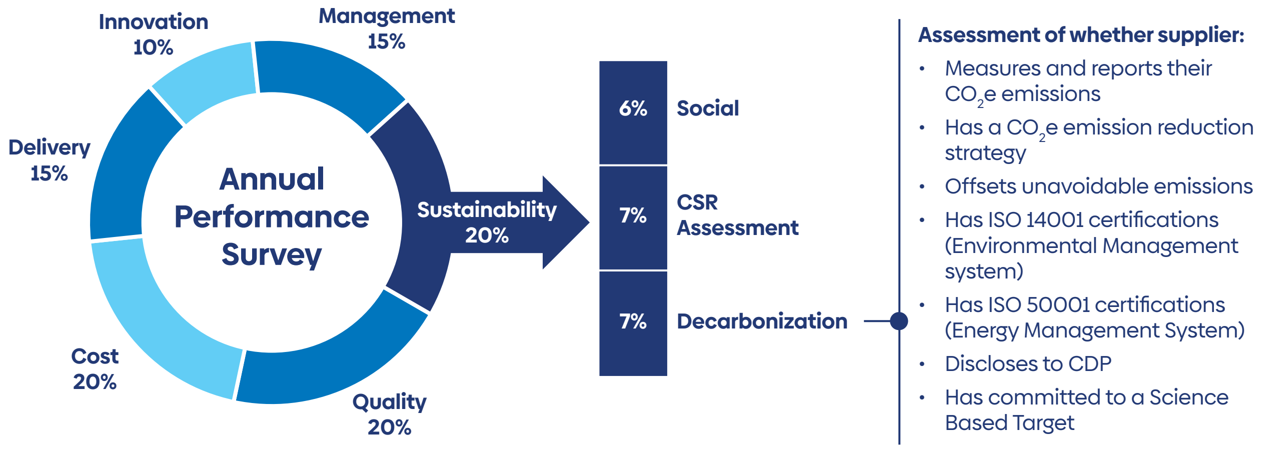
Suppliers which are qualified as "**red suppliers**" are not excluded from Atos supply base but are encouraged to upgrade to amber and green. Atos Procurement, Supplier Management and the Procurement Sustainability Teams engage the red suppliers and offer support to improve their carbon performance through:

- regular meetings to demonstrate any new sustainability commitments and/or continuous improvements;
- expert support to develop an improvement program.

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, and classifying the suppliers with a green, amber and red status.

Once a year, Atos runs a performance review of its strategic suppliers (the "Supplier Performance Management QCDIMS [1]").



Suppliers must provide supporting evidence, such as, a corporate report, a CSR or Sustainability Statement or an integrated report/annual report that is published externally.

Decarbonization clauses in supplier contracts

Atos aims to work with suppliers who can support its SBTi targets and decarbonization journey.

To this end, a decarbonization clause is proposed in all new and renegotiated/renewed contracts of 2 years and more, with an annual spend of minimum €2 millions.

By signing this clause, suppliers 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).

Promotion of services, solutions and IT technologies with the lowest possible energy/carbon footprint ("Low footprint IT")

Atos aims to progressively minimize the negative impact of its 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. To this end, Atos favors low-energy consumption and low-carbon components, encourage eco-design and R&D, Life Cycle Analyses etc.

In 2023, Atos received the Data Centers European Code of Conduct award from the European Commission for the efficient performance of its Longbridge and Birmingham data centers in the UK and Furth data center in Germany [2].

Atos, through its Eviden entity, has 55 supercomputers listed in the TOP500 ranking and 2 systems dominating the Green500, which are respectively the global listings of the world's most powerful and most energy-efficient supercomputers [3].

Travel/transport optimization

Through actions in favour of green mobility, remote working tools, homeworking, Atos tackles the decrease of its travel emissions and transport carbon footprint.

	2024	2023	Evolution 2023-2024 *(%)*	2022	2019 baseline	Evolution 2019-2024 *(%)*
Volume of Kms per employee	1,615	1,966	-18%	1,384	4,066	-60%
Emissions linked to travel/transportation *(in tCO_2e)*	15,195	24,941	-39%	17,517	53,592	-72%

1) *Quality, Cost, Delivery, Innovation, Management and Sustainability.*
2) *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*
3) *https://eviden.com/insights/press-releases/evidens-supercomputers-ranked-1-and-2-for-energy-efficiency-on-the-green500-list*

Waste management

Actions related to e-waste management to reduce the emissions linked to waste management are described in Section 5.1.2.3.3.2 -Actions.

5.1.2.2.4.2.3 All scopes – Other decarbonization actions in the Atos group

Several transversal action plans aim to address the reduction of GHG emissions of the Group.

Environment Management System and ISO 14001 certification

The EMS as detailed in section 5.1.2.2.1 Environmental Governance, enables and oversees the ISO 14001 certification of Atos main sites offices with more than 500 employees and Atos-owned core data centers, as well as other smaller sites for business or compliance needs. The EMS and ISO 14001 certification enable the evaluation of progress in reducing energy consumption and the use of renewable energy, the monitoring of energy savings targets and, where applicable, allowing local energy audits and encouraging best practices and investments in innovation to decrease energy consumption.

In 2024, 92.3% of Atos' main sites were ISO 14001 certified or in the process of being certified (vs 88.6% in 2023). In 2024 95 sites were ISO 14001 certified (including but not limited to main sites, with also smaller sites and not core datacenters that joined the certification for business or compliance reasons).

To strengthen environmental awareness and further ensure implementation of the Environmental Program, Atos internal Global Compliance Trainings program integrates a dedicated training on environmental challenges and KPIs which is mandatory for all employees. This "Environmental Program & EMS" e-learning supports ISO 14001 certification, engages awareness for all employees on energy efficiency, climate change, waste, water, pollution and biodiversity topics, and promote eco-friendly behaviours worldwide.

In 2024, 93.66% of the total Atos workforce (active internal employees), across all sites, received this complete online training. covering the Environmental Program and its challenges with a focus on the environmental management system deployed within the Group (vs 91.77% in 2023).

Finetuning carbon accounting impacting GHG emissions

Specialist organizations and experts (GHG Protocol, the Science Based Target initiative, IPCC, ISSB, etc.) regularly publish new methodologies to keep pace with the latest science, update of climate scenarios, advances in carbon accounting, reduce uncertainties and improve the overall reliability of results. Atos is constantly seeking ways to improve the accuracy and completeness of its carbon footprint to remain aligned with necessary developments and best practices while ensuring multi-year stability of results.

For example, between 2019 and 2024, 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_2e results of new life cycle assessments);
- the gradual replacement of the products and services Atos uses by new products and services with lower carbon footprint.

Low footprint IT to address clients' decarbonization challenges through digital technologies ("Sustainability Portfolio")

Atos aims at continuously developing, enhancing, and delivering a sustainability portfolio of digital solutions, services and technologies for clients seeking to reduce their environmental footprint. Some examples of such offerings are:

- **EcoDesignCloud** for Life Cycle Assessments provides a trusted calculation of the environmental impact of each product, at every stage of its lifecycle. Using Artificial Intelligence algorithms, EcoDesignCloud provides an automated multicriteria 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;
- **High Performance Computing (HPC)** servers 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 helps researchers improve the ability to forecast the occurrence and intensity of extreme weather events and other new weather phenomena triggered by climate change;
- **CeSaR Performance** – Generative AI for Sustainable Procurement – is a generative AI-based solution that simplifies the responsible procurement process with a low-touch supplier scoring and engagement platform. It automates the suppliers' data collection, ESG scoring and eases collaboration;

- **Sustainable Digital Workplace** is a suite of offerings to help Atos clients decarbonize their workplace by offering multiple lower carbon device replacement options, providing real-time feedback to employees about their carbon footprint, and offering dashboards with recommendations for IT and CSR leaders.

For more information about Atos Sustainability offerings, please see Chapter 2 – Organization & Business offering.

Atos uses the EU Taxonomy Regulation as a roadmap and guide to determine sustainable offerings or projects for clients and aims at increasing the Taxonomy eligible and taxonomy aligned activities in the future (for more information on Taxonomy please see section 5.1.2.1 Taxonomy disclosures).

5.1.2.2.5 Atos' 2024 GHG footprint

5.1.2.2.5.1 Gross scopes 1, 2 and 3 and total GHG emissions [ESRS E1-6]

In 2024, the Group's total emissions (Scopes 1, 2 and 3) represented 1.788 million tCO_2e (vs 3.303 million tCO2e in 2019).

The Atos carbon footprint is reported under the operational control boundaries of the GHG Protocol Corporate Accounting and Reporting Standard, is aligned with its additive approach and no significant judgements were made to complement this methodology.

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. In 2024, Scope 1 represented 17,313 tCO_2e or 1% of all Atos emissions;
- Scope 2 groups emissions from electricity and district heating; In 2024, Scope 2 emissions represented 62,523 tCO_2e (using "market-based" conversion factors) or 3.5% of all Atos emissions. Using "location-based" conversion factors reflecting the average energy mix of countries – Atos Scope 2 emissions would have amounted to 94,032 tCO_2e;
- Scope 3 emissions are divided into 15 sub-categories and group emissions that occur upstream and downstream in the value chain, and are, to a large extent, measured on the basis of spend data from the Atos Sustainable Procurement department, and not on primary data obtained from suppliers or other value chain partners. In 2024, Scope 3 represented 1,707,709 tCO_2e or 95.5% of all Atos emissions.

Atos does not produce any biogenic CO_2 emissions.

Gross Scopes 1, 2 and 3 and total GHG emissions

	Retrospective					Milestones and target years	
	2019 baseline	2022	2023	2024	Evolution 2023/2024 *(%)*	2025	Evolution 2019/2025 *(%)*
Total GHG emissions							
Total GHG emissions (location-based) *(tCO_2e)*	3,351,542	2,570,672	2,293,583	1,819,054	-21%	1,675,771	-50%
Total GHG emissions (market-based) *(tCO_2e)*	3,303,236 [1]	2,518,478	2,230,775	1,787,544	-20%	1,651,618	-50%
Scope 1 GHG emissions							
Gross Scope 1 GHG emissions *(tCO_2e)*	35,489	22,026	20,517	17,313	-16%		
Percentage of Scope 1 GHG emissions from regulated emission trading schemes *(%)*	0%	0%	0%	0%	N/A		
Scope 2 GHG emissions							
Gross location-based Scope 2 GHG emissions *(tCO_2e)*	226,426	142,636	130,787	94,032	-28%		
Gross market-based Scope 2 GHG emissions *(tCO_2e)*	178,120	90,442	67,979	62,523	-8%		

1) *This value served as the basis for calculating Atos' SBTi commitments as well as its sustainability-linked bond commitments.*

	Retrospective					Milestones and target years	
	2019 baseline	**2022**	**2023**	**2024**	**Evolution 2023/2024** *(%)*	**2025**	**Evolution 2019/2025** *(%)*
Significant scope 3 GHG emissions							
Total Gross indirect (Scope 3) GHG emissions *(tCO_2e)*	3,100,906	2,406,010	2,142,279	1,707,709	-20%		
Category 1 – Purchased goods and services		1,524,294	1,284,147	999,765	N/A		
Category 2 – Capital goods		Included in Category 1	Included in Category 1	37,003	N/A		
Category 3 – Fuel and energy-related activities (not included in Scope 1 or Scope 2)		19,112	14,757	9,787	-34%		
Category 4 – Upstream transportation and distribution and Category 9 – Downstream transportation		31,197	39,839	37,022	-7%		
Category 5 – Waste generated in operations and Category 12 – End-of-life treatment of sold products		2,956	2,669	3,155	+18%		
Category 6 – Business travel		10,507	16,391	9,829	-40%		
Category 7 – Employee commuting		20,754	26,376	15,181	-42%		
Category 8 – Upstream leased assets		included in Cat 1	included in Cat 1	37,955	N/A		
Category 9 – Downstream transportation		Included in Cat 4	Included in Cat 4	Included in Cat 4	Included in Cat 4		
Category 10 – Processing of sold products	N/A	N/A	N/A	N/A	N/A		
Category 11 – Use of sold products		797,190	758,100	558,012	-26%		
Category 12 – End-of-life treatment of sold products		Included in Cat 5	Included in Cat 5	Included in Cat 5	Included in Cat 5		
Category 13 – Downstream leased assets	N/A	N/A	N/A	N/A	N/A		
Category 14 – Franchises	N/A	N/A	N/A	N/A	N/A		
Category 15 – Investments	N/A	N/A	N/A	N/A	N/A		

Atos no longer reports categories 1, 2 and 8 together as it used to do in the previous years.

Atos does not report any category 10 emissions because Atos does not manufacture goods that require processing or any category 13 emissions because Atos does not lease any goods that are used by customers. Atos does not operate franchises (category 14) or have any investments falling under category 15.

By exceptions to the GHG Protocol, Atos has grouped together some Scope 3 categories in its emissions calculations because such emissions are extracted from an annual spend report from the Sustainable Procurement team, and the data does not differentiate each category:

- Atos reports Scope 3 transport categories 4 and 9 together because the Spend report does not differentiate between upstream and downstream transport. Part of the upstream transport is often included within the purchase price for goods and in these cases, the spend is reported within category 1 at a higher carbon value;
- Atos reports Scope 3 waste categories 5 and 12 together because the Spend report does not differentiate between upstream and downstream waste handling. Part of the upstream transport is often included within the purchase price for goods and in these cases, the spend is reported within categories 1, 2 and 8 at a higher carbon value.

Atos acknowledges that any carbon footprint is based on estimates and that the levels of uncertainty vary according to the scopes defined by the GHG Protocol.

For Scope 1, uncertainties mainly arise from the accuracy of fuel consumption data and fugitive emissions from air conditioning systems, the latter being estimated based on average emission factors rather than direct measurements. For instance, fugitive emissions from air conditioning systems are subject to significant uncertainty. The French Environment and Energy Management Agency (ADEME) indicates that emission factors for refrigerant gases have an uncertainty of ±50%.

For Scope 2, the uncertainty lies in the use of annual conversion factors for electricity, which may not reflect the energy composition at the precise moment of consumption. Even when using market factors provided by energy suppliers, Atos cannot guarantee that the electricity consumed comes exclusively from the declared sources.

For Scopes 1 and 2, energy data from sites may be estimated when the energy data is not or partially available.

For Scope 3, the uncertainty is higher due to the diversity of data sources and assumptions used. The use of CO_2e ratios on supplier expenses (Categories 1, 2, 4, 5, 8) is based on ADEME generic monetary conversion factors that represent broad categories of goods and services and the availability and reliability of data reported by suppliers.

Estimates of employee homeworking and commuting (Categories 6 and 7) are based on sector averages and standardized methodologies, without individualized data. Similarly, the impact of the use of products sold (Category 11) is calculated on average lifetimes and energy consumption of equipment, integrating uncertainties on their actual use.

Atos continues to improve the quality of its data and reduce these uncertainties by refining its methodologies and encouraging transparency within its supply chain.

5.1.2.2.5.2 GHG intensity based on net revenue

Atos' GHG intensity in 2024 is calculated based on the Group's GHG emissions over the year over Scopes 1, 2 and 3, as a percentage of revenue.

GHG intensity per net revenue	2022	2023	2024	Evolution 2023/ 2024 (%)
Total GHG emissions (location-based) per net revenue *(tCO_2e/€ million)*	226.66	214.51	189.95	-11%
Total GHG emissions (market-based) per net revenue *(tCO_2e/€ million)*	222.06	208.62	186.66	-11%

The total net revenue used for this calculation can be found in the financial statement in Section 6.1.2 Consolidated income statement.

5.1.2.2.6 Carbon credits [ESRS E1-7]

In 2024 Atos did not finance GHG removals or GHG mitigation projects through carbon credits.

5.1.2.2.7 Internal carbon pricing [ESRS E1-8]

Atos did not apply an internal carbon pricing scheme in 2024.

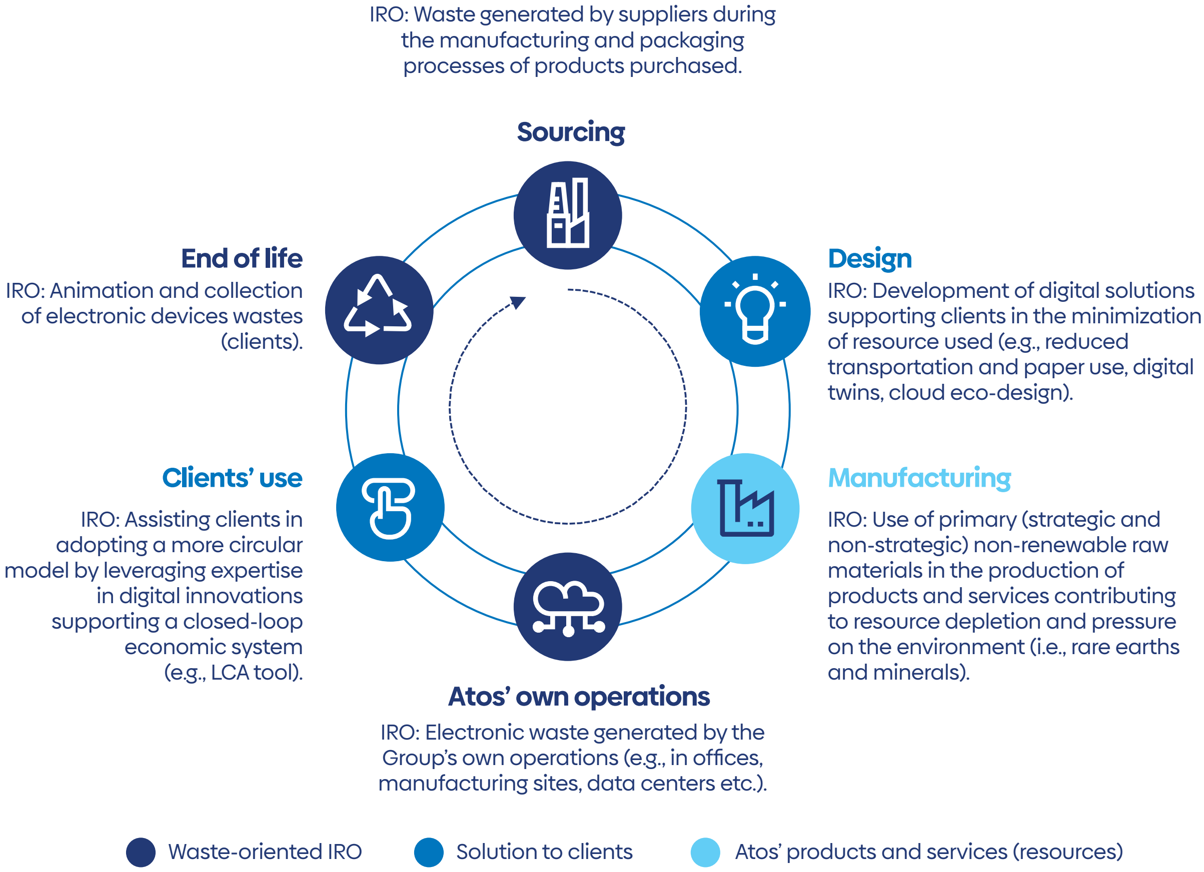
5.1.2.3 Resource use and circular economy [ESRS E5]

5.1.2.3.1 Material IROs related to resource use and circular economy [ESRS 2 SBM-3]

The IROs identified as material for Atos Group which relate to resource use and circular economy are the following:

ID	Description	I, R, O	Value chain
Manufacturing activities			
18	Use of primary (strategic and non-strategic) non-renewable raw materials in the production of products and services contributing to resource depletion and pressure on the environment (i.e., rare earths and minerals).	Impact Negative	Upstream (provider)s
19	Waste generated by suppliers during the manufacturing and packaging processes of products purchased	Impact Negative	Upstream (providers)
20	Animation and collection of electronic devices wastes (clients)	Impact Positive	Downstream (clients)
Waste			
21	Electronic waste generated by the Group's own operations (e.g., in offices, data centers)	Impact Negative	Own operations
Offers			
22	Assisting clients in adopting a more circular model by leveraging expertise in digital innovations supporting a closed-loop economic system (e.g., LCA tool).	Impact Positive	Downstream (clients)
23	Development of digital solutions supporting clients in the minimization of resource used (e.g., reduced transportation and paper use, digital twins, cloud eco-design).	Impact Positive	Downstream (clients)

Material IROs related to circular economy and resource use



Until the last materiality analysis conducted in 2020, resource use and circular economy was not considered as a material topic for the Group. The double materiality assessment conducted in 2024 has put this topic as a new material topic for Atos.

For more details on the double materiality assessment methodology and the specificities related to ESRS E5 (IRO-1), please refer to section 5.1.1.3.1.4.2.

5.1.2.3.2 Material IROs linked to manufacturing activities (BDS) [ESRS E5-4; ESRS E5-4]

ID	Description	I, R, O	Value chain
Manufacturing activities			
18	Use of primary (strategic and non-strategic) non-renewable raw materials in the production of products and services contributing to resource depletion and pressure on the environment (i.e., rare earths and minerals).	Impact Negative	Own operations
19	Waste generated by suppliers during the manufacturing and packaging processes of products purchased	Impact Negative	Upstream (providers)
20	Animation and collection of electronic devices wastes (clients)	Impact Positive	Downstream (clients)

Atos Group's material resources inflows can be found in the Big Data and Security (BDS) service line where the products are designed and manufactured.

The BDS Research & Development teams, in conjunction with the Manufacturing teams, have set up a process for collecting and analysing inputs for their entire product range, including packaging and the components assembled, using tools that guarantee the traceability of the raw materials and substances used in BDS equipment.

An initial analysis and a report covering 80% of the product range have been carried out to identify the materials used in a piece of equipment. The Full Material Declaration (FMD) is produced on the basis of the Bill of Material (BOM), which represents the specific configuration of each manufactured product.

The Full Material Declaration provides a list of components and details the following substances:

- substances traced as part of the compliance with REACH directives: 1,2-dimethoxyethane; ethylene glycol dimethyl ether (EGDME) 1-Methyl-2-pyrrolidone (NMP) 4,4'-isopropylidenediphenol 6,6'-di-tert-butyl-2,2'-methylenedi-p-cresol Bis (ALPHA, ALPHA-dimethylbenzyl) peroxide Cadmium Diboron trioxide Lead Lead monoxide (lead oxide);
- identified raw materials of components incorporated in equipment: 1,6-Hexane-1,6-Diglycidylether, 1-PROPENE, 1,1,2,3,3,3-HEXAFLUORO-, OXIDIZED, POLYMERIZED. 2-BUTANONE 4,4'-Dihydroxy-3,3',5,5'-tetramethyldiphenylmethane diglycidyl ether Ag Antimony anhydride Antimony (Sb) Araldite GY 250 Arsenic As BADGE (epoxy resin) Be Benzotriazole Beryllium Beryllium, metal Bis(alpha.,.alpha.- Dimethylbenzyl) peroxide Bis (alpha-dimethylbenzyl peroxide Bisphenol A Bisphenol A Diglycidyl Ether Resin Bisphenol A resin Bisphenol A epoxy resin type bisphenol A-(epichlorohydrin) resin Bisphenol A, epichlorohydrin polymer Bisphenol F Bisphenol-A-polycarbonate Boron oxide Boron oxide (B2O3) Boron trioxide (B_2O_3) Butanone Cadmium Co Co_3O_4 Cobalt Cobalt (Co) Copper Copper (Cu) Copper (Cu); Copper Copper (Cu); Copper (metallic) COPPER (METALLIC) Copper Metal Cu Dapsone Diboron trioxide diboron trioxide; boric oxide diboron trioxide; boric oxide Epoxy resin Epoxy Acrylate Epoxy resin Epoxy resin(A) Epoxy resins Epoxy resinTitanium (IV) Ethylene dimethacrylate oxide Formaldehyde FRITS, CHEMICALS/PLUMB BOROSILICATE Furan, tetrahydro- Glass Glass frit Glass frit (Contains Pb) Hydroxypropyl Methacrylate Imidazole derivative Lead Lead(II) oxide Lead (Pb) Lead-free glass Lead-free glass frit Lead silicate [Glass] Lead silicate glass Lead(II) oxide; Lead Oxide (PbO); C. I. Pigment Yellow 46; Lead monoxide; Lead (2+) oxide Lead, metallic lead and lead alloys Lithium Manganese Manganese (Mn) Manganese dioxide Manganese dioxide (MnO2) Manganese oxide MANGANESE TETROXIDE Manganese (II) oxide (MnO) Mercury Methanol Mg Mn MnO_2 Naphthalene (Carc.Cat.3; R40) Nickel monoxide Nickel oxide Nickel oxide NiO N-methyl-2-pyrrolidone Organic phosphorus Pb+ PEDOT Phenol Phenol, 4, 4'-(1-methylethylidene)bis-, polymer with (chloromethyl)oxirane phenol, 4,4'-(1-methylethylidene)bis-,polymer with 2,2'-[(1-methylethylidene) bis (4, 1-phenyleneoxymethylene)]bis[oxirane] Poly glycidyl end-capped Potassium Titanate Resin Silver Silver (Ag) Silver (Ag) (Plating) Silver particles Silver plate [Ag] Silver powder Silver, Metal Epoxy resin Solid Talc Talc containing no asbestiform fibers Talc powder Tetrahydromethylphthalic anhydride Tetramanganese tetraoxide Tripropylene glycol Diacrylate Vanadium Phosphorus White Zinc borate Zinc compounds.

These resources inflows are material to maintain the continuity of the manufacturing process of BDS Business Line. The key products coming out of Atos' Group production process as manufacturer, are supercomputers, servers, and computing solutions, as well as cybersecurity products (encryption solutions) and critical and embedded electronic and communication systems.

These products are managed by the BDS (Big Data and Security) business line and are manufactured in two plants located in Angers and Aix-en-Provence, France. They are designed along some circular principles through the full life cycle by:

- improving recycling and energy recovery of manufacturing wastes in Angers;
- standardizing components and raw materials on different types of products to increase their reusability, as well as favouring cardboard over plastics for packaging reusability;
- using of metal, instead of plastic, for product facing to improve its durability;
- avoiding using glue between components and product parts, and favour pluggable products parts, to ease final sorting, repairability and disassembly;
- offering services to BDS clients
  - where packaging waste is collected upon delivery,
  - they can return unusable sold products to Angers production site,
  - spare parts are managed in its Security and Repair Center, for all servers sold to develop a more circular business model and ensure its proper reuse or disposal;
- reusing old spare parts and supercomputers to build little clusters that can be resold that favour remanufacturing and refurbishments;
- designing BDS products to be lasting and maintained over a long period of time, from five to ten years, to ensure its durability;
- improving repairability by using FRU (Field Replacement Unit) easily changeable, "plug & play" approach, standardization of components and having a repair center in Angers;

More details on the action plans can be found in section "5.1.2.3.2.2. Actions".

5.1.2.3.2.1 Policies [ESRS E5-1]

Due to the recent identification of resource use and circular economy as a material topic for Atos, the Atos Group has not yet adopted a policy to manage the related IROs. Atos aims to adopt such a policy once its transition plan will be approved by the Executive Committee and the Board of Directors of Atos (for further details, please refer to section 5.1.2.2.3.1.

Nevertheless, Atos Group respects local, European and international regulations applicable to its manufacturing activities.

For example, 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 (BPR);
- and the American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) standards on maximum temperature and humidity for server functionality.

The BDS activity has also implemented the actions needed to ensure on compliance with the marking United Kingdom Conformity Assessed (UKCA) which replaced the CE marking on the UK market since January 2023.

5.1.2.3.2.2 Actions [ESRS E5-2]

Due to the recent identification of resource use and circular economy being a material topic for Atos, the Atos Group has not yet defined a consolidated action plan, supported by financial resources, to manage the IROs related to resource use and circular economy specifically in its manufacturing activities.

Nevertheless, Atos Group, and especially its BDS Business line, has implemented several actions that contribute to the management of these IROs, throughout the life cycle of the products it manufactures. They include the assignment of a specific, ISO 14001 certified EMS Manager in the production site.

Sourcing

In 2024, 75% of Atos Group's suppliers spend are evaluated via Ecovadis or an alternative assessment, which evaluation contains criteria assessing the environmental performance of the provider (for more detail on this evaluation, please refer to section 5.1.2.2.4.2.2).

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 BOM (Bill of Material) check 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 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 complies with these regulations.

In addition, since early 2013, Atos 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 BDS computers.

To minimize the waste generated by the products and the packaging of the products purchased to manufacture its own products, BDS avoids overwrapping of products and standardizes components and raw materials on different types of products, to ensure the usage of remaining raw material stocks.

Design

Over the years, in terms of eco-design, numerous actions have been taken by Big Data and Security teams to incorporate the evolution of environmental regulatory obligations and client expectations concerning product functions, delivery, quality, service, and end of life management:

- the ECMA 370 standard is being implemented by Big Data and Security 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;
- during prototype phase, use of well-known products to limit the number of tests, when possible;
- use of metal, instead of plastic, for product facing;
- design the packaging to avoid as much as possible the use of plastic and favour cardboard;
- avoid using glue between components and product parts, and favour pluggable products parts, to ease final sorting.

However, the BDS products are subject to high technical constraints because of the performance (especially computing power) that these products must deliver, and the need to steadily improve their energy intensity (ratio of power delivered to energy consumed). These constraints, together with the limited number of providers able to meet them, limit the number of levers that can be implemented regarding the raw materials used at this stage.

Manufacturing

The manufacturing of BDS products is done in France, mainly in its plant located in Angers. Some products are manufactured in the plant located in Aix-en-Provence, but they are not considered in the calculation of the KPI "Overall total weight of products and technical and biological materials used during the reporting period" as no data is available for 2024 because this topic was not assessed as material until the double materiality conducted in 2024. The inclusion of the data related to these products will be part of the action plan for 2025.

The Angers production site, certified BREEAM "Very Good" (Building Research Establishment Environmental Assessment Method), is designed according to an eco-manufacturing strategy, allowing the avoidance of waste during production and improving recycling rates, amongst other environmental criteria.

The BDS supply chain team tackles the reduction in the use of plastics in Atos packaging. Currently, Atos is investigating several solutions to reduce plastic usage in packaging. BDS clients are also offered services where packaging waste is collected upon delivery.

Use phase

BDS products are designed to be lasting and maintained over a long period of time, from five to ten years. Maintenance is provided by Atos Group's professional services, which can, at the end of the contractual maintenance period, provide extension, on a case-by-case basis. The main constraints regarding the durability of BDS' products are 1) the change in technology (including but not limited to the energy performance) and 2) the availability of the spare parts.

To improve reparability, and consequently extend durability of the products:

- BDS' design includes:
  - FRU (Field Replacement Unit), namely subparts allowing a simple and fast repair,
  - "Plug & play" approach, allowing changing critical spare parts and redundant components, to maintain production, even if there is a breakdown,
  - standardization of the components, to improve reparability and availability of spare parts;
- BDS' Angers manufacturing site includes:
  - a repair center, used to repair returned parts in order to restore them to new condition for marketing,
  - reuses of packaging of racks suppliers to deliver Atos racks.

End of life

Atos Group, as a producer, is responsible of the end-of life of its products in accordance with the Directive 2008/98 (as modified by the Directive 2018/851) and the Directive 2012/19/EU (Waste Electrical and Electronic Equipment Directive – WEEE). This management is done at country level, according to local regulations.

In France, BDS supercomputer activity, has joined, since 2013, a collective eco-organism certified by the French Ministry of the Environment (EcoLogic) to optimize the end of life of supercomputers sold to customers. BDS also provides guidance to its clients to ease sorting of products and offers the possibility to return unusable sold products to Angers production site to manage their end-of life.

To optimize the use of raw material at the end of life of its products, BDS has implemented the following actions:

- offer of spare parts service managements, in its Security and Repair Center, for all servers sold;
- resale or reuse of old spare parts; and
- reuse of supercomputers to build little clusters.

5.1.2.3.2.3 Target [ESRS E5-3]

Due to the recent identification of resource use and circular economy as a material topic for Atos, the Atos Group has not yet adopted targets to manage the related IROs.

Atos aims at adopting such targets in order to be able to track actions effectiveness once its transition plan will have been approved by the Executive Committee and the Board of Directors of Atos (for further details, please refer to section 5.1.2.2.3.1).

Nevertheless, since 2019, BDS plant in Angers sorts waste by material to reduce residual production waste as much as possible and has set an ambition of 85% of production waste recovery in the production site considering both recycling and energy recovery [1].

5.1.2.3.2.4 Metrics [ESRS E5-4, ESRS E5-5]

Datapoint 31.a "Overall total weight of products and technical and biological materials used during the reporting period"

Methodology

This quantitative datapoint is calculated at Group level.

To calculate the value of this datapoint, Atos Group has considered the weight of the products purchased by BDS business line and delivered at its plant in Angers (products to be used in the manufacturing process of BDS products).

Amongst these products used to manufacture BDS products:

- 59% of them are transported by Atos Group's transport providers, that communicate data about the weight of the products delivered;
- 41% is delivered by the products manufacturers or their transport providers. For these products no weight data is available at the date of issuance of this Sustainability Statement; Consequently, estimation was used to calculate the weight of these products. The part of uncertainty corresponds to this estimated part.

To calculate the total weight of the products delivered to the BDS plant in Angers during the reporting period, Atos Group:

- used the data provided by its transport providers (monetary sum of products purchased and weight of these products) to calculate an euros per kg ratio;
- this ratio was then applied to calculate the weight of the products purchased for which the weight data is not available.

The total weight of the products delivered to the BDS plant in Angers during the reporting period is the addition of the weight of products transported by Atos transport providers and of the estimated weight of products transported by other providers (manufacturers or their providers).

Double counting is avoided by differentiating two types of products: transported by Atos' providers or transported by other providers (manufacturers or their providers) and splitting the amounts purchased based on these categories.

Results

ID	Description	Real data	Estimated	Total
31a	Overall total weight of products and technical and biological materials used during the reporting period (tons)	845	576	1,421

1) *Energy recovery, resulting from incineration, is a small part of the recovery operations proceeded in Angers plant. It will be translated as part of the incineration reporting category ("Directed to Disposal" category) in our reporting to align with CSRD – ESRS E5 definition.*

Datapoint 36.a "Disclosure of the expected durability of the products placed on the market, in relation to the industry average for each product group"

BDS-manufactured products are designed to be maintained over a period of five years, but the industry average is not yet available. Nevertheless, the products are still usable after the maintenance duration and Atos Group can investigate on a case-by-case basis the prolongation of maintenance. Change in technology and unavailability of spare parts are the main obstacle to longer durability of the BDS products.

Unavailable metrics

At the time of preparing its Sustainability Statement, due to the recent identification of resource use and circular economy as a material topic for Atos, the group is not yet able to disclose the following metrics:

- ESRS E5 – 31c – Weight in both absolute value and percentage, of secondary reused or recycled components, secondary intermediary products and secondary materials used to manufacture the undertaking's products and services (including packaging);
- ESRS E5 – 36c Rates of recyclable content in products and packaging.

Further investigations are in progress with relevant BDS teams to assess how such datapoint could be calculated.

The metric ESRS E5 – 36b "Repairability products, using an established rating system, where possible" is not applicable to Atos Group due to the complex nature of BDS products that are not considered in existing repairability rating system.

5.1.2.3.3 Material IROs linked to waste [ESRS E5-5]

ID	Description	I, R, O	Value chain
Waste			
21	Electronic waste generated by the Group's own operations (e.g., in offices, data centers)	Impact Negative	Own operations

Atos Group waste is composed of two main categories:

- e-waste;
- other waste, that are common to tertiary companies, such as paper, plastic or food.

Atos Group operates in the ICT sector and mainly needs IT equipment to perform its activities. In this respect, the 2024 double materiality analysis defined e-waste as the only material topic related to waste. Nevertheless, Atos Group has implemented actions to reduce its other type of waste. More details can be found in section 5.2.2.3 (other wastes)

E-waste are split in 2 categories:

- batteries and accumulators (any source of electrical energy generated by direct conversion of chemical energy and consisting of one or more primary battery cells (non-rechargeable) or consisting of one or more secondary battery cells (rechargeable));
- other types of e-waste (including computers, screens, wires, phones, USB keys etc.).

Considering the number of Atos employees, the type of activities delivered by Atos Group (services that require numerous electronic equipment) and its activities as a manufacturer of electronic equipment, electronic waste management was assessed as being material from an impact perspective.

The material IROs "Waste generated by suppliers during the manufacturing and packaging processes of products purchased" and "Animation and collection of electronic devices wastes (clients)" are specific to Atos Group's manufacturing activities managed by BDS business line (to know more about the management of these IROs, please see the sub-sections dedicated to manufacturing activities – 5.1.2.3.2.).

5.1.2.3.3.1 Policies [ESRS E5-1]

The Atos Group has adopted the **Environmental Policy**, applicable to all Atos sites, and owned by the Head of Global Environment Program. It acknowledges as core principles to "locally identify specific challenges" including waste and "prevent pollution and protect the environment by adopting appropriate procedures". It was written in accordance with Atos Environmental Management System internal stakeholder. A summary of this policy is publicly available on the Atos CSR page of the website.

This policy supports the actions already implemented in Atos Group related to waste management and will be updated when the Atos Group updated CSR strategy will be validated by Atos Group Top Management (for further details, please refer to section 5.1.1.5.4). The following internal working documents will serve as an additional basis for this update:

- **Guidelines for recycling and the disposal of Atos IT equipment**: applicable to all IT Atos owned or leased assets, worldwide, this document reminds that most IT components contain components that may have a negative impact to the environment and that they should always be disposed in compliance with environmental legislation, regulations and Atos policies, including those related to procurement and purchase from trust-worthy/certified waste managers;
- **Fit Out Charter**: applicable to all offices, the Fit Out Charter defines the regular office waste sorting on site as a must principle;
- **Book of Environmental Guidelines per Challenge:** applicable to ISO 14001 certified sites, the Book of Environmental Guidelines provides concrete guidelines to the local EMS managers to manage local environmental challenges. For Waste, it includes specific guidelines and best practices for the management of Batteries & Accumulators, other e-waste and other types of waste.

5.1.2.3.3.2 Actions [ESRS E5-2]

Due to the recent identification of "Electronic waste generated by the Group's own operations (e.g., in offices, data centers)" as a material topic for Atos, the Atos Group has not yet defined a consolidated action plan, supported by financial resources, to manage the related IROs.

Nevertheless, Atos Group has implemented several actions that contribute to the management of this material IRO:

- **concerning the e-waste generated by Atos employees in offices:**
  - electric and electronic equipment owned by Atos : the collection of electronic devices that reach their end of life is done at site level. The IT and Logistics & Housing departments work together to manage the e-waste generated on site. Depending on the site context, they ensure coordination with the landlord or with the waste collection supplier to make sure e-waste and other types of waste are collected in an efficient and safe way. Agreements are entered at local level with waste managers and/or eco-organisms to ensure proper management of these types of wastes. In France, e-waste is collected through the collection scheme defined by the EU in the WEEE Directive, by waste suppliers contracting with Ecologic, one of the French State's approved eco-organisms,
  - electric and electronic equipment leased by Atos : As per EU e-waste definition [1] and in compliance with local laws, leased goods and assets are not part of Atos' waste and their suppliers remain responsible for the management of their end of life. Atos Group's providers commit to manage this end of life according to local regulations by signing the Business Partners' commitment in the Integrity Charter defined by Atos ;
- **concerning the electronic equipment located in its data center (servers and related electronic equipment)**: Similar processes are applied by global data center practices. Atos Data Centers manage their waste following local regulations. Data Center sites have more types of waste than offices, including chemicals and fuels that are in use in the systems operating the sites. Waste is generated also via consumption (e g using a generator that consumes diesel). Based on the type of waste, different methods of disposal and recovery are followed;
- additionally, ISO 14001 sites certified, covering 92,3% of Atos main sites (above 500 employees) and core data centers (co-locations excluded) in 2024, are regularly audited externally on their waste management in compliance with local regulatory obligations.

5.1.2.3.3.3 Targets [ESRS E5-3]

Due to the recent identification of "Electronic waste generated by the Group's own operations (e.g., in offices, data centers etc.)" as a material topic for Atos, the Atos Group has not yet adopted targets to manage the related IROs.

Atos aims at adopting such targets in order to be able to track actions effectiveness once its transition plan will have been approved by the Executive Committee and the Board of Directors of Atos (for further details, please refer to Section 5.1.2.2.3.1 - Atos decarbonization plan).

5.1.2.3.3.4 Metrics [ESRS E5-5]

Datapoint 37.a "Total electronic waste generated by the Group's own operations "

Methodology

This quantitative datapoint "Electronic waste generated by the Group's own operations (e.g., in offices, data centers)" is calculated at Group level.

For this methodology, Atos Group considers its 2 types of sites:

- offices that generate regular tertiary e-wastes (PCs, cables, batteries, printers…);
- data centers that generate specific e-waste (old servers, electronic components, cables…).

This distinction is made to reflect the nature and volume of e-waste generated by the different Atos sites.

Both types of sites (offices or data centers) can be certified under ISO 14001.

ISO 14001 certified sites in Multi-Site Certification (MSC) that cover a large part of the Atos employees and are based on Atos main sites. ISO 14001 certified sites report e-waste (batteries & accumulators, other e-waste) twice per year in CSR data collection made in ACROSS. In 2024, ISO 14001 certified sites in the MSC represented about 60% of headcounts of the total offices of the Group and 35% of the space used (m^2) in all data centers where we operate in the Group. Eventually, 49% of total e-waste's weight comes from real data reported on ISO 14001 certified sites.

To estimate the electronic waste generated by the Group's own operations, Atos extrapolates the real data of ISO 14001 certified sites in MSC to the Group scale based on (i) headcount for Office sites and on (ii) space used in m^2 for Data center sites.

The sites for which Atos Group estimate the volume of e-waste produced are (i) non-ISO 14001 certified sites that don't report e-wastes data, (ii) local ISO 14001 certificates, (iii) data center in co-location certified by a third party, (iv) sites that are in the process of being certified, and (v) sites in onboarding and offboarding processes.

Double counting is avoided by differentiating two types of sites (offices and data centers) with their most relevant respective metrics.

1) https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32012L0019&qid=1718887494610

Results

ID	Description	Real data	Estimated	Total
37a	Total electronic waste generated by the Group's own operations (batteries & accumulators and other e-waste) (metric tons)	327.74	346.79	674.53

Unavailable metrics

At the time of preparing its Sustainability Statement, due to the recent identification of resource use and circular economy as a material topic for Atos, the group is not yet able to disclose the following metrics:

- 37.b: total amount by weight diverted from disposal, with a breakdown between hazardous waste and non-hazardous waste and a breakdown by the following recovery operation types: preparation for reuse, recycling and other recovery operations;
- 37.c: amount by weight directed to disposal by waste treatment type and the total amount summing all three types (incineration, landfill and other disposal operations), with a breakdown between hazardous waste and non-hazardous waste;
- 37.d: total amount and percentage of non-recycled waste.

Further investigations are in progress with relevant Atos Group teams to assess how such metrics could be calculated.

5.1.2.3.4 Material IROs linked to offers

ID	Description	I, R, O	Value chain
22	Assisting clients in adopting a more circular model by leveraging expertise in digital innovations supporting a closed-loop economic system (e.g., LCA tool).	Impact Positive	Downstream (clients)
23	Development of digital solutions supporting clients in the minimization of resource used (e.g., reduced transportation and paper use, digital twins, cloud eco-design).	Impact Positive	Downstream (clients)

Considering the nature of the material IROs linked to offers and the fact that offers are embedded in the commercial strategy, the adoption of dedicated policies and targets is not considered as relevant. Nevertheless, circular economy is embedded in Atos portfolio strategy and objectives.

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. Atos aims at continuously developing, enhancing, and delivering a sustainability portfolio of digital solutions, services and technologies for clients seeking to reduce their environmental footprint. Some examples of such offerings are:

- **Sustainable Digital 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 Digital Workplace Offering, by rethinking the device lifecycle (the right device, to the right user, for the right amount of time), increasing the device lifespan, promoting high-performance refurbished and remanufactured devices, and give devices a valuable third life in partnership with sustainability experts and social enterprises;
- **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 an automated multicriteria 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. EcoDesignCloud supports clients in minimizing resource use by automating environmental assessments, promoting eco-design principles, facilitating collaboration, and providing actionable insights that drive sustainable product development.

For more information about Atos Sustainability offerings, please see Sections 2.2 and 2.3.

5.1.3 Social

5.1.3.1 Own workforce [ESRS S1]

2024 has been a year of change, focused on the Group transformation project, whilst continuing to deliver for customers and consumers. 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.

Atos continued to support the development of 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, 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.

As of 31.12.2024, Atos counted 77,932 employees across 68 countries. During 2024, the Group hired 9,303 employees, including 4,504 Juniors and prioritized diversified hiring practices. This effort resulted in 4,023 women being hired.

The Group filled 76% of permanent positions with internal employees and successful retained 91% of its Key People in 2024.

Atos is committed to respect human rights in accordance with internationally accepted standards as declared in the UN Universal Declaration of Human Rights.

5.1.3.1.1 Strategy related to own workforce [ESRS S1.SBM-3]

Atos recognizes that being a responsible employer means providing a safe, diverse, inclusive, and rewarding work environment, while preparing its employees for the workplace of the future.

These fundamentals have already been supported by strong programs within the Global HR strategy, aimed at developing employees' skills, prioritizing people care, and promoting diversity and inclusion.

Between the end of 2023 and the beginning of 2024, Atos conducted a double materiality assessment. While skills management and employee health were previously recognized as material in the 2020 assessment and already addressed in the Group HR strategy, the new evaluation highlighted the increasing importance of working conditions, and diversity and inclusion for the Group´s own workforce. Following impacts and risks were identified:

- **Potential positive impacts:**
  - **Flexible ways of working:** Atos understands the importance of work-life balance for its employees and offers flexible ways of working that can help them achieve a greater sense of balance in their professional and personal lives. Whether through remote work options, flexible hours, or other arrangements, these initiatives can support employees in managing personal responsibilities alongside their professional tasks, fostering an environment where they can thrive both in and out of the workplace. This can lead to increased employee satisfaction, higher retention rates, and a more motivated workforce across all locations,
  - **Skill acquisition programs:** acquiring new skills is a crucial aspect of professional development. By providing plenty of various training programs that help its employees to enhance their expertise and stay updated with the latest industry trends, the Group can have a positive impact on its own workforce, the continuous support provided translates into higher employee satisfaction and commitment to the organization,
  - **promotion of tech careers among under-represented communities in the Tech sector:** Atos recognizes the importance of diversity and inclusion initiatives and offers guidance and support to empower individuals from all backgrounds to explore and pursue tech-related studies. Atos is committed to fostering an inclusive culture where everyone feels valued and has the opportunity to contribute to and benefit from the rapidly evolving tech sector;
- **Potential negative impacts:**
  - **Psychosocial risks in the working environment:** psychosocial risks are a serious concern that can impact the well-being of employees. Atos is committed to implementing practices that address psychosocial factors, such as workload, work-related stress, and interpersonal relationships, to ensure the safety and well-being of its employees and to foster a work environment where they feel safe, valued and supported,
  - **Process-centric culture undermining empowerment:** In a large IT company like Atos, the development of a process culture is vital for ensuring efficiency and consistency in operations. However, it is crucial to find a balance to ensure that this culture does not compromise employees' sense of responsibility or impede their empowerment. Atos recognizes the need of adapting and evolving the culture in a way that supports employee autonomy and accountability, and where they feel confident in their ability to drive positive change and contribute to the Company's success;
- **Potential risks:**
  - **Lack of skills leading to reputational damage:** Atos recognized the potential risk of dissatisfaction and resignation that may be caused in case of inadequate skills development programs. The Group takes measures to ensure the sustainable and long-term employability of its employees by offering a strong career development program linked to the Group´s growth strategy,
  - **Failure to promote diversity and inclusion:** By proactively addressing diversity and inclusion within its organization, Atos not only mitigates the potential risk of being excluded from bid offers, but also positions itself in a forward-thinking and responsible organization.

All Atos employees across the Company´s own operations in all geographies are subject to the potential positive, negative impacts and risks identified and are included in scope of disclosure under ESRS 2. These impacts and risks are widespread and not limited to specific regions, functions, or employee types within the Company's own workforce.

The identified impacts on employee working conditions, skills and development, and Diversity and Inclusion are directly connected to the strategy and decision-making of the Group, while the risks could arise both from identified impacts and dependencies on Atos workforce: Indeed, without an extensive employee skills and development program, the Company may face a higher employee turnover, leading to financial risks such as additional costs for recruiting and onboarding. Moreover, the loss of key talents or employees with specific skills can negatively impact the group´s performance and lead to reputational damage. In parallel, failing to foster a diverse and inclusive workplace can lead to non-compliance with diversity requirements, exclusion from bid offers, leading to potential business losses and financial penalties.

Atos recognizes that these impacts and risks may disproportionately affect specific groups of employees and address their specific needs with targeted initiatives, including but not limited to:

- **tailored training programs** designed to address the unique needs of underrepresented groups, ensuring equitable access to skill development, career advancement opportunities and so to mitigate the risk of skills gap;
- **targeted retention strategies to support the career progression of diverse talent** with a focus on individuals from marginalized or underrepresented backgrounds;
- **targeted recruitment and development for women.**

Furthermore, the Group Internal Control and ERM department regularly conduct risk reviews as part of the Enterprise Risk Management (ERM) process to assess risks and opportunities related to Compliance and Ethics. This includes compliance assessments on various subjects, including the protection of human rights, employment and labor laws, as well as assessment of the French Duty of Vigilance law requirements. 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. Atos however cannot specify whether its operations and geographies are significantly at risk for incidents of forced labor or child labor.

The table below outlines the sustainability-related impacts and risks for Atos' own workforce identified and evaluated as material through the 2024 double materiality assessment process. Due to the recent identification of these material topics, the Atos Group has not yet defined a consolidated action plan, supported by financial resources. However Atos aims at regularly updating the resilience of its strategy and business model based on regular iterations of Atos' risk and opportunities analysis with regards to its own workforce.

Section 5.1.3.1.5 will describe the IRO management approach for each identified risk and impact, outlining how these are assessed and managed.

ID	Description	I, R, O	Value chain
Working conditions			
24	Flexible ways of working potentially increasing employees' work-life balance, flexibility and empowerment	Impact Positive	Own operations
25	Working environment exposing employees to psychosocial risks	Impact Negative	Own operations
26	Development of a process culture that undermines employees' sense of responsibility and hinders their empowerment	Impact Negative	Own operations
Skills and Development			
27	Acquisition of new skills leading to higher employee satisfaction	Impact Positive	Own operations
28	Lack of skill development options leading to reputational damage, high turnover and associated costs (i.e., recruitment, onboarding, severance or bonus packages)	Risk	Own operations
Diversity & Inclusion			
29	Promotion of tech careers among under-represented communities in the Tech sector (genre, ethnicity, social background, sexual orientation) to encourage them to pursue tech-related studies or offer them better perspectives in this sector	Impact Positive	Own operations
30	Inability to comply with diversity requirements leading to exclusion from bid offers, loss of business and financial penalties	Risk	Own operations

Policies and commitments

Atos has implemented the following policies to promote the physical and mental safety of its workforce, support skills development and personal growth within the organization, and ensure an inclusive, diverse, and safe working environment:

- Atos Human Rights Policy Statement;
- Atos Code of Ethics;
- Atos Global Occupational Health and Safety Policy;
- Atos Dignity at Work and Prevention of Sexual Harassment Policy;
- Atos Learning and Development Policy;
- Atos DE&I Policy;
- Atos Group Accessibility and Digital Inclusion Policy.

All policies have been set by considering the interests of Atos employees through regular feedback sessions surveys and focus groups to gather comprehensive insights into their needs and expectations. These policies have been approved by the Head of Function and the Function Owner. All employees across the Company´s own operations in all geographies are covered by the policies. These are made available to all employees through the Group SharePoint site, and communicated to all employees via various channels, including email, newsletters, and events. This multi-channel approach ensures that all employees are well-informed and can easily reference the policies when needed.

A summary of the relevant policy applicable for each material sustainability matter is provided in the following dedicated sections.

5.1.3.1.2 Processes for engaging with own workforce and workers representatives [ESRS S1-2]

Labor relations

Atos recognizes that employees play a crucial role in delivering value and consider them as its most valuable assets. A fair, frank and trust-based relationship between the management, employees, and their representatives is fundamental for the success of Atos.

Atos fully complies with international labor standards by following the principles of the International Labor Organization Conventions. This adherence is part of its commitment to the United Nations Global Compact, 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. Constructive and positive communication and social dialogue occur both 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 the European level, enabling Atos employees – through their elected or designated representatives – to express their views prior to the implementation of significant decisions affecting the Group.

The SEC's mission is to contribute to Atos's decision-making in the interest of anticipating and overcoming risks regarding employees' working conditions and wellbeing. The SEC strives to identify, clarify, and assess, with the intention to resolve any negative or unfavourable consequences of management initiatives and decisions within the geographical scope of the Atos SE Agreement on Information, Consultation, and Participation at the European level. Additionally, the SEC initiates improvements to Atos employees' working conditions and wellbeing.

The Atos SE Agreement on Information, Consultation, and Participation at the European level has been negotiated between the Group and the SEC in accordance with the French Labour Code regarding the European Company Committee and the Participation of the Employees.

The SEC is composed of 35 members and as many deputies. It represents 37,000 employees across Europe in 22 countries. Additionally, the SEC has a Select Committee consisting of 6 members, including the SEC Chairperson, who is selected by the SEC. This Select Committee represents the SEC in communications with management and liaises with other SEC members to ensure cohesive and effective dialogue.

Communication and social dialogue between Atos management and the SEC occur both physically and remotely at least twice per calendar year or when exceptional circumstances arise that may significantly affect employees' interests. SEC members may be assisted by experts of their choice to inform their decisions and activities.

Meetings and communication sessions with the Atos SEC are attended by dedicated Atos management representatives, such as the Group CHRO, Group Social Dialog Lead, and respective area experts involved in the projects considered part of the agenda. The CEO participates in at least one meeting per calendar year, and the CFO participates each quarter to present the Group's financial results.

The operational responsibility for ensuring that social dialogue is conducted effectively, and for informing the Group's approach or strategy, falls under the purview of the Group CHRO.

In 2024, Atos maintained strong engagement with the SEC, reflecting its commitment to effective social dialogue:

- information and consultation were conducted on a sell project, which was part of the Group's strategy to dispose of assets for refinancing. The local social dialogue mirrored the European Social Dialogue, ensuring consistency and alignment across different levels;
- a consultation was held with representatives from the French government to provide the SEC with insights on the impact of the refinancing project;
- consultations on digital transformation for workforce management tooling to enhance business operations. A subcommittee was established to work closely with the project team, discussing the technical aspects and ensuring a comprehensive approach to the transformation.

Social dialogue at local level

Beyond the discussions with the SEC on European and multinational issues across various countries, regular information and/or consultations take place, where relevant, with local employee representatives in work councils and/or unions. These information and/or consultation discussions are implemented at the local level in 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 social dialogue as a key approach to keep employees informed and involved in the development of the Company. The local implementation of acquisitions is an important aspect of this process. Local organization structures and working conditions are topics in these consultations and negotiations.

At 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 access to dedicated SharePoint spaces where all agreements and minutes from local meetings are consistently accessible.

In addition, the Group organizes regular information calls to ensure that Atos employees are well-informed about important negotiated topics or main changes that may impact them. Management and Human Resources teams – with the support of Social Relations teams – are in charge of these communication actions.

In 2024, Atos Management took significant steps to ensure transparent communication and active engagement with employees throughout the transformation process. “All employee calls” were organized at both group and local levels to keep employees informed. Additionally, senior leaders conducted on-site visits and local town hall meetings to foster direct interaction and address any concerns.

Engagement Activities and Resources

At both local and European levels, Atos employs a multi-faceted approach to engagement that includes information sharing, consultation, and active participation. Engagement activities occur at various frequencies, including ongoing engagement through digital platforms, internal newsletters, and regular calls and updates from management. Quarterly plenary participation meetings allow employee representatives and management to discuss projects, key issues, gather feedback, and address concerns.

Feedback from the workforce is systematically recorded through various channels, including surveys, suggestion boxes, and direct communication during meetings. Once feedback is collected, it is reviewed by relevant management teams, and action plans are developed based on the insights gathered. Employees are informed about how their feedback has influenced decisions through follow-up communications, including summary reports and updates during town hall meetings. This transparency reinforces the value of employee contributions and encourages ongoing participation.

Engagement activities occur at both organizational and local levels. At the organizational level, the focus is on global policies and strategies, while local engagement activities are tailored to specific sites or projects. Insights from various locations are aggregated and considered in broader decision-making processes, allowing Atos to address site-specific concerns while aligning with global objectives.

Atos allocates significant resources to support engagement processes, including financial resources for training programs, communication tools, and engagement initiatives, as well as human resources with dedicated teams responsible for facilitating engagement activities, including HR professionals and communication teams. These resources ensure that engagement efforts are effective and sustainable, maintaining a strong connection with the workforce.

Transition to Greener Operations

As Atos transitions to greener and climate-neutral operations, the Company actively engages with the workforce and their representatives to discuss the potential impacts of these changes. This includes consultations on restructuring, training and upskilling programs to equip the workforce with the skills needed for new roles, and a focus on equity to ensure that all voices are heard, particularly those from underrepresented groups. However, no material impact arising from transition plans to reduce negative impacts on the environment was identified.

Health and Safety

Atos recognizes the importance of engaging with at-risk individuals and those in vulnerable situations. The approach includes targeted outreach, accessible communication in multiple languages and formats, and addressing conflicting interests through open dialogue, mediation, and collaborative problem-solving. The commitment to transparency ensures that all parties are informed of the processes in place to resolve conflicts and reach mutually beneficial outcomes.

Respect for Human Rights

As stated in its **Atos Human Rights Policy Statement**, Atos is dedicated to respecting the human rights of all stakeholders engaged in its processes. This includes safeguarding employees' rights to privacy, freedom of expression, and peaceful assembly. Clear procedures are established to protect these rights and ensure that all engagement activities are conducted in a respectful and inclusive manner. For further information, please refer to section 5.1.3.1.3

Continuous Assessment

Atos continuously assesses the effectiveness of its engagement processes through various methods, including internal audits, stakeholder feedback, and benchmarking against industry standards. This ensures that Atos remains at the forefront of effective social dialogue.

5.1.3.1.3 Human Rights & Labor practices [ESRS S1-1]

5.1.3.1.3.1 Atos' commitment to Human Rights

As stated in the **Atos Human Rights Policy Statement**, Atos aims to be a responsible employer globally, acting fairly in its labor and employment activities, and to conduct business in an ethical and sustainable way, in all of its sphere of influence: employees, customers, partners, and across the supply chain.

Since 2010 Atos has been part of the UN Global Compact, where the Chief Executive Officer (CEO) reaffirms yearly its continued support to the Ten Principles of the UN Global Compact in the areas of Human Rights, Labour, Environment, and Anti-Corruption. Atos communication on Progress is accessible publicly on this dedicated page: https://unglobalcompact.org/what-is-gc/participants/12068-Atos.

Atos is committed to respect human rights in accordance with internationally accepted standards, such as:

- the principles of the Universal Declaration of Human Rights of 1948;
- the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work;
- the UN Human Trafficking Protocol;
- the UN Slavery Convention;
- the UN Global Compact;
- the UN Guiding Principles on Business and Human Rights;
- the UN Convention on the Rights of Persons with Disabilities.

Preventing any infringements on internationally recognized human rights is one of the objectives Atos is committed to meeting, particularly in the implementation of its internal processes.

Own workforce

Atos human rights policy commitments relevant to its own workforce are included in two documents, publicly available:

Atos Human Rights Policy Statement

The Atos Human Rights Policy Statement, first published in 2018 and updated regularly since, has been approved at global level, covering all the entities of the group. The document is chaired by the Senior Executive Vice President and the Chief Human Resources Officer. It is binding on the Company, which undertakes to commit to comply with all the principles set by the Code of Ethics in terms of Human Rights and Labor and reaffirms that managers are required to lead by example and ensure that within their entities, a monitoring and alert system are set up to detect any violations of Human Rights principles, and to respond appropriately to anything that raises any reasonable suspicion on behaviors.

Code of Ethics

The Atos Code of Ethics, validated by the Group Executive Committee and the Board of Directors of Atos, chaired by the Chief Executive Officer (CEO) & Chairman of the Board, is setting Atos Human Rights commitments which every employee is expected to apply and respect in the performance of their duties within the Group. Initially adopted in 2003, the Code of Ethics has been regularly reviewed since then to adjust to the changes in the regulatory environment. When joining the Company, all people in Atos are requested to agree to this Code. It is attached to their employment contract which they must return to Human Resources initialed and signed, proving that they are fully aware of the various concepts and principles they must respect in the performance of their duties. They are also being asked to perform a mandatory training on the Code of Ethics, and to retake it yearly.

The Atos Code of Ethics states clearly that Atos rejects human trafficking and all forms of human slavery, including forced, compulsory and child labour. Atos also abides by all applicable wage and working hours laws and regulations. Providing a safe workplace is also key to Atos: ensure safe and hygienic conditions for all employees is a priority, as well as offering support to promote well-being at work. The Group is not tolerating any form of harassment, bullying or discrimination in the workplace, and is deeply committed to maintain a work environment where everyone is treated with dignity and respect, to enable all employees to feel valued, appreciated and free to be who they are at work.

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 5.2.4 "Vigilance Plan".

Atos' commitment to Health and Safety and elimination of discrimination including harassment, and promotion of equal opportunities to advance diversity and inclusion are described in various documents such as the Global Occupational Health and Safety Policy (section 5.1.3.1.5.1.1), Atos Dignity at Work and Prevention of Sexual Harassment Policy (section 5.1.3.1.5.2.1), Atos Group DE&I Policy and Atos Group Accessibility and Digital Inclusion Policy (section 5.1.3.1.5.4.1).

5.1.3.1.3.2 Remediation procedures [S1-3]

Atos employees can make their concerns and needs known (i) through their Line Managers, or with the functions they feel are best placed to take action to remedy the problem raised or (ii) through the Group Ethics Alert System. Employees and third parties can report any matter of concern in relation to potential breaches of the Code of Ethics, or applicable laws or regulations.

Alerts can be raised through (1) the Atos Integrity Line, which is a web-based platform developed by EQS, (2) by emails through dedicated mailboxes (global and per RBUs) or alternatively (3) by any means as preferred by the whistleblower. To ensure the availability, the different reporting channels offered to employees are presented in the Code of Ethics and the yearly mandatory training that all Atos employees have to follow. The mandatory training includes a presentation of the different reporting channels and how to use them. The comprehensive whistleblowing mechanism is detailed on the public Atos website, directly available through the internal systems and regularly communicated on through global and local dedicated communications (newsletter, emails, SharePoint, etc.).

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 as to whether an internal investigation should be launched. Anonymous alerts are considered, unless prohibited by local laws. 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 (for example Compliance, Internal Audit, Legal Affairs or Human Resources) but also externally if needed (such as external counsels) depending on which expertise is the most relevant regarding the subject of the alert and the circumstances.

Depending on the scale and complexity of the Alert, the investigation team will make its best efforts to conduct and complete the investigation within a reasonable time. To the extent required by local law, information relating to the outcome of the investigation (including remediation action) are communicated to the whistleblower.

The different reporting channels offered to employees are contained in the Code of Ethics, detailed on the Atos website, directly available through the internal systems and regularly communicated through global and local dedicated communications. All alerts are directed to Human Resources and/or Compliance, as relevant. The Group has not yet implemented an assessment measure to monitor the workforce's awareness and trust in the Group's alert system. However, it plans to explore the feasibility of establishing a control system in collaboration with the internal control team. Compliance Officers report half-yearly to the Group Compliance Team statistics and key data on the alerts raised and investigated locally, allowing the Group Compliance Team to oversee and manage compliance related alerts. In the case of local investigations, the Compliance Officers are specifically instructed to report directly to the Group Compliance Team any alert related to corruption, fraud or financial integrity.

The Group Compliance Team reports twice a year to the Audit Committee of the Board of Directors on the Group Ethics Alert System providing detailed results and figures about the alerts raised, the investigations results and sanctions taken where relevant.

In 2024, 94 compliance alerts were reported and monitored within the Group.

Atos is currently unable to provide details of alerts raised internally by its workforce or those issued externally or anonymously. Therefore, it cannot report on the number of complaints filed through channels for its own workforce at this time. However, the Group anticipates being able to provide such information in 2025.

As stated in the Atos Code of Ethics, Atos will not apply any sanction or retaliatory measure or discriminate against an employee raising an alert, provided that they acted in good faith, selflessly, and without the intention to cause harm, even if the events relating to the alert of which they became personally aware, prove inaccurate or no action is subsequently taken. If necessary, the employee's protection may be assured, on their request, by mobility within the Group.

For further information about the Group Ethics Alert System, please refer to section "Alert system" in section 5.1.4.1.1.2 – Deployment of Business Ethics Program, Business Ethics.

5.1.3.1.4 Characteristics of employees [ESRS S1-6]

At year-end 2024 Atos had 77,932 employees (with an average number of 87,128 employees), with the following breakdown by country and gender:

Number and average number of employees (Head count) by gender

	2024		2023	
Gender	Number of employees	Average number of employees	Number of employees	Average number of employees
Male	52,566	58,297	63,073	68,558
Female	25,054	28,431	30,637	32,815
Other (1)	n.a	n.a	n.a	n.a
Not reported	312	600	521	643
Total employees	**77,932**	**87,128**	**94,231**	**102,016**

Number and average number of employees (Head count) in countries representing at least 10% of Atos total number of employees

	2024		2023	
Country	Number of employees	Average number of employees	Number of employees	Average number of employees
India	17,647	20,982	24,011	28,404
France	9,813	10,516	10,816	11,035

Atos provides permanent, full time working relationships with its employees, 99.24% of the total workforce is on permanent employment contracts and 95.4% 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.

1) *The HR system currently offers only "male" or "female" options for the gender data field.*

Distribution by contract type is reflected in the tables below:

Employees (Head count) by contract type [1], broken down by gender

	2024				2023			
	Male	Female	Not assigned	Total	Male	Female	Not assigned	Total
Number of employees	52,566	25,054	312	77,932	63,073	30,637	521	94,231
Number of permanent employees	52,197	24,835	311	77,343	62,358	30,217	519	93,094
% of permanent employees	99.30%	99.13%	99.68%	99.24%	98.87%	98.63%	99.62%	98.79%
Number of temporary employees	369	219	1	589	715	420	2	1,137
% of temporary employees	0.70%	0.87%	0.32%	0.76%	1.13%	1.37%	0.38%	1.21%
Number of non-guaranteed hours employees [2]	Data unavailable							
Number of full-time employees	50,541	23,183	310	74,034	59,359	27,305	483	87,147
% of full-time employees	96.58%	92.87%	99.36%	95.4%	96.25%	90.48%	98.77%	94.38%
Number of part-time employees	1,792	1,781	2	3,575	2,310	2,874	6	5,190
% of part-time employees	3.42%	7.13%	0.64%	4.6%	3.75%	9.52%	1.23%	5.62%

Employees (head count) by contract type [3], broken down by region

	2024		2023	
	India	France	India	France
Number of employees	17,647	9,813	24,011	10,834
Number of permanent employees	17,644	9,874	24,008	10,798
Number of temporary employees	3	29	3	36
Number of non-guaranteed hours employees	Data unavailable			
Number of full-time employees	17,647	9,197	23,406	9,917
Number of part-time employees	0	608	0	822

In 2024, 16,427 employees left the Company. The turnover was 18.85%, of which 14.60% was voluntary, compared to 20.54% in 2023 (14.38% voluntary).

Atos monitors the voluntary attrition rate to assess the effectiveness of its retention initiatives. A breakdown of the number and rate of employees leaving the Company by gender and age can also assist in evaluating the effectiveness of diversity development programs in place, and whose tailored for juniors talents.

Number and rate of people leaving the Company per gender and age in 2024

	Female	% of total employees female	Male	% of total employees male	Total	% total employees
<=30	2,482	47.14%	3,900	35.43%	6,419	39.08%
30><=50	2,197	41.73%	5,331	48.43%	7,632	46.46%
>50	586	11.13%	1,777	16.14%	2,376	14.46%
Total	**5,265**	**100%**	**11,008**	**100%**	**16,427**	**100%**

1) *Note: 323 employees are not assigned with full-time/part-time employment classification in 2024. 1,894 employees are not assigned with full-time/part-time employment classification in 2023.*
2) *Atos is currently unable to report on non-guaranteed hours employees, and breakdown by gender, as this data is not yet available for disclosure in 2024. Consequently, no progress in this area is expected to be disclosed in 2025.*
3) *Explanation note for 2024: 8 employees are not assigned with full-time/part-time employment classification in France.*
Explanation note for 2023: 605 employees are not assigned with full-time/part-time employment classification in India; 95 employees are not assigned with full-time/part-time employment classification in France.

Accounting policies

The quantitative datapoints above are calculated in head count at the end of December 2024, as stated in section 3.1.5 - Business Performance and Financial Review.

The headcount includes only the internal people (permanent and temporary, full time and part time), with the following rules: Are included: long sickness or long absence, long sabbatical, parental leave, employees on maternity leave; are excluded: subcontractors, interims, apprentices and interns.

The quantitative datapoint "**Rate of employee turnover" and "Rate of voluntary employee turnover"** are specific to Atos and calculated at the Group level. Included in these calculations are all employees leaving the Company during the reporting period (permanent, fixed-term, full and part time). Excluded from these calculations are interns, subcontractors, restructuring and outsourcing.

- The turnover rate is determined by dividing the total number of employees who left the Company during the reporting year by the average headcount of the reporting year.
- Similarly, the voluntary attrition rate is calculated by dividing the total number of employees who resigned by the average headcount for the reporting year.

For more information about the characteristics of the Group's employees, please refer to the list of indicators in section 5.2.

5.1.3.1.5 IRO Management

This section describes the policies, procedures, actions, targets, and metrics in place to manage the impacts and risks identified during the last double materiality assessment that may affect Atos's own workforce. It covers:

- employees' working conditions with two sub-topics:
  - Health & Safety,
  - Wellbeing (specific to Atos), and Work-life balance
- skills and development,
- Diversity & Inclusion.

5.1.3.1.5.1 Health and Safety [ESRS S1-14]

Atos is proud of its employees' exceptional work, maintaining its leadership in digital transformation and delivering digital solutions. The Group´s mission is to expand operations while ensuring safe and healthy working conditions to prevent work-related injuries and illnesses. Central to this mission is the elimination of hazards and reduction of Occupational Health and Safety risks.

Committed to legal compliance in all entities and geographies, the Group is committed to providing a safe working environment across all sites, telecommuting, travel, and international assignments, prioritizing both physical and psychological health and safety and guaranteeing the wellbeing and safety of all employees, regardless of their employment status, across all Business Units and geographies.

Atos cares for its employees by:

- 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.

5.1.3.1.5.1.1 Policies [ESRS S1-1]

Objectives

Following the 2024 Materiality Assessment, Health and Safety (H&S) has been identified as a priority for the Atos Group and its stakeholders. To mitigate this impact and promote health, safety and wellbeing at work, while ensuring a safe working environment for its employees Atos has adopted in 2024 **The Global Occupational Health and Safety Policy**. The policy aims to unify and harmonize local Health & Safety practices and management systems and is intended to establish basic practices in countries where there is no local legal obligation to do so.

The policy seeks to enhance the quality of the working environment by fostering personal and collective awareness among employees, encouraging them to uphold high health and safety standards. It promotes a participative approach to prevention, reinforcing its effectiveness through risk analysis and management. Additionally, it ensures that managers and employees adhere to local regulations and internal occupational health and safety policies.

Additionally, "The Global Occupational Health and Safety Policy" provides guidance on implementing the requirements of ISO 45001:2018 in any of the Group's organization type. Where ISO 45001:2018 specifies what needs to be done, the policy expands on this and provides practical guidance, including concrete examples, on how to implement these requirements. Local entities implement this policy, considering local laws and circumstances, while maintaining its core principles. The policy is displayed on site office walls visible for all employees and visitors. In 2024, Atos has 41 sites certified in Health and Safety systems according to ISO 45001:2018.

Roles and Involvement

The **Group CHRO,** who acts as the executive sponsor of this policy, promotes health and safety at the highest level of the organization. The Group CHRO mandates the **Group Occupational Health and Safety department** to define the strategy, establish and maintain the policy to ensure the safety of people and the safety of property on the Group sites.

The implementation of the Group Occupational Health and Safety strategy is supported through three key roles, in addition to the safety and physical security organization already in place [(1)]:

- the **Occupational Health SPOC** (Single Point of Contact) ensures that this policy is applied and communicated in accordance with the Group's values and principles, adapted to local conditions and legislation. It plays a key role in:
  - deploying Group occupational health & safety policies,
  - adapting them to the local requirements,
  - locally supporting the assessment of risks to employee health,
  - reporting any identified risks to the **group OH&S department**,
  - encouraging local managers and local HR in ensuring a safe working environment,
  - advising the Group OH&S department in improving overall safety policy and proposing local and global measures to reduce these risks;
- the **Senior Site Manager** is responsible for assessing occupational risks, implementing security protocols, training and educating employees on security practices, and monitoring and periodically auditing compliance with security policies. In addition, he manages incidents by analysing their causes and implementing corrective actions, while coordinating with various departments and external service providers to ensure an integrated approach to safety and security. The Senior Site Manager is accountable to have a pool of employees successfully trained to first Aid according to legal regulations and or the capacity of the site;
- **local HR** plays an essential role in OH&S by assessing risks, training, enforcing safety policies, monitoring incidents, supporting collaborators and working with employee representatives to maintain and improve the working environment. Local HR provides support for employees mental and physical health, works with local occupational health services (internally or externally) and facilitates access to necessary resources. It works in close cooperation with the OH SPOCS and ensures that anonymous KPIs are shared with the Senior Site Manager, OH SPOC to review the results of the actions plan.

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 and formal local agreements with trade unions typically cover health and safety topics. As previously, the musculo-skeletal disorders are considered the highly incident occupational disease between Atos employees.

5.1.3.1.5.1.2 Processes [ESRS S1-2, S1-3]

Atos sets regular risk assessments to identify potential hazards in the workplace. To ensure compliance with safety standards, quarterly safety audits are conducted. Atos performs H&S risk analysis to identify, evaluate and categorize risks, define their impact and implications, and establish preventive measures. This analysis includes a mapping of the employees concerned. The objective is to define global and local support, prevention and communication measures.

If an incident occurs at any Atos site involving a person, a building or data, a ticket is immediately created, and a crisis team is set up. The incident is managed either locally or at Group level, depending on the gravity of the incident.

Currently, different local processes manage occupational health incidents, depending on local legislation. Atos´ long-term goal is to harmonize these processes for all incident types to ensure consistent and effective management across all Atos sites.

5.1.3.1.5.1.3 Actions [ESRS S1-4]

At Atos, the process for identifying necessary and appropriate actions regarding the health and safety of its workforce is thorough and systematic. The process begins with a risk assessment, during which potential and current health and safety risks are identified across the Group, considering for ex. employee and manager feedback, information from local Occupational Health SPOCs and site managers, alerts through the Group Alert System, and issues raised during consultations within the framework of social dialogue. By quantifying and prioritizing the risks identified in a collaborative discussion, the Group concentrates on the key areas, develops and implements tailored action plans.

In 2024, Atos main objective was to support the organization's strategic priorities and ensure the success of major events such as the Paris 2024 Olympic Games, the Euro soccer tournament held in Germany and the Tour de France. As an official partner of these major events, Atos increased its visibility on a global scale-exposing all the sites and all employees around the world to potential risks of malicious acts. The impact of these major events on employees was carefully evaluated. With more than 9,000 employees in France, Atos focused on the impact of the Games and the measures to be taken to ensure the health and safety of its employees.

Risk Assessment and affected Groups Identification

Atos conducted an H&S risk analysis to identify, evaluate and categorize risks, define their impact, implications, and preventive measures. This analysis included a mapping of the employees concerned to better define global and local support, prevention and communication measures.

Employees were categorized by location and role. Through working sessions with the HR, IT and Health and Safety teams, eleven broad categories of employees were identified. Each of these employee categories had a different level of impact, and specific awareness actions were offered to each of them.

Training and Awareness

In 2024, all employees received initial and ongoing health and safety training, with a special focus on the risks associated with the Olympic Games. E-learning modules were required for all employees worldwide, including Human Firewall training, Atos Cybersecurity & Safety Awareness and Environmental Program & EMS. The completion rate of these trainings is closely monitored and is a key performance indicator (KPI).

1) *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 nonconformity, SSA must report to CSSO to put measures in place and support site managers on continuous improvement plans under the umbrella of Head of Health and Safety.*

The focus on mental health and well-being has continued in 2024 with numerous awareness campaigns to promote a culture of well-being and safety within the Company. These included mental health webinars, virtual yoga sessions, a "Mental Health Day" in October and a "Health & Safety Week" in April. These events focused on promoting guidelines to reinforce a harmonized 10-step health and safety strategy across the Group and to ensure a systematic approach to psychological work environment.

Olympics: General and specific awareness actions

Communication campaigns were conducted for all employees, informing them of safety measures and the potential impact of the Olympics. These included newsletters, special emails, SharePoint pages and messages posted on internal websites. To prepare employees for the disruption, workshops and seminars were held on stress management and safety.

For the different groups identified, awareness-raising activities were launched. Each of these actions was specific to the impacts and safety issues that were identified in the risk analyses. For ex. recommendations for telecommuting and flexible work schedules to minimize travel during critical periods for employees in the Paris region; orientation and mentoring sessions for expatriate staff, safety measures and procedures for staying connected for Atos' Volunteer employees.

Improvements to Sites and Facilities

In preparation for the games, Atos started a new campaign to reinvigorate its business continuity plans at all of its sites, to ensure that the Group has the capacity to evacuate, contain and remotely maintain its employees should the need arise. Atos ensured that additional walk-through audits were conducted at all sites.

Increased vigilance, including surface audits and strict access controls, has been implemented at all Group sites. Control measures have been tightened to ensure security, in particular throug the use of identification badges.

Atos was prepared to support close to 6,000 employees in Paris during the period of the Olympic Games, in particular during the most sensitive periods. To ensure flexibility, Atos encouraged teleworking. Flexible working hours were introduced. Logistical support was provided to ensure critical locations remained accessible and resourced.

Crisis scenarios were prepared, including the development of messages and contingency plans to respond rapidly in the event of an Olympic Games-related crisis.

Additionally, to the measures taken during the Olympics, the site safety assessment checklist has been improved to better integrate climate changed risks and the impact on employees under 5 aspects: Heat waves, cooling, flooding, strong winds and landslides.

Assistance tools

Since 2016, the Atos Security Emergency Response Tool (SERT) has been helping to protect employees globally. Atos has created its own emergency security response tool that can be deployed by local management in regions where natural disasters or major incidents may threaten the safety of Atos employees. In the event of a natural disaster, terrorist attack or other emergency, employees identified within a geographical danger radius – based on information provided in the Human Resources Information System (HRIS) on a voluntary basis – receive an e-mail and SMS from this tool.

This online tool is available to all employees 24/7, allowing them to report their own status, the status of their colleagues and request assistance if needed. In 2024, SERT was effectively activated in the Philippines, Poland, Spain and North America.

SERT has been an essential tool at the Paris Olympics. In line with the crisis scenarios prepared, Atos developed specific automated messages for each affected group of employees. The tool sends messages, requiring employees to confirm their safety or indicate if they need assistance. Status of responses is managed via a dashboard. Unless otherwise discussed with the HR organization, the management will send reminders until 100% of employees have responded.

Atos allocates Human resources to support Health & Safety initiatives, including HR professionals at global and local level. A network of local health specialist ensures the deployment of actions plans at country level and monitors the success of the actions plans set.

Atos is unable to report specific financial resources allocated to Health & Safety action plans because CapEx and OpEx are not yet tracked and reported at Group level by action plan.

5.1.3.1.5.1.4 Targets [ESRS S1-5]

Atos has not set measurable targets at the group level to promote health, safety, and wellbeing at work. Nevertheless, the Group monitors the effectiveness of its Health & Safety initiatives through social dialogue, where employee representatives regularly discuss Health & Safety topics with the HR Organization. Additionally, the group tracks specific metrics, such as the number of work-related accidents, the number of fatalities in own workforce as a result of work-related injuries, and the rate of recordable work-related accidents for its own workforce.

5.1.3.1.5.1.5 Metrics [ESRS S1-14]

Atos monitors following metrics to evaluate the effectiveness of its Health and Safety measures:

	2024	2023
Number of sites certified with a recognized Health and Safety management system (ISO 45001:2018)	41	40
Number of fatalities in own workforce as result of work-related injuries and work-related ill health*	1	1
Number of recordable work-related accidents	35	39
Rate of recordable work-related accidents for own workforce	0.22	0.25

Explanation notes:

The percentage of Atos workforce covered by a health and safety management system is not yet available for disclosure in the 2024 Sustainability Statement. Therefore, the Group has opted to disclose the number of sites certified with a recognized health and safety management system instead (ISO 45001:2018).

"Other workers" are not considered in the number of fatalities reported for 2024, as the data "number of fatalities of "other workers" working on Atos sites" is not yet available for disclosure.

The number of recordable work-related accidents excludes minor work-related accidents that did not result in any lost workdays.

5.1.3.1.5.2 Well-being and work-life balance [ESRS S1-15]

Atos recognizes that wellbeing initiatives, work-life balance, and flexible working arrangements are essential for establishing a supportive and productive work environment. While a demanding work setting can expose employees to psychosocial risks, an overly process-driven culture may limit empowerment. The Group aims to address these issues by offering flexibility and fostering a healthy, productive environment. This approach seeks to improve employee satisfaction and support long-term employee retention.

5.1.3.1.5.2.1 Policies [ESRS S1-1]

One of Atos corporate values set in its **Code of Ethics** is well-being at work meaning that Atos believes in creating a positive & healthy work environment. Atos' employee lifecycle processes are designed to promote inclusion and prevent all discrimination of any kind as defined by EU regulations and by national laws in the countries where the Group operates.

As participant of the United Nations Global Compact, Atos commits and supports within its sphere of influence the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and the Universal Declaration of Human Rights. This includes the principles of no discrimination, of integrity and of security of any person. Protecting Atos employees against all types of harassment, including sexual harassment, and/or bullying is part of this commitment and is fundamental to its core values. In addition, Atos is committed to actively promote those core values in the relationships with third parties, such as contractors, service providers, suppliers or customers.

The Company will not accept any kind of harassment and/or bullying in the workplace and is committed to maintaining a work environment where everyone is treated with dignity and respect. Everyone at Atos carries responsibility for ensuring that no member of the team suffers as a result of undignified, embarrassing or unwanted behavior which would have a damaging effect on the individual and would be detrimental to the performance of the team and to the professional image of the organization as a whole.

Allegations of any kind of harassment and/or bullying will be thoroughly and promptly investigated whilst maintaining confidentiality insofar as it is possible. Where allegations are substantiated, they will be treated as misconduct and appropriate disciplinary action will be taken against any employee found responsible.

The Group wide **Dignity at Work and Prevention of Sexual Harassment Policy** supports Atos´ comprehensive approach to supporting mental, physical, and social wellbeing of its employees. The purpose of the policy is to provide guidance to Atos HR teams, Atos employees and Atos managers in handling matters related to dignity at work and harassment, by describing a standard procedure in Atos countries to be adapted according to local laws/local procedures if any, and to provide guidance to Atos employees so that they are aware of the support available for themselves or their colleagues.

Atos also recognizes that in a large organization there could be possibilities of perceived or actual harassment, which need to be prevented.

The policy protects employees' interests and ensures their dignity at work. It also:

- upholds employee's right to protection against harassment;
- actively promotes a working environment that will raise awareness and deter acts of harassment of any employee;
- ensures the implementation of the policy by undertaking all necessary and reasonable steps including conducting training, investigation and appropriate action based on findings on allegations of sexual harassment, subject to local regulations.

The policy clearly defines roles and responsibilities:

Atos Group Management is accountable to:

- ensure a safe environment free from all kinds of harassment and/or bullying for every employee of Atos;
- promote and build awareness of this policy for the prevention and prohibition of any kind of harassment and/or bullying;
- encourage and support those employees who detect any type of harassment and/or bullying and make reports in good faith;
- run lessons learnt activities to check if policy and procedures are appropriate;
- take corrective actions and/or disciplinary sanctions and/or legal actions.

Atos Group and Geo/Country HR departments are accountable to:

- maintain a proactive program to educate all employees about the definition of harassment and/or bullying and procedures for redress;
- undertake workshops or training programs at regular intervals for sensitizing the employees;
- prominently display notices in various places spreading awareness about the issue of "Harassment & Bullying at the Workplace" and giving information for the redress mechanism that has been put in place and encouraging employees to file their grievances;
- protect the complainant against any retaliation made from any employee and will be able to take any concrete actions.

Geo/Country HR departments are accountable for:

- ensuring local legal regulations are considered appropriately when implementing the global policy and running information/training campaigns.

The Group Corporate HR Officer is responsible for implementing the Dignity at Work and Prevention of Sexual Harassment Policy. This policy has been set by considering the interests of all employees, its content is reviewed periodically by Group Compliance, along with the HR leadership team.

This policy is made available to all Atos employees via the Atos Global SharePoint and referenced frequently in other forums such as newsletters, and training/onboarding sessions. Furthermore, managers receive additional training regarding the policy. Global anti-harassment awareness training is available also on MyLearning, for managers and all employees.

5.1.3.1.5.2.2 Processes [ESRS S1-2, S1-3]

While no Group-wide Employee Satisfaction Survey was conducted in 2024 due to extensive organizational change, the Group used global and local tactical pulse surveys to capture employee feedback, allowing management to identify areas of concern.

In H1 2025 a revised approach is expected to be launched throughout the Group, where employee satisfaction and engagement insight is expected to be collected throughout the year in a more dynamic way, with Employee Resource Groups (including Accessibility teams) and Communities consulted on the approach used.

5.1.3.1.5.2.3 Actions [ESRS S1-4]

In line with Atos corporate values stated in its Code of Ethics and the comprehensive approach to mental, physical, and social wellbeing of its employees as detailed in the Group Dignity at Work and Prevention of Sexual Harassment Policy, Atos has implemented the following actions to promote employee well-being and work life balance. These actions are aimed to mitigate the potential negative impacts identified;

- **collective bargaining agreements:** Collective bargaining helps to establish a fair and mutually beneficial relationship between Atos and its employees by offering job security and workplace protection. In alignment with local legislation, these agreements cover health and safety, social protection, working time including overtime, wages, training opportunities, notice periods, paid time off, vacation allowances, as well as support for parental leave and caregiving responsibilities;
- **flexible working time arrangements** including remote and hybrid setups. Support for remote work includes webinars on safety and ergonomics, disconnection initiatives, and Virtual Welcome Days for new employees, flexible work hours, working from home arrangements, and part-time working options are available in most entities;
- **supportive environment after maternity leave**: Childcare facilities or contributions for employees in entities covering over 48,000 employees, breastfeeding/lactation facilities or benefits are provided in entities covering over 50,000 employees;
- **comprehensive family leave benefits:** Paid parental leave for the primary caregiver beyond the legal minimum is offered in entities covering over 56,000 employees, paid family or care leave beyond parental leave is available in entities covering over 28,000 employees;
- **health & wellbeing promotion**: Learning offerings on managing health, mental health, and stress accessible to employees, support through employee assistance programs and occupational health services;
- **collaboration platforms and strong communities**: enabling empowerment and exchange of ideas and best practices and so ensure that employees stay connected with their teams. A year-long partnership with Sporting Heroes and their United Heroes app, a variety of virtual fitness competitions such as "Stronger Together for Paris 2024", "90 minutes for Euro 2024", the Eviden "FitQuest" and GAGE (The Great Atos Group Exercise-athon) have seen over 7860 employees (an increase of 23% since May 2024), to score points for their teams or squads by participating in a series of inclusive exercise challenges;
- **mental wellbeing & stress management in UK&I**: Mental Health First Aiders trainings that provide support and assistance to staff and managers; Individual Stress Risk Assessment, Employee Assistance Program (EAP) when stress is identified or the Stronger Minds helpline available through AXA Private Medical for eligible employees.

To ensure that the actions proposed are appropriate for enhancing wellbeing at work and work-life balance, the leadership and HR teams collaborate with occupational health, compensation and benefits specialists, and workers representatives. They gather feedback through Employee Pulse Surveys and Focus Groups, encourage feedback loop from employees.

Atos has designated teams that collaborate on various Wellbeing at Work and Work-life Balance areas to implement the initiatives mentioned above. These teams, consisting of HR teams, communication professionals, Employee Resource Groups (ERGs) and Communities, maintain communication with the workforce and their representatives through information sharing, consultation, and active participation at global and local level.

Atos is unable to report specific financial resources allocated to these action plans because CapEx and OpEx are not yet tracked and reported at Group level by action plan.

5.1.3.1.5.2.4 Targets [ESRS S1-5]

The Group acknowledges the importance of fostering a culture that supports employee autonomy and accountability, empowering individuals to drive positive change. However, due to extensive organizational change, the Company has not established measurable targets to effectively manage the potential negative impacts associated with its process culture.

Given the recognition that flexible working arrangements, such as remote work and flexible hours, can improve work-life balance, the Group will monitor the initiatives aimed at promoting employee well-being. Atos has not set measurable targets but will use the absenteeism rate at Group Level to evaluate the effectiveness of these actions.

5.1.3.1.5.2.5 Metrics [ESRS S1-15]

In accordance with the phase-in provisions of CSRD, Atos does not report on the metrics related to the percentage of employees entitled to take family-related leave. However, all Atos employees covered by collective bargaining agreements are entitled to such leave.

In 2024, 33% of Atos employees were covered by collective bargaining agreements. (1)

Furthermore, tracking absentee rate enables Atos to assess the effectiveness of its wellbeing and work-life balance initiatives.

In 2024, the Group's absentee rate was 2.07% (2).

For more information about Well-being and Work-life Balance Performance Indicators, please refer to the list of indicators in section 5.2.

5.1.3.1.5.3 Employees skills and development [ESRS S1-13]

5.1.3.1.5.3.1 Policies [ESRS S1-1]

Acquiring new skills is a crucial aspect of professional development. By offering a wide range of training programs designed to enhance its employees' expertise and ensure they stay updated with the latest industry trends, the Group can have a positive impact on its own workforce. The continuous skills and development support provided can be reflected in higher employee satisfaction. Additionally, Atos recognizes the risk that inadequate skills development programs may lead to employee dissatisfaction and resignation, leading to higher costs and loss of reputation in the job market.

The sustainable and long-term employability of staff is the cornerstone of **Atos' Learning and Development Policy**, which was approved by the Chief Human Resources Officer and last reviewed in December 2024.

Key objectives of the Learning and Development Policy is to enhance Atos´ employees' industry expertise, focusing on their keen insight into technology and encouraging their passion for innovation, all of which aligned with customer-centric deliverables. It sets the principles and commitments made to foster skills development and personal growth within the organization, addressing both individual and business learning needs through:

- the **Learning and Development Plans**, which include a comprehensive framework including clearly defined objectives, detailed content, specific target audiences, precise timing, appropriate methods, and allocated budgets;
- the **Learning Offer**, which represents the entire catalogue of learning activities that Atos provides to its employees under this policy;
- the **Individual Development Plan (IDP) or Development Objectives,** which is a collaborative agreement between the employee and their manager. This personalized plan is part of the annual Performance Management and Career Planning process, supported by the MyCareer tool;
- the **Atos Corporate University** portfolio to meet current and future business needs: As a strategic partner, Atos Corporate University offers academies in Sales, Project Management, and Human Resources, providing professionalization programs for targeted communities and delivers organizational development and cultural change programs, supporting large transformation projects and enhancing employees' proficiency in Quality, Security, Risk, and Compliance.

The Learning and Development Policy applies to all Atos employees and to all Atos managers across all geographies who are responsible for identifying and sponsoring individual and business Learning & Development needs, as well as approving training requests. The policy is accessible to all via Atos SharePoint.

Moreover, the policy underscores Atos' commitment to ensuring that its learning content is accessible to employees who may require assistive technology or additional support to complete training offerings.

This policy has been set by considering the interests of employees, customers, managers, and leaders and its content is reviewed annually by the Head of Learning and Development (L&D) along with the L&D leadership team.

1) The collective bargaining agreements exclude Algeria, Burkina Faso, Egypt, Gabon, Israel, Ivory Coast, Japan, Kingdom of Saudi Arabia, Korea, Lebanon, Madagascar, Malaysia, Mali, Norway, Belgium, Luxembourg, Bulgaria, Slovakia, Qatar, Senegal, Singapore, South Africa, Brazil, Mexico, Guatemala, Taiwan, Thailand, Togo, Tunisia and United Arab Emirates.

2) The absenteeism rate is calculated based on following methodology: (Short term sicknesses Hours + Long terms sicknesses Hours) / Workable Hours. This metric excludes following entities and countries: AppCentrica (Canada), Avantix (France), Burkina Faso, Canada Cloudreach, Canada Digitaux, Chile, Corporate Germany, Czech Republic DataSentics, Gabon, Germany, India Visual BI, India Cloudreach, Israel, Lebanon, Maven Wave (NAO India), Peru, Qatar Ipsotek, Singapore Ipsotek, Switzerland Cloudreach, Togo, Turkey Customer Services, UK Cloudreach, UK Ipsotek, United Arab Emirates Ipsotek, USA Cloudreach, USA Waven Wave and USA Z Data

5.1.3.1.5.3.2 Processes [ESRS S1-2, S1-3]

Atos identifies the necessary actions to mitigate the risk of an inadequate skills development program through a comprehensive evolution of its training processes:

- the Business Process Reengineering (BPR) in training at Atos has evolved from traditional classroom-based approaches to multi-channel learning environments. This digital transformation has enabled several advancements, including personalized learning paths, real-time performance tracking, data-driven decision-making in skill development, enhanced compliance monitoring, and the capability for remote and hybrid learning. Each year, managers who are responsible for identifying and sponsoring both individual and business learning and development needs are engaged in an annual review process to make a business learning needs analysis and prepare development plans;
- additionally, the progress of all key learning programs for Next Generation leaders, as well as programs for all advanced enterprise skills, is monitored at ExCom level in a monthly review by the Atos Executive Committee;
- Atos regularly reviews and updates its training offerings to meet the evolving needs of clients. This involves staying abreast of industry trends, technological advancements, and regulatory changes that may impact clients' operations. By actively seeking and incorporating clients' feedback, Atos ensures that its training offerings are customized for each client's specific challenges and goals;
- to ensure that the skills development program is robust and aligned with the Company's risk management objectives, the Global Mandatory Programs at Atos incorporate specific modules on financial risk assessment, compliance procedures, internal control mechanisms, regulatory reporting, and risk mitigation strategies.

5.1.3.1.5.3.3 Actions [ESRS S1-4]

To support the implementation of the Atos Learning and Development Policy, Atos focus on the following key actions. These actions enable to manage the risk associated with limited skill development options and to promote positive impact on employees satisfaction by enabling them to acquire new skills and enhance their expertise:

Career Development

In 2024, the primary objective of Career Development was to further provide each employee with a unique opportunity to learn and grow with developing next career steps. Building upon the Atos Group Career Management holistic approach – which encompasses four key areas: "Your Opportunities, Your Development, Your Organization, Your Skills" – the focus was to raise employees' awareness of the Career Management approach. This was achieved through consistent communication via webinars, newsletters, and access to centralized information on SharePoint or other platforms such as Viva Engage Space.

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.

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 2024, 75,5% 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 the 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 2024, 65% of Atos employees created their Individual Development Plan.

Atos Expert Communities

Beyond Atos´ key role in ensuring its employees develop new skills in their professional lives, the Group is leveraging experience and knowledge sharing, to facilitate an international collective expertise. Launched in 2017 with the ambition to be a driving force for collaboration, ideation, innovative research and development, the Atos Expert Community is part of this approach and gathers today 2,100 technology experts worldwide.

Following the Atos transformation started in 2023, the Atos Expert Community was merged with the Atos Scientific Community and in 2024, two independent communities were created within each business line respectively – Atos Research Community for Tech Foundations and Future Makers Community for Eviden. 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. The activities of those communities include but are not limited to the publication whitepapers, blogposts, participating in thematic webinars and conferences, having their representatives as keynote speakers on various internal and external events. These contributions were recognized through various awards – e.g. The Investors' Awards and other.

5

Talent Development

The sustainable and long-term employability of Atos Talent is the cornerstone of Atos' Talent Development and Training policies. Atos has developed its own Talent Academy with a range of global programs, designed to nurture talents´ skills and passion to drive change and accelerate their growth within the Company. In 2024, the following initiatives were offered to identified Atos talents, with each initiative being supported by an Executive Management member to ensure alignment between talent development and the Group growth strategies:

- **LAUNCH for Future Leaders:** a global initiative based on a comprehensive worldwide framework, delivered in a growing number of local and regional settings. It is designed for talents in the early stages of their careers and offers them the opportunity to participate in high-profile, innovative business projects sponsored by top management;
- **FUEL for emerging leaders:** in 2024, FUEL talents from the Atos Tech Foundations and Eviden business lines took part in this global initiative for early career talents conducted in collaboration with the Institute for Manufacturing (IfM Engage) of Cambridge University. To date, around 600 employees have completed the FUEL program;
- **GOLD for Business Leaders:** each year, identified talents within the Atos Tech Foundations and Eviden business lines are nominated by the Atos executives and top management to participate in the GOLD for Business Leaders program. Collaborating with HEC Paris, the program aims to develop future leaders of the Company and foster ambassadors for the Company's values. To date, the program includes over 830 active alumni;
- **GOLD for Technology Leaders:** Launched in 2013, the GOLD for Technology Leaders program partners with Cambridge University's Institute for Manufacturing Education (IfM Engage) and Paderborn University's Software Innovation Campus Paderborn (SICP). With over 20 successful intakes, it aims to equip Atos and Eviden Technology Leaders with skills to identify, design, and deliver innovative and responsible solutions. The GOLD for Technology Leaders alumni network counts over 520 employees.

Career focus on Talent and Key People (1)

In 2024, the Group continued to focus on the careers and growth of its Talents and Key People. Atos Career Management explored how to expand their network and visibility, considered their personal brand and aspirations, developed a common career plan, and offered dedicated 1:1 career coaching sessions. The focus in 2024 was on individual career support, internal mobility and progression, and talent status validation in alignment with ongoing company transformational processes. Additionally, the managerial training curriculum for Key People introduced in 2021 was re-evaluated and reinforced. This tool provides managers with access to a database of relevant information, showing the status of their Key People and Talents and all ongoing support activities. More than 100 individual career and talent conversations took place with Atos' Talents and Key People in 2024.

Dedicated leadership development programs for Atos Senior Managers

Due to high demand and considering the Group transformation process, Atos has once again offered the **Leading in the Digital Age (LIDA)** program to support Atos Senior Managers in driving the Company's strategic ambition, inspiring and motivating high-performance teams, and leading by example through change. With the 13th and 14th cohorts currently in progress, Atos has onboarded approximately 1,800 graduates since 2018.

Certified learning programs

A vast number of certified learning paths are made available to all employees and are designed for 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.

Empowering Employees for AI Age

Atos Identified a growing need for AI, digital competencies across the group in all geographies and all business functions in 2024 and deployed programs to accelerate the adoption of new technologies, provide a competitive advantage, and drive innovation. These programs comprised Digital Fluency Program on GEN AI, Copilot Fundamentals and GEN AI Literacy related programs spread over different levels.

The purpose was to improve employee awareness, comfort, efficiency and satisfaction by using cutting edge technologies. This also improves operational efficiency through better Gen AI and Copilot utilization, enhances cross-departmental collaboration, reduces technical support costs and enhances productivity and employees' capabilities.

Leadership Development & Acceleration Program

The Rising Leaders and GDC NEXT, STRIDE, Navigators of New Horizon, GOLD, FUEL, and LAUNCH programs were developed to address the need for robust succession planning and a strong leadership pipeline. These programs are designed to identify and nurture future leaders within the organization, ensuring that there is a steady supply of qualified candidates for senior positions. By investing in these leadership development programs, Atos can reduce external hiring costs, as there is less need to recruit senior positions from outside the Company. It also helps align organizational culture. This approach improves employee retention, as employees see clear opportunities for career advancement and feel valued by the organization.

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.*

Atos allocates significant resources to support employee skills and development initiatives, including financial resources for training programs and academies, communication tools, communities, individual and group sessions (incl. senior leaders engagement) as well as human resources with dedicated teams (Career Management, Technology Learning, Talent & Leadership Development, Global and Local Learning and People Development Specialists and HRBPs). Atos continuously assesses the effectiveness of its skills and development programs through various methods, including internal audits, stakeholder feedback, and benchmarking against industry standards. There are also variety of satisfaction surveys, post-programs engagement initiatives, tailor-made workshops and webinars for knowledge sharing and practical application of the learnings and new skills acquired.

5.1.3.1.5.3.4 Targets [ESRS S1-5]

Atos is committed to implementing training and Career- and Talent Development programs to equip employees with essential skills and knowledge.

By the end of 2025, Atos aims to achieve 65,000 certifications, including 55,000 digital certifications [1] across the Group.

The target was set using a baseline value from December 31,2023, when the number of digital certifications reached 72,888, and the total number of certifications amounted to 86,009, based on a workforce of 94,231 employees. Since the employee base has significantly decreased since 2023, the target for 2025 is numerically lower.

This target was set by involving HR leadership, Learning and Development leadership, senior management, and key department heads to align with organizational goals and the material issues identified. To ensure accountability, the leadership and Learning and Development team support performance tracking, use employee feedback, post-training surveys that help to refine the targets set in response to evolving organizational needs and challenges. Employees and their representatives are informed and also contribute through consultations with the Employee Communities and Employee Resource Groups (ERGs) and focus group discussions.

5.1.3.1.5.3.5 Metrics [ESRS S1-13]

Atos defined following indicators to track the effectiveness of its training and skills development programs to upgrade employees' skills and facilitate continued employability:

Percentage of employees that participated in regular performance and career development reviews

	2024	2023
% of Male	90.7%	87%
% of Female	89.3%	85%
Total	**90.3%**	**86%**

Individual Development Plans are highly encouraged by the Group as a voluntary measure to identify actionable development in alignment with both employees' career aspirations and the Group's business needs. Atos monitors the percentage of employees participating in this program to ensure its effectiveness:

Percentage of employees with an Individual Development Plan

	2024	2023
% of Male	66.25%	61.62%
% of Female	63.36%	61.60%
Total	**65.12%**	**61.62%**

Additionally, the average number of formal training hours per employee allow the monitoring of Atos´ investment in its employees' professional growth and development:

1) *Digital certifications include all internal or external certifications related to Be Digital domains (AI/ML, Automation, Cyber Security, Data Platforms, Hybrid Cloud Infrastructure, Hybrid Cloud Services, IoT, SAP, Software and Modern Applications, Workplace & Immersive).*

Average number of formal training hours per employee and by gender

	2024	2023
Male	16,72	19.22
Female	15,74	23.15
Total	**16,39**	**20.36**

The average number of training hours above is calculated based only on the formal training hours that employees have completed through the Learning Management System (LMS). All formal learning includes proof of attendance upon completion.

However, employees also engage in other forms of training (like learning through experience, on-the-job activities, coaching, collaboration in communities, etc), which are not tracked in the LMS. Instead, these types of learning are recorded in the time management system. This approach helps the Group capture a more comprehensive view of both formal learning hours and informal learning hours.

Programs for upgrading employee skills

	2024	2023
Number of digital certifications registered	529,516	435,601
Number of digital certifications obtained per year	94,115	72,888
Total number of certifications registered	668,398	562,652
Number of certifications obtained per year	105,746	86,009

For more information about Skills and Development Performance Indicators, please refer to Chapter 5.2.

5.1.3.1.5.4 Employees Diversity & Inclusion [ESRS S1-9]

As an inclusive, diverse, and ethical employer, Atos strives to create a safe, equitable, and open work environment where differences are celebrated, and individuality is respected. Its leaders and managers foster a culture of care, understanding, and respect, ensuring that all colleagues feel valued and empowered to reach their full potential. Atos recognizes the importance of diversity and inclusion initiatives and offers guidance and support to empower individuals from all backgrounds to explore and pursue tech-related studies. Atos is committed to fostering an inclusive culture where everyone feels valued and can contribute to and benefit from the rapidly evolving tech sector.

The Atos Group's global workforce of 77,932 employees across 68 countries representing 137 nationalities truly demonstrates its strength of true diversity of background, experience, race and culture.

In addition, as of January 31, 2025, the Board of Directors of Atos SE was composed of 55.55% women directors (5 out of 9) [1]. The Company therefore complies with the legal minimum thresholds set forth in the French Commercial Code [2]. 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 450 top managers as of December 31, 2024. Criteria for selection is based on performance, entrepreneurship, innovation and fellowship, and membership is reviewed on an annual basis. In 2024, 23.35% of the Atos Executive Group are women, where it was only c. 13% in 2019.

5.1.3.1.5.4.1 Policies [ESRS S1-1]

Atos´ Zero-tolerance policy for discrimination, outlined in the **Group Code of Ethics** is foundational, but the Group's commitment to inclusion goes beyond compliance. The Group offers various programs and initiatives to support individuals in being their authentic selves and achieving their full potential. The Company embraces diversity in all its forms, recognizing that each person's unique qualities contribute to the success of high-performing teams.

In H2 2024 both business Lines Tech Foundations and Eviden worked in collaboration to launch the first **Atos Group DE&I Policy**. The Group considered feedback from its employees, including extensive data from the Great Place to Work employee survey conducted in Q4 2022, and 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. The purpose of the Group DE&I policy is to establish a consistent framework that guides Atos´ approach to fostering diversity, equity, and inclusion throughout the organization. It serves as a roadmap for building a workplace where all employees can thrive and where differences are viewed as strengths that drive innovation and growth;

1) 62.5% (5 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 Employee Director is not taken into account to determine the ratio of gender diversity on the Board of Directors.

2) Where the Board has no more than 8 members, the difference between the number of men and women may not exceed 2 (art. L. 22-10-3 and L. 225-18-1, para. 1 of the French Commercial Code).

- Diversity means recognizing and valuing individual differences, including but not limited to race, gender, age, disability, sexual orientation, religion, and background. It's about building a workforce that reflects the diversity of the customers and communities the Company serves;
- Equity ensures fair treatment, opportunities, and outcomes for all individuals. This involves identifying and removing barriers that may prevent certain groups from accessing the same opportunities and implementing policies and practices that promote fairness;
- Inclusion is about creating an environment where all individuals, especially those from underrepresented groups, feel respected, valued, and able to fully participate. It ensures that every voice is heard and that all employees can contribute meaningfully to the organization's success.

All personnel have a duty to act in accordance with this policy and to always treat colleagues with dignity, avoiding discrimination, harassment, or victimization of other staff members, regardless of role or grade. In some situations, the Group may be at risk of being held accountable for the actions of individual staff members and therefore will not tolerate any discriminatory practices or behavior. The DE&I policy is strongly linked with the Atos Group Dignity at Work policy.

The introduction for the Atos Group DE&I Policy, a key objective for 2025, will be integrated across the Atos Group, influencing its policies and procedures, including but not limited to:

- Conditions of service;
- Benefits, facilities and equal pay;
- Recruitment, including advertising, application, interviewing and selection;
- Training and development;
- Promotions and Successions planning.

Additionally, Atos has established a comprehensive **Accessibility & Digital Inclusion Policy**, that outlines the Group´s commitment to providing accessible technology and services, ensuring ease of use for people with varying capabilities, and embedding accessibility in its business processes.

This policy sets the framework for monitoring and coordinating compliance activities related to accessibility and disability inclusion at the Group Level, thereby mitigating risks associated with client requirements and bids.

Atos **Global Accessibility and Digital Inclusion Policy**, adopted in 2019 and reinforced in 2023, includes the following key objectives:

- Integrating accessibility into internal processes relevant to own workforce;
- Providing assistive technology and workplace adjustments for Atos employees;
- Adhering to relevant accessibility standards, guidelines, and regulations;
- Implementing a unified governance structure to streamline and enhance accessibility efforts across the organization;
- Investing in building skills and role-based trainings to reinforce accessibility competencies within the organization to deliver positive impact on own workforce. Accessibility skills are providing workforce with business relevant skills supporting career growth;
- Ensuring that suppliers comply with accessibility requirements in RFPs when purchasing Information and Communication Technology products or services for through accessibility assessments of these products and services and including clauses in contract; and
- Encouraging employees to self-identify their disabilities and gathering data to improve and support accessibility planning and decision-making.

Both policies mentioned above apply to all Atos Group's employees, whether permanent, temporary, casual, part-time or on fixed-term contracts, to ex-employees, to job applicants and to individuals such as agency staff, contractors and consultants who are not Atos own employees but who work in the Group (collectively "personnel"). They are made available to all employees through the Groupe SharePoint site, and communicated to all employees via email, newsletters, and DE&I events.

These policies are designed to meet the needs of all countries, although regional and local variations may arise. In such cases, local laws, regulations, or policies will take precedence. The Group Head of Accessibility & Digital Inclusion is accountable for the implementation of the Global Accessibility and Digital Inclusion Policy, while the Group Head of Engagement is responsible for the DE&I Policy. Senior Management is responsible for promoting equal treatment and opportunities across the organization.

Moreover, Atos adheres to the legal frameworks related to diversity 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".

5.1.3.1.5.4.2 Processes [ESRS S1-2, S1-3]

The newly drafted Global DE&I policy outlines clearly the procedures for safely reporting non-compliance issues. Any act or alleged act of discrimination will not be tolerated and will be addressed in accordance with the Group's Dignity at Work & Sexual Harassment Policy and Local Disciplinary Policies. All Employees can raise their concerns confidentially via email, or by using the Atos Group Alert System supporting the whistleblowing system.

For further information about the Group Alert System, please refer to section "Alert System" in section 5.1.4.1.1.2.

5.1.3.1.5.4.3 Actions [ESRS S1-4]

While both business lines Tech Foundations and Eviden have distinct comprehensive DE&I strategies which reflect the evolving nature of their business direction, the Group set up 6 key shared priorities across the Atos Group that contribute to the achievement of the Group DE&I Policy and the mitigation of the potential negative impacts and risk identified. The organization-wide approach to DE&I, along with the coordinated actions implemented across all functions, facilitates achieving sustainable change:

- **Accountability and transparency:**

  Atos upholds DE&I accountability at every level, with top management responsible for promoting equal treatment and opportunities across the organization. By analysing data on employee demographics, experiences, and outcomes, the Group aims to enhance representation, satisfaction, and engagement throughout the employee lifecycle: from recruitment to career advancement and retention. Metrics on DE&I performance, such as gender diversity, age and pay gap analyses, are closely monitored and shared with executives and HR teams, reinforcing Atos commitment to transparency and progress.

  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+);

- **Inclusive career advancement:**

  Career development at Atos Group prioritizes equity, with a special focus on accessible pathways for all employees, particularly underrepresented groups. Programs such as mentoring, coaching, and sponsorship, especially for women and other underrepresented communities, empower individuals at all career stages to reach their full potential;

- **Supportive Employee Networks and partnerships:**

  Executive-sponsored employee networks, with global or local presence, and communities play a pivotal role in fostering a culture of belonging and inclusion. These networks promote understanding, support policy development, and provide feedback that shapes DE&I practices. These groups have created safe spaces, raised awareness, and advocated for organizational values, ensuring inclusivity remains central to Atos' mission.

  This year, Atos advanced disability and health awareness through webinars and events on topics such as ADHD, eating disorders, men's mental health, and workplace harassment prevention. Gender inclusion efforts included International Women's Day celebrations and regional initiatives promoting equity and self-care. The relaunch of the UK Domestic Abuse Network as the Safe Haven Community provided a confidential platform for addressing domestic abuse and violence.

  Cultural awareness was highlighted through celebrations of Passover, Eid, Diwali, and Black History Month, fostering cross-cultural understanding. LGBTQ+ advocacy included National Coming Out Day, Transgender Awareness Week, and harassment prevention training, reinforcing Atos as an ally and advocate for diversity.

  Collaborative campaigns like World AIDS Day and Men's Mental Health webinars showcased the strength of allyship. Additionally, partnerships with external organizations help Atos extend its social impact on digital inclusion, education, and community engagement;

- **Education and awareness for lasting change:**

  Atos training programs promote awareness of unconscious bias and equip leaders, managers and employees with tools to integrate DE&I principles into their daily work. Through the e-learning platform, employees can access role-specific training modules that empower them to support inclusiveness in their interactions and decisions. Year-round events, such as International Women's Day and Pride Month, celebrate diversity and foster learning across the organization;

- **Objective and inclusive hiring practices:**

  Atos implements transparent and rigorous recruitment processes to reduce bias and support fair hiring decisions. From recruitment to onboarding, objectivity is prioritized to ensure alignment with its DE&I goals from day one. These efforts contribute to individual and team success. The Group conducts ongoing assessments to identify gaps, evaluate job requirements, and ensure that no policies or practices unintentionally disadvantage any group. This proactive approach helps anticipate challenges and foster a more equitable workplace;

- **DE&I function:**

  A dedicated DE&I function at the Group level provides expertise, strategic direction, and resources to support these initiatives. Responsibilities are distributed across business lines and central functions to ensure that each area upholds the DE&I standards integral to Atos mission. This ensures that policies are not only well-defined but are actively implemented to prevent, address, and respond to discrimination while promoting inclusivity.

Additionally, in 2025, the Group will further focus on various initiatives:

- Introduction of a voluntary DE&I Data Survey, a tool designed to better understand the identities of Atos workforce and applicants. By gathering insights while respecting privacy and local regulations, the Group can shape its strategies to meet the needs of today's workforce and tomorrow's leaders;
- Atos will continue to nurture future generations by collaborating with universities and institutions that share its values of diversity and inclusion. Its partnerships with selected institutions worldwide empower students through internships, apprenticeships, and graduate roles, ensuring that doors are opened wide for those who seek to learn, grow, and contribute to a brighter future;
- Atos will amplify training programs for its recruiters and hiring managers, focusing on unconscious bias, inclusive decision-making, and the transformative power of diversity. Through these efforts, the Group aims to ensure that every interaction during the recruitment process is a step toward equity and belonging;
- The Group will continue to empower its networks to lead transformative initiatives, drive meaningful actions, and inspire a culture of inclusivity. These networks will focus on amplifying awareness, providing education on critical issues, and creating spaces for sharing diverse stories and experiences. By advocating for equity and addressing challenges such as prejudice, systemic barriers, and discrimination, Atos remains dedicated to fostering a workplace where every community thrives and contributes to a shared vision of progress and belonging;

Based on its commitment to foster an inclusive culture and aligned to the key objectives set in the Global Accessibility and Digital Inclusion Policy, the Atos Group Accessibility Office supports building local and functional action plans in coordination with in-house accessibility experts to deliver accessibility compliance required by clients and to support the careers of under-represented groups (such as persons with disabilities).

Key action plans in 2024 were:

- Respect requirements for quota of hiring employees with disabilities in countries with such quota, prohibiting practices like phantom hiring in countries where this could be proposed as solution;
- Respect client requirements for disability inclusive supply chain considerations like usage of disability friendly certified suppliers;
- Provide workplace adjustments worldwide with low administrative burden in a global process while establishing monitoring of local processes;
- Enable employees to provide feedback within a ticketing system on the functioning of their accessibility measures;
- Further development of the Accessibility and Assistive Technology Analytics tool that aims to proactively identify and address accessibility issues;
- Creation of an escalation process to address issues or risks related to accessibility and disability inclusion, ensuring effective inclusion of individuals with disabilities;
- Support actively the Atos Employee Resource Groups (ERG) and disability inclusion networks, Atos Adapt network and Eviden AdaptAbility that support Atos Employees worldwide 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.

For 2025, following actions are planned:

- Implementation of Accessibility Mandatory training: To be rolled out to all Atos Own workforce as part of 2025 Code of Ethics training;
- Reinforcement of its Accessibility & Digital Inclusion Policy by the end of 2025;
- Ensure that all accessibility-relevant, workforce-facing purchases include accessibility annex clauses when identified as required, ensuring vendors and suppliers adhere to the Group's high standards of accessibility.

Atos has allocated resources and established teams that closely collaborate on multiple Diversity, Equity & Inclusion areas, such as Global Accessibility Compliance, Regulatory Advisory, DE&I Specialization, and HR Business Partnering. These teams work together across their respective domains to drive initiatives effectively. However, Atos is currently unable to report specific financial resources for these action plans, as CapEx and OpEx are not yet tracked and reported at the Group level by individual initiatives.

In 2024, Atos proudly earned global and regional prestigious awards and honors recognized for its commitment to Diversity, Equity, and Inclusion. A detailed list of 2024 DE&I Successes and Awards and an overview of DE&I-focused organizations and partnerships, to which Atos actively contributes are disclosed in section 5.2.3.3 and 5.2.3.4.

5.1.3.1.5.4.4 Targets [ESRS S1-5]

Atos has set following specific targets to assess the effectiveness of its DE&I Group Policy, focusing on promoting technology careers among underrepresented communities and fostering diversity and inclusion at the Group level:

- **Enhanced career opportunities for Atos female talent pool:** the Group aims to reach 35% of women identified in talents pool by end of Q1/2026. This target was set considering the 2024 baseline value (31,33%);
- **Diverse Leadership teams**: the Group aims to increase the percentage of Senior Level women and delivery centers representatives in its leadership teams (GCM 7+) by end of Q1/2026, reaching 25% against 19.41% in 2024;
- **As part of its ongoing commitment to equity,** Talent Acquisition has set a 2025 target to ensure that 40% of all new hires are women. While this is lower than the 43% achieved in 2024, the target reflects a strategic approach that balances gender equity with broader diversity initiatives, evolving workforce needs, and market dynamics. This adjustment aims to sustain long-term progress while considering shifts in talent availability and business priorities.

These targets were developed through a collaborative process involving HR leadership, DE&I leadership, senior management, and key department heads to align with organizational goals and address key material issues. Employees and their representatives also contributed through consultation with the Employee Communities and Employee Resource Groups (ERGs) and focus group discussions. To ensure accountability, the leadership and HR teams support performance tracking through regular DE&I reporting mechanisms in line with legal requirements. These targets may be adjusted to align with the new corporate strategy, with ongoing engagement initiatives, internal reviews, and feedback loops helping to refine them in response to evolving organizational needs and challenges.

5.1.3.1.5.4.5 Metrics [ESRS S1-9]

At Atos, monitoring key performance indicators (KPIs) related to diversity and inclusion is a top priority. The Group understands the importance of fostering a diverse and inclusive workplace and is committed to tracking its progress in this area. By measuring specific KPIs, it ensures that its efforts are driving meaningful change and creating an environment where everyone feels valued and supported.

Atos believes that diverse leadership is essential for driving an inclusive culture and monitors the representation of women at top management level. This measurement helps ensuring the creation of opportunities for diverse talent to progress within the organization.

Gender distribution in number (head count) and percentage at top management level [1]

	2024		2023	
Gender	Head count	%	Head count	%
Female	1,338	19.41%	1,430	18.75%
Male	5,554	80.59%	6,196	81.25%
Female and Male	6,892	100%	7,626	100%

The Company values the diversity of its employees and tracks additionally following Atos specific metrics:

- In 2024, the percentage of women within Atos reached 32.28% (vs 32.69% in 2023).;
- 43.24% of women were recruited (vs 35.71% in 2023) and 31.33% of women were identified in talents pools.
- Additionally, Atos monitors the percentage of employees with disabilities to encourage inclusive hiring practice. In 2024, the percentage of employees with disabilities was 1.92% (up from 1.69% in 2023). [2]

Monitoring the **age distribution** is essential for understanding the demographics of Atos own workforce. This insight helps develop targeted initiatives that support career development and progression for employees across various age groups. Additionally, it helps refine recruitment strategies and implement retention programs that address the distinct needs of employees at different stages in their careers.

In 2024, 4,504 juniors were recruited, meaning 50.08% (vs 39.03% in 2023) [3].

Distribution of employees by age group in number and percentage

	2024		2023	
Age Group	Head count	%	Head count	%
<=30	18,760	24.1%	24,786	26.3%
30><=50	40,867	52.4%	49,290	52.3%
>50	18,304	23.5%	20,140	21.4%
Total	**77,932**	**100%**	**94,231**	**100%**

1) *Atos defines top management according to its Global Capability Model (GCM). Specifically, top management includes individuals at GCM level 7 and above (out of 11 total levels in the Company).*
2) *The definition of disability is complied with local regulations. The number of employees with disabilities data is provided by Atos local HR teams via ACROSS system. The percentage of employees with disabilities on group level is calculated by formula: Number of employees with disabilities / Total headcount in the reporting scope.*
3) *The "Percentage of Juniors recruited" is an Atos specific indicator calculated at the Group level. Atos defines juniors as employees aged below 30 and classified within Global Capability Model (GCM) levels 0-3 (out of 11 total levels in the Company).*

Atos uses a **specific gender pay gap** metric for ensuring equality and fairness in the workplace, and so addressing any disparities in pay between men and women. Within Atos organization the gender pyramid is not linear. Despite efforts to encourage promotion of women, today only 19.41% of senior positions (GCM level 7+) are held by women, where 46.44% of the junior workforce (GCM 3 and below) is female.

In order to avoid mixing 'gender representation' and 'gender pay', Atos´ gender pay analysis is calculated per function and GCM level and then consolidated by weighted average headcount. The formula used to calculate the gender pay-gap is therefore similar to the methodology required by ESRS, with the exception that annual salary is used instead of hourly pay and that the ratio is calculated by function rather than based on all male and female employees. Indeed, as described in the above contextual information, an unadjusted gender pay gap, as required by ESRS S1-16, would be irrelevant in the context of Atos. The specific metric used by Atos however provides an accurate function-based vision that is a more powerful tool to foster gender equality.

In 2024, on a reporting scope covering 87% of Atos employees, the salary gap between women and men was 6.95% concerning annual basic salary, and 6.59% concerning total target remuneration. [1]

Atos commitment to Diversity continues to go beyond its work as an organization, and the Group prides itself on seeking and working with other likeminded partners and suppliers who are equally committed to diversity. Atos recognizes the increasing need for a resilient and diverse supply chain, and the company have established a supplier diversity program in 2022 within the social procurement topics, regardless the early-stage supplier diversity has the highest priority. The program includes actions to advance diversity, equity and inclusion within the supply chain. This is done 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.

For further information on Atos supplier diversity program, please see section 5.1.3.2.2.2.3., for additional information about Diversity Performance Indicators, please refer to section 5.2.

5

1) *The salary gap comparison between male and female employees excludes Germany, employees who do not identify as male or female, and those who are not assigned a GCM level, which is an internal job category classification based on the company's Global Capability Model.*

5.1.3.2 Workers in the value chain [ESRS S2]

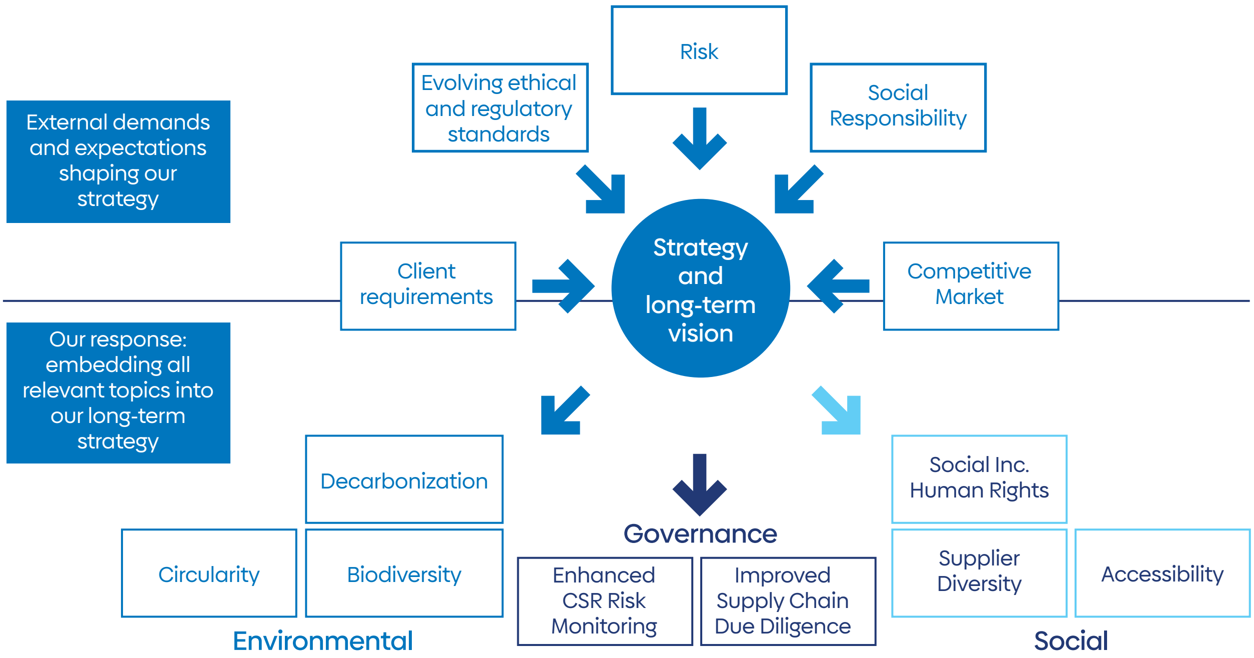
5.1.3.2.1 Governance and Strategy related to workers in the value chain

Atos recognizes that to extend its influence on workers of its value chain, leading by example can be a positive approach. However, encouraging clients and suppliers to diligently manage their own workers may be more effective. Although Atos's ability to influence clients in this regard is limited, certain policies support this effort. For instance, the Atos Partners' Commitment to Integrity outlines the ethical commitments expected from partners before any relationship with Atos begins. This includes ensuring decent working conditions, respecting work hours, fair compensation, and promoting inclusion and accessibility.

For suppliers, Atos's positive influence is reinforced by a sustainable procurement strategy which is shaped by external demands and expectations. In this context, To better respond to client requirements, evolving ethical and regulatory standards, risks (especially from suppliers), social responsibility, and competitive market pressures, the procurement team integrates all relevant topics into a long-term strategy for environmental, social, and governance (ESG) domains.

This long-term strategy aims to mitigate risks related to labor practices, including human rights, by working with suppliers to enhance accessibility and create a more diverse supply chain for Atos. It also encourages suppliers to improve their due diligence, enhances CSR risk monitoring within Atos through better supply chain screening, and focuses on decarbonizing the supply chain while promoting circularity and biodiversity.

Sustainable Procurement Strategy
Long Term Vision



The table below outlines the sustainability-related impacts and risks for Workers in the Value Chain identified and evaluated as material through the 2024 double materiality assessment process.

ID	Description	I, R, O	Value Chain
Working conditions and equal treatment			
31	Development and commercialization of products and services that contribute to automation (e.g. artificial intelligence or process automation), leading to potential **layoffs or job destruction**	Negative impact	Downstream (client´s workers)
Human rights in the supply chain			
32	Exposure of supply chain workers to **health/safety risks** related to raw material extraction or bad management of substances of concern	Negative Impact	Upstream (suppliers´ workers)
33	Contribution to the **violation of the fundamental rights and freedom** of supply chain workers through the purchase of materials from high-risk sectors (use of conflict minerals by subcontractors/acquisition of new skills leading to higher employee satisfaction)	Negative impact	Upstream (suppliers´ workers)

5.1.3.2.2 IRO Management

5.1.3.2.2.1 Working conditions in the value chain (Atos clients)

The last materiality assessment identified that Atos could **negatively impact the workers** of its clients through potential layoffs or job destruction. To understand this impact, it should be considered that Atos´ development and commercialization of automation technologies, such as artificial intelligence and process automation, can lead to significant job losses and layoffs. This displacement of workers can result in economic instability and increased unemployment rates. The affected individuals may face challenges in finding new employment, particularly if they lack the skills required for emerging job markets. Additionally, the rapid pace of technological change can exacerbate these issues, making it difficult for workers to adapt. Addressing these impacts requires investment in retraining programs and policies that support **workforce transition**.

Atos does not have the capability to directly address these impacts. Instead, Atos encourages its clients to implement appropriate reskilling programs to mitigate potential layoffs associated with job obsolescence. These programs are expected to facilitate functional mobility within the Company or provide employees with the skills needed for other opportunities outside the Company. However, Atos cannot ensure that these measures are being implemented by our clients.

5.1.3.2.2.2 Human Rights in the supply chain

5.1.3.2.2.2.1 Policies [ESRS S2-1]

Atos has created the policy **Atos Partners' Commitment to Integrity** to set out the ethical commitment that the Group expects from its partners to be taken prior to entering in contractual relationship with them. Atos has formalized its commitment to integrity through this policy which acknowledges that any partner is expected to follow the ten principles of the UN Global Compact with respect to human rights, labour standards, protection of the environment and anticorruption, and to inform and encourage their direct business partners to follow these principles.

The **Atos Partners' Commitment to Integrity** serves Atos to better manage the material negative impacts on the **health and safety** of the workers of the supply chain that are exposed to raw material extraction or bad management of substances of concern and also to manage properly the negative impacts on the **violation of the fundamental rights and freedoms** of supply chain workers through the purchase of materials from high-risk sectors (use of conflict minerals by subcontractors).

The following two paragraphs will describe those two negative impacts mentioned before and identified in the last materiality analysis of the Company in more detail:

Supply chain workers involved in raw material extraction of Atos' suppliers for creating IT equipment and components face significant **health and safety risks**. They are often exposed to hazardous chemicals, which can cause severe health issues like respiratory problems and chemical burns. Additionally, unsafe working conditions increase the likelihood of accidents and injuries. Poor management of these hazardous substances can also lead to environmental contamination, affecting both workers and nearby communities. Addressing these risks/issues requires strict health and safety standards, proper hazardous substance management, and comprehensive worker training programs at Atos´ suppliers.

Atos could be using suppliers that purchase materials from high-risk sectors, contributing in those cases to the **violation of fundamental rights and freedoms** of supply chain workers. This often involves the use of conflict minerals by subcontractors, which are sourced from regions with severe human rights abuses. Workers in these areas may face exploitation, forced labour and unsafe working conditions. The lack of transparency and regulation in these supply chains exacerbates these issues. Addressing this risk requires rigorous due diligence, ethical sourcing practices and ensuring suppliers comply with human rights standards.

Understanding those situations that workers of Atos' supply chain may suffer, the general objective of this policy is to push suppliers to respect the human rights **within its operations** and be diligence with the treatment of their **own workforce**. Atos suppliers are expected to uphold labour rights, avoid child and forced labour and provide fair working conditions.

The general approach of Atos in relation to respect for human rights relevant to supply chain workers which include exposure of those workers to health/safety risks, to violation of fundamental rights and freedoms mainly associated to raw material extraction, is described in various documents and policies such as:

Atos' Human Rights Policy Statement,

which is a summary of the Atos commitment to human rights prevention in all of its spheres of influence: employees, customers, partners, and across the supply chain. It is aligned with international standards, including the UN Guiding Principles, ILO Declaration, and OECD Guidelines. This policy ensures respect for human and labor rights and is enforced through compliance training, monitoring, and due diligence mechanisms. The policy applies to **all value chain** participants, ensuring ethical labor practices across Atos' supply chain.

The Atos Partners' Commitment to Integrity,

which will be attached to all standalone contracts, framework and master agreements and is part of all requests for proposals that are sent to suppliers. Atos expects all its suppliers/subcontractors to adopt and adhere to the principles set out in this document.

The Atos Vigilance Plan,

which was developed in alignment with French regulations, and it is continuously monitored to identify, prevent and mitigate risks arising from Atos' own activities and supply chain. These risks relate to violations of human rights, health and safety of individuals and environmental protection. The Atos Partners' Commitment to Integrity is a key element of the Atos´ Vigilance Plan for acknowledging suppliers.

The UK Modern Slavery Statement,

which outlines the actions and approach adopted in accordance with section 54 of the Modern Slavery Act 2015 and the Modern Slavery Act 2015 (Transparency in Supply Chains) Regulations 2015.

Atos UK Modern Slavery Statement details the Group's stringent protocols to combat modern slavery and outlines forthcoming initiatives that reinforce Atos' actions in tackling it within the UK, across Atos Group, its global supply chains, and its industry. It underlines Atos´ dedication to upholding human rights, dignity and equality within its sphere of influence and utilising learning from cross-industry best practices to accelerate change.

Additionally, Atos has the internal **Global Procurement Code of Conduct.**

Atos employees, who perform procurement related activities on behalf of Atos or who have regular contacts with suppliers, must abide by a strict Code of Conduct.

This Code of Conduct establishes the elementary ethical rules each employee must respect in the performance of his or her work. Employees need to sign this document for reading and understanding.

The Code of Conduct is applicable to the entire Atos Procurement Team globally.

These human rights commitments extend to suppliers and all value chain participants through Atos' procurement standards.

The Company does neither engage directly with workers of its suppliers nor clients. However, Atos is significantly engaged with its suppliers to prevent any negative effects on workers of the suppliers. This engagement is managed through the monitoring and control of supplier behaviour by a third party: EcoVadis. Additionally, globally managed suppliers are annually assessed by the Atos Procurement Sustainability team on their sustainability practices and on the human rights processes they have in place.

Partners that perform poorly are expected to improve their practices to obtain a better score in the next assessment.

New partners are also asked to disclose, whether they have fundamental safeguarding practices in place regarding the protection of human rights within their own operations and supply chains during the onboarding process.

All suppliers participating to a request for proposal are by default scored on their sustainability practices and human rights topic. The sustainability section bears 20% weight in the overall score.

Regarding general approach in relation to measures to provide and (or) enable remedy for human rights impacts, Atos has implemented a comprehensive vigilance plan that includes an alert system and third-party assessments to ensure human rights compliance across its supply chain. This system allows both internal and external stakeholders to report human rights concerns, facilitating timely corrective actions. Supplier assessments and improvement plans are used to uphold human rights standards and enable effective remedy processes for any identified human rights impacts within the value chain.

Atos' Ethics Alert System allows for confidential reporting of human rights concerns and ensures that corrective actions are taken. This system, available to all stakeholders, forms part of Atos' overall remedy strategy for addressing human rights impacts in its value chain.

Atos enforces human rights compliance within its value chain through rigorous due diligence screenings and the inclusion of contractual clauses. These provisions allow Atos to address and remediate human rights impacts, including contract termination if necessary.

Atos provides **remedy** measures to prevent and mitigate the risks arising from Atos own activities and supply chain, relating to violations of human rights, health and safety of individuals and the environment through **risk assessments**, **due diligence**, and supplier **termination protocols** in cases of unresolved non-compliance. These measures ensure Atos can address and mitigate any violations within its supply chain effectively.

The Company has a **supplier Code of Conduct** named "The Atos Partner Commitment to integrity". By accepting this document, Atos' partners commit to comply with the protection of internationally proclaimed human rights in dealing with all their stakeholders; and take appropriate measures to ensure they are not complicit in human rights abuses.

The Atos Partner Commitment to integrity **explicitly addresses** prohibition of child labour, prevention of forced, bonded or compulsory labour, respect of employees' individual and collective rights, prevention of harassment and discrimination promotion of inclusion and accessibility. This commitment to integrity covers all commodities and all geographies, especially those at significant risk. Compliance with these requirements is a condition for supplier selection and ongoing collaboration.

The Company employs due diligence practices, including third-party assessments such as Ecovadis, to monitor suppliers' compliance with anti-slavery requirements.

Through the implementation of Atos' Human Rights Policy with regard to value chain workers, and its Vigilance plan, Atos aligns with internationally recognized frameworks, including the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises. The policy mandates adherence to these standards across all areas of its value chain. Mechanisms are in place to ensure compliance across the supply chain, with prompt response protocols for any reported breaches.

Atos' procurement standards require that suppliers adhere to international labor standards. Supplier compliance is routinely assessed, with non-compliance cases addressed through corrective measures.

Atos follows the UN Guiding Principles in addressing modern slavery risks in its supply chain. Any instances of non-compliance are identified through due diligence assessments, and Atos commits to taking corrective action.

The Atos Partners' Commitment to Integrity is made available to all suppliers and Atos partners who need to accept it either through their contracts or during onboarding before starting any collaboration.

To be more precise, this Code of Conduct for suppliers and partners is made available:

- on the Atos website;
- as part of all requests for proposals that are sent to suppliers via the Atos eSourcing platform;
- as part of all framework and master agreements suppliers sign with Atos;
- as part of the onboarding process to the vendor Master Data through Ariba.

The Atos Partners' Commitment to Integrity coverage is monitored through procurement reporting.

This policy covers all suppliers, regardless of geography, and includes activities such as software development, hardware provision, network management, data center operations, technical support, and consulting services. These examples are not exhaustive, as the policy applies to any activity delivered by a supplier.

The Atos' human rights principles set in the different policies mentioned before have been set by considering the interests of all the stakeholders affected by the suppliers and Atos' partners behaviour. Those affected stakeholders include the workers of Atos' supplier potentially exposed to health and safety risk and exposed to violations of their fundamental rights and freedoms mainly associated to raw material extractions activities (used for IT components) and the purchase of materials from high-risk sectors (use of conflict minerals by subcontractors). Other affected stakeholder are the workers of Atos´ clients that could be affected by layoffs associated with job obsolescence.

During the annual performance review of globally managed suppliers or during the onboarding process, suppliers are assessed on their human rights-related initiatives in place. If they don't have fundamental initiatives in place, suppliers are requested to put initiatives in place. In the case of a request for proposal, a supplier may not be selected because of the risk. Additionally, to effectively manage and mitigate CSR risks associated with value chain workers, Atos uses the Compliance Catalyst tool. It is designed to provide continuous monitoring and control, ensuring that our supply chain remains responsible and sustainable.

Suppliers with identified risk factors (geographical and industrial risk) and with declared corruption history are assessed and monitored in the Compliance Catalyst tool. In case of high or very high risk assigned to a supplier, buyers and/or suppliers might be requested to perform additional actions to mitigate the risk. They are agreed separately for every case.

Atos **engages with supply chain workers indirectly by engaging with their employer companies**, primarily during procurement and supplier evaluation stages. Engagement could occur through the tender process, during contract negotiation, onboarding process or during the annual performance review called QCDIMS (assessment on quality, cost, delivery, innovation, management and sustainability) of globally managed suppliers.

If a supplier has a red flag (indicating some risk related to human rights) during the selection and onboarding processes, the Atos buyer is informed. The buyer should then align with the relevant supplier to highlight the potential risk and encourage the supplier to implement the necessary minimum human rights safeguarding practices, in the case where the supplier is selected.

To complement direct engagement, for existing suppliers, Atos utilizes third-party platforms such as EcoVadis as credible proxies. This platform provides valuable insights into labour practices and worker conditions across the supply chain, particularly in high-risk areas where direct engagement is challenging.

Atos expects its selected suppliers to conduct the EcoVadis assessments, at least every two years, to monitor compliance with labour and human rights standards.

The Chief Procurement Officer is accountable for distributing this policy to Atos suppliers. However, bid managers and client executives are responsible for distributing this policy to other Atos partners, such as deal finders. The implementation of this policy between suppliers is monitored by the procurement team, with the support of an external party and through various tools and procedures.

So, for the sourcing process, the responsibility is on the Procurement Sustainability Team and for the onboarding process, the responsibility is on the Vendor Master Team.

Through the implementation of the Atos Partners' Commitment to Integrity, Atos not only encourages suppliers to respect human rights and to be diligent but also shows its **own commitment** to respect 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. Additionally, Atos encourages its partners to adhere the United Nations Global Compact principles on human rights, labor, environment and anti-corruption.

As mentioned before, Atos does not directly engage with its value chain workers. However, it has a deep engagement process with its suppliers and clients, which facilitates due diligence in their behaviours that affect workers within Atos' value chain.

Atos assesses the **effectiveness of engagement** with suppliers primarily through the EcoVadis platform. This platform not only provides updated evaluations on Human Rights and ESG practices but also facilitates the setting of specific action plans for suppliers with low performance in areas such as labour practices and human rights. Those are the areas that significantly affect the workers of Atos´ suppliers.

Atos tracks the progress of these action plans over a 12-month period, monitoring whether suppliers achieve their set goals. The EcoVadis assessments enable Atos to identify any improvements or lack thereof following the implementation of these action plans, ensuring continuous engagement and improvement within the value chain.

Through EcoVadis average score on Labor and Human Rights topic of more than 1000 partners with a valid scorecard, Atos can track annual progress compared to the previous year. In 2024, the score in this dimension improved by one point compared to the previous year. Even if this increase is not significant, the current trend demonstrates an improvement associated with the efforts of Atos and its suppliers in setting adequate action plans to enhance labour conditions and human rights for the workers of the suppliers.

To gain insights into perspectives of **value chain workers that may be marginalised or particularly vulnerable** to impacts, Atos collaborates with the ILO Global Business Disability Network, actively participating in initiatives aimed at supporting disabled workers. This partnership highlights Atos' commitment to accessibility and inclusion across its workforce and supply chain.

5.1.3.2.2.2.2 Processes [ESRS S2-2, S2-3]

The general processes for contributing to remedy material negative impacts already identified on supply chain workers are outlined within the context of Atos' Vigilance Plan. This Vigilance Plan is detailed annually in the Group's Universal Registration Document, as well as in other reports such as the Annual Compliance report and the UK Modern Slavery Statement.

The Vigilance Plan highlights key features of the management systems in place, including, but are not limited to, risk mapping, evaluation procedures, mitigation actions, alert mechanisms and monitoring systems to ensure the effective and efficient implementation of measures. In terms of mitigation and remediation actions, Atos emphasize the process of encouraging suppliers at risk of labour and human rights violations to establish Corrective Action Plans (CAPs) through the EcoVadis platform. Through these efforts, the Group contributes to remedying some of the negative impacts already identified on supply chain workers, such as health and safety risks and violations of fundamental rights and freedoms.

Suppliers with identified risk factors (geographical and industrial risk) and a declared history of corruption are assessed and monitored using the Compliance Catalyst tool. In cases where a supplier is assigned a high or very high-risk rating, buyers and/or suppliers may be required to perform additional actions to mitigate the risk. These actions are agreed upon separately for each case.

In 2024, Atos pursued its efforts to roll-out globally the dedicated digitalized alert system, the EQS platform, which is a web-based whistleblowing platform available for any employee and external party. When an alert is submitted via this platform, a secure inbox is created for the user, who can then track the status of their concerns or needs raised through this channel.

This new online whistleblowing platform offers an additional alternative reporting system, user friendly and facilitating anonymous reporting in a secured reporting environment. This platform also significantly enhances the management and tracking of the alerts allowing real-time monitoring and management of alerts and ensures that concerns are addressed promptly and effectively.

The system ensures that all reports can be made **confidentially** and, if desired, **anonymously** which encourages more stakeholders to come forward without fear of retaliation. However, Atos encourages whistleblowers to disclose their identity, as this allows Atos to ensure that a protective status is granted to them, and in practice, it makes it easier to investigate the alerts.

Regular training sessions and awareness campaigns are conducted to ensure that all stakeholders are informed about the whistleblowing channel and understand how to use it effectively.

The whistleblowing platform is designed to comply with relevant legal and regulatory standards, 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. This ensures that Atos meets its legal obligations while promoting a culture of transparency and integrity.

By implementing these measures, the Group ensures that the whistleblowing channel is not only accessible and available but also effective in addressing and resolving issues raised by stakeholders.

5.1.3.2.2.2.3 Actions [ESRS S2-4]

ACTION 1: Assessment of all Atos suppliers

Atos works with the expert third party EcoVadis to gain insight into the Group's suppliers' activities. Due to the thorough analysis conducted in the dimensions of Environment, Labor and Human Rights, Ethics, and Sustainable Procurement, Atos selected EcoVadis as the standard reviewer of its suppliers. Thanks to this detailed analysis, Atos has a valuable overview of its suppliers' CSR approaches, including their strengths, weaknesses and any unethical behaviour reported in the media or by NGOs. This helps Atos Procurement identify possible risks and mitigate them on a case-by-case basis within the supply chain.

Suppliers are asked to respond to a detailed questionnaire about their engagement in corporate responsibility and to provide supporting documents. After completing the survey, a team of EcoVadis CSR experts analyses the answers and documents in detail to provide a global score (out of 100) and a score per dimension, along with detailed comments and improvement schemes.

If they perform poorly on the Labor and human right theme (rule set up by the Procurement Sustainability Team based on the Labor and human right score level), Atos initiates a related corrective Action Plan with improvement actions proposed to Atos suppliers such as, for example:

- to implement labor and human rights policies;
- to implement formalized process to assess risks related to employee health and safety;
- to implement measures on career management and training;
- to implement measures on diversity, discrimination, and harassment;
- to implement measures to prevent child labor, forced labor and human trafficking.

To complement the action implemented during the year, in November 2024, Atos published the **Atos Modern Slavery Training for Suppliers** (https://vimeo.com/991544171?share=copy) which will be sent to all suppliers with a low EcoVadis Labor and Human Right score and who need to implement a corrective action plan.

Atos suppliers that have a valid Ecovadis scorecard have a specific score on Labor and Human rights. Around 1,000 suppliers have a valid EcoVadis scorecard, and they represent 75% of total the Group's spend. Suppliers with a low overall EcoVadis score (below 40) have a related corrective action plan initiated by Atos, that is built on the high priority improvement areas identified by EcoVadis. This will help them prepare for the next assessment and improve their score.

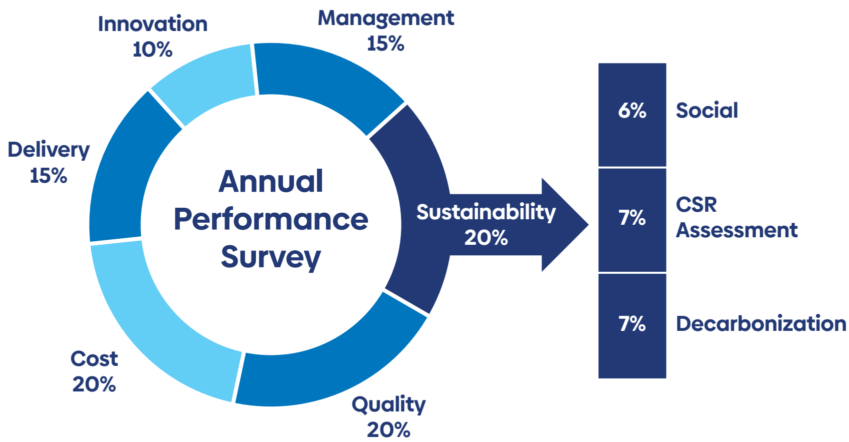
As part of the ongoing effort to assess all suppliers, Atos places special emphasis on increasing the number and percentage of top-spend suppliers evaluated by EcoVadis or alternative assessments. These suppliers are crucial as they represent a significant portion of the supply chain, and their performance has a substantial impact on the overall monitoring and performance of the Company's supply chain.

ACTION 2: Assessment of Globally Managed Suppliers

One action planned and ongoing at Atos over the last three years is to deeply assess the most significant suppliers ("globally managed suppliers") in their labour practices and whistleblowing processes. This action helps Atos to prevent, mitigate, and even remediate potential negative impacts on the health and safety of workers in its supply chain.

This review is performed during the annual business review using what is called the QCDIMS methodology, which includes questions on quality, cost, delivery, innovation, management and sustainability.

When those suppliers are reviewed and scored annually for their performances, the sustainability section represents 20% of the total score, with social topics, including diversity and human rights, accounting for 6% of that section.



In this context, within the section of Sustainability, Atos registers the responses related to the labour and human rights practices to analyse the supplier maturity on these topics and recommend corrective action plans if needed. A feedback call is organised with these suppliers and the suppliers' points of contact at Atos (in general the Global Supplier Manager who is in charge of this annual assessment) to share this corrective action plan.

These are some of the questions for those globally managed suppliers:

- Has your company implemented initiatives and processes to ensure that modern slavery (including child labour, forced labour, compulsory or bonded labour and human trafficking) are not taking place in any part of your business or supply chain?
- Is your company committed to pay a living wage covering its entire workforce?
- Does your company has a whistleblowing procedure in place?

Suppliers without procedures to ensure that modern slavery is not taking place in their business or supply chain are flagged as risky suppliers. The Global Supplier Manager in charge of the QCDIMS assessment must notify the Atos stakeholder of the inherent risk of engaging such suppliers.

Additionally, beyond the QCDIMS assessment, the globally managed suppliers are also assessed by EcoVadis.

ACTION 3: Assessment of suppliers invited to Atos tenders

These suppliers are assessed in the same way than the globally managed suppliers on their labour and human rights practices.

Negative responses to the questions will help identify suppliers who might pose a risk related to human rights abuses. These cases are flagged for the Atos´ buyers, who can then notify the assessed suppliers and any other interested parties of the inherent risk of engaging with such suppliers.

ACTION 4: Creating a more diverse supply chain

To encourage suppliers to be more diligent with the diversity of its workforce, Atos established its Supplier diversity Program in 2022.

Atos recognizes the increasing need for a resilient and diverse supply chain. 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.

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%).

Strategy into a practical framework

Inclusive Procurement

The people aspect of sustainability is just as important as the planet aspect.

To advance our inclusive procurement framework, we assess our suppliers from a social perspective. Through our feedback we encourage them to improve their own programs by implementing initiatives that ensure fair treatment of people within their supply chains, activities around diversity, equity and inclusion (DE&I), and we advocate for a diverse supply chain.

Key Social Topics

Supplier Diversity

Diversity, Equity and Inclusion (DE&I) practices of our suppliers

Human Rights

Accessibility

A socially inclusive procurement strategy can
√ widen the pool of potential suppliers,
√ promote competition in the supplier base,
√ improve product quality, drive down cost and
√ make supply chains more resilient and agile,
√ It is also an effective tool to combat social injustice.*

*Harvard Business Review
(https://hbr.org/2020/08/why-you-need-a-supplier-diversity-program)

Effectiveness of the Actions

The effectiveness of Atos's actions in pushing suppliers to implement specific Corrective Action Plans has led to a demonstrable positive trend in their Labor and Human Rights scores. By requiring suppliers to address identified issues through targeted corrective measures, Atos ensures continuous improvement in compliance with labour and human rights standards. This proactive approach not only mitigates risks but also fosters a culture of accountability and ethical practices across the supply chain.

In 2024, the EcoVadis average score on the Labor and Human Rights dimension for the 1011 suppliers with a valid scorecard increased by 1 point compared to the previous year. Even if it is not significant the positive trend continues.

To identifying which action is needed and appropriate in response to particular actual or potential material negative impact on value chain workers, Atos performs an annual supplier risk mapping through EcoVadis IQ module. It helps Atos to identify high risk suppliers around human rights.

The Atos approach to taking action in relation to specific material impacts on value chain workers involves first identifying suppliers that may have significant negative impacts on their workers. Once identified, Atos encourages these suppliers to develop and implement appropriate corrective action plans. The Group then monitors these plans through regular assessments to ensure compliance and improvement.

Atos leverages the EcoVadis platform to facilitate this process, as it provides comprehensive monitoring of Atos' suppliers' ESG performance, including their labor practices and respect for human rights. This platform enables Atos to maintain high standards and ensure that its suppliers uphold the values Atos considers essential for ethical and sustainable operations.

Additionally, in line with the previously described mitigation actions, Atos is reassessed annually by EcoVadis and has been awarded the EcoVadis Platinum Award for several years for its excellent performance in Corporate Social Responsibility. This recognition confirms Atos' position in the top 1% of best companies assessed by EcoVadis in its industry (computer programming, consultancy and related activities). It also helps ensure that, according to this external expert on ESG assessment, Atos' own practices do not cause or contribute to material negative impacts on value chain workers.

With an overall score of 80/100 in 2024, Atos continues to lead by example in the sustainability area. To ensure ethical and compliant activities, Atos focuses a significant portion of its spend on large tier-one suppliers that adopt the same compelling approach towards sustainability as Atos.

The resources allocated to manage material impacts, and the actions mentioned above, include the people assigned from procurement and compliance to certain activities, such as the entire Procurement Sustainability Team, Global Supplier Managers, and the Compliance team. Additionally, the tools that help Atos with monitoring and control activities which include the GSM scorecard, the IQ module from EcoVadis, and the EcoVadis rating.

In order to implement the described action to better screen the supply chain and increase diversity within Atos' supply chain, the Group has allocated dedicated Human resources. This constitutes an important lever to foster relationships with increasingly responsible suppliers. The ability to implement this action (or action plan) depends on the continued granting of financial and top leadership support.

5.1.3.2.2.2.4 Targets [ESRS S2-5]

In this section Atos wants to highlight the most significant targets set to manage the negative impact related to working conditions and human rights on the workers of its supply chain.

Regarding suppliers performing poorly overall or in specific areas, the ongoing goal is to encourage them to implement a Corrective Action Plan (CAP), aiming to ensure that 100% of the high-risk suppliers have a CAP in place. Note that this target is related to actions 1, 2, 3 previously described.

Concerning the efforts to create a more diverse supply chain, as mentioned before, Atos has the internal objective in place to invite at least one diverse supplier to bid in sourcing events. Note that this target is related to action 4 previously described.

Please note that, at this time, the value chain workers or their representatives are not participating in setting the target, measuring effectiveness, and identifying lessons learned according to the expectation of the European Sustainability Reporting Standard (ESRS) framework.

5.1.3.2.2.2.5 Metrics

The most relevant metrics to manage the potential negative impacts of Atos on the working conditions and human rights of the workers of its supply chain are the following:

	Supplier Screening	2024	2023	2022
A17_A_c4	Number of risky suppliers (below 40 score in EcoVadis)	42	62	29
A17_A_c5	Percentage of total spend represented by suppliers at risk of providing damages to communities or to its own workers	1.5%	2.8%	1.1%
A17_A_c0	Number of top spend suppliers assessed by EcoVadis	210	198	190
A17_A_c1	Percentage of top spend suppliers evaluated by EcoVadis or alternative assessments	84%	79%	76%
A17_A_c2	Total spend evaluated by EcoVadis and alternative assessments (in € million)	4,057	4,540	4,523
A17_A_c3	Total percentage of spend assessed by EcoVadis and alternative assessments	75%	73%	70%

The "Number of risky suppliers (below 40 score in EcoVadis)" and the "Percentage of total spend represented by suppliers at risk of providing damages to communities or to its own workers" is used to evaluate performance and effectiveness of key action 1, 2, 3 regarding material IRO 32 and 33. These materials 32 and 33 are related to health and safety risks and potential violations of the fundamental rights and freedoms of supply chain workers through the purchase of materials from high-risk sectors. As the number of risky suppliers in the Atos supply chain decreases, Atos understands that their actions to encourage suppliers to perform better in the labor and human rights domain are yielding the expected results.

5.1.3.3 Affected communities [ESRS S3]

5.1.3.3.1 Governance and strategy related to affected communities [ESRS S3.SBM-3]

Through its business strategy, Atos believes in creating a significant positive impact on society. From a social perspective, Atos adopts an approach that ensures no harm is done to communities, either directly through its own operations and behavior, or indirectly through the use of specific suppliers. The Company strives to maximize its positive impact on the communities where it operates. Atos is committed to acting as an ethical player within its sphere of influence, applying the highest ethical standards from the top levels of the Company to the core of its operations.

The types of communities subject to the three material impacts presented in the table below which are impacted by Atos own operations and through its downstream value chain, are:

- the communities living or working around the Atos´ operating sites which are positively impacted by the dynamization of the local economy thanks to the establishment of the Atos Group's operations;
- the communities at the endpoint of the Atos´ supply chain which are negatively impacted by physical and chemical discharges due to proximity to the point of extraction of metals or minerals.

Regarding the significant positive impacts on **local economic dynamism** and community development, the establishment of Atos in various regions has notably **enhanced the IT skills** of local employees hired from these areas. This presence has also significantly contributed to **job creation**. The support for **local entrepreneurs** was particularly evident during the implementation of the "Atos Scaler" program, an incubator for startups that was instrumental in fostering scientific and technological excellence globally. This program significantly contributed to advancements in decarbonization, digital security, cloud, and digital technologies. Moving forward, the potential positive impact on communities through the support and encouragement of local entrepreneurs will depend on the creation of future programs within the Company.

Regarding the significant negative impacts on the local economic and social footprint, the extraction of raw materials by Atos' suppliers necessary for the production of IT equipment often involves extensive mining operations that could result in adverse health effects or impact the livelihoods of local communities.

The commercialization of products and services, such as **surveillance technologies** and facial recognition, is another negative impact identified by the Company. This can lead to significant **misuse that hinders civil and political rights**. These technologies, when used unethically by governments or other entities, can result in invasive monitoring of citizens, infringing on their privacy and freedom. Such misuse can create an environment of fear and mistrust, where individuals feel constantly watched and their personal freedoms are curtailed. This can undermine democratic processes and the rule of law, as well as stifle free expression and dissent. Consequently, the misuse of these technologies poses serious risks to the fundamental rights and liberties of individuals.

The negative impact on affected communities due to hindered civil and political rights from the misuse or incorrect use of products and services commercialized by Atos is beyond the Company's control. However, clients undergo reputational monitoring before any engagement. This review, in addition to analysing the economic viability of the client or potential client, also considers their reputation to avoid any negative impact on the Company's image if Atos decides to pursue that specific project or partnership.

The table below outlines the sustainability-related impacts for affected communities identified and evaluated as material through the 2024 double materiality assessment process:

ID	Description	I, R, O	Value Chain
Local economic and social footprint			
34	Contribution to local economic dynamism and community development (skills development, job creations, local entrepreneurs support) via geographical establishment of the Group's operations	Positive impact	Communities
35	Extraction of raw materials in the supply chain (for IT equipment's production), leading to physical and chemical discharges affecting local communities living conditions	Negative impact	Communities
36	Commercialization of products and services (e.g., surveillance technologies, facial recognition) being misused in ways that can hinder civil and political rights (e.g. citizen unethical watch by government)	Negative impact	Communities

5.1.3.3.2 IRO Management

In the next sections, the policies, procedures, actions, targets, and metrics currently in place to manage the impacts, risks, and opportunities identified in the latest materiality analysis that affect or may affect communities are being described.

5.1.3.3.2.1 Policies and Processes [ESRS S3-1, S3-2, S3-3]

Atos has certain policies that could be used as basis for managing the three material impacts related to affected communities that were identified in the last materiality analysis and included in the table above.

The most relevant policy which embed the management of the positive impact of contributing to local economic dynamism and community development is the **recruitment policy**. This policy includes the notion of being respectful with the diversity and to favor the local hiring instead of using employees from other regions to deliver services that could be provided remotely.

The most relevant policy which embed the management of the negative impact associated to the extraction of raw materials in Atos supply chain is the "**Atos Partners' Commitment to Integrity**". This sets out the ethical commitment that Atos expects its Partners to take prior to entering in contractual relationship with them.

This Code of Conduct for suppliers is a key part of Atos' Vigilance Plan, which has been developed and is monitored on a continuous basis to identify, prevent and mitigate the risks arising from Atos' own activities and supply chain, relating to violations of human rights, health and safety of individuals and the environment. The negative impacts related to the extractions of raw material in the Atos´ supply chain and potential misuse of Atos´ surveillance technologies such as facial recognition by governments or any Atos client is known by the Company which maintain its efforts for minimizing those potential indirect negative impacts through the awareness process via policies and through to good supply chain monitoring that allow to take informed decision on the inclusion/exclusion of suppliers. That monitoring is done via an external expert organization (EcoVadis) capable to identify significant issues and controversies at Atos' supply chain.

In the "**Atos Partners' Commitment to Integrity**", Atos reminds its commitments to follow the ten principles of the UN Global Compact since 2010 and it expects its partners to abide by the same principles with respect to human rights, labor standards, protection of the environment and anticorruption.

In this document, "Atos Partner" refers to any Atos commercial partner, including, but not limited to suppliers, subcontractors, clients, resellers, distributors and business partners.

Atos Partners must comply with the highest standards relating to business integrity including the respect to the **conflict mineral regulations**:

<<In accordance with EU regulations on conflict minerals (2017/821) and Section 1502 of the US Dodd Frank Act (further details being available here), Atos Partners must not use minerals (tantalum, tin, gold and tungsten) from conflict regions (e.g. Democratic Republic of Congo, Rwanda, Tanzania, Uganda or Zambia). In order to do so, they must take the necessary steps to determine if their products contain conflict minerals, and if so, develop compliance due diligence processes in compliance with such regulations, and be in a position to provide evidence, such as Conflict Minerals Reporting Template (CMRT), to ensure that all products are responsibly manufactured.>>

The relevant human rights commitments to affected communities embedded in the **recruitment policy** are to **avoid discrimination**, **enhance diversity** in hiring, and protect **privacy** and personal data. To support this aim:

- recruiters will be trained on an unbiased approach throughout the hiring process;
- all job advertisements will be written to ensure they attract diverse candidates, and will use gender-neutral terminology;
- the candidate documents are stored in accordance with relevant data storage legislation, applicable in each country, and with respect to Atos' own policy for data confidentiality. Candidate information is removed from the Atos recruitment tool (e-Recruitment system) in accordance with local legislation.

The privacy protection of the candidates is ensured by this policy, along with Atos' own data confidentiality policy, which ensures that personal data is used solely for candidate selection. Additionally, it mandates the destruction of all personal information after the selection process for the position is completed, in accordance with local legislation.

The general approach of Atos in relation to respect for human rights is summarized in the "**Human Rights Policy Statement**" in that document it is mentioned that Atos acts to prevent from 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 policy-setting with the United Nations' Guiding Principles on Business and Human Rights and refers to the United Nations Global Compact principles on human rights, labor, environment, and anti-corruption.

Atos Human Rights commitments are set by the Atos Code of Ethics, validated by the Group Executive Committee and the Board of Directors of Atos and Atos Partners Commitment to Integrity Charter. To ensure an adequate level of prevention, both of the document are providing guidance regarding the right behaviours that are expected from Atos' managers, employees and any third parties conducting business activities with Atos.

The Company does not engage directly with communities affected by its positive and negative impacts. However, Atos is significantly engaged with its suppliers to prevent any negative effects on these communities. This engagement is managed through the monitoring and control of supplier behaviour by a third party, EcoVadis. This engagement is based on information and occurs regularly during the process of adding new suppliers and, ideally before 36 months for existing suppliers, through the update of the EcoVadis assessment, as Atos encourages suppliers to update their assessments within this timeframe.

The EcoVadis 360 Watch identifies any significant controversies, fines, or penalties related to labor and human rights issues within the last five years for Atos's suppliers assessed by EcoVadis. Which is possible using multiple sources of information including the media or NGOs report. These issues are visible on the EcoVadis platform under each supplier's dashboard, where a list of news items marked with a red downward arrow indicating the severity, nature, description, and source of the information. Additionally, the procurement team receives email notifications if a specific supplier has a significant controversy, fine, or penalty regarding labor and human rights issues. This platform is always accessible and available, allowing the procurement team to consult the latest evaluations of suppliers at any time. This helps Atos Procurement to identify possible risks and mitigate them case-by-case within the supply chain.

The primary process for cooperating in the remediation of negative impacts on affected communities that Atos is connected with is through the Atos whistleblowing system. This specific channel, known as the "**Group Ethics Alert System**," allows affected communities to raise concerns or needs directly with Atos. *(For more information of the Group Ethics Alert System see: https://atos.integrityline.app/)*

This channel may be used by any employee or third party to report any violation or attempt to conceal a violation of a law, regulation, or one of the principles set out in the Atos Code of Ethics. It can also be used in the event of a threat or serious prejudice to the general interest.

The concerns or alerts that can be raised include, but are not limited to, the following categories:

- Bribery and corruption;
- Competition law;
- Fraud;
- Financial crime;
- Health and safety;
- Harassment and discrimination;
- Economic sanctions and export control;
- Protection of personal data;
- Serious environmental damage;
- Human Rights;
- Conflicts of interest.

The **Group Ethics Alert System Policy**, created to manage this whistleblowing process, includes policies regarding privacy and the protection of individuals who use this channel against retaliation.

The grievances are treated confidentially and with respect to rights of privacy and data protection. The affected communities are allowed to use anonymously this channel to raise concerns or needs. However, Atos encourages whistleblowers to disclose their identity firstly because this allows Atos to ensure that a protective status is granted to them, and secondly because in practice it makes it easier to investigate the alerts.

In addition to the protective status offered to the Whistleblower by their local law (if any), Atos undertakes:

- not to disclose the identity of the Whistleblower [….];
- not to engage any legal proceedings, nor take or tolerate any retaliation measure against the Whistleblower for having submitted an Alert [….];
- to take protectory measures if the situation requires it.

The escalation process for reporting incidents in this respect is described in section 3 of the Atos Group **Ethics Alert System Policy** (Operation of the Group Ethics Alert System).

5.1.3.3.2.2 Actions [ESRS S3-4]

In this section, we highlight some of the activities that effectively support the management of Atos' potential positive and negative impacts on communities. These actions reflect Atos' commitment to creating a positive impact on the local economic and social footprint within its sphere of influence.

ACTION 1: Continuous recruiting at local level (Contribution to local economic dynamism through job creation)

Atos, within the Human Resources function, has certain plans and resources aimed at increasing the positive impacts on communities through the job creation.

During 2024, Atos Group hired 9,303 employees contributing to local economic dynamism.

Atos' hiring is characterized by a percentage higher than 50% in developing countries, aligned with the Company's growing expectations at that time, which also supported the economic dynamism of those areas. However, the trend was disrupted in 2023 when the retirement of experts in developed countries created a need for replacements there, resulting in a significant decrease to 39% in developing countries. During 2024.

Atos has an internal way to monitor the efforts on recruitment through the average cost of hiring a new full-time equivalent (FTE) in the reporting year. That average hiring cost encompasses both internal and external recruiting costs, such as recruiter salaries, interviews, agency fees, advertising, job fairs, travel and relocation costs. The trend of the effectiveness metric (average hiring cost per full-time equivalent) has shown improvement compared to last year's values with the hiring cost decreasing as follows: €1,843 in 2020, €1,538 in 2021, €1,309 in 2022, €2,306 in 2023, and €3,035 in 2024. The exception to the decreasing trend in 2023 and 2024 was due to the company´s effort to split into two major business lines. This necessitated replicating or duplicating some recruiting activities across two working groups, which consequently increased the costs and efforts associated with hiring.

ACTION 2: Continuous support of local suppliers through local spending and contributions to generating local employment

Global Procurement aims to centralize the spending and to sign global agreements with significant suppliers. Many of these suppliers are present in the countries where the Group operates in and, as such, 76% of the delivery of goods and services are done at local level, reducing Atos' impact on the environment and generating local employments. This is also explained by the use of vendors located in numerous countries and the use of distributors for IT materials.

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 directly generate employment locally.

ACTION 3: Continuous IT skills development and partnership with universities

Atos has a strong commitment to playing a key part in the education of the future of young professionals. Therefore, the Group has developed strong institutional partnerships with 185 universities on a worldwide basis.

These actions of engaging with top universities have been ongoing at Atos for a long time, supported by significant efforts from local recruitment teams. These teams participate in joint events with universities and maintain a strong media presence.

In 2024, 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.

ACTION 4: Supporting risky suppliers (with EcoVadis overall score below 40/100)

Atos, within the procurement function, has plans and resources aimed at minimizing the negative impacts of the supply chain on communities and encouraging a more responsible and green supply chain.

The procurement team at Atos has a program in place to work with suppliers who are externally assessed by EcoVadis as risky in any dimension of ESG (Environmental, Social, Governance), including risks in the area of Human Rights. The Group's approach is to work with each supplier that has a score of below 40 (from a maximum of 100) and encourage them to improve their practices.

Suppliers that perform poorly on the EcoVadis assessment are requested to implement a corrective action plan. Additionally, those with a low Labor and Human rights score will receive a link to attend the Atos Modern Slavery Training for Suppliers, published in November 2024 *(see the training available here: https://vimeo.com/991544171?share=copy).*

In 2024, 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.

In 2024, 42 suppliers assessed by EcoVadis had an overall score below 40, generally due to a lack of understanding of the EcoVadis assessment process and platform. However, those 42 suppliers represent only 1.5% of the total Atos Group spend.

In that context, Atos includes a ESG criteria for selecting suppliers and has an internal classification of Green, Amber, and Red suppliers. The Green suppliers are recognized as environmental more mature and those have low risk of affecting to the local communities negatively in cases of raw material extraction for its IT equipment production.

ACTION 5: Continuous classification of supplier for a greener and more responsible supply chain

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. This ongoing action helps to minimize the negative environmental impacts associated with Atos' suppliers. It includes better control over all assessed suppliers, including the ones involved in the extraction of raw materials for IT equipment production, which can lead to physical and chemical discharges that affect the living conditions of local communities.

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 proposes them support to improve their carbon performance through:

- regular meetings to demonstrate any new sustainability commitments and/or continuous improvements;
- recommendation or advice to work with a third-party CSR advisory company to implement, monitor, and control appropriate actions for carbon reduction.

The objective is not to terminate red suppliers' agreements, but to help them improve and evolve from an environmental perspective.

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 2024, 75% total Atos Group spend has been assessed for CSR risk and for decarbonization.

During 2024 the percentage of spend with green and amber suppliers increased by 2% versus 2023.

ACTION 6: Ensuring continuous CSR risk monitoring and control of suppliers through improved tools

To effectively manage and mitigate CSR risks associated with suppliers, Atos has implemented a range of advanced tools and applications. These tools are designed to provide continuous monitoring and control, ensuring that Atos' supply chain remains responsible and sustainable;

- **EcoVadis IQ plus module:**

In 2024, Atos acquired the IQ Plus module from EcoVadis to do the sustainability risk mapping of its entire supply chain. Approximately 14,000 Atos' Partners are uploaded in the tool and scored on the following criteria:

- Country risk;
- Category risk;
- Criticality (info provided by Atos);
- Level of spend (info provided by Atos).

Based on this sustainability risk assessment, IQ will help Atos draw an action plan and prioritise assessments on EcoVadis for high risk and strategic suppliers.

- **Compliance Catalyst**

  Suppliers with identified risk factors (geographical and industrial risk) and with declared corruption history are assessed and monitored in the Compliance Catalyst tool. In case of high or very high risk assigned to a supplier, buyer and/or suppliers might be requested to perform additional actions to mitigate the risk. They are agreed separately for every case.

- **Supplier.io**

In 2024, Atos acquired a new platform for the mapping of its diverse partners. About 14,000 Atos' Partners are uploaded in the tool for the mapping of Atos diverse spend.

ACTION 7: Creating a more diverse supply chain

Please see section "**Creating a more diverse supply chain**" at S2.

In order to implement the described actions to better manage the positive impact related the contribution to local economic dynamism and community development and to better control the potential negative impacts related to the Extraction of raw materials in the Atos supply chain, the Group has allocated dedicated human resources. The ability to implement this action (or action plan) depends on the continued granting of financial and top leadership support.

5.1.3.3.2.3 Targets [ESRS S3-5]

Regarding the positive impact on communities through job creation, the Company's aim is to increase the percentage of recruiting in developing countries. This strategy is intended to enhance the Company's global competitiveness while continuing to positively impact local communities through job creation.

Atos has no target for each action in the sense of the ESRS, but tracks the effectiveness of its actions with the following metrics:

Concerning the monitoring and control of Atos suppliers for minimizing their negative impacts on communities, the Atos Procurement's objective is to strengthen the relationship with its top, strategic and globally managed suppliers and have all of them assessed by EcoVadis on their corporate responsibility performance. In that context, the aim for 2024 was to achieve 75.5% of the Atos group spend with suppliers assessed though EcoVadis or alternative assessment and the objective for 2025 is to maintain it at the same level. Note that this metric is related to actions 4 and 6 previously described.

To be precise, the main objective set at Atos Procurement's is to strengthen the relationship with its:

(i) **Top 250 suppliers** by spend which represent circa 70% of total Atos Group spend (= top spend suppliers);

(ii) **Strategic suppliers** which are selected based on the level of spend, the category risk level and the geographic risk where the supplier operates (= a supplier that is strategic for a specific region or a specific category and that is not Globally managed);

(iii) **Globally Managed Suppliers** that are selected based on spend and business criticality.

Some of the suppliers in the three groups are overlapping.

Regarding suppliers performing poorly overall or in specific areas, the ongoing goal is to encourage them to implement a Corrective Action Plan (CAP), aiming to ensure that 100% of the high-risk suppliers have a CAP in place. Note that this metric is related to action 4 previously described.

Concerning the efforts to create a more diverse supply chain, Atos has the internal objective in place to invite at least one diverse supplier to bid for sourcing events. Note that this metric is related to action 7 previously described.

Please note that, at this time, the affected communities are not participating in setting the target, measuring effectiveness, and identifying lessons learned according to the expectation of the European Sustainability Reporting Standard (ESRS) framework.

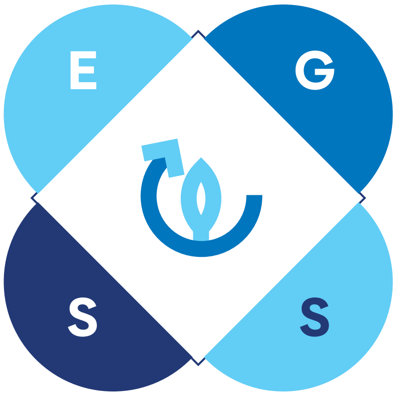
Strategic Objectives for 2024/H2

Decarbonization

Increase global spend with environmentally committed suppliers **(green/amber): 64%**

CSR Risk

Risk assessment and monitoring: achieve **75.5%** of total Atos Group spend with suppliers assessed (by EcoVadis or alternative assessments)



Ethics and human rights

Modern Slavery training
All Procurement personnel to complete the Modern Slavery training on the Atos Learning portal (UNSCHE 62025).
The course is UK focused, but applicable globally.

Inclusive sourcing

Social – Supplier Diversity: invite one diverse supplier to all RfXs (identified by Beroe or by external mapping)

Other Strategic Priorities

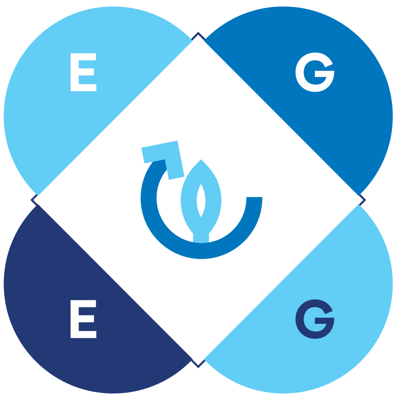
Waste and circularity

Assess opportunity and set action plan for improving reuse and recycling of electronic equipment

Align efforts to meet CSRD requirements

Assess all datapoints relevant to procurement

Identify existing data and create action plans to address all the gaps



Sustainability clauses

Include (if applicable)
- Atos Partners' Commitment to Integrity
- Decarbonization Clause (2M€ and minimum contractual term of 2 years)
- Accessibility Clause

CSR Risk

Risk Management: support suppliers' capacity building to reach EcoVadis minimum overall score of 40 and improve continuously

5.1.3.3.2.4 Metrics

Metrics Related to Job Creation and Skills Enhancement

The percentage of local hiring to cover vacancies or positions is significant high at Atos even if the Company has an international mobility to allow employees from different countries to apply for positions out of their country. The local hiring in 2024 was 88,9% (86.6% in 2023).

The following indicators are used to monitor **hiring** practices that positively impact communities and **local** spending that contributes to economic dynamism:

Relevant metrics	2024	2023	2022
[GRI 401 1_A_a5] – New employees in own workforce hired in developing countries during the Reporting period	4,955	5,337	17,114
[GRI 401 1_A_c1] – New employees in own workforce hired during the Reporting Period	9,303	13,771	28,919
[GRI 202-2_A_c3] – Percentage of national employees recruited excluding acquisitions (= % of Local hiring)	88.9%	86.6%	91.1%
[GRI 401-1_A_a5.1] – Percentage of hiring in developing countries	53%	39%	59%
[GRI 204-1] - Proportion of spending on local suppliers	76%	84%	85%

The following indicators are used to monitor the development of IT skills in local communities:

Relevant metrics	2024	2023	2022
Number of Universities in partnership with Atos	185	190	252
Students enhancing their education via internships or apprenticeships at Atos	1,298	*not disclosed*	2,371

Metrics for monitoring the negative impact of risky suppliers

Relevant metrics	2024	2023	2022
[A17_A_c4] – Number of risky suppliers (below 40 score in EcoVadis)	42	62	29
[D.D. 5] – Number of suppliers with corrective action initiation requested by Atos (for suppliers with an EcoVadis score <40)	42	62	29
[A17_A_c5] - Percentage of total spend represented by risky suppliers (= Percentage of total Contractors and Tier I Suppliers assessed where risks have been identified)	1.5%	2,8%	1,1%
[A17_A_c3] – Total percentage of spend assessed by EcoVadis and alternative assessments (= Percentage of Contractors and Tier I suppliers assessed in last three years)	75%	73%	70%
[D.D.5_1] – Percentage of risk Contractors and Tier I Suppliers with mitigation actions taken	100%	100%	100%

The overall average score of the 1011 Atos suppliers assessed by EcoVadis is 61 (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 47.6, while the overall average score of all suppliers assessed by EcoVadis in the Atos sector (computer programming, consultancy and related activities) is 54.

In 2024, Atos' suppliers improved or maintained their score per topic compared to 2023, based on the 3-year validity of the scorecards. The average scores were as follows:

- Environment: 63 (vs. 61 in 2023);
- Labor and Human Rights: 62 (vs. 61 in 2023);
- Ethics: 60 (vs. 58 in 2023);
- Sustainable Procurement: 52 (vs 50 in 2023).

5.1.3.4 Consumers and End-Users [ESRS S4]

5.1.3.4.1 Governance and strategy related to consumers and end users

During the double materiality assessment performed between the end of 2023 and the beginning of 2024, the ESRS S4 "**Consumers & end-users**" was identified as material. Within the Group, it consists in four topics: client relationship, digital inclusion, data privacy and security/cyber security.

As a B2B company, Atos interacts directly with its client, and more particularly with some client's employees working on contractual engagements or more broadly using Atos solutions. In that case, the end-user can be the client's employee if the services or solutions are for the client's internal purpose.

In case an Atos client facilitates the delivery of Atos products, services or solutions to a broader audience, the end-users will be the client's customers. These end-users will not directly interact with Atos; however, Atos expects to receive their feedback through its direct clients.

In the case of services or solutions deployed internally with the Group, the end-users are Atos employees.

In the case of social development activities, such as partnerships with universities in emerging countries, the end-users will be communities where Atos performs social development activities.

Therefore, in this section, the consumers and end-users will be categorized into four groups:

- Atos employees;
- Atos clients' employees;
- Atos clients' customers;
- Communities where Atos performs social development activities.

After defining the scope of S4, a brief description of the impacts, risks and opportunities identified during the last double materiality exercise will be included.

Given the industry in which the Group operates and the fact that the services and products sold are aimed at other businesses, some essential topics such as **Client relationship** have been categorized within S4 despite the fact that Atos has a very little influence on the consumers as defined in the standard (*individuals who acquire, consume or use goods and services for personal use, either for themselves or for others, and not for resale, commercial or trade, business, craft or profession purposes*). In the situation of the Group, the focus is more on the so-called end-users, defined as *individuals who ultimately use or are intended to ultimately use a particular product or service* in the ESRS. Client relationship is not present in the topical standards (AR 16) but it was considered as material in the latest materiality assessment exercise.

During the Group's materiality assessment (preparation workshops and then analysis of the outcome of the interviews):

- The sub-topic of *Social inclusion of consumers and/or end-users*, and in particular the sub-sub-topic of *Access to products and services* has been considered and adjusted under the sub-topic **Digital inclusion** to better fit into Atos business model, and the sector of information technology in which the Group operates;
- The sub-topic of *Information-related impacts for consumers and/or end-users*, and in particular the sub-sub-topic of *Privacy*, and the sub-topic of *Personal safety of consumers and/or end-users*, and in particular the sub-sub-topics of *Security of a person* have been considered and adjusted under the sub-topic **Data privacy and cybersecurity** to better fit into Atos business model.

Client relationship, digital inclusion and data privacy and cybersecurity have been revealed as material following the analysis of the outcome of the internal and external interviews.

The tables below outline the sustainability-related impacts, risks and opportunities for Atos consumers and end-users identified and evaluated as material through the 2024 double materiality assessment process.

ID	Description	I, R, O	Value chain
Client relationship			
37	Implementation of clients' feedback channels, leading to continuous improvement of the products and services, better adequacy of the offers with customer needs and increased customer satisfaction	Impact Positive	Downstream (Atos employees, Atos clients' employees, Atos clients' customers)
38	Proximity with clients (co-construction and partnerships on projects), leading to new business opportunities (cross selling)	Opportunity	Downstream (Atos clients' employees, Atos clients' customers)
39	Collection of clients feedback through surveys enabling a better understanding of their needs and concerns, leading to market expansion	Opportunity	Downstream (Atos employees, Atos clients' employees, Atos clients' customers)
Digital inclusion			
40	Contribution to the access provision to the digital and information space having positive societal impacts through its contribution to knowledge development, education and research	Impact Positive	Downstream (Atos employees, Atos clients' employees, Atos clients' customers, communities)
Data privacy and cybersecurity			
41	Through the commercialization of cybersecurity products and services, support of organizations and individuals fighting against cyber-criminality	Impact Positive	Downstream (Atos clients' employees, Atos clients' customers)
42	As a cybersecurity leader, contribution to the development of cybersecurity market knowledge, competencies, technologies and solutions	Impact Positive	Downstream (Atos employees, Atos clients' employees, Atos clients' customers)
43	Security breaches at the clients' operations due to low performance of Atos cybersecurity offers, leading to incidents and related business interruptions	Impact Negative	Downstream (Atos clients' employees, Atos clients' customers)
44	Security breaches at Atos, leading to business interruptions for the clients and to clients' data privacy violations	Impact Negative	Downstream (Atos employees, Atos clients, Atos clients' employees, Atos clients' customers)
45	Working in cybersecurity leading to valuable commercial insights to develop other business opportunities	Opportunity	Downstream (Atos clients' employees, Atos clients' customers)
46	Growing customer demand for security, driven by the rising cyber-terrorism threat and increased regulation, leading to growth of cybersecurity services, resulting in increased revenue and new market opportunities	Opportunity	Downstream (Atos clients' employees, Atos clients' customers)
47	Security breaches at Atos, resulting in reputational damage, stakeholders' complaint or dissatisfaction, leading to financial impacts	Risk	Downstream (Atos employees, Atos clients, Atos clients' employees, Atos clients' customers)

Regarding client relationships, the positive impact (37) of increased customer satisfaction – driven by a client feedback channel that enables continuous improvement of products and services – creates two key opportunities: new business growth through closer client proximity (38) and market expansion by gaining a deeper understanding of client needs (39). Gathering client insights through surveys allows Atos to align its solutions and services more closely with customer expectations. This enhances the relevance of offerings, boosts satisfaction, and ultimately drives revenue growth and market expansion. Additionally, stronger client engagement may lead to collaboration on specific use cases and partnerships, fostering industry-specific expertise. This, in turn, can generate new project opportunities with dedicated clients and create joint go-to-market strategies.

Regarding data privacy and cybersecurity, the positive impacts of fight against cyber-criminality through the sales of cybersecurity products and services (41) and of contribution to the development of cybersecurity market knowledge, competencies, technologies and solutions (42) translate into the two material opportunities: valuable commercial insight to develop other business opportunities (45) and increased revenue and new market opportunities due to customer demand for security (46). Thanks to its cybersecurity expertise and portfolio, Atos is in the position to fight against cyber-criminality and contributes to the market knowledge in this domain, which increases the customer's demand for best-in-class solutions and therefore generates additional projects and increased revenue. It also provides valuable commercial insights contributing to the continuous improvement of our products and services.

The negative impacts of business interruptions caused by security breaches at client's operations (43) and of data privacy violations caused by security breaches at Atos (44) directly contributes to the risk of financial impacts, reputational damage due to security breaches at Atos (47). Indeed, security breaches could affect the client's operations through business interruption, but also data privacy violations in case of personal data leakages. This could seriously affect Atos reputation if the impacted stakeholder complains or spreads dissatisfaction with regards to the incident to a wider audience (media, partners…). This could also lead to financial implications such as termination of existing contracts, loss of new contracts and renewals with clients and partners, or fines by regulatory bodies.

Human rights commitments of the Group relevant to consumers and/or end-users

As mentioned in S1, S2 and S3, and as stated in the Atos Human Rights Policy Statement, Atos aims to be a responsible employer globally, and to conduct business in an ethical and sustainable way, in all of its sphere of influence: employees, customers, end-users, partners, and across the supply chain.

Since 2010, Atos has been part of the UN Global Compact, where the Chief Executive Officer (CEO) reaffirms yearly the Group continued support to the Ten Principles of the UN Global Compact in the areas of Human Rights, Labour, Environment, and Anti-Corruption. Atos communication on Progress is accessible publicly on this dedicated page: https://unglobalcompact.org/what-is-gc/participants/12068-Atos. Atos is committed to respect human rights in accordance with internationally accepted standards, such as:

- The principles of the Universal Declaration of Human Rights of 1948;
- The International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work;
- The UN Human Trafficking Protocol;
- The UN Slavery Convention;
- The UN Global Compact;
- The UN Guiding Principles on Business and Human Rights.

Preventing any infringements on internationally recognized human rights is one of the objectives Atos is committed to meeting, with the aim of being able to always deliver services and products to customers and end-users in a way that respects human rights, ensuring that the workforce that produces them and the delivery always work in compliance with the relevant body of international law.

To ensure compliance with these standards, Atos is following a four-stage approach: identification and assessment of human rights risks, followed by an implementation of prevention measures, as well as relevant mitigation actions, and finally monitoring these processes to ensure effective implementation and improvement years after years. Atos approach is fully described in the Atos Vigilance Plan, in section 5.2.4.

5.1.3.4.2 IRO Management

5.1.3.4.2.1 Client relationship

In the area of client relationship, the double materiality assessment revealed one positive impact and two opportunities, all linked to the understanding of customers' needs (through clients' feedback channel or partnerships).

ID	Description	I, R, O	Value chain
Client relationship			
37	Implementation of clients' feedback channels, leading to continuous improvement of the products and services, better adequacy of the offers with customer needs and increased customer satisfaction	Impact Positive	Downstream (Atos employees, Atos clients' employees, Atos clients' customers)
38	Proximity with clients (co-construction and partnerships on projects), leading to new business opportunities (cross selling)	Opportunity	Downstream (Atos clients' employees, Atos clients' customers)
39	Collection of clients feedback through surveys enabling a better understanding of their needs and concerns, leading to market expansion	Opportunity	Downstream (Atos employees, Atos clients' employees, Atos clients' customers)

Historically, Atos has identified "Client Relationships" as a material risk, generally referred to as "Customer Relationship & Delivery Quality," and has embedded it into enterprise risk management for a long time (for more information on how the Company mitigates this risk, please refer to chapter 7).

The latest materiality analysis, conducted in accordance with the European Directive CSRD approach and EFRAG recommendations, found that the topic of "Client Relationships" has one positive impact related to Atos capability to increase customer satisfaction. Additionally, it identified two opportunities: the potential to generate new business opportunities and market expansion.

With this new analysis, the Company, while maintaining its previous approach to mitigating risks associated with customer relationships, should also focus on the positive aspects of interactions with consumers and end users. This will enable better management of the identified positive impacts and opportunities.

5.1.3.4.2.1.1 Policies [ESRS S4-1]

Atos has implemented a Customer Satisfaction policy designed to enhance the positive impact of its products and services on consumers and end-users, while also addressing associated material risks and opportunities. This policy manages the positive impact of increasing customer satisfaction, which in turn can drive new business opportunities through closer client relationships. Additionally, it supports market expansion by leveraging a better understanding of clients' needs, facilitated by an established feedback channel.

The general objective of this policy is to implement a consistent framework for measuring to what extent Atos solutions, products, services, processes and deliveries meet or exceed its customers' expectations, and then to use outcomes to drive changes. This policy details the processes of surveying Atos customers at the strategic, tactical, and transactional levels. Detailed process description, procedures and related documents are available in the Group Integrated Management System.

The outcomes of the processes to collect feedback not only drive changes to adapt Atos services to clients and end-users but also ensure that Atos addresses the identification, assessment, management and remediation of material impacts on consumers and end-users. Additionally, this process covers material risks and opportunities related to consumers and end-users.

This policy covers the customers of Atos in all geographies where the Company operates. The policy which concerns the activities of selling products and services apply to all downstream value chain of the Company (clients).

The local offices in the geographies where Atos operates are accountable for the implementation of this policy. This responsibility typically falls into the most senior role in the geography, such as the CEO or the individual delegated by the highest manager in that region. Along with implementing the Customer Satisfaction Policy, this person is also operationally responsible, together with the customer account teams, for ensuring client engagement (both consumers and end-users) and facilitating the use of their feedback to adapt and improve Atos products, services and processes.

In most geographies, Atos has a dedicated role or function responsible for managing the Customer Satisfaction Policy on behalf of the top management. This responsibility is typically assigned to the Customer Satisfaction team members (CSAT team members). The CSAT team has the capacity to drive and support account team members in engaging with clients and continuously monitoring the completion of surveys as planned.

A key responsibility of the local CSAT teams is to guide the interviewers and account teams in making sure that the surveys are conducted effectively and to facilitate the output for further analysis. Results from all surveys, at any level, are consolidated into a single database for each account, project or service surveyed. The local and global CSAT teams also provide regular updates to top management, ensuring they are informed and able to take appropriate actions.

The effectiveness of consumer and end-user engagement is evaluated through ongoing monitoring of the CSAT plan's progress. The annual plan is divided into different waves, with implementation based on conducting customer satisfaction surveys at the applicable levels (strategic, tactical, or transactional) according to the plan.

Through the implementation of this Customer Satisfaction Policy, Atos has committed to respecting the human rights of consumers and end-users. Specifically, in relation to this policy, Atos is committed to adhering to local regulations on personal data protection while ensuring that all survey processes and reports are fully aligned with the Atos Data Protection Policy.

The specific channel in place for consumers and end-users to raise concerns about any type of misconduct or need directly with Atos is the whistleblowing system which is available in the next URL: https://atos.integrityline.app/. In that system, any consumer or end-user, as well as any internal or external stakeholder of Atos, can quickly and easily report concerns about actual or suspected misconduct that can affect Atos company or the wellbeing of its employees.

The Customer Satisfaction Policy has been set by considering the interests of the clients (customers) and indirectly the Atos clients' customers through regular feedback sessions, surveys and focus groups to gather comprehensive insights into their needs and expectations.

This policy is made available to all Atos employees who need to implement it by communicating it through the Group Integrated Management System SharePoint space.

5.1.3.4.2.1.2 Processes [ESRS S4-2, S4-3]

Description of the feedback process through satisfaction surveys at several levels

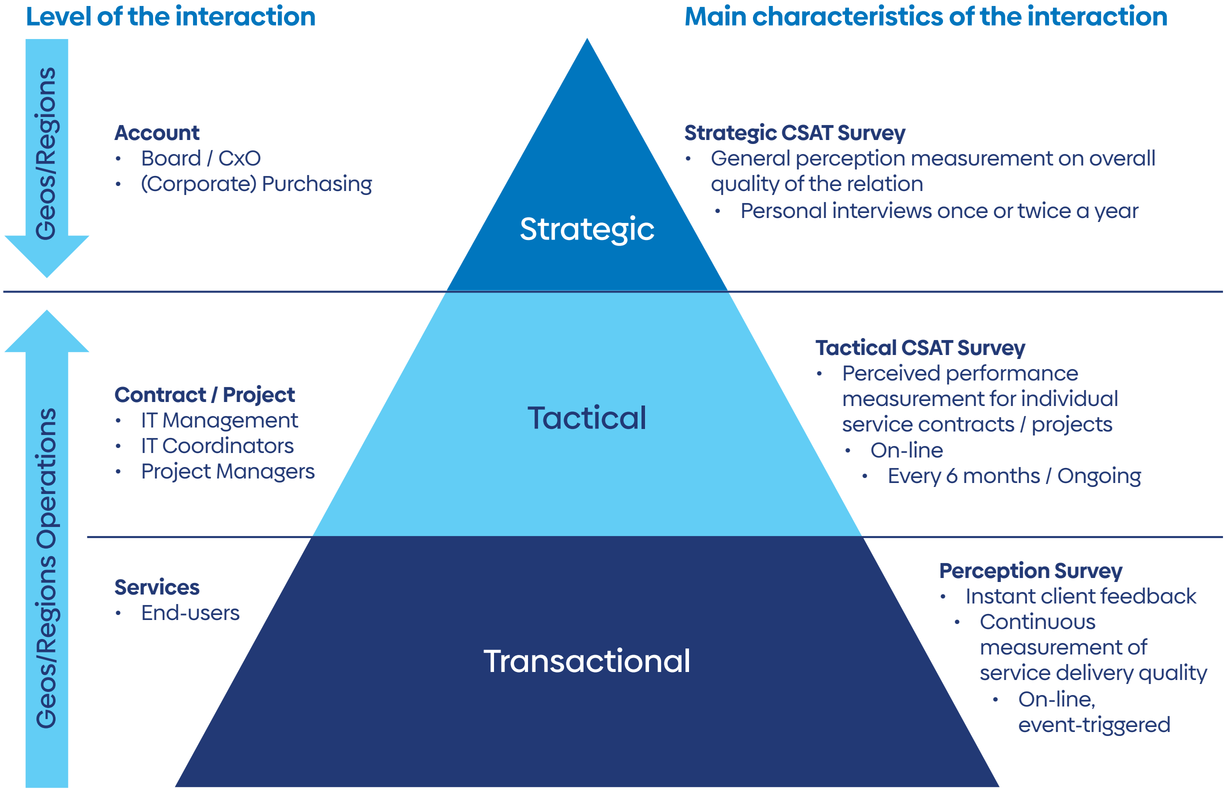
The perspectives of consumers and end-users gathered through the customer satisfaction surveys are considered in the decision-making process and help Atos to improve products and services while supporting in managing actual and potential impacts on those stakeholders. At Atos, customer satisfaction surveys engage directly with Atos clients, who are the end-users of Atos products and services, and indirectly with the end-users of Atos clients' customers. The end-users can sometimes be the employees of Atos clients, and other times they are the customers of Atos clients who receive Atos services integrated within another product or service. Feedback and perspectives from these end-users are gathered through Atos clients' feedback mechanisms. When an Atos client facilitates the services delivered by Atos to other users through reselling, API integration, or by integrating Atos products/services into their own offerings, they typically have their own procedures to gather feedback from these end-users. Atos expects to receive this information through the established feedback channels with its clients, as these clients are considered credible proxies that provide insight into the end-users' situations.

This type of engagement through consultation and/or information via surveys is conducted on a regular basis at various levels. The results are used to analyse whether changes need to be made in the Atos business processes to increase the customers' overall satisfaction and loyalty:

- It allows Atos to consistently measure customer satisfaction at consolidated account level and geographical level (Geography or Country Cluster);
- It provides baselines for each account to improve upon;
- It identifies generic areas of concern across accounts and geographies;
- It identifies customers who could become Atos client references;
- It supports communication with all stakeholders demonstrating Atos commitment to sustainability.

The figure below shows how surveys at various levels fit together:

The Atos Customer Satisfaction Framework



At **strategic level**, Atos highest-level contacts (CxOs) are surveyed once or twice a year through personal interviews or interviews by call. Geographies are responsible for planning and conducting these interviews. Executive Sponsors are accountable for selecting appropriate interviewees and interviewers, the Account Executive is responsible to drive the process per account (including the definition and execution of improvement plans).

At **tactical level**, operational contract teams ensure customer satisfaction surveys based on the type of activity:

- For continuous services, by contract, twice a year;
- For projects, at least once at the end of the project or every year.

Target respondents are part of the governance of these contracts: IT management, IT coordinators, contract managers, etc. Geographies are responsible for selecting contracts (using the criteria established in the Customer Satisfaction Policy [1]) and contacts to be surveyed.

At **transactional level**, satisfaction of users (wherever agreed with the customer under the contractual agreements) is captured by an instant client feedback tool for all contracts that meet the selection criteria; Geography Operations Heads are responsible for selecting contracts. Optionally, annual end-user perception surveys may be conducted to complete the analysis at this level.

Concerning the processes used to survey Atos customers at the strategic, tactical and transactional levels, the accountability falls within Geographies specifically:

- Geographies (Account Executive and Executive Sponsor) are accountable for including Strategic Customer Satisfaction Management (CSM) process as part of their Account Planning & Reviews;
- Geographies (Geo Heads of Operations) are accountable for including the Tactical Customer Satisfaction (CSAT) process in the account/service contract/project scope and delivery management reviews;
- Geography Operations Heads are accountable for selecting the contracts included in the Transactional Customer Satisfaction process, while the Account Service Teams have the responsibility of implementing, managing the process and reporting on the results.

1) *The Customer Satisfaction Policy establishes a default selection criterion that applies to accounts based on their external revenue. However, strategic or sensitive accounts can be added at the discretion of management.*

5.1.3.4.2.1.3 Actions [ESRS S4-4]

To support the implementation of the Customer Satisfaction Policy and to achieve the highest Customer Satisfaction (CSAT) and Net Promoter Score (NPS) possible, Atos has taken the following actions during the year 2024:

- Continuous support and efforts on performing customer satisfaction surveys;
- Continuous support and efforts on monitoring the results of customer satisfaction surveys;
- Setting of specific action plans related to a specific account which are defined and coordinated by the Account Executive, the Account Service Manager or the Project Manager of the service/project depending on the level of the feedback (strategic, tactical or transactional).

The above listed actions ensure that the positive impact of increased customer satisfaction – driven by the client feedback channel enabling continuous improvement of products and services – is effectively managed. Simultaneously, they address the two key opportunities: new business prospects thanks to proximity with clients and potential market expansion through a deeper understanding of clients' needs.

Through these actions of continuous support for the customer satisfaction survey process, Atos aims to maintain high Overall Customer Satisfaction (OCS) and keep its Net Promoter Score (NPS) in line with industry benchmarks. These outcomes are normally associated with an increase in revenue contributing to the economic stability of the Company as well as an associated increase in the number of clients. The implementation of these actions of continuous support contributes to the achievement of Customer Satisfaction Policy objectives and targets of keeping an Overall Customer satisfaction above 8.5 and maintaining a Net Promoter Score above 70 annually. The continuation of these goals remains subject to further approval from Top Management, in alignment with the new corporate strategy.

By encouraging its account teams to strengthen their relationships with clients, using the customer satisfaction survey as a useful opportunity, Atos enhances feedback channels and accelerates the collection of valuable insights for both Atos clients and their customers regarding products, services or delivery processes. This facilitates the swift adoption or adaptation of products, services or processes to better meet client needs and consumer expectations.

These actions cover all geographies where Atos is operating, reaching customers (Atos clients' employees) and Atos clients' customers depending on the products or services delivered.

Each year, Atos undertakes actions to strengthen the performance of customer satisfaction surveys and monitor the results, supported by a stable annual budget. Given the proven effectiveness of these initiatives, Atos plans to continue them in the future, ensuring dedicated financial and personnel resources for both local and global Customer Satisfaction activities. However, the ability to sustain these efforts depends on securing financial support to maintain the CSAT team across all geographies and on the Company's overall economic stability.

Description of one action: The setting of specific action plans for accounts

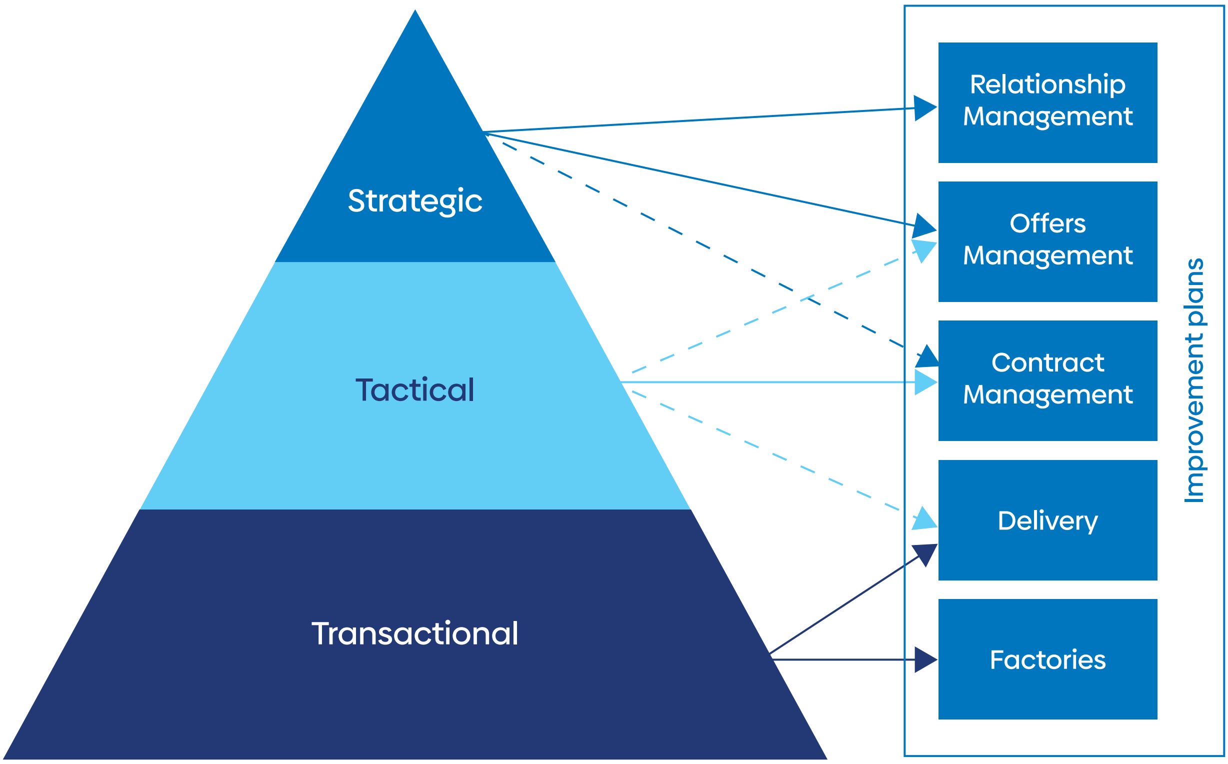
Below is an example describing one of the three sets of actions mentioned above – specifically, the process of setting targeted action plans for a specific account. These plans are implemented to support feedback processes with Atos customers (Atos clients' employees) and, indirectly, with their customers. These actions are designed to enhance customer satisfaction and manage its positive impact.

Since 2018, Atos Quality department has been conducting diagnostics in the event of a Net Promoter Score (NPS) decline to identify the root-causes and address them where applicable. As part of the Customer Satisfaction Improvement plan Atos analyses root-causes and develops targeted improvement plans for clients whose ratings significantly declined compared to the last survey. These plans focus on addressing specific pain points, enhancing service delivery, and strengthening customer relationships to drive long-term satisfaction and trust.

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.

Action plans are defined for each level of survey (strategic, tactical, transactional) at both account, project and service or end-users levels as described below:

Management of improvement plan at each level



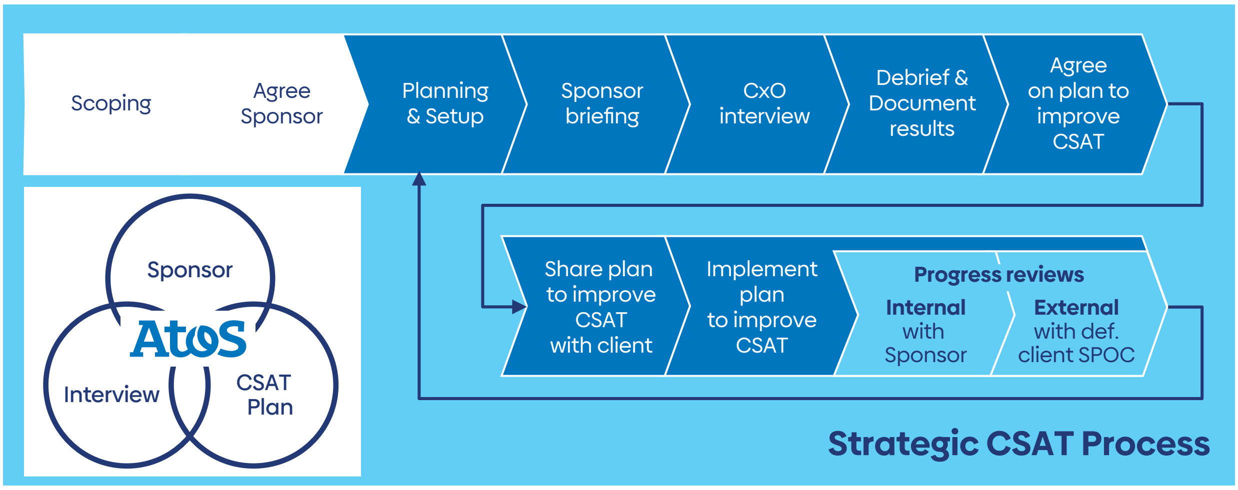
For all plans related to account-specific improvements, the Atos manager in charge is responsible for developing the associated improvement plan, submitting it to its customer and following up its execution. Action plans related to one account are defined and coordinated by:

- The Account Executive for the strategic level;
- The Account Service Manager or the Project Manager for the tactical level;
- The Project/Account Service Manager for the transactional level.

Action plans quality is assessed by Quality Managers in Operations, Geographies, Country Clusters or Countries. Coordination includes the communication to the customer of the action plans and regular follow-up until completion.

At the strategic level, all accounts in scope are surveyed each year (preferably each semester) using the activities listed below.

Main steps in the Strategic Customer Satisfaction Process



To implement Client Relationship activities, Atos has assigned dedicated human resources to the Customer Satisfaction (CSAT) team. The successful execution of the actions outlined in this section (or the action plan) depends on continued financial support and backing from Top leadership.

Atos is currently unable to report specific financial resources allocated to these action plans, as CapEx and OpEx are not yet tracked and reported at the Group level by individual action plans.

5.1.3.4.2.1.4 Targets [ESRS S4-5]

Atos has set the Net Promoter Score as main target during the last years to better track the effectiveness of the Customer Satisfaction Policy, its process of feedback through surveys and their associated actions plans. The setting of this, and other internal targets such as keeping the overall customer satisfaction above 8.5, supports an appropriate management of the positive impact associated with the increase of client's satisfaction and the opportunities for the Company of generating new business opportunities, as well as having a market expansion thanks to a better understanding of clients' needs and expectations. These targets are in line with industry benchmarks and established best practices, and as such, end-users were not involved in the target-setting process.

At the strategic level, in recent years, Atos has aimed to achieve and sustain an overall Net Promoter Score (NPS) above 50% for all its clients. Since 2019, Atos has consistently maintained a NPS above 59%, which became the target at that time. The target for 2025 is to reach a NPS exceeding 70%, covering all products, projects, and services delivered or maintained across all Atos geographies. This ambitious goal is subject to further approval, confirmation, and validation by top management in alignment with the new corporate strategy.

Achieving this historic target aligns with the Company's policy objectives, providing a consistent framework to assess how well customer expectations are met or exceeded. By focusing on customer satisfaction and leveraging feedback for continuous improvement, this goal supports Atos growth and long-term success. The baseline for this target is set at 70%, with progress tracked annually and compared to previous years. Top management regularly monitors NPS performance to ensure alignment with yearly objectives and drive ongoing improvements.

The Net Promoter Score (NPS) is a widely recognized metric used to evaluate, monitor and track client satisfaction, as well as the customers' likelihood to recommend a company's products or services. Given this industry standard, Atos acknowledges that stakeholders expect a strong commitment to continuous improvement. Therefore, the Company aims to consistently enhance both NPS and Overall Customer Satisfaction (OCS) through the sustained and continuous implementation of its very strong improvement process.

The progress against the yearly target is monitored and reviewed through regular sessions with top management and monthly status review between the local and global CSAT teams.

5.1.3.4.2.1.5 Metrics

As mentioned in the section before, the Net Promoter Score (NPS) is the main metric used to evaluate the performance and effectiveness of the actions implemented to support the feedback processes with Atos customers (Atos clients' employees) and indirectly with the Atos client customers. These actions are intended to ensure a positive impact and an increase in customer satisfaction.

The NPS at Atos is calculated based on the popular market research metric characterized by its simplicity and transparent methodology. The NPS assumes a subdivision of respondents into "promoters" who provide ratings ≥8.5, "passives" who provide ratings ≥6.5 & <8.5, and "detractors" who provide ratings <6.5. Calculating the net promoter score involves subtracting the percentage of detractors from the percentage of promoters for the defined scope.

The measurement of this metric has not been validated in 2024 by an external body. However, its calculation remains stable since the last verification of one of the statutory auditors in 2020.

In summary, the most relevant metrics that support effective management of the customer satisfaction, along with the management of Atos opportunities such as new business opportunities and potential market expansion, are described below:

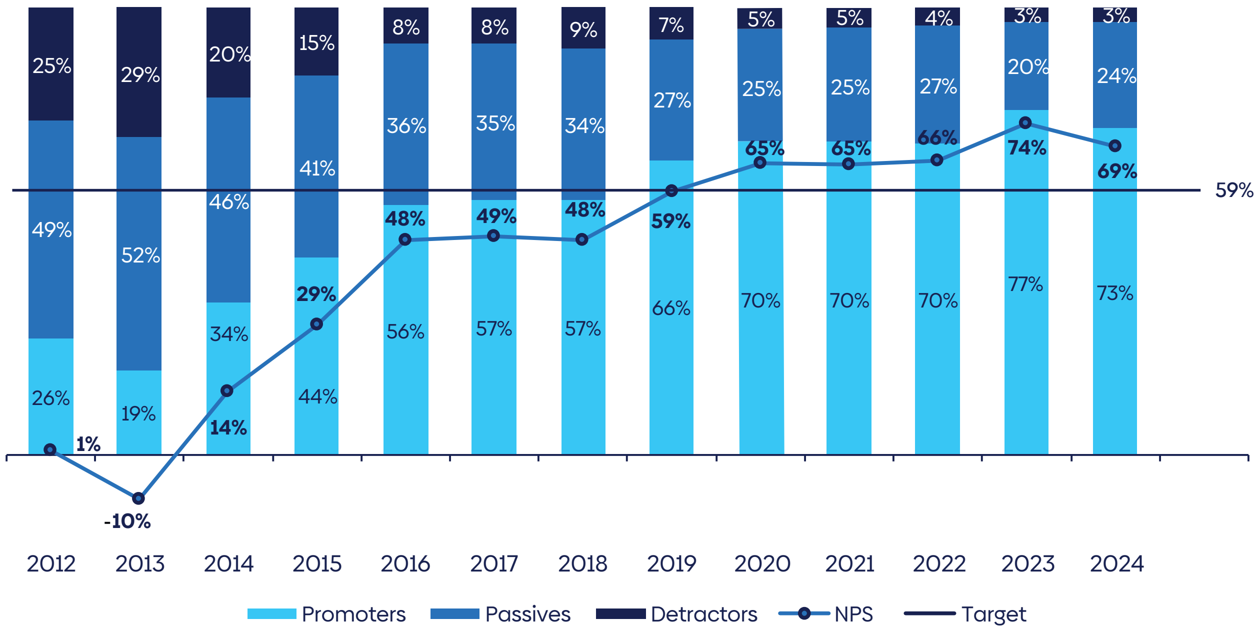
- **Net Promoter Score (NPS®):** Net Promoter Score (NPS®) is a metric expressed as a percentage that measures how likely a customer is to recommend Atos, its products, or its services to a friend or colleague on a scale of 0-10. It is used to assess customer loyalty. Therefore, improving the NPS is crucial for Atos future growth;
- **Overall Customer Satisfaction (OCS):** This metric is used to evaluate the overall customer satisfaction at various levels and completes NPS to measure customer satisfaction and define improvement actions.

Below a summary of the achievement of those metrics in 2024:

Indicator Name	FY 2024	FY 2023	FY 2022
Group Overall Customer Satisfaction (all clients part of strategic survey, in a scale from 0 to 10)	8.77	8.81	8.64
Net Promoter Score for Atos top 200 clients	59%	66%	61%
Net Promoter Score for all clients	69%	74%	66%
Clients' perception to the innovation of Atos people in the customer satisfaction surveys (average score from 1 to 10)	7.92	8.22	8.13
Clients' perception to the Atos innovation in the customer satisfaction surveys (average score from 1 to 10)	7.95	8.22	8.17

Deep diving into the Net Promoter Score evolution, Atos has achieved the following performance:

Net Promoter Score (NPS) for all clients



5.1.3.4.2.2 Digital inclusion

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 enable everyone the opportunity to participate to society with equitable chances.

Group Accessibility Office reports to the Group General Management and 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, coordinate, monitor and report on the organization's efforts to manage organizational change towards Accessibility and Digital Inclusion shared function standard operations. This aims to ensure Accessibility compliance and mitigate related risks by anticipating adverse effects of accessibility issues on the organization, while also enabling a broader positive societal impact through accessible and inclusive digital products and services.

Atos has appointed an executive leader for accessibility as part of the Global General Management team, supported by a full-time accessibility and digital inclusion governance program manager, a junior project management officer, a process manager and two accessibility regulatory advisers in a dedicated global Accessibility Compliance Office.

In the area of digital inclusion, the double materiality assessment revealed one positive impact.

ID	Description	I, R, O	Value chain
Digital inclusion			
40	Contribution to the access provision to the digital and information space having positive societal impacts through its contribution to knowledge development, education and research	Impact Positive	Downstream (Atos employees, Atos clients' employees, Atos clients' customers, communities)

5.1.3.4.2.2.1 Policies [ESRS S4-1]

Atos adopted its Global Accessibility and Digital Inclusion Policy in 2019, with reinforcing updates in 2021, 2023 and one planned for 2025. This policy underpins Atos commitment to enhancing accessibility and digital inclusion, aligning with the latest material analysis for the positive impact: contribution to the access provision to the digital and information space.

The general objectives of this policy are:

- **Compliance with legislation**: Adhere to relevant accessibility standards, guidelines, regulations, conventions and acts, including the UN Convention on the Rights of persons with disabilities and European Accessibility Act;
- **Supply chain accessibility compliance**: Ensure suppliers comply with accessibility requirements through contract clauses and assessments;
- **Unified governance**: Implement a unified governance structure to streamline accessibility and digital inclusion efforts;
- **Assistive technology and workplace adjustments**: Support employment of people with disabilities through enablement of comprehensive support policies, governance, assistive technology provision and maintenance;
- **Accessibility knowledge and competence:** Invest in skills and role-based training to reinforce accessibility and digital inclusion competencies. Foster careers of professionalized and certified accessibility experts.

This policy is monitored through the Accessibility and Digital Inclusion corporate governance:

- **Accessibility Office:** Maintain the policy in a constant improvement approach to ensure it stays updated with regards to constantly changing legal norms. This is done in a joint effort by the Accessibility Office with its Accessibility Compliance team and certified Accessibility Business Consultants to enable quick responses to requirements;
- **Internal Controls:** Ensure that identified compliance relevant processes are set up, managed and running smoothly within the defined functions including control-testing for critical controls. One control focuses on legal watch ensuring the policy stays updated with regards to legal norms in force;
- **Accessibility Compliance Office**: Collect and classify evidence for accessibility conformance compliance with accessibility standards through legal watch exercise and collection of regular testing and audit results;
- **Accessibility Quality Management System**: Ensure that continuous monitoring of the Accessibility Policy implementation is done following a plan based on the Group Quality Management System (QMS).

This policy covers all ICT products, services and systems purchased, developed, supplied, or otherwise procured by the Group, or on behalf of it. It also equally applies to products and services supplied to customers, and those that Atos supplies for its employees. The policy requires that the processes enabled by those products, services and systems, and to materials supporting them are equally accessible. e.g., error messages, system help tutorials and trainings, help desks and user guides.

All business lines, brands, entities, and portfolio items must comply with accessibility requirements as identified by clients, legal norms, procurement rules and regulations.

This ensures that all aspects of the organization are held to the same standard of accessibility compliance, addressing both client needs and legal obligations.

5

As a result, the following stakeholder groups and roles are considered for the implementation of the policy:

- Clients and end-users;
- Atos workforce;
- Business suppliers and partners;
- Specialized NGOs and public partners;
- Accessibility and Digital Inclusion fostering professional bodies;
- People with disabilities, their communities and representing NGOs.

Atos Vice-President & Group Head of Accessibility & Digital Inclusion is accountable for the implementation of this policy whilst the Group Program manager of Accessibility & Digital Inclusion Governance is responsible for the implementation of the policy and global to local roll-out of this policy via structured organisational change programs and activities.

Through the implementation of this policy, Atos has committed to respect legal norms defined in a dedicated standard clause for supplier contracts, notably to European Norm EN 301 549-related standards like:

- WCAG 2.2, at least, AA level;
- ISO 9241-171;
- ISO 13066-1;
- EN 301549 V3.2.1 (2021-03);
- Local standards like:
  - For France: RGAA 4.1 (February 18, 2021);
  - For Germany: BITV 2.0;
  - For the US: Section 508 of the Rehabilitation Act of 1973;
  - For Canada: Accessible Canada Act;
  - For Mexico: General Law for the Inclusion of People with Disabilities (LGIPD).

This policy considers the interests of various stakeholders, including over 1.6 billion people with disabilities and users of assistive technologies, and aims to benefit everyone through digital accessibility and inclusion. Its focus is on Atos clients and the end-users of their products and services, as well as Atos workforce, creating a positive impact across the value chain, especially in the Digital Workplace of Microsoft Windows and M365.

The policy ensures accessibility compliance and continuous improvement through inclusive user-centric design, manual testing by accessibility experts, and by enabling feedback from users with disabilities. In the case of Atos employees as end-users, they may submit requests or feedback through an internal ticketing system called PISA (Platform for Internal Services in Atos).

The Accessibility and Digital Inclusion Policy is stored in the Atos Global Published Library and is managed by the Atos Quality Team. It is updated every two years. All Atos employees can access this policy via the Atos Accessibility Portal on SharePoint. There is also a training course called "Accessibility and Digital Inclusion in Atos" available in multiple languages on the Atos Learning Management System. This course is free for all employees and includes webinars and training sessions by the Accessibility Office. The policy will also be part of the 2025 Code of Ethics training required for all employees.

Suppliers, partners, clients, and the public can view a public version of this policy on the Atos website. Also, once a year, for the International Day of Persons with Disabilities, the Atos Group Accessibility & Digital Inclusion Policy is highlighted on Atos website, and discussions of its impact are organized in a publicly available and accessible event called "Innovation in Disability Inclusion".

5.1.3.4.2.2.2 Processes [ESRS S4-2, S4-3]

The Atos Group has several processes in place to engage with end-users:

- Atos has a ticketing system where employees can request workplace adjustments, report accessibility issues and send comments and feedback;
- Atos also implements systems through which data on accessibility issues reported by clients' employees are captured and based on it, Atos may help clients implement accessibility improvements;
- Also, there is an Accessibility e-mail available in the Atos website where external users including clients can directly contact the Accessibility team to formulate requests and send their comments; Atos can then take appropriate action based on the information received. The e-mail address is available in the Atos website along with information about Atos Policies and the Accessibility Statement;
- In addition, the Employee Resource Groups (ERGs) like Adapt (Atos) and AdaptAbility (Eviden) meant to give employees and end-users voice on disability related topics through regular meetings in which employees and end-users can engage in consultations about different topics;
- Finally, Atos has a streamlined process through which all new ICT product and service vendors, prior to being onboarded, must submit specific accessibility-related information by way of an online questionnaire, upon which they will be evaluated. The information is captured in the Atos procurement tool, ARIBA, with the plan to use it for procurement-related decision-making purposes.

5.1.3.4.2.2.3 Actions [ESRS S4-4]

Atos has undertaken the following actions to support the implementation of the Global Accessibility and Digital Inclusion Policy.

Creation of the Group Accessibility Office

Atos has implemented the creation of the Group Accessibility Office to support the provision of remedy for Atos employees, Atos clients' employees, Atos clients' customers, communities affected by Accessibility and Digital Inclusion barriers in ICT products and services. The results of this action are the formalization of the programmatic activities as a corporate function which coordinates, monitors and reports on policy implementation and adherence.

The Group Accessibility Office was established in Q3 2024 and is planned to continue operating throughout 2025 and beyond.

In order to implement the creation of the Group Accessibility Office, Atos has allocated dedicated human resources that include an Executive Leader for Accessibility as part of the Global General Management Team, supported by a full-time Accessibility and Digital Inclusion Governance Program Manager, a Junior Project Management Officer, a Process Manager, and two accessibility regulatory advisers. The ability to implement this action (or action plan) depends on continued granting of financial and top leadership support.

Supply Chain Accessibility Compliance

Atos has implemented Supply Chain Accessibility Compliance to support the provision of remedy for Atos employees, Atos clients' employees, Atos clients' customers, communities affected by Accessibility and Digital Inclusion barriers in ICT products and services purchased. The results of this action are the assurance that suppliers comply with accessibility requirements through contract clauses and assessments.

This action started being implemented in 2024 and is planned to continue throughout 2025 and beyond.

In order to implement Supply Chain Accessibility Compliance, Atos has allocated dedicated human resources that constitute an Accessibility Compliance Team which includes Global Accessibility Compliance and Regulatory Advisors. The ability to implement this action (or action plan) depends on continued granting of financial and top leadership support.

Accessibility Maturity Assessments of new ICT Vendors

Atos has implemented the Assessment of Accessibility Maturity levels of ICT Vendors by requiring new vendors to provide information about their accessibility practices through a mandatory online questionnaire in the ARIBA procurement platform. The data submitted is used to assess each vendor's accessibility maturity level, classify them as red, amber, or green, and determine whether to onboard them or not. This process supports the Atos Group Accessibility & Digital Inclusion Policy by ensuring the purchase of ICT products and services that meet accessibility specifications.

This action, initiated in 2023, is aimed to remedy for Atos employees, Atos clients' employees, and Atos clients' customers and end-users affected by accessibility barriers in ICT products or services purchased by Atos for internal use or for integration into solutions delivered to clients.

Throughout 2024, all new ICT vendors have been asked to submit this information and assessed for onboarding based on their maturity scores.

In order to implement the Assessment of Accessibility Maturity levels of ICT Vendors, Atos has allocated dedicated time by several members of the Global Procurement and the Accessibility teams during 2024. The ability to implement this action (or action plan) depends on continued granting of financial and top leadership support.

Creation of the Atos Global Accessibility Compliance Office

Atos has created the Global Accessibility Compliance Office to provide Legal Watch on Accessibility and Digital Inclusion, and improve compliance with legislation by adhering to relevant accessibility standards, guidelines, regulations, conventions and acts, including the UN Convention on the Rights of persons with disabilities and European Accessibility Act. The goal of this action was to provide remediation for Atos employees, Atos clients' employees, Atos clients' customers, communities affected by Accessibility and Digital Inclusion barriers.

The Global Accessibility Compliance Office was established in 2024 and is planned to continue operating throughout 2025 and beyond.

In order to implement the creation of the Atos global Accessibility Compliance Office, Atos has allocated two accessibility regulatory advisers hired in 2024. The ability to implement this action (or action plan) depends on continued granting of financial and top leadership support.

Integration of accessibility into all operations

Atos has integrated accessibility into all operations to help remedy for Atos employees, Atos clients' employees, Atos clients' customers, communities affected by Accessibility and Digital Inclusion barriers. The results of this action are that all functions and business lines take ownership of accessibility and digital inclusion efforts.

Regarding the integration of accessibility into all operations, it is being rolled out gradually since 2021 across Atos business areas.

In order to implement the integration of accessibility into all operations, Atos has allocated human resources from the Accessibility team and has involved support functions and business lines to work on a structured organizational change program started in 2021, the Accessibility Program, through the coordination of strategic activities serving the global to local implementation of the policy on a mainstream level. The ability to implement this action (or action plan) depends on continued granting of financial and top leadership support.

Accessibility Awareness Workshop delivered to an Executive Training Vendor

The Accessibility Awareness Workshop delivered to an Executive Training Vendor took place in February 2024. With this action, Atos expected to raise accessibility awareness in a vendor that delivers executive training. The implementation of Accessibility Awareness Workshop delivered to an Executive Training Vendor contributed to the achievement of an increase in the accessibility awareness and competence of that vendor so that they adopt accessibility as a mandatory consideration in the specifications of all services Atos purchases from that vendor by providing comprehensive guidelines for organizing accessible executive training events and content and by emphasizing the importance of inclusivity and proactive planning to accommodate the needs of all attendees.

Atos implemented the Accessibility Awareness Workshop to an Executive Training Vendor to support the provision of remedy for employees with accessibility and/or accommodation needs affected by lack of accessibility and inclusivity of the training sessions delivered by the vendor. The results of this action are that the vendor has acquired a better understanding of access requirements of attendees to training events that it organizes.

In order to implement this action, Atos allocated a number of hours for preparation and delivery by three members of the Accessibility team and one member of the Talent Management team.

Accessibility Awareness Training delivered to Global Legal Counsel and Contract Management Teams

The Accessibility Awareness Training delivered to the Global Legal Counsel and Contract Management Teams took place in December 2024. With this action, Atos expected to raise awareness about its accessibility commitments and legal compliance mandates among Atos Global Legal Contract Managers and Legal Counsel members that operate globally and in different Atos locations and that provide legal support to all Atos business areas, by highlighting key accessibility legal frameworks worldwide and the integration of accessibility into procurement processes. The delivered training contributed to raise awareness about Atos commitment to embed accessibility as a fundamental and integral aspect of all its ICT systems and related services.

Atos delivered the Training to remediate the lack of knowledge of Global Legal Counsel and Contract Management Teams about global, regional and national accessibility regulations and standards that apply to Atos operations. As a result, eighty (80) Atos Global Legal Counsel and Contract Management Team members from different Atos locations became aware of global, regional, and national accessibility regulations and standards.

Atos is unable to report specific financial resources allocated to these action plans because CapEx and OpEx are not yet tracked and reported at Group level by action plan.

5.1.3.4.2.2.4 Targets [ESRS S4-5]

Atos has not set targets with reference to Accessibility and Digital Inclusion barriers in ICT products and services yet due to the fact that ongoing open actions are still in the process of being adjusted and improved, and specific targets are being defined. Atos would expect to have specific targets set for the ongoing open actions during 2025.

Atos nonetheless tracks the effectiveness of Atos Group Accessibility & Digital Inclusion Policy and related actions in order to manage Accessibility and Digital Inclusion barriers to ICT products and services:

- For **the Group Accessibility Office** through periodic meetings where persons assigned to the Accessibility Office review projects to ensure actions and tasks are completed on time;
- For the **implementation of the Supply Chain Accessibility Compliance** through periodic meetings where persons assigned to the Accessibility and the Global Procurement teams monitor progress of activities to ensure they are completed on time;
- For the **creation of the Atos Global Accessibility Compliance Office** through periodic meetings where persons assigned to the Compliance Office monitor completion of activities;
- For the **integration of accessibility into all operations** through periodic meetings with operations heads where Accessibility Team members evaluate the progress;
- For the **Accessibility Maturity Assessments of new ICT Vendors** through periodic meetings where persons assigned to the Accessibility and the Global Procurement teams review activities.

With regards to the **Accessibility Awareness Workshop delivered to an Executive Training Vendor** (finalized in February 2024), Atos expected to raise awareness and confidence and to improve the knowledge of the attendees in order for them to fully embed accessibility into the content and the training they deliver to Atos in the future. Atos plans to follow up with the vendor in order to assess the impact of the training delivered for upcoming program intakes.

With regards to **Accessibility Awareness Training workshop delivered to Global Legal Counsel and Contract Management teams** (finalized in December 2024), Atos expected to train the full Legal Counsel and Contract Management community and raise awareness about global, regional and national accessibility regulations and standards that apply to its operations, among them.

5.1.3.4.2.2.5 Metrics

Atos will report on metrics once measurable targets have been set for all open ongoing actions aforementioned.

With regards to the Accessibility Awareness Training delivered to Global Legal Counsel and Contract Management Teams, Atos trained eighty (80) attendees from the Legal Counsel and Contract Management community.

With regards to the Accessibility Awareness Workshop delivered to an Executive Training Vendor, Atos trained seven (7) attendees from the Executive Training Vendor.

5.1.3.4.2.3 Security/cyber security

Group Security is a strategic function spanning all countries and entities within Atos Group. Due to its strategic position, the Group Chief Information Security Officer (CISO) has direct reporting to the Atos Group CEO. 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.

In the area of cybersecurity, the double materiality assessment revealed 2 positive impacts, 2 negative impacts, 2 opportunities and 1 risk.

ID	Description	I, R, O	Value chain
Data privacy and cybersecurity			
41	Through the commercialization of cybersecurity products and services, support of organizations and individuals fighting against cyber-criminality	Impact Positive	Downstream (Atos clients' employees, Atos clients' customers)
42	As a cybersecurity leader, contribution to the development of cybersecurity market knowledge, competencies, technologies and solutions	Impact Positive	Downstream (Atos employees, Atos clients' employees, Atos clients' customers)
43	Security breaches at the clients' operations due to low performance of Atos cybersecurity offers, leading to incidents and related business interruptions	Impact Negative	Downstream (Atos clients' employees, Atos clients' customers)
44	Security breaches at Atos, leading to business interruptions for the clients and to clients' data privacy violations	Impact Negative	Downstream (Atos employees, Atos clients, Atos clients' employees, Atos clients' customers)
45	Working in cybersecurity leading to valuable commercial insights to develop other business opportunities	Opportunity	Downstream (Atos clients' employees, Atos clients' customers)
46	Growing customer demand for security, driven by the rising cyber-terrorism threat and increased regulation, leading to growth of cybersecurity services, resulting in increased revenue and new market opportunities	Opportunity	Downstream (Atos clients' employees, Atos clients' customers)
47	Security breaches at Atos, resulting in reputational damage, stakeholders' complaint or dissatisfaction, leading to financial impacts	Risk	Downstream (Atos employees, Atos clients, Atos clients' employees, Atos clients' customers)

The negative impacts are being managed internally as risks, and Atos streamlines its efforts to minimize these risks as much as possible.

5.1.3.4.2.3.1 Policies [ESRS S4-1]

Atos, as a global service provider with many customers dependent upon the provisioning, delivery, and operation of Atos business solutions, has adopted a comprehensive set of policies to manage risks of security breaches and incidents. Consequently, Atos recognizes that the occurrence of disruptive events has the capability to materially impact, including, but not limited to safety of Atos employees, contractors, clients' employees, Atos assets and business operations, Atos client assets and business operations and Atos reputation. The most important documents covering material negative impacts (business interruptions caused by security breaches, data privacy violations caused by security breaches) and the material risk of financial impacts, reputational damage due to security breaches are:

- **Atos Information Security Policy** – outlines comprehensive principles and guidelines to ensure the protection of information assets within the Atos Group;
- **Atos Security Risk Management Policy** – Atos follows an Enterprise Risk Management Framework that aims to manage uncertainties that may impact business objectives. Security Risk Management is a crucial part of this framework and adheres to specific processes and principles;
- **The Cyber Emergency Policy** – establishes a consistent and effective method for addressing any declared cyber emergency event. This policy ensures that Atos leadership, management and staff follow a structured approach to mitigate risks and minimize harm to Atos Group;
- **Atos Secure Development Policy** – outlines a structured framework for integrating security best practices throughout the software development lifecycle. This policy aims to ensure that applications and systems developed by Atos are secure, resilient, and compliant with relevant security standards and regulations;
- **Atos Crisis Management Policy** – provides a structured and efficient framework for managing and mitigating crises that could significantly impact Atos operations, reputation, and stakeholders. This policy aims to ensure a swift, coordinated, and effective response to crises, thereby minimizing their adverse effects and ensuring business continuity;
- **Atos Information Backup Policy** – guarantees that information and software can be recovered after failures or cyber-attacks, ensuring clients' data integrity and availability;
- **Atos Vulnerability Management Policy** – ensures the identification, assessment, and remediation of security vulnerabilities within Atos information system within Atos environment. This policy aims to minimize the risk associated with vulnerabilities and enhance the overall security posture of the organization.

5

The general objective of these policies is to ensure high standards of security and reliability in providing services to Atos clients and end-users.

Apart from the key policies mentioned above, Atos Group Security maintains global security and safety policies, standards and guidelines that could be used as basis for managing the material impacts related to consumers and end-users that were identified in the last materiality analysis and included in the table above. The policies are regularly reviewed and updated regularly according to the Atos cybersecurity and architecture strategy evolution, but also in response to an ever-changing risk landscape. These out-of-cycle reviews can be triggered by audit findings, internal or external changes, and lessons learned from security incidents or crisis. Regardless of review type, all policies are monitored through regular audits as part of the ISO 27001 certification process and are stored within the Group Security library on SharePoint available to all Atos Group employees. They cover security and privacy requirements for Atos internal use, partners, suppliers and clients.

Therefore, through adoption of these policies Atos addresses both positive and negative impacts. The positive impact includes client relationships through feedback channels, contributing to digital inclusion, and supporting cybersecurity through products and services. Negative impacts, on the other hand, may include security breaches at clients' operations and Atos, leading to business interruptions and data privacy violations and ways of solving them. All policies collectively guarantee that the Company upholds high security and reliability standards, which directly benefit customers and end-users by protecting their data and ensuring uninterrupted, secure service delivery.

The Group Chief Information Security Officer (CISO) has a reporting to Atos Group CEO for his accountability and the implementation of the above policies. Additionally, Atos Security Policy Statement is signed by the CEO to ensure that it has the highest level of authority and commitment within the organization.

Through the implementation of these policies, Atos has committed to respect the ISO 27001 standards, Information Technology Infrastructure Library (ITIL), Control Objectives for Information and related Technology (COBIT), National Institute of Standards and Technology (NIST) cybersecurity, the Binding Corporate Rules (BCR), the General Data Protection Regulation (GDPR), Network and Information Security Directive 2 (NIS2) and Cyber Essentials (in the UK).

These policies have been set by considering the interests of Atos employees and Atos clients' employees through addressing and managing the risks and in the case of a product or service intended to a consumer, Atos clients' customers will benefit from the effect of those policies by ripple effect.

All the above policies are made available to all Atos employees via the Group Security SharePoint site and are communicated through various channels, including global and local email communication and Group's Security Newsletter. This multi-channel approach ensures that all employees are well-informed and can easily reference the policies when needed.

Policies with regard to consumers and/or end-users

Atos security policies with regard to consumers and/or end-users are aligned with internationally recognised instruments relevant to consumers and/or end-users such as General Data Protection Regulation (GDPR) and Network and Information Security 2 (NIS2) directive and implementing act for IT suppliers, but also the United Nations (UN) Guiding Principles on Business and Human Rights.

Policies relating to supply chain security

A number of documents in the Group's Information Security Management System (ISMS) relating to Supply chain security have been updated and newly released in 2024 further reinforcing Atos security requirements in its supply chain as well as reflecting changes and improvements to its processes and approach in supply chain security. These are:

- Atos Supplier Security and Assurance Policy;
- Group Security Supplier Assurance Process for New Suppliers and Partners;
- Group Security Supplier Assurance Process for Existing Suppliers and Partners;
- Threat Intelligence Procedure for Atos;
- Atos Vendor Risk Assessment Questionnaire.

At Atos, threat intelligence is a critical component of its cybersecurity strategy. It involves the systematic gathering and responding to potential security threats to protect its organisation. This topic is addressed in another document new to Group Information Security Management System (ISMS) set, namely Atos Procedure for Threat Intelligence which describes processes between the Cybersecurity Division (CYS) and the security officers.

Security requirements for partners and suppliers

The document Security Requirements for Partners and Suppliers is also included as part of the Group Information Security Management System (ISMS) and Charter of Trust baseline security requirements for the Supply chain (principle 2), which highlights the organization's expectation around security and privacy best practices to be ensured as part of its engagement with all its partners and suppliers. It is provided with all Atos Request For Proposal (RFP) and Atos Request For Information (RFI) to allow partners and suppliers to assess the best way of complying with the Atos requirements for the proposed services/products/business to be procured, and must be attached to and forms part of Atos contracts with partners and suppliers worldwide, involved in its digital supply chain. Atos partners and suppliers must instruct their employees to adhere to this document and implement all necessary controls to ensure compliance by their employees.

5.1.3.4.2.3.2 Processes [ESRS S4-2, S4-3]

Processes for engaging with consumers and end-users about impacts

Atos Group relies on general processes described in various policies to remedy negative impacts such as business interruptions and data privacy violations. Information Security Management System (ISMS) processes are designed to create a comprehensive framework for managing information security risks, ensuring compliance, and promoting a culture of security within the organization. These processes are regularly reviewed and updated to adapt to new threats and changes in the business environment, demonstrating Atos commitment to information security excellence. The key security processes that are integral to Atos Information Security Management System (ISMS) and address both positive and negative impacts are Risk Management, Incident Management and IT Security Supplier Assurance Process.

The Risk Management Process involves identifying potential security threats and vulnerabilities, assessing the level of risk, and evaluating these risks based on their likelihood and impact. Appropriate controls and measures are then implemented to mitigate the risks, which may include avoidance, transfer, acceptance or reduction. By decreasing the chances of failure and uncertainty and increasing the likelihood of success, risk management helps Atos to build a solid and sustainable strategy. Proper implementation of this process means Atos anticipates and prepares for potential threats, reducing the likelihood of unexpected events that could harm its reputation or financial standing, which in turn minimize the impact of risks, ensuring continuous and secure service delivery. Risk management provides assurance to Atos stakeholders on maturity of its internal processes and services by implementing appropriate mitigation plans.

Atos addresses impacts, risks, and opportunities through several processes to ensure business continuity and security. Given the trend of digitization, it is crucial to assure access to networks, IT systems, and data at any time. Lower than agreed system performance or service disruptions can result in higher costs and reputational risks for companies. The main risks stem from technical failure, human error, malicious attacks, weather events, natural disasters, or terrorist attacks. Managing such risks, including contingency plans, is crucial to ensuring business continuity.

Another process which Atos heavily relies on is Incident Management. By effectively managing incidents, Atos can quickly address issues, prevent future occurrences, and maintain high levels of service quality and customer satisfaction. The Atos Security Incident Management Policy was reviewed to outline the comprehensive approach Atos Group takes to manage security incidents, including detailed roles and responsibilities, phases of incident management and specific improvements.

Moreover, specific key improvements were put in place in 2024 focusing on enhancing Incident Detection and Response through the introduction of advanced threat detection tools and real-time monitoring systems to promptly identify and respond to potential security incidents. Thus, the Group has integrated advanced machine learning-based threat detection systems to bolster its cybersecurity framework. These systems are designed to identify and respond to security threats in real-time, ensuring a robust defence against evolving cyber threats.

One more vital process observed in Atos is IT Security Supplier Assurance Process. It is essential for mitigating risks, protecting Atos reputation, ensuring regulatory compliance and promoting collaboration and innovation. This process helps Atos to create a secure and resilient supply chain, which is fundamental for its success and reliability.

Atos has implemented security/cybersecurity policies and procedures for all employees, and an information security/cybersecurity policy is internally available to all employees. There is an information security/cybersecurity awareness training program that covers annual completion of mandatory security & safety awareness training. Non-compliance with this training may result in lower performance evaluation of an employee. The Learning & Development team identifies, creates, shares, and promotes cybersecurity training for all employees.

Additionally, Atos organizes Cybersecurity Awareness Month, which includes various activities and training sessions to equip staff with information to help protect themselves against cyberattacks.

Concerning the External Verification and Vulnerability Analysis, Atos has other additional procedures implemented to ensure the security of the IT infrastructure and information security management systems. The Group undergoes annual audits by external auditors and has achieved ISO 27001 certification, with 98.56% of their IT infrastructure certified during the reporting year 2024. Cyber Essentials is a UK government backed scheme to help protect UK organizations against a whole range of the most common cyberattacks. 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. The Cyber Essentials certificate for Atos SE was issued on December 16, 2024, and is valid until December 16, 2025. It certifies that the organization was assessed as meeting the Cyber Essentials implementation profile.

Additionally, Atos conducts third-party vulnerability analyses, including simulated hacker attacks, to further enhance its security measures and cyber resilience. The process ensures that Atos understands its weaknesses in a timely and repetitive manner and enables a fast response in a well-coordinated way. Regular vulnerability scans are performed on all assets connected to Atos-managed networks, including applications and corresponding software running in cloud containers.

The Group Chief Information Security Officer (CISO) ensures that security strategies align with the organization's overall objectives and risk management framework. The Group CISO reports to the Executive Board on trends, incidents, risks, and other cybersecurity activities.

Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

Atos relies on the general process described in the Atos Cyber Emergency Policy, Crisis Management Policy, Security Incident Management Policy, Information Backup Policy, Vulnerability Management Policy to remedy to negative impacts such as business interruptions caused by security breaches and data privacy violations at Atos by implementing the remedial action plans.

The main policy which outlines comprehensive processes for remediating negative impacts and provides clear channels for consumers and end-users to raise their concerns is Atos Security Risk Management Policy. The document describes processes for remediating negative impacts which consists of risk identification, analysis, evaluation and treatment followed by implementing the selected measures, monitoring and finally review.

In the case of employees being end-users, there are specific channels to raise concerns or needs: through the management line, HR, security officers, data protection officers or using the whistleblowing processes described in detail in the Group Alert System Procedure, procedure for internal notifications by whistleblowers. Additionally, the Code of Ethics outlines the ethical principles and standards that all Atos employees and partners are expected to follow.

Channels for raising concerns for consumers and end-users include both internal as well as external reporting through Atos Computer Security Incident Response Team (CSIRT), which is a crucial component of Atos security infrastructure, where incidents can be reported. The CSIRT coordinates with the Region CSO (Chief Security Officer) and SOC (Security Operations Center) when dealing with incidents related to systems located in the Atos network. They must also inform the Region CSO in case of any cybersecurity-related tickets. Within Group Security, apart from CSIRT channel, there is also a Ticketing System called PISA (Platform for Internal Services in Atos), which strengthens the ticket security process. In the internal channel, employees and internal stakeholders can report security concerns or incidents through the designated channels within the Atos intranet, like Internal CSIRT, website, PISA and concerns can also be directed to the Atos Compliance department, Security Risk Management Officer or relevant line managers.

External reporting means that consumers and end-users can raise their concerns through Atos website and channels like External CSIRT where supporting contact information is provided, including email address and customer support hotline.

Apart from the methods described above there are designated contacts to handle different kinds of issues. Compliance department handles compliance-related concerns and ensures adherence to Atos policies and guidelines. Security Risk Management Officer oversees the implementation of security measures and addresses security-related concerns. The Data Protection Officer (DPO) manages data protection concerns and ensures compliance with data protection regulations.

Consumers and end-users can contact the Atos customer support team for assistance with security issues or to raise concerns. The customer support team is trained to handle security concerns and escalate them to the relevant departments as needed.

As an IT company in the service business, Atos relationships with its clients are managed under contractual agreements. The Atos client partner or client executive in charge of the account is handling the relationship with his/her counterpart at client's site. On each customer contract, the coordination is made to establish the end-to-end security management throughout the service delivery where a dedicated Client Security Manager can be appointed according to the business requirement.

5.1.3.4.2.3.3 Actions [ESRS S4-4]

Atos has undertaken the following actions to support the implementation of global security and safety policies:

- Olympic Games dedicated "En Garde" program;
- Security & Safety Awareness program;
- Project to transform ISO 27001:2022 certification standard;
- Compliance with the NIS2 implementing act;
- Cybersecurity assessment and monitoring across the supply chain combined with reinforcement of suppliers selection considering cyber security risks.

The Group Security, led by the Group CISO, coordinates initiatives through a dedicated organization and structure. Atos leverages the expertise, capacity, and 24x7 availability of Cybersecurity division (CYS) to support its teams. For the deployment of security initiatives, Atos collaborates closely with involved stakeholders, including Operations Security, which is responsible for infrastructure security controls, the Human Resources department, which notably manages awareness, and other functions that include Legal, Data Protection and Procurement departments covering key requirements such as contractual, regulatory and legislative compliance.

These actions address the material impacts and risks identified for Atos consumers and end-users regarding security. Furthermore, they provide an opportunity to showcase Atos expertise and generate client demand, thereby contributing to the opportunities identified during the materiality assessment exercise. The importance of capturing and sharing lessons learnt also needs to be emphasized here, as they provide valuable opportunities to reflect on past experiences, identify areas for improvement, and ensure that the information is accessible to all relevant parties. This promotes a culture of continuous improvement and helps create a shared sense of purpose and understanding.

Olympic Games dedicated "En Garde" program (completed)

This program was launched in 2023 and intensified during 2024 to protect Atos Group from internal and external threats for Paris Olympics 2024. The implementation of the "En Garde" program contributed to the achievement of having protected the services provided and resulting in no disruption throughout the Paris 2024 games by continuously monitoring of the attack surfaces and the enhanced hardening of Atos own systems. This program was divided into 5 pillars (Internal Attack Surface, External Attack Surface, Detection, Data and Organization) that helped in the implementation of proactive and effective security assurance.

This action allowed to increase knowledge and surveillance of its Attack surfaces, better leverage its detection capabilities and improve the overall protection of data across all of Atos.

Atos completed this action by the end of the Paralympics game in September 2024.

Atos has implemented several services including Microsoft's Conditional Access to help ensure only authorized devices could access the infrastructure.

In order to implement this, Atos has worked to implement Security Orchestration, Automation and Response (SOAR) services in place. For this "En Garde" program, Atos has allocated a large portion of its security budget to ensure the Security Operations Center (SOC) is equipped with the latest security tooling. The SOAR capability allows the SOC team to analyse and filter through the potential threats and alerts with greater accuracy and speed.

Security & Safety Awareness program (completed)

This program has been developed over the time in order to maintain the security and integrity of corporate information systems. The implementation of a robust cybersecurity awareness plan contributes to the achievement of fewer security threats by end-users who are able to identify potential threats such as phishing attempts or physical security breaches. This action covered:

- Communication to increase the awareness around Atos Information Security Policy: regular dissemination on the Information Security Policy through multiple channels such as email, intranet, and training sessions, and when an information security/cybersecurity policy is published and made internally available to all employees on the Atos Group Security SharePoint portal;
- Regular phishing simulations;
- Incident reporting and response;
- Ongoing cybersecurity education and updates to ISMS documents are aimed to educate employees and raise security awareness on an everyday basis;
- Mandatory set of security and data protection trainings;
- Cybersecurity Awareness Month.

On top of those trainings, a special awareness module related to Paris 2024 Olympic Games and a "Human Firewall" training have been implemented in 2024 in order to prevent the Group and all its employees from security and safety issues which could have occurred during the Olympics. The special awareness module was completed by 80% of Atos staff before the Opening Ceremony.

Project to transform ISO 27001:2022 certification standard (completed)

This project to transform ISO 27001 certification standard used by the Group from ISO 27001:2013 to ISO 27001:2022 was progressed during 2024 in order to obtain the certification against the new standard during H1 2024. The implementation of this transformation contributes to the achievement of the project to transform ISO 27001:2022 certification standard by continuously adapting its Information Security System Management according to the latest updates of the ISO 27001 standard.

This transformation was successfully finished in the first quarter of 2024 in preparation for Headquarters Audit which took place in May 2024 which resulted in new ISO 27001:2022 issuance. The percentage of ISO 27001 site coverage was 98.56% for 2024.

Merger of both business lines Atos Tech Foundations and Eviden toward the end of 2024 however, poses new challenges such as single ISO 27001 certification, common security management review, restructuring of Group Security organization and common set of policies for Atos Group. The transition to one single set of documents has been initiated by a special working group consisting of specialists coming both from Tech Foundation and Eviden side. ISO 27001:2022 certificate achievement means competitive edge in the market, customer satisfaction increases as well as strengthening of Information Security posture.

Compliance with the NIS2 implementing (ongoing)

To support the implementation of the European NIS2 directive and to achieve a demonstrable compliance, Atos has initiated the following actions: 1) performing a gap analysis with existing policies, 2) adapting reporting and dashboards to be able to monitor compliance, 3) assessing certification possibilities to demonstrate compliance to Atos clients, 4) reviewing the Group's offerings that support Atos clients' compliance and 5) designing services to accompany Atos clients' compliance journey.

These actions have been initiated in 2024 and are expected to deliver outcomes throughout 2025. Completion of all actions will depend on implementation deadlines defined by national authorities in their transposition of the NIS2 regulation.

They cover the whole scope of Group activities, and will impact the full supply chain, providing assurance to Atos clients and ensuring security requirements are properly cascaded throughout the supply chain.

Cybersecurity assessment and monitoring across the supply chain combined with reinforcement of the selection of suppliers considering cybersecurity risks (ongoing)

In 2024, Atos initiated actions to assess and monitor cybersecurity across the supply chain and reinforce the selection of suppliers considering cybersecurity risks. These actions aim to strengthen Atos supplier cybersecurity management framework and ensure a transparent and concise selection process for suppliers and partners. By integrating cybersecurity within the full End-to-End (E2E) process, from initial selection through ongoing regular supplier assurance activities until offboarding, Atos expects to achieve the objectives and targets of the Supplier Security and Assurance Policy. This includes the use of external security scorecards to routinely monitor the cybersecurity posture of key suppliers and the development and publication of a new Supplier Security and Assurance Policy with updated related process documents. These efforts contribute to understanding and mitigating cyber risks to Atos Group and its customers, covering various activities, the upstream and downstream value chain, geographies, and affected stakeholder groups.

All actions and initiatives mentioned above have been implemented to support the achievement of the policies mentioned in S4-1.

Atos is unable to report specific financial resources allocated to these action plans because CapEx and OpEx are not yet tracked and reported at Group level by action plan.

5.1.3.4.2.3.4 Targets [ESRS S4-5]

Atos has set measurable targets for the actions below:

- Security & Safety Awareness program;
- Project to transform ISO 27001:2022 certification standard.

Security & Safety Awareness program

Atos has set Security & Safety Awareness targets in order to track the effectiveness of Atos Security & Safety Awareness policy and its related Security & Safety Awareness program with respect to the management of cybersecurity risks and emerging threats.

This target enables Atos to ensure a secure environment which protects information processing assets and personal data.

The defined target consists of mandatory training which is measured through a final exam requiring a minimum passing score of at least 80%.

This target covers all Atos staff across geographies.

This target covers annual completion of mandatory security & safety awareness training. Atos aims at achieving a target of 90% of employees who complete their training annually.

With respect to this disclosed target, Atos has achieved the following performance 95%. The target is monitored and reviewed through the Group Security dashboard and the metrics used are "PR. 07 – Security Training Completion Rate".

Project to transform ISO 27001:2022 certification standard

Atos has set the ISO 27001:2022 transition program in order to comply with the new version of ISO 27001 standard. This target enables Atos to ensure compliance with International standard.

The target was set to complete the transition program by June 2024 and successfully achieve ISO 27001:2022 certificate for the organization. The certificate covers all geographies of Atos as per scope document.

Atos has not set specific targets for following ongoing key actions:

- Compliance with the NIS2 implementing act;
- Cybersecurity assessment and monitoring across the supply chain combined with reinforcement of the selection of suppliers considering cyber security risks;
- Olympic Games dedicated "En Garde" program.

Compliance with the NIS2 implementing act

Atos has not set targets with reference to the implementation of NIS2 compliance, due to uncertainties in the date of national transpositions of the directive.

Atos however plans to be fully compliant with the directive within the deadlines that will be defined by national authorities.

Atos tracks the effectiveness of NIS2 implementation workstreams through a formal governance chaired by a member of the Group Management Committee, with regular updates on the progress of initiatives and definition of targets for the next period.

Cybersecurity assessment and monitoring across the supply chain combined with reinforcement of the selection of suppliers considering cyber security risks

Atos has not set targets with reference to cybersecurity assessment and monitoring across the supply chain combined with reinforcement of the selection of suppliers considering cyber security risks due to ongoing improvement activities in the process.

Atos Group will set a target to meet the objectives of Atos Supplier Assurance Policy by H1 2025.

Olympic Games dedicated "En Garde" program

Atos has set objectives, but non-measurable targets for the Olympic Games dedicated "En Garde" program:

- Reduce Internal Attack surface by reducing shadow IT and having a consolidated view on assets (inventory) and improving remediation of vulnerabilities;
- Ensure vulnerabilities visible from external threat actors are identified and remediated timely;
- Improve the organization's ability to detect attacks and intrusions via further leverage of existing SIEM and new deceptive technologies;
- Ensure access to data is further secured by reinforcing controls on workstations and knowledge sharing platforms, and Internet-facing applications;
- Ensure that organization will be able to face challenges during Paris Games through increased awareness, crisis preparedness and physical security challenges anticipation.

The objectives were successfully achieved for Olympics and Paralympics in September 2024 by:

- Very good understanding of the threat at all levels, internally and externally;
- Huge preparation addressing the Group's key weaknesses;
- Good crisis preparedness;
- Excellent collaboration with all stakeholders at all times;
- A highly skilled cybersecurity division (CYS) team, very united, working cross cyber domains;
- The project ended successfully with 0 impact on Olympic Games due to security incidents.

Group Security Dashboard

The tracking of Atos performance against the targets is measured in the Group Security Dashboard, 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 (NISTCSF) 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 Group to facilitate rapid management of evolving threat actors.

The objective is to provide various layers of visualization and data, from the holistic view of the entire Group estate right down to users' specific area of responsibility.

Reports are generated for the Group Security Management Committee and other key stakeholders, providing the status at the most current point. Each Key Performance Indicator (KPI) target is reviewed to support the enhancement of the security culture and maturity level.

Further categories have been integrated into the dashboard to strengthen the ability to identify the constantly changing threat environment. In 2024, existing KPIs have been further improved and means to display KPI trends over a longer period have been deployed.

In 2024, a new technology for processing data in the backend has been adopted in order to support big data, artificial intelligence application and machine learning as well as to optimize technical capacity consumption and improve performance.

5.1.3.4.2.3.5 Metrics

In order to track the overall effectiveness of the Group in fighting against cybersecurity, Atos continues to measure the following KPIs which will in a sense address the impacts, risks and opportunities related to cybersecurity:

Indicator Name	Target	FY 2024	FY 2023	FY 2022
Percentage of open security incidents open v/s closed *(%)*	N/A	1.53%	5.13%	4.07%
Percentage of staff who successfully performed the cybersecurity and security E-learning	90%	95%	92.85%	90.9%
Percentage of compliance to malicious prevention	95%	98.69%	99%	100%
Percentage of coverage of ISO 27001 certifications	90%	98.56%	98.72%	96.85%
Percentage of employees in situ for greater than 8 weeks with enforced Two Factor Authentication		99.70%	99%	99%
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Qualitative	Qualitative	Qualitative	Qualitative

5.1.3.4.2.4 Data privacy

In the area of data privacy, the double materiality assessment revealed 1 negative impact and 1 risk.

ID	Description	I, R, O	Value chain
Data privacy and cybersecurity			
44	Security breaches at Atos, leading to business interruptions for the clients and to clients' data privacy violations	Impact Negative	Downstream (Atos employees, Atos clients, Atos clients' employees, Atos clients' customers)
47	Security breaches at Atos, resulting in reputational damage, stakeholders' complaint or dissatisfaction, leading to financial impacts	Risk	Downstream (Atos employees, Atos clients, Atos clients' employees, Atos clients' customers)

5

5.1.3.4.2.4.1 Policies [ESRS S4-1]

Atos has adopted the Group Data Protection Policy, the Group Personal Data Breach Policy, and the publicly available Data Protection Statement to manage the risk of unlawful processing of personal data and of personal data breaches. Atos has adopted Binding Corporate Rules (BCR) approved by the French authority CNIL, to guarantee the same level of protection of personal data among Atos companies following GDPR (General Data Protection Regulation) standards and to ensure appropriate safeguards for its intra-company data transfers. In the context of sales activities, Atos covers risks related to Data Privacy under the umbrella of the overarching RAINBOW (Risk Assessment In Named Business Opportunities Worldwide) process. The general objectives of these policies are to ensure lawfulness of processing of personal data and ensure effective handling of personal data breaches. These policies are monitored through the Atos Security incident process as well as through the monitoring activities of Data Protection officers. The policies also govern the handling of data subjects' rights requests and complaints and provides the basis for the Atos Binding Corporate Rules.

These policies cover all processing of personal data within Atos. It might be accompanied by additional local policies based on locally applicable data protection regulations. They cover processing of personal data of Atos employees, clients' employees, clients' customers, suppliers' employees, partners' employees.

The Atos Board of Directors is accountable for the implementation of these policies.

Through the implementation of these policies, Atos has committed to respect all relevant data protection laws and regulations, especially GDPR and all regulations set out by Atos lead Data Protection Authority CNIL.

These policies have been set by considering the interests of all relevant kinds of data subjects through implementing all legal obligations for the processing of personal data.

These policies are made available to all Atos employees by communicating it through the Atos internal SharePoint. An annual mandatory Data Protection eLearning and several additional communication measures remind Atos employees regularly of these policies. Core elements of these policies are made available to suppliers and partners by communicating it through the Atos Data Protection Statement, which is available on atos.net. Additional communication measures are the Atos privacy notice with all its included documents (Group Data Protection Policy, Data Protection Statement, BCR), interaction (where applicable) with layered workers councils, a layered system of Compliance Assessments of Data Processing (CADP), and role-based trainings and curricula.

5.1.3.4.2.4.2 Processes [ESRS S4-2, S4-3]

Processes for engaging with consumers and end-users about impacts

Regarding clients, clients' employees and client's customers, Atos acts as a data processor and is therefore not subject to government access requests. As a data processor, Atos is not entitled to allow third parties to process the personal data of its customers and hence does not use personal data for secondary purposes. Atos does not give access to its customers' data to any third parties for any purposes which are outside of the scope of the services it has been contracted to provide.

In case of an inspection, Atos would follow the guidelines set by the "Dawn Raid Guidelines".

Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

Atos provides the following contact channels for individuals to raise any complaint related to data privacy or to execute their rights via a data subject's rights request. The main channel for such complaints or requests is the Execute-Your-Rights portal, which is available on atos.net. Moreover, the Group Data Protection Office can be reached via dpo-global@atos.net or via local functional email addresses covering the Atos-internal network of Data Protection officers.

5.1.3.4.2.4.3 Actions [ESRS S4-4]

Atos addresses and manages material data privacy opportunities and risks via a series of data privacy processes and methods summarized in the Atos Global Data Protection Statement chapter 2.

To support the implementation of the Group Data Protection Policy and the Group Personal Data Breach Policy and to achieve the objective to process personal data in a lawful manner, protect individuals' freedom & rights to privacy, and to minimize risks from personal data breaches, Atos has taken the following actions (and/or planned the following actions for the future):

- Review of Atos Binding Corporate Rules (BCR) following CNIL recommendations;
- Enhancing Compliance Assessments of Data Processing (CADP) regarding AI-related topics, transfers of personal data and emerging local privacy laws worldwide;
- Reviewing and enhancing Atos Data Protection Statement, illustrating how Atos processes personal data in a publicly available document;
- Review of Security Incident and Personal Data Breach processes;
- Preparatory work for ISO 27701 certification.

Those actions enable the risk of unlawful processing of personal data and of personal data breaches to be managed.

Review of Atos Binding Corporate Rules (BCR) following CNIL recommendations

This action has been taken in the 2024 reporting period. With this action, Atos expects to avoid ambiguity and minimize room for potential interpretation in their BCR. The implementation of the BCR review contributes to the achievement of full compliance to legal and regulatory requirements in the field of data protection by adopting recommendations of Atos lead Supervisory Data Protection Authority CNIL.

This action covers all Atos legal entities that have joined the Atos BCR.

In order to implement CNIL recommendations into the Atos Binding Corporate Rules (BCR), Atos has allocated dedicated human resources in a task force which includes members of the Global Data Protection Team, Data Protection officers and Legal Experts.

Enhancing Compliance Assessments of Data Processing (CADP)

This action has been taken in the 2024 reporting period. With this action, Atos expects to cover AI-related risks specific to data protection in processing activities Atos performs as a data controller. The implementation of AI-enhancing of the CADP contributes to the achievement of ensuring all Atos processing activities are lawful by identifying such activities involving AI mechanisms and assessing the inherent risk for data subjects.

This action covers all processing activities Atos performs as a data controller.

In order to implement this action, Atos has allocated dedicated human resources in a working group which includes members of the Global Data Protection Team and Country Data Protection officers.

Reviewing and enhancing Atos Data Protection Statement

This action has been taken in the 2024 reporting period. With this action, Atos expects to provide a comprehensive overview of Data Protection methods, Atos employees' confidentiality obligation, and technical and organizational means applied to protect personal data. The implementation of the enhanced Data Protection Statement contributes to the achievement of keeping all stakeholders including data subjects informed about the way Atos processes personal data by making it publicly available via atos.net.

This action covers all processing of personal data in Atos.

In order to complete this action, Atos has allocated dedicated human resources members of the Global Data Protection Team and from the Global Communication department.

Review of Security Incident and Personal Data Breach processes (ongoing)

This action has been started in the 2024 reporting period and is planned to be completed by Q4 2025. With this action, Atos expects to improve the internal reporting on and management of personal data breaches. The implementation of this process review contributes to the achievement of minimizing personal data breaches by improving the identification of patterns of and improving the learning curve related to personal data breaches.

This action covers the handling of personal data breaches for all Atos.

In order to implement this action, Atos has allocated dedicated human resources in a working group which includes Data Protection officers and Chief Information Security Officer, members of the Group Data Protection and Group Security department.

Preparatory work for ISO 27701 certification (ongoing)

This action has been started in the 2024 reporting period and is planned to be completed by H2 2025. With this action, Atos expects to have all relevant processes, performance management, and risk management prepared to start the ISO 27701 certification process. The implementation of the ISO 27701 preparation contributes to the achievement of full compliance to legal and regulatory requirements in the field of data protection by enhancing the Atos Data Protection organization to a certifiable Personal Information Management System (PIMS).

This action covers all processing of personal data in Atos.

As detailed in each action mentioned above, Atos has allocated all members of the Atos Data Protection organization and from other Atos departments. The ability to implement this action plan depends on the availability of DPO resources for tasks on top of their core DPO tasks, e.g. as set out in Art. 39 GDPR.

Atos is unable to report specific financial resources allocated to these action plans because CapEx and OpEx are not yet tracked and reported at Group level by action plan.

5.1.3.4.2.4.4 Targets [ESRS S4-5]

Atos has not set targets with reference to the risk of unlawful processing of personal data and of personal data breaches due to the nature of the risk, which at all times requires an orientation towards zero tolerance, even if in practice, for example, data protection incidents cannot be completely avoided.

Atos nonetheless tracks the effectiveness of the Group Data Protection Policy, the Group Personal Data Breach Policy, and the publicly available Data Protection Statement in order to manage the risk of unlawful processing of personal data and of personal data breaches through internal Data Protection officers and data protection legal experts carrying out defined controls on the implementation of the policies and through regular internal audits.

5.1.3.4.2.4.5 Metrics

In order to track the overall effectiveness of the Group in managing the risk of unlawful processing of personal data and of personal data breaches, Atos continues to measure the following KPIs which will in a sense address the impacts, risks and opportunities related to data privacy:

Indicator Name	FY 2024	FY 2023	FY 2022
Percentage of staff who successfully performed the Data Protection E-learning	93.62%	91.94%	90.1%
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Qualitative	Qualitative	Qualitative
Description of policies and practices relating to behavioral advertising and user privacy	Qualitative	Qualitative	Qualitative
Number of users whose information is used for secondary purposes	0	0	0
Total amount of fines exceeding €300 thousand paid by the Company and resulting as the final and not appealable outcome of a legal proceedings for breach of data privacy regulations	0	0	0
Total amount of monetary losses as a result of legal proceedings associated with user privacy	0	0	0

5.1.4 Governance

5.1.4.1 Business Conduct [ESRS G1]

5.1.4.1.1 Business Ethics [ESRS G1-1, G1-3, G1-4]

Doing business while following Ethics and Compliance principles and values are part of the non-financial performance challenges that Atos is committed to meeting and are embedded in the compliance program, as described in the following sub-sections.

The Impacts, Risks and Opportunities (IROs) identified as material for Atos Group that relate to business ethics are the following:

ID	Description	I, R, O	Value chain
48	Corporate culture favoring ethical behaviors among stakeholders	Impact Positive	Own operations
49	Trade non-compliance, particularly related to countries under embargo, leading to the Group's products being employed in ways harmful to society	Impact Negative	Own operations, upsteam and downstream
50	Corruption and bribery cases contributing to political instability and ineffective public services	Impact Negative	Own operations, upsteam and downstream
51	Anti-competitive practices resulting in a loss of stakeholders' trust and financial support, sanctions and penalties	Risk	Own operations, upsteam and downstream
52	Corruption and bribery cases creating reputational damages leading to financial losses	Risk	Own operations, upsteam and downstream
53	Non-compliance with regulatory ethics requirements leading to penalties and exclusion from bid offers	Risk	Own operations, downstream
54	Trade non-compliance, particularly related to export controls and countries under embargo, leading to penalties and sanctions	Risk	Own operations, upsteam and downstream

5.1.4.1.1.1 Governance and strategy related to Business Ethics

a) Compliance culture

Atos' purpose (raison d'être) is structured around the notion of the "digital space", to making it safe, accessible to all and sustainable, to contribute to its development in a collective way. 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 2024, EcoVadis maintained Atos "Platinum" certificate and recognized its efforts in terms of "Ethics" and "Labor & Human Rights" with a score of 70/100 in both respective sections, securing our position in the top 1% of the IT sector.

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 our long-term success with our internal and external stakeholders. This culture of compliance is embedded at all levels of the Company through the implementation of dedicated procedures, training, communication, awareness-raising, contractual obligations for all third parties, internal controls and regular audits, as described in detail in the rest of this section and in the Compliance Annual Review, which is published publicly on our website every year to show the progress made on business ethics related topics every year.

b) 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.

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 information of the Group General Secretary with 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 Head of Ethics and Compliance reports on a half-year basis to the Audit Committee and a regular information channel exists between the Group General Secretary, the Chairman of the Audit Committee and the Chairman of the Board of Directors.

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 (GEB) determines the direction and priorities for compliance.

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 (i) defines the compliance strategy in line with the direction set by the Group Management Committee, (ii) advises Senior Managers on the compliance guidance, policies and tools to be implemented locally, (iii) collectively with Local Compliance Officers of RBUs and Global Functions, ensures the implementation of the group compliance program and its daily effectiveness (iv) undertakes the Group Corruption Risk Mapping, develops and follows up the related mitigation plans, (v) conducts regulatory watch to ensure the compliance program is adapted regularly to the latest changes in regulations (vi) 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. 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.

To adapt the compliance program, the Group Compliance Team relies on a strong collaboration with Compliance Officers and General Counsels in the regions to adapt group compliance initiatives to the local laws, environment and circumstances.

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, training 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.

5.1.4.1.1.2 IRO Management – Deployment of Business Ethics Program

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.

a) Policies

The Atos ethics program is based on a set of policies that form the foundation from which all procedures are derived and subsequently implemented to ensure that activities are carried out in a compliant manner. The policies align with the principles outlined in the United Nations Convention against Corruption, and more generally with international conventions promoting transparent and a sustainable and ethical business environment, free from all forms of fraud.

The policies described below are global policies, meaning they cover all Atos employees (regardless of their level of seniority), activities, and geographies and, when relevant for them, all our business partners. They have been drafted by the Group Compliance Team and are available either (i) on the Atos public website, on the Governance and Digital Trust page, or (ii) internally on both the Atos and Eviden internal Compliance SharePoints, accessible to all Atos employees.

Atos Code of Ethics

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 2024, the Group updated the introduction of the Code of Ethics, to reflect the changes in governance that had taken place within the Group, and to ensure that the new CEO took up his duties, reaffirming the Group's commitment to ethical business practices. In addition, this key document has been fully revamped in terms of design and readability to ensure effective communication to employees and third parties.

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 and 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.

Global Ethics & Compliance Policy and other internal policies

The Global Ethics & 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. The Global Ethics & Compliance Policy is regularly revised and amended to be in line with the internal developments and organizational changes.

Atos Partners' Commitment to Integrity

The Atos Partners' Commitment to Integrity 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 into 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 entails as such, depending on the severity of the facts, the termination of the contract.

Training Policy

A training policy will be elaborated in 2025.

b) Risks

Business Ethics within the Enterprise Risk Management (ERM)

A thorough risk review is conducted at group level at regular interval 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 (ERM)".

Within the framework of the ERM, the risks and opportunities pertaining to Compliance & 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 & Ethics embedded in the ERM framework are allowing for a compliance assessment with anti-corruption laws, economic sanctions, the protection of human rights, export control, competition law, and employment & labor laws (individuals and collective rights).

In 2024, the Compliance & 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.

Corruption Risk Mapping

In 2023, Atos completed the revision 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;
- **Analysis and consolidation of results and definition of pertinent action plans.** The outcome of the revised Corruption Risk Mapping, including the action plans, was presented to the Group Management Committee and to the Audit Committee. The progress made on the action plan will be reported to the Group Management Committee 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.

Within the course of 2024, the results of the Corruption Risk Map have been duly considered and reviewed in particular within the respective local management organizations of the relevant countries identified as most at risk in terms of corruption.

The determination of relevant risky countries for which local workshops were deemed necessary was based on cumulative materiality thresholds (i.e.: local presence, number of local employees, annual turnover).

Within the relevant countries, local workshops have been initiated by the local compliance officers with the local management to:

- Present and discuss regarding the Corruption Risk Mapping analysis and identified risks in their business and geographical scope;
- Review all relevant risks and scenarios pertaining to the country;
- Assess processes and controls in place for identified risk areas; and
- Determine and agree upon specific actions plans to reinforce the prevention and detection measures as well as implementing relevant corrective measures pertaining to the operations of the geographical scope.

The corruption risk mapping results identified three functions as most exposed to risks in respect of corruption and bribery: Sales, Procurement and Alliances & Partnerships.

Fraud Risk Mapping

Fraud poses a significant risk to any organization, potentially causing financial losses, legal repercussions, and reputational damage. Our group is entirely committed to address and contain the fraud risk and to maintaining the highest standards of integrity and transparency within our organization.

A large array of actions, policies, processes are embedded within our activities and controls to tackle these risks and are the foundation and core of the group Anti-Fraud program.

Within the course of 2024, Atos has initiated a reassessment exercise regarding its exposition to the risk of fraud, with the objective to proactively identify any vulnerabilities that could be exploited for fraudulent activities in the form of a Fraud Risk Mapping.

The first stage of the conducted exercise consisted in ensuring a complete identification of the fraud risks which may pertain to or affect Atos' activities. A preliminary list of 153 fraud risks was deemed relevant to be assessed. Formal risk assessments exercises/workshops have been initiated in 2024 with key group strategic functions having a view or expertise on these risks, in particular procurement, finance, human resources, legal, sales, IT and security, since they play a key role in relation to the identification of fraud risks and the deployment of anti-fraud measures.

The results from the group strategic functions workshops will be further completed in the course of 2025 through regional and geographical analysis of the main risks identified ensuring a cross functions and geographies analysis and will result in a consolidation and mapping of the results to define global and/or local mitigation actions where appropriate to be implemented in the interest of all stakeholders, including employees, clients, and partners.

c) Trainings & Communication

Training sessions and communication campaigns are key to ensuring that policies, tools and other resources are known and understood by employees across the Group, which is a condition of their effectiveness.

Code of Ethics – Mandatory e-learning training for all employees

The training on the Code of Ethics is mandatory for all employees in the Group without exception. It must be completed by all new hires within three (3) months of joining Atos and must be re-taken on an annual basis to ensure all employees have an up-to-date knowledge of the principles set in the Code of Ethics, and remain fully aligned with and aware of their obligations.

The Code of Ethics training reflects an interactive approach combining lessons and actual scenarios and includes 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 2024, the training was partially updated to keep up with the latest regulations and highlight Atos' updated compliance and ethics procedures. The section on international sanctions and export-control was completely revamped.

In 2024, 93.93% of employees completed the e-learning on the Code of Ethics, i.e. an increase of 1.6% compared to 2023.

Code of Ethics – ETO²s ("Ethics in Tier One Organization School")

To complement the mandatory e-learning on the Code of Ethics, live training sessions called "ETO²s" ("Ethics in Tier One Organization School") are organized by Group Compliance and the Compliance Officers, at local and corporate levels, to identified directors and managers, members of local management bodies and legal representatives of the different group entities.

5

The ETO²s training aims at ensuring Atos managers understand and abide by the Code of Ethics to: (i) lead by example and set the right tone from the top, (ii) understand manager's role and responsibilities with respect to Compliance, (iii) raise awareness and empower team members through regular and appropriate communication, and (iv) ensure Compliance governance, rules and initiatives are effectively implemented in respective organization, business or functions.

In 2024, this training focused on anti-corruption, conflicts of interests, the prevention of fraud, antitrust, international sanctions and export control, and the new Integrity Line (Alert system).

Compliance Officers' Training 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. They receive regular information during "Monthly Calls", during which Group Compliance informs them about changes in internal processes, French and European regulatory developments that Atos must implement, new policies, updates, and anything else relevant to their role as Compliance Officer. In addition, a specific initiative has been conducted in 2024 to reinforce Compliance Officers knowledge and alignment on key identified topics through quarterly sessions led by Group Compliance.

Export Control trainings

In 2024, the Group Compliance Team has increased awareness of international sanctions and export controls to the employees most concerned with export-control frameworks. Regular information and guidance have been provided by Group Compliance Team and local Compliance Officers to the relevant functions with regards to export control matters and dedicated training sessions in the regions.

Financial Integrity training

In pursuance of the long-standing efforts and commitments made by the group to ensure financial integrity at each stage of its operations, an important emphasis has been made in 2024 by Group Compliance Team to prepare a completely revised of its dedicated financial integrity training e-learning. The Group Compliance Team, in cooperation with Finance, Internal Control, and Group Internal Audit prepared a completely new course with regards to financial integrity matters and developed with the assistance of the Learning & Development a training module for a launch to relevant employees in 2025.

Data on trainings

As far as attendance to the Code of Ethic training is concerned, at the date of preparation of the Sustainability Statement, the Group is not yet in position to disclose the information contemplated by ESRS G1-3 AR 8 using the specific nomenclature proposed, Discussions were engaged in order to adjust the reporting according to the nomenclature set by the ESRS.

Communication

The Group Compliance Team has developed an annual communication plan including both: (i) regular communications such as newsletters and campaigns to celebrate external events such as the UN Anticorruption Day, and (ii) 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: (i) internal compliance initiatives and, (ii) highlights of the latest external developments in compliance globally including the lessons which can be learnt for Atos in its daily activities and operations, and (iii) reminders on related internal policies and processes.

At local level, Compliance Officers lead regular communication campaigns on specific topics, such as Gifts and Invitations Guidelines in the year-end or Alert system reminders, to ensure that all employees behave in line with internal guidance and compliance remains at the forefront of their minds.

d) Due diligence on third parties

Atos Compliance program is designed to ensure that the assessment of the integrity and business practices of our commercial partners remains at all times a crucial aspect of Atos business dealings.

As per our 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 our 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 this part 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. Following the integration of all types of third parties into a single screening solution in 2023 to ensure a uniformed framework for the assessment and monitoring of third parties, additional updates of the relevant policies and processes were carried out in 2024 to reinforce the differentiation of third parties according to the risk exposure represented by each category.

e) Alert System

Policies & System

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 as to whether an internal investigation should be launched. 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 2024, Atos pursued the digitalization of the Atos Group Alert System with the roll-out of a dedicated system, hosted by an independent third-party, which is already effective in Americas, India, Middle East, Africa, Turkey and Asia Pacific with the addition of the Atos European countries. The preparation and launch of all relevant consultation and/or information process of the European and local work councils has been engaged in all relevant countries, 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, and finalized, with the exception of Poland and the Netherlands. The use of the tool supporting the whistleblowing system remains an option to a whistleblower who may always report their concerns through any means.

The different reporting channels offered to employees are contained in the Code of Ethics, detailed on the Atos website, directly available through the internal systems and regularly communicated through global and local dedicated communications. All alerts are directed to Human Resources and/or Compliance, as relevant.

Investigation may be conducted by local or group experts which are specifically selected based on their expertise regarding Compliance, Human Resources, Finance or Legal topics, as deemed relevant in the frame of the alert and facts raised.

All experts conducting investigations are strictly operating in accordance with the following 5 key governing principles:

Impartiality and fairness: all relevant facts shall be considered in the course of the investigation, without prejudice or bias and regardless of which side it favors or what it proves or disproves.

Accuracy: all interviews and contacts made during the course of the investigation shall be recorded on a timely basis. Facts must be reported accurately. If necessary, they shall be reconfirmed.

Objectivity: only objective facts should be included in the investigation report, to the exclusion of any judgment or opinion.

Confidentiality: the invitations for the interviews must be sent and the interviews must be conducted in strict confidentiality. All the details of reports received are also kept confidential with strictly limited number of people having access.

Compliance with local laws and internal procedures: the HR and Legal teams may be consulted prior to the interviews to consider whether local law provisions or local internal procedures apply.

Depending on the scale and complexity of the Alert, the investigation team shall make its best efforts to conduct and complete the investigation within a reasonable time. To the extent required by local law, information relating to the outcome of the investigation (including remediation action) are communicated to the whistleblower.

The outcomes of the investigations, as well as statistics and key data, are reported by the Local Compliance Officers to the Group Head of Ethics and Compliance at the end of every semester regarding alerts pertaining to their perimeter. It allows the Group Compliance Team to oversee and manage compliance related alerts. In the case of local investigations, the Compliance Officers are specifically instructed to report directly to the Group Compliance Team any alert related to corruption, fraud or financial integrity.

A presentation is then done twice a year by the Group Head of Ethics and Compliance to the Audit Committee of the Board of Directors regarding alerts trends and major cases, providing detailed results and figure about the alerts raised, the investigations results and sanctions taken where relevant in particular regarding corruption, fraud and financial integrity.

For further information about the Group Ethics Alert System, please refer to section 5.2.4 “Alert mechanism” in the Vigilance Plan section below.

Metrics

In 2024, 94 compliance alerts were reported and monitored within the Group, through the Alert System.

In 2024, no significant fine for non-compliance with laws and regulations was levied against the Group. No client or supplier claim related to Atos legal compliance fields was levied against the Group.

G1-4 – 24a	Number of convictions and the amount of fines for violation of anti-corruption and anti-bribery laws	0 convictions, therefore no fines to declare
G1-4 – 24b	Any actions taken to address breaches in procedures and standards of anti-corruption and anti-bribery	Ongoing dismissal process Disciplinary actions Action Plan (internal communication and external letter)
G1-4 – 25a	Total number and nature of confirmed incidents of corruption or bribery	2 confirmed incidents: (i) kick-back in recruitment process in 1 country and (ii) undue gifts provided to third parties in 1 country
G1-4 – 25b	Number of confirmed incidents in which own workers were dismissed or disciplined for corruption or bribery-related incidents	1 dismissed and 1 disciplined
G1-4 – 25c	Number of confirmed incidents relating to contracts with business partners that were terminated or not renewed due to violations related to corruption or bribery	0
G1-4 – 25d	Details of public legal cases regarding corruption or bribery brought against the undertaking and its own workers and the outcomes of such cases	No public legal cases

f) 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 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.

g) Monitoring

The monitoring of the compliance program is managed in cooperation between Group Compliance & 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 & 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 matter 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, as it was the case in the second semester of 2022.

Compliance is consulted for the definition of the group Audit plan.

For further information about the monitoring and internal control procedures, please refer to section 7.4 Internal Control of this document.

5.1.4.1.2 Business conduct with the supply chain [ESRS G1-2, ESRS G1-6]

5.1.4.1.2.1 Governance and strategy related to business conduct with the supply chain

The Impacts, Risks and Opportunities (IROs) identified as material for Atos Group that relate to business conduct and the supply chain are the following:

ID	Description	I, R, O	Value chain
Responsible procurement practices			
55	Responsible procurement requirements contributing to strengthen responsible practices across the supply chain	Impact Positive	Upstream (supplier)
Late payment of suppliers			
56	Late payments resulting in litigations, reputational risk, administrative penalties and terminations of agreements	Risk	Upstream (supplier)
Dependency on suppliers for critical components			
57	Strong dependency on suppliers for critical components or materials/services leading to production delays and loss of quality, as well as lower negotiation capacity due to supplier significant leverage	Risk	Upstream (supplier)

5.1.4.1.2.2 IRO Management

5.1.4.1.2.2.1 Supplier relationship management [ESRS G1-2]

Atos Procurement has adopted a Global Procurement Policy and Global Procurement Sourcing Policy with a comprehensive sustainability section to manage the risk related to ethics, human rights and the environment within the supply chain. The general objective of this policy is to ensure that a minimum level of safeguarding elements are in place when selecting and onboarding suppliers. This policy covers all Atos procurement activities and sets expectations to all tier 1 suppliers Atos is engaging.

This policy is monitored through the Atos Procurement Sustainability Strategy and strategic objectives and to ensure sufficient monitoring, Atos engaged an expert third party, EcoVadis, who provides supplier sustainability assessments. The strategic objectives are set every semester based on the Atos Group spend and are monitored regularly.

The Group Chief Procurement Officer is accountable for the implementation of this policy.

The Global Procurement Policy and Global Procurement Sourcing Policies are made available on the Procurement SharePoint site to all Atos Procurement Personnel and any other interested parties internally.

Through the implementation of this policy, Atos has committed to respect the ten principles of the UN Global Compact, and also expects its suppliers to do so. This is done through the Atos Partners' Commitment to Integrity. The Atos Partners' Commitment to Integrity is a supplier Code of Conduct, which is included in all Atos tenders and all Atos supplier master or framework agreements. 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. 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. EcoVadis was selected to be the standard reviewer of Atos' suppliers due to the thorough analysis conducted in the dimensions of Environment, Labor and Human Rights, Ethics and Sustainable Procurement. 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 potential risks and mitigate them case-by-case within the supply chain.

The key Atos Procurement objectives are related to the spend covered by suppliers that have been recently assessed by EcoVadis:

DR	Group Procurement Objectives
14a	Total percentage of spend assessed by EcoVadis and alternative assessments
14a	Number of risky suppliers (below 40 score in EcoVadis)
14a	Percentage of total spend represented by risky suppliers

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 2024:

- 75% of total Atos Group spend was with suppliers assessed by EcoVadis or had an alternative assessment;
- 710 (1011 valid scorecards in total) suppliers were scored or reassessed by EcoVadis;
- 210 of Atos' top suppliers (by spend) were scored or reassessed by EcoVadis representing 84% of its top spend suppliers.

In 2024, 42 suppliers assessed by EcoVadis had an overall score below 40 which are deemed to carry a higher risk. However, those 42 suppliers represent only 1.5% of the total Atos Group spend.

In 2024, 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.

As set out in the Global Procurement Sourcing Policy, it is Atos Procurement's mission to help the organization procure value for money in the form of goods and services while:

- minimizing environmental impacts and influencing our suppliers to do so;
- and ensuring the ethical behavior of suppliers and fair treatment of people throughout their supply chains;
- Atos will also work with its suppliers and internal stakeholders to raise awareness of sustainability including social value and diversity, and thus build a more sustainable and resilient supply chain.

To fulfil the Atos Sustainable procurement mission, by default, every tender (RfX) has a section of sustainability related questions, that are developed to map bidding suppliers' maturity from a sustainability perspective and to identify any particular red flags for CSR related risk.

Also, Atos needs to make sure, that high importance is placed on purchasing the most sustainable solution that can be reasonably achieved. To ensure this, we place a 20% weighting on sustainability, as described below:

- CSR risk 7%: The score is weighted, based upon the EcoVadis rating and participation in international frameworks, initiatives, or standards (e.g., UN Global Compact)
- Decarbonization 7%: The score is based on the supplier's maturity in terms of emission reduction strategy and various disclosure processes and commitments they have made (e.g., CDP and SBTi)
- Social Topics 6%: The score is based on supplier diversity, diversity, equity and inclusion (DEI), the supplier's approach to human rights and accessibility.

The Group also asks all bidding suppliers to comply with the Atos Partners' Commitment to Integrity. This document is regularly reviewed, updated, and covers all aspects of CSR.

The same review principles are applied to the Atos Global Supplier Management Process, which is a process to review Atos' Globally Managed suppliers' annual performance. Atos Globally Managed suppliers are reviewed once a year through a performance survey, where sustainability represents 20% of the overall score.

With respect to Atos' IRO on the "Strong dependency on suppliers for critical components or materials/services leading to production delays and loss of quality, as well as lower negotiation capacity due to supplier significant leverage", Atos has not rolled out a policy to manage such IRO globally, however there are business continuity processes policies adopted locally. Atos Procurement will review the existing local documentation and implement a globally adaptable business continuity policy and process during 2025.

5.1.4.1.2.2.2 Payment practices [ESRS G1-6]

The standard conditions of payment of the Group are "90 days end of month". All local Terms and Conditions must be aligned to this standard or to local standard if more favorable. If a local regulation restricts duration of credit to a shorter term, local most favorable term to Atos will apply.

At the time of preparing its Sustainability Statement, the Group is still engaged in further investigation to collect detailed information related to payment practices and applicable legal framework across all its countries of operation. As this information is produced locally and a global analysis could not be finalized in 2024, Atos is not yet able to disclose the following metrics from ESRS G1 / G1-6 §33:

- average number of days to pay invoice from date when contractual or statutory term of payment starts to be calculated;
- description of undertakings standard payment terms in number of days by main category of suppliers;
- percentage of payments aligned with standard payment terms;
- disclosure of contextual information regarding payment practices.

As of December 2024, there is no legal proceedings for late payment above € 300,000. Below this threshold, the Group does not have the information.

Appendix

Appendix 1 – Table of disclosure requirements and data points incorporated by reference

Datapoint ID	Incorporated by reference in the URD	Incorporated by reference in the Sustainability Statement
GOV-1_20(a)(b)(c)	URD Chapter 4.2	-
GOV-1_21 (a)(b)(c)(d)(e)	URD Chapter 4.2	-
GOV-1_22 (b)(c)(d)	URD Chapter 4.2	-
GOV-1_23 (a)(b)	URD Chapter 4.2	-
GOV-2_26 (a)(b)	URD Chapter 4.2	-
GOV-3_29 (a)(b)(c)(d)(e)	URD Chapter 4.3	-
SBM-1_40 (a) i	URD Chapters 2.2 and 2.3	-
SBM-1_40 (a) ii	URD Chapters 2.2 and 2.3	-
SBM-1_40 (a) iii	URD Chapter 1	-
SBM-1_40 (b)	URD Chapter 6.1	-
SBM-1_40 (f)	URD Chapters 2.2 and 2.3	-
SBM-1_40 (g)	URD Chapter 1	-
SBM-1_42 (a)	URD Chapter 1	-
SBM-1_42 (b)	URD Chapter 1	-
SBM-1_42 (c)	URD Chapter 1	-
SMB-2_45 (b)	-	Sustainability Statement 5.1.1.3.1.3.1
SBM-3_48 (a)	-	Sustainability Statement 5.1.1.3.2
SBM-3_48 (h)	-	Sustainability Statement 5.1.1.3.2

5

Appendix 2 – Table of disclosure requirements complied with in the Sustainability Statement

ESRS 2	General disclosure	Section/Report	Additional information
BP-1	General basis for preparation of the Sustainability Statement	5.1.1.1.1	-
BP-2	Disclosures in relation to specific circumstances	5.1.1.1.2	-
GOV-1	The role of the administrative, management and supervisory bodies	5.1.1.2.1	Chapter 4.2 incorporated by reference
GOV-2	Information provided to and sustainability matters addressed by the administrative, management and supervisory bodies	5.1.1.2.1	Chapter 4.2 incorporated by reference
GOV-3	Integration of sustainability-related performance in incentive schemes	5.1.1.2.2	Chapter 4.3 incorporated by reference
GOV-4	Statement on due diligence	5.1.1.2.3	-
GOV-5	Risk management and internal controls over sustainability reporting	5.1.1.2.4	-
SBM-1	Strategy, business model and value chain	5.1.1.4.1	Chapters 1, 2.2, 2.3 and 6.1 incorporated by reference
SBM-2	Interests and views of stakeholders	5.1.1.4.2	-
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	5.1.1.4.3	-
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	5.1.1.3.1	-
IRO-2	Disclosure requirements in ESRS covered by the Sustainability Statement	5.1 Appendix 2	-

Environmental standards

ESRS E1	Climate change	Section/Report	Additional information
ESRS 2, GOV-3	Integration of sustainability-related performance in incentive schemes	5.1.1.2.2	Chapter 4.3 incorporated by reference
E1-1	Transition plan for climate change mitigation	5.1.2.2.3.1	-
ESRS 2, SBM-3	Material impacts, risks and opportunities, and their interaction with strategy and business model	5.1.1.4.3	-
ESRS 2, IRO-1	Description of the processes to identify and assess material climate related impacts, risks and opportunities	5.1.1.3.1.4.1	-
E1-2	Policies related to climate change mitigation and adaptation	5.1.2.2.3.2	-
E1-3	Actions and resources in relation to climate change policies	5.1.2.2.4	-
E1-4	Targets related to climate change mitigation and adaptation	5.1.2.2.4.1	-
E1-5	Energy consumption and mix	5.1.2.2.4.2.1	-
E1-6	Gross Scopes 1, 2, 3 and total GHG emissions	5.1.2.2.5.1	-
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	5.1.2.2.6	-
E1-8	Internal carbon pricing	5.1.2.2.7	-
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	-	Omitted in 2024 due to phase-in provisions

ESRS E5	Resource use and circular economy	Section/Report	Additional information
ESRS 2, IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	5.1.1.3.1.4.2	-
E5-1	Policies related to resource use and circular economy	5.1.2.3.2.1; 5.1.2.3.3.1	-
E5-2	Actions and resources related to resource use and circular economy	5.1.2.3.2.2; 5.1.2.3.3.2	-
E5-3	Targets related to resource use and circular economy	5.1.2.3.2.3; 5.1.2.3.3.3	-
E5-4	Resource inflows	5.1.2.3.2	-
E5-5	Resource outflows	5.1.2.3.3	-
E5-6	Anticipated financial effects from resource use and circular economy-related risks and opportunities		Not material for Atos

Social standards

ESRS S1	Own workforce	Section/Report	Additional information
ESRS 2, SBM-2	Interests and views of stakeholders	5.1.1.4.2	-
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	5.1.1.4.3	-
S1-1	Policies related to own workforce	5.1.3.1.5.1.1 5.1.3.1.5.2.1; 5.1.3.1.5.3.1 5.1.3.1.5.4.1	-
S1-2	Processes for engaging with own workers and workers' representatives about impacts	5.1.3.1.2	-
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	5.1.3.1.3.2	-
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	5.1.3.1.5.1.3 5.1.3.1.5.2.3 5.1.3.1.5.3.3 5.1.3.1.5.4.3	-
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	5.1.3.1.5.1.4 5.1.3.1.5.2.4 5.1.3.1.5.3.4 5.1.3.1.5.4.4	-
S1-6	Characteristics of the Company's employees	5.1.3.1.4	-
S1-7	Characteristics of non-employee workers in Company's own workforce		Omitted in 2024 due to phase-in provisions
S1-8	Collective bargaining coverage and social dialogue		Not material for Atos
S1-9	Diversity metrics	5.1.3.1.5.4.5	-
S1-10	Adequate wages		Not material for Atos
S1-11	Social protection		Not material for Atos
S1-12	Persons with disabilities		Not material for Atos, however metric disclosed in section 5.1.3.1.5.4.5
S1-13	Training and skills development metrics	5.1.3.1.5.3.5	-
S1-14	Health and safety metrics	5.1.3.1.5.1.5	-
S1-15	Work-life balance metrics	5.1.3.1.5.2.5	-
S1-16	Compensation metrics (pay gap and total compensation)		Not material for Atos, however gender pay gap disclosed in section 5.1.3.1.5.4.5
S1-17	Incidents, complaints and severe human rights impacts		Not material for Atos

ESRS S2	Workers in the value chain	Section/Report	Additional information
ESRS 2 SBM-2	Interests and views of stakeholders	5.1.1.4.2	-
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model(s)	5.1.1.4.3 5.1.3.2.1	-
S2-1	Policies related to value chain workers	5.1.3.2.2.2.1	-
S2-2	Processes for engaging with value chain workers about impacts	5.1.3.2.2.2.2	-
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	5.1.3.2.2.2.2	-
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of actions	5.1.3.2.2.2.3	-
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	5.1.3.2.2.2.4	-

ESRS S3	Affected communities	Section/Report	Additional information
ESRS 2 SBM-2	Interests and views of stakeholders	5.1.1.4.2	-
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model(s)	5.1.1.4.3 5.1.3.3.1	-
S3-1	Policies related to affected communities	5.1.3.3.2.1	-
S3-2	Processes for engaging with affected communities about impacts	5.1.3.3.2.1	-
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	5.1.3.3.2.1	-
S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of actions	5.1.3.3.2.2	-
S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	5.1.3.3.2.3	-

ESRS S4	Consumers and End-users	Section/Report	Additional information
ESRS 2 SBM-2	Interests and views of stakeholders	5.1.1.4.2 5.1.3.4.1	-
ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model(s)	5.1.3.4.1	-
S4-1	Policies related to consumers and end users	5.1.3.4.1 5.1.3.4.2.1.1 5.1.3.4.2.2.1 5.1.3.4.2.3.1 5.1.3.4.2.4.1	-
S4-2	Processes for engaging with consumers and end-users about impacts	5.1.3.4.2.1.2 5.1.3.4.2.2.2 5.1.3.4.2.3.2 5.1.3.4.2.4.2	-
S4-3	Processes to remediate negative impacts and channels for customers and end-users to raise concerns	5.1.3.4.2.1.2 5.1.3.4.2.2.2 5.1.3.4.2.3.2 5.1.3.4.2.4.2	-
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of actions	5.1.3.4.2.1.3 5.1.3.4.2.2.3 5.1.3.4.2.3.3 5.1.3.4.2.4.3	-
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	5.1.3.4.2.1.4 5.1.3.4.2.2.4 5.1.3.4.2.3.4 5.1.3.4.2.4.4	-

Governance standards

ESRS G1	Business Conduct	Section/Report	Additional information
ESRS 2, GOV-1	The role of the administrative, supervisory and management bodies	5.1.4.1.1.1	-
ESRS 2, IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	5.1.1.3.1	-
G1-1	Business conduct policies and corporate culture	5.1.4.1.1.2	-
G1-2	Management of relationships with suppliers	5.1.4.1.2.2	-
G1-3	Prevention and detection of corruption and bribery	5.1.4.1.1.2	-
G1-4	Incidents of corruption or bribery	5.1.4.1.1.2	-
G1-5	Political influence and lobbying activities		Not material for ATos
G1-6	Payment practices	5.1.4.1.2.2.2	-

Appendix 3 - Table of data points deriving from other EU regulations

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/181627, Annex II		4.2.3.1
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		4.2.3.3
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1				5.1.1.2.3
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Not applicable to Atos
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Not applicable to Atos
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not applicable to Atos
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not applicable to Atos
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	5.1.2.2.3.1
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g), and Article 12.2		5.1.2.2.3.1

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		5.1.2.2.4.1
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				5.1.2.2.4.2.1
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1				5.1.2.2.4.2.1
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				5.1.2.2.4.2.1
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		5.1.2.2.5.1
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		5.1.2.2.5.2
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	5.1.2.2.6
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Omitted in 2024 due to phase-in provisions

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk.			Omitted in 2024 due to phase-in provisions
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2:Banking book – Climate change transition risk: Loans collateralised by immovable property – Energy efficiency of the collateral			Omitted in 2024 due to phase-in provisions
ESRS E1-9 Degree of exposure of the portfolio to climate – related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		Omitted in 2024 due to phase-in provisions
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1				Not disclosed by Atos in 2024
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1				Not applicable to Atos
ESRS 2 – SBM3 – S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I				5.1.3.1.1
ESRS 2 – SBM3 – S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I				5.1.3.1.1
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				5.1.3.1.3.1
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		5.1.3.1.3.1
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I				5.1.3.1.3.1
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I				5.1.3.1.5.1

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I				5.1.3.1.3.2
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		5.1.3.1.5.1.5
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I				Omitted in 2024 due to phase-in provisions
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Not material for Atos
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I				Not material for Atos
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I				Not material for Atos
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		Not material for Atos
ESRS 2 – SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I				Not disclosed by Atos in 2024
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1				5.1.3.2.2.2.1
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1				5.1.3.2.2.2.1
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Not disclosed by Atos in 2024
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		5.1.3.2.2.2.1

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1				Not applicable to Atos
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				5.1.3.3.2.1
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Not disclosed by Atos in 2024
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1				Not applicable to Atos
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				5.1.3.4.1
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		5.1.3.4.1
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1				5.1.3.4.2.1.3 5.1.3.4.2.2.3 5.1.3.4.2.3.3 5.1.3.4.2.4.3
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1				Not applicable to Atos
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1				5.1.4.1.1.2
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		5.1.4.1.1.2
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1				5.1.4.1.1.2

Appendix 4 – Report on certification of sustainability information and verification of the information publication requirements under Article 8 of Regulation (EU) 2020/852

Financial year ending 31 December 2024

This is a translation into English of the statutory auditor report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English speaking users.

This report should be read in conjunction with, and construed in accordance with French law and the H2A guidelines on "*Limited assurance engagement on the certification of sustainability information and verification of disclosures requirements under Article 8 of Regulation (EU) 2020/852*".

To Shareholders,

This report is issued in our capacity as statutory auditors of Atos SE in compliance with the additional assignment entrusted to us by the Shareholders' General Meeting of the 31st of January, 2025, pursuant to the 14th resolution in the context of the provisions of article L.821-5 of the French Commercial Code. It relates to the sustainability information and the information provided for in Article 8 of Regulation (EU) 2020/852, relating to the financial year ended 31 December 2024 and included in section 5.1 of the Group management report (hereinafter the "**Sustainability Statement**").

Pursuant to article L.233-28-4 of the French Commercial Code, Atos SE is required to include the above information in a separate section of its Group management report. This information has been prepared in the context of the first-time application of the aforementioned articles, which is characterised by uncertainties over the interpretation of the texts, the use of significant estimates, the absence of established practices and frameworks, particularly for the analysis of double materiality, and by an evolving internal control system. They enable us to understand the impact of the Group's activities on sustainability issues, and the way in which these issues influence the development of the Group's business, results and situation. Sustainability issues include environmental, social and corporate governance issues

Pursuant to Article L.821-54 paragraph II of the aforementioned Code, our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on

- compliance with the sustainability reporting standards adopted pursuant to Article 29 ter of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for *European Sustainability Reporting Standards*) of the process implemented by Atos SE to determine the information reported;
- compliance of the sustainability information included in the Sustainability Statement with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This assignment is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines "*Limited assurance engagement on the certification of sustainability information and verification of disclosures requirements set out in Article 8 of Regulation (EU) 2020/852*".

In the three separate parts of the report that follow, we present, for each of the areas of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regards to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three parts of our engagement.

Finally, where deemed necessary to draw your attention to or more of the disclosures of sustainability information provided by Atos SE in the Group management report, we have included an emphasis of matter paragraph hereafter.

Limits of our engagement

As the purpose of our engagement is to provide limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those necessary to obtain reasonable assurance.

Furthermore, this engagement does not provide any guarantee regarding the viability or quality of the management of Atos SE, in particular, it does not provide an assessment, of the relevance of the choices made by Atos SE in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It does, however, allow us to express conclusions regarding the entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Our assignment does not cover any comparative information.

Compliance with the ESRS of the process implemented by Atos SE to determine the information published, and compliance with the obligation to consult the social and economic committee provided for in the sixth paragraph article L.2312-17 of the French Labour Code.

Nature of procedures carried out

Our procedures consisted of verifying that:

- the process defined and implemented by Atos SE has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that are disclosed in the Sustainability Statement, and
- the information provided on this process also complies with the ESRS.

We also checked the compliance with the requirement to consult the social and economic committee.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Atos SE with the ESRS.

Concerning the consultation of the social and economic committee provided for in the sixth of Article L. 2312-17 of the French Labour Code, we inform you that as of the date of this report, this consultation has not yet taken place.

Elements that received particular attention

Concerning the identification of stakeholders

Information on the identification of stakeholders is given in note 5.1.1.3.1.3.1 "Identification and consultation of stakeholders" in the Sustainability Statement.

We interviewed relevant persons within the entity as appropriate and inspected available documentation. Our work consisted primarily of:

- assessing the consistency of the main stakeholders identified by the Group with the nature of its activities, taking into account its business relationships and value chain;
- assess the appropriateness of the description given in note 5.1.1.3.1.3.1. of the Sustainability Statement, in particular with regard to the procedures put in place by Atos SE to gather the interests and views of its stakeholders.

Concerning the identification of impacts, risks and opportunities

Information relating to the identification of impacts, risks and opportunities is given in note 5.1.1.3.1. "Description of the process for identifying and assessing significant impacts, risks and opportunities (ESRS 2- IRO 1)" of the Sustainability Statement.

We have reviewed Atos SE's process for identifying actual and potential impacts (positive and negative), risks and opportunities ("IROs") in relation to the sustainability topics mentioned in paragraph AR 16 of the ESRS 1 "Application Requirements", and those specific to the Group, as presented in note 5.1.1.3.1.2. of the Sustainability Statement.

In particular, we assessed the approach taken by the Group to determine its impacts and dependencies, which can be a source of risks or opportunities.

We have reviewed the Group's mapping of identified IROs, including a description of their distribution within the Group's own activities and value chain, as well as their time horizon (short, medium or long term), and assessed the consistency of this mapping with our knowledge of the Group and with the risk analyses conducted by the Group.

In performing our procedures, we have:

- assessed the consistency of the current and potential impacts, risks and opportunities identified by the Group;
- assessed the consistency of the current and potential impacts, risks and opportunities identified by the Group, in particular those that are entity-specific due to their insufficient coverage by the ESRS standards, with our knowledge of the Group;
- assessed how the Group considered the different time horizons, particularly with regard to climate issues;
- assessed whether the Group has taken into account the risks and opportunities that may arise from both past and future events as a result of its own activities or business relationships, including the actions taken to manage certain impacts or risks.

Concerning the assessment of impact materiality and materiality

Information on the assessment of impact materiality and financial materiality is provided in notes 5.1.1.3.1.3.2. "Impact materiality" and 5.1.1.3.1.3.3. "Financial materiality" of the Sustainability Statement.

Through interviews with the Group CSR and Group Finance departments and review of the available documentation, we obtained an understanding of the process implemented by the Group and assessed its compliance with the criteria defined by ESRS 1.

In particular, we assessed the way in which the Group has established and applied the materiality criteria for information defined by ESRS 1, including those relating to the setting of thresholds, in order to determine the material information reported:

- metrics relating to material IROs identified in accordance with the relevant ESRS standards;
- entity-specific disclosures.

Compliance of the sustainability information included in the Sustainability Statement with the requirements Article L.233-28-4 of the French Commercial Code, including the ESRS

Nature of the procedures carried out

Our procedures consisted in verifying that, in accordance with the legal and regulatory requirements, including the ESRS:

- the disclosures provided enable to understand the general basis for the preparation and governance of the sustainability information included in the Sustainability Statement, for the determination of information relating to the value chain information and the disclosure exemptions used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Atos SE for providing this information is appropriate, and;
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the users' expectations, that this information does not contain any material errors, omissions or inconsistencies, i.e. that are likely to influence the judgement or decisions of the users of this information

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Sustainability Statement with the requirements of Article L.233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matters:

Without qualifying the conclusion expressed above, we draw your attention to:

- The information described in the paragraph "Disclaimer", of note 5.1.1 "General information" of the Sustainability Statement, which describes the uncertainties and limitations inherent to the context of the first year of application of the CSRD directive, in particular:
  - the main assumptions, sources of interpretations and methodological principles followed by Atos SE' management, in particular with regards to estimates on emission and conversion factors, resources inflows and electronic waste generated;
  - the unavailability, to date, of certain information, in particular with regard to the transition plan, the resilience analysis, the transition risks and the recycling rates.
- The methodological choices made by Atos SE concerning the calculation of the gender pay gap (G1-16) as specified in note 5.1.3.1.5.4.5. of the Sustainability Statement.
- The limitations faced by Atos SE in collecting and consolidating information on payment practices (G1-6) as described in note 5.1.4.1.2.2.2. of the Sustainability Statement.

Elements that received particular attention

We set out below the elements that have been the subject of particular attention in relation to our assessment of the compliance of this information with the ESRS.

Information provided in application of environmental standard ESRS E1

Information reported in relation to climate change (ESRS E1) is mentioned in note 5.1.2.2. of the Sustainability Statement.

Our procedures included the following:

- On the basis of interviews with the Group CSR and the Group Finance departments, in particular with the teams responsible for carbon reporting, assessing whether the description of the policies, actions and targets implemented by the Group cover the areas of climate change mitigation and adaptation;
- Assessing the appropriateness of the information presented in this section and its overall consistency with our knowledge of the Group, particularly with regard to the items described below.

With regard to the information published on the greenhouse gas (GHG) emissions:

- We assessed the internal control and risk management procedures implemented by Atos SE to ensure the consistency of the information reported;
- we have assessed the consistency of the scope considered for the assessment of the greenhouse gas emissions with the scope of the consolidated financial statements, the activities under operational control, and the upstream and downstream value chain;
- we obtained an understanding of the greenhouse gas emissions inventory protocol used by the entity to draw up its greenhouse gas emissions assessment, and checked its application, for a selection of emissions categories and sites, for Scope 1 and Scope 2.
- With regard to Scope 3 emissions, we assessed:
  - The justification for the inclusions and exclusions of the various categories and the transparency of the information provided in this respect,
  - The information gathering process;
- we assessed the appropriateness of the emission factors used and the calculation of the related conversions, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge and the quality of the external data;
- for a selection of physical data (related to the main sources of emissions of Scopes 1, 2 and 3), we reconciled, on sample basis, the underlying data used to draw up the greenhouse gas emissions assessment with the supporting documents;

- with regard to the estimates that we considered to be critical, which the Group used to draw up its greenhouse gas emissions assessment:
  - through interviews, obtained an understanding of the method used to calculate the estimate and the information sources on which the estimates were based;
  - we assessed whether the methods were applied consistently or whether there were any changes since the previous period, and whether these changes were appropriate;
- we verified the accuracy of the calculations used to establish this information.

Information provided in application of the social standard ESRS S1

Information reported on the group's workforce (ESRS S1) is found in note 5.1.3.1 of the Sustainability Statement

Our procedures included the following:

- Based on the interviews conducted with the Group's department for Human Resources Data Analytics, we have:
  - obtained an understanding of the process for collecting and compiling qualitative and quantitative information reported in the Sustainability Statement;
  - reviewed the underlying documentation available;
  - implemented procedures to verify the correct consolidation of these data;
  - obtained an understanding of the internal control and risk management procedures implemented by the Group, it being specified that we did not test the design or operating effectiveness of these controls;
- Based on surveys or other selection methods, we have:
  - examined the geographical and legal scope on which the information has been drawn up;
  - assessed whether the methods and assumptions used by the Group to determine the information reported are appropriate with regard to ESRS S1;
  - defined and implemented analytical procedures adapted to the information examined;
  - examined, based sampling or other selection methods, the supporting documents with the corresponding information,
  - verified the accuracy of the calculations used to establish this information, where applicable after applying rounding rules.

We also assessed:

- whether the description of the policies, actions and targets implemented by the Group cover the following areas: human rights, health and safety, well-being and work-life balance, employee skills development, diversity and inclusion;
- a description of the means by which the company's employees can make their concerns known and the way in which the problems raised are followed up, in particular via the Group alert system.

Finally, we assessed the appropriateness of the information presented in note 5.1.3.1. of the Sustainability Statement and its overall consistency with our knowledge of the Group.

Compliance with the publication requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of the procedures carried out

Our procedures consisted in verifying the process implemented by Atos SE to determine the eligible and aligned nature of the activities of the entities included in the consolidation

They also involved verifying the information published pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking

- the compliance with the rules governing the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU).

Elements that received particular attention

We considered that there was no such information to include in our report.

The Statutory Auditor

Forvis Mazars SA

Courbevoie, April 09th, 2025

Simon BEILLEVAIRE
Partner

Bruno POUGET
Partner

5.2 Additional sustainability related information

This section presents additional Atos-specific sustainability indicators and information, aligned with the industry-specific sustainability accounting standards for Software and IT services developed by SASB, as well as supplementary disclosures in accordance with the GRI standards and ESG ratings requirements.

5.2.1 Summary of Key Performance Indicators for 2024

The following tables provide issues and indicators relevant to the Company's business in the environmental, social, and governance dimensions. These are aligned with the disclosures from the GRI Sustainability Reporting Standards and the Sustainability Accounting Standards Board (SASB) standards for the "Software and IT Services" industry.

The code of the standards is intended to help Atos stakeholders locate indicators of interest across Atos monitoring performance. It does not represent a complete overview of Atos reporting or practices.

Environmental dimension

		2024	2023	2022	2024 PERIMETER *(%)*		2023 PERIMETER *(%)*	
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)*	380,363	454,833	477,379	-	100%	-	98.1%
GRI 302-1_A	Total Direct Energy Consumption in Datacenters & Offices *(in MWh)*	13,503	15,131	20,033	-	100%	-	98.1%
GRI 302-1_A_b1	Diesel consumption *(in MWh)*	3,105	2,605	3,242	-	100%	-	98.1%
GRI 302-1_A_b2, G. Q71	Fuel oil consumption *(in MWh)*	1,113	989	2,868	-	100%	-	98.1%
GRI 302-1_A_b3, G. Q72	Gas consumption *(in MWh)*	9,285	11,537	13,923	-	100%	-	98.1%
GRI 302-1_A-Off	Direct energy consumption in Offices *(in MWh)*	12,455	13,521	16,300	-	100%	-	98.1%
GRI 302-1_A-DC	Direct energy consumption in Datacenters *(in MWh)*	1,048	1,610	3,733	-	100%	-	98.1%
GRI 302-1_C	Total Indirect Energy Consumption in Datacenters & Offices *(in MWh)*	366,860	439,702	457,346	-	100%	-	98.1%
GRI 302-1_C_b1, G. Q56	Electricity consumption *(in MWh)*	361,714	432,213	447,722	-	100%	-	98.1%
GRI 302-1_C_b2	District heating consumption *(in MWh)*	5,146	7,489	9,624	-	100%	-	98.1%
SASB TC-SI-130a.1 (2)	Percentage of grid electricity (excluding RECs) *(in %)*	34%	37%	41%	-	100%	-	98.1%
SASB TC-SI-130a.1 (2)	Percentage of grid electricity (including RECs) *(in %)*	34%	32%	41%	-	100%	-	98.1%
SASB TC-SI-130a.1 (3)	Percentage of renewable electricity excluding RECs *(in %)*	66%	63%	59%	-	100%	-	98.1%
SASB TC-SI-130a.1 (3)	Percentage of renewable electricity including RECs *(in %)*	66%	68%	59%	-	100%	-	98.1%
GRI 302-1_C-Off	Indirect Energy Consumption in Offices *(in MWh)*	116,936	138,053	139,819	-	100%	-	98.1%
GRI 302-1_C-DC	Indirect Energy Consumption in Datacenters *(in MWh)*	249,924	301,648	317,527	-	100%	-	98.1%
GRI 302-1_C1_c10.1	Total electricity consumption from renewable sources excluding RECs *(in MWh)*	239,567	270,219	262,213	-	100%	-	98.1%
GRI 302-1_C1_c10.2	Total electricity consumption from renewable sources including RECs *(in MWh)*	239,567	292,890	262,213	-	100%	-	98.1%
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 %)*	100%	96%	95%	-	100%	-	100%
GRI 302-1_C1_c1	Share of electricity supplied by decarbonized sources in all Atos Datacenters excluding RECs *(in %)*	67%	68%	62%	-	100%	-	100%
GRI 302-1_C1_c2	Share of electricity supplied by renewable sources in all Atos Datacenters including RECs *(in %)*	67%	76%	62%	-	100%	-	100%

		2024	2023	2022	2024 PERIMETER *(%)*		2023 PERIMETER *(%)*	
Standard code	**Indicator Name**	GROUP	GROUP	GROUP	Per employee	Per revenue	Per employee	Per revenue
GRI 302-2	**Energy consumption outside of the organization (Travel)**							
	Travel intensity							
GRI 302-2_c1	Total km travelled per Employee *(in km/Employee)*	1,616	1,966	1,384	100%	-	98%	-
GRI 302-2_c2	Total km travelled per Revenue *(in km/€ million)*	13,147	17,227	12,638	-	100%	-	99%
	Distances travelled							
GRI 302-2_A6_c93	Total km travelled by Car *(in km)*	68,638,214	89,921,899	64,078,100	100%	-	98%	-
GRI 302-2_A6_c50	Total km travelled by Train *(in km)*	14,489,522	16,357,329	12,017,744	100%	-	98%	-
GRI 302-2_A6_c57	Total km travelled by Taxi *(in km)*	907,956	1,094,667	1,002,144	100%	-	98%	-
GRI 302-2_A6_c92	Total km travelled by Plane *(in km)*	41,866,871	74,168,888	65,131,358	100%	-	98%	-
	GHG emissions for company cars							
GRI 302-2_A6_b70	Number of company cars	3,211	4,332	5,184	-	100%	-	100%
GRI 302-2_A6_b82	Average of emissions in company fleet cars *(gr CO_2/km)*	44.80	60.53	75.17	-	100%	-	100%
GRI 302-3	**Energy Intensity**							
GRI 302-3_A_c1	Intensity by Revenue - Total direct and indirect energy *(in MWh/€ million)*	39.72	43.34	42.19	-	100%	-	98.1%
GRI 302-3_A_c2	Intensity by Employee - Total direct and indirect energy *(in MWh/Employee)*	4.88	4.85	4.35	100%	-	99.4%	-
GRI 302-4	**Energy Saving Initiatives**							
GRI 302-4_A_c1	Estimated Energy savings in Datacenters - dedicated activities only *(in MWh)*	1,071	2,841	707	-	100%	-	51%
GRI 302-4_A_c5	Estimated Energy savings in Offices - dedicated activities only *(in MWh)*	666	8,341	1,096	-	100%	-	51%
GRI 302-4_A_c14	Cost savings due to energy savings in Offices and Datacenters *(in € thousand)*	547	1,285	302	-	100%	-	51%
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	1.44	-	100%	-	100%
GRI 305-1	**Greenhouse gas emissions Scope 1**							
GRI 305-1_A_c2	GHG emissions Scope 1 *(in tCO_2e)*	17,313	20,517	22,026	-	100%	-	98.3%
GRI 305-2	**Greenhouse gas emissions Scope 2**							
GRI 305-2_A_c1	GHG emissions Scope 2 *(in tCO_2e)*	62,523	67,979	90,442	-	100%	-	98.3%
GRI 305-3	**Greenhouse gas emissions Scope 3**							
GRI 305-3_A_c1	GHG emissions Scope 3 *(in million tCO_2e)*	1.708	2.142	2.406	-	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)*	1.788	2.231	2.518	-	100%	-	100%
GRI 305	**Greenhouse gas emissions sub-perimeters**							
GRI 305-4_B_c1	Atos Carbon Operational Perimeter (Scopes 1, 2 and 3 Category 6) *(in tCO_2e)*	89,665	104,887	122,975	-	100%	-	98.3%
GRI 305_B_c3	Atos Carbon Operational Perimeter excluding refrigerants *(in tCO_2e)*	80,450	95,911	112,051	-	100%	-	98.3%
GRI 305-2_B_c1.1	GHG emissions in Datacenters *(in tCO_2e)*	45,793	29,992	54,661	-	100%	-	98.3%
GRI 305-2_B_c1.2	GHG emissions in Offices *(in tCO_2e)*	28,677	40,978	39,873	-	100%	-	98.3%
GRI 305-3_B_c1.3	GHG emissions in Travel (Scope 3 Cat 6 Business travel) *(in tCO_2e)*	9,829	16,391	10,507	-	100%	-	98.3%
GRI 305-3_B_c1.4	GHG emissions in Travel (Atos car fleet) *(in tCO_2e)*	5,366	8,550	7,010	-	100%	-	98.3%

5

		2024	2023	2022	2024 PERIMETER *(%)*		2023 PERIMETER *(%)*	
Standard code	Indicator Name	GROUP	GROUP	GROUP	Per employee	Per revenue	Per employee	Per revenue
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)*	186.66	208.62	222.06	-	100%	-	100%
GRI 305-4_A_c1.1	Intensity by Revenue - Atos Carbon Operational Perimeter *(in tCO_2e/€ million)*	9.36	10.13	10.88	-	100%	-	98.3%
GRI 305-4_A_c2.2	Intensity by Employee - All GHG emissions (Scopes 1, 2, 3) *(in tCO_2e/employee)*	22.94	23.67	22.94	100%	-	100%	-
GRI 305-4_A_c1.2	Intensity by Employee - Atos Carbon Operational Perimeter *(in tCO_2e/employee)*	1.15	1.14	1.12	100%		99.1%	-
GRI 305-5	**Reduction of greenhouse gas (GHG) emissions**							
GRI 305-5_A_c1	GHG reductions - Operational Perimeter (Scopes 1, 2 and 3 Category 6) *(in tCO_2e)*	-15,222	-18,088	19,482	-	100%	-	98.3%
GRI 305-5_A_c2	GHG reductions - Scopes 1, 2, 3 *(in million tCO_2e)*	-0.801	-0.288	0.112	-	100%	-	100%
A14	**ISO 14001 certification of Atos main sites (offices and DCs)**							
A14_c5	Number of Offices and Datacenters ISO14001 certified	95	95	108	100%	-	100%	-
A14_c6	Percentage of main Offices and core Datacenters ISO14001 certified or in the process of being certified	92.3%	88.6%	88%	100%	-	100%	-
ESRS E5-5 37	**Waste**							
ESRS E5-5 37.a ; GRI 306-3.a	All E-Waste (Batteries & Accumulators + Other E-Waste) in tons	674.53	*not disclosed*	*not disclosed*	-	100%	-	-
GRI 306-3.a	All other tertiary waste (Hazardous non e-waste + Non-hazardous waste) in tons	10,131	*not disclosed*	*not disclosed*	-	100%	-	-
GRI 306-3.a	Overall Group Total Waste (tons)	10,805.53	*not disclosed*	*not disclosed*	-	100%	-	-
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 data center needs	Qualitative	Qualitative	Qualitative	-	100%	-	100%

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 305-1, GRI 305-2, GRI 305-3: tCO_2e: Tonnes of CO_2 equivalent.

A14: A site has officially entered the "certification process" when a budget has been allocated or the environmental management system manager has been appointed.

ESRS E5-5 37: Only E-waste was assessed as material during the double materiality analysis conducted in 2024. The E-waste data was partially estimated using the methodology described in section 5.1.2.3.3.4.

Social dimension

Standard code	Indicator Name	2024 GROUP	2023 GROUP	2022 GROUP	2024 PERIMETER *(%)* Per employee	2024 PERIMETER *(%)* Per revenue	2023 PERIMETER *(%)* Per employee	2023 PERIMETER *(%)* Per revenue
GRI 404-1	**Average training hours per employee**							
GRI 404-1_c1; ESRS S1-13 83 b	Average hours of formal training per employee	16.39	20.36	24.49	87%	-	94%	-
GRI 404-1_c2; ESRS S1-13 83 b	Average hours of formal training per male employee	16.72	19.22	22.76	87%	-	94%	-
GRI 404-1_c3; ESRS S1-13 83 b	Average hours of formal training per female employee	15.74	23.15	28.20	87%	-	94%	-
GRI 404-1_c5	Average hours of training per employee	40.86	54.09	63.09	75%	-	87%	-
GRI 404-1_c6	Average hours of training per male employee	42.25	52.32	60.63	75%	-	87%	-
GRI 404-1_c7	Average hours of training per female employee	37.93	58.96	68.60	75%	-	87%	-
GRI 404-1_c4	Number of internships	3,445	3,426	4,047	100%	-	100%	-
GRI 404-2	**Programs for upgrading employee skills**							
GRI 404-2_A_c1	Number of digital certifications registered	529,716	435,601	362,713	100%	-	100%	-
GRI 404-2_A_b0	Number of digital certifications obtained per year	94,115	72,888	85,746	100%	-	100%	-
GRI 404-2_A_b2	Total number of certifications registered	668,398	562,652	476,643	100%	-	100%	-
GRI 404-2_A_c3	Number of certifications obtained per year	105,746	86,009	115,887	100%	-	100%	-
GRI 404-3	**Career development monitoring**							
GRI 404-3_A_c1; ESRS S1-13 83 a AR 77	Percentage of employees receiving performance appraisal in the last 12 months	90.3%	86%	89%	83.3%	-	82%	-
GRI 404-3_A_a1	Percentage of female who received a regular performance and career development review during the reporting period.	89.3%	85%	90%	82.9%	-	82%	-
GRI 404-3_A_a2	Percentage of male who received a regular performance and career development review during the reporting period.	90.7%	87%	89%	82.9%	-	82%	-
GRI 404-3_A_c2	Percentage of employees with an Individual Development Plan	65%	62%	66%	88%	-	76%	-
GRI 404-3_A_c3	Percentage of Internal Fulfilment (Internal promotion of employees)	76%	72%	63%	100%	-	100%	-
GRI 401-1	**Organizational workforce in headcount and Employee Turnover**							
GRI 401-1_A_c2; ESRS S1-6 50a AR 57	Number of employees at the end of the reporting period (Legal staff)	77,932	94,231	109,800	100%	-	100%	-
GRI 401-1_A_b1; ESRS S1-6 50a AR 55	Females at the end of the reporting period (Legal staff)	25,054	30,637	34,992	99.6%	-	99%	-
GRI 401-1_A_b2; ESRS S1-6 50a AR 55	Males at the end of the reporting period (Legal staff)	52,566	63,073	74,042	99.6%	-	99%	-
SBM-1 40 a iii	**Employees by geographical breakdown**							
LFR.50	Employees in France *(%)*	12.6%	11.4%	10.2%	100%	-	100%	-
LFR.51	Employees in Europe (excl. France) *(%)*	41.9%	41.7%	40.2%	100%	-	100%	-
LFR.52	Employees in North America *(%)*	7.9%	8.5%	8.3%	100%	-	100%	-
LFR.53	Employees in South America *(%)*	4.1%	3.7%	3.2%	100%	-	100%	-
LFR.54	Employees in Asia/Pacific *(%)*	28.0%	31.0%	34.9%	100%	-	100%	-
LFR.55	Employees in Middle East/Africa *(%)*	5.5%	3.7%	3.1%	100%	-	100%	-
A24.1	Number of employees in India	17,647	24,011	32,796	100%	-	100%	-
A24.2	Number of employees in United States	4,558	6,073	7,138	100%	-	100%	-
A24.3	Number of employees in Europe	42,845	50,078	55,416	100%	-	100%	-

		2024	2023	2022	2024 PERIMETER *(%)*		2023 PERIMETER *(%)*	
Standard code	Indicator Name	GROUP	GROUP	GROUP	Per employee	Per revenue	Per employee	Per revenue
	Employee Turnover							
GRI 401-1_B_c1; ESRS S1-6 50 b AR 55	Number of employees leaving employment during the reporting period	16,427	19,357	26,081	100%	-	100%	-
GRI 401-1_B_b1	Males leaving employment during the reporting period	11,008	13,171	17,800	99.1%	-	100%	-
GRI 401-1_B_b2	Females leaving employment during the reporting period	5,265	5,954	8,281	99.1%	-	100%	-
GRI 401-1_B_c3; ESRS S1-6 50c	Total employee turnover rate	18.85%	20.54%	23.72%	100%	-	100%	-
GRI 401-1_B_c2	Percentage of voluntary attrition	14.60%	14.38%	20.59%	100%	-	100%	-
M.22.1	Retention rate among key people *(%)*	91%	93%	89%	100%	-	100%	-
GRI 2-7, GRI 2-8	**Number of employees**							
GRI 2-7, GRI 2-8; ESRS S1-6 50a + AR 77	Total employees plus supervised workers (including: interims + interns + subcos)	87,473	105,157	122,941	100%	-	100%	-
GRI 2-7_A_c1; ESRS S1-6 50 b AR 55	Percentage of employees with a permanent contract	99.24%	99%	98%	100%	-	100%	-
GRI 2-7_A1; ESRS S1-6 50 b AR 55	Males with a permanent contract	52,197	62,358	72,787	99.6%	-	99%	-
GRI 2-7_A2; ESRS S1-6 50 b AR 55	Females with a permanent contract	24,835	30,217	34,293	99.6%	-	99%	-
GRI 2-7_A_c2; ESRS S1-6 50 b AR 55	Percentage of employees with a temporary contract	0.76%	1.21%	1.78%	100%	-	100%	-
GRI 2-7_A3; ESRS S1-6 50 b AR 55	Males with a temporary contract	369	715	1,255	99.6%	-	99%	-
GRI 2-7_A4; ESRS S1-6 50 b AR 55	Females with a temporary contract	219	420	699	99.6%	-	99%	-
GRI 2-7_A_c3; ESRS S1-6 52 a, b	Percentage of employees in Full Time working	95.4%	94%	95%	99.6%	-	98%	-
GRI 2-7_B2; ESRS S1-6 52 a, b	Number of male in full time employment	50,541	59,359	70,113	99.2%	-	97%	-
GRI 2-7_B4; ESRS S1-6 52 a, b	Number of female in full time employment	23,183	27,305	31,600	99.2%	-	97%	-
GRI 2-7_A_c4; ESRS S1-6 52 a, b	Percentage of employees in Part Time working	4.6%	6%	5%	99.6%	-	98%	-
GRI 2-7_B1; ESRS S1-6 52 a, b	Number of male in part time employment	1,792	2,310	2,306	99.2%	-	97%	-
GRI 2-7_B3; ESRS S1-6 52 a, b	Number of female in part time employment	1,781	2,874	2,847	99.2%	-	97%	-
GRI 405-1	**Diversity and Equal Opportunity**							
GRI 405-1_B_c3; SASB TC-SI-330a.3	Number of nationalities within Atos	137	143	145	100%	-	100%	-
GRI 405-1_B_c5; SASB TC-SI-330a.3	Number of nationalities representing more than 5% of the Atos population	6	5	6	100%	-	100%	-
GRI 405-1_B_c4; SASB TC-SI-330a.3	Percentage of females within Atos	32.28%	32.69%	32.09%	99.6%	-	99.4%	-
GRI 405-1_B_b1; SASB TC-SI-330a.3	Employees with disabilities	1,398	1,548	1,527	93.62%	-	97.07%	-
GRI 405-1_B_c1; SASB TC-SI-330a.3; ESRS S1-12	Percentage of employees with disabilities	1.92%	1.69%	1.41%	93.62%	-	97.07%	-
GRI 405-1_c15; SASB TC-SI-330a.3(1); ESRS S1-9 66 a	Female ratio within the group executive management (top 450)	23%	32%	30%	100%	-	100%	-
GRI 405-1_c14	Percentage of women identified in talents pool	31.33%	31.21%	30.46%	85.3%	-	87%	-
GRI 405-1_c15	Percentage of women recruited	43.24%	35.71%	34.38%	100%	-	99.7%	-
GRI 405-2	**Salary rate between men and women**							
GRI 405-2_A_c3; ESRS S1-16 97 a	Overall salary rate between women and men in Annual Basic Salary	0.93	0.96	0.95	87%	-	84%	-
GRI 405-2_A_c3; ESRS S1-16 97 a	Overall salary rate between women and men in Total Remuneration	0.93	0.96	0.95	87%	-	84%	-

		2024	2023	2022	2024 PERIMETER *(%)*		2023 PERIMETER *(%)*	
Standard code	Indicator Name	GROUP	GROUP	GROUP	Per employee	Per revenue	Per employee	Per revenue
A16	**Health and safety**							
GRI 403-9	Global absenteeism rate *(%)*	2.07%	1.6%	1.6%	80%	-	82%	-
GRI 403-9_a.i, GRI 403-10_a.ii; ESRS S1-14 88 c	Number of staff seriously injured work related	35	39	50	91%	-	97%	-
GRI 403-9_a.iii, GRI 403-10_a.i; ESRS S1-14 88 b AR 89 - 91	Number of Atos staff's dead work related	1	1	1	91%	-	97%	-
G. Q50; ESRS S1-14 88 c	Accident frequency rate (number of lost time accidents x 1,000,000 / number of hours worked)	0.23	0.25	0.29	91%	-	97%	-
GRI 401-2	**Benefits to employees**							
GRI 401-2_A_C15	Percentage of Permanent employees participating in Death Benefits	97%	98%	97%	91.19%	-	88.88%	-
GRI 401-2_A_C16	Percentage of Temporary employees participating in Death Benefits	80%	87%	89%	91.19%	-	88.88%	-
GRI 401-2_A_C17	Percentage of Permanent employees participating in Disability benefits	98%	98%	92%	90.50%	-	88.88%	-
GRI 401-2_A_C18	Percentage of Temporary employees participating in Disability benefits	80%	87%	42%	90.50%	-	88.88%	-
GRI 401-2_A_C19	Percentage of Permanent employees participating in Health Care	94%	96%	88%	90.44%	-	89.30%	-
GRI 401-2_A_C20	Percentage of Temporary employees participating in Health Care	81%	88%	92%	90.44%	-	89.30%	-
GRI 401-3	**Return to work and retention rates after parental leave**							
GRI 401-3_B; ESRS S1-15 93 b	Total number of employees that took parental leave	380	376	368	12.6%	-	11%	-
GRI 401-3_C	Total number of employees who returned to work after parental leave ended	21	25	40	12.6%	-	11%	-
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	90%	80%	90%	12.6%	-	11%	-
GRI 2-30	**Collective bargaining agreements**							
GRI 2-30	Percentage of employees covered by collective bargaining agreements	33%	42%	45%	91%	-	97%	-
GRI 401-1	**Employee Hiring**							
GRI 401-1_A_c1	New employees hired during the Reporting Period	9,303	13,771	28,919	100%	-	100%	-
GRI 401-1_A_a1	Males hires during the Reporting Period	5,280	8,823	18,978	100%	-	100%	-
GRI 401-1_A_a2	Females hires during the Reporting Period	4,023	4,901	9,941	100%	-	100%	-
GRI 401-1_A_a5	New employees hired in developing countries during the Reporting period	4,955	5,337	17,114	100%	-	100%	-
GRI 401-1_A_a5.1	Percentage of hiring in developing countries	53%	39%	59%	100%	-	100%	-
GRI 401-1_A_a3	Number of juniors recruited	4,504	5,074	13,712	97%	-	94%	-
GRI 401-1_A_a4	Percentage of juniors recruited	50.08%	39.03%	49.21%	97%	-	94%	-
GRI 202-2	**Proportion of senior management hired from the local community**							
GRI 202-2_A_b1	Number of national senior managers	6,328	6,945	7,257	91.4%	-	91%	-
GRI 202-2_A_b2	Total number of senior managers	6,917	7,645	7,968	91.4%	-	91%	-
GRI 202-2_A_c1	Percentage of national senior managers	91.5%	90.8%	91.1%	91.4%	-	91%	-
GRI 202-2_A_b3	Number of national employee	71,897	86,373	101,469	100%	-	100%	-
GRI 202-2_A_b4	Total number of employees	77,932	94,231	109,797	100%	-	100%	-
GRI 202-2_A_c2	Percentage of national employees	92.3%	91.7%	92.4%	100%	-	100%	-
GRI 202-2_A_b5	Number of national employees recruited	8,275	11,923	26,356	100%	-	100%	-
GRI 202-2_A_b6	Total number of employees recruited (Excluding acquisitions)	9,303	13,771	28,919	100%	-	100%	-
GRI 202-2_A_c3	Percentage of national employees recruited (Excluding acquisitions)	88.9%	86.6%	91.1%	100%	-	100%	-

5

		2024	2023	2022	2024 PERIMETER *(%)*		2023 PERIMETER *(%)*	
Standard code	Indicator Name	GROUP	GROUP	GROUP	Per employee	Per revenue	Per employee	Per revenue
GRI 201-1	Community investments (Economic value distributed)							
GRI 201-1_A6_c1	Total community investments *(€ thousand)*	3,683	5,500	3,622	-	61%	-	70%
GRI 201-1_A6_c3	Donations to Charity *(€ thousand)*	2,284	3,284	448	-	61%	-	70%
GRI 201-1_A6_c4	Contribution to Commercial initiatives for good causes *(€ thousand)*	27	224	48	-	61%	-	70%
GRI 201-1_A6_c8	Contribution to Universities and similar *(€ thousand)*	1,080	1,247	797	-	61%	-	70%
GRI 201-1_A6_c9	Contribution to Responsible IT Projects *(€ thousand)*	293	746	2,329	-	61%	-	70%
GRI 201-1_A6_c2	Total number of employees involved in the main social initiatives	343	643	3,577	52%	-	22%	-
GRI 201-1_A6_b1	Cash contribution *(€ thousand)*	945	1,067	944	-	61%	-	70%
GRI 201-1_A6_b2	Staff time cost *(€ thousand)*	2,481	3,552	2,348	-	61%	-	70%
GRI 201-1_A6_b3	In-kind contribution *(€ thousand)*	70	235	127	-	61%	-	70%
GRI 201-1_A6_b4	Management Cost of Social initiatives *(€ thousand)*	187	646	204	-	61%	-	70%

GRI 404-1: The calculation of the average training by employee is done using the average headcount in three moments of time (on December 31, 2023, June 30, 2024 and December 31, 2024). 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/Subco/Externals excluded.

GRI 401-1: 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), Burkina Faso, Canada Cloudreach, Canada Digitaux, Chile, Corporate Germany, Czech Republic DataSentics, Gabon, Germany, India Visual BI, India Cloudreach, Israel, Lebanon, Maven Wave (NAO India), Peru, Qatar Ipsotek, Singapore Ipsotek, Switzerland Cloudreach, Togo, Turkey Customer Services, UK Cloudreach, UK Ipsotek, United Arab Emirates Ipsotek, USA Cloudreach, USA Waven Wave and USA Z Data.

GRI 2-30: The collective bargaining agreements exclude Algeria, Burkina Faso, Egypt, Gabon, Israel, Ivory Coast, Japan, Kingdom of Saudi Arabia, Korea, Lebanon, Madagascar, Malaysia, Mali, Norway, Belgium, Luxembourg, Bulgaria, Slovakia, Qatar, Senegal, Singapore, South Africa, Brazil, Mexico, Guatemala, Taiwan, Thailand, Togo, Tunisia and United Arab Emirates.

GRI 401-1_A_a3, GRI 401-1_A_a3: The concept of "junior" refers to the employee category GCM 0-3 (within 11 levels in the Company) and less than 30 years old.

GRI 401-3: includes only France.

Governance dimension

		2024	2023	2022	2024 PERIMETER *(%)*		2023 PERIMETER *(%)*	
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 *(%)*	92.07%	93.06%	96.50%	-	100%	-	100%
LFR.150	Number of members of the Board of Directors/ Supervisory Board	13	9	14	-	100%	-	100%
LFR.150.1	Number of independent members of the Board of Directors	8	5	8	-	100%	-	100%
GRI 405-1	Percentage of female in Governance bodies (Board of Directors)	54%	56%	57%	-	100%	-	100%
G.Q11	Number of employee representatives among the Board	3	2	3	-	100%	-	100%
LFR.162	Number of Board members of different nationality than the company headquarters	7	5	8	-	100%	-	100%
LFR.197	Share capital held by members of the Board of Directors *(%)*	0.0003%	0.01%	0.03%	-	100%	-	100%
G.Q116	Number of members within the Group Executive Team	3	8	10	100%	-	100%	-
GRI 405-1_c16; SASB TC-SI-330a.3; G.Q605	Share of women in the Group Executive Team	0%	13%	20%	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	Group Overall Customer Satisfaction (all clients part of strategic survey, in a scale from 0 to10)	8.77	8.81	8.64	-	22%	-	34%
GRI 2-29	Net Promoter Score for the top 200 clients	59%	66%	61%	-	29%	-	27%
GRI 2-29	Net Promoter Score for all clients	69%	74%	66%	-	23%	-	39%
A10	**Initiatives regarding innovative services / product developments**							
A27_B	Number of patents fulfilled during the reporting year	46	64	58	-	100%	-	100%
A10_c2.1	Clients perception to the innovation of Atos people in the customer satisfaction surveys (average score from 1 to 10)	7.92	8.22	8.13	-	16%	-	29%
A10_c2.2	Clients perception to the Atos innovation in the customer satisfaction surveys (average score from 1 to 10)	7.95	8.22	8.17	-	17%	-	30%
A3	**Data Security Incidents**							
A3_c2	Percentage of Open Security Incidents open vs closed *(%)*	1.53%	5.1%	4.1%	100%	-	100%	-
A3_c3	Percentage of employees who successfully performed the CyberSecurity & Security E-learning	95%	93%	91%	94%	-	92%	-
A3_c4	Percentage of employees who successfully performed the Data Protection E-learning	93.62%	92%	90%	94%	-	92%	-
A3_c5; SASB TC-SI-230a.2	Percentage of compliance to malicious code prevention	98.69%	99%	100%	100%	-	100%	-
A3_c9; SASB TC-SI-230a.2	Percentage of coverage of ISO 27001 certifications	98.56%	99%	97%	83%	-	100%	-
A3_c10	Percentage of employees in situ for greater than 8 weeks with enforced Two Factor Authentication	99.70%	99%	99%	100%	-	100%	-

		2024	2023	2022	2024 PERIMETER (%)		2023 PERIMETER (%)	
Standard code	Indicator Name	GROUP	GROUP	GROUP	Per employee	Per revenue	Per employee	Per revenue
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 proceedings 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 top spend suppliers assessed by EcoVadis	210	198	190	-	100%	-	100%
A17_A_c1	Percentage of top spend suppliers evaluated by EcoVadis or alternative assessments	84%	79%	76%	-	100%	-	100%
A17_A_c2	Total spend evaluated by EcoVadis and alternative assessments *(in € million)*	4,057	4,540	4,523	-	100%	-	100%
A17_A_c3	Total percentage of spend assessed by EcoVadis and alternative assessments	75%	73%	70%	-	100%	-	100%
A17_A_c4	Number of risky suppliers (below 40 score in EcoVadis)	42	not disclosed	not disclosed	-	100%	-	-
A17_A_c5	Percentage of total spend represented by risky suppliers	1.5%	not disclosed	not disclosed	-	100%	-	-
GRI 204-1	**Proportion of spending on local suppliers**							
GRI 204-1_A_c1	Percentage of local spending	76%	84%	85%	-	100%	-	100%
GRI 205-1	**Operations assessed for risks**							
GRI 205-1_c1	Number of "alerts" reported through Whistle blowing systems	94	50	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	74,772	91,270	95,125	94%	-	92%	-
GRI 205-2_E_c1	Percentage of employees who successfully completed the Code of Ethics' elearning	94%	92%	89%	94%	-	92%	-

		2024	2023	2022	2024 PERIMETER *(%)*		2023 PERIMETER *(%)*	
Standard code	Indicator Name	GROUP	GROUP	GROUP	Per employee	Per revenue	Per employee	Per revenue
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 proceedings	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 proceedings	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 proceedings 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 received from governments**							
GRI 201-4_A_c1	Financial assistance received from governments *(in € million)*	87	81	96	-	75%	-	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).

LFR. 149: Information as of December 31, 2024. Please note that, during the 2024 fiscal year, the roles of Chairman and CEO were separated until the resignation of Paul Saleh as Chief Executive Officer on July 23, 2024. At this date, Jean-Pierre Mustier was appointed Chairman and Chief Executive Officer until October 14, 2024, date on which the Board of Directors appointed Philippe Salle as Chairman of the Board with immediate effect, with Jean-Pierre Mustier keeping his role as Chief Executive Officer, and as Chairman and Chief Executive Officer as from February 1, 2025.

LFR. 150, LFR. 150.1, GRI 405 1, G.Q11, LFR. 162, LFR. 197: Information as of December 31, 2024. 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)": 54% (7 out of 13). 50% (5 out of 10) 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 418-1_A1, SASB TC-SI-220a.3: The threshold to report the complaints is €300 thousand.

5.2.2 Other environmental topics

5.2.2.1 Water and marine resources

Though not identified as material topics in the 2024 double materiality analysis, Atos monitors the water usage in its sites and strives for efficient consumption, actively seeking opportunities to reduce overall usage whenever possible to enhance sustainability.

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 data centers and office sites, data related to the volume of water is collected. In 2024, 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 495,565 m^3 for all employees [(1)].

Regarding water usage for product manufacturing and data centers:

- at Big Data and Security, the main consumption of water is by upstream suppliers for the manufacture of electronic cards and processors. By design, the servers are optimized for high temperature closed loop liquid cooling which optimizes the WUE (Water Usage Effectiveness) and therefore minimizes water consumption in the testing phases on the servers, whether in R&D for prototypes or at the Angers factory for production.
- in data centers, 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.

5.2.2.2 Biodiversity and land use, air emissions and pollution

Though not identified as material by the 2024 double materiality assessment, 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 and on biodiversity.

Atos, because of its activities and because of the continuous optimization program of its sites, contributes as little as possible to the use of land surfaces.

Atos does not produce any biogenic CO^2 emissions. However, regarding biodiversity, several local initiatives have been taken up worldwide.

In 2023, Atos and WWF entered a 3-year strategic partnership to leverage technology to support biodiversity conservation and encourage businesses to decarbonize.

As part of this partnership, Atos:

- develops responsible IT solutions for WWF and its partners (see more details in section 2.2.4;
- supports two WWF on-site biodiversity projects:
  - "Nature Impact", which is the first fund based on PES (Payments for Ecosystem Services) that combines biodiversity protection and carbon sequestration in French forests. This ambitious initiative, that focuses on three main measures that have a positive impact on biodiversity and carbon sequestration, is based on strong governance, transparency and selected partners and beneficiaries,
  - "Posidonia", which aims to completely halt the degradation of the Posidonia meadow caused by anchoring of pleasure craft in the French Mediterranean, by engaging yachtsmen through targeted communication and engagement techniques, and by influencing public decision-makers to set up dedicated anchorage areas.

5.2.2.3 Other waste

Though not identified as material by the 2024 double materiality assessment, Atos' action plans regarding waste management (including trainings to Logistics and Housing employees) have positive repercussions on waste generation and aim reducing waste generated.

In 2024, based on ADEME available estimations of waste per employee in the tertiary sector (120 to 140 kilograms of tertiary waste per employee), Atos' global office waste worldwide was estimated at around 10,131 tons for all employees. An average of 130 kilograms per employee was used for Atos' calculation.

1) This figure is calculated on the basis of estimates which have been updated in 2024.

Please refer to the paragraph 5.1.2.3.3.1 for the description of policies regarding waste in Atos Group.

Description	Real data	Estimated	Total
All E-Waste (Batteries & Accumulators + Other E-Waste) (see section 5.1.2.3.3.4)	327.74	346.79	674.53
All other tertiary waste (hazardous non e-waste + Non-hazardous waste)	0	10,131	10,131
Overall Group Total Waste (tons)	**327.74**	**10,477.79**	**10,805.53**

5.2.3 Other social topics

5.2.3.1 Talent attraction and retention

Though not identified as material topics in the 2024 double materiality analysis, Atos recognizes that attracting and retaining talent is crucial for the success of the organization.

Atos understands the importance of having a robust recruitment and retention strategy in place to drive its business forward. During 2024, the Group hired 9,303 employees, of which 4,504 were Juniors (representing 50.08% of employee hiring) and prioritized diversified hiring, achieving 4,023 women hired. In 2024, 32.28% of Atos employees were women.

The group recruitment strategy encompassed a global deployment of several tools, programs, tDechnologies and AI aimed at clearly voicing Atos' employer value proposition, strengthening Atos' employer brand and its visibility, to accelerate candidate attraction.

The Group Recruitment Center of Excellence (CoE) encompasses strategic global recruitment functions and is the enabler for the Atos recruitment community, while the **Global NextGen Careers Management team** is pivotal in recruiting emerging talent from academic institutions, focusing on Gen Z for their tech-savviness, innovation, and adaptability.

Several key initiatives targeting this demographic were implemented in 2024, including the **IT Challenge, NextGen Careers Events and In-house Days.** Additionally, Atos collaborates with 185 universities worldwide and partners to enhance career opportunities for Gen Z careers and adapt business areas for greater application-friendliness.

Keen to offer its own workforce career perspectives, Atos has run since 2016 its **"Internal First"** program. The purpose of the program is to promote internal mobility when filling any vacant position. The goal is to give Atos employees the opportunity to develop their experience, skills and employability within new career paths and through mobility.

Key People program

With a focus on nurturing and retaining top talent, Atos also invests in various strategies and initiatives to ensure that key people are engaged and committed to the Company's long-term vision.

One of the key strategies employed by Atos is the Key People program that was relaunched in 2019, focusing on Atos' most senior level Experts, Scientific Community members, Top Talents and employees with key contributions. The program has evolved and adapted to transformations within the Company over the years. An operational HR team with representatives from each business and Regional Business Unit (RBU) area, actively manages the retention of the 2,400 identified Key People. They work closely with business managers to address development, career progression, remuneration, and mobility, ensuring individualized career and development care.

The success of this program is attributed to the active engagement of the Senior Leadership teams, who support the retention and career development of Atos' key employees. Multiple retention measures have been implemented and consistently followed up on. As in previous years, Talent Review sessions with succession planning were conducted to enhance the visibility and further development of Talent, with a specific focus on geographies and business areas where it was most needed and supported by senior leaders. Additionally, various Career Management offerings aimed at career progression and development were made available to all Talents within the organization.

In 2024, despite "the high attrition" the market was facing and the ongoing transformational processes in the Group, Atos managed to retain 91% of its Key People. This is enhanced by the stability that the program had in 2024 and the lack of big fluctuations of the people in its scope. In 2024, women constituted 31.33% of the Atos talent pool.

5.2.3.2 Atos Group Compensation and Benefits

Though not identified as material topics in the 2024 double materiality analysis, Atos is committed to follow Compensation and Benefit principles and monitors adequate wage and so social protection.

Compensation and Benefits cover several elements including base salary, variable pay, benefits and recognition. In designing and executing each of these, the key principles to be achieved are to attract and retain talents, motivate and reward performance both collectively and individually in a balanced and competitive way, and ensure fair and equitable compensation decisions.

To ensure that Atos achieves these key principles and remains competitive in the market, each aspect is regularly reviewed, and where necessary, redesigned or enhanced. Although Atos operates globally, it is essential to note that many of the offerings need to be reviewed and deployed locally in accordance with the specificities and regulations of each country where it operates.

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.

Atos ensures that the Group has a transparent compensation program designed to ensure fair remuneration and living wages and adheres to the ILO Declaration on Fundamental Principles and Rights at Work.

Base Pay

Atos Base income is mainly determined by local regulations and requirements like collective agreements, and market standards. As a result, the Local Human Resources organization regularly monitors salaries to ensure compliance with all local standards. In addition to these measures, global processes such as regular annual merit reviews are also in place.

Atos is operating in 68 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.

Deviations from the median are specifically analyzed and evaluated and – if necessary – adjusted to comply with local minimum wages. This aims to offer fair wages and equitable compensation decisions to attract and retain talent.

Atos uses a methodology based on the concept of the compensation ratio (comp ratio). To determine the individual or role specific comp ratio, the employee's individual income is compared with the internal or external average income of employees in the same role.

Variable Pay

The variable pay rules are defined in the Global Bonus Policy, which outlines all elements of bonus calculation, including objectives, scopes, weightings, and payout curves. This policy applies to all countries, and any local deviations due to restrictions or legislation must be aligned with the Group beforehand.

Each semester, Global HR Compensation & Benefits issues the policy and summarizing flyers, which are then subsequently distributed to the local HR organization. The local HR is responsible for the country-specific rollout, which may include consultations with social partners if required. Relevant objectives are entered into a tool by Global C&B (for overarching financial objectives) and managers (for objectives agreed between managers and employees). This system allows employees to access these objectives at any time. After the semester ends, achievements are assessed, followed by the calculation of bonus entitlements and corresponding payments in October for the first half of the year and the following April for the second half of the year.

The rules are reviewed every semester to ensure that the objectives defined align with the Group's strategy and goals. Adjustments to plan elements are made as necessary and incorporated into the policy for the following semester.

The bonus framework is designed to align managers' targets with the Group's objectives and to encourage high performance among employees.

In 2024, Atos focused on 2 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);
- **Employees:** for those eligible (middle manager and contributor level) employees' bonus is based mainly on their performance and assessed using their performance rating. Multipliers are paid for overperformance of objectives to recognise high performance. Additionally, a part of the variable pay is based on the achievement of a Cash objective.

The relevant metrics include the potential bonus amount to be earned (on-target bonus = OTB) and the underlying objectives, which determine the actual payout amount. The key targets primarily include external revenue, margin, cash, and order entry for sales employees.

Stock Plans

Although Atos did not launch new Stock Plans in 2024, the policies for previously initiated Stock Plans remain in effect. These include policies for the **Employee Stock Ownership Plan and Management Long-Term Incentive Plans.**

Employee Stock Programs

Employees were offered the opportunity to purchase shares at a reduced price (discount on the share price at time of subscription) with a match from the Group or to invest in Atos-specific funds. Subscriptions and administration were managed by external banks.

Management long-term incentive Plans

Those plans were predominantly allocated to executives and critical digital talent through Atos Group Management.

Long-term incentive programs aim to retain management and key digital talents by aligning their interests with the long-term performance and results of the Group through these incentive plans.

The definitive acquisition of the shares allocated under the long-term incentive plans are subject to a presence condition and performance conditions. The plans are based on Financial KPIs on Group level as well as objectives referring to non-financial indicators including internal ESG performance.

In 2025, the Group will adopt a long-term incentive program.

Benefits

Atos provides a range of benefits as part of the total compensation package. These include specifically health, life, and pension plans, but also competitive benefits such as company vehicles, flexible benefits, lunch vouchers, childcare vouchers, enhanced paid leave, wellness, and employee assistance programs, and more. Offerings vary by geography according to local regulations; however, in most countries, benefits are centrally managed through a global group contract with an external broker to ensure the highest market standards and best conditions.

The countries determine which benefits should be offered to employees, considering local market requirements, employee needs and the specific structure of our population in each location (such as age groups, gender, special requirements for working conditions and more). These benefits are then either contractually agreed upon or granted through local policies to the employees. Global and, when necessary, local group contracts with external brokers and vendors are regularly reviewed and adjusted when needed.

The objective of these benefit programs is to ensure that the Group offers an attractive and competitive package in each respective market in which it operates that is valued and appealing to employees.

To support the implementation of the benefit programs in place, the Group will evaluate the need for a global benefits strategy and a dedicated policy to ensure a more standardized framework across countries. Initiatives are already initiated to evaluate discrepancies between legal entities within a country to analyze the potential for standardization.

The coverage of Atos´ employee benefits remained stable in 2024:

The health care benefits coverage for permanent employees was 94% in 2024. Additionally, the Company further expanded its disability benefits offering to nearly all permanent employees, to reach 98.1% in 2024 [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 97.2% 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).

Recognition Programs

Atos has two programs to foster a culture of appreciation and recognition within the organization, thereby motivating and retaining talent by acknowledging outstanding contributions:

- **Accolade**: This tool enables managers to promptly reward their teams for exceptional performance according to four levels (Champagne, Bronze, Silver, and Gold). These accolades can be presented in individual or group ceremonies. In 2024, over 6,000 Accolades were awarded across all levels;
- **SPOT Awards**: This is an online recognition program utilized at a global level, allowing employees to acknowledge the exceptional efforts of their colleagues and instantly share their appreciation. It requires no approvals and can be awarded across different levels, functions, and geographies.

5

5.2.3.3 Atos employee networks and partnerships

Atos continues to strengthen its commitment to fostering a culture of belonging, allyship, and inclusion by empowering its Employee Resource Groups (ERGs) and Communities to drive impactful initiatives. These groups have taken significant strides in creating safe spaces, raising awareness, and promoting advocacy aligned with the organization's values.

The Adapt Community has been instrumental in advancing awareness of disabilities and health-related topics. Key initiatives this year include a webinar on amplifying the leadership of persons with disabilities, shedding light on creating inclusive and sustainable futures. Additional events during Dementia Action Week and round table discussions on critical topics such as eating disorders, men's mental health, prematurity, and stem cell donation have furthered conversations around health and well-being. Panel discussions addressing ADHD and preventing workplace harassment underscore Atos' dedication to fostering inclusive workplaces. Collaborative efforts between Atos Adapt and Atos Inspire have strengthened allyship through initiatives like Men's Mental Health awareness webinars and related communications. Meanwhile, the Adapt and Pride networks joined forces to deliver an impactful awareness campaign for World AIDS Day, showcasing the power of collective advocacy in driving meaningful change.

In celebration of International Women's Day, the Northern Europe Gender Community and UK Inspire Network organized events centred on the theme *Inspiring Inclusion,* emphasizing intersectionality and promoting Women's International Networking (WIN). In the APAC region, the newly formed Gender Community ran a series of awareness initiatives, drawing attention to regional challenges and showcasing internal support systems. Throughout the year, the focus on gender inclusion has been complemented by initiatives such as heart health sessions, book clubs, a women's history club, and wellness-focused webinars exploring topics like self-care and equity in the workplace.

The relaunch of the UK Domestic Abuse Network as the *Safe Haven* Community has provided employees with a confidential and supportive platform for addressing domestic abuse and violence against women and girls. This initiative has not only raised awareness but also connected employees with valuable resources to seek help and support.

Cultural awareness and multicultural engagement have remained integral to Atos' community efforts. Religious and cultural celebrations such as Christmas, Passover, Eid, Diwali, and Vaisakhi have been marked with meaningful activities, including lunch and learn sessions that foster cross-cultural understanding. The UK's Black History Month celebrations embraced the theme *Reclaiming Narratives,* highlighting the contributions of African and Caribbean communities to British history. Events included a webinar with the British West Indies Regiment Heritage Trust and a live *Cook Your Culture* session featuring West African dishes. In North America Atos African American Affinity Group (4AG) hosted Black History Month during February with programming themed "African Americans and the Arts," highlighting the profound impacts Black Americans have made in visual arts, music, and cultural movements. Our programming honored unsung artisans of the past while showcasing organizations that elevate and preserve artistic expression through community engagement. To commemorate Juneteenth, we implemented cross-company along with our partner Microsoft programming featuring lunch and learn sessions that celebrated trailblazers in tech and shared cherished culinary recipes passed down through generations

The Pride Community has actively advocated for LGBTQ+ inclusion, celebrating National Coming Out Day and Transgender Awareness Week while encouraging participation in harassment prevention training. These efforts have reinforced Atos' stance as an ally and advocate for diversity.

The Changing Face of Technology event, a well-established initiative supporting underrepresented students, was hosted in partnership with Google and VMware. In 2024, over 140 students from 34 universities participated alongside 120 mentors from Atos Group, and Google. The program has become a significant step in empowering underrepresented groups to thrive in the technology sector.

Atos' year-round efforts have also included ongoing support through imposter syndrome workshops, providing employees with practical tools to overcome self-doubt.

Atos is also deeply engaged in various DE&I-focused organizations and partnerships, where the Company actively contributes to advancing diversity, equity, and inclusion. Through these collaborations, Atos has signed important charters and made specific commitments to drive meaningful change. Some notable examples include:

- member of the Valuable 500 (supporting the accessibility needs of its employees) (1);
- signatory to parity.org (advancing women into senior roles);
- member Business Disability Forum Partner (2);
- signatory to the UN Standards of Conduct for Business;
- partnership with NASSCOM in India;
- partner with Women in Africa on the WIA Code program;
- member of Microsoft Canada's Global Partner Solutions Women's Council;
- UK Signatory of: Women in Defence Charter (Gender/ArmedForces), Race at Work Charter (Ethnicity); Change the Race Ratio (Ethnicity);
- UK Member of: Purple SPace (Disability), Henpicked (Menopause); Tech UK (Trade Association);
- UK Signatory of: Wellbeing of Women Menopause Workplace Pledge; Armed Forces Covenant; Employers Domestic Abuse Covenant;
- UK Real Living Wage Employer (Social Economic);
- approval and legal registration of the I Plan for Equal Opportunities for Men and Women at Atos Holding Spain;
- authorization to collaborate with Special Employment Centers (NGOs) to comply with the "General Law on the rights of people with disabilities and their social inclusion" in Spain for Atos Holding.

In 2025, Atos will continue to empower its networks to lead transformative initiatives, drive meaningful actions, and inspire a culture of inclusivity. These networks will focus on amplifying awareness, providing education on critical issues, and creating spaces for sharing diverse stories and experiences. By advocating for equity and addressing challenges such as prejudice, systemic barriers, and discrimination, Atos remains dedicated to fostering a workplace where every community thrives and contributes to a shared vision of progress and belonging.

1) *ATOS – The Valuable 500.*
2) *Partners – Business Disability Forum.*

5.2.3.4 DE&I Successes ad Awards

Alongside developing its DE&I framework and overarching principles, Atos has outlined several short-term actions for 2024 across its strategic pillars in Tech Foundations and Eviden. Notable achievements in 2024 include raising awareness and educating team members through a range of initiatives such as International Women's Day, He for She, Movember Drop-in at New Atos, World Menopause Awareness Day, the Leading Ladies Event in collaboration with IBM, and Pride Month. These efforts underscore Atos' ongoing commitment to promoting an inclusive and diverse work environment.

In 2024, Atos proudly earned global and regional recognition for its commitment to Diversity, Equity, and Inclusion (DE&I), receiving the following prestigious awards and honors:

- 1 finalist for the In-House Diversity, Equity & Inclusion Champion Award in the Women in Influence and Power in Law Awards 2024;
- 1 winner for "L'autre Cercle" in the "Role model 24";
- 1 winner in ISG Women in Digital awards in EMEA [1];
- featured as one of the Top 25 in the "Maturity Matrix 2024" with Investing in Ethnicity;
- UK&I colleague listed in Tech Women 100 Awards (2024);
- UK&I Colleague won Women in Tech Excellence Mentor of the Year Award (2024);
- UK retained "Leader" status as a Disability Confident Employer (2024) and "Advance" status for Investing in Ethnicity Matrix (2024);
- UK named as Top 10 Outstanding Employer Award for Investing in Ethnicity (2023 – awarded in Feb 2024);
- UK retained Menopause Friendly Workplace accreditation;
- UK one of the first large corporate IT organisation' to sign the Employers Domestic Abuse Covenant;
- Atos Group is ranked #147 out of 850 in the Financial Times-Statista Diversity Leaders rankings for Europe [2].

5.2.4 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. The arrival of the Corporate Sustainability Reporting European Directive positively impacted the number of indicators and data points the Group reports on and ultimately its Duty of Vigilance compliance.

Atos' vigilance plan (the "**Vigilance Plan**") is structured around: (i) the scope (5.2.4.1) and the governance (5.2.4.2) of the plan, (ii) the measures relating to the risk mapping, the evaluation procedures and mitigation actions for Atos' own activities (5.2.4.3) and its supply chain (5.2.4.4), (iii) the alert mechanism (5.2.4.5) and the monitoring system in place to evaluate the performance of the plan (5.2.4.6).

Building upon additional indicators available within its operations, the Group continues to reinforce its Duty of Vigilance Compliance in building upon the evolutions driven by the CSRD requirements.

5.2.4.1 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 Sections 5.1.3.2 "Workers in the value chain [ESRS S2]" and 5.1.4.1.2 "Business conduct with the supply chain [ESRS G1-2, ESRS G1-6]".

1) ISG Women in Digital Awards | Defining Leadership for the Future | ISG (isg-one.com);
2) FT-Statista Diversity Leaders ranking and full methodology.

5.2.4.2 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 supervision of the Group General Secretary & Group General Counsel, 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 (which entails Global Corporate Expertise, Employee Experience, Diversity team);
- Group Safety and Security team;
- Group Legal;
- 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.

5.2.4.3 Own activities

5.2.4.3.1 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 are allowing 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 2024, the Compliance and Ethics risk continued to be assessed and considered as "optimized", i.e. relatively low in terms of gross risk considering the business environment in which Atos is evolving, and well mitigated thanks to the comprehensive policies and processes that have been implemented over the years within the Group as further described below.

- **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**

The material impact, risks and opportunities (IROs) for Atos have been identified in a double materiality analysis as described in the sustainability statement in Section 5.1.1.3 IRO Management. Atos' risks related to Environment are identified by internal experts from a comprehensive set of functions using a combination of analysis, tools and processes, including but not limited to the Enterprise Risk Management (ERM) which covers main environmental matters. Atos has also used an external tool based on climate scenarios and short, medium and long-term timeframes to identify the exposure of its sites to climate-related physical risks.

The identification and assessment of risks' methodology is detailed in Section 5.1.1.3.1.4 "Description of the process to identify and assess material topical ESRS related IROs" for IROs related to climate, water and marine resources, biodiversity and ecosystems and resource use and circular economy.

- **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.

5.2.4.3.2 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" certificate. Atos' efforts in the Environment area have been particularly recognized, managing to maintain Atos' 100/100 score for the third year running. Regarding the Labor & Human Rights and Ethics, Atos' score reached 70/100 and in Sustainable Procurement, the scoring improved to 90/100, illustrating Atos' commitments and values.

- **Human Rights**

Atos' assessment conducted by EcoVadis in terms of Human Rights consists of an extensive review of 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), human rights topics (child and forced labor, discrimination, human trafficking, debt bondage criteria, endorsement of the United Nations Global Compact; etc.) as well as the actions implemented throughout the Group. A final assessment is thereafter issued by EcoVadis (1) highlighting the strengths of the Atos program and (2) detailing 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 for the following year, and above all a better understanding of where processes are weak in relation to what can be expected of companies on the market.

With regard to third-party management in relation to human rights, Atos has set up a strong third-party due diligence process. Indeed, customers and prospects, suppliers and other business partners or intermediaries are thoroughly vetted using compliance screening software and databases prior to engagement. 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, to ensure that we do not support any companies that would have committed or be involved in human rights violations.

Third party evaluation particularly aims at identifying companies and individuals which may be subject to international sanctions (such as the ones targeted by the EU Global Human Rights Sanctions Regime, the Global Magnitsky Act, the Uyghur Forced Labor Prevention Act (UFLPA), the various import/export bans based on human rights violations, etc.), subject to legal breaches (notably convictions for human rights violations), as well as identifying human rights abuses that could have been committed by the third parties in the past.

Following the integration of all types of third parties into a single screening solution in 2024 to ensure a uniformed framework for the assessment and monitoring of third parties, subsequent updates of the relevant policies and processes were carried out to reinforce the differentiation of third parties according to the risk exposure represented by each category.

- **Environment**

Evaluation procedures related to Environment are summed up in the Section 5.1.1.3.1.4 “Description of the process to identify and assess material topical ESRS related IROs” as part of the CSRD report, and further detailed across in Section 5.1.2 “Environment”.

- **Health and Safety**

Health and Safety is organized at group level and managed locally and governed by each Country Cluster or Country in line with the local legislation, norms and standards such as the ISO 45001:2023 standard. For more details, please refer to Sections 5.1.3.1.5.1 “Health and Safety [ESRS S1-14]” and 5.1.3.1.5.2 “Well-being and work-life balance [ESRS S1-15]”.

A network of Country Safety and physical Security Officers (CSSO) ensures the deployment of actions plans at country level working closely with Site Security Advisors (SSA), local human resources and Occupational Health SPOC 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.

5.2.4.3.3 Mitigation actions

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 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 Section 5.1.4.1.1.2 "IRO Management – Deployment of Business Ethics Program – a) Policies" • Atos' Partners Commitment to Integrity, which sets out Atos' ethical commitments and expectations towards third parties, please see Section 5.1.4.1.1.2 "IRO Management – Deployment of Business Ethics Program – a) Policies" • 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 Section 5.1.4.1.1.2 "IRO Management – Deployment of Business Ethics Program – a) Policies" • 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 Section 5.1.3.4.2.4 "Data privacy"- Policies [ESRS S4-1] • Atos Security Incident Management Policy according to ISO 27001 certification, which establishes the organizational structure for event or incident response, please see section 5.1.3.4.2.3 "Security/cyber security" and especially section 5.1.3.4.2.3.2 "Processes [ESRS S4-2, S4-3]".
		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 Section 5.1.2.3.2 "Material IROs linked to manufacturing activities (BDS) [ESRS E5-4; ESRS E5-4]". • Atos Human Rights Policy Statement, which sets up Atos' commitment to protect Human Rights in all its sphere of influence; please see Section 5.1.3.1.3 "Human Rights & Labor practices [ESRS S1-1]" • 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 Gender Equity Program, which aims at attaining gender balance and advancement of women into senior positions; please see Section 5.1.3.1.5.4 "Employee Diversity and Inclusion" • Diversity and Inclusion at Atos; please see Section 5.1.3.1.5.4 "Employee Diversity and Inclusion" • Code of Ethics mandatory training and ETO²S virtual classroom training for managers, please see Section 5.1.4.1.1.2 "IRO Management – Deployment of Business Ethics Program – c) Trainings & Communication"
		Tool	• Conflict Minerals – Due diligence supporting tool Silicon Expert. • Compliance Catalyst Screening Tool – Main Third party (customers, prospects and suppliers) due diligence supporting tool • –ID Prove – Second Third Party (customers, prospects and suppliers) due diligence supporting tool. • Code of Ethics e-learning platform • EQS – dedicated Whistleblowing system

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 45001:2023, please see Sections 5.1.3.1.5.1 "Health and Safety [ESRS S1-14]" and 5.1.3.1.5.2 "Well-being and work-life balance [ESRS S1-15]".
	Safety of the workplace	Policy	• Atos Occupational Health and 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 27001:2023 certification (Atos Group Level).
	Environment	Policy	• The Environmental Policies which relate to climate change can be found in Section 5.1.2.2.3, the policies related to manufacturing activities can be found in Section 5.1.2.3.2.1 and the policies related to waste can be found in Section 5.1.2.3.3.1.
		Program	• The targets, action plans and results for climate change can be found in Section 5.1.2.2.4, for manufacturing activities please refer to Sections 5.1.2.3.2.2 and 5.1.2.3.2.3, and for waste please refer to Sections 5.1.2.3.3.2 and 5.1.2.3.3.3. • For more information on the Environmental Management System please refer to Section 5.1.2.2.1 "Environmental governance".
		Certification	• ISO 14001:2015 certification (Atos main sites), please see in 5.1.2.2.1 "Environmental governance".

5

5.2.4.4 Suppliers

5.2.4.4.1 Risk assessment

In 2024, 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.

5.2.4.4.2 Evaluation procedures

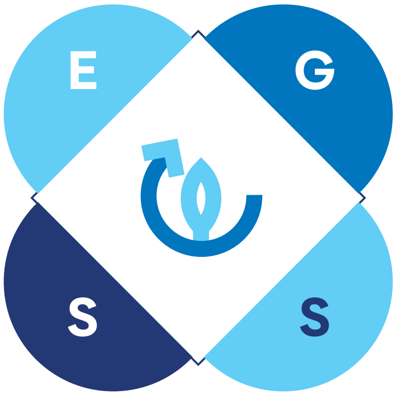
To ensure ethical and compliant activities, Atos focuses a significant portion of its spend on large Tier-One (direct) suppliers and has them assessed by EcoVadis on their corporate responsibility performance. In 2024, 75% of the total Group spend has been assessed by EcoVadis or alternative CSR assessments. For more information, please see Sections 5.1.3.2 "Workers in the value chain [ESRS S2]" and 5.1.4.1.2 "Business conduct with the supply chain [ESRS G1-2, ESRS G1-6]"

Decarbonization

Increase global spend with environmentally committed suppliers **(green/amber): 64%**

CSR Risk

Risk assessment and monitoring: achieve **75.5%** of total Atos Group spend with suppliers assessed (by EcoVadis or alternative assessments)



Ethics and human rights

Modern Slavery training
All Procurement personnel to complete the Modern Slavery training on the Atos Learning portal (UNSCHE 62025).
The course is UK focused, but applicable globally.

Inclusive sourcing

Social – Supplier Diversity: invite one diverse supplier to all RfXs (identified by Beroe or by external mapping)

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.

Atos' top managed suppliers are reviewed annually 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 5.1.3.2.2.2.3 "Actions [ESRS S2-4]".

5.2.4.4.3 Mitigation actions

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 and compliance recommended clauses have been updated in 2024. They contain a comprehensive undertakings 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 Sections 5.1.3.2 "Workers in the value chain [ESRS S2]" and 5.1.4.1.2 "Business conduct with the supply chain [ESRS G1-2, ESRS G1-6]"

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 5.1.2.2.4.2.2 "Scope 3 Decarbonization levers".

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.

5.2.4.5 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 5.1.4.1.1.2 "IRO Management – Deployment of Business Ethics Program – e) Alert System".

In 2024, Atos pursued the digitalization of the Atos Group Alert System with the roll-out of a dedicated system already effective in Americas, India, Middle East, Africa, Turkey and Asia Pacific with the addition of the Atos European countries. The preparation and launch of all relevant consultation and/or information process of the European and local work councils has been engaged in all relevant countries, 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, and finalized, except for Poland and the Netherlands. The use of the tool supporting the whistleblowing system remains an option to a whistleblower who may always report their concerns through any means.

The different reporting channels offered to employees are contained in the Code of Ethics, detailed on the Atos website, directly available through the internal systems and regularly communicated through global and local dedicated communications. All alerts are directed to Human Resources and/or Compliance, as relevant.

1) *https://atos.net/wp-content/uploads/2024/09/atos-commitment-integrity-en.pdf*

5.2.4.6 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. The consolidated data, which is processed on a no name basis provide, valuable information to the top management and the Audit Committee of the Board of Directors about potential patterns and are a key part of the Group's continuous improvement cycle. Please see Section 5.1.4.1.1.2 "IRO Management – Deployment of Business Ethics Program – e) Alert System" 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 Audit Committee of the Board of Directors in parallel of the presentation of the Group compliance activity as illustrated in the Annual Compliance Review, available online on Atos website [1].

In 2024, 94 compliance alerts were reported and monitored within the Group.

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	92%	94%	+2.17%	5.1.4.1.1.2
Percentage of main Offices and core Datacenters ISO 14001 certified or in the process of being certified		Across	88.6%	92.3%	+4.17%	5.1.2.2.1
Number of sites certified with a recognized Health and Safety management system		Internal platform	40	41	+1	5.1.3.1.5.1.5
Number of suppliers with corrective action initiation requested by Atos (for suppliers with an EcoVadis score < 40)		EcoVadis	62	42	-20	5.1.3.3.2.4

1) *https://atos.net/en/about-us/corporate-responsibility-and-sustainability/ethics*

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, 2024

This is a free 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 for Grant Thornton and by decision (*ordonnance de référé*) of the President of the Pontoise Commercial Court (*tribunal de commerce*) dated December 19, 2024 for Forvis Mazars SA, we have audited the accompanying consolidated financial statements of Atos S.E. ("Atos", the "Company" or the "Group") for the year ended December 31, 2024.

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, 2024 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 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 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, 2024, 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) N° 537/2014.

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 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.

Goodwill recoverable amount valuation

Note 5 "Other operating income and expense", Note 8 "Goodwill and fixed assets" to consolidated financial statements

Key Audit Matter	Our audit approach
As of December 31, 2024, the net carrying value of goodwill amounts to €653 million, namely 7.9% of the total assets. Goodwill is tested for impairment when there are events or circumstances that indicate that the carrying amount could not be recovered. This test is performed at least annually. Since June 30, 2023, due to the completion of the legal carve-out between Tech Foundations and Eviden, the cash-generating units (CGUs) have been redefined and now correspond to Tech Foundations and Eviden operations within each Regional Business Unit (RBU). To perform the annual goodwill impairment test, the carrying amount of CGUs is compared with their recoverable amount, which corresponds to the fair value less costs to sell, determined in consideration of the implied enterprise value derived from market data, being the Group market capitalization at year-end and the fair value of the financial debt. The implied enterprise value has been allocated between CGU based on the Discounted Cash Flows ("DCF") method from the most recent management business plan as presented to the market on September 2nd, 2024, press release. The CGUs recoverable values are determined based on particularly sensitive forward-looking assumptions and other estimates. When the recoverable amount is lower than the carrying amount, an impairment loss is recognized. In 2024, the total impairment of goodwill amounted to €2,240 million. We considered the valuation of goodwill recoverable amount as a key audit matter, given the weight of this asset in the consolidated statement of financial position, the importance of management's judgment in determining the fair value less costs to sell, 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 methodology and the assumptions used by the Group, assisted by external advisors, to determine the fair value less cost to sell, • we reconciled the cash-flow projections with the business plan of the Group and presented to the market on September 2nd, 2024, • we analyzed the overall consistency of assumptions used (including the estimation of the perpetual growth rate), especially through interviews with Management and in the light of 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 verified the arithmetical accuracy of the valuation methods used by the Group. We performed our own sensitivity calculations to appreciate 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.

Revenue recognition on multi-year fixed-price service contracts

Note 3 "Revenue, trade receivables, contract assets, contract liabilities and contract costs", note 5 "Other operating income and expenses", note 12 "Provisions" to consolidated financial statements

Key Audit Matter	Our audit approach
The Atos Group operates in the sectors of digital transformation, cloud computing, cyber security and high-performance computing. As described in Note 3 to the consolidated financial statements: • revenue is recognized in accordance with IFRS 15 "Revenue from contract with customers", according to the transfer of control over the service performed, • for multiple-element service contracts, which may correspond to a combination of different services, revenue is recognized separately for each identified performance obligation when control of the goods or services is transferred to the customer. In particular, for multi-year fixed service contracts, revenue recognized depends on: • the estimated total price of the transaction, its allocation to the various elements of the contract and, • estimated total contract costs, based on various assumptions. The total costs of a contract, in particular those still to be incurred, are regularly monitored in order to determine the degree of completion of the contract and the level of margin to be recognized. A provision for onerous contracts is recognized if the future costs of completion exceed the expected economic benefits. We considered revenue recognition on multi-year fixed-price service contracts to be a key matter in our audit because of its materiality in the Group's financial statements, and the level of judgment and estimation required by Management to determine the revenue and margin at completion for these contracts.	We got an understanding of the internal control procedures relating to the monitoring of contracts, the estimation of costs over the life of the contract and the margin, and in particular the controls relating to the costs charged per contract and those still to be incurred. For a selection of contracts based on quantitative and qualitative criteria (in particular contracts presenting technical difficulties or low profitability), we performed the following procedures: • we assessed the distinct nature of the performance obligations identified in the contracts and the sales recognition method for each of them, • we reconciled accounting data with contractual data, including additional requests or contractual claims and management data relating to the operational monitoring of projects, • based on contractual data, operational data and interviews with management controllers and/or operational managers, we assessed the costs still to be incurred and the degree of completion of the contract determined, on which the recognition of sales and margin is based. We have also compared the estimates of results to completion for previous periods with the corresponding actual results and reviewed the correspondence with customers, • we assessed the reasonableness of the assumptions and data used by management to determine the losses to completion identified on onerous contracts. We also performed substantive procedures on a sample of trade receivables and invoices to be issued, in order to assess management's estimates of the prospects for recovering these receivables. We assessed the appropriateness of the information disclosed in the notes to the consolidated financial statements.

Accounting treatment for the financial structuring

Main events of the period, Note 6 "Financial assets, liabilities and financial result", Note 14 "Shareholders' equity" to the consolidated financial statements

Key Audit Matter	Our audit approach
Given its financial constraints, the Group announced on 3 January 2024 its decision to adapt its strategy in order to maintain an attractive business mix for its employees, customers, creditors and shareholders, while ensuring the repayment and refinancing of its financial debts. On 5 February 2024, the Group announced that it had entered into discussions with its banks with a view to reaching a refinancing plan of its financial debt. On 25 March 2024, at the Company's request, an amicable conciliation proceeding (*procédure de conciliation*) was opened for the benefit of the Group. On 24 July 2024, the Group announced the opening of an accelerated safeguard proceedings to enable him to implement its financial restructuring plan in accordance with the Lock-Up Agreement reached between the Group, banks and some bondholders. On 27 September 2024, the Group announced that Atos' shareholders and financial creditors, meeting as classes of affected parties, have supported the proposed Draft Accelerated Safeguard Plan that was subsequently presented to the Pontoise Commercial Court (*tribunal de commerce*) at the hearing of 15 October 2024 and approved by judgment dated 24 October 2024. Following the completion of the Reserved Capital Increases and the implementation of the New preferred financings and debt reinstallation, which occurred on 18 December 2024, Atos SE announced on 19 December 2024 the completion of the final steps of the Accelerated Safeguard Plan. As presented within the main events of the period section of the Notes to the consolidated financial statements, this financial restructuring led to: • a €233 million rights issue settled and delivered on December 10, 2024, which gave rise to a cash contribution of €143 million and the equitization of claims amounting to €90 million, • the equitization of €2,940 million (including interest) of existing financial debts (via three capital increases reserved for creditors, which were settled and delivered on December 18, 2024), • the reinstallation in the form of reinstated debts maturing after 6 years or more of €1,948 million of existing financial debts, • A total of €1,750 million of new money obtained: – €1,605 million of new financings (new money debt – including €60 million of bank guarantee and €440 million RCF, of which €190 million dedicated to meeting the needs for bank guarantees), and – €145 million of new money equity resulting from the Rights Issue cash contribution as well as additional voluntary cash subscriptions by the participating creditors under the additional reserved capital increase. • The issue of 22,398,648,580 share subscription warrants (*bons de souscription d'actions* or *BSA*).	We included specialists in accounting and valuation of financial instruments in our team to assess the compliance of the accounting treatment for all equity and debt transactions with prevailing IFRS, particularly IFRS 9 "Financial Instruments" and IFRIC 19 "Extinguishing Financial Liabilities with Equity Instruments". Our work mainly consisted in: • assessing compliance with the aforementioned IFRS criteria to derecognize the pre-existing debts in the context of the equitization and the substantial modification of the remaining debts, • assessing the components underlying the fair value measurement of: – the new financings and reinstated debts at their issuance date, – the new shares issued following the equitization of existing financial debts in relation to the share price at the time these transactions were performed, – the share subscription warrants, • assessing that transaction costs were correctly accounting for according to their nature, • verifying that the tax impacts of the financial restructuring transactions were recorded in the consolidated financial statements, • verifying the appropriateness of the disclosures in the consolidated financial statements.

Key Audit Matter	Our audit approach
In connection with the new financing, security interests and guarantees were granted by the Group and certain members of the Group for the benefit of the holders of the new financing The Group's management considered that all the transactions relating to the Group's financial restructuring represented a single complex transaction with multiple components leading, according to IFRS 9 and IFRIC 19, to the derecognition in full of the existing debts and the recognition at fair value of the new equity and debt instruments. This complex transaction mainly resulted in: • a gain of €2,766 million with no effect on cash or tax, resulting mainly from the difference between: – The carrying amount of the converted debt; and – The fair value of the new shares issued under the share capital increases (determined on closing share prices on the settlement-delivery date of each capital increase, i.e. €0.0022 and €0.0021 respectively on 10 December 2024 and 18 December 2024). • a gain before tax of €965 million, resulting from the initial recognition of the new debt at fair value (which differed from the amounts presented in the safeguard plan), • a loss of €45 million with no effect on cash or tax, resulting from the initial recognition of the warrants at fair value. The financial restructuring is presented in detail within the main events of the period section of the Notes to the consolidated financial statements. Considering the major financial impacts of the financial structuring transactions for the Group and the significant judgements required by Management, particularly in determining the fair value of the financial instruments issued, we considered the accounting treatment of Atos Group's financial restructuring to be a key audit matter.	

Litigations

Note 16 "Litigations" to consolidated financial statements

Key Audit Matter	Our audit approach
The Group is engaged in legal proceedings concerning intellectual property rights against TriZetto Group and Cognizant Technology Solutions (TriZetto/Cognizant) in the United States of America, as 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 (\$570 million in punitive damages and \$285 million in compensatory damages), due to TriZetto/Cognizant. On April 20, 2021, the United States District Court for the Southern District of New York found that the punitive damages should be reduced from \$570 million to \$285 million and TriZetto agreed to this reduction. 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, which was finding Syntel, liable for damages due to Syntel's alleged trade secret misappropriation and copyright infringement, • remanded the case to the District Court for further consideration if any amount of damages are still appropriate. On 13 March 2024, the District Court issued the decision on the remand briefing and vacated the entire compensatory damages (\$285 million) declared due by Syntel. The District Court granted TriZetto's motion for attorney's fees in the amount of \$14.5 million. On its side, TriZetto submitted a motion for a new trial. On 23 October 2024, the United States District Court for the Southern District of New York ordered a new trial on the compensatory damages allegedly owed by Syntel for alleged trade secret misappropriation and copyright infringement. On 25 November 2024, Syntel filed before the Second Circuit Court of Appeals a petition for permission to appeal the District Court's order for a new trial. 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 the detailed information needed to understand disputes and claims in progress at December 31, 2024, we interviewed Management and analysed the procedures implemented by the Group to identify disputes. With regard to the TriZetto/Cognizant litigation, we: • conducted interviews with Group management to assess the current status of the ongoing litigation, • consulted the available procedural elements and obtained relevant information about the litigation, in particular those relating to the likelihood of condemnation and the resulting financial impact (confirmation of risk assessment by lawyers), • performed a critical review of the estimates and positions taken by Management, • assessed whether all events relating to the current litigation have been taken into account in the positions and estimates adopted by Management at December 31, 2024. We also assessed whether the disclosures in Note 16 to the consolidated financial statements are appropriate.

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.

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 17 December 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.

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 were appointed as statutory auditors of the Company by Pontoise Commercial Court (tribunal de commerce) on December 19, 2024 for Forvis Mazars SA and by your General Shareholders' meetings held on October 31, 1990 for Grant Thornton.

As at December 31, 2024, Forvis Mazars SA was in the 1st year of its engagement and Grant Thornton in the 34th year of total uninterrupted engagement, which is the 29th year, for Grant Thornton, 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 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 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, April 9, 2025

The Statutory Auditors

French original signed by

Forvis Mazars SA	Grant Thornton
Simon Beillevaire Bruno Pouget	*French Member firm of Grant Thornton International*
	Samuel Clochard

6.1.2 Consolidated income statement

(in € million)	Notes	12 months ended December 31, 2024	12 months ended December 31, 2023
Revenue	**Note 3**	**9,577**	**10,693**
Personnel expense	Note 4.1	-4,966	-5,418
Non-personnel operating expense	Note 4.2	-4,412	-4,808
Operating margin		**199**	**467**
% of revenue		**2.1%**	**4.4%**
Other operating income and expense	Note 5	-2,858	-3,573
Operating income (loss)		**-2,659**	**-3,106**
% of revenue		**-27.8%**	**-29.0%**
Net cost of financial debt	Note 6.1	-178	-102
Other financial expense	Note 6.1	-423	-151
Other financial income	Note 6.1	3,722	26
Net financial income (expense)	**Note 6.1**	**3,121**	**-227**
Net income (loss) before tax		**462**	**-3,332**
Tax charge	Note 7	-214	-112
Share of net profit (loss) of equity-accounted investments		-	5
Net income (loss)		**248**	**-3,439**
Of which:			
• attributable to owners of the parent		248	-3,441
• non-controlling interests		0	1

(in € million and shares)	Notes	12 months ended December 31, 2024	12 months ended December 31, 2023
Net income (loss) - Attributable to owners of the parent		**248**	**-3,441**
Weighted average number of shares		7,202,242,119	110,860,004
Basic earnings per share (in euros)	**Note 14.1**	**0.034**	**-31.04**
Diluted weighted average number of shares		7,966,563,162	110,860,004
Diluted earnings per share (in euros)	**Note 14.1**	**0.031**	**-31.04**

6.1.3 Consolidated statement of comprehensive income

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Net income (loss)	**248**	**-3,439**
Other comprehensive income		
• **To be reclassified subsequently to profit or loss (recyclable)**	**74**	**-151**
Change in fair value of cash flow hedge instruments	-10	6
Exchange differences on translation of foreign operations	82	-156
Deferred tax on items to be reclassified to profit or loss	2	-1
• **Not reclassified to profit or loss (non recyclable)**	**-32**	**-158**
Actuarial gains and losses on defined benefit plans	-40	-121
Deferred tax on items not reclassified to profit or loss	7	-36
Total other comprehensive income (loss)	**41**	**-309**
Total comprehensive income (loss) for the period	**290**	**-3,748**
Of which:		
• attributable to owners of the parent	290	-3,750
• non-controlling interests	0	1

6.1.4 Consolidated statement of financial position

(in € million)	Notes	December 31, 2024	December 31, 2023
ASSETS			
Goodwill	Note 8.1	653	2,875
Intangible assets	Note 8.2	349	529
Tangible assets	Note 8.3	580	355
Right-of-use assets	Note 9.1	550	687
Equity-accounted investments	Note 10	12	11
Non-current financial assets	Note 6.3	131	142
Deferred tax assets	Note 7.3	184	206
Total non-current assets		**2,458**	**4,806**
Trade accounts and notes receivable	Note 3.2	2,435	2,459
Current taxes		102	83
Other current assets	Note 4.4	1,510	1,637
Current financial instruments	Note 13	2	13
Cash and cash equivalents	Note 6.2	1,739	2,295
Total current assets		**5,788**	**6,488**
TOTAL ASSETS		**8,246**	**11,294**

(in € million)	Notes	December 31, 2024	December 31, 2023
LIABILITIES AND SHAREHOLDERS' EQUITY			
Common stock	Note 14	18	111
Additional paid-in capital		1,887	1,499
Consolidated retained earnings		-1,354	1,887
Net income (loss) attributable to the owners of the parent	Note 14	248	-3,441
Equity attributable to the owners of the parent		**799**	**55**
Non-controlling interests		0	5
Total shareholders' equity		**799**	**61**
Provisions for pensions and similar benefits	Note 11	782	741
Non-current provisions	Note 12	345	282
Borrowings	Note 6.4	2,089	2,530
Deferred tax liabilities	Note 7.3	69	35
Non-current lease liabilities	Note 9.2	498	588
Other non-current liabilities		3	1
Total non-current liabilities		**3,787**	**4,177**
Trade accounts and notes payable	Note 4.3	1,018	2,066
Current taxes		75	74
Current provisions	Note 12	315	280
Current financial instruments	Note 13	0	2
Current portion of borrowings	Note 6.4	17	2,124
Current lease liabilities	Note 9.2	207	234
Other current liabilities	Note 4.5	2,028	2,276
Total current liabilities		**3,660**	**7,056**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		**8,246**	**11,294**

6.1.5 Consolidated cash flow statement

(in € million)	Notes	12 months ended December 31, 2024	12 months ended December 31, 2023
Net income (loss) before tax		**462**	**-3,332**
Depreciation of fixed assets	Note 4.2	254	266
Depreciation of right-of-use	Note 4.2	257	321
Net addition (release) to operating provisions		7	-35
Net addition (release) to financial provisions		-11	39
Net addition (release) to other operating provisions		206	-185
Amortization of intangible assets (PPA from acquisitions)	Note 5	57	108
Impairment of goodwill and other non-current assets	Note 5	2,384	2,527
Losses (gains) on disposals of non-current assets		-109	61
Net charge for equity-based compensation	Note 5	4	19
Unrealized losses (gains) on changes in fair value and other		-	1
Net cost of financial debt	Note 6.1	178	102
Interests on lease liability	Note 6.1	35	26
Other non cash financing items[1]		-3,666	-
Net cash from (used in) operating activities before change in working capital requirement and taxes		**58**	**-81**
Tax paid		-81	-77
Change in working capital requirement		-1,379	-255
Net cash from (used in) operating activities		**-1,402**	**-413**
Payment for tangible and intangible assets		-444	-205
Proceeds from disposals of tangible and intangible assets		4	2
Net operating investments		**-440**	**-203**
Amounts paid for acquisitions and long-term investments		-	-26
Net proceeds from disposals of financial investments		276	476
Cash and cash equivalents of companies sold during the period		-39	-34
Net long-term financial investments		**237**	**416**
Net cash from (used in) investing activities		**-203**	**213**
Common stock issued		145	0
Purchase and sale of treasury stock		-2	-3
Dividends paid[2]		-13	-32
Dividends paid to non-controlling interests		-5	-3
Amounts paid for acquisition of non-controlling interests		-	-5
Lease payments	Note 6.5	-301	-358
New borrowings	Note 6.5	2,150	1,700
Repayment of borrowings	Note 6.5	-725	-1,850
Interests paid	Note 6.5	-178	-102
Other flows related to financing activities	Note 6.5	-51	31
Net cash from (used in) financing activities		**1,019**	**-622**
Increase (decrease) in net cash and cash equivalents		**-586**	**-822**
Opening net cash and cash equivalents		**2,295**	**3,190**
Increase (decrease) in net cash and cash equivalents	Note 6.5	-586	-822
Impact of exchange rate fluctuations on cash and cash equivalents	Note 6.5	29	-73
Closing net cash and cash equivalents	**Note 6.5**	**1,739**	**2,295**

(1) detailed in the section 6.1.7.4 - Main events of the period in the paragraph "impact on the cash flow statement".
(2) 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	Consolidated retained earnings	Net income (loss)	Total attributable to the owners of the parent	Non controlling interests	Total shareholders' equity
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**
Common stock issued	178,924,540	-94	3,147	112	-	3,166	-	3,166
Appropriation of prior period net income (loss)	-	-	-	-3,441	3,441	-	-	-
Dividends paid	-	-	-	0	-	0	-5	-5
Equity-based compensation	-	-	-	4	-	4	-	4
Changes in treasury stock	-	-	-	-2	-	-2	-	-2
Other*	-	-	-2,759	45	-	-2,714	-1	-2,714
Transactions with owners	**178,924,540**	**-94**	**388**	**-3,281**	**3,441**	**454**	**-5**	**449**
Net income (loss)	-	-	-	-	248	248	0	248
Other comprehensive income (loss)	-	-	-	41	-	41	-0	41
Total comprehensive income (loss) for the period	**-**	**-**	**-**	**41**	**248**	**290**	**0**	**290**
At December 31, 2024	**179,035,980**	**18**	**1,887**	**-1,354**	**248**	**799**	**-0**	**799**

(*) Other corresponded to IFRIC 19 equity adjustment for €2,759 million and the fair value of the issued warrants for €45 million as the result of the financial restructuring of the Group (see section 6.1.7.4 – Main events of the period).

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").

These consolidated financial statements were approved by the Board of Directors on March 4, 2025. 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, 2024 have been prepared in accordance with the international accounting standards endorsed by the European Union and whose application was mandatory as at December 31, 2024.

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, 2024, the Group applied the same accounting policies and measurement methods as were applied in its consolidated financial statements for the year ended December 31, 2023, with the exception of changes required by the enforcement of new standards and interpretations presented hereafter.

New standards and interpretations applicable from January 1, 2024

The following new standards, interpretations or amendments whose application was mandatory for the Group effective for the fiscal year beginning January 1, 2024 had no material impact on the consolidated financial statements:

- Amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures: Supplier Finance Arrangements;
- Amendments to IAS 1 Presentation of Financial Statements: Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants;
- Amendments to IFRS 16 Leases: Lease Liability in a Sale and Leaseback.

The Group is within the scope of the OECD Pillar Two model rules. Pillar Two legislation was enacted in France, the jurisdiction in which the ultimate parent entity is incorporated and came into effect from January 1, 2024.

The Group applies the temporary mandatory exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes as provided in the amendments to IAS 12 issued in May 2023 (see Note 7).

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, 2024 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);
- Accounting treatment of the financial restructuring and determining the fair value of new debt and equity instruments (section 6.1.7.4 – Main events of the period);
- 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 of 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 and the double materiality assessment which has identified material impacts, risk and opportunities (IROs) for the Group, notably in climate change.

Atos does not anticipate material impact on the financial statements for the current reporting year. In 2025, this analysis will be continued on the basis of the identified material IROs and in compliance with the CSRD requirements. Atos has started working on increasing coordination with its Enterprise Risk Management system. In particular, Atos will work with the Risk and Finance functions to calculate the current financial effects stemming from Atos's material risk and opportunities on its financial position including in case of risks of material adjustment to the carrying amount of assets and liabilities.

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. There was no such transfer of receivables (factoring) as at December 31, 2024.

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.

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".

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.

6.1.7.3 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 (except for employees who were not former shareholders);
- 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.

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, and since 2024 the debt fair value adjustment amortization.

6.1.7.4 Main events of the period

Accelerated Safeguard Plan and financial restructuring of the Group

Reminder of the key milestones

Given the financial constraints it faces, the Company announced on January 3, 2024 its decision to adapt its strategy in order to maintain an attractive business mix for its employees, customers, creditors and shareholders, while ensuring the repayment and refinancing of its financial debts. In its press release of January 3, 2024, the Company also highlighted that the management and the Board of Directors were committed, in all the scenarios contemplated, to manage the significant execution uncertainties and that, if necessary, if the outcome of discussions with all its banks proved uncertain, it would not rule out the possibility of taking out a loan, and to use any preventive mechanisms provided for under French law to place discussions with its creditors in a secure legal framework and to ensure that Atos Group's financing maturities and cash-flow requirements are covered on a long-term basis.

Opening of an amicable ad hoc proceedings (procédure de mandat ad hoc) (February 2024)

On February 5, 2024, the Company announced that it had entered into discussions with its banks with a view to reaching a refinancing plan of its financial debt. Following the first discussions with the Banks, it appeared useful, in order to provide a framework for these discussions and to facilitate a rapid outcome, to request the appointment of an *ad hoc* representative (*mandataire ad hoc*), whose role would be to assist the Company in its discussions, with a view to converging on an appropriate financial solution as quickly as possible, in the Company's best interests. The *ad hoc* representative (*mandataire ad hoc*) was appointed on February 6, 2024.

As part of the amicable *ad hoc* proceedings (*procédure de mandat ad hoc*), several creditors expressed an interest and willingness to participate in the discussions on the financial restructuring of the Company, indicating in particular that they would be willing to contribute to new financings.

Opening of an amicable conciliation proceedings (procédure de conciliation) (March – May 2024)

On March 25, 2024, at the Company's request, an amicable conciliation proceedings (*procédure de conciliation*) was opened for the benefit of the Company for a period of four months and a conciliator (*conciliatrice*) was appointed with the following mission:

- to assist the Company in facilitating any useful discussions and/or negotiations with its partners, and in particular its creditors, shareholders and any potential investor, with the aim of facilitating the emergence of any agreement, measure, transaction or solution likely to preserve its liquidity, stabilize its financial position and/or ensure its activities sustainability in the long-term; and
- more generally, to assist the Company in any steps it may take to resolve any legal, social, economic or financial difficulties it may face.

On April 9 and 29, 2024, the Company communicated to its banks and bondholders its updated Business Plan for the period 2024-2027 as well as the main parameters of its restructuring plan. The Company's existing stakeholders and third-party investors were invited to submit proposals for new financings.

On May 6, 2024, the Company announced that it had received four financial restructuring proposals which were presented to the Board of Directors on May 5, 2024.

On May 30, 2024, the extension of the amicable conciliation proceedings (*procédure de conciliation*) was ordered.

On June 3, 2024, the Company announced that it had received two revised financial restructuring proposals which were presented to the Board of Directors:

- a revised offer from the holding company EP Equity Investment (EPEI), controlled by Daniel Kretinsky in partnership with Attestor Limited; and
- a revised offer by Onepoint in consortium with Butler Industries and Econocom, as well as with a group of certain financial creditors of the Company.

On June 11, 2024, the Company announced the decision of the Board of Directors, under the aegis of the Conciliator, to proceed with the financial restructuring proposal submitted by the Onepoint consortium, this proposal appearing to be aligned with the corporate interest of the Company, including its employees, customers, suppliers, creditors, shareholders and other stakeholders and being generally consistent with the main financial parameters set by the Company. This proposal was also supported by a large number of Unsecured Creditors.

On June 25, 2024, Onepoint, Butler Industries and Econocom decided to withdraw from discussions with the Company. On the same date, the Company received a letter reiterating EPEI's interest in participating in the financial restructuring of the Company.

On June 26, 2024, the Company announced that it had received a global proposal for a revised financial restructuring from the committee representing its bondholders, to meet short- and medium-term liquidity need, considering the withdrawal of Onepoint, Butler Industries and Econocom.

On September 2, 2024, the Business Plan was updated by the Company, with no change to the parameters of the financial restructuring as provided for in the agreement on the main terms of a financial restructuring plan reached with a group of SteerCo Bondholders and Banks and announced by the Company on June 30, 2024.

Conclusion of an agreement on the restructuring terms and a lock-up agreement (June – July 2024)

Discussions between the Company and its creditors which continued under the aegis of the Conciliator and the Interministerial Committee for Industrial Restructuring (*Comité Interministériel de Restructuration Industrielle - CIRI*), enabled on June 30, 2024 the Company to reach with a group of banks and a group of bondholders an agreement in principle on the Restructuring Terms under which the parties converged on the terms of the financial restructuring plan.

Subsequently, on July 14, 2024, the Company, a group of banks and a group of bondholders entered into a lock-up agreement, setting out the commitment of the parties to support and cooperate to implement and finalize the financial restructuring of the Company, in particular by supporting the Draft Accelerated Safeguard Plan (provided that it complies with the terms of the agreement on the Restructuring Terms).

Conclusion of agreements on interim financings (May – July 2024)

In parallel with the discussions relating to the financial restructuring agreement, and in order to ensure sufficient liquidity until the implementation of its long-term refinancing plan, the Company announced on April 9, 2024 that it had reached the terms of an agreement in principle with a group of Banks and a group of Bondholders concerning interim financing of €400 million.

In addition, the French Government, which is also a client of the Atos Group, granted a €50 million loan through the Economic and Social Development Fund (*Fonds pour le Développement Économique et Social – FDES*) to an Atos S.E. subsidiary, Bull SAS, which controls sensitive sovereign activities. In return, the Company has undertaken to issue a preference share in Bull SA, for the benefit of the French Government, which, together with the contractual protections, gives it protective rights over these sensitive sovereign activities.

On April 29, 2024, the Company further indicated that the implementation of its financial restructuring would require an extension of the €450 million interim financings already agreed and the provision of a further €350 million interim financing between July 2024 and the final implementation of the financial restructuring agreement.

On June 20, 2024, following discussions with the various stakeholders under the aegis of the Conciliator, the Company announced the final structure of the interim financing comprising:

- initial interim financing of €450 million, including:
  - the €50 million loan from the French Government through the FDES to Bull SAS;
  - the revolving credit and term loan totalling €100 million provided by a group of Bondholders under the terms of a loan agreement, increased by an additional tranche of €225 million, subscribed for €125 million by a group of Banks and €100 million by a group of Bondholders;
  - the Factoring Programme, initially for €300 million, and reduced to €75 million after alignment between the Company and the Banks for efficiency reasons;
- an additional interim financing of €350 million through an additional tranche of €350 million under the revolving credit facilities, of which €175 million were subscribed by a group of Banks and €175 million by a group of Bondholders, the drawn down of which were subject in particular to the signature of the Lock-Up Agreement and the opening of the Accelerated Safeguard.

In consideration for the granting of these interim financings facilities, the Company undertook not to capitalise or waive (neither convert nor exchange for/against equity-linked or hybrid securities) a portion of the existing claims of the Bondholders and the Banks having subscribed to the interim financings and to reinstate this portion of claims in the form of new preferred bank and bond financing.

Opening of the accelerated safeguard proceedings to implement Atos' pre-negotiated financial restructuring plan (July 2024)

On July 24, 2024, the Company announced the opening of an accelerated safeguard proceedings for an initial period of two months renewable for two additional months. As announced in the press release of July 15, 2024, the purpose of this procedure was to enable the Company to implement its financial restructuring plan in accordance with the Lock-Up Agreement reached between the Company, a group of banks and a group of bondholders.

The Court has estimated that, with the level of financial creditor support and the information provided by the Conciliator during the hearing, the financial restructuring plan should be successfully approved through the accelerated safeguard proceedings.

It should be noted that the sole objective of the accelerated safeguard proceedings, only involving existing financial creditors (excluding creditors under the Interim Financings) and shareholders, was to submit the terms of the financial restructuring plan agreed in the Lock-Up Agreement to a vote of the classes of affected parties and then to the Court for approval. It only relates to the financial indebtedness of Atos (Revolving Credit facility (RCF), Term Loan (TL) and bonds) and its share capital and does not impact suppliers, employees, the governance of the Company, or other claims held by the creditors of the Company or its subsidiaries.

On September 19, 2024, the Company announced that it has obtained the additional two-months extension initially planned for the accelerated safeguard proceedings, with no impact on the announced calendar.

Approval of the Accelerated Safeguard Plan by the classes of affected parties (September 2024)

On September 27, 2024, the Company announced that Atos' shareholders and financial creditors, meeting as classes of affected parties, have strongly supported the proposed Draft Accelerated Safeguard Plan and that all of the three classes of affected parties have voted in favor of the Draft Accelerated Safeguard Plan by the required majority.

Approval of the Accelerated Safeguard Plan by the specialized Commercial Court of Nanterre (October 2024)

Following the approval by all of the three classes of affected parties at the required majority, the Draft Accelerated Safeguard Plan was presented to the Court at the hearing of October 15, 2024 and approved by judgment dated October 24, 2024.

Closing of the financial restructuring (December 2024)

Following the completion of the Reserved Capital Increases and the implementation of the New preferred financings and debt reinstallation, which occurred on December 18, 2024, Atos SE announced on December 19, 2024 the successful closing of its financial restructuring thanks to the completion of the final steps of the Accelerated Safeguard Plan.

The completion of the Accelerated Safeguard Plan resulted in particular in:

- New money debt and RCF and new money equity from the rights issue and the additional reserved capital increase;
- Gross debt reduction through the equitization of existing financial debts and the repayment of the interim financings with the new money debt provided to the Company; and
- no debt maturing before the end of 2029.

Atos corporate credit rating was upgraded to B- (stable) by S&P and rated B- (stable) by Fitch.

Description of the Accelerated Safeguard Plan

The operations of Atos' financial restructuring provided for under the Accelerated Safeguard Plan, included in particular:

- a €233 million rights issue which was settled and delivered on December 10, 2024 and which resulted in a cash contribution of €143 million and the equitization of claims amounting to €90 million,
- the equitization of €2,940 million (including interests) of existing financial debts (via three capital increases reserved to creditors which were settled and delivered on December 18, 2024),
- the reinstallation in the form of reinstated debts maturing after 6 years or more of €1,948 million of existing financial debts,
- a total of €1,750 million of new money obtained:
  - €1,605 million of new financings (new money debt – including €60 million of bank guarantee and €440 million RCF, of which €190 million dedicated to meeting the needs for bank guarantees) and

  - €145 million of new money equity resulting from the Rights Issue cash contribution as well as additional voluntary cash subscriptions by the participating creditors under the additional reserved capital increase,
- the issue of 22,398,648,580 share subscription warrants (bons de souscription d'actions or BSA).

Description of the capital increases and other capital transactions

Share Capital Reduction

In accordance with the terms of the approved Accelerated Safeguard Plan, the Company's Board of Directors decided on November 6, 2024 to reduce the share capital of Company due to losses, by reducing the nominal value of the Company's shares from €1.00 to €0.0001 per share, which was a prerequisite for the completion of the Financial Restructuring Capital Increases and the issue of the Warrants, given that the issue price of these issues is lower than the current nominal value of the Company's shares. The Share Capital Reduction, became effective on December 2, 2024, resulting in a share capital amounting to €11,213, divided into 112,136,778 shares with a par value of €0.0001 each. It is reminded that the amount of the Share Capital Reduction, i.e. €112 million, was allocated to a special reserve account not available for distribution.

Rights Issue

On December 10, 2024, Atos announced the completion of the first capital increase provided for under the Accelerated Safeguard Plan, consisting of a share capital increase with maintenance of the preferential subscription rights for shareholders.

The Rights Issue was subscribed for a total amount of €233 million, representing an issuance of 63,062,910,207 new shares at a subscription price of €0.0037 per share, broken-down as follows:

- 18,476,832,229 new shares for a total amount of €68 million subscribed in cash, including 2,432,432,432 new shares, representing a total amount of €9 million subscribed by Philippe Salle, Chairman of the Board of Directors and future Chief Executive Officer of the Company, in accordance with his subscription commitment;
- 44,586,077,978 new shares as a result of the exercise of the backstop commitments, for a total amount of €165 million comprising €75 million subscribed in cash and of €90 million subscribed by equitization.

The cash proceeds resulting from the subscription to this Rights Issue were used to finance the Company's operating needs.

Equitization Capital Increases Reserved for Creditors

Following completion of the Rights Issue, three capital increases with waiver of preferential subscription rights reserved for creditors were implemented, representing a total amount of €2,935 million and a total of 115,860,932,658 new shares subscribed by offsetting against existing financial debt for €2,940 million (including interests) and subscribed in cash for €2 million.

The cash proceeds from the Additional Reserved Capital Increase for Participating Creditors as part of the additional new money equity, i.e. €2 million were used to finance the Company's operating needs.

After completion of the Reserved Capital Increases on December 18, 2024, the Company's share capital amounted to €17,903,598 and was comprised of 179,035,979,643 shares with a par value of €0.0001 each.

Warrants allocation

The completion of the Reserved Capital Increases was followed by the issue of 22,398,648,580 share subscription warrants, giving the right to subscribe for one new ordinary share per Warrant, allocated free of charge to certain Participating Creditors in accordance with the Accelerated Safeguard Plan, in consideration for subscription and guarantee commitments in respect of the new preferential financing made prior to the judgment opening the accelerated safeguard proceedings of Atos. The warrants may be exercised at any time until the expiry of a period of 36 months following the date of their settlement-delivery.

Description of the new financings and debt reinstallation

As provided for under the Accelerated Safeguard Plan, the Company has obtained new financings from banks and bondholders made available to the Company on the date of settlement-delivery of the last of the Reserved Equitization Capital Increases (i.e. December 18, 2024) and consisting of:

- €1,104 million of 1L new debt (first ranking on security package) divided between:
  - €802 million of new notes (rated B+ by S&P and BB- by Fitch); and
  - €302 million of new term loan;
- €500 million of 1L new facilities, being:
  - up to €440 million of revolving credit facility (RCF) including €190 million dedicated to meeting the needs for bank guarantees; and
  - up to €60 million of bank guarantees line.

In accordance with the Accelerated Safeguard Plan, the new financings were partially allocated to the repayment of the interim financings that had been provided to the Company before the approval of the Accelerated Safeguard Plan in order to provide the necessary liquidity to fund the business until close of the financial restructuring, as previously described.

The maturity of these new financings was set on December 2029. The revolving credit facility was undrawn as at December 31, 2024.

In addition, as part of the implementation of the Accelerated Safeguard Plan, €1,948 million of existing financial debts have been reinstalled in the form of new secured debts maturing after 6 years or more, in the following debt instruments:

- €1,592 million of 1.5L debt (subordinated to the new financings (1L) but senior to the 2L debt) divided between:
  - €751 million of 1.5L term loan, and
  - €840 million of 1.5L notes (rated CCC by S&P and CCC+ by Fitch); and
- €356 million of 2L debt divided between:
  - €219 million of 2L term loan, and
  - €137 million of 2L notes (rated CCC by S&P and CCC by Fitch).

None of these debts matures before December 2029.

Main characteristics of the 1L Term Loan, the 1L RCF and 1L EPS Line

Annual interest rate	Term Loan: 9% cash interest +4% PIK interest. RCF: Euribor (minimum threshold of 0%) + 6.60% plus 35% commitment fee on the margin.
Maturity date	5 years - December 2029.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 1L Financings contain the following guarantees: • first ranking security on Collateral Assets; • *pari passu* with the 1L Bondholders Financings relating to the Intercreditors Agreement; • senior secured status on (i) 1.5L Financings, (ii) 2L Creditors in respect of the Intercreditors Agreement.
Mandatory early repayment	In particular, in the event of Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan, subject to the specific provisions of the applicable 1L Term Loan, 1L RCF, 1L EPS Line and/or Intercreditors Agreement.
Clean down (1L RCF)	The Company shall ensure that: • the aggregate amount of the RCF drawn shall not exceed €340 million for a period of not less than four successive weeks between December 1 of any year (starting from December 1, 2025) and January 31 of the following year and for a period of not less than four successive weeks between June 1 and July 31 in each year (starting from June 1, 2026) (each, a "Clean Down Period"); and • the aggregate amount of the RCF drawn shall not exceed €190 million for a period of not less than fourteen (14) successive days within each Clean Down Period.
Remuneration of bank guarantees (EPS Line)	Commitment fee: 1.225% of the unused amount of the EPS Line; Risk fee: 3.5% of the amount of guarantees issued payable in advance, in cash, per indivisible trimester.

Main characteristics of the 1L Bonds

Annual interest rate	9% cash interest with step up + 4% adjusted call premium.
Maturity date	5 years - December 2029.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 1L Bonds contain the following guarantees: • first ranking security interests on Collateral Assets • pari passu with the 1L Bank Financings under the Intercreditor Agreement; • priority ranking on (i) 1.5L Financings and (ii) 2L Banks Financings under the Intercreditor Agreement.
Mandatory early repayment	In particular, in the event of Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan, subject to the specific provisions of the 1L Bonds and/or the Inter-Creditors Agreement.

Main characteristics of the 1.5L Term Loan

Annual interest rate	Euribor (minimum threshold of 0%) + 2.6% cash interest + 2.0% PIK interest.
Maturity date	6 years - December 2030, with repayment at maturity.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 1.5L Term Loan contain the following guarantees: • intermediate-ranking securities (1.5 lien) on Collateral Assets; • senior secured debt in respect of the 2L Financings; pari passu with the 1.5L Financings; and subordinated, unless exception, to the 1L Financing under the Intercreditors Agreement.
Mandatory early repayment	In particular, in the event of Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan subject to the specific provisions of the 1.5L Term Loan and/or the Intercreditors Agreement applicable.

6

Main characteristics of the 1.5L Bonds

Annual interest rate	5.0% cash interest with step up + 4% adjusted call premium.
Maturity date	6 years - December 2030, with repayment at maturity.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 1.5L Bonds contain the following guarantees: • intermediate-ranking securities (1.5 lien) on Collateral Assets; • senior secured debt in respect of the 2L Financing; pari passu with the 1.5L Financings; and subordinated, unless exception, to the 1L Financings under the Intercreditors Agreement.
Mandatory early repayment	In particular, in the event of Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan subject to the specific provisions of the 1.5L Bonds and/or the Inter-Creditors Agreement.

Main characteristics of the 2L Term Loan

Annual interest rate	1% cash interest + 4% PIK interest
Maturity date	8 years - December 2032, with repayment at maturity.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 2L Term Loan contains the following guarantees: • subordinated securities (2nd lien) on Collateral Assets; • *pari passu* with the 2L Financings; subordinated to (i) the 1L Financings and (ii) the 1.5L Financings under the Inter-Creditors Agreement.
Mandatory early repayment	In particular, in the event of Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan, subject to the specific provisions of the 2L Term Loan and/or the Inter-Creditors Agreement.

Main characteristics of the 2L Bonds

Annual interest rate	1% cash interest with step up + 4% adjusted call premium.
Maturity date	8 years- December 2032, with repayment at maturity.
Securities (*sûretés*), links (*privilèges*) and subordination (*subordination*)	The 2L Bonds contain the following guarantees: • subordinated securities (2nd lien) on Collateral Assets; • *pari passu* with the 2L Financings; subordinated to (i) the 1L Financings and (ii) the 1.5L Financings under the Intercreditor Agreement.
Mandatory early repayment	In particular, in the event of the Asset Disposal, mandatory repayment in accordance with the order of distribution provided in the Accelerated Safeguard Plan, subject to the specific provisions of the 2L Bonds and/or the Inter-Creditors Agreement.

Description of the Collateral Assets and Guarantees

In connection with the allocation of the new financing, security interests and guarantees were granted by the Company and certain members of the Group for the benefit of the holders of (i) the 1L financing (1st lien) (ii) the 1.5L financing (1.5 lien) and (iii) the 2L financing (2nd lien).

Internal reorganisation of the Group prior to the introduction of the new debts

Prior to the implementation of the new debt instruments, the Group completed an internal reorganisation whereby most of the subsidiaries formerly held directly by the Company (including in particular its significant subsidiaries such as Eviden France, Atos France SAS and Atos International SAS) were contributed and/or sold to its Dutch subsidiary Atos International B.V.

As part of this reorganisation, other assets continue to be held directly by the Company and/or have not been contributed and/or sold to Atos International B.V. These include (but are not limited to) Bull SA and its subsidiaries (which holds certain assets related to sensitive sovereign activities) and Atos Information Technology GmbH (AIT).

Following this internal reorganisation, the Company continues to indirectly hold 100% of the shares of Atos International B.V. via two transparent holding companies incorporated under Dutch law: "DutchCo1", which is 100% owned by Atos S.E. and which itself hold all the shares of its sole Dutch subsidiary, "DutchCo2", which in turn hold all and only the shares of Atos International B.V. This holding chain has been set up for the sole purpose of exercising the pledges in the event of default by the parent company, Atos S.E. The French companies transferred to Atos International B.V. remain members of the French tax group if they are part of it today.

Security interests granted by the Company

As a condition precedent to the provision of the new financings, and further to the completion of the internal reorganisation, the Company mainly granted in favor of the Secured Creditors the following security interests:

- a pledge over all the shares of DutchCo1;
- a pledge over all the shares of Atos Information Technology GmbH (AIT);
- a pledge over its main bank accounts;
- an assignment of receivables by way of security relating to certain intra-group receivables; and
- a security trust (*fiducie-sûreté*) over the main trademarks held by the Company.

Guarantees given by significant subsidiaries

Each significant subsidiary of the Company (significant being assessed on the basis of the subsidiary's weighting in the sales, pre-IFRS 16 OMDA or net assets held of the Group) acts as guarantor as part of the Financings and granted an individual guarantee (the terms and maximum guaranteed amount of which are subject to the customary limitations applicable in each jurisdiction concerned) for the benefit of the Secured Creditors as part of the repayment of the said Financings by the Company.

Other subsidiaries of the Group may also be required to act in the same capacity as guarantors as part of the Financings in order to ensure that the guarantors, taken as a whole, represent at least 65% of the Group's consolidated revenue, 85% of the Group's pre-IFRS 16 OMDA, and 85% of the Group's consolidated net assets.

Security interests (sûretés) granted by other members of the Group

DutchCo1 pledged under Dutch law to the benefit of the Secured Creditors the entire share capital of its sole Dutch subsidiary, DutchCo2, which in turn pledged under Dutch law the shares of its Dutch subsidiary Atos International B.V.

DutchCo1, DutchCo2, certain significant subsidiaries of the Company (other than the entities in the Syntel scope) and the companies directly holding these significant subsidiaries granted the following guarantees:

- pledges over the shares of significant subsidiaries held by these companies;
- pledges over their main bank accounts;
- pledges or assignments by way of security over intra-group receivables;
- to the extent possible, and subject to the constraints applicable in each jurisdiction concerned, pledges over significant assets and/or intellectual property rights held by these companies.

With regard to the Syntel entities (i.e., Green Holdco and its subsidiaries in the United States and the United Kingdom), the guarantees and security interests granted by these entities are substantially the same as those granted as part of the implementation of the Interim Financings, including in particular:

- the granting of guarantees by the following companies: Green Holdco Inc, Atos Syntel Inc, Syntel Delaware, LLC, Syntel LLC and Syntel SPC, Inc. U.S. and Syntel Europe Limited;
- a pledge under US law by each of the US subsidiary guarantors of most of the significant assets of these companies (including a pledge of all the shares issued by Atos Syntel Inc.); and
- other security interests and guarantees entered into by subsidiaries of Green Holdco Inc (including Atos Syntel Inc, Syntel Delaware, LLC, Syntel LLC, Syntel SPC, Inc. U.S.), including pledges over the shares of their U.S., U.K. and certain other foreign subsidiaries.

Intercreditor agreement and release of security interests

An intercreditor agreement has been entered into between, inter alios, the Company and the Secured Creditors, in particular in order to determine the rank and order of priority of payment between the different categories of Secured Creditors, the terms and conditions for the realisation of the security interests and guarantees granted as part of the Financings and the allocation between the different categories of Secured Creditors of the enforcement proceeds that may result.

It should be noted that the financing documentation contains provisions relating to the release of the above-mentioned security interests (subject to the conditions provided therein) with regard to the entities likely to be the subject of authorised disposals and/or reorganisations.

Maintenance covenants

As further detailed in the Note 6.4, the new credit documentation requires the Group to comply with the following covenants:

- from March 31, 2025, a minimum liquidity level of €650 million, to be verified at the end of each financial quarter;
- from June 30, 2027, as from each half-year end, a maximum level of financial leverage ("Total Net Leverage Ratio Covenant"), which is defined as the ratio of Financial indebtedness (mainly excluding IFRS 16 impacts and IFRS 9 debt fair value adjustment) to pre-IFRS 16 OMDA; the ceilings thus applicable will be determined no later than June 30, 2026 with reference to a flexibility of 30% in relation to the Business Plan adopted by the Group at that time; these ceilings will in any event remain between 3.5x and 4.0x.

Impact on the financial position and borrowings

Further to the financial restructuring on December 18, 2024, borrowings were reduced by €2,890 million, breaking down as follows:

(in € million)	Nominal amount	2024	2025	2026	2027	2028	2029
Borrowings[1] - Before restructuring							
Accrued interests	128	128	-	-	-	-	-
Bonds	2,400	500	750	-	-	350	800
Bank loan and NEU CP /MTN	1,550	-	1,500	50	-	-	-
RCF	900	-	900	-	-	-	-
TOTAL	**4,978**	**628**	**3,150**	**50**	**-**	**350**	**800**

(in € million)	Nominal amount	2024	2025	2026	2027	2028	2029	2030	2031	2032	FV adjust.[2]	Carrying amount
Borrowings[1] - After restructuring												
Bonds	1,780	-	-	-	-	-	802	841	-	137	-444	1,336
Bank loans	1,272	-	-	-	-	-	302	751	-	219	-521	751
RCF[3]	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**3,052**	**-**	**-**	**-**	**-**	**-**	**1,105**	**1,592**	**-**	**356**	**-965**	**2,088**
CHANGE	**-1,926**											**-2,890**

1. Amounts as at financial restructuring closing date (i.e. December 18, 2024) and excluding the interim financing and other borrowings
2. Fair value gain of €965 million at the date the new debt was recognised.
3. Reinstated RCF with a nominal undrawn value of €440 million at December 31, 2024.

In respect of the financial restructuring operations carried out in December 2024, and more specifically, the conversion into equity of debt in the context of the share capital increases and rights issues and warrants in favour of creditors and the amendments to the existing credit agreements, the Group considered that they represented a single complex transaction with multiple components.

In accordance with IFRS 9 and IFRIC 19, the substantial modifications led to the full derecognition of the existing debt whilst the new debt and new equity instruments were recognized at fair value. The transaction costs were recognized as "one-off" charge in the profit and loss accounts of 2024.

As of December 31, 2024, borrowings amounted to €2,107 million including a positive fair value adjustment of €965 million decreasing their notional amount (see Note 6.4). This adjustment was recognized as a one-off financial gain at the initial recognition of the debts in 2024 and will be reversed over the life of the corresponding debts as they will be amortized from December 18, 2024 to their maturity under the amortised cost method using the effective interest rate (which is higher than the contractual interest rate).

The effective interest rate of each debt resulted from the difference between the initial estimated fair values and the notional and interests amount to be repaid.

The Bonds' estimated fair values were derived from observable market data, such as actual transactions and ask prices, observed until January 31, 2025 (as the market became more active) adjusted from risk-free rate shifts between December 18, 2024 and January 31, 2025, to reflect the fair values at the closing date of the financial restructuring.

The Term Loans' estimated fair value were essentially derived from the Bonds' estimated fair values presenting equivalent characteristics and subordination levels, adjusted by an illiquidity premium (representing 50bps on the market interest rate).

The initial fair value of each debt, determined as a percentage of notional amounts, is summarized below:

- 1L Notes and Term loan: 100%;
- 1.5L Notes and Term loan: 58.4% of and 50.9% respectively;
- 2L Notes and Term loan: 31.3% and 30.4% respectively.

Impact on the income statement

In respect of the financial restructuring operations carried out in December 2024, and more specifically, the conversion into equity of debt in the context of the share capital increases and rights issues and warrants in favour of creditors and the amendments to the existing credit agreements, the Group considered that they represented a single complex transaction with multiple components.

In accordance with IFRS 9 and IFRIC 19, the substantial modifications led to the full derecognition of the existing debt whilst the new debt and new equity instruments were recognized at fair value. The transaction costs were recognized as "one-off" charge in the profit and loss accounts of 2024.

This complex transaction resulted in:

- a gain of €2,766 million with no effect on cash or tax, resulting mainly from the difference between:
  - the carrying amount of the converted debt for €3,030 million and
  - the fair value of the new shares issued and the cash received from the creditors under the share capital increases respectively for €341 million (determined on closing share prices on the settlement-delivery date of each capital increase, i.e. €0.0022 and €0.0021 respectively on the 10th and 18th of December 2024) and €77 million;
- a gain before tax of €965 million, resulting from the initial recognition of the new debt at fair value (which differed from the amounts presented in the safeguard plan);
- a loss of €45 million with no effect on cash or tax, resulting from the initial recognition of the warrants at fair value in accordance with IAS32.

In the Group's particular case, the interest rate terms applicable to new debt were deemed to represent fair remuneration of the Group's new risk profile for the New Money debt; for the Reinstated; the difference between the nominal amount and its fair value (i.e., €965 million at the financial restructuring closing date) was shown under financial income and amortised over the life of each respective debt.

The costs incurred in connection with the financial restructuring were recognised under the other financial income (expense), with the exception of costs directly attributable to the issuance of the new equity instruments, which were deducted from additional paid-in capital.

Overall, the impact of the financial restructuring on the income statement can be summarised at the restructuring closing date as follows:

(in € million)	December 18, 2024
Fair value gain on the debt converted into equity	2,766
Fair value gain before tax on the new debt	965
Fair value of the issued warrants	-45
Subtotal at financial restructuring date	**3,686**
Costs and fees reported in the income statement	-165
Impact reported under the other financial income	**3,520**

Impact on the cash flow statement

The non-cash impact of the financial restructuring on the cash flow statement is detailed as follows:

(in € million)	December 31, 2024
Remeasurement of new debt at fair value	-965
Amortization of fair value	2
Equitization of debt - capital increase - participating	-6
Equitization of debt - capital increase - non participating	-1
Other non-cash changes	21
Non-cash impact on debt	**-949**
Warrants fair value	45
IFRIC19 adjustment of equity at fair value	-2,759
Transaction costs related to capital increase	-3
Non-cash impact on equity	**-2,717**
Net non-cash impact on cash flow statement	**-3,666**

Going concern and liquidity

The consolidated financial statements of the Group for the year ended December 31, 2024 have been prepared on a going concern basis.

The Group's cash forecasts for the twelve months following the approval of the 2024 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 based on the assumptions which were in line with the Group updated business plan communicated on September 2, 2024.

At December 31, 2024, cash and cash equivalents of the Group amounted to €1,739 million and short term financial assets to €93 million. Borrowings amounted to €2,107 million including debt fair value adjustment (€3,069 million excluding debt fair value adjustment), of which €1,337 million of bonds (€1,780 million excluding debt fair value adjustment) and €752 million of bank financing (€1,272 million excluding debt fair value adjustment).

As a result, the total net debt for the Group amounted to €275 million including debt fair value adjustment (€1,238 million excluding debt fair value adjustment) at December 31, 2024.

The RCF was not drawn and therefore was not included in these amounts.

It is reminded that as part of its financial restructuring and following the completion on December 18, 2024 of the final steps of the Accelerated Safeguard Plan approved by the specialized Commercial Court of Nanterre on October 24, 2024 (as further described in section 6.1.7.4 - Main events of the period), which resulted in

- **(i)** €2.9 billion gross debt reduction through the equitization of existing financial debts and €0.8 billion reduction through the repayment of interim financings with the new money debt provided to the Company;
- **(ii)** €1.6 billion of new money debt, including the undrawn RCF, and €0.1 billion of new money equity from the rights issue and the additional reserved capital increase; and
- **(iii)** no debt maturities before the end of 2029,

the Group has the resources and flexibility to execute its midterm strategy.

In addition, it is reminded that the new credit documentation requires the Group to comply with maintenance covenants as further described in the Note 6.4.

6.1.7.5 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 Atos SE. 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, 2024 is presented in Note 18.

1.1 - Scope changes in 2024

Worldgrid

On December 2, 2024, Atos announced that it has completed the sale of its Worldgrid business unit to ALTEN SA ("ALTEN") for an enterprise value of €270 million.

Worldgrid, mainly operating in Southern and Central Europe,employed close to 1,100 employees and, in 2023, generated operating revenue of c. €150 million.

The disposal generated a net capital gain before tax of €222 million recorded as part of Other operating income and expense.

1.2 - 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.

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".

In the last quarter of 2024, the Group implemented a change in the composition of its Regional Business Units ("RBU"), which impacted mainly former Americas and Northern Europe & APAC RBUs.

The new RBU structure is as follows:

- North America;
- Benelux and the Nordics (BTN);
- UK / IR;
- Central Europe;
- Southern Europe;
- Growing Markets.

Corporate and Other regroups Corporate functions and Global Delivery Centers.

The Group is governed around the new RBUs detailed above and two perimeters, Tech Foundations and Eviden, gathering three Business Lines: Tech Foundations, Digital and Big Data & Security.

While both perimeters and RBUs are reviewed by the chief operating decision maker, RBUs, for which more information are available, remain the main axis for analysis.

As a result, and for IFRS 8 requirements, RBUs remain the reported operating segments. Information for Eviden and Tech Foundations available to the chief operating decision maker are however also presented in this Note.

Regional Business Units are made of the following countries:

Operating segments	
North America	Canada, Guatemala, Mexico and the United States of America.
Benelux and the Nordics (BTN)	Belgium, Denmark, Estonia, Finland, Lithuania, Luxembourg, Norway, Sweden and the Netherlands.
UK / IR	Ireland and the United Kingdom.
Central Europe	Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Germany, Hungary, Israel, Poland, Romania, Serbia, Slovakia and Switzerland.
Southern Europe	Andorra, France, Portugal and Spain.
Growing Markets	Algeria, Argentina, Australia, Benin, Brazil, Burkina Faso, Chile, China, Colombia, Egypt, Gabon, Hong Kong, India, Ivory Coast, Japan, Lebanon, Madagascar, Malaysia, Mali, Mauritius, Morocco, Namibia, New Zealand, Peru, Philippines, Qatar, Saudi Arabia, Senegal, Singapore, South Africa, South Korea, Taiwan, Thailand, Togo, Tunisia, Turkey, UAE, Uruguay as well as Major Events activities.
Corporate and Other	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)	North America	Benelux and the Nordics (BTN)	UK / IR	Central Europe	Southern Europe	Growing Markets	Corporate and Other	Elimi-nation	Total Group
12 months ended December 31, 2024									
External revenue by segment	**1,909**	**946**	**1,500**	**2,207**	**2,080**	**924**	**11**	**-0**	**9,577**
% of Group revenue	19.9%	9.9%	15.7%	23.0%	21.7%	9.6%	0.1%		100.0%
Inter-segment revenue	64	64	66	165	112	71	1,477	-2,018	0
Total revenue	1,973	1,010	1,566	2,372	2,192	995	1,487	-2,018	9,577
Personnel expense	-742	-303	-560	-916	-983	-323	-1,139	-	-4,966
Segment operating margin	**161**	**7**	**72**	**10**	**80**	**31**	**-163**	**-0**	**199**
% of margin	8.5%	0.8%	4.8%	0.5%	3.9%	3.4%	n/a		2.1%
Total segment assets as at December 31, 2024	**1,149**	**391**	**543**	**808**	**1,802**	**320**	**1,207**		**6,222**
Other information on income statement									
Depreciation of fixed assets	-50	-17	-27	-42	-34	-22	-62		-254
Depreciation of right-of-use	-49	-22	-22	-67	-33	-37	-27		-257
Other information									
Capital expenditure	91	15	17	36	225	47	11		444
Non-current segment assets	752	86	155	382	503	129	268		2,274
Net (debt) cash	883	245	-619	447	9	297	-1,537		-275
Year-end headcount	5,633	2,683	5,025	9,823	13,117	9,613	32,218		78,112

(in € million)	North America	Benelux and the Nordics (BTN)	UK / IR	Central Europe	Southern Europe	Growing Markets	Corporate and Other	Elimi-nation	Total Group
12 months ended December 31, 2023*									
External revenue by segment	**2,279**	**911**	**1,770**	**2,506**	**2,284**	**930**	**13**	**-**	**10,693**
% of Group revenue	21.3%	8.5%	16.6%	23.4%	21.4%	8.7%	0.1%		100.0%
Inter-segment revenue	100	78	78	217	127	74	1,450	-2,125	0
Total revenue	2,379	989	1,848	2,723	2,411	1,004	1,463	-2,125	10,693
Personnel expense	-921	-317	-657	-1,029	-1,030	-312	-1,152	-	-5,418
Segment operating margin	**245**	**23**	**75**	**31**	**99**	**92**	**-98**	**0**	**467**
% of margin	10.7%	2.5%	4.2%	1.3%	4.3%	9.9%	n/a		4.4%
Total segment assets as at December 31, 2023*	**2,369**	**657**	**1,200**	**1,010**	**1,571**	**488**	**1,414**		**8,709**
Other information on income statement*									
Depreciation of fixed assets	-51	-20	-41	-53	-36	-18	-47		-266
Depreciation of right-of-use	-73	-27	-24	-73	-39	-58	-27		-321
Other information*									
Capital expenditure	35	12	19	54	47	19	18		205
Non-current segment assets	1,981	450	712	517	358	269	314		4,600
Net (debt) cash	1,019	542	-844	800	462	343	-4,552		-2,230
Year-end headcount	7,305	3,133	8,894	10,845	14,597	9,751	40,615		95,140

(*) Figures presented are restated to reflect the new composition of the RBU.

External revenue for France amounted to €1,760 million in 2024 (compared to €1,867 million in 2023).

The assets detailed above by segment are reconciled to total assets as follows:

(in € million)	December 31, 2024	December 31, 2023
Total segment assets	**6,222**	**8,709**
Tax assets	285	289
Cash and cash equivalents	1,739	2,295
Total assets	**8,246**	**11,294**

Revenue and operating margin for Tech Foundations and Eviden were as follows:

(in € million)	Tech Foundations	Eviden	Total Group
12 months ended December 31, 2024			
External revenue	4,972	4,604	9,577
% of Group revenue	51.9%	48.1%	100.0%
Operating margin	109	90	199
% of margin	2.2%	2.0%	2.1%

(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%

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.

3.2 - Trade accounts and notes receivable, and contract liabilities

(in € million)	December 31, 2024	December 31, 2023
Contract assets	708	1,002
Trade receivables	1,734	1,443
Contract costs	69	85
Expected credit loss allowance	-75	-71
Trade accounts and notes receivable	**2,435**	**2,459**
Contract liabilities	-927	-980
Net accounts receivable	**1,508**	**1,479**
Number of days sales outstanding (DSO)	**46**	**42**

In 2024, net contract assets decreased by €242 million, reflecting better conversion of contract assets into trade receivables.

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 42 days on December 31, 2023, to 46 days at December 31, 2024.

Transfer of trade receivables

As of December 31, 2024, no trade receivables were transferred to third party compared to €712 million of trade receivables transferred to third parties with conditions of the transfers meeting IFRS 9 requirements for derecognition.

Ageing of trade receivables past due

(in € million)	December 31, 2024	December 31, 2023
Current	1,513	1,249
1-30 days overdue	113	116
31-60 days overdue	24	21
Beyond 60 days overdue	84	57
Total	**1,734**	**1,443**

Movements in expected credit loss allowance

(in € million)	December 31, 2024	December 31, 2023
Balance at beginning of the year	-71	-79
Impairment losses recognized	-23	-8
Amounts written off	9	8
Impairment losses reversed	15	10
Other reclassification and exchange differences	-5	-2
Balance at end of the year	**-75**	**-71**

Note 4 Operating items

4.1 - Personnel expense

(in € million)	12 months ended December 31, 2024	% Revenue	12 months ended December 31, 2023	% Revenue
Wages and salaries	-3,985	41.6%	-4,387	41.0%
Social security charges	-946	9.9%	-970	9.1%
Tax, training, profit-sharing	-35	0.4%	-60	0.6%
TOTAL	**-4,966**	**51.9%**	**-5,418**	**50.7%**

4.2 - Non-personnel operating expense

(in € million)	12 months ended December 31, 2024	% Revenue	12 months ended December 31,2023	% Revenue
Subcontracting costs direct	-1,630	17.0%	-1,912	17.9%
Hardware and software purchase	-779	8.1%	-952	8.9%
Maintenance costs	-482	5.0%	-505	4.7%
Rent expense	-8	0.1%	-10	0.1%
Telecom costs	-147	1.5%	-182	1.7%
Travelling expense	-59	0.6%	-65	0.6%
Professional fees	-275	2.9%	-222	2.1%
Other expense	-513	5.4%	-448	4.2%
Subtotal expense	**-3,894**	**40.7%**	**-4,295**	**40.2%**
Depreciation of fixed assets	-254	2.7%	-266	2.5%
Depreciation of right-of-use	-257	2.7%	-321	3.0%
Net (charge) release to provisions	-21	0.2%	17	-0.2%
Gains (Losses) on disposal of assets	-15	0.2%	-5	0.1%
Trade receivables write-off	-9	0.1%	-8	0.1%
Capitalized production	37	0.4%	71	-0.7%
Subtotal other expense	**-518**	**5.4%**	**-513**	**4.8%**
TOTAL	**-4,412**	**46.1%**	**-4,808**	**45.0%**

4.3 - Trade accounts and notes payable

(in € million)	December 31, 2024	December 31, 2023
Trade accounts and notes payable	**1,018**	**2,066**
Net advance payments	-138	-46
Prepaid expense and advanced invoices	-661	-531
TOTAL	**219**	**1,489**
Number of days payable outstanding (DPO)*	**19**	**54**

(*) 2023 DPO was restated to exclude working capital optimization actions.

The sharp decrease in accounts payable and DPO were mainly due to the reduced level of activity in the fourth quarter of 2024, the immediate to short term payment terms required by suppliers as a consequence of the financial restructuring procedure the Group entered into in the course of 2024 and the decision to stop the one-off working capital optimization actions in 2024.

4.4 - Other current assets

(in € million)	December 31, 2024	December 31, 2023
Inventories	157	175
State - VAT receivables	273	356
Prepaid expense and advanced invoices	661	531
Other receivables and current assets	281	529
Net advance payments	138	46
TOTAL	**1,510**	**1,637**

4.5 - Other current liabilities

(in € million)	December 31, 2024	December 31, 2023
Employee-related liabilities	425	473
Social security and other employee welfare liabilities	141	159
VAT payables	329	442
Contract liabilities	927	980
Other operating liabilities	207	223
TOTAL	**2,028**	**2,276**

At December 31, 2024, employee-related liabilities included €88 million of signed settlements with employees in connection with the German restructuring plans, compared to €145 million at December 31, 2023.

4.6 - Working capital requirement

(in € million)	December 31, 2024	December 31, 2023
Trade accounts and notes receivable	2,435	2,459
Trade accounts and notes payable	-1,018	-2,066
Other current assets	1,510	1,637
Other current liabilities	-2,028	-2,276
less Short-term financial assets	-93	-128
less Payables on acquisitions of non-current assets	45	56
TOTAL	**851**	**-319**

Note 5 Other operating income and expense

Other Operating Income and Expense is an Alternative Performance Measure and is defined in section 6.1.7.3.

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; 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".

Other operating income and expense represented a net expense of €2,858 million in 2024, compared to €3,573 million in 2023. The following table presents this amount by nature:

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Reorganization costs	-119	-696
Rationalization and associated costs	-37	-38
Integration and acquisition costs	3	4
Amortization of intangible assets (PPA from acquisitions)	-57	-108
Equity-based compensation	-2	-19
Impairment of goodwill and other non-current assets	-2,357	-2,546
Other items	-288	-169
TOTAL	**-2,858**	**-3,573**

Reorganization costs amounted to €119 million, mostly corresponding to the tail ends of workforce optimization and restructuring plans launched in previous years for €77 million and to separation and transformation costs incurred as legacy of the legal carve-out early 2024 for €42 million, including project-dedicated employee costs for €18 million. It compares to €696 million in 2023, with €343 million related to workforce reduction measures, in particular in Germany, and €353 million of separation costs, including project-dedicated employee costs for €166 million, as the Group executed the legal carve-out mainly during the year 2023.

Rationalization and associated costs amounted to €37 million compared to €38 million in 2023, mainly corresponding to the continuation in the consolidation of the data centers.

Integration and acquisition costs were a net gain of €3 million as certain earn-out and retention schemes did not materialize and were thus released to the income statement.

In 2024, the amount related to the amortization of intangible assets recognized in the **purchase price allocation** from acquisitions ("PPA") amounted to €57 million and was mainly composed of Syntel customer relationships and technologies for €40 million. It compares to €108 million in 2023. The decrease mostly originated from customer relationships impairment as a consequence of contracts termination and to a lesser extent, to the end of the amortization period of certain assets.

The **equity-based compensation** expense amounted to €2 million in 2024 compared to €19 million in 2023, mainly driven by a high level of forfeitures in 2024. Besides, three plans vested in 2023 while no plan was attributed in 2024.

6

Impairment of goodwill and other non-current assets amounted to €2,357 million compared to €2,546 million in 2023. A total of €2.2bn of goodwill has been impaired over 2024 following a first impairment test in June 2024 triggered by the offers received by the creditors in the context of the contemplated financial restructuring and leading to €1.5bn of impairment. The recoverable value was determined based on the fair value less costs to sell resulting from the terms of the Lock-Up Agreement dated July 14th, 2024. In addition, the annual impairment test was carried out as at December 31, 2024. To perform the test, the recoverable value was determined based on the fair value less costs to sell resulting from the implied enterprise value derived from market data, being the Group market capitalization at year-end and the fair value of the financial debt. This led to an additional €0.8bn impairment (see Note 8.1).

In 2023, the impairment of goodwill amounted to €2,258 million.

In 2024, impairment of goodwill and other non-current assets also included €109 million of customer relationships impairment as a result of customer contract terminations in the United-States (see Note 8.2).

In 2024, **other items** were a net cost of €288 million compared to €169 million in 2023. The following table presents the main items:

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Onerous contracts and loss on customers	-160	-39
Gain on disposals, net	74	-61
Write-offs	-78	3
Litigations	-96	-40
Pension and others	-28	-32
TOTAL	**-288**	**-169**

In 2024, other items included:

- €160 million of losses related to onerous contracts that were mostly accounted for in Other items in the previous years;
- €74 million of net capital gain related to the sale of Worldgrid offset by additional losses recognized on past transactions;
- €96 million of legal fees and settlement related to major litigations, including the settlement concluded with Unisys in December 2024 (see Note 16);
- €78 million of current assets write-offs; and
- €28 million of costs related to early retirement programs in Germany, the UK and France as well as others non-recurring items.

Equity-based compensation

The €2 million expense recorded within other operating income and expense relating to equity-based compensation (€19 million in 2023) was mainly related to performance share plans granted from 2021 to 2023.

The equity-based compensation plans are detailed by year and by nature as follows:

By year

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Plans 2024	-	-
Plans 2023	-2	-5
Plans 2022	2	-9
Plans 2021	-3	-5
Plans 2020	0	-0
TOTAL	**-2**	**-19**

By category of plans

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Performance share plans	-2	-18
Employee share purchase plans	-	-1
Cash-settled incentive plans	-	-1
TOTAL	**-2**	**-19**

Performance share plans

In 2024, Atos implemented no new performance share plans.

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 plans impacting 2024 consolidated income statement are detailed as follows:

Board of Directors meeting date	June 28, 2023	November 16, 2023*
Number of shares initially 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**
2024 expense recognized *(in € million)*	**1**	**-**

(*) Forfeited in 2024.

Board of Directors meeting date	June 28, 2023	June 28, 2023	June 28, 2023
Number of shares initially 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**
2024 (expense) income recognized *(in € million)*	**-2**	**-2**	**1**

Board of Directors meeting date	May 18, 2022	May 18, 2022	May 18, 2022	May 18, 2022
Number of shares initially 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**
2024 (expense) income recognized *(in € million)*	**1**	**-0**	**1**	**0**

Board of Directors meeting date	July 24, 2020	July 24, 2021	June 13, 2022
Number of shares initially granted	870,630	862,100	39,000
Share price at grant date *(€)*	75.0	41.2	18.8
Vesting date	July 24, 2023	July 24, 2024	June, 18 2025
Expected life *(years)*	3	3	3
Expected dividend yield *(%)*	2.07	2.09	1.74
Fair value of the instrument *(€)*	**68.74**	**39.67**	**14.91**
2024 (expense) income recognized *(in € million)*	**0**	**-3**	**0**

Stock option plans

In 2024, the Group did not implement any stock option plan.

Note 6 Financial assets, liabilities and financial result

6.1 - Financial result

Net financial gain amounted to €3,121 million for the period (compared to a loss of €227 million in 2023) and was composed of a net cost of financial debt of €178 million and other net financial gain of €3,299 million.

Net cost of financial debt

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Interest income	164	187
Interest expense	-342	-289
Net cost of financial debt	**-178**	**-102**

Net cost of financial debt increased from €102 million in 2023 to €178 million in 2024. This variation mainly resulted from higher interest rates on the Term loan A and the multi-currency revolving credit facility for which additional portions were drawn in the second half of 2023 and in the beginning of 2024, interest expenses on interim financing and new money debt following the financial restructuring of the Group (see section 6.1.7.4 – Main events of the period) as well as penalties, combined with a lower interest income as a result of a lower level of deposits (interest gain on the average cash was 2.31% in 2024 compared to 1.93% last year).

Other financial income and expense

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Foreign exchange income (expense)	-29	-15
Fair value gain (loss) on forward exchange contracts	-0	-3
Net gain (loss) on financial instruments related to Worldline shares	-1	-
Interest on lease liability	-36	-26
Net gain on the financial restructuring	3,520	-
Other income (expense)	-155	-80
Other financial income and expense	**3,299**	**-125**
Of which:		
• other financial expense	-423	-151
• other financial income	3,722	26

Other financial items were a net income of €3,299 million in 2024 compared to net expense of €125 million in 2023 and were mainly composed of:

- the effects of the financial restructuring of the Group of €3,520 million corresponding to the net gain recognised at the closing of the financial restructuring on December 18, 2024, in respect of fair value gain on the debt converted into equity, fair value gain on the new debt and fair value of issued warrants as detailed in the section 6.1.7.4. - Main events of the period;
- Lease liability interest of €36 million compared to €26 million in 2023. This variation mainly resulted from the increase in discount rates;
- a net foreign exchange loss (including hedges) of €29 million (compared to a loss of €19 million in 2023) mainly due to an exposure spreading across many geographies and currencies;
- other items notably,
  - pension related financial expense of €30 million compared to €31 million in 2023. The pension financial cost represents the difference between interest costs on pension obligations and the return on plan assets;
  - prior years transaction costs included in financial debts and amortized applying the effective interest rate method, which were fully amortized as of June 30, 2024 in the context of the upcoming financial restructuring of the Group for €15 million;
  - €78 million of exit fees on Interim financing repaid as part of financial restructuring on December 18, 2024.

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-.

(in € million)	December 31, 2024	December 31, 2023
Cash in hand and short-term bank deposit*	1,732	2,285
Money market funds	7	10
TOTAL	**1,739**	**2,295**

(*) included restricted cash for an amount of €211 million at December 31, 2024 and €272 million at December 31, 2023.

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.

The Group implemented a notional multi-currency cash pooling arrangement which is presented under a single net position in the statement of financial position under "Cash and cash equivalents".

Multi-currency cash pooling arrangement

The gross amounts of cash surplus and overdrafts of the bank accounts in the scope of this cash-pooling arrangement were as below:

(in € million)	December 31, 2024	December 31, 2023
Bank accounts with cash surplus	1,792	3,570
Bank accounts with overdrafts	-1,330	-3,251
Single net position presented in Cash and cash equivalents in the statement of financial position	**463**	**319**

6.3 - Non-current financial assets

(in € million)	December 31, 2024	December 31, 2023
Pension prepayments	7	3
Fair value of non-consolidated investments, net of impairment	10	10
Other*	115	129
TOTAL	**131**	**142**

(*) "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 German restructuring plan and deferred price receivables related to disposals.

6.4 - Financial liabilities

Borrowings

Borrowings are initially recognized at fair value, net of transaction costs and subsequently measured at amortized cost using the effective interest rate method.

Any difference between the carrying amount and the redemption value is recognized in financial income and expense over the life of the borrowing using the effective interest rate method.

Borrowings are presented as current liabilities, unless the Group has an unconditional right to defer repayment of the liability beyond a period of 12 months after the closing date, in which case they are presented as non-current liabilities.

Bank overdrafts are presented 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, 2024			December 31, 2023		
(in € million)	Current	Non-current	Total	Current	Non-current	Total
Bonds	-	1,337	1,337	-	1,900	1,900
Optional exchangeable bond	-	-	-	500	-	500
Banks loans and NEU CP / MTN	-	752	752	1,500	630	2,130
Other borrowings	17	-	17	124	-	124
Total borrowings	**17**	**2,089**	**2,107**	**2,124**	**2,530**	**4,654**

Main characteristics

The borrowings as of December 31, 2024 are detailed in the table below:

	December 31, 2024					
(in € million)	Nominal amount	IFRS amount	Nominal rate	Effective rate	Type of rate	Maturity
2029 New Money Term loan	302	302	13.00%(1)	13.00%	Fixed	December 2029
2029 New Money Notes	802	802	9.00%(2)	13.00%	Fixed	December 2029
2030 Reinstated Term loan	751	384	7.46%(3)	23.46%	Floating	December 2030
2030 Reinstated Notes	841	492	5.00%(4)	21.31%	Fixed	December 2030
2032 Reinstated Term loan	219	67	5.00%(5)	23.06%	Fixed	December 2032
2032 Reinstated Notes	137	43	1.00%(6)	22.45%	Fixed	December 2032
Subtotal	**3,052**	**2,089**				
Other borrowings excluding overdraft	17	17				
TOTAL	**3,070**	**2,107**				

1. Cash interest of 9.00% and PIK interest of 4.00%.
2. Cash interest of 9.00% and call premium of 4.00%.
3. Rate at December 31, 2024. Cash interest of 3-month EURIBOR with a floor of 0.00% + 2.60% and PIK interest of 2.00%.
4. Cash interest of 5.00% and call premium of 4.00%.
5. Cash interest of 1.00% and PIK interest of 4.00%.
6. Cash interest of 1.00% and call premium of 4.00%.

The effective interest rate takes into account the nominal rate and the gap between the nominal value and the fair value of the debt recorded at inception in the Net gain on the financial restructuring.

The characteristics of the borrowings are described in the section 6.1.7.4. - Main events of the period.

Financial covenants

In the context of the New Financings concluded in December 2024, the Group must comply with the following covenants:

- from March 31, 2025, a minimum liquidity level of €650 million, to be verified at the end of each financial quarter;
- from June 30, 2027, as from each half-year end, a maximum level of financial leverage ("Total Net Leverage Ratio Covenant"), which is defined as the ratio of Financial indebtedness (mainly excluding IFRS 16 impacts and IFRS 9 debt fair value adjustment) to pre-IFRS 16 OMDA; the ceilings thus applicable will be determined no later than June 30, 2026 with reference to a flexibility of 30% in relation to the Business Plan adopted by the Group at that time; these ceilings will in any event remain between 3.5x and 4.0x.

Liquidity is defined as the cash, together with any amounts available under any undrawn committed facilities (including committed overdrafts)

Financial Indebtedness definition includes mainly (but not limited to):

- any borrowed money or debit balance with financial institutions, any amount raised pursuant to any note purchase facility or the issue of bonds, notes, debentures, loan stock or any similar instrument, receivables sold or discounted (other than any receivables to the extent they are sold or discounted on a non-recourse basis and meet any requirement for derecognition under the Accounting Principles);
- any IFRS 16 liability;
- agreement in respect of the supply of assets or services with payment due more than 180 days after the date of supply; and
- other financial items as marked to market value of treasury transactions, sale and leaseback transaction and other transactions having the commercial effect of a borrowing or otherwise classified as borrowings under the Accounting Principles.

IFRS 16 liability and IFRS 9 debt fair value adjustment are excluded from the Financial Indebtedness definition used for the calculation of the Total Net Leverage Ratio Covenant.

Other information

Non-current borrowings maturity

(in € million)	2026	2027	2028	2029	>2029	Total
Bonds	-	-	-	802	535	1,337
Banks loans	-	-	-	302	450	752
Other borrowings	-	-	-	-	-	-
December 31, 2024	**-**	**-**	**-**	**1,105**	**985**	**2,089**

(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**

6

Contractual cash flows

(in € million)	2025	2026	2027	2028	2029	>2029	December 31, 2024
Nominal[1]	-	-	-	-	976	1,252	2,228
Interests	116	120	125	130	135	56	682
Total Bonds	**116**	**120**	**125**	**130**	**1,111**	**1,308**	**2,910**
Nominal	-	-	-	-	302	970	1,272
Interests[2]	71	73	76	78	147	233	678
Total Bank Loans	**71**	**73**	**76**	**78**	**449**	**1,203**	**1,950**
Total	**187**	**194**	**201**	**208**	**1,560**	**2,511**	**4,860**

1. including call premium.
2. including PIK interest and estimated variable interest based on 3-month Euribor rate applicable at December 31, 2024.

Borrowings in currencies

The carrying amounts of the Group borrowings were denominated in the following currencies:

(in € million)	EUR	Other currencies	Total
December 31, 2024	**2,106**	**1**	**2,107**
December 31, 2023	4,563	91	4,654

Fair value

The fair value of the borrowings is described in the section 6.1.7.4. - Main events of the period.

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 exchan-geable bond	Banks loans and NEU CP/MTN	Other borrow-ings excl. over-draft	Total borrow-ings excl. over-draft	Cash & cash equiva-lents	Over draft	Total net cash & cash equi-valents	Short-term financial assets (lia-bilities)[1]	Net cash (debt)	Lease liabilities
At January 1, 2024	**1,900**	**500**	**2,130**	**124**	**4,654**	**2,295**	**-**	**2,295**	**128**	**-2,230**	**822**
Lease payments	-	-	-	-	-	-301	-	-301	-	**-301**	-301
New borrowings	802	-	1,347	-	2,150	2,150	-	2,150	-	**-**	-
Repayment of borrowings	-	-	-725	-	-725	-725	-	-725	-	**-**	-
Net cost of financial debt	-	-	-	-33	-33	-211	-	-211	-	**-178**	-
Other flows related to financing activities	-	-	-	-93	-93	-51	-	-51	-42	**-**	-
Other cash flow changes	-	-	-	-	-	-1,448	-	-1,448	2	**-1,446**	-
Equitization of Debt	-922	-500	-1,480	-2	-2,904	-	-	-	-	**2,904**	-
Change in lease liabilities	-	-	-	-	-	-	-	-	-	**-**	139
Interest on lease liability	-	-	-	-	-	-	-	-	-	**-**	36
Other non-cash changes[2]	-	-	-	21	21	-	0	0	-	**-21**	-
Change in Debt and Cash before Fair Value adjustment	**-120**	**-500**	**-858**	**-107**	**-1,585**	**-586**	**0**	**-586**	**-40**	**958**	**-126**
Fair Value adjustment	-443	-	-520	-	-963	-	-	-	-	**963**	-
Change in Debt and Cash	**-563**	**-500**	**-1,378**	**-107**	**-2,548**	**-586**	**0**	**-586**	**-40**	**1,921**	**-126**
Impact of exchange rate fluctuations	-	-	-	0	0	29	-0	29	5	**34**	10
At December 31, 2024	**1,337**	**-**	**752**	**17**	**2,107**	**1,739**	**0**	**1,739**	**93**	**-275**	**705**
Non-current portion	1,337	-	752	-	2,089	-	-	-	-	**-2,089**	498
Current portion	-	-	-	17	17	1,739	0	1,739	93	**1,814**	207

1. Short-term financial assets and liabilities bearing interests with maturity of less than 12 months.
2. Included accrued PIK interest and Call Premium.

(in € million)	December 31, 2024	December 31, 2023
Cash and cash equivalents	1,739	2,295
Overdrafts	0	-
Net cash and cash equivalents	**1,739**	**2,295**

Following the financial restructuring of the Group as described in the section 6.1.7.4 - Main events of the period,

- New financings were raised, with €802 million of New money Bonds and €302 million of New money Term loans;
- Interim financing was repaid;
- Debt was converted in equity for €2,902 million (excluding interests);
- New debts were recognized at fair value triggering a one-off financial gain of €965 million decreasing the nominal amounts at December 18, 2024 and amortized over the maturity of the various financings.

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, 2024 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	-	-	-	-
Trade accounts and notes receivable	2,435	-	-	-
Other current assets*	554	-	-	-
Current financial instruments	-	-	-	2
Cash and cash equivalents	-	-	1,739	-
Total	**2,989**	**-**	**1,739**	**2**

(*) Excluding inventories, prepaid expense, advanced invoices and net advance payments.

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, 2024 the breakdown of liabilities was the following:

(in € million)	Financial Liabilities – Measurement at amortized cost	Derivative related liabilities
Borrowings	2,089	-
Non-current financial instruments	-	-0
Trade accounts and notes payable	1,018	-
Other current liabilities	2,028	-
Current portion of borrowings	17	-
Current financial instruments	-	0
Total	**5,153**	**0**

As at December 31, 2023 the breakdown of liabilities was the following:

(in € million)	Financial Liabilities – Measurement at amortized cost	Derivative related liabilities
Borrowings	2,530	-
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**

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.

No deferred income tax was recorded and disclosed in connection with Pillar Two income taxes in accordance with the temporary mandatory relief.

7.1 - Tax charge

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Current tax charge	-137	-121
Deferred tax (charge) income	-76	9
Total tax charge	**-214**	**-112**

The tax charge for 2024 was €214 million with a profit before tax of €462 million and mainly included:

- €87 million of current income tax and additional recurring taxes;
- €59 million of valuation allowance on DTA recognized in past years;
- €37 million of non-recoverable withholding tax paid on dividend distributions;
- €15 million of tax true-ups.

Regarding Pillar Two, the analysis carried out by the Group shows that the jurisdictions in which the anticipated Pillar 2 effective tax rate falls below the minimum rate of 15% are not material to the Group. The associated top up taxes booked amounted to €1 million.

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, 2024	12 months ended December 31, 2023
Profit (loss) before tax	462	-3,332
French standard tax rate	25.8%	25.8%
Theoretical tax income (expense) at French standard rate	**-119**	**861**
Impact of permanent differences*	-578	-632
Impact of the refinancing	701	0
Differences in foreign tax rates	5	49
Movement on recognition of deferred tax assets	-159	-339
Equity-based compensation	-1	-5
Change in deferred tax rates	-6	0
Taxes not based on taxable income	-4	-40
Withholding taxes	-37	-15
French tax credit	11	9
Other	-27	1
Group tax income (expense)	**-214**	**-112**
Effective tax rate	46.3%	-3.3%

(*) mainly included goodwill impairment charge.

The tax charge for 2024 was €214 million with a profit before tax of €462 million. This charge included a net movement in deferred tax assets for an amount of €-159 million, as well as non-recurring items, deriving notably from the financial restructuring of the Group and the disposals executed during the year.

The Effective Tax Rate of the period was 46.3%. The impact of permanent differences mostly corresponded to IFRS impacts of the financial restructuring and goodwill impairment.

7.3 - Deferred tax assets and liabilities

(in € million)	December 31, 2024	December 31, 2023
Deferred tax assets	184	206
Deferred tax liabilities	69	35
Net deferred tax	**115**	**171**

7.4 - 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, 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**
Charge to profit or loss for the year	110	46	-56	27	-203	-76
Change of scope	3	2	-	-	2	2
Charge to equity	-	-	-	7	5	12
Reclassification	-1	-	-	-	5	4
Exchange differences	-5	-4	-	1	7	3
December 31, 2024	**340**	**-49**	**-42**	**37**	**-171**	**115**

Other charge to profit or loss in 2024 corresponded to the temporary difference arising from the debt fair value adjustment recognised in the context of the financial restructuring of Group (see section 6.1.7.4 – Main events of the period).

7.5 - Tax losses carry forward schedule (basis)

	December 31, 2024			December 31, 2023		
(in € million)	Recognized	Unrecognized	Total	Recognized	Unrecognized	Total
2024	-	-	-	4	2	6
2025	10	21	30	3	3	6
2026	1	32	33	2	3	5
2027	3	69	72	15	13	27
2028	6	38	44	-	-	-
Tax losses available for carry forward for 5 years and more	53	25	78	134	87	222
Ordinary tax losses carry forward	**73**	**184**	**257**	**159**	**108**	**267**
Evergreen tax losses carry forward	**150**	**6,489**	**6,640**	**556**	**5,482**	**6,008**
Total tax losses carry forward	**223**	**6,673**	**6,896**	**715**	**5,560**	**6,275**

In 2024, the countries with the largest tax losses available for carry forward were Germany (€1,481 million including the trade tax basis, compared to €2,378 million in 2023), France (€2,981 million, compared to €2,279 million in 2023), the United Kingdom (€1,170 million, compared to €1,507 million in 2023), the United States (€172 million, compared to €365 million in 2023), the Netherlands (€360 million, compared to €182 million in 2023), Belgium (€128 million, compared to €113 million in 2023), Brazil (€124 million, compared to €95 million in 2023), Switzerland (€84 million, compared to €81 million in 2023), Spain (€80 million, compared to € 75 million in 2023) and Austria (€65 million, compared to €69 million in 2023).

7.6 - Deferred tax assets not recognized by the Group

(in € million)	December 31, 2024	December 31, 2023
Tax losses carry forward	1,477	1,338
Temporary differences	654	620
Total	**2,131**	**1,958**

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.

Since June 30, 2023 and the legal carve-out completion, 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 each Regional Business Unit for Tech Foundations and Eviden as it is the lowest level of goodwill monitoring from internal management point of view.

<u>June 30, 2024</u>

An impairment test was carried out triggered by the offers received and in consideration of the contemplated financial restructuring as at June 30, 2024.

The recoverable value was determined based on the fair value less costs to sell resulting from the terms of the Lock-Up Agreement dated July 14th, 2024. Such value was allocated to Cash Generating Units based on Discounted Cash Flows ("DCF") derived from the adjusted 3-year business plan as presented to the market on April 29th, 2024, but also factoring in the non-binding confirmatory offer received from the French State.

As at June 30, 2024, the goodwill was impaired by €1,452 million, affecting Tech Foundations for €173 million and Eviden for €1,279 million.

<u>December 31, 2024</u>

In addition to the one performed at mid-year, the annual impairment test was carried out as at December 31, 2024.

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 Americas within Eviden and Tech

Foundations has been allocated between North America and South America within Eviden and Tech Foundations based on their relative fair values at December 31, 2024, determined as described hereafter. Similarly, goodwill of Northern Europe & APAC within Eviden and Tech Foundations has been allocated between UK / IR, BTN and APAC within Eviden and Tech Foundations based on their relative fair values at December 31, 2024, determined as described hereafter. Finally, goodwill of South America and APAC within Eviden and Tech Foundations have been added to the goodwill of Other within Eviden and Tech Foundations to create the goodwill of Growing markets within Eviden and Tech Foundations.

To perform the test, the recoverable value was determined based on the fair value less costs to sell resulting from the implied enterprise value derived from market data, being the Group market capitalization at year-end and the fair value of the financial debt. The implied enterprise value has been allocated between CGU based on the Discounted Cash Flows ("DCF") method from the management business plan as presented to the market in the Press Release on September 2, 2024.

The DCF approach relied on the following assumptions:

- The cash flow projections were based on the 3-year business plan as published on September 2, 2024;
- The terminal value was calculated with an estimated perpetual growth rate of 0% for Tech Foundations, and of 1% or 2% for Eviden, depending on the activity mix within the Region;
- The 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 high systematic risk and specific risk perception as indicated by the market (market capitalization and bond trading) despite the successful closing of the financial restructuring of the Group in December 2024.

Regarding the recoverable value, it was assessed in consistency with the estimated values of the transactions that were or are contemplated, as well as market expectations.

The discount rates used at December 31 2024, as well as at December 31, 2023 were as follows:

	December 31, 2023*	
	Tech Foundations	Eviden
Americas	29.0%	17.7%
Northern Europe & APAC	28.5%	16.8%
Central Europe	28.5%	15.3%
Southern Europe	28.5%	16.1%
Other	32.0%	18.0%

(*) The breakdown of the discount rates is presented above as published in the 2023 URD, with the former RBUs.

	December 31, 2024		December 31, 2023*	
	Tech Foundations	Eviden	Tech Foundations	Eviden
North America	33.0%	38.6%	n.a.	n.a.
UK / IR	24.0%	34.8%	n.a.	n.a.
Benelux and the Nordics (BTN)	24.0%	31.7%	n.a.	n.a.
Central Europe	23.5%	27.4%	28.5%	15.3%
Southern Europe	24.0%	21.6%	28.5%	16.1%
Growing Markets	26.8%	32.9%	n.a.	n.a.

(*) The breakdown of the discount rates between North America and South America within Americas, between UK / IR, Benelux and the Nordics (BTN) and APAC within Northern Europe & APAC and for Growing Markets was not available as at December 31, 2023.

In comparison with December 2023, the discount rates have globally increased due to the following factors:

- An overall economic and geopolitical environment which has become riskier for the Group, notably in the USA,
- Remaining uncertainty perceived by the market and consistent with ranges of investors expected returns for distressed assets (these discount rates compare in a consistent manner to the range of yields observed for the Group's second-lien notes, which trade between 19% and 33% [1]),
- An observable wait-and-see attitude from customers towards the Group, triggering lower revenue for 204 and possibly for 2025,
- The disposal of Worldgrid during the second semester of 2024, which had structurally lower discount rates than the rest of Eviden,
- The evolution of the approach to conduct the impairment test (at the end of December 2024, specific risk premiums were included to reflect systematic risk, as well as specific risks to reflect market perception whereas at the end of December 2023 a multi-criteria approach was adopted).

1) *Over the period from January 3, 2025 to January 31, 2025.*

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 are presented below:

Tech Foundations
enterprise value increase (decrease)

	Discount rate		Perpetual growth rate		Operating margin rate		Combined impact	
(in € million)	+500 basis point	-500 basis point	+200 basis point	-200 basis point*	+100 basis point	-100 basis point	Positive impact	Negative impact
North America	-43	59	9	n.a.	26	-28	94	-71
UK / IR	-55	84	12	n.a.	28	-28	125	-83
Benelux and the Nordics (BTN)	-16	25	4	n.a.	12	-13	42	-29
Central Europe	7	-8	-	n.a.	18	-18	10	-11
Southern Europe	-43	67	10	n.a.	43	-45	121	-88
Growing Markets	-15	22	3	n.a.	16	-16	41	-31
Total	**-165**	**250**	**39**	**n.a.**	**143**	**-148**	**432**	**-313**

(*) n.a.: not applicable as base assumption for the perpetual growth rate was 0%

Eviden
enterprise value increase (decrease)

	Discount rate		Perpetual growth rate		Operating margin rate		Combined impact	
(in € million)	+500 basis point	-500 basis point	+200 basis point	-200 basis point	+100 basis point	-100 basis point	Positive impact	Negative impact
North America	-51	70	17	-12	30	-30	117	-93
UK / IR	-25	36	9	-7	18	-18	62	-50
Benelux and the Nordics (BTN)	-19	28	7	-5	13	-13	48	-38
Central Europe	-44	66	17	-12	48	-48	131	-105
Southern Europe	-83	141	33	-26	42	-43	216	-152
Growing Markets	-10	14	4	-3	9	-9	27	-22
Total	**-233**	**355**	**87**	**-65**	**160**	**-162**	**602**	**-460**

Tech Foundations
enterprise value increase (decrease)

	Market capitalisation		Debt fair value adj.		Combined impact	
(in € million)	-10%	-20%	+10%	+20%		
North America	-	-5	-5	-14	-5	-19
UK / IR	-6	-13	-13	-24	-19	-37
Benelux and the Nordics (BTN)	-	-2	-2	-6	-2	-7
Central Europe	1	1	1	3	2	4
Southern Europe	-5	-10	-10	-19	-15	-29
Growing Markets	-1	-3	-2	-5	-3	-8
Total	**-12**	**-31**	**-30**	**-66**	**-42**	**-96**

Eviden
enterprise value increase (decrease)

	Market capitalisation		Debt fair value adj.		Combined impact	
(in € million)	-10%	-20%	+10%	+20%		
North America	-6	-11	-11	-26	-17	-37
UK / IR	-3	-6	-6	-12	-9	-18
Benelux and the Nordics (BTN)	-2	-4	-4	-9	-7	-13
Central Europe	-	-10	-7	-20	-7	-30
Southern Europe	-10	-20	-20	-38	-30	-57
Growing Markets	-1	-2	-2	-5	-3	-7
Total	**-22**	**-54**	**-51**	**-109**	**-73**	**-163**

At December 31, 2024, carrying values of goodwill by RBU for Tech Foundations and Eviden were the following:

	December 31, 2024			December 31, 2023*		
(in € million)	Tech Foundations	Eviden	Group	Tech Foundations	Eviden	Group
North America	167	274	440	325	1,199	1,525
UK / IR	-0	43	43	136	435	570
Benelux and the Nordics (BTN)	-	0	0	26	314	340
Central Europe	-0	149	149	-0	250	250
Southern Europe	-0	-0	-0	-0	0	-0
Growing Markets	22	-0	21	34	157	191
Total	**188**	**465**	**653**	**521**	**2,354**	**2,875**

(*) Restated to reflect the new composition of RBUs

Changes in the carrying values of goodwill are presented as follows:

(in € million)	December 31, 2023	Increase	Decrease	Exchange differences and other	December 31, 2024
Gross value	6,763	-	-49	202	6,916
Impairment loss	-3,887	-2,240	20	-156	-6,263
Carrying amount	**2,875**	**-2,240**	**-29**	**46**	**653**

Over 2024, goodwill decreased from €2,875 million to €653 million as a result of the following:

- €2,240 million impairment pursuant to the exercise described above, affecting Tech Foundations for €366 million and Eviden for €1,874 million;
- a derecognition of €29 million of goodwill in connection with the disposal of Worldgrid, affecting Eviden - Central Europe;
- €46 million foreign exchange impact coming mainly from goodwill denominated in USD.

(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, 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, affecting Americas;
- a derecognition of €52 million of goodwill in connection with the disposal of EcoAct, affecting Southern Europe;
- a €-73 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, 2023	**1,207**	**506**	**262**	**1,976**
Additions	-	27	1	28
Capitalized costs	-	-	25	25
Disposals	-22	-45	-27	-93
Exchange differences and others	52	13	14	79
December 31, 2024	**1,238**	**502**	**275**	**2,015**
Accumulated depreciation				
December 31, 2023	**-880**	**-355**	**-213**	**-1,447**
Amortization charge of the year	-	-43	-1	-43
Amortization of intangible assets recognized as part of a Purchase Price Allocation	-52	-0	-5	-57
Amortization of capitalized costs	-	-	-32	-32
Disposals	22	42	21	84
Impairment	-109	-	-	-109
Exchange differences and others	-40	-11	-10	-61
December 31, 2024	**-1.059**	**-367**	**-240**	**-1.666**
Net value				
December 31, 2023	**327**	**151**	**50**	**529**
December 31, 2024	**179**	**134**	**35**	**349**

In 2024, the amortization of intangible assets recognized in purchase price allocation amounted to €57 million and was mainly composed of Syntel customer relationships and technologies. The impairment charge amounting to €109 million mostly resulted from customer contracts terminations in the USA.

The gross book value of customer relationships for €1,238 million at December 31, 2024 presented above, mainly included:

- €493 million related to the Syntel acquisition in 2018 amortized over 14 years starting November 2018 till November 2031;
- €345 million related to the Siemens IT Solutions and Services acquisition in 2011 amortized over 13 years starting July 2011 and ended in July 2023;
- €166 million related to the Xerox ITO acquisition in 2015 amortized over 6 to 13 years starting July 2015 till July 2027;
- €95 million related to the Anthelio acquisition in 2015 amortized until July 2027;
- €40 million in connection with the Maven Wave acquisition in 2020 amortized until February 2032.

(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**

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, 2023	**318**	**264**	**56**	**638**
Additions	7	371	21	398
Disposals	-23	-187	-23	-233
Exchange differences and others	7	27	-9	24
December 31, 2024	**308**	**475**	**45**	**828**
Accumulated depreciation				
December 31, 2023	**-198**	**-71**	**-14**	**-284**
Depreciation charge for the year	-18	-129	-5	-153
Disposals	21	171	21	212
Exchange differences and others	-4	-17	-2	-23
December 31, 2024	**-199**	**-47**	**-0**	**-247**
Net value				
December 31, 2023	**120**	**193**	**42**	**355**
December 31, 2024	**108**	**427**	**45**	**580**

(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**

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.

The acquisitions mainly come from a significant investment in the energy-efficient Exascale technology.

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.

9.1 - Right-of-use assets

(in € million)	Land and buildings	IT equipments	Cars and others	Total
Gross value				
December 31, 2023	**1,087**	**464**	**49**	**1,600**
Increase	154	48	16	218
Decrease	-163	-222	-26	-411
Exchange differences and others	9	8	(2)	16
December 31, 2024	**1,088**	**298**	**37**	**1,423**
Accumulated depreciation				
December 31, 2023	**-585**	**-301**	**-27**	**-913**
Depreciation charge for the year	-137	-107	-14	-257
Eliminated on disposal	112	208	20	340
Exchange differences and others	-16	7	1	-7
Impairment	-30	-5	-	-35
December 31, 2024	**-656**	**-198**	**-19**	**-872**
Net value				
December 31, 2023	**502**	**163**	**22**	**687**
December 31, 2024	**432**	**100**	**18**	**550**

A €24 million impairment charge was recognized in relation to data centers in almost all the Regions.

(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**

9.2 - Lease liabilities

(in € million)	December 31, 2024
Maturing in one year or less	207
Maturing in 1-2 years	159
Maturing in 2-3 years	111
Maturing in 3-4 years	75
Maturing in 4-5 years	60
Maturing in more than 5 years	93
Total	**705**

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, 2024	December 31, 2023
Miscellaneous	12	11
Total	**12**	**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".

As of December 31, 2024, retirement commitments resulted in a net provision of €735 million in the Group's accounts, compared to €698 million as of December 31, 2023.

Commitments for other long-term benefits amounted to €40 million as of December 31, 2024, unchanged from December 31, 2023.

Amounts Recognized in the Balance Sheet are:

(in € million)	December 31, 2024	December 31, 2023
Prepaid pension asset	7	3
Accrued liability – pension plans [a]	-742	-700
Total Pension plan	**-735**	**-698**
Accrued liability – other long-term employee benefits [b]	-40	-40
Total accrued liability [a] + [b]	**-782**	**-741**

Retirement Commitments

The Group's commitments are mainly located in the United Kingdom (58% of the Group's total commitments), Germany (25%), Switzerland (7%), and France (5%).

Characteristics of major plans and associated risks

In the United Kingdom, these commitments stem from former defined benefit plans, most of which have been closed to new rights acquisitions or new entrants. They result from career salary-based schemes subject to the prevailing solvency requirements in the United Kingdom, meaning they are determined by an independent actuary based on a discount rate reflecting expected returns on plan assets. Deficit recovery periods are agreed upon between independent pension fund trustees and contributing companies and can extend up to 20 years when adequate security is provided by contributing companies. Most plans are now governed by a single independent professional trustee.

The asset allocation of various plans in the United Kingdom comprises 92% bonds and 8% equities and other assets, varying from plan to plan according to their specific profile. Interest rate and inflation risk exposure is prudently managed through investments in UK government bonds as well as fully collateralized interest rate and inflation swaps. Private bonds constitute a significant portion of the bond portfolio, and equity investments exhibit good geographical diversification.

These schemes do not expose the Group to specific risks beyond traditional risks associated with defined benefit plans, including inflation increase, longevity, discount rate decline, or lower financial returns.

In Germany, most commitments originate from rights transferred to the Group as part of the acquisition of SIS (Siemens IT Solutions and Services) in 2011. They cover multiple German entities and are subject to local obligations, which do not mandate a funding level but require subscribing to a pooled insurance policy in case of bankruptcy (PSV). These plans are pre-financed through a trust agreement (CTA) governed by an external professional provider. The investment strategy is determined by an investment committee designated by the employer. The asset allocation for major schemes comprises 68% bonds, 14% return-generating assets, and 18% real estate. The asset allocation of other schemes is more aligned with their lower sensitivity to interest rate risks and primarily relies on high-quality private bonds and, to a lesser extent, diversified funds and European high-yield bonds.

In Switzerland, commitments stem from a defined benefit plan exceeding the minimum amount of mandatory pensions stipulated by Swiss law (LPP). Contributions are made by both employees and the employer and are calculated as a percentage of covered salary. The contribution rate depends on the employee's age. Upon retirement, employees' individual savings capital is converted into a pension according to the conversion rate defined by the pension fund regulations. The pension is paid in the form of a lifetime annuity, with the option to receive part as a lump sum. In the event of disability, the pension plan pays a disability pension until the normal retirement age.

Atos recognizes all actuarial gains and losses as well as asset limitation effects generated during the period in "Other Comprehensive Income".

2024 Events

In the Eurozone, the year 2024 continued the disinflationary trend initiated in 2023. Despite a slight increase in the Harmonised Index of Consumer Prices (HICP) in the last quarter of 2024, the inflation rate stabilized near 2%, aligning with the European Central Bank's target. In this context, the central bank gradually reduced refinancing costs: the deposit facility rate decreased from 4% to 3% between the end of 2023 and the end of 2024. The euro swap curve remained inverted, reflecting continued anticipation of future interest rate cuts. In foreign exchange terms, the euro slightly depreciated against the US dollar (-5.5% year-on-year) and the pound sterling (-4.3%).

The United Kingdom also experienced significant disinflation compared to 2023. The Consumer Price Index (CPI) dropped from 6.7% to 2.5% in one year, while the Retail Price Index (RPI) declined from 8.9% to 3.4%. This trend suggests a marked slowdown in inflation in the UK in 2024. The Bank of England remained cautious, maintaining its key interest rate at 4.75% at the end of 2024. In Switzerland, the trend was similar: inflation fell to 1.1% in 2024 within the Swiss National Bank's target range (0% to 2%), leading the SNB to lower its key rate to 0.5% at the end of 2024.

Discount and pension indexation assumptions were revised in compliance with IAS 19R, reflecting the new economic and financial context.

In the United Kingdom, a key event was the completion of negotiations with the trustees of the three UK pension schemes sponsored by Atos: the Atos UK 2019 Pension Scheme, the Atos Section of the Railway Pension Scheme, and the Atos Section of the Coal Staff Superannuation Scheme. Discussions focused on financing linked to statutory scheme valuations and the impact of Atos Group refinancing.

As part of the agreements with trustees, future contributions have been revised. New funding programs have been approved, ensuring Atos 'commitment to reducing deficits through annual contributions across all schemes from 2025 to 2032. This includes payments of £26.9 million in 2025, gradually decreasing to £16.2 million by 2032. Contributions to current service costs and scheme operating expenses have also been maintained. The UK Pensions Regulator supported the negotiations, ensuring legal compliance and alignment with industry practices.

The agreements provide significant benefits for both UK pension schemes and Atos. For pension schemes, the funding programs establish a robust mechanism for long-term financial stability, ensuring security for scheme members. For Atos, the agreements align financial obligations with the Group's refinancing plans, enhancing financial statement predictability while preserving liquidity.

It is noteworthy that these agreements do not impact Atos Group's 2024 year-end accounts. Under IAS 19, funding commitments comply with previous actuarial valuations and are treated as cash outflows spread over future periods, without requiring additional provisioning. Atos considers this resolution as evidence of its commitment to balancing financial stability for employee pension schemes with prudent financial management.

In France, the 2024 commitments valuation incorporates changes in scope, including the divestiture of Worldgrid (see Note 1), as well as workforce reductions observed during the year.

Components of net periodic cost

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Service cost (net of employees contributions)	30	33
Past service cost, settlements	0	-3
Administration costs	0	2
Operating expense	**30**	**32**
Interest cost	128	145
Interest income	-98	-114
Financial expense	**30**	**31**
Net periodic pension cost – Total expense (profit)	**60**	**62**

The net periodic cost decreased by €2 million compared to 2023, mainly due to the operating expense, while the financial expense remained relatively stable.

Change in defined benefit obligation

(in € million)	December 31, 2024	December 31, 2023
Total Defined Benefit Obligation at January 1	**3,187**	**3,011**
Exchange rate impact	83	33
Service cost (net of employees contributions)	30	33
Interest cost	128	145
Past service cost, settlements	-24	-3
Business combinations (disposals)	-27	29
Employees contributions	5	6
Benefits paid	-189	-197
Actuarial (gain) loss - change in financial assumptions	-73	83
Actuarial (gain) loss - change in demographic assumptions	-15	-34
Actuarial (gain) loss - experience results	-31	81
Defined benefit obligation at December 31	**3,073**	**3,187**

The total value of defined benefit obligation decreased over 2024 by €114 million (-4%) due to the combined effect of an increase in discount rates, particularly in the United Kingdom, and, to a lesser extent, a decrease in scope.

The weighted average duration of the liability is estimated at 11 years.

Change in the fair value of plan assets

(in € million)	December 31, 2024	December 31, 2023
Fair value of plan assets at January 1	**2,498**	**2,440**
Exchange rate impact	78	35
Actual return on plan assets	-52	130
Employer contributions	23	22
Benefits paid by the funds	-149	-155
Business combinations (disposals)*	-44	28
Employees contributions	5	6
Administration costs	-9	-8
Fair value of plan assets at December 31	**2,349**	**2,498**

(*) included liquidations for an amount of €23 million and disposals for an amount of €21 million.

Reconciliation with the net amount recognized in the financial statements

(in € million)	December 31, 2024	December 31, 2023
Funded status	-726	-689
Asset ceiling limitations recognized in Other Comprehensive Income	-9	-9
Prepaid (accrued) pension cost	**-735**	**-698**

Change in the net amount recognized in the financial statements (all plans)

(in € million)	December 31, 2024	December 31, 2023
Net amount recognized at beginning of year	**-698**	**-579**
Net periodic pension cost	-60	-62
Benefits paid by employer	39	42
Employer contributions	23	22
Business combinations (disposals)	6	-2
Asset ceiling limitations recognized in Other Comprehensive Income	-0	1
Amounts recognized in Other Comprehensive Income	-40	-121
Other (exchange rate)	-5	2
Net amount recognized at end of year	**-735**	**-698**

The development in the main countries for 2024 was as follows:

(in € million)	UK schemes	German schemes	Other schemes
Net amount recognized at beginning of year	**-37**	**-393**	**-268**
Net periodic pension cost	-10	-18	-31
Benefits paid by employer & employer contributions	12	14	36
Business combinations (disposals)	-	0	6
Amounts recognized in Other Comprehensive Income	-67	18	8
Other (exchange rate and reclassification)	-17	-0	13
Net amount recognized at end of year	**-119**	**-379**	**-236**

(in € million)	UK schemes	German schemes	Other schemes
Defined benefit obligation at December 31st	-1,789	-768	-517
Fair value of plan assets at December 31st	1,670	389	290
Asset ceiling limitation at December 31st	-	-	-9
Net amount recognized at end of year	**-119**	**-379**	**-236**

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, 2024	December 31, 2023	December 31, 2024	December 31, 2023	December 31, 2024	December 31, 2023	December 31, 2024	December 31, 2023
Discount rate	5.40%	4.70%	3.20%~3.40%	3.30%~3.50%	1.00%	1.50%	5.20%	4.80%
Salary increase	2.85%	2.75%	2.00%~2.75%	2.50%~2.95%	1.50%	2.25%	na	na
Inflation assumption	RPI: 3.25% CPI: 2.75%	RPI: 3.15% CPI: 2.45%	2.0%	2.20%	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, 2024 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	-2.8%	+2.1%
German main pension plans	-2.9%	+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, 2024	December 31, 2023
Equity	5%	14%
Bonds/Interest Rate Swaps	82%	72%
Real Estate	7%	8%
Cash and cash equivalents	2%	2%
Other	4%	4%

Of these assets, 90% are valued on market value, 9% relate to property, private equity and infrastructure investments where valuations are based on the information provided by the investment managers, and less than 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 €6 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 the consolidated income statement can be summarized as follows:

(in € million)	12 months ended December 31, 2024	12 months ended December 31, 2023
Operating margin	-29	-30
Other operating income and expense	-1	-2
Financial result	-30	-31
Total (expense) profit	**-60**	**-62**

Other long-term employee benefits

Net liabilities relating to other long-term plans were €40 million as of December 31, 2024, unchanged from 2023.

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, 2023	Addition	Release used	Release unused	Other*	December 31, 2024	Current	Non-current
Reorganization	110	22	-44	-6	-0	82	62	20
Rationalization	11	3	-2	-1	0	11	4	7
Project commitments	390	187	-102	-15	-69	391	123	268
Litigations and contingencies	50	143	-6	-11	0	176	126	50
Total provisions	**562**	**354**	**-155**	**-34**	**-69**	**659**	**315**	**345**

(*) Other movements mainly consist of currency translation adjustments and reclassifications.

(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 2024, reorganization provisions were consumed across all locations but mainly in the regions BTN and Central Europe.

In project commitments, additions were mainly made of reassessments on onerous contracts in the Regions UK/IR, Central Europe and BTN. Release used corresponded mainly to costs incurred on customer and vendor onerous contracts.

Other movements corresponded to reclassification of provision to allowances on current assets.

Litigations and contingencies provisions in 2024 increased by €126 million mainly due to reassessment of various risks with regards to potential outcomes of major litigations, as well as a risk on a past disposal (see Note 16).

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.

13.1 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 and described in Note 6.4.

An analysis of the maturity of financial liabilities is disclosed in Note 6.4.

The continuity of operations relies in particular on the liquidity of the Group as disclosed in section 6.1.7.4 – 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. The Group has no such derivatives outstanding at December 31, 2024. The breakdown of the new fixed and floating financing used shows a proper balance ratio with a floating part limited to 24.6%.

Credit risk

The Group has no significant concentration 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 may use a variety of financial instruments, mainly forward contracts and foreign currency swaps.

Over 2024, the Group faced a lack of availability of foreign exchange credit lines and hence was not able to apply its foreign exchange hedging policy. The Group is currently actively negotiating with potential financial partners in order to secure foreign exchange credit lines. However, at this stage, the Group does not expect to be able to comply with the Hedging Policy for, at least, part of 2025.

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. In 2024, the exposure to Worldline share price extinguished as a result of the financial restructuring of the Group (see section 6.1.7.4 – Main events of the period).

13.2 Financial instruments

	December 31, 2024		December 31, 2023	
(in € million)	Assets	Liabilities	Assets	Liabilities
Forward foreign exchange contracts	2	-0	13	-2
Forward interest rate contracts	-	-0	-	-0
Analyzed as:				
• Non-current	-	-0	-	0
• Current	2	-0	13	-2

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. 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. The derivative matured in 2024 and the exposure to Worldline share price extinguished as a result of the financial restructuring of the Group (see section 6.1.7.4 – Main events of the period).

13.3 Interest rate risk

Bank loans arranged at floating rates amounted to €751 million (nominal) in 2024 and €2,080 million in 2023, exposing the Group to cash flow interest rate risk.

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 €1,074 million as at December 31, 2024. A 1.0% decrease in short-term reference rates in Euro would reduce income from interest by €11 million in theory assuming the structure (cash/floating debt/hedges) remains stable for the full period of the year.

		Exposure		
(in € million)	Notes	Less than 1 year	More than 1 year	Total
2030 Reinstated Term loan	Note 6.4	-	-751	-751
Other		-7	-	-7
Total liabilities		**-7**	**-751**	**-758**
Cash and cash equivalents	Note 6.5	1,739	-	1,739
Overdrafts	Note 6.5	0	-	0
Total net cash and cash equivalents*		**1,739**	**-**	**1,739**
Short-term financial assets (liabilities)	**Note 6.5**	**93**	**0**	**93**
Net position before risk management		**1,825**	**-751**	**1,074**
Hedging instruments		-	-	-
Net position after risk management		**1,825**	**-751**	**1,074**
2029 New Money Term loan	Note 6.4	-	-302	-302
2032 Reinstated Term loan	Note 6.4	-	-219	-219
2029 New Money Notes	Note 6.4	-	-802	-802
2030 Reinstated Notes	Note 6.4	-	-841	-841
2032 Reinstated Notes	Note 6.4	-	-137	-137
Other		-11	-	-11
Total net debt/cash after risk management		**1,814**	**-3,052**	**-1,238**

(*) Overnight deposits (deposit certificates) and money market securities and overdrafts.

13.4 Liquidity risk

As provided for under the Accelerated Safeguard Plan, the Company has obtained new financings from banks and bondholders made available to the Company on the date of settlement-delivery of the last of the Reserved Equitization Capital Increases (i.e. December 18, 2024) and consisting of:

- €1,104 million of 1L new debt (first ranking on security package) divided between:
  - €802 million of new notes (rated B+ by S&P and BB- by Fitch); and
  - €302 million of new term loan;
- €500 million of 1L new facilities, being:
  - up to €440 million of revolving credit facility (RCF) including €190 million dedicated to meeting the needs for bank guarantees; and
  - up to €60 million of bank guarantees line.

In accordance with the Accelerated Safeguard Plan, the new financings were partially allocated to the repayment of the interim financings that had been provided to the Company before the approval of the Accelerated Safeguard Plan in order to provide the necessary liquidity to fund the business until close of the financial restructuring, as previously described.

The maturity of these new financings was set on December 2029. The revolving credit facility was undrawn as at December 31, 2024.

In addition, as part of the implementation of the Accelerated Safeguard Plan, €1,948 million of existing financial debts have been reinstalled in the form of new secured debts maturing after 6 years or more, in the following debt instruments:

- €1,592 million of 1.5L debt (subordinated to the new financings (1L) but senior to the 2L debt) divided between:
  - €751 million of 1.5L term loan, and
  - €840 million of 1.5L notes (rated CCC by S&P and CCC+ by Fitch); and
- €356 million of 2L debt divided between:
  - €219 million of 2L term loan, and
  - €137 million of 2L notes (rated CCC by S&P and CCC by Fitch).

None of these debts matures before December 2029.

13.5 Currency exchange risk

Atos operates in multiple countries across the world (see Note 2). 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.

Over 2024, the Group faced a lack of availability of foreign exchange credit lines and hence was not able to apply its foreign exchange hedging policy. The Group is currently actively negotiating with potential financial partners in order to secure foreign exchange credit lines. However, at this stage, the Group does not expect to be able to comply with the Hedging Policy for, at least part of 2025.

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)	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**
Assets	128	133	61	10	876	261
Liabilities	129	170	57	2	74	216
Statement of financial position net exposure	**-1**	**-37**	**4**	**8**	**802**	**45**
Hedged exposure	-45	-666	-	-158	-	-102

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)	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**
Income statement	-2	-35	0	-8	40	-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, 2024, 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, 2024		December 31, 2023	
(in € million)	Fair value	Notional	Fair value	Notional
Cash flow hedge				
Foreign exchange				
Forward contracts CNY	-	-	-	5
Forward contracts GBP	-	-	-	-10
Forward contracts INR	-	-	-	202
Forward contracts MAD	-	-	1	26
Forward contracts MXN	-	-	2	39
Forward contracts PHP	-	-	-	32
Forward contracts PLN	0	18	10	226
Forward contracts RON	-	-	-	98
Forward contracts USD	2	27	-1	291

	December 31, 2024		December 31, 2023	
(in € million)	Fair value	Notional	Fair value	Notional
Trading and fair value hedge				
Foreign exchange				
Forward contracts GBP	-	-	-	-3
Forward contracts INR	-	-	-	2
Forward contracts PLN	-	-	-	5
Forward contracts RON	-	-	-	1
Forward contracts USD	-	-	-	19

The net amount of the cash flow hedge reserve at December 31, 2024 was not significant. The variation over the year amounts to €-8 million (net of tax).

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, 2024	12 months ended December 31, 2023
Net income (loss) – Attributable to owners of the parent [a]	**248**	**-3,441**
Impact of dilutive instruments	-	-
Net income (loss) restated of dilutive instruments - Attributable to owners of the parent [b]	**248**	**-3,441**
Weighted average number of shares outstanding [c]	7,202,242,119	110,860,004
Impact of dilutive instruments [d]	764,321,043	-
Diluted weighted average number of shares [e]=[c]+[d]	7,966,563,162	110,860,004
(in €)		
Basic earning per share [a] / [c]	**0.034**	**-31.04**
Diluted earning per share [b] / [e]	**0.031**	**-31.04**

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.

In accordance with IFRIC 19, shares and warrants issued for the benefit of creditors as part of the financial restructuring of the Group (see section 6.1.7.4 – Main events of the period) have been recognized at their fair value at the date of issue.

Change in share capital

In 2024, the Group carried out several operations which have impacted the amount of the share capital and the nominal value of the Company's shares as detailed below:

(in €, except number of shares in units)	Number of shares	Par value	Share capital
At January 1, 2024	**111,439,307**	**1.00**	**111,439,307**
Issuance of new shares in relation to equity-based compensations*	697,471	1.00	697,471
Decrease of nominal value (€1.00 to €0.0001)	-	-0.9999	-112,125,564
Capital increase subscribed in cash, with preferential subscription right (DPS)	63,062,910,207	0.0001	6,306,291
Reserved capital increase for the Non-Participating creditors	27,166,773,007	0.0001	2,716,677
Reserved capital increase for the Participating creditors	84,857,868,064	0.0001	8,485,787
Additional reserved capital increase for the Participating creditors	3,836,291,587	0.0001	383,629
At December 31, 2024	**179,035,979,643**	**0.0001**	**17,903,598**

(*) See Note 5.

In December 2024, in the context of the Accelerated Safeguard Plan (see section 6.1.7.4 – Main events of the period), Atos conducted the following corporate actions:

- On December 2, a capital reduction due to losses, by reducing the nominal value of the Company's shares from €1.00 to €0.0001 per share, resulting in a share capital amounting to €11,213, divided into 112,136,778 shares with a par value of €0.0001 each. It is reminded that the amount of the Share Capital Reduction, i.e. €112 million, was allocated to a special reserve account not available for distribution.
-

- On December 10, a capital increase with maintenance of the preferential subscription rights for shareholders for a total amount of €233 million, representing an issuance of 63,062,910,207 new shares at a subscription price of €0.0037 per share, broken-down as follows:
  - 18,476,832,229 new shares as part of the offering, for a total amount of €68 million subscribed in cash, including 2,432,432,432 new shares, representing a total amount of €9 million subscribed by Philippe Salle, Chairman of the Board of Directors and future Chief Executive Officer of the Company, in accordance with his subscription commitment;
  - 44,586,077,978 new shares as a result of the exercise of the backstop commitments, for a total amount of €165 million comprising €75 million subscribed in cash and of €90 million subscribed by equitization.
- On December 18, three additional capital increases with waiver of preferential subscription rights reserved for creditors, representing a total amount of €2,935 million and a total of 115,860,932,658 new shares subscribed by offsetting against existing financial debt for €2,940 million (including interests) and subscribed in cash for €2 million.

After completion of the Reserved Capital Increases on December 18, 2024, the Company's share capital amounted to €17,903,598 and was comprised of 179,035,979,643 shares with a par value of €0.0001 each.

Share warrants

On December 18, 2024, 22,398,648,580 share subscription warrants were issued, giving each the right to subscribe for one new ordinary share of the Company at a price of €0.0001 per share in accordance with the Accelerated Safeguard Plan (refer to section 6.1.7.4 – Main events of the period).

The Warrants may be exercised at any time until the expiry of a period of 36 months following the date of their settlement-delivery.

At December 31, 2024, 22,399 million of warrants were outstanding and exercisable until December 18, 2027.

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.

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, 2024	Maturing			December 31, 2023
		Up to 1 year	1 to 5 years	Over 5 years	
Leases of low value assets and short term leases	4	2	1	-	18
Non-cancellable purchase obligations	474	211	260	3	352
of which > 5 years	8	2	4	3	46
Total commitments given	**477**	**214**	**261**	**3**	**370**
Financial commitments received	500	-	500	-	320
Total commitments received	**500**	**-**	**500**	**-**	**320**

In 2024, financial commitments received referred to the commitments received in the context of the financial restructuring of the Group (see section 6.1.7.4 – Main events of the period), undrawn as at December 31, 2024, which comprised:

- €440 million of revolving credit loan including €190 million dedicated to meeting the needs for bank guarantees; and
- €60 million of bank guarantees line.

In connection with the new financing provided to the Group as a result of the financial restructuring, security interests and guarantees were granted by the Group for the benefit of the creditors (see section 6.1.7.4 – Main events of the period). Those security interests and guarantees were not valued in the table above.

In 2023, financial commitments received referred to the non-utilized part of the revolving credit facility.

In addition, in the frame of the financial restructuring, each significant subsidiary of the Group (significant being assessed on the basis that taken as whole, it represents at least 65% of the Group's consolidated revenue, 85% of the Group's pre-IFRS 16 OMDA, and 85% of the Group's consolidated net assets) acts as guarantor as part of the financings and granted an individual guarantee (the terms and maximum guaranteed amount of which are subject to the customary limitations applicable in each jurisdiction concerned) for the benefit of the Secured Creditors as part of the repayment of the said financings by the Company. These guarantees were not valued in the table above.

15.2 - Commercial commitments

(in € million)	December 31, 2024	December 31, 2023
Bank guarantees	**307**	**413**
• Operational - Performance	174	212
• Operational - Bid	3	3
• Operational - Advance Payment	75	143
• Financial or Other	55	55
Parental guarantees	**5,459**	**5,800**
• Operational - Performance	5,199	5,599
• Financial or Other	260	201
Pledges	**14**	**6**
Total	**5,780**	**6,219**

For various large long-term contracts performed by its subsidiaries, the Group provides performance guarantees to its clients. These guarantees amounted to €5,199 million as of December 31, 2024, a decrease compared to €5,599 million at the end of December 2023.

15.3 - Other commitments

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. There have been further developments in the Trizetto litigation (see Note 16), but the supersedeas bond still remains in place as of December 31, 2024.

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 total estimated amount of the guarantee was £233 million (€281 million) at December 31, 2024.

As part of the transaction between Atos and Mitel dated September 2023 whereby Mitel purchased Unify, Atos granted three counter guarantees for a net amount of €59 million as at December 31, 2024 that would become callable if Mitel fails in fulfilling its obligations. Atos also maintained the pension funding guarantee agreement entered into with Siemens in 2016, under the terms of which Atos would step in, up to a maximum amount of €225 million, if and when Mitel, as successor guarantor, would fail in its pension funding obligations.

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, 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 (please see in particular the main litigations described below, if decided adversely). 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.

The main litigations that could have a material impact to which the company is exposed are as follows. Details regarding which claims have been provisioned and which have not are not disclosed, as such information could influence the outcome of certain ongoing litigations.

TriZetto

In October 2020, a jury found Syntel (member of the Atos group since 2018) 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 District 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 District 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 District 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, 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.

On 13 March 2024, the District Court issued the decision on the remand briefing and vacated the entire compensatory damages award ($285 million). The decision also granted TriZetto's motion for attorney's fees ($14,548,992.98).

On 23 October 2024, the U.S. District Court for the Southern District of New York (USA) ordered a new trial on the compensatory damages allegedly owed by Syntel for alleged trade secret misappropriation and copyright infringement.

On 25 November 2024, Syntel filed before the Second Circuit a petition for permission to appeal the District Court's order for a new trial.

Agreement reached between Atos and Unisys regarding the lawsuit filed by Unisys against Atos and two Atos employees

On 3 December 2024, Atos announced that it has signed with Unisys an agreement to resolve the lawsuit filed by Unisys against Atos and two Atos employees in the U.S. District Court for the Eastern District of Pennsylvania.

The Parties are now fulfilling the obligations provided in the settlement which will be completed by the end of the first semester 2025.

The terms of the settlement are confidential. The settlement will have only a limited impact on Atos' net debt and leverage with respect to its projections for the fourth quarter of 2024 and for the year 2025.

As a reminder, Atos hired two former employees of Unisys Inc., and this latter filed its first complaint and a Temporary Restraining Order (TRO) against them alleging they misappropriated confidential Unisys documents. In a later stage Unisys enlarged the dispute to two additional employees. On 12 April 2023, the TRO was just granted in respect to the disclosure of Unisys confidential, proprietary or secret information and to the solicitation of other employees to leave their employment at Unisys.

Copyright infringement case in the US

In April 2023, a software provider filed a claim alleging that Atos and one of its customers do not hold the required licenses to use certain of its software products and requesting a compensation of c. $130 million plus additional compensation for the new versions of the same products. Atos and the customer filed their answers in April 2024, contesting such claim.

The parties are currently engaged in document discovery and fact development with the discovery phase concluding on 21 May 2025.

Claim related to a disposal of Unify

In 2024, discussions and claims arose between Atos and Mitel related to the sale of Unify.

The disputed issues primarily concerned price adjustments, deferred payments, and certain representations and warranties related to the accounts.

At the beginning of 2025, discussions are continuing between the parties with the aim of concluding a settlement.

Claim for unpaid invoices

In September 2022, Atos signed an IT outsourcing contract with an UK customer on a 1st generation outsourcing covering cyber security, automation, right shoring and digital operations. Further to a postponement of the service commencement date, a dispute arose between the parties about the reasons of the delay and the actual scope of the service. Though a settlement occurred in 2023, the dispute is still continuing as some material disagreements remain unsolved. Meanwhile, Atos has accrued a significant overdue, due to the complete and in its view unjustified lack of payment of its invoices during several months.

In August 2024, the customer terminated the contract and threatened to raise a claim of c. £101 million for alleged breach of contract. Atos is contesting such claim, considering that that the customer is in breach of its obligations and has raised its claims for payment of the outstanding invoices.

In December 2024, Atos filed a claim for invoices with the High Court of Justice Business & Property Courts of England & Wales Technology and Construction Court.

In February 2025, the Atos disengagement process was completed and approved by the client, which allowed the signing of the asset transfer agreement.

Administrative investigation

On 18 July 2018, the French Competition Authority ("FCA") opened a formal investigation which led to the issuance of the Statement of Objections served on Atos France SAS on November 20, 2023. The FCA claims that Atos and three other companies in the engineering and technology consulting sectors entered into and implemented an agreement not to compete with each other for the recruitment of their respective staff. The hearing before the FCA took place on 16 October 2024. A decision is expected during the first quarter of 2025. It is anticipated that if any fines were to be imposed on Atos they would not be significant.

Labor claims

There are close to 78,000 employees (as of 31 December 2024) in the Group and relatively few labour 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 labour claims of higher value, but in the Group's opinion most of these claims have little or no merit and are provisioned appropriately.

All the claims exceeding €300,000 have been provisioned for an overall amount of €2.2 million as set forth in the consolidated financial statements as of 31 December 2024.

Tax claims

The Group is engaged in several customary tax litigation, claims and audits.

Such disputes are usually resolved through non-contentious administrative procedures. Some tax claims are located in India and Brazil, where Atos is sometimes a defendant or a plaintiff. Such disputes are common for companies operating in these regions and the proceedings are usually lengthy.

The total amount of provisions for tax litigation included in the consolidated financial statements as of 31 December 2024 was €31 million.

Other disputes

On 27 November 2023, Atos intervened in summary proceedings brought before the President of the Commercial Court of Nanterre by the company Ciam incorporated under Luxembourg law, which asked the judge to order Mr. René Proglio, former director of Atos, to answer several questions and to communicate a letter. Atos requested the rejection of Ciam's claims. Ciam's claims were rejected by decisions dated 27 February 2024 and 16 April 2024 and Ciam was ordered to pay €15,000 to Atos in legal costs. Ciam appealed to the Versailles Court of Appeal on 19 August 2024. The proceedings are pending.

On 17 November 2023, Alix AM, a company incorporated under the laws of Singapore, brought an application for interim relief against Atos before the President of the Commercial Court of Pontoise, requesting an expert appraisal of the proposed sale of TFCO to EPEI and the announcement that exclusive negotiations had been entered into on 1 August 2023. Atos requested that Alix AM's claims be dismissed. On 8 February 2024, Alix AM's request was rejected by the President of the Pontoise Commercial Court, who ordered Alix AM to pay €2,500 in legal costs to Atos (which were paid from the firm's CARPA account). Alix AM appealed against this order on 13 March 2024 before the Versailles Court of Appeal, extending the scope of the expert appraisal requested to Atos' separation plan announced in June 2022.

On 14 November 2024, the Versailles Court of Appeal confirmed the order made by the Pontoise Commercial Court and ordered Alix to pay Atos €20,000 in legal costs. This decision is not final; it has been the subject of an appeal to the Court of Cassation.

On 5 December 2023, the French association UDAAC brought a summary proceeding against Atos before the President of the Commercial Court of Pontoise, requesting the appointment of an ad hoc representative (mandataire ad hoc) in charge of convening a general meeting of shareholders for the purpose of dismissing several directors of Atos. Atos requested the nullity of UDAAC's summary proceedings and the dismissal of its claims. UDAAC's claims was declared inadmissible by the President of the Commercial Court of Pontoise by decisions dated 29 February 2024 and UDAAC was ordered to pay €20,000 to Atos in legal costs. UDAAC has not appealed, and the decision is final.

Note 17 Related party transactions

Related parties are defined as follows:

- entities which are controlled directly by Atos SE, 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, 2024, 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, 2024	12 months ended December 31, 2023
Short-term benefits	13	20
Employer contributions & other taxes	3	4
Post-employment benefits	-	-
Equity-based compensation: stock options & free share plans	1	3
Total	**17**	**27**

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, 2024: 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
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
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
THE NETHERLANDS				
Eviden Netherlands BV	100	FC	100	Burgemeester Rijnderslaan, 30 - 1185 MC Amstelveen
Eviden 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				
EURL Atos Technologies Algérie	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
Eviden Austria 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 Unternehmensberatung GmbH	100	FC	100	14, 1. Stock Komarigasse - 2700 Wiener Neustadt
Belgium				
Eviden Belgium SA/NV	100	FC	100	Da Vincilaan, 5 - 1930 Zaventem
Atos Belgium BV	100	FC	100	Da Vincilaan, 5 - 1930 Zaventem

	% of Interest	Consolidation method	% of Control	Address
Bulgaria				
Atos IT Solutions and Services EOOD	100	FC	100	2 Knyaginya Maria Luiza Blvd, TZUM Business Center, 4th floor 1000 Sofia
Eviden Global Delivery Center EOOD	100	FC	100	2 Knyaginya Maria Luiza Blvd, TZUM Business Center, 4th floor 1000 Sofia
Ivory Coast				
Bull Côte 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				
Eviden Czech Republic s.r.o.	100	FC	100	Doudlebská, 1699/5 - 14000 Prague 4
Atos Czech Republic s.r.o.	100	FC	100	Doudlebská, 1699/5 - 14000 Prague 4
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
Eviden Finland Oy	100	FC	100	Jaakonkatu 2 - 01620 Vantaa
Hungary				
Atos Magyarorszag Kft	100	FC	100	Kalvin Ter 12, H - 1085 Budapest
Eviden Hungary Kft	100	FC	100	Kalvin Ter 12, H - 1085 Budapest
Ireland				
Atos IT Solutions and Services Limited	100	FC	100	Dundrum Town Centre, Sandyford Road Dublin 16
Luxembourg				
Eviden Luxembourg SA	100	FC	100	12 rue du Château d'Eau, 3364 Leudelange
Madagascar				
Atos Madagascar SAU	100	FC	100	12, rue Indira Gandhi, Tsaralalana, BP 252 Antananarivo
Morocco				
Atos IT Services SARL	100	FC	100	1100 Bd Al Qods, Park Casanearshore, Shore 2, PLT 001, 20190, Quartier Sidi Maârouf – Casablanca
Atos ITS Nearshore Center Maroc SARL	100	FC	100	1100 Bd Al Qods, Park Casanearshore, Shore 7, 20190, Quartier Sidi Maârouf – Casablanca
Eviden Technologies Maroc	100	FC	100	1100 Bd Al Qods, Park Casanearshore, Shore 7, 20190, Quartier Sidi Maârouf – Casablanca
Eviden Technologies Maroc SAS	100	FC	100	1100 Bd Al Qods, Park Casanearshore, Shore 7, 20190, Quartier Sidi Maârouf – Casablanca
Poland				
Eviden Polska SA	100	FC	100	Pulawska 180 02-670 Warsaw
Atos Poland Global Services Sp. z o.o.	100	FC	100	ul. Kraszewskiego 1 85-240 Bydgoszcz
Portugal				
Atos IT Solutions and Services Unipessoal Lda	100	FC	100	Avenida José Malhoa, 16 - Piso sétimo B2 - Edificio Europa, 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 Timișoara, Piata Consiliul Europei 2A, Cladirea Unidted Business Center 1, et 2, 300627 Judet Timiș
Eviden Romania SRL	100	FC	100	Mihail Kogalniceanu 21, C6 Building 500090 Brasov
Senegal				
Atos Technologies Sénégal SAU	100	FC	100	Cité Keur Gorgui, Immeuble Khadimou Rassoul - BP 3183 Dakar
Serbia				
Eviden d.o.o. Beograd	100	FC	100	Danila Lekica Spanca 31 - 11070 Belgrade

	% of Interest	Consolidation method	% of Control	Address
South Africa				
Atos (PTY) Ltd	74	FC	100	Woodlands Office Park, Ground Floor Building 32 - 2144 Woodlands
Spain				
Eviden Consulting Canarias SA	100	FC	100	Calle Subida al Mayorazgo, 24b - 38110 Santa Cruz de Tenerife
Atos Spain SAU	100	FC	100	Albarracin, 25 - 28037 Madrid
Atos IT Solutions and Services Iberia SL	100	FC	100	Ronda de Europa, 5 - 28760 Madrid
Atos Holding Iberia SL	100	FC	100	ALBARRACIN 25, Madrid
Atos Major Events SLU	100	FC	100	C/ Marques de Ahumada, 7 - 28028 Madrid
Slovakia				
Eviden Slovakia s.r.o.	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				
Eviden AG	100	FC	100	Freilagerstrasse 28, 8047 Zurich
Atos AG	100	FC	100	Freilagerstarsse 28, 8047 Zurich
Turkey				
Atos Bilişim ve Danişmanlik A.Ş.	100	FC	100	Yakacık Caddesi, No 111 - 18 - 34870, Kartal, Istanbul
Atos Müşteri Hizmetleri A.Ş.	100	FC	100	Yakacık Caddesi, No 111 - 18 - 34870, Kartal, Istanbul
United Arab Emirates				
Atos Origin FZ LLC	100	FC	100	Office G20, Building DIC-9 Dubai Internet City - PO Box.500437
Paladion Sharjah (Branch)	100	FC	100	Saif Suite X4 - 03 and SAIF Office P8-05-58, Sharjah Airport International Free Zone, Sharjah, 120398
Qatar				
Eviden 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				
Eviden 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
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
Atos International IT Holdings Ltd	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Engage ESM Holdings 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 Pty. Ltd	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
Eviden 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

	% of Interest	Consolidation method	% of Control	Address
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 Solutions and Systems Private Limited	100	FC	100	Unit No. 1401 & 1409, 14th Floor, Supremus, E 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 GK	100	FC	100	6 F, Daisan Toranomon Denki Building - 1-2-20 Minato-ku Tokyo
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	Blk 988 Toa Payoh North #08-01 - 319002
Taiwan				
Eviden Taiwan Ltd	100	FC	100	5F, No 100 Sec 3, Min Sheng E. Road - Taipei
Thailand				
Eviden 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 Canada 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

	% of Interest	Consolidation method	% of Control	Address
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
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 Parkway, 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 Parkway, 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, Richardson, TX 75081
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
Cloudamize Inc	100	FC	100	3340 Peachtree Rd NE, Suite 2550, Atlanta, GA 30326
Uruguay				
Atos Uruguay SA	100	FC	100	Av. Dr Luis A. de Herrera, 2802 - 1160 Montevideo

Note 19 Subsequent events

On January 31, 2025, the convened Combined Annual General Meeting of Atos SE shareholders held at the Company's registered office approved the 2023 financial statements.

On January 31, 2025, the Board of Directors again noted the resignation of Jean Pierre Mustier from his duties as Chief Executive Officer and Director of the Company with effect from that date and appointed Philippe Salle as Chairman and Chief Executive Officer with effect from February 1, 2025. The Board of Directors also amended its Internal Rules, in particular to strengthen the duties and resources of the Lead Independent Director, whose appointment is now mandatory when the roles of Chairman and Chief Executive Officer are combined. The matters reserved to the Board of Directors have also been extended.

Note 20 Auditors' fees

	Grant Thornton				Forvis Mazars			
	Grant Thornton		Other Grant Thornton member firms		Forvis Mazars		Other Forvis Mazars member firms	
(in € thousand and %)	Fees	%	Fees	%	Fees	%	Fees	%
Audit and limited review of individual and consolidated financial statements								
Parent company	1,514	47%	-	0%	1,635	54%	-	0%
Subsidiaries	1,048	32%	4,837	74%	540	18%	2,101	100%
Sub-total Audit	**2,562**	**79%**	**4,837**	**74%**	**2,175**	**72%**	**2,101**	**100%**
Non audit services*								
Parent company	678	21%	-	0%	806	27%	-	0%
Subsidiaries	14	0%	1,674	26%	40	1%	-	0%
Sub-total Non Audit	**692**	**21%**	**1,674**	**26%**	**846**	**28%**	**-**	**0%**
Total fees 2024	**3,254**	**100%**	**6,511**	**100%**	**3,021**	**100%**	**2,101**	**100%**

(*) In 2024, 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	1,472	47%	-	0%	1,537	34%	-	0%
Subsidiaries	954	30%	4,316	77%	1,397	31%	1,383	85%
Sub-total Audit	**2,426**	**77%**	**4,316**	**77%**	**2,934**	**65%**	**1,383**	**85%**
Non audit services*								
Parent company	435	14%	-	0%	1,103	25%	-	0%
Subsidiaries	285	9%	1,301	23%	448	10%	237	15%
Sub-total Non Audit	**720**	**23%**	**1,301**	**23%**	**1,551**	**35%**	**237**	**15%**
Total fees 2023	**3,146**	**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.

6.2 Atos SE Financial statements

6.2.1 Statutory auditors' report on the financial statements

For the year ended December 31, 2024

This is a free 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 Meeting for Grant Thornton and by decision (ordonnance de référé) of the President of the Pontoise Commercial Court (tribunal de commerce) dated December 19, 2024 for Forvis Mazars SA, we have audited the accompanying consolidated financial statements of Atos S.E. ("Atos", the "Company" or the "Group") for the year ended December 31, 2024.

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, 2024 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, 2024 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) No537/2014.

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, 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, approved in the conditions mentioned above, 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, 2024, Participating interests are recorded on the balance sheet at a net book value of €2,028 million, or 37% of total assets. Participating interests are initially booked at their acquisition cost. An impairment loss is recognized when the acquisition cost exceeds the value-in-use. The value-in-use is determined using a Discounted Cash Flow (DCF) approach, based on the Group's mid-term plan. A depreciation on participating interests for €1,316 million have been recognized for 2024. The total depreciation represents €3,659 million as of end of 2024. We considered the valuation of participating interests as a key audit matter, given the weight of these assets in the balance sheet and the importance of management's judgments and estimates in the determination of the participating interests' value-in-use.	Our assessment of the valuation of participating interests is based on the process implemented by the Company to determine their value-in-use. Our work mainly consisted in: • assessing the reasonableness of the assumptions used to determine the value in use of the participating interests, which have been determined by Management with the help of its external advisors, • obtaining obtain the business plans underlying the value-in-use of the legal entities and reconcile these values with the Group's value in use, • analyzing the overall consistency of the equity values of legal entities, especially through interviews with Management and reconciliation (i) with the Group accounts for the bridges amounts between legal entities value-in-use and their equity values and (ii) with the Group equity value determined for the impairment test of goodwill in the Group accounts, • verifying the arithmetical accuracy of the valuations used by Management, • verifying the appropriateness of the disclosures in Note 2 "Financial fixed assets" to the financial statements.

Accounting treatment of the financial structuring

Notes "Highlights" to the financial statements

Key Audit Matter	Our audit approach
Given its financial constraints, the Group announced on 3 January 2024 its decision to adapt its strategy in order to maintain an attractive business mix for its employees, customers, creditors and shareholders, while ensuring the repayment and refinancing of its financial debts. On 5 February 2024, the Group announced that it had entered into discussions with its banks with a view to reaching a refinancing plan of its financial debt. On 25 March 2024, at the Company's request, an amicable conciliation proceeding (*procédure de conciliation*) was opened for the benefit of the Group. On 24 July 2024, the Group announced the opening of an accelerated safeguard proceedings to enable him to implement its financial restructuring plan in accordance with the Lock-Up Agreement reached between the Group, banks and some bondholders. On 27 September 2024, the Group announced that Atos' shareholders and financial creditors, meeting as classes of affected parties, have strongly supported the proposed Draft Accelerated Safeguard Plan that was subsequently presented to the Pontoise Commercial Court (*tribunal de commerce*) at the hearing of 15 October 2024 and approved by judgment dated 24 October 2024. Following the completion of the Reserved Capital Increases and the implementation of the New preferred financings and debt reinstallation, which occurred on 18 December 2024, Atos SE announced on 19 December 2024 the completion of the final steps of the Accelerated Safeguard Plan.	We assessed the compliance with prevailing French standards of the methods used to account for all the financial restructuring transactions in the Atos SE company financial statements. Our work mainly consisted in: • using the services of specialists in accounting and valuation of financial instruments to examine the compliance of the accounting methods used for all equity instruments, instruments linked to new debt and reinstalled debt with French accounting standards, • verifying that the accounting for the derecognition of the pre-existing debts and the costs attributable to the transactions is correct, in relation to the financial restructuring plan, • verifying the appropriateness of the disclosures on the financial restructuring in the company financial statements.

Key Audit Matter	Our audit approach
As presented within the main events of the period section of the Notes to the consolidated financial statements, this financial restructuring led to: • a €233 million rights issue settled and delivered on December 10, 2024, which gave rise to a cash contribution of €143 million and the equitization of claims amounting to €90 million, • the equitization of €2,940 million (including interest) of existing financial debts (via three capital increases reserved for creditors, which were settled and delivered on December 18, 2024), • the reinstallation in the form of reinstated debts maturing after 6 years or more of €1,948 million of existing financial debts, • A total of €1,750 million of new money obtained: – €1,605 million of new financings (new money debt – including €60 million of bank guarantee and €440 million RCF, of which €190 million dedicated to meeting the needs for bank guarantees), and – €145 million of new money equity resulting from the Rights Issue cash contribution as well as additional voluntary cash subscriptions by the participating creditors under the additional reserved capital increase. • The issue of 22,398,648,580 share subscription warrants (*bons de souscription d'actions* or *BSA*). In connection with the new financing, security interests and guarantees were granted by the Group and certain members of the Group for the benefit of the holders of the new financing. Considering the major financial impacts of the financial structuring transactions on the Atos SE company financial statements and the accounting treatments based on major estimates and judgements by Management, we considered the finalization of the financial restructuring plan to be a key audit matter.	

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 (code de commerce).

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 (code de commerce).

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code (code de commerce) 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 (code de commerce), 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 Pontoise Commercial Court (tribunal de commerce) on December 19, 2024, for Forvis Mazars SA and by your general meeting of October 31, 1990 for Grant Thornton.

As at December 31, 2024, Forvis Mazars is in the 1st year of its engagement and Grant Thornton in the 34th year of total uninterrupted engagement, which is the 29th year for Grant Thornton 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) 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, April 9, 2025

The Statutory Auditors

French original signed by

Forvis Mazars SA	**Grant Thornton**
Simon Beillevaire Bruno Pouget	*French Member firm 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, 2024

This is a free 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 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, April 9, 2025

The Statutory Auditors

French original signed by

Forvis Mazars SA

Simon Beillevaire Bruno Pouget

Grant Thornton

French Member firm of Grant Thornton International

Samuel Clochard

As of December 31, 2024, the Group issued common stock amounted to € 17,903,597.96 comprising 179,035,979,643 fully paid-up shares of € 0.0001 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.

6.2.3 Balance sheet

(in € thousand)	Notes	December 31, 2024 Gross	December 31, 2024 Amortization/ Depreciation	December 31, 2024 Net	December 31, 2023
Assets					
Intangible fixed assets	Note 1	113,918	-113,918		-
Tangible fixed assets		-	-	-	-
Participating interests	Note 2	5,687,410	-3,658,982	2,028,428	5,316,890
Other participating interests	Note 2				
Other long-term investments	Note 2	2,087	0	2,087	48,080
Total fixed assets		**5,803,415**	**-3,772,899**	**2,030,516**	**5,364,970**
Advances and down payments		153		153	
Trade accounts and notes receivable	Note 3	82,763		82,763	210,503
Other receivables	Note 3	2,407,114	-7	2,407,107	1,375,399
Cash and cash equivalent	Note 4	523,059	-940	522,119	980,153
Total current assets		**3,013,089**	**-947**	**3,012,141**	**2,566,055**
Prepayments, deferred expenses	Note 5	465,888		465,888	38,326
Total assets		**9,282,392**	**-3,773,847**	**5,508,545**	**7,969,351**

(in € thousand)	Notes	December 31, 2024	December 31, 2023
Liabilities and shareholders' equity			
Common stock		17,904	111,439
Additional paid-in capital		4,776,598	1,629,737
Legal reserves		11,076	11,076
Other reserves and retained earnings		3,476,078	3,363,952
Net income for the period		-4,181,605	-5,032,627
Net income previous period not yet allocated		-5,032,627	
Shareholders' equity	**Note 6**	**-932,577**	**83,577**
Provisions for contingencies and losses	Note 7	452,347	23,807
Borrowings	Note 8	3,558,708	4,627,616
Trade accounts payable	Note 9	115,874	109,438
Other liabilities	Note 9	2,313,924	3,124,643
Total liabilities		**6,440,853**	**7,885,504**
Unrecognised exchange gains, deferred income	Note 10	269	269
Total liabilities and shareholders' equity		**5,508,545**	**7,969,351**

6.2.4 Income statement

(in € thousand)	Notes	December 31, 2024	December 31, 2023
Revenue	**Note 11**	**69,473**	**117,963**
Other income		0	4,193
Total operating income		69,473	122,156
Purchases and external expenses		-75,555	-35,492
Taxes		-806	-2,036
Remuneration and social charges		-261	-4,749
Depreciation amortization and provisions			-13,418
Other expenses	Note 12	-49,105	-9,269
Total operating expenses		**-125,727**	**-51,546**
Operating margin		**-56,254**	**70,610**
Net financial result	**Note 13**	**-1,894,515**	**-5,017,442**
Net income on ordinary activities		**-1,950,769**	**-4,946,832**
Non-recurring items	**Note 14**	**-2,245,916**	**-106,459**
Employee profit sharing			
Corporate income tax	**Note 15**	**15,081**	**20.664**
Net income for the period		**-4,181,605**	**-5,032,627**

6.2.5 Notes to the Atos SE statutory financial statements

Atos SE Activity

Atos SE main activities are:

- the management of the Atos trademarks;
- the management of Group participating interests;
- the management of Group financing activities.

Revenue consists mainly of trademark fees received from Group subsidiaries and parental guarantees rebilling.

The company Atos SE is the parent company of the Atos Group and consequently establishes consolidated financial statements.

Highlights

On January 9, 2024, the residual amount available on the existing revolving credit facility was drawn down, representing an additional drawdown of € 320 million.

Replacing Yves BERNAERT, Paul SALEH was appointed Group Chief Executive Officer on January 15, 2024.

On January 19, 2024, the rating agency Standard and Poor's downgraded Atos from BB- to B-, placing Atos in "CreditWatch Developing". On February 9, Atos' rating was further downgraded from B- to CCC with "Outlook Negative".

On January 29, 2024, the first extension of the € 1.5 billion Term Loan A came into effect.

On February 5, 2024, Atos announced the appointment of an ad hoc trustee to oversee discussions with the banks with a view to reaching a refinancing plan for its financial debt.

On February 28, 2024, Atos announced that, as part of the exclusive negotiations with EP Equity Investment ("EPEI") for the potential sale of Tech Foundations announced on August 1, 2023, the parties had not reached a mutually satisfactory agreement. Discussions and the put agreement were therefore terminated by mutual agreement, without any compensation on either side.

On March 19, 2024, Atos announced that it had been informed that discussions with Airbus concerning the sale of its BDS (Big Data & Security) business would not continue.

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.

In April 2024, Atos announced:

- the appointment of Alain Crozier as a new Independent Director, to strengthen its Board in view of the Company's ongoing transformation;
- the parameters of its refinancing framework, based on its entire scope of activity including Tech Foundations and Eviden;
- the revision of the 2024-2027 business plan, leading to an increase in the need for new liquidity and potentially a further reduction in debt;
- the receipt of a non-binding letter of intent from the French State for the acquisition of 100% of the Advanced Computing, Mission-Critical Systems and Cybersecurity Products activities of the BDS division.

Thus, in parallel with the discussions relating to the financial restructuring agreement, and in order to ensure sufficient liquidity until the implementation of its long-term refinancing plan, the Company announced on April 9, 2024 that it had reached the terms of an agreement in principle with a group of Banks and a group of Bondholders concerning interim financing of € 400 million.

On April 29, 2024, the Company indicated that the implementation of its financial restructuring would require an extension of the interim financings and the provision of an additional interim financing of € 350 million between July 2024 and the final implementation of the financial restructuring agreement.

In May 2024, ATOS SE made the following announcements:

- the receipt of four financial restructuring proposals as part of the ongoing conciliation procedure from:
  - a group of bondholders and banks forming part of the Company's group of banks,
  - 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;
- the signature of a € 100 million interim financing agreement with bondholders, and progress in discussions with banks and the French government on the remaining € 350 million of interim financing.

On June 3, 2024, the Company announced that it had received two revised financial restructuring proposals, which were presented to the Board of Directors:

- a revised offer from the holding company EP Equity Investment (EPEI), controlled by Daniel Kretinsky in partnership with Attestor Limited; and
- a revised offer from Onepoint in consortium with Butler Industries and Econocom, as well as a group of certain of the Company's financial creditors.

On June 11, 2024, the Company announced the decision of the Board of Directors, under the aegis of the conciliator, to proceed with the financial restructuring proposal submitted by the consortium.

Onepoint, as this proposal appeared to be aligned with the social interest of the Company, including its employees, customers, suppliers, creditors, shareholders and other stakeholders, and was generally consistent with the main financial parameters set by the Company. This proposal was also supported by a large number of unsecured creditors.

On June 20, 2024, following discussions with the various stakeholders under the aegis of the Conciliator, the Company announced the final structure of the interim financing.

In consideration for the granting of these interim financings, the Company has undertaken not to capitalize or waive (nor convert, nor exchange for equity-indexed or hybrid securities) part of the existing receivables of the bondholders and banks having subscribed to the interim financings, and to reinstate this part of the receivables in the form of new preferred bank and bond financings.

On June 25, 2024, Onepoint, Butler Industries and Econocom decided to withdraw from discussions with the Company. On the same day, the Company received a letter reiterating EPEI's interest in participating in the Company's financial restructuring.

On June 26, 2024, the Company announced that it had received a revised global financial restructuring proposal from the committee representing its bondholders, in order to meet short- and medium-term liquidity requirements, taking into account the withdrawal of Onepoint, Butler Industries and Econocom.

On June 30, 2024 the Company reached an agreement in principle with a group of banks and bondholders on the Terms of the Restructuring, under which the parties converged on the terms of the financial restructuring plan.

Subsequently, on July 14, 2024, the Company, a group of banks and a group of bondholders entered into a lock-up agreement, establishing the parties' commitment to support and cooperate in implementing and finalizing the Company's financial restructuring, in particular by supporting the draft accelerated sauvegarde plan (provided it complies with the terms of the agreement on restructuring conditions).

On July 24, 2024, the Company announced the opening of an accelerated safeguard procedure for an initial period of two months, renewable for a further two months. As announced in the press release of July 15, 2024, the purpose of this procedure was to enable the Company to implement its financial restructuring plan in accordance with the lock-up agreement entered into between the Company, a group of banks and a group of bondholders

The Court considered that, given the level of support from the financial creditors and the information provided by the conciliator at the hearing, the financial restructuring plan should be successfully approved under the accelerated safeguard procedure.

It should be noted that the sole purpose of the accelerated sauvegarde procedure, which only concerns existing financial creditors (excluding interim financing creditors) and shareholders, was to submit the terms of the financial restructuring plan agreed in the lock-up agreement to a vote of the categories of parties concerned, followed by court approval. It only concerns Atos' financial indebtedness (RCF, TL and bonds) and its share capital, and has no impact on suppliers, employees, corporate governance or other claims held by creditors of the Company or its subsidiaries.

On September 19, 2024, the Company announced that it had obtained the additional two months initially planned for the accelerated safeguard procedure, with no impact on the announced timetable.

On September 27, 2024, the Company announced that Atos' shareholders and financial creditors, meeting as the affected party categories, strongly supported the proposed accelerated safeguard plan and that all three affected party categories voted in favor of the proposed accelerated safeguard plan by the required majority.

Following approval by the three categories of affected parties by the required majority, the draft accelerated sauvegarde plan was presented to the Pontoise Commercial Court at the hearing of October 15, 2024 and approved by judgment dated October 24, 2024.

Following the completion of the reserved capital increases and the implementation of the new financing and debt resettlement, which took place on December 18, 2024, Atos SE announced on December 19, 2024 the successful closing of its financial restructuring thanks to the completion of the final steps of the Accelerated Safeguard Plan.

The completion of the Accelerated Safeguard Plan resulted in particular in:

- a reduction in gross debt of 3.7 billion euros thanks to the conversion into capital of 2.9 billion euros (principal amount) of existing financial debt and the repayment of € 800 million of interim financing by means of new debt provided to the Company;
- 1.6 billion euros of new borrowings and € 145 million of new equity from the capital increase with retention of preferential subscription rights and the reserved capital increase; and
- no debt maturities before the end of 2029.

Atos' credit rating has been upgraded to B- (stable) by S&P and rated B- (stable) by Fitch.

On November 30, 2024, Atos SE sells its subsidiary Eviden Worldgrid SA to the Alten Group.

Internal reorganization of the Group prior to the introduction of the new debt instruments

On December 13, 2024, prior to the introduction of the new debt instruments, the Group carried out an internal reorganization under which most of the subsidiaries previously held directly by the Company (including major subsidiaries such as Eviden France, Atos France SAS and Atos International SAS) were contributed and/or sold to its Dutch subsidiary Atos International BV. As part of this reorganization, other assets continue to be held directly by the Company and/or have not been contributed and/or sold to Atos International BV.

As part of this reorganization, other assets continue to be held directly by the Company and/or have not been contributed and/or sold to Atos International BV. These include (but are not limited to) Bull SA and its subsidiaries (which holds certain assets related to sensitive sovereign activities) and Atos Information Technology GmbH (AIT).

Following this internal reorganization, the Company continues to hold indirectly 100% of the shares of Atos International BV through two transparent holding companies under Dutch law: "DutchCo1", which is 100% owned by Atos SE and which itself holds all the shares of its sole Dutch subsidiary, "DutchCo2", which in turn holds all and only the shares of Atos International BV. This holding chain was set up solely to exercise the guarantees in the event of default by the parent company, Atos SE. The French companies transferred to Atos International BV remain with Atos SE. The French companies transferred to Atos International BV remain members of the French tax group if they are part of it today.

Security interests granted by the Company

As a condition precedent to the granting of the new financing, and following the completion of the internal reorganization, the Company has mainly granted in favor of the secured creditors the following security interests:

- a pledge on all the shares of DutchCo1;
- a pledge on all the shares of Atos Information Technology GmbH (AIT);
- a pledge on its main bank accounts;
- an assignment of receivables as security for certain intra-group receivables; and
- a security trust on the main brands owned by the Company.

Litigation between Syntel and Cognizant and its subsidiary TriZetto

On March 13, 2024, in the litigation between Syntel and Cognizant and its subsidiary TriZetto, the district court issued its decision on remand and set aside all compensatory damages ($202 million). The decision also granted TriZetto's request for attorneys' fees ($14.5 million).

On October 23, 2024, the US District Court for the Southern District of New York ordered a new trial on compensatory damages allegedly owed by Syntel for alleged misappropriation of trade secrets and copyright infringement.

On November 25, 2024, Syntel filed a petition with the Second Circuit for leave to appeal the district court's order for a new trial.

On March 7, 2025, the Second Circuit denied Syntel's petition for appeal and as a result the new trial is scheduled for June 2025.

Rules and accounting methods

The 2024 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, 2024.

Tangible assets

There are no tangible assets at December 31, 2024.

Financial assets

Non-current financial assets comprise investments in subsidiaries and affiliates and other non-current financial assets (loans and deposits).

Equity interests are recorded in the balance sheet at acquisition cost, including any transaction costs.

At each year-end, investments are valued at their value in use. A provision for impairment is recorded when the acquisition cost exceeds the value in use. Value in use is determined using a Discounted Cash Flow (DCF) approach, based on the Group's medium-term plan.

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 Reference Document have been rounded. Where applicable, the totals presented in this Reference 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, 2023	Acquisitions/ charges	Disposals/ reversals	December 31, 2024
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, 2023	Acquisition	Decrease	December 31, 2024
Investments in consolidated companies	12,135,588	3,571,186	-10,019,364	5,687,410
Investments in non consolidated companies	-	-	-	-
Other investments				
Total Investments	**12,135,588**	**3,571,186**	**-10,019,364**	**5,687,410**
Intercompany loans and accrued interests	-	-	-	-
Others	54,069		-51,982	2,087
Total Other financial assets	**54,069**		**-51,982**	**2,087**
Total	**12,189,657**	**3,571,186**	**-10,071,346**	**5,689,497**

Acquisition/diminution of participating interest and other movements

- In June 2024, Atos SE increased the capital of Atos France through a cash contribution of € 65,000,000;
- On November 30, 2024, Atos SE sold its subsidiary Eviden Worldgrid SA for € 168,214,478;
- On December 12, 2024, Atos SE increased the share capital of its subsidiary Edifixio by offsetting € 57,294,852 against debt.

As part of the restructuring of the Group, on December 13, 2024, Atos SE:

- transferred to its subsidiary Atos International BV all of its shareholdings in the Group companies listed below, for € 700,725,861 valued at fair market value, in exchange for new shares in the latter:
  - Atos France SAS (France),
  - Atos International SAS (France),
  - Eviden France SAS (France),
  - Atos Meda (France),
  - Eviden International France SAS (France) – 55. 66%,
  - Atos Investissement 10 (France),
  - Eviden SAS (France),
  - Agarik SAS (France),
  - Atos Investissement 19 (France),
  - Atos Investissement 21 (France),
  - Atos Participation 2 (France),
  - Atos Magyarorszag Kft (Hungary),
  - St Louis Re (Luxembourg),
  - ImaKumo PTE Ltd (Singapore),
  - Atos Holding Iberia SL (Spain),
  - Eviden Spain SA (Spain),
  - Atos Müster i H.A.S (Turkey) – 92.04%,
  - Atos Bilisim D. A/S (Turkey) – 92.04%;
- sold its 10% stake in Eviden Slovakia s.r.o to Eviden International Global Functions BV in exchange for a loan of € 2,083,844;
- transferred its entire stake in Atos International BV to its direct subsidiary Atos Holding Netherlands 4 BV (DutchCo 1) in exchange for new shares in the latter for a total of € 2,705,193,200.

Change in financial fixed assets – Impairment

(in € thousand)	December 31, 2023	Depreciation	Release	December 31, 2024
Investments in consolidated companies	-6,818,699	-1,316,201	4,475,918	-3,658,982
Investments in non consolidated companies	-		-	-
Other investments				
Total	**-6,818,699**	**-1,316,201**	**4,475,918**	**-3,658,982**

Reversals for the period mainly relate to the transfer of Atos SE subsidiaries to Atos International BV and Atos Holding Netherlands BV 4 as part of the group restructuring carried out on December 13, 2024.

The charge for the period corresponds to Atos Holdings Netherlands 4 (Dutchco 1) for € 952.6 million, Bull SA for € 236.8 million, Atos information Technology GmbH for € 126.8 million and Imakumo Sarl for € 0.2 million.

Net value of the financial fixed assets

(in € thousand)	Gross amount	Depreciation	Net value
Investments in consolidated companies	5,687,410	-3,658,982	2,028,428
Investments in non consolidated companies	-	-	-
Other investments			
Investments	**5,687,410**	**-3,658,982**	**2,028,428**
Loans and accrued interests	-	-	-
Others	2,087		2,087
Other financial assets	**-**	**-**	**-**
Total	**5,689,497**	**-3,658,982**	**2,030,515**

Main subsidiaries and investments

(in € thousand)	% interest	Valeur comptable des titres détenus au 31 décembre 2024				
		Gross value at December 31, 2024	Net value at December 31, 2024	Loans and advances made by the company not refunded	Sureties and guaranties made	Dividends received
A) SUBSIDIARIES (over 50% interest)						
French subsidiaries						
Bull SA	100	1,340,194	269,800			
Atos Investissement 20	100	37	0			
Atos Holding FR1	100	1	0			
Atos Holding FR2	100	1	0			
Atos Holding FR3	100	1	0			
Total French subsidiaries		**1,340,234**	**269,800**			
Foreign subsidiaries						
Atos Information Technology GmbH	100	1,576,032	0		174,000	
ImaKumo Sarl	100	1,100	721			
ImaKumo GmbH	100	0	0			
Eviden Germany GmbH 0B37	100	1	0		2,000	
Eviden Germany GmbH 0B38	100	1	0			
Eviden International GmbH 0B76	100	7	0		55,890	
Eviden Germany GmbH 0B41	100	7	0			
Atos Holding Netherlands 4 BV (Dutchco 1)	100	2,769,276	1,757,751			
Total Foreign subsidiaries		**4,346,424**	**1,758,472**		**231,890**	
B) SUBSIDIARIES (10 to 50% interest)						
Group technic informatic, Spain	33	751	156			
Total Investments		**5,687,410**	**2,028,428**		**231,890**	

Note 3 Trade accounts, notes receivable and other receivables

Trade accounts, notes receivable and other receivables

(in € thousand)	Gross amount December 31, 2024	Depreciation	Net value December 31, 2024	Net value December 31, 2023
Trade accounts and notes receivable and doubtful debtors	34,235	-	34,235	64,166
Invoices to be issued	48,528	-	48,528	146,337
Trade accounts and notes receivables	**82,763**		**82,763**	**210,503**
State and income tax	6,745	-	6,745	27,138
VAT receivable	25,829	-	25,829	15,933
Intercompany current account	2,348,667	-7	2,348,660	1,299,654
Other debtors	25,873	-	25,873	32,674
Other debtors	**2,407,114**	**-7**	**2,407,107**	**1,375,399**
Total	**2,489,877**	**-7**	**2,483,870**	**1,585,902**

Trade receivables and doubtful debts mainly comprise intra-Group receivables. Invoices to be issued mainly comprise intra-Group re-invoicing of brand royalties for € 19.5 million and exceptional expenses for € 29.0 million.

Group company current accounts mainly comprise receivables from subsidiaries in connection with cash pooling.

Other receivables mainly relate to the earn-out on the sale of assets.

Maturity of trade accounts receivable and other debtors

(in € thousand)	Gross amount at December 31, 2024	Up to 1 year	1 to 5 years
Trade accounts and notes receivable and doubtful debtors	34,234	34,234	-
Invoices to be issued	48,529	48,529	-
State and income tax	6,745	6,745	-
VAT receivable	25,829	25,829	-
Intercompany current account	2,342,671	2,342,671	-
Other debtors	25,873	25,873	-
Total	**2,483,881**	**2,483,881**	**-**

Accrued income

(in € thousand)	December 31, 2024	December 31, 2023
Other receivables	368	200
TOTAL	**368**	**200**

Note 4 Cash and cash equivalents

Cash and cash equivalents and mutual funds

(in € thousand)	Gross amount at December 31, 2024	Depreciation	Net value December 31, 2024	Net value December 31, 2023
Treasury stocks – owned shares	948	-940	9	545
Cash at bank	522,110	-	522,110	979,608
Total	**523,059**	**-940**	**522,119**	**980,153**

Movement in Treasury stocks-owned shares

At December 31, 2024, the Company held 2,877,312 Atos SE shares, i.e. 0.0016% of the share capital, representing a portfolio value of € 7,481.01 based on the Atos share price (closing price) at December 31, 2024, and a gross book value of € 948,329.44. These shares were acquired as part of a share buyback program and are allocated to the allocation of shares to employees or officers of the Company or its Group,and correspond to the coverage of commitments relating to performance share plans or share purchase plans.

The Company transferred 234 US employee shareholding shares from Computershare to Société Générale. As this transfer became irrelevant, these 234 shares were transferred back to the Company's treasury account on October 7, 2024.

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 with a maturity period not exceeding three months.

Note 5 Prepayments and deferred expenses

(in € thousand)	December 31, 2024	December 31, 2023
Redemption premiums of bonds	444,699	6,247
Prepaid expenses	21,186	25,572
Deferred expenses	0	6,504
Foreign exchange conversion	3	3
TOTAL Deferred expenses	**465,888**	**38,326**

Bond redemption premiums of € 444.7 million relate to bonds subscribed in December 2024 for:

- € 221.7 million on the 840-million-euro bond;
- € 172.6 million on the 802-million-euro bond;
- € 50.4 million on the 137-million-euro bond;
- amounts are stated net of straight-line amortization of premiums.

Prepaid expenses mainly relate to the payment of marketing rights for UEFA events, amounting to € 21 million.

Note 6 Shareholders' equity

Common stock

	December 31, 2024	December 31, 2023
Number of shares	179,035,979,643	111,439,307
Nominal value *(in €)*	0.0001	1
Common stock *(in € thousand)*	**17,903**	**111,439**

Capital ownership structure over three years

	December 31, 2024		December 31, 2023		December 31, 2022	
	Shares	%	Shares	%	Shares	%
JP Morgan Chase & Co	-	-	-(2)	-	7,587,586(1)	6.84%
Onepoint	-(4)	-	12,414,101(3)	11.14%		
Bank of america	-(6	-	5,904,331(4)	5.30%		
D.E. Shaw & Co	14,527,540,998(7)	8.11%				
Tresidor Investment Management	11,178,413,757(8)	6.24%				
ING Bank NV	9,567,259,657(9)	5.34%				
Employees	134,610,909	0.08%	3,246,526	2.91%	3,006,444	2.71%
Board of Directors	449,448	0.0003%	9,625	0.01%	33,221	0.03%
Treasury stock	2,877,312	0.0016%	77,312	0.07%	227,146	0.20%
Others	143,624,827,562	80.22%	89,787,412	80.57%	100,097,145	90.22%
Total	**179,035,979,643**	**100%**	**111,439,307**	**100.0%**	**110,951,542**	**100.0%**

1. Based on the threshold crossing declaration dated September 8, 2022 (#222C2178).
2. Following JP Morgan Chase & Co's lowering of the 5% thresholds for the capital and voting rights of the Company on November 24, 2023, their potential participation is included in "Other" (no. 223C1953).
3. Based on the threshold crossing declaration dated December 13, 2023 (#223C2047).
4. By a statutory threshold declaration dated July 11, 2024, Onepoint stated that on July 5, 2024 it had passed the thresholds of 3% and 2% of the capital and voting rights of the Company and held 2,158,159 shares. Therefore, their potential participation is included in "Other".
5. Based on the threshold crossing declaration dated September 14, 2023 (#223C1428).
6. Following the lowering of the 5% threshold for the capital and voting rights of the Company by Bank of America on December 10, 2024, their potential participation is included in "Other" (n°224C2670).
7. By a statutory threshold declaration dated December 24, 2024, D.E. Shaw & Co stated that on December 18, 2024 it had passed the thresholds of 9% of the capital and voting rights of the Company and held 14,527,540,998 shares as of that date.
8. By a statutory threshold declaration dated December 24, 2024, Tresidor Investment Management stated that it had raised the thresholds of 6% of the capital and voting rights of the Company on December 18, 2024 and held 11,178,413,757 shares at that date.
9. Based on the threshold crossing declaration dated December 19, 2024 (no. 224C2813).

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 28th resolution voted by the Annual General Meeting of January 31, 2025 renewed, for the benefit of the Board of Directors, the authorization to buy shares in the Group as part of the implementation of a share buyback program. This authorization has a duration of 18 months from the date of the General Meeting.

These purchases could be made to:

- to provide liquidity and animate the market for the Company's shares through an investment service provider acting independently within the framework of a liquidity contract in accordance with the Code of Ethics recognized by the AMF;
- to assign or transfer them to the Company's corporate officers or employees and/or related companies under the terms and conditions provided for or permitted by the applicable legal and regulatory provisions, in particular in the framework (i) participation in the proceeds of the Company's expansion, (ii) the stock option regime provided for by Articles L. 22-10-56 et seq. and L. 225-177 et seq. of the French Commercial Code, (iii) free allocation of shares, in particular within the framework provided for by Articles L. 22-10-59, L. 22-10-60 and L. 225-197-1 et seq. of the French Commercial Code and (iv) of shareholding plans under French or foreign law, particularly in the context of a corporate savings plan, as well as to carry out any hedging transactions relating to these transactions, under the conditions provided for by the market authorities and at such times as the Board of Directors or the person acting on behalf of the Board of Directors may approve;
- to remit them when exercising rights attached to securities entitling, immediately or in time, by redemption, conversion, exchange, presentation of a bond or otherwise to the allocation of shares of the Company, as well as to carry out any hedging transactions in connection with the issue of such securities, under the conditions provided for by the market authorities and at such times as the Board of Directors or the person acting on the delegation of the Board of Directors will appreciate;
- to keep them and to hand them over later, as payment, exchange or otherwise, in the context of possible external growth operations;
- to cancel them totally or partially by way of reduction of the share capital authorized by the General Assembly in application of the 19th resolution voted by the General Assembly on June 28, 2023; or
- to implement any market practice that would be accepted by the AMF and, more generally, with a view to carrying out any other transaction in accordance with the regulations in force.

The authorization may be used at any time, except for periods of public offering for the Company's securities.

The authorization will also allow the Company to operate on its own shares for any other purpose in accordance with the regulations in force or that would benefit from a presumption of legitimacy by the applicable legal and regulatory provisions or that would be recognized as a market practice by the AMF. In such a case, the Company would inform its shareholders by means of a press release.

Purchases of shares may be made in respect of a maximum number of shares representing 10% of the shares constituting the share capital of the Company, at any time, this percentage applies to a capital adjusted in accordance with the operations affecting it after the General Meeting, it being specified that, as regards the particular case of shares repurchased under a liquidity contract, the number of shares taken into account for the calculation of the 10% limit corresponds to the number of shares purchased, less the number of shares resold during the period of the authorization. It is also specified that the number of shares acquired with a view to their retention and subsequent surrender in payment or exchange in the context of a merger, of division or contribution may not exceed 5% of the capital of the Company on that same date and that the Company may not hold directly or indirectly more than 10% of its capital.

Acquisitions, disposals, transfers or exchanges of shares may be made by any means, according to the regulations in force, in one or more occasions, on a regulated market, on a multilateral trading system, with a systematic or over-the-counter internaliser, in particular by public offering or block transactions (which may cover the entire programme), and where appropriate, by using derivative financial instruments (traded on a regulated market, in a multilateral trading system, with a systematic internaliser or over the counter), or to bonds or securities entitling to shares of the Company, or by the implementation of optional strategies such as buying and selling of call or put options, or by issuing securities giving right by conversion, exchange, redemption, the exercise of a bond or any other means in respect of shares of the Company held by the latter, at such times as the Board of Directors or the person acting on behalf of the Board of Directors, under the conditions provided for by law, will assess, all in compliance with the applicable legal and regulatory provisions.

The maximum purchase price shall not exceed € 50 (excluding fees) per share.

The Board of Directors may, however, adjust the purchase price mentioned above in case of incorporation of premiums, reserves or profits, resulting either in an increase in the nominal value of the shares or in the creation and free allocation of shares, as well as in the case of division of the nominal value of the share or of a combination of shares, or of any other transaction relating to equity, to take into account the impact of such transactions on the value of the share.

The maximum amount of funds for the buyback program is therefore € 895,179,898,215, as calculated on a share capital basis as of December 31, 2024.

Free Float

As at December 31, 2024	Shares	% of share capital	% of exercisable voting rights*
Employees	134,610,909	0.08%	0.08%
Board of Directors	449,448	0.0003%	0.00%
Treasury stock	2,877,312	0.0016%	0.00%
Free float	178,898,841,974	99.92%	99.92%
Total	**179,035,979,643**	**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.

It should be noted that (i) the 14,527,540,998 Atos shares held by D.E. Shaw & Co, representing 8.11% of the capital of the Company, (ii) the 11,178,413,757 Atos shares held by Tresidor Investment Management, representing 6.24% of the capital of the Company, and (iii) the 9,567,259,657 Atos shares held by ING Bank NV, representing 5.34% of the Company's capital, have been included in the float as these shares were analysed as non-stable by Atos.

Shares held by employees and members of the Board of Directors as well as own-owned shares are excluded from the free float.

The shares of the Company held by its employees are managed through Fonds Communs de Placement Groupe (FCPE) or via direct participation.

The FCPE Supervisory Boards exercise the voting rights attached to the securities held within the FCPE. At December 31, 2024, the shareholding of employees and former employees of the Atos Group in Atos SE shares represented 0.08% of the capital.

Changes in shareholders' equity

(in € thousand)	December 31, 2023	Net income allocation	Capital Decrease	Capital increase	Net Income 2024	Other	December 31, 2024
Common stock	111,439		-112,126	18,591			17,904
Additional paid-in capital	1,629,737			3,150,916		-4,054	4,776,598
Legal reserve	11,076						11,076
Other reserves	3,363,952		112,126				3,476,078
Retained Earnings							
Net income for the period					-4,181,605		-4,181,605
Previous period net income not allocated yet	-5,032,627						-5,032,627
Total of the shareholders' equity	**83,577**	**0**	**0**	**3,169,507**	**-4,181,605**	**-4,054**	**-932,577**

At December 31, 2024, the Group's capital amounted to € 17,903,597, divided into 179,035,979,643 shares of 0.0001 euro fully paid up.

The share capital of the Company, compared to December 31, 2023, was:

- increased by 697,471 new shares distributed as follows:
  - 214,052 new shares resulting from the acquisition and delivery of performance shares awarded on May 18, 2022 to certain employees and managers of the Group,
  - 483,419 new shares resulting from the acquisition and delivery of performance shares awarded on July 27, 2021 to certain employees and executives of the Group;
- reduced by reducing the nominal value of the shares in the context of a capital reduction motivated by losses: this capital reduction, for a total amount of € 112,125,564.32, reduced the share capital from € 112,136,778 to € 11,213.68, by reducing the nominal value of the 112,136,778 existing shares constituting the share capital, which was reduced from € 1 to € 0.0001, or a reduction of € 0.9999 per share;
- increased by 178,923,842,865 new shares, as part of the Group's financial restructuring, distributed as follows:
  - 63,062,910,207 new shares resulting from a capital increase with the maintenance of the preferential right of subscription, and
  - 115,860,932,658 new shares resulting from capital increases reserved for certain creditors of the Company, by conversion of debt into equity.

Potential common stock

Share subscription warrants

As part of its financial restructuring, Atos issued 22,398,648,580 share subscription warrants (the "BSAs") on December 18, 2024.

The BSAs are exercisable for a period of 36 months, giving the right to subscribe for one new ordinary share per BSA, allocated free of charge to certain Participating Creditors (as defined and in accordance with the accelerated sauvegarde plan), in consideration for subscription and guarantee commitments under the new preferential financing arrangements entered into prior to the judgment opening Atos' accelerated sauvegarde proceedings.

At December 31, 2024, the potential dilution amounts to 12.51% of the share capital and voting rights.

Bonus performance share plans

The Company's share capital, comprising 179,035,979,643 shares in issue at December 31, 2024, could be increased by up to 0.001% through the creation of 1,508,840 new shares resulting from the acquisition of performance shares or bonus shares, as follows:

(in shares)	December 31, 2024	December 31, 2023	Change	% dilution
Number of shares outstanding	**179,035,979,643**	**111,439,307**	**178,924,540,336**	
From performance shares	1,508,840	3,016,024	1,507,184	0.001%
Potential dilution	**1,508,840**	**3,016,024**	**1,507,184**	**0.001%**
TOTAL POTENTIAL COMMON STOCK	**179,037,488,483**	**114,455,331**		

As of December 31, 2024 (and since July 26, 2022), there are no longer any outstanding stock subscription options.

Note 7 Provisions

Provisions

	December 31, 2023	Charges	Release used	Release unused	December 31, 2024
Subsidiary risk	13,661	404,605	-	-12,646	405,620
Contingencies	10,146	46,524		-9,943	46,727
Litigations	-	-	-	-	-
Total	**23,807**	**451,129**	**-**	**-22,589**	**452,347**
Of which			-		
• operating	143	-	-	-143	0
• financial	13,664	404,605	-	-12,646	405,623
• exceptional	10,000	46,524		-9,800	46,724

The provisions for subsidiary risks concern Atos Information Technology GmbH for € 404.6 million and Imakumo Sarl for € 1.0 million.

The provisions previously booked for Eviden France SAS (€ 12.3 million) and Atos Investissement 10 (€ 0.3 million) were fully reversed when the securities were transferred to Atos International BV as part of the Group restructuring carried out on December 13, 2024.

The provisions for risks relate to:

<u>Claim related to the disposal of Unify:</u>

In 2024, discussions and claims arose between Atos and Mitel in the context of post-M&A matters related to the sale of Unify. The disputed issues primarily concerned price adjustments, deferred payments, and certain representations and warranties related to the accounts, it being specified that Atos considered Mitel's claims to be unfounded.

On February 28, 2025, the parties signed a settlement agreement. This agreement is intended to put an end to all claims relating to all present and future debts linked to the acquisition contract and discussions on the price adjustment. Furthermore, in this agreement Mitel undertakes to obtain from NICE (a major supplier of Unify) a release from the parental guarantee of Atos SE to its benefit (this guarantee is counter-guaranteed by Mitel) in accordance with a second agreement between Atos and NICE, thus putting an end to a warranty claim dispute in progress in the United Kingdom.

However, and insofar as Mitel is subject to Chapter 11 proceedings under the Bankruptcy Code in the United States, these agreements will only be effective subject to their validation under Chapter 11 proceedings.

According to the details of the disputes, Atos SE has booked in 2024:

- a provision of € 24 million for the dispute with Nice Software;
- a provision of € 22 million for the revision of the sale price of Unify to Mitel.

Agreement reached between Atos and Unisys regarding the lawsuit filed by Unisys against Atos and two Atos employees:

On December 3, 2024, Atos announced that it has signed with Unisys an agreement to resolve the lawsuit filed by Unisys against Atos and two Atos employees in the US District Court for the Eastern District of Pennsylvania.

The Parties are now fulfilling the obligations provided in the settlement which will be completed by the end of the first semester 2025.

The terms of the settlement are confidential. The settlement will have only a limited impact on Atos' net debt and leverage with respect to its projections for the fourth quarter of 2024 and for the year 2025.

As a reminder, Atos hired two former employees of Unisys Inc., and this latter filed its first complaint and a Temporary Restraining Order (TRO) against them alleging they misappropriated confidential Unisys documents. In a later stage Unisys enlarged the dispute to two additional employees. On April 12, 2023, the TRO was just granted in respect to the disclosure of Unisys confidential, proprietary or secret information and to the solicitation of other employees to leave their employment at Unisys.

In this context, Atos SE has reversed the € 9.8 million provision for legal fees.

Note 8 Financial borrowings

(in € thousand)		Up to 1 year	1 to 5 years	Over 5 years	Gross value December 31, 2024	Gross value December 31, 2023
Bank Overdrafts		29			29	
Bonds		-	976,071	1,251,631	2,227,702	1,900,000
Convertible Bond				-		507,676
Bank loans			302,262	969,978	1,272,239	2,050,000
Other borrowings		11,801	1,900	36,457	50,158	138,157
Loan Interest to be paid		7,631	470	924	9,025	31,784
Borrowings		**19,461**	**1,280,703**	**2,258,990**	**3,559,153**	**4,627,616**
Term deposit	Note 4	-	-	-		-
Bond Redemption premium						6,247
Cash at bank	Note 4	522,110	-	-	522,110	979,608
Closing net debt		**-502 649**	**1 280 703**	**2 258 990**	**3,037,043**	**3,641,762**

As provided for under the Accelerated Safeguard Plan, the Company has obtained new financings from banks and bondholders made available to the Company on the date of settlement-delivery of the last of the Reserved Equitization Capital Increases (i.e. December 18, 2024) and consisting of:

- € 802 million of new 1L notes (rated B+ by S&P and BB- by Fitch), with December 2029 maturity date and 9% cash interest and 4% PIK interest;
- € 302 million of new 1L term loan with December 2029 maturity date and 9% cash interest and 4% PIK interest;
- up to € 440 million of revolving credit facility including € 190 million dedicated to meeting the needs for bank guarantees; and
- up to € 60 million of bank guarantees line.

In addition, € 1,948 million of existing financial debts have been reinstalled in the form of new secured debts maturing after 6 years or more, in the following debt instruments:

- € 1,592 million of 1.5L debt (subordinated to the new financings (1L) but senior to the 2L debt) divided between:
  - € 840 million of 1.5L notes (rated CCC by S&P and CCC+ by Fitch), with December 2030 maturity date and 5% cash interest and 4% PIK interest; and
  - € 751 million of 1.5L term loan, with December 2030 maturity date, Euribor (minimum threshold of 0%) +2.6% cash interest and 2.0% PIK interest.
- € 356 million of 2L debt divided between:
  - € 219 million of 2L term loan, with December 2032 maturity date, 1% cash interest and 4.0% PIK interest, and
  - € 137 million of 2L notes (rated CCC by S&P and CCC by Fitch), with December 2032 maturity date, 1% cash interest and 4.0% PIK interest.

Other borrowings include:

- employee profit sharing for € 2.5 million
- loans from Subsidiaries concluded as part of the Group reorganization plan:
  - from Atos Holding Netherlands 4 BV, to transfer Bull Uruguay SA shares to Atos Tech Holding amounting to € 11.2 million,
  - from Saint Louis RE for € 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, 2024	Up to 1 year	1 to 5 years	Gross amount December 31, 2023
Trade accounts and notes payable	**115,874**	**115,722**	**152**	**109,438**
Social security and other employee welfare liabilities	1,843	1,843	-	520
VAT payable	8,061	8,061	-	21,760
Other Tax	4,618	4,618		0
Intercompany current account liabilities	2,256,140	2,256,140	-	3,076,438
Other debtors	43,262	43,262	-	25,925
Other liabilities	**2,313,924**	**2,313,924**	**-**	**3,124,643**
Total	**2,429,798**	**2,429,646**	**152**	**3,234,081**

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
2024							
Accounts payable and liabilities	**115,874**	**62,188**	**53,686**	**115,874**	**152**	**89,967**	**25,755**
	100.0%				0.13%	77.64%	22.23%
Accounts payable	27,796	8,955	18,841	27,796	-	9,647	18,149
Invoices to be received	88,078	53,233	34,845	88,078	-	80,320	7,606
2023							
Accounts payable and liabilities	**109,438**	**12,697**	**96,741**	**109,438**	**-**	**32,875**	**76,563**
	100.0%				0.0%	30.04%	69.96%
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

Deferred Expenses included in the trade payable accounts

(in € thousand)	December 31, 2024	December 31, 2023
Invoices to be received	88,078	49,583
Other liabilities	1,400	758
State and employee related liabilities	1,922	1,588
TOTAL	**91,400**	**51,929**

Note 10 Unrecognized exchange gains and deferred income

The deferred income is mainly related to financial interests.

Note 11 Revenue

Revenue split

	December 31, 2024		December 31, 2023	
	(in € thousand)	*(in %)*	*(in € thousand)*	*(in %)*
Trademark fees	56,835	81.81%	108,151	91.68%
Re-invoicing	4,533	6.52%	892	0.76%
Parental guarantees	8,105	11.67%	8,920	7.56%
Total revenue by nature	**69,473**	**100.0%**	**117,963**	**100.0%**
France	14,445	20.79%	70,832	60.0%
Foreign countries	55,028	79.21%	47,131	40.0%
Total revenue by geographical area	**69,473**	**100.0%**	**117,963**	**100.0%**

Note 12 Other expenses

Expenses

(in € thousand)	December 31, 2024	December 31, 2023
Group functions expenses	-44,443	-8,018
Software and Patent	-3,217	-67
Directors' fees	-1,445	-1,184
Other expenses	-	-
Operating Foreign exchange loss	-	-
Total	**-49,105**	**-9,269**

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 and to the UEFA.

Software and Patent refer to IBM licenses contracted in 2024. They are re-invoiced to Atos International over the same period.

Note 13 Financial result

(in € thousand)	December 31, 2024	December 31, 2023
Dividends received	107,802	9,179
Intercompany current account interests	44,239	18,818
Investment banking revenues	518	-
Other financial income on Convertible Bond	19,854	53,401
Reversal of provisions on investments in consolidated companies	12,646	414,787
Reversal of provision on investment securities	0	1,387
Reversal of provisions on current accounts	5,989	0
Disposal of short-term investment	1,135	1,555
Foreign exchange gains	20,335	2,620
Total of the financial incomes	**212,520**	**501,747**
Interests on borrowings	-177,135	-130,423
Intercompany loans interests	-76,989	-38,706
Provision for depreciation on investments in consolidated companies	-1,316,201	-5,320,175
Provision for depreciation of treasury stocks – owned shares	-541	-419
Provision for deferred expenses	-15,520	-10,444
Short-term borrowing interests	-2,219	-103
Foreign exchange losses	-19,680	-2,717
Other financial expenses	-94,146	-10,212
Financial provision on subsidiaries	-404,605	-5,991
Total of the financial expenses	**-2,107,035**	**-5,519,189**
Net financial result	**-1,894,515**	**-5,017,442**

Financial income

The Company received dividends from its subsidiaries amounting to:

- € 46.3 million from Worldgrid;
- € 43.5 million from Atos International BV;
- € 18.0 million from Atos Holding Iberia.

Other financial income on bond issues includes debt write-offs as part of refinancing operations, amounting to € 6.8 million.

Financial expenses

Interest on loans is composed as follows:

- RCF and credit facilities for € 136.4 million;
- Bond for € 32.6 million;
- Long-term loans for 4.1 million;
- Syndicated credit for € 3.4 million;
- MTN Medium-term notes for € 0.5 million.

The depreciation for deferred charges is composed as follows:

- the upfront premiums on bonds for € 14.5 million,
- the syndicated loan for € 1.0 million.

The other financial expenses mainly correspond to:

- the early repayment expenses related to the interim financing for an amount of € 77.7 million;
- € 13.8 million relating to the costs of hedging the € 500 million bond convertible in Worldline shares, which has matured;
- the capital loss on the sale of performance shares to employees, recognized upon delivery of the shares, in the amount of € 2.7 million (4.3 million in 2023).

The provisions for risks on subsidiaries and investments only concern Atos Information Technology GmbH.

The provision expense and reversal on investment are described in Note 2 Financial Fixed Assets and Note 7 Provisions.

Note 14 Non-recurring items

(in € thousand)	December 31, 2024	December 31, 2023
Selling price from disposal of financial investments	3,575,717	218,732
Other income	16,982	109,166
Provisions on receivables	16,056	
Total of non-recurring income	**3,608,756**	**327,898**
Net book value of financial investments sold	-5,544,117	-251,529
Provisions for liabilities and charges	-57,226	-10,000
Other expenses	-253,329	-172,827
Total of non-recurring expenses	**-5,854,672**	**-434,356**
Non-recurring items	**-2,245,916**	**-106,459**

In 2024, non-recurring items mainly include:

- the net proceed from the sale of Worldgrid to the Alten group in November for € 135.9 million;
- as part of the Group's restructuring:
  - contribution of Atos SE's subsidiaries to Atos International BV for a net loss of € 20.7 million;
  - contribution of Atos International BV to Atos Holding Netherlands 4 BV (DutchCo 1) for a net loss of € 2,082.5 million;
  - contribution of Eviden Slovakia to Eviden International Global Functions BV for a net loss of € 0.4 million.

The other income includes mainly cost reinvoicing to Group entities for € 14.9 million.

The other expenses are mainly related to the fees paid in the context of the refinancing and restructuring of the Group:

- advisory fees: € 159.6 million;
- lock up fees: € 15.1 million;
- steerco fees: € 15.0 million;
- banking fees and expenses: € 8.3 million.

A provision for risk of € 22 million has been booked related to the deferred sale price on previous asset disposals and a provision for risk of € 24 million has been booked related to a supplier dispute with a subsidiary for which Atos SE is guarantor (see Note 7 Provisions).

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	52,636	15,912
Total	**52,636**	**15,912**

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	-1,950,769		-1,950,769
Non-recurring items and legal profit sharing	-2,245,916		-2,245,916
Tax charge	-	15,081	15,081
TOTAL	**-4,196,686**	**15,081**	**-4,181,605**

The result of the fiscal consolidation is a loss of € 662.9 million and therefore no current tax charge related to 2024. Atos SE shows a global tax income of € 14.9 million.

The loss for the financial year of the French tax consolidation group carried forward is € 1,510.7 million as of December 31, 2024.

Note 16 Off-balance sheet commitments

Commitments given

(in € thousand)	December 31, 2024	December 31, 2023
Performance Parental Guarantees	5,063,880	5,459,245
Bank guarantees*	154	81,347
TOTAL	**5,064,034**	**5,540,590**

(*) 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 € 5,063,880,000 as of December 31, 2024.

In connection with the Cognizant/TriZetto litigation, 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 US District Court for the Southern District of New York.

On May 25, 2023, the United States Second Circuit Court vacated a decision issued by the United States District Court for the Southern District of New York. The Second Circuit Court ruled that the calculation methodology used at first instance 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 £233,000,000 (€ 281,000,000).

As part of the transaction between Atos and Mitel dated September 2023 whereby Mitel purchased Unify, Atos granted three counter guarantees for a net amount of € 59 million as at December 31, 2024 that would become callable if Mitel fails in fulfilling its obligations. Atos also maintained the pension funding guarantee agreement entered into with Siemens in 2016, under the terms of which Atos would step in, up to a maximum amount of € 225 million, if and when Mitel, as successor guarantor, would fail in its pension funding obligations.

Commitments received

(in € million)	December 31, 2024	December 31, 2023
Revolving Facility	440	0
Bank Guarantees	60	0
Syndicated Loan	0	320

In 2024, the financial commitments received refer to the commitments received as part of the Group's financial restructuring, not drawn down as of December 31, 2024, which consist of:

- € 440 million in revolving credit, including € 190 million intended to meet bank guarantee requirements; and
- € 60 million in bank guarantee lines.

6

Note 17 Risk analysis

Market risk: fair value of financial instruments

Cash and short term deposits, accounts receivable, bank current accounts, 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, 2024.

The Group's 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's treasury department and involves minimizing potential negative effects on the Group's 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.

On December 18, 2024, as planned under the accelerated safeguard plan, the Group completed its financial restructuring and signed new financing agreements with banks and bondholders.

The new financings consist of:

- € 802 million in new bonds (rated B+ by S&P and BB- by Fitch);
- € 302 million in new term loans;
- a revolving credit facility of € 440 million, of which € 190 million is dedicated for the issuance of bank guarantees; and
- a 60 million euro facility for bank guarantees.

The maturity of the new financings has been set for December 2029.

In addition, as part of the implementation of the accelerated safeguard plan, € 1,948 million of existing financial debt has been reintegrated in the form of new guaranteed debt with a term of 6 years or more, in the following debt instruments:

- € 1,592 million of 1.5L debt (subordinate to new financing (1L) but senior to 2L debt) consisting of:
  - € 751 million of 1.5L term loan,
  - € 840 million of 1.5L bonds (rated CCC by S&P and CCC+ by Fitch);
- € 356 million of 2-year debt divided between:
  - € 219 million of 2-year term loan, and
  - € 137 million of 2-year bonds (rated CCC by S&P and CCC by Fitch).

Liquidity risk at December 31, 2024

Instruments	Fix/Variable	Line *(in € million)*	Maturity
Bond 1L	Fix	802	December 2029
Term Loan 1L	Fix	302	December 2029
Term Loan 1.5L	Variable	751	December 2030
Bond 1.5L	Fix	840	December 2030
Term Loan 2L	Fix	219	December 2032
Bond 2L	Fix	137	December 2032
Revolving Facility	Fix	440	December 2029
Surety bond for bank guarantees	Fix	60	December 2029

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

Interest rate risk is primarily related to borrowings.

The exposure to interest rate risk encompasses two types of risks:

- a price risk on fixed-rate assets and liabilities, 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 main objective of managing the overall interest rate risk on the Company's debt is to minimize the cost of debt and protect the Company against interest rate fluctuations by replacing part of the variable rate financial debt with a fixed rate.

The derivative instruments used to hedge the debt are swap contracts entered into with leading financial institutions. The Company has no such derivatives outstanding as at December 31, 2024. The breakdown of the new fixed and floating rate financing used shows an appropriate balance ratio with a floating portion limited to 24.6%.

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 31, 2025, the convened Combined Annual General Meeting of Atos SE shareholders held at the Company's registered office:

- approved the 2023 financial statements;
- appointed Forvis Mazars as Statutory Auditor, replacing Deloitte at the end of its term of office.

On January 31, 2025, the Board of Directors again noted the resignation of Jean Pierre Mustier from his duties as Chief Executive Officer and Director of the Company with effect from that date and appointed Philippe Salle as Chairman and Chief Executive Officer with effect from February 1, 2025.

The Board of Directors also amended its Internal Rules, in particular to strengthen the duties and resources of the Lead Independent Director, whose appointment is now mandatory when the roles of Chairman and Chief Executive Officer are combined. The matters reserved to the Board of Directors have also been extended.

Note 20 Liquidity and going concern

The financial statements of the Group for the year ended December 31, 2024 have been prepared on a going concern basis.

The Group's cash forecasts for the twelve months following the approval of the 2024 consolidated financial statements by the Board of Directors, result in a cash situation that meets its liquidity needs over that period.

At December 31, 2024, cash and cash equivalents of the Group amounted to € 1,739 million and short term financial assets to € 93 million. Borrowings amounted to € 3,559 million, of which € 2,228 million of bonds and € 1,272 million of bank financing.

The RCF was not drawn and therefore was not included in these amounts.

It is reminded that as part of its financial restructuring and following the completion on December 18, 2024 of the final steps of the Accelerated Safeguard Plan approved by the specialized Commercial Court of Nanterre on October 24, 2024, which resulted in:

(i) € 2.9 billion gross debt reduction through the equitization of existing financial debts and € 0.8 billion reduction through the repayment of interim financings with the new money debt provided to the Company;

(ii) € 1.6 billion of new money debt, including the undrawn RCF, and € 0.1 billion of new money equity from the rights issue and the additional reserved capital increase; and

(iii) no debt maturities before the end of 2029,

The Group has the resources and flexibility to execute its midterm strategy.

6.2.4 Atos SE financial summary for the last five years

(in € million)	December 31, 2024	December 31, 2023	December 31, 2022	December 31, 2021	December 31, 2020
I – Common stock at period end					
Common stock	17.9	111.4	110.9	110.7	109.9
Number of shares outstanding	179,035,979,643	111,439,307	110,951,542	110,730,332	109,993,166
Maximum number of shares that may be created by:					
Conversion of convertible bonds					
Exercise of stock subscription options	1,508,840	3,016,024	2,279,353	2,742,563	2,975,762
II – Income for the period					
Revenue	69.47	117.9	124.4	122.4	124.1
Net income before tax. employee profit-sharing and incentive schemes. Depreciation. amortization and provisions	-2,440.05	-122.4	132.1	-214.7	1,504.4
Corporate income tax	15.08	-20.7	4.6	1.8	-34.3
Net income after tax, employee profit-sharing, depreciation, amortization and provisions	-4,181.60	-5,032.6	-700.1	-744.1	1,378.6
Dividend distribution	-	-	-	-	98.3
III – Per share data (in euros)					
Net income after tax and employee profit-sharing but before depreciation. Amortization and provisions	-0.01	-0.9	1.2	-1.9	13.4
Net income after tax, employee profit-sharing, depreciation, amortization and provisions	-0.02	-45.2	-6.3	-6.7	12.5
Dividend per share	-	-	-	-	0.9
IV – Employees					
Average number of employees during the period	0.08	1.5	1.5	1	1
Total payroll for the period	0.26	4.3	1.6	0.4	2.0
Employee social security and welfare payments	0.01	0.9	0.7	0.1	0.5

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)

	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					
(in € million)	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	0					28	0					662
Total amount of invoices concerned excluding VAT *(in € thousand)*	0	7.80	0	0	0.29	8.09	0	0.72	0	0	23.6	23.78
Total amount percentageof year expenses	0	6.32	0	0	0.23	6.55						
Percentage of year's sales excluding VAT							0	1.03	0.01	0	33.19	34.23
(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

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)

An enterprise risk mapping is revised regularly under the oversight of the Group Executive Board, addressing 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 2024, interviews were held with the leadership, 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 have been defined and are being monitored at Group level by the ERM department. 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 continued reinforcing its business risk management approach, based on specific processes and aligning with organizational developments.

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 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 2024, 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).

1. Financial and operational risks;
2. People risks;
3. IT security risks;
4. Go to market risks;
5. Growing risks;

In addition to the ERM mapping, the Group carries out a sustainability-related risks assessment through the exercise of the Double Materiality Assessment (DMA), prescribed by CSRD. Though the DMA exercise differs in scope and methodology from the ERM, its realization took into account the ERM risk management exercise. The results of the DMA are presented in section [5]. The table below maps the mains sustainability-related topics identified as per the ERM with some of those identified as per the DMA :

Strategic risks	Sustainability-related topic	Reference to section 7	Reference to section 5
Financial and operational risks: • Implementation of the Group's 2024-2027 strategy and business plan • Financial rating • Implementation of the assets disposal program • Customer relationship (contract management/satisfaction) and delivery quality	**Governance**	7.2.1	5.1.3.4.2
People Risks: • People retention • People acquisition and labor market • Company Culture • Governance efficiency	**Social** **Governance**	7.2.2	5.1.3.1 5.1.4
IT Security risks: • Cyber attack • IT Systems security • Data protection	**Governance**	7.2.3	5.1.3.4.2
Go to Market risks: • Market environment • Innovation and intellectual property • Customer digital transformation and business model disruption	**Governance**	7.2.4	5.1.3.4.2
Growing risks: • Regulation and compliance • Environmental impact • Litigation	**Governance** **Environment**	7.2.5	5.1.4 5.1.2

7.2.1 Financial and operational risks: Implementation of the Group's 2024-2027 strategy and business plan, Financial rating, Implementation of the assets disposal program, 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 Group's 2024-2027 strategy and business plan

Risk	Mitigation actions
The Company published its Business Plan for the period 2024-2027 on 29 April 2024, as part of its financial restructuring process and on 2 September 2024, an update of its financial projections for the period 2024-2027 to reflect the results of the first half of 2024, current business trends in key regions of the Group, and the expected impact on the Group's free cash flow . The key strategic and forward-looking financial information of the Group's 2024-2027 business plan is based on the current scope of the Group, which includes the Eviden and Tech Foundations assets, without taking into account the impact of any potential asset disposals. The Business Plan is based on data, assumptions, and estimates considered reasonable by the Group's management as of the date of this document. These data and assumptions are subject to change due to uncertainties related to the economic, financial, competitive, regulatory, and tax environment, or other factors unknown to the Group as of the date of this document. In particular, if the market environment is less dynamic than expected in key regions or that there was a downturn in major markets, such as the public sector, which can be affected by policy changes or by the cycle of elections and/or if the Group's financial situation continues to affect its commercial attractiveness, the renewal rate of Tech Foundations contracts could be lower than targeted in the Business Plan, Eviden could win fewer opportunities than targeted in the Business Plan, or the Group could lose more significant clients than anticipated in the Business Plan, which could lead to lower revenue prospects than those projected in the Business Plan. This could result, at least temporarily, in a significant decrease in employee utilization rates and generally lead to lower financial performance (net income generation, cash flow) than those targeted in the Business Plan. Similarly, the Business Plan materially relies on the implementation of actions focused on cost control and optimization of service production means, and any delay in the execution of these rationalization programs or control of high-risk contracts could lead to lower financial performance (net income generation, cash flow) than those targeted in the Business Plan. Furthermore, the realization of certain risks described in chapter 7.2 of present Universal Registration Document could also impact the Group's activities, financial situation, results, or outlook, and thus could lead to lower financial performance (net income generation, cash flow) than those targeted in the Business Plan.	

7.2.1.2 Financial Rating

Risk	Mitigation actions
The Group is rated publicly by the Standard & Poor's rating agency. On 19 January 2024, Standard & Poor's downgraded Atos' corporate rating from BB- to B-, and then on 9 February from B- to CCC, from CCC to CCC- on 11 April and finally from CCC- to SD on 26 July 2024. Beyond the negative impact on interest expenses, such a downgrade in the financial rating has severely restricted the Group's ability to raise funds and set up currency hedges to finance its current operations. These downgraded ratings also severely restricted the Group's ability to obtain bank and/or insurance guarantees, which may be necessary for responding to tenders and/or setting up contracts with clients or suppliers. They could also impact the Group's ability to win certain types of contracts with clients, grant contractual rights to certain counterparties to replace Atos with another supplier, or force the Group to provide additional securities or financial guarantees. Suppliers could also demand to be paid before performing their services. The trustees of the Group's pension funds (particularly in the UK) may also be entitled under local regulations to ask the Group to increase its contributions, further worsening the working capital requirement. On December 19, 2024, the Group announced the completion of its financial restructuring (including a portion of new money dedicated to bank guarantees), and the upgrade of its credit rating to B-, which is expected to reduce, although not eliminate the above discussed risk exposure. It can however not be ruled out that the amount dedicated to bank guarantees in the financial restructuring agreement would prove being insufficient, Nor can it be excluded that having obtained an improved credit rating would not be enough to allow regaining a certain flexibility to set up currency hedges. All this could have an adverse effect on the Group's business, operating results and financial condition.	

7.2.1.3 Transfer of certain activities of the BDS division

Risk	Mitigation actions
On November 25, 2024, Atos announced that it has received a non-binding offer from the French State for the potential acquisition of 100% of the Advanced Computing activities of its BDS division, based on an enterprise value of EUR 500 million, to be potentially increased to EUR 625 million including earn-outs. The offer received from the French State provides for an exclusivity period until May 31st, 2025. If the exclusive negotiations lead to an agreement, a Share Purchase Agreement (subject to work councils' opinion and subject to obtaining the customary commercial, employee and administrative authorizations) may be signed by that date. An initial payment of EUR 150 million is expected to be made available to Atos upon signing of the Share Purchase Agreement. Furthermore, as announced on November 25, 2024, on March 5, 2025, Atos confirmed that it had launched an organized sale process for its Mission Critical Systems business. As discussions are still ongoing, there is a risk that these transactions will not be finalized.	The business plan of September 2, 2024 is not dependent on any future asset disposal program. Therefore, if any announced disposals were not completed, this would not have a negative impact on the Group's business plan.

7.2.1.4 Customer relationship & delivery quality

Risk	Mitigation actions
The **quality of the services** and products delivered by the Group may not be at the expected level: either due to dependence on third-party products and/or the customization of products that Atos cannot fully control, or because the Group encounters significant delays or difficulties in providing the services or products. It may also be that for certain ongoing contracts, the agreed commercial terms do not cover the costs to be incurred, leading the Group to bear financial losses. Anticipated losses on these existing contracts are generally provisioned in the accounts, with the unwinding of these provisions taken into account in cash flow projections. In this case, these provisions could prove insufficient compared to the final termination losses to be borne, which could lead to more degraded financial performance of the group (net income generation, cash flow) than currently anticipated in the Group's Business Plan. Furthermore, if Atos is unable to meet contractual requirements or customer expectations, particularly due to inadequate assessment of the services contracted with customers, or due to its financial situation or rating, **customer relations** could generally be compromised. Furthermore, the difficult financial situation of the Group could also lead to a loss of customer confidence in the Group's ability to meet its contractual commitments. Some customers may also have set debt and liquidity thresholds or minimum rating thresholds that their suppliers must meet in order to be invited to take part in call for tenders, which would lead them not to renew their contracts with the Group, or even to terminate their commercial relations. For all these reasons, the Group could be subject to claims or penalties under ongoing contracts, or even requests for early termination, which could result in additional costs, budget overruns, and termination losses, leading to more degraded financial performance of the group (net income generation, cash flow) than currently anticipated in the Group's Business Plan. The loss of significant customers, whether motivated by above reasons or not, could finally tarnish the Group's reputation, or even lead to the loss of other customers, with the possible consequence of more degraded financial performance of the Group (net income generation, cash flow) than currently anticipated in the Group's Business Plan.	To minimize the occurrence of these risks, the Group seeks to limit risks related to the quality of services rendered and products delivered through rigorous review processes of contractual execution conditions (including a technical assessment and a solution delivery assessment) from the offer stage. A dedicated process is in place, called Atos Rainbow, in which offers are reviewed, and a risk inventory is maintained for monitoring purposes. This process also covers the contract execution phase, including risk register updates and aims to enable adequate risk management. Regular monitoring of at-risk contracts is ensured. Since 2018, the Group Quality service conducts a diagnosis in case of a drop in the Net Promoter Score (NPS) to understand the root causes and address them specifically if necessary. As part of the quality and customer satisfaction improvement program (QCSIP), Atos analyses root causes and develops improvement plans for customers whose scores are significantly lower than the last survey, or for whom service level agreements (SLA) have been breached, or for whom a major incident (MI) has occurred. To further strengthen Atos' operational excellence, a Contract Management program is deployed on the Group's major accounts to globalize and standardize contract management activities, combining legal risk assessment, contractual obligations, and performance management. Working groups are also set up in case of delivery issues to respond quickly and adequately to these challenges. Finally, for ongoing contracts with significant termination losses and/or exposed to likely commercial disruption risks (such as early termination requests, suspicion of non-renewal), an ad hoc monitoring system has been put in place in the form of project management by an external consultant (the CTO office) to identify short-term remediation and mitigation actions.

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 depends heavily on its ability to retain qualified key personnel and utilize their skills for the benefit of customers. Atos may not be able to **retain qualified employees**, especially when the labor market is dynamic, and Atos is undergoing significant transformations. Indeed, the uncertainty resulting from the current instability of the Group negatively influences employee retention, and attrition rates are increasing, although still below the average observed in the digital services sector. Failing to replace departing employees with equally qualified employees could increase operating costs, compromise the Group's ability to execute certain contracts or start new activities, which could negatively impact its operating results and cash flows.	**Active monitoring of key personnel** (key contributors, talents, high-level experts) continues to be carried out through regular risk level control per key person, including a weekly alert bulletin and a detailed monthly report. A comprehensive career management governance for key personnel has been strengthened to maintain the retention rate of key personnel at an acceptable level, including active engagement of HR representatives and senior leadership. Dedicated sessions are also organized with the managers of key personnel to raise awareness and bring them closer to their employees. In addition, various initiatives have been undertaken to support key personnel affected in any way by the ongoing transformation and to retain them and provide additional support in their career progression within the Group. Finally, emphasis has been placed on internal promotion to effectively replace departures.

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 CVs 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.	Extensive internal and external brand campaigns for both Atos and Eviden brand campaigns were carried out – largely focused on the corporate values of each. The Atos Group creates a collaborative environment which is underpinned by development (including Individual Development Plans) and career mobility plans as well as positive action to improve gender balance, close gender pay gap, and inclusiveness (for further details on those programs please refer to 5.1.3.1 "Own workforce"). Eviden started building its own company culture around four main values: #GrowTogether, #DareToTry, #DoTheRightThing, and #StayCurious; and Atos created three new values of reliability, ingenuity, and solidarity – including an engaging 'Which Atosian are you?' campaign where everyone can align themselves most closely to one of the values.

7.2.2.4 Governance efficiency

Risk	Mitigation actions
In recent years, the Group has undergone several governance changes, accompanied by successive reorganizations, which have caused instability and disorganization within the company and its teams. One of the essential factors for the Group's success is to ensure stability in governance, strategy, and organizational levels. Consequently, any new governance change would be highly detrimental to the Group, and could pose a risk to the execution of the Group's strategy. If the Group is unable to ensure the efficiency of its organization to guarantee the continuity of its activities, the Group's activities could be impacted, which could have a negative effect on its operating results and cash flows.	The appointment of Philippe Salle as Chairman of the Board of Directors of the Company from October 14, 2024, and as Chairman and Chief Executive Officer from February 1, 2025, was made following a rigorous selection process, conducted with the assistance of a renowned international recruitment firm and in consultation with certain creditors of the Company. With extensive experience as a company executive, particularly in publicly traded companies, Philippe Salle brings valuable skills and managerial conduct to support the Group's restructuring, promote the restoration of its commercial and financial performance, and establish the strategic vision for 2027-2028, which will guide its future development. Philippe Salle has also invested EUR 9 million in the company, demonstrating his commitment. Additionally, his compensation includes a long-term incentive plan. Since February 1st, Philippe Salle has already established a new leadership team with a refined scope of geographies, business lines, commercial teams, and functions, thus initiating the Group's reunification. He will present the Group's strategy and organization at the Capital Market Day on May 14, 2025.

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

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.	The main mitigation to Cyber-attacks are protection and detection mechanisms. Atos uses best in class security tooling solutions with a multi-vendor strategy complemented by rigorous monitoring by Cybersecurity experts. If the risk materializes, incident and crisis management processes are activated, as 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 Global cyber emergency event. To minimize the impact of security incidents, improve the responsiveness and enforce the management of cybersecurity defences, Atos has implemented a **Security Operation Center (SOC)** working along with 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. To further challenge its defences and adapt them to new threats, Atos runs a bug bounty program, as well as deployed its "Red Team" to challenge Atos cyber defences. Further detail on mitigation actions is available on §5.1.3.4.2

7.2.3.2 Systems security

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. These procedures are regularly audited by the Group Internal Audit function. 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 2024, mandatory for all employees within the Group and supported by fortnightly communications to all employees through the entire year 2024. Further detail on mitigation actions is available on §5.1.3.4.2

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. 93.8% of Atos employees were trained in 2024. Further detail on mitigation actions is also available on §5.1.3.4.2

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". 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

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 5.1.4.1.1 "Business Ethics"

7.2.5.2 Environmental impact

Risk	Mitigation actions
The main environmental risks for Atos are twofold: on the one hand, the impact of the Group's activities and its value chain on the planet, and on the other hand, the increased impact on the Group's activities and development from climate change, resource scarcity, and the global evolution of related regulations. The Group's main potential impacts, risks, and opportunities (IROs) are regularly assessed through specific work and activities, including ERM and the double materiality analysis (DMA) required by the CSRD and conducted for the first time in 2024 (see section 5.1.1.3). Although different and still being aligned, these two methods allow to obtain consistent results regarding the main risks. These risks relate mainly to: the increased risk of **more frequent and severe natural disasters** adversely affecting the Group's activities, its employees, and its supply chain. the inability to meet increased demand from clients and, more generally, from the Group's stakeholders for a sustainable business (designing and developing low footprint IT for a sustainable portfolio – reducing **energy consumption** and **carbon emissions**). If the Group is unable to manage these risks and adapt to **potential regulatory changes**, it could be exposed to reputational damage, to sanctions and to loss of business, which would have a negative effect on the Group's activities.	The Group's main potential IROs have been taken into account when crafting the Atos decarbonization plan which addresses climate change and considers Atos' own operations as well as upstream and downstream value chain. The decarbonization plan addresses the environmental IROs of Atos by: • Committing to reduce its GHG emissions by setting ambitious targets aligned with scientific requirements (2025 short-term target validated by the SBTi); • Striving to gradually reduce the environmental impact of its operations (data centers, IT hardware, software, services, solutions, etc.) and its supply chain. This will enable Atos to develop "sustainable by design" IT solutions and services ("Low footprint IT") supporting customers in their own journey to reduce their environmental impact and fight climate change ("sustainable portfolio"); • Building resilience against environmental risks: the ongoing assessment and mitigation of environmental risks to Atos' activities and business (physical and transformation risks) will enable the Group to build a resilient strategy and business model for a +1.5°C future. For further details please see Section [5.1.2.2.4 Action plan to address Atos main environmental challenge].

7.2.5.3 Litigations

Risk	Mitigation action
Atos is an international group operating in 68 countries. The activities of the Group's companies in these various jurisdictions may give rise to judicial, administrative, or regulatory proceedings, particularly in tax, social, and commercial matters. The Group is thus involved in several usual taxes, social, and commercial litigation, claims, and audits, notably located in India and Brazil. Such litigation is generally resolved through non-contentious administrative proceedings. In addition, the Group is exposed to commercial litigations. Several significant commercial disputes exist in various jurisdictions that the Group has integrated following various acquisitions, including a dispute inherited from Syntel. Due to its activity, the Group is also exposed to intellectual property litigation or claims. Furthermore, the Group, which employs nearly 78,000 employees (as of 31 December 2024), may be subject to social litigation and claims. While in most jurisdictions there are few or no disputes, Latin America is one of the regions where there are a significant number of disputes, although these are of low value or exaggerated and usual for companies operating in this region. The Group is a defendant in a few higher-value social litigation cases. Detailed information on tax, commercial, and social litigation and claims is also presented in chapter 7.3 "Claims and Litigation" of the present document. Finally, as a listed company, the Group has been and may in the future be subject to actions or litigation initiated by some of its individual shareholders or groups of shareholders, aiming to challenge the Company's strategy or governance. Although the latest actions initiated by shareholders or groups of shareholders (e.g., litigation initiated by the company Ciam incorporated under Luxembourg law, litigation initiated by the Singaporean company Alix AM, litigation initiated by the French association UDAAC. For more details on these actions, see paragraph 7.3.4 "Other litigation" of the 2024 Universal Registration Document, as updated in paragraph 3.5 "Other litigations" of this Amendment) have all been dismissed, these proceedings, which are often reported by the press, are likely to have an adverse impact on the Company and its executives and harm the Group's reputation and image. Liabilities and contingent liabilities/provisions related to litigation are described in section 2.5 of the Half-Year Financial Report and in note 10 of its annex to the condensed consolidated financial statements.	In many of the countries where the Group operates, there is no litigation in which the Group is a party. In other jurisdictions, only a small number of claims or actions involving the Group have been filed. This is partly due to the incentive for self-insurance, but also to the strong promotion of the quality of services provided by the Group and the intervention of the Risk Management Department, entirely dedicated to contract monitoring, from the commercial offer to service delivery. This monitoring allows early detection of potential problems or disputes. All potential and ongoing litigation and claims are reported, monitored, and managed appropriately at each stage of their progression and are subject to legal reviews by the Group's Legal Department. In the second half of 2024, the Group managed to settle several significant disputes through settlement agreements. The Group's management considers that sufficient provisions have been made. The total amount of provisions for litigation risks in the consolidated accounts as of 31 December 2024, to cover the main identified claims and litigation, amounts to EUR 108.4 million (including tax and commercial claims but excluding claims related to social matters). The details of provisioned and non-provisioned litigation are not disclosed, as such information could affect the outcome of certain ongoing disputes.

7.3 Claims and litigation

The Atos Group is a global business operating in 68 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 2024 the Group has successfully put an end to several significant litigations through settlement agreements.

The total amount of the provisions for litigation risks, in the consolidated accounts closed as of 31 December 2024 to cover for the identified major claims and litigations, added up to EUR 108,4 million (including tax and commercial claims but excluding labor claims)".

Atos made its risk assessments of each case based on the assumed likely outcome of each case as supported by Atos' and its external counsels' best estimate. Even if Atos considers the risk as remote, in a worst-case scenario the result of each case could deviate from such best estimates and could even correspond to the respective plaintiff's claims.

The details of provisioned and non-provisioned disputes are not always disclosed, as such information could influence the outcome of certain ongoing litigations. Moreover, revealing the amount of provisions allocated to each dispute could affect the conduct of the litigations.

Moreover, for what concerns the critical contracts (meaning contracts implying a significant risk for the Group whilst they are not yet at the stage of a judicial dispute) the quantified aggregate "Net Risk" (total exposure less any provisions and deducting any positive project margin to go) position as of 31 December 2024 is EUR 172 million.

7.3.1 Main commercial claims

Most of the Commercial Claims are client related while the most impacted industry – in terms of number of claims – is Public & Defense Sector. The total amount of provisions for commercial litigation risks, as recorded in the consolidated financial statements as of 31 December 2024, amounted to EUR 72,5 million.

7.3.1.1 Trizetto

In October 2020, a jury found Syntel (member of the Atos group since 2018) 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 District 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 District 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 District 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, 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.

On 13 March 2024, the District Court issued the decision on the remand briefing and vacated the entire compensatory damages award ($285 million). The decision also granted TriZetto's motion for attorney's fees ($14,548,992.98).

On 23 October 2024, the U.S. District Court for the Southern District of New York (USA) ordered a new trial on the compensatory damages allegedly owed by Syntel for alleged trade secret misappropriation and copyright infringement .

On 25 November 2024, Syntel filed before the Second Circuit a petition for permission to appeal the District Court's order for a new trial. On 7 March 2025, the Second Circuit denied Syntel's petition for appeal and as a result the new trial is scheduled for June 2025.

7.3.1.2 Agreement reached between Atos and Unisys regarding the lawsuit filed by Unisys against Atos and two Atos employees

On 3 December 2024, Atos announced that it has signed with Unisys an agreement to resolve the lawsuit filed by Unisys against Atos and two Atos employees in the U.S. District Court for the Eastern District of Pennsylvania.

The Parties are now fulfilling the obligations provided in the settlement which will be completed by the end of the first semester 2025.

The terms of the settlement are confidential. The settlement will have only a limited impact on Atos' net debt and leverage with respect to its projections for the fourth quarter of 2024 and for the year 2025.

7.3.1.3 Copyright infringement case in the US

In April 2023, a software provider filed a claim alleging that Atos and one of its customers do not hold the required licenses to use certain of its software products and requesting a compensation of c. USD 130 Mio plus additional compensation for the new versions of the same products.

Atos and the customer filed their answers in April 2024, contesting such claim. On March 31, 2025, the parties reached a confidential settlement agreement bringing the dispute to a definitive end.

7.3.1.4 Claim related to the sale Unify

In 2024, discussions and claims arose between Atos and Mitel in the context of post-M&A matters related to the sale of Unify.

The disputed issues primarily concerned price adjustments, deferred payments, and certain representations and warranties related to the accounts. Atos maintained that Mitel's claims were unfounded.

On March 7, 2025, the parties reached a settlement agreement. This agreement aims to resolve all claims related to any present and future receivables arising from the acquisition contract and discussions on the price adjustment.

Additionally, as part of this agreement, Mitel commits to obtaining from NICE (a key supplier of Unify) a release of Atos SE's parent company guarantee in its favor (a guarantee counter-guaranteed by Mitel), in accordance with a separate settlement agreement between Atos and NICE. This agreement brings an end to ongoing warranty claim litigation in the United Kingdom.

However, since Mitel is undergoing Chapter 11 proceedings under the U.S. Bankruptcy Code, these agreements will only become effective upon their validation within the Chapter 11 procedures.

7.3.1.5 Claim for unpaid invoices

In September 2022, Atos signed an IT outsourcing contract with an UK customer on a 1st generation outsourcing covering cyber security, automation, right shoring and digital operations. Further to a postponement of the service commencement date, a dispute arose between the parties about the reasons of the delay and the actual scope of the service. Though a settlement occurred in 2023, the dispute is still continuing as some material disagreements remain unsolved. Meanwhile, Atos has accrued a significant overdue, due to the complete and in its view unjustified lack of payment of its invoices during several months.

In August 2024, the customer terminated the contract and threatened to raise a claim of c. GBP 101 million for alleged breach of contract. Atos is contesting such claim, considering that that the customer is in breach of its obligations and has raised its claims for payment of the outstanding invoices.

In December 2024, Atos filed a claim for invoices with the High Court of Justice Business & Property Courts of England & Wales Technology and Construction Court.

In February 2025, the Atos disengagement process was completed and approved by the client, which allowed the signing of the asset transfer agreement.

7.3.1.6 Administrative investigation

On 18 July 2018, the French Competition Authority ("FCA") opened a formal investigation which led to the issuance of the Statement of Objections served on Atos France SAS on November 20, 2023. The FCA claims that Atos and three other companies in the engineering and technology consulting sectors entered into and implemented an agreement not to compete with each other for the recruitment of their respective staff. The hearing before the FCA took place on 16 October 2024. A decision is expected during the first quarter of 2025. It is anticipated that if any fines were to be imposed on Atos they would not be significant.

7.3.2 Labor claims

There are close to 78,000 employees (as of 31 December 2024) in the Group and relatively few labour 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 labour claims of higher value, but in the Group's opinion most of these claims have little or no merit and are provisioned appropriately.

All the claims exceeding EUR 300,000 have been provisioned for an overall amount of EUR 2.2 million as set forth in the consolidated financial statements as of 31 December 2024.

7.3.3 Tax claims

The Group is engaged in several customary tax litigation, claims and audits.

Such disputes are usually resolved through non-contentious administrative procedures. Some tax claims are located in India and Brazil, where Atos is sometimes a defendant or a plaintiff. Such disputes are common for companies operating in these regions and the proceedings are usually lengthy.

The total amount of provisions for tax litigation included in the consolidated financial statements as of 31 December 2024 was EUR 35.8 million.

7.3.4 Other disputes

On 27 November 2023, Atos intervened in summary proceedings brought before the President of the Commercial Court of Nanterre by the company Ciam incorporated under Luxembourg law, which asked the judge to order Mr. René Proglio, former director of Atos, to answer several questions and to communicate a letter. Atos requested the rejection of Ciam's claims. Ciam's claims were rejected by decisions dated 27 February 2024 and 16 April 2024 and Ciam was ordered to pay EUR 15,000 to Atos in legal costs. Ciam appealed to the Versailles Court of Appeal on 19 August 2024. The proceedings are pending.

On 17 November 2023, Alix AM, a company incorporated under the laws of Singapore, brought an application for interim relief against Atos before the President of the Commercial Court of Pontoise, requesting an expert appraisal of the proposed sale of TFCO to EPEI and the announcement that exclusive negotiations had been entered into on 1 August 2023. Atos requested that Alix AM's claims be dismissed. On 8 February 2024, Alix AM's request was rejected by the President of the Pontoise Commercial Court, who ordered Alix AM to pay €2,500 in legal costs to Atos (which were paid from the firm's CARPA account). Alix AM appealed against this order on 13 March 2024 before the Versailles Court of Appeal, extending the scope of the expert appraisal requested to Atos' separation plan announced in June 2022. On 14 November 2024, the Versailles Court of Appeal confirmed the order made by the Pontoise Commercial Court and ordered Alix to pay Atos €20,000 in legal costs. This decision is not final; it has been the subject of an appeal to the Court of Cassation.

On 5 December 2023, the French association UDAAC brought a summary proceeding against Atos before the President of the Commercial Court of Pontoise, requesting the appointment of an ad hoc representative (mandataire ad hoc) in charge of convening a general meeting of shareholders for the purpose of dismissing several directors of Atos. Atos requested the nullity of UDAAC's summary proceedings and the dismissal of its claims. UDAAC's claims was declared inadmissible by the President of the Commercial Court of Pontoise by decisions dated 29 February 2024 and UDAAC was ordered to pay EUR 20,000 to Atos in legal costs. UDAAC has not appealed, and the decision is final.

7.3.5 Miscellaneous

Atos has become aware of potential actions against it related to past disclosures and regularly responds to administrative requests. However, the Company confirms that, to its knowledge, there are no other administrative, judicial, or arbitration proceedings that could have or have had, over the past twelve months, a significant impact on the Company's or the Group's financial situation 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 and non-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 2024 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 2024, 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).

One updated version of the Book of Internal Control was released and distributed throughout the Group in 2024, to refine controls or reflect 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.

Internal Audit carried out a total of 27 audit assignments including both audits from the 2024 audit plan and 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. All assignments are concluded by the issuance of an audit report including action plans to be implemented by the related units or country. In addition, 7 investigations were carried out jointly with Compliance department.

The implementation of audit recommendations is continuously monitored as they fall due. Twice a year, critical, high & medium risk actions are reported up to the Group Executives and the Audit Committee of the Board of Directors. For the year 2024, 86% of due critical, high and medium actions 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.

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 Finance Heads from the Regional Business Units, Business Lines Finance Heads, 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 whenever required. 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 reviewed;
- 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 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 2025 will be to ensure that the Group will keep an efficient Internal Control System in place.

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	10, Technology
Supsecteur	1010, Technology
Secteur	101010, Software and Computer Services
Sous-secteur	10101010, Computer Services

8.1.2 Free Float

As of December 31, 2024	Shares	% of share capital	% of exercisable voting rights[1]
Employees	134,610,909	0.08%	0.08%
Board of Directors	449,448	0.0003%	0.0003%
Treasury Stock	2,877,312	0.0016%	0%
Free Float	178,898,041,974	99.92%	99.92%
Total	**179,035,979,643**	**100%**	**100%**

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.

It should be noted that (i) the 14,527,540,998 Atos shares held by D.E. Shaw & Co, representing 8.11% of the Company's capital, (ii) the 11,178,413,757 Atos shares held by Tresidor Investment Management, representing 6.24% of the Company's capital, and (iii) the 9,567,259,657 Atos shares held by ING Bank N.V., representing 5.34% of the Company's capital, have been included in the free float as these holdings have been analyzed as not stable by Atos.
Stakes owned by the employees and the management as well as treasury shares, are excluded from the free float.

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, 2024		December 31, 2023		December 31, 2022	
	Shares	%	Shares	%	Shares	%
JP Morgan Chase & Co	-	-	-[2]	-	7,587,586[1]	6.84%
Onepoint	-[4]	-	12,414,101[3]	11.14%	-	-
Bank of America	-[6]	-	5,904,331[5]	5.30%	-	-
D.E. Shaw & Co	14,527,540,998[7]	8.11%				
Tresidor Investment Management	11,178,413,757[8]	6.24%				
ING Bank N.V.	9,567,259,657[9]	5.34%				
Employees	134,610,909	0.08%	3,246,526	2.91%	3,006,444	2.71%
Board of Directors	449,448	0.0003%	9,625	0.01%	33,221	0.03%
Treasury Stock	2,877,312	0.0016%	77,312	0.07%	227,146	0.20%
Others	143,624,827,562	80.22%	89,787,412	80.57%	100,097,145	90.22%
Total	**179,035,979,643**	**100%**	**111,439,307**	**100%**	**110,951,542**	**100%**

1. On the basis of the threshold crossing statement dated September 8, 2022 (n°222C2178).
2. Following JP Morgan Chase & Co's downward crossing of the thresholds of 5% of the Company's capital and voting rights on November 24, 2023, their shareholding, if any, is included in "Others" (n°223C1953).
3. On the basis of the threshold crossing statement dated December 13, 2023 (n°223C2047).
4. In a statutory threshold crossing statement dated July 11, 2024, Onepoint declared that on July 5, 2024, it had crossed below the thresholds of 3% and 2% of the Company's capital and voting rights, and held 2,158,159 shares at that date. As a result, any shareholding they may have is included in "Others".
5. On the basis of the threshold crossing statement dated September 14, 2023 (n°223C1428).
6. Following Bank of America's downward crossing of the thresholds of 5% of the Company's capital and voting rights on December 10, 2024, their shareholding, if any, is included in "Others" (n°224C2670).
7. In a statutory threshold crossing statement dated December 24, 2024, D.E. Shaw & Co declared that on December 18, 2024, it had crossed below the thresholds of 9% of the Company's capital and voting rights, and held 14,527,540,998 shares at that date.
8. In a statutory threshold crossing statement dated December 24, 2024, Tresidor Investment Management declared that on December 18, 2024, it had crossed upwards the thresholds of 6% of the Company's capital and voting rights, and held 11,178,413,757 shares at that date.
9. On the basis of the threshold crossing statement dated December 19, 2024 (n°224C2813).

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, 2024, the shareholding of current and former Atos Group employees into Atos SE represented an overall 0.08% of the share capital.

As of December 31, 2024, D.E. Shaw & Co, Tresidor Investment Management and ING Bank N.V. were the only shareholders 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 2024 are described in section ***8.7.3 Threshold crossings***.

The reverse stock split announced by the Company on March 7, 2025 is described in section ***8.7.1 Share capital at December 31, 2024***.

8.3 Dividend policy

Atos Board of Directors decided, in its meeting held on March 27, 2025, not to propose a dividend payment to the next Annual General Meeting.

The dividends for the last three financial years were as follows:

Fiscal period	Amount of the dividend
Distribution for the 2024 financial year	N/A
Distribution for the 2023 financial year	N/A
Distribution for the 2022 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;
- a first amendement of the 2023 Universal Registration Document filed on November 7, 2024 with the AMF and a second amendement filed on December 11, 2024;
- Quarterly revenue;
- Regular press releases, regulated information and general Group's information, available through the Atos website at atos.net.

8.5 Financial calendar

April 17, 2025 (Before Market Opening)	First quarter 2025 revenue
May 14, 2025	Capital Market Day
June 13, 2025	Annual General Meeting
August 1st, 2025 (Before Market Opening)	First semester 2025 results

8.6 Contacts

Institutional investors, financial analysts as well as individual shareholders can, for any information, 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, 2024

As of December 31, 2024, the Company's issued common stock amounted to €17,903,597.96, divided into 179,035,979,643 fully paid-up shares of €0,0001 par value each.

Compared to December 31, 2023, the share capital was:

- increased by the issuance of 697,471 new shares, split as follows:
  - 214,052 new shares resulting from the vesting and delivery of performance shares granted on May 18, 2022 to certain employees and executive officers of the Group;
  - 483,419 new shares resulting from the vesting and delivery of performance shares granted on July 27, 2021 to certain employees and executive officers of the Group;
- reduced by decreasing the par value of shares as part of a capital reduction resulting from losses : this capital reduction, totalling €112,125,564.32, reduced the share capital from €112,136,778 to €11,213.68, by decreasing the par value of the 112,136,778 existing shares making up the share capital, which was reduced from 1 euro to 0.0001 euro, i.e. a reduction of €0.9999 per share;
- increased by the issuance of 178,923,842,865 new shares, as part of the Group's financial restructuring, split as follows:
  - 63,062,910,207 new shares resulting from a capital increase with preferential subscription rights; and
  - 115,860,932,658 new shares resulting from capital increases reserved to certain creditors of the Company, by the conversion into equity of existing financial debts.

Reverse stock split

On March 7, 2025, the Company announced the implementation of a reverse stock split, through the exchange of 10,000 old shares of €0.0001 par value for 1 new share of €1.00 par value. The reverse stock split is a purely technical exchange transaction with no direct impact on the total value of the Company's shares held by each shareholder.

The start date for the reverse stock split is March 25, 2025, with an effective date of April 24, 2025. The detailed timetable, the terms and conditions of the reverse stock split and all documentation relating to this transaction are available on the Company's website in the "Investors" section.

8.7.2 Over the last five years

Year	Change in common stock	Date	New shares	Total number of shares	Common stock	Additional paid in capital	New common stock
					(in € million)		
2020	Capital increase reserved to employees[1]	07/31/2020	778,252	109,993,166	0.7	36.9	109.9
2021	Capital increase reserved to employees[2]	10/28/2021	737,166	110,730,332	0.7	21.8	110.7
2022	Capital increase reserved to employees[3]	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[4]	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[5]	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[6]	07/24/2023	487,765	111,439,307	0.4	N/A	111.4
2024	Capital increase resulting from the vesting and delivery of performance shares[7]	05/18/2024	214,052	111,653,359	0.2	N/A	111.6
	Capital increase resulting from the vesting and delivery of performance shares[8]	07/29/2024	483,419	112,136,778	0.5	N/A	112.1
	Reduction of capital due to losses by reducing the nominal value of shares[9]	12/02/2024	N/A	112,136,778	N/A	N/A	0.01
	Capital increase with preferential subscription rights[10]	12/10/2024	63,062,910,207	63,175,046,985	6.3	227.0	6.3
	Capital increases reserved to certain creditors of the Company[11]	12/18/2024	115,860,932,658	179,035,979,643	11.6	2,923.9	17.9

1. Under the 20th resolution of the Annual General Meeting of April 30, 2019.
2. Under the 18th resolution of the Annual General Meeting of May 12, 2021.
3. Under the 19th resolution of the Annual General Meeting of May 12, 2021.
4. Under the 21st resolution of the Annual General Meeting of April 30, 2019.
5. Under the 21st resolution of the Annual General Meeting of April 30, 2019.
6. Under the 32nd resolution of the Annual General Meeting of June 16, 2020.
7. Under the 31st resolution of the Annual General Meeting of May 18, 2022.
8. Under the 20th resolution of the Annual General Meeting of May 12, 2021.
9. Under the 1st resolution included in Appendix 12 to the Accelerated Safeguard Plan approved by the Nanterre Specialised Commercial Court on October 24, 2024.
10. Under the 2nd resolution included in Appendix 12 to the Accelerated Safeguard Plan approved by the Nanterre Specialised Commercial Court on October 24, 2024.
11. Under the 3rd, 4th and 5th resolutions included in Appendix 12 to the Accelerated Safeguard Plan approved by the Nanterre Specialised Commercial Court on October 24, 2024.

8.7.3 Threshold crossings

During the period between January 1, 2024 and December 31, 2024, the Group has been informed of the following legal thresholds' crossings:

- Goldman Sachs has made several declarations of crossing legal thresholds. Lastly, Goldman Sachs declared having crossed downwards, on June 3, 2024, 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). Goldman Sachs declared holding, indirectly, 0.65% of the share capital and voting rights of the Company (AMF publication n°224C0846);
- Onepoint has made several declarations of crossing legal thresholds. Lastly, Onepoint declared having crossed downwards, on July 3, 2024, the thresholds of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares on market). Onepoint declared holding 4.85% of the share capital and voting rights of the Company (AMF publication n°224C1148);
- Legal & General Investment Management has made several declarations of crossing legal thresholds. Lastly, Legal & General Investment Management, acting on behalf of clients and funds which it manages, declared having crossed downwards, on July 19, 2024, the thresholds of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares on market). Legal & General Investment Management declared holding 1.86% of the share capital and voting rights of the Company (AMF publication n°224C1322);
- Bank of America has made several declarations of crossing legal thresholds. Lastly, Bank of America declared having crossed downwards, on December 10, 2024, indirectly, through BofA Securities Inc. which it controls, the thresholds of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares on market and the reduction of the number of shares held by assimilation). Bank of America declared holding, indirectly, 0.04% of the share capital and voting rights of the Company (AMF publication n°224C2670);
- Tresidor Investment Management, acting on behalf of clients and funds which it manages, declared having crossed upwards, on December 10, 2024, the thresholds of 5% of the share capital and voting rights of the Company (following subscription to a capital increase by the Company). Tresidor Investment Management declared holding 5.02% of the share capital and voting rights of the Company (AMF publication n°224C2672);
- D.E. Shaw & Co, acting on behalf of clients and funds which it manages, declared having crossed upwards, on December 10, 2024, the thresholds of 5% of the share capital and voting rights of the Company (following subscription to a capital increase by the Company). D.E. Shaw & Co declared holding 9.95% of the share capital and voting rights of the Company (AMF publication n°224C2731);
- ING Bank N.V., acting on behalf of clients and funds which it manages, declared having crossed upwards, on December 18, 2024, the thresholds of 5% of the share capital and voting rights of the Company (following subscription to a capital increase by the Company). ING Bank N.V. declared holding 5.34% of the share capital and voting rights of the Company (AMF publication n°224C2813);
- Barclays has made several declarations of crossing legal thresholds. Lastly, Barclays declared having crossed downwards, on December 18, 2024, indirectly, through companies it controls, the thresholds of 5% of the share capital and voting rights of the Company (following an increase in the number of Atos SE shares and voting rights as a result of a capital increase by the Company). Barclays declared holding, indirectly, 3.61% of the share capital and voting rights of the Company (AMF publication n°224C2814).

The Company was not informed of any other legal threshold crossing in 2024, in accordance with article L. 233-7 of the French Commercial Code.

From January 1, 2025 to the date of filing of this 2024 Universal Registration Document, the Company has been informed of the following legal thresholds' crossings:

- Melqart Asset Management, acting on behalf of clients and funds which it manages, declared on January 24, 2025 having crossed upwards 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 participation in a capital increase by the Company). Melqart Asset Management declared holding 5.02% of the share capital and voting rights of the Company (AMF publication n°225C0220).

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.

8.7.6 Agreements by the Company that may be modified or terminated in the event of a change of control of the Company

Bank and bond financing agreements in which Atos SE is the borrower include a clause providing for the early repayment in the event of a change of control of Atos SE.

Some commercial agreements to which Atos SE is a party also contain a standard change of control clause.

Lastly, the agreement entered into by Atos SE, Bull SA and the French State on June 26, 2024 provides a call option to the benefit of the French State on sensitive sovereign activities in the event that a third party exceeds the threshold of 10% or a multiple of 10% of the capital or voting rights of Atos SE (or Bull SA) if the parties have not reached a reasonable agreement on the terms and conditions for preserving national interests in relation to these sensitive sovereign activities (without prejudice to the application of the French regime for the control of foreign investments [1]).

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, 2024, the shareholding of current and former Atos Group employees into Atos SE represented an overall 0.08% of the share capital.

1) *Any acquisition of more than 10% of the capital or voting rights of the Company must be approved in advance by the Minister of the Economy and may also trigger regulatory authorizations in certain countries.*

8.7.8 Treasury stock and liquidity contract

Treasury Stock

As of December 31, 2024, the Company held 2,877,312 of its own shares which amounted to less than 0.0016% of the share capital with a portfolio value of €7,481.01, based on December 31, 2024 market price (closure price), and with book value of €948,329.44.

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, and the liquidity contarct (see the "Liquidity Contract" section below).

Of the 2,877,312 shares held by Atos SE as of December 31, 2024, 2,800,000 shares were recorded in the liquidity agreement account, and 77,312 in the treasury stock account. Apart from transactions related to the liquidity contract (see the "Liquidity Contract" section below), from January 1, 2024, to December 31, 2024, the Company (i) did not conduct any share buybacks and (ii) transferred 234 shares on June 27, 2024, under the Computershare US employee shareholding plan to Société Générale. As this transfer became irrelevant, the 234 shares were transferred back to the Company's treasury stock account on October 7, 2024.

Liquidity Contract

Atos and Rothschild Martin Maurel entered into a liquidity contract on February 14, 2019, effective as from January 1, 2019.

As a reminder, 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.

Following a decrease in the Company's market capitalization, the liquidity contract, with an initial amount of €15 million, was amended by an addendum dated August 13, 2024, to reduce the resources allocated for the implementation of the qgreement to an amount of €2 million, with the requirement to maintain a minimum balance of €500,000 in the liquidity account at all times. The other provisions of the contract remain unchanged and fully effective.

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 2024 under the liquidity contract are as follows:

Cumulated gross flows as at December 31, 2024	Cumulative purchases	Cumulated sales
Number of shares	23,923,047	21,123,047
Average Sale/Purchase price	1.0705	1.1386
Total Amount of Purchases/Sales	**25,609,360.03**	**24,050,773.43**

8

Legal Framework

The 28th 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. This authorization is valid for a period of 18 months from the date of the Annual General Meeting.

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;
- to cancel them in whole or in part through a reduction of the share capital authorized by the General Meeting pursuant to the 19th resolution approved by the General Meeting of June 28, 2023; or
- to implement any market practice that may be permitted by the AMF and, more generally, with a view to carrying out any other transaction that complies with the regulations in force.

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 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, at any time, this percentage being applied to a share capital figure adjusted to reflect transactions affecting the share capital subsequent to the present General Meeting, 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. It is also specified that the number of shares acquired in order to be held and subsequently remitted in payment or exchange as part of a merger, demerger or contribution may not exceed 5% of the Company's share capital at that date, and that the Company may not directly or indirectly hold more than 10% of its share capital.

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 shall not exceed €50 per share (excluding fees).

The Board of Directors shall adjust the aforementioned maximum purchase price in the event of incorporation of premiums, reserves or profits, giving rise either to an increase of the nominal value of the shares, or the creation and the free allocation of shares, and in case 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.

The maximum amount of funds available for the buy-back program is therefore €895,179,898,215, calculated on the basis of the share capital at the date of the Annual General Meeting.

8.7.9 Potential common stock

Share subscription warrants

As part of its financial restructuring, on December 18, 2024, Atos issued 22,398,648,580 share subscription warrants (the "Warrants").

The Warrants are exercisable for a period of 36 months, giving the right to subscribe to one new ordinary share per Warrant, allocated free of charge to certain Participating Creditors (as defined and in accordance with the accelerated safeguard plan), in consideration for subscription and guarantee commitments under the new senior financing arrangements entered into prior to the judgment opening the accelerated safeguard procedure for Atos.

The potential dilution amounts to 12.51% of the capital and voting rights as of December 31, 2024.

Potential dilution

Based on 179,035,979,643 outstanding shares as of December 31, 2024, the common stock of the Group could be increased by 1,508,840 new shares, representing 0.001% 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, 2024	December 31, 2023	Change	% dilution
Number of shares outstanding	**179,035,979,643**	**111,439,307**	**178,924,540,336**	
From stock subscription options[1]	0	0	0	0,00%
From performance shares/free shares	1,508,840	3,016,024	1,507,184	0,001%
Potential dilution	**1,508,840**	**3,016,024**	**1,507,184**	**0,001%**
Total potential common stock	**179,037,488,483**	**117,471,355**		

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, 2024 (and since July 26, 2022), there are no longer any outstanding stock subscription options.

8

Current authorizations to issue shares and other securities

Pursuant to the resolutions adopted by the Annual General Meetings held on June 28, 2023 and January 31, 2025, 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 the date of this Universal Registration Document:

Authorization	Common and individual caps	Cap in nominal value *(€)* (if applicable)	Use of the authorizations *(nominal value in €)*	Unused balance *(nominal value in €)*	Authorization expiration date
AGM June 28, 2023 19th resolution Share capital decrease	• 10% of the share capital adjusted at the date of the decrease	-	0	10% of the share capital adjusted at the date of the decrease	06/28/2025 (24 months)
AGM January 31, 2025 28th resolution Authorization to buyback the Company shares	• 10% of the share capital adjusted at any moment	-	0	100%	07/31/2026 (18 months)
AGM January 31, 2025 30th resolution Share capital increase with preferential subscription right	• 40% of the share capital on the date of the AGM (the "**Global Cap**") • 1 billion euros for debt securities	7,161,439	0	7,161,439	03/31/2027 (26 months)
AGM January 31, 2025 31st resolution Share capital increase without preferential subscription right by public offering other than those mentioned in article L. 411-2 of the French Monetary and Financial Code	• Included in the Global Cap • 10% of share capital (the "**Sub-Cap**") • 1 billion euros for debt securities	1,790,360	0	1,790,360	03/31/2027 (26 months)
AGM January 31, 2025 32nd 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	• Included in the Global Cap and the Sub-Cap • 1 billion euros for debt securities	1,790,360	0	1,790,360	03/31/2027 (26 months)
AGM January 31, 2025 33rd resolution Share capital increase without preferential subscription right in order to remunerate contributions in kind	• Included in the Global Cap and the Sub-Cap	1,790,360	0	1,790,360	03/31/2027 (26 months)
AGM January 31, 2025 34th resolution Share capital increase without preferential subscription right for the benefit of one or more named persons	• Included in the Global Cap and the Sub-Cap	1,790,360	0	1,790,360	07/31/2026 (18 months)
AGM January 31, 2025 35th resolution Increase in the number of securities in case of share capital increase with or without preferential subscription right	• 15% max. of the initial issue • Included in the Global Cap and the Sub-Cap	-	0	-	03/31/2027 (26 months)
AGM January 31, 2025 36th resolution Share capital increase through incorporation of premiums, reserves, benefits or other	• 10% of the share capital	1,790,360	0	1,790,360	03/31/2027 (26 months)
AGM January 31, 2025 37th resolution Capital increase reserved to employees	• 2% of the share capital • Included in the Global Cap and the Sub-Cap	358,072	0	358,072	03/31/2027 (26 months)
AGM January 31, 2025 38th resolution Capital increase reserved to operations reserved to employees in certain countries through equivalent and complementary framework	• 0.2% of the share capital • Included in the Global Cap and the Sub-Cap	35,807	0	35,807	07/31/2026 (18 months)
AGM January 31, 2025 39th resolution Authorization to allot free shares to employees and executive officers	• Cap of 20,243,243,244 shares • Sub-Cap of 4,256,756,757 shares for executive officers	• Cap of €2,024,324 • Sub-Cap of €425,675	€425,675 (i.e., 4,256,750,000 shares)[1]	€1 598 649 (i.e., 15,986,493,244 shares)	03/31/2028 (38 months)

1. Grant of 4,256,750,000 shares on March 6, 2025.

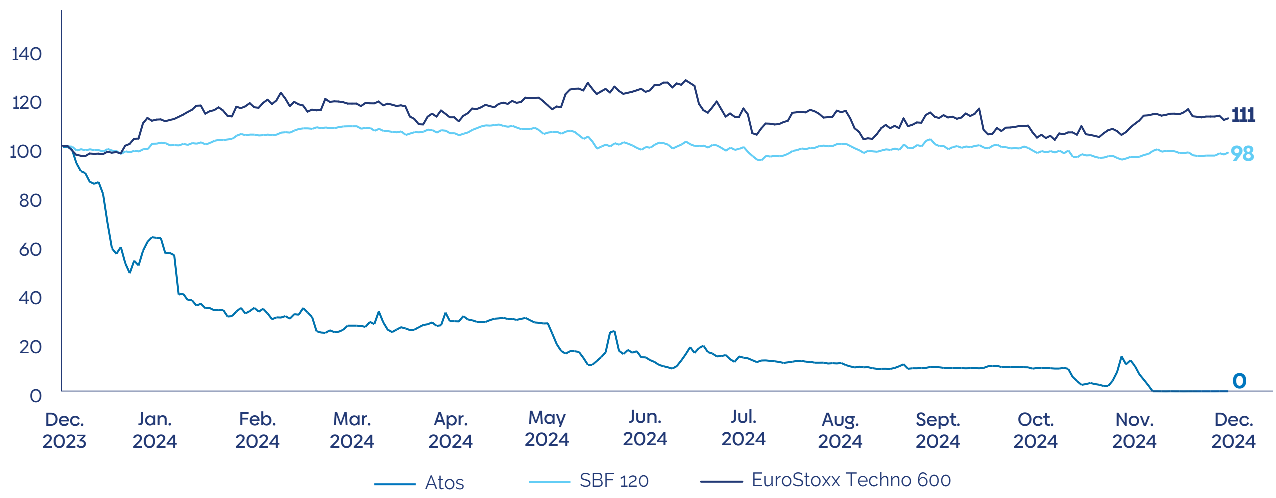
As of the date of this Universal Registration Document (without taking into account reverse stock split transactions), the number of authorized new shares that may be issued under the aforementioned delegations of authority (the 35th and 36th resolutions of the Annual General Meeting of January 31, 2025 being set aside) amounts to 87,600,883,244, representing 46.02% of the share capital.

8.8 Share trading performance

8.8.1 Stock market overview

The stock price of Atos closed the year 2024 with a sharp decline of -95.04%, at 0.0026 euros, while the French benchmark index SBF 120 fell by -2.45%. In comparison, the European Stoxx Europe 600 (Sx8E) index recorded an increase of +11.22%.Notably, the stock saw a brief rise in November, primarily driven by a restructuring plan that resulted in a massive dilution of shareholders.

Atos' share performance in comparison with indices (base 100 at December 31, 2022)



8.8.2 Key figures

	2024	2023	2022	2021	2020
Highest	6.99	15.29	38.92	76.12	81.06
Lowest *(in €)*	0.0016	4.64	7.28	35.36	45.15
Closing as of 31/12 *(in €)*	0.0026	7.05	9.01	37.39	74.78
Average daily volume processed on Euronext platform *(in number of shares)*	146,763,276	1,430,364	1,524,127	812,752	456,990
Free-float	99.92%	85.9%	97.1%	96.8%	97.6%
Market capitalization as of 31/12 *(in € million)*	465	786	1,000	4,140	8,225
Enterprise Value as of 31/12[1] *(in € million)*	1,703	3,016	2,450	5,365	8,692
EV/revenue	0.2	0.3	0.2	0.5	0.8
EV/OMDA	2.4	3	2	5	5
EV/OM	9	6	7	14	9

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

8.8.3 Market capitalization

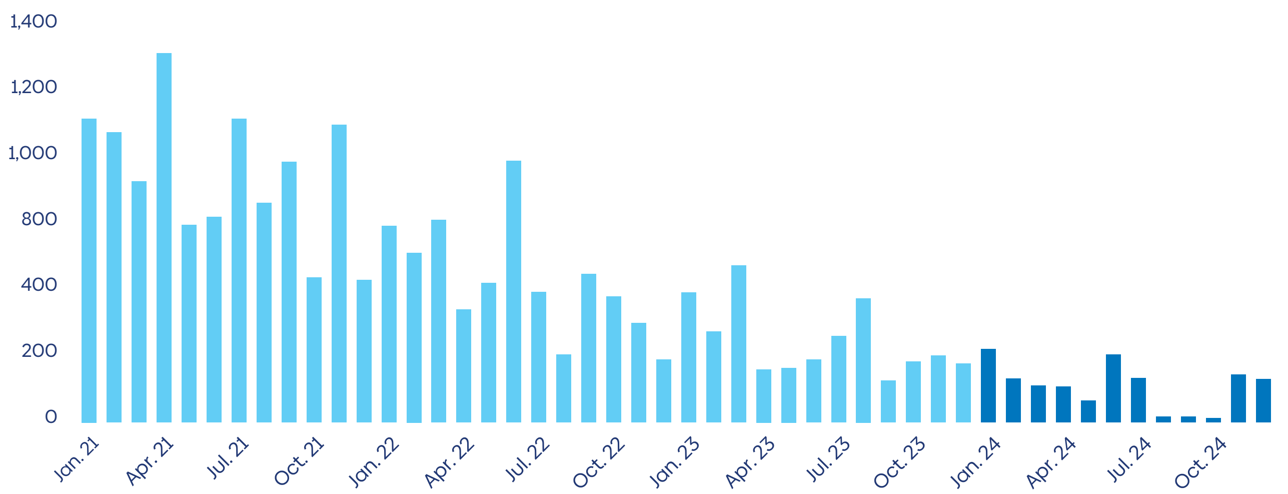
Based on a closing price of 0.0026 euros as of December 31, 2024, and 179,035,979,643 shares issued, the Group had a market capitalization of 465 million euros as of December 31, 2024, compared to 786 million euros at the end of December 2023.

8.8.4 Traded volumes

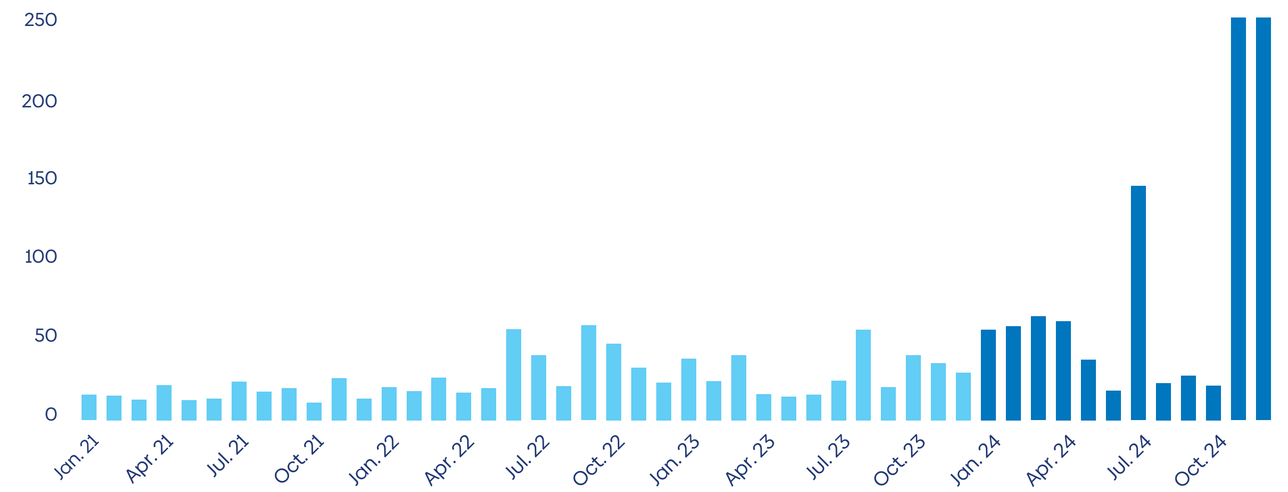
	Trading Volume (Euronext)	
	(in thousands of shares)	*(in € thousands)*
1st quarter 2024	183,257,548	547,137,945
2nd quarter 2024	288,784,693	446,623,182
3rd quarter 2024	200,676,770	198,668,986
4th quarter 2024	36,898,679,578	338,976,145
Total	**37,571,398,589**	**1,531,406,258**

In 2024, the average daily trading volume of shares reached 146.76 million on the Euronext platform, compared to 1.43 million in 2023.
Regarding trading volumes for Atos SE shares, the Euronext platform accounted for 36% of total volumes in 2024, compared to 39% in 2023.

Monthly trading volume *(in € million euro)*



Monthly trading volume *(in million of shares)*



8.8.5 2024 and subsequent key trading dates

January 2024

On **January 3**, Atos announced that 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 announced its Refinancing plan. The group 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 28**, 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 8th, 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** was down by **-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%, With a **Cash position** [2] of **€1.0 bn** as of March 31, 2024. The net debt position of €3.9 bn, reflecting a €1.3 bn reduction of working capital actions compared with December 2023, and Implementation of interim financing of €450m in progress,

Business plan presented on April 9 to be adjusted to reflect current business performance and trends. The revisions were made to the 2024-2027 business plan to lead an increase in new money needs and to a potential additional debt reduction,

Refinancing proposal deadline **extended to May 3, a**llowing 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 the **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),
- **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 the four financial restructuring proposals that was 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. A €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 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;

- 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.

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.*

June 2024

On **June 3**, Atos announced that as part of the ongoing discussions under the aegis of the Conciliator, Maître Hélène Bourbouloux, and the French CIRI (Comité Interministériel de Restructuration Industrielle), the Company had received two revised financial restructuring proposals. These proposals were submitted by:

- **EPEI** in consortium with **Attestor** Limited.
- A consortium comprising **Onepoint**, **Butler Industries**, **Econocom**, and a group of some of **the Company's creditors**.

The proposals, which were to be made publicly accessible via Atos' website, aligned with the financial parameters set by the Company, addressing debt reduction and near- to mid-term financing needs. Atos' Board of Directors authorized management to engage with financial creditors to secure maximum support for one of the proposals by June 5, aiming to finalize a financial restructuring agreement by July 2024.
It was noted that the implementation of either proposal would result in significant dilution of existing shareholders of Atos SE.

On **June 6**, Atos announced that further to its June 3 press release, the Company was engaged in discussions with the two parties that submitted revised restructuring proposals. The discussions aimed to improve certain terms and were part of the ongoing conciliation process, deemed in the best interest of the Company.

On **June 11**, Atos announced its decision to proceed with the financial restructuring proposal submitted by the Onepoint consortium, which includes Onepoint, Butler Industries, Econocom, and a group of some of the Company's financial creditors.The Board of Directors has concluded, under the aegis of the Conciliator, that the proposal received from the Onepoint consortium aligns with the corporate interest of Atos, including its employees, customers, suppliers, creditors, shareholders and other stakeholders. The proposal is generally consistent with the key financial parameters outlined by the Company, ensures a stronger capital structure and notably provides adequate financial liquidity to fund the business. The proposal submitted by the Onepoint consortium also has the support of a large number of Atos' financial creditors and thus gives greater confidence that a definitive financial restructuring agreement will be reached.

The proposal was determined by the Board of Directors to align with Atos' corporate interests, ensuring a stronger capital structure and providing adequate liquidity for the business. Key elements of the proposal included:

- **€2.9 billion** of existing debt to be converted into equity.
- **€1.5 billion** of new money debt, including €300 million in bank guarantees.
- **€250 million** of new equity, comprising:
  - **€175 million** from the Onepoint consortium (21% of the fully-diluted equity).
  - **€75 million** from creditors (9% of the fully-diluted equity).

The proposal was consistent with the financial parameters outlined by Atos in April and garnered support from many financial creditors, increasing confidence in reaching a definitive agreement.

On **June 13**, Atos announced ongoing discussions regarding the financial restructuring proposal submitted by the Onepoint consortium, further refining the terms of **€1.5 billion in secured debt financing** and **€75 million in equity allocated to bondholders** as outlined in the initial proposal.

On **June 14**, Atos announced receiving a non-binding confirmatory offer letter from the French State regarding the potential acquisition of 100% of the Advanced Computing, Mission-Critical Systems, and Cybersecurity Products activities of the Company's BDS division. The offer valued these activities at **€700 million**.

On **June 20**, Atos announced significant progress in its interim financing and financial restructuring plan. The company finalized agreements for the Initial Interim Financing of **€450 million**. This included revolving credit facilities and a **€100 million term** loan received on May 14, as well as a **€50 million loan** granted by the French State through the FDES (Strategic Investment Fund), received on May 16. Additionally, the factoring program initially planned for **€300 million** was reduced to **€75 million** for efficiency reasons. This reduction was offset by an increase of **€225 million** in the Facilities, subject to an ongoing syndication process.

Regarding the Additional Interim Financing of €350 million announced on April 29, an agreement was reached for a new tranche of revolving credit. This financing was to be drawn by the end of July 2024 and was equally shared between banks (€175 million) and bondholders (€175 million).

On **June 26**, Atos announced receiving a revised comprehensive financial restructuring proposal from the representative committee of bondholder creditors (SteerCo). This followed the end of discussions with the Onepoint consortium on June 25. The Company, under the aegis of the Conciliator, continued negotiations with SteerCo and certain banks to finalize a financial restructuring plan.

At the same time, Atos finalized an agreement with the French State to safeguard its sovereignty interests related to certain sensitive activities conducted by the Group. This agreement, approved by the Board of Directors on June 25, 2024, and signed on the same day, included specific rights for the State, such as the ability to acquire certain sensitive sovereign activities in the event of a significant change in control of Atos or Bull SA. It also provided for the issuance by Bull SA of a preference share in favor of the French State.

On **June 30**, Atos announced it had reached an agreement on the main terms of a financial restructuring plan with a group of banks and bondholders. Simultaneously, Atos finalized an agreement with the French State to safeguard sovereignty interests related to certain sensitive activities of the Group.

Key terms of the financial restructuring plan included:

- A **€233 million capital increase**, with **€75 million backstopped** by bondholders and **€100 million** by Participating Creditors through debt equitization.
- Conversion of **€2.9 billion** of financial debt into equity, including accrued and unpaid interest.
- **Reduction of net indebtedness** by approximately **€3.1 billion**, targeting a **BB** credit profile by 2026 with a financial leverage of circa 2x by year-end 2026.
- Between **€1.5 billion and €1.675 billion** in new secured financings, split equally between bank creditors and bondholders.
- The agreement also included special provisions for the French State, granting specific rights and issuing a preference share to protect sovereign interests in the event of significant control changes.

July 2024

On **July 5**, Atos announced the closing of syndication for the additional tranches of **€225 million and €350 million**, as well as the receipt of a waiver granted by the banks under the company's **€1.5 billion** term loan.

These additional tranches of **€225 million and €350 million** in revolving credit facilities were conditional upon an amendment to the facilities previously provided by a group of bondholders, which was expected to be signed soon.

On **July 15**, Atos secured financing for its financial restructuring plan, targeting **€1.675 billion** in New Secured Financing. This financing was guaranteed by a group of banks and bondholders who agreed to share the funding equally. The company also finalized a Lock-Up Agreement with banks and bondholders, covering all key terms of the restructuring plan, with the support of a majority of its financial creditors.

Additionally, Atos secured interim financing of **€800 million**, providing sufficient liquidity to sustain operations until the restructuring process was completed, with **€450 million** already available.

Atos launched a syndication period to allow bondholders to participate in the new financing while offering creditors the opportunity to join the Lock-Up Agreement. These actions aimed to support the restructuring plan, with the objective of submitting it to the Commercial Court by the end of July 2024.

Overall, the restructuring financing and associated agreements have positioned Atos on a path to enhanced financial stability, with the company anticipating a stronger credit profile following the restructuring. Successful negotiations with key creditors demonstrated strong support for the restructuring efforts.

On **July 24**, Atos initiated an accelerated safeguard procedure to implement its pre-negotiated financial restructuring plan. This procedure, supported by a majority of financial creditors, only affected Atos' financial debt, with no impact on suppliers, employees, or other liabilities.

The plan aimed to reduce debt by **€3.1 billion**, leveraging **€1.75 billion** in financing, **67% of which was guaranteed by bondholders**. Interim financing of **€800 million** was also secured.

August 2024

On **August 1**, Atos announced its financial results for the first half of 2024. Revenue reached **€4,964 million**, reflecting an organic **decline of -2.7%**. The Eviden division experienced an **organic drop of -4.2%**, driven by a continued slowdown in the Americas and UK markets. Meanwhile, the Tech Foundations division posted a more moderate organic **decline of -1.4%**, due to reductions in contract scopes for certain clients in the Americas and Central Europe. **The operating margin stood at 2.3%**, amounting to **€115 million**, representing an **organic decline of -100 basis points**, primarily due to the reallocation of general expenses previously recorded under "Other charges" as part of last year's separation project.

Free cash flow was **negative at -€1,914 million**, attributed to increased investments in customer contracts and **an anticipated €1,320 million** reduction tied to working capital optimization. The **book-to-bill ratio** was **73% in H1 2024**, compared to **93% in H1 2023**, with a **contract renewal rate of 88%**, highlighting sustained client confidence.

The Group's **net income** was deeply **negative at -€1,941 million, impacted** by **goodwill impairments** and other non-current asset write-downs amounting to **€1,570 million**. These impairments were carried out during the mid-year test related to the ongoing financial restructuring and offers received. As of June 2024, the Group's **order backlog** stood at **€15.7 billion**, representing 1.6 years of revenue, while the total value of commercial proposals reached **€5.4 billion**. Finally, the implementation of the planned financial restructuring is expected to result in significant dilution for Atos' current shareholders.

September 2024

On **September 2nd**, Atos updated its financial projections for the 2024-2027 period, reflecting first-half 2024 results, current business trends in key regions, and expected impacts on free cash flow. This update did not alter the key terms of the financial restructuring plan agreed upon with most financial creditors, nor did it affect liquidity needs for 2024-2027.

On **September 6**, Atos announced significant progress on its financial restructuring plan. Following a decision by the Nanterre Specialized Commercial Court on July 23, 2024, an accelerated safeguard procedure was initiated for an initial two-month period (renewable). This procedure exclusively targeted Atos' financial debt, with no impact on suppliers, employees, or non-financial liabilities.

The draft accelerated safeguard plan, prepared with the assistance of court-appointed administrators, was published on Atos' website and could be modified up to 10 days before the vote, as per regulations. Technical details and implementation steps of the restructuring operations were also made available online.

On **September 16**, Atos announced the publication of a revised version of its draft accelerated safeguard plan. This update, prepared in collaboration with the court-appointed administrators, included new annexes detailing the terms and conditions of the restructured financings, along with corrections and clarifications.

On **September 27**, Atos announced that Atos' shareholders and financial creditors, meeting as classes of affected parties, have strongly supported the proposed draft accelerated safeguard plan (the "Draft Plan") and that all of the three classes of affected parties have voted in favor of the Draft Plan by the required majority (more than 2/3 of the votes cast).

- the class of financial unsecured claims n°1 voted in favor of the Draft Plan by 100.00% of the votes cast;
- the class of financial unsecured claims n°2 voted in favor of the Draft Plan by 97.64% of the votes cast;
- the class of shareholders voted in favor of the Draft Plan by 75.03% of the votes cast.

October 2024

On **October 7**, Atos announced that the non-binding confirmatory offer from the French State for the acquisition of Advanced Computing, Mission-Critical Systems, and Cybersecurity Products from the BDS division expired on October 4, 2024, without reaching an agreement. However, Atos submitted a new proposal aligned with its financial restructuring plan to continue discussions. Any potential divestment would require approval from the Nanterre Commercial Court, with a hearing scheduled for October 15 as part of the accelerated safeguard plan.

On **October 15**, Atos announced the appointment of Philippe Salle as Chairman of the Board of Directors effective October 14, 2024, and Chairman-CEO starting February 1, 2025. This appointment, unanimously approved, is part of the ongoing financial restructuring. Jean-Pierre Mustier will remain CEO until January 31, 2025, to ensure a smooth transition and execution of the accelerated safeguard plan.

On **October 24**, Atos announced that, by judgment dated October 24, 2024, the specialized Commercial Court of Nanterre, after having acknowledged, pursuant to the provisions of article L. 626-31 of the French Code de commerce, that all legal conditions had been satisfied, has approved the accelerated safeguard plan of Atos (the "Plan"), presented at the hearing of October 15, 2024.

Additionally, Atos announced its financial results for the third quarter of 2024. The Group's **revenue** amounted to **€2,305 million**, a **-4.4% organic decline** compared to the third quarter of 2023, as anticipated. Overall, the Group's third-quarter revenue reflects the slowdown in market conditions and remains aligned with the business plan communicated on September 2.

Eviden's revenue reached **€1,093 million**, an **organic decline of -6.4%**. Tech Foundations' revenue stood at **€1,212 million**, an **organic decline of -2.6%**. The Group's **order intake totaled €1,526 million**, with Eviden contributing **€794 million** and Tech Foundations **€733 million**.

The Group's **book-to-bill ratio** for the third quarter of 2024 was **66%**, down from 84% in the third quarter of 2023. This decline reflects slower market conditions and delays in contract awards, as clients awaited the finalization of the Group's refinancing plan. This ratio aligns with the book-to-bill ratio for Q3 2023, excluding exceptionally large contracts.

As of the end of September 2024, the Group's **order backlog stood at €14.7 billion**, representing **1.4 years of revenue**. The total value of commercial proposals amounted to **€5.7 billion** as of the end of September 2024.

November 2024

On **November 5**, Atos announced, following its June 11, 2024 press release, that it had signed a sale agreement with ALTEN SA ("ALTEN") for the divestment of its Worldgrid business. The enterprise value of the transaction was set at **€270 million**.

On **November 8**, Atos announced, following its June 26, 2024 press release, that Bull SA issued a preference share to the French State to safeguard national sovereignty interests related to specific activities undertaken by the Atos Group.

On **November 25**, Atos announced that it had received a non-binding offer from the French State for the potential acquisition of 100% of the Advanced Computing activities within its BDS division. The proposed enterprise value was **€500 million**, with the possibility of increasing to €625 million subject to earn-out conditions.

December 2024

On **December 2**, Atos announced the completion of the sale of its Worldgrid business to ALTEN SA ("ALTEN") for an enterprise value of **€270 million**. The Group had previously announced the signing of a binding agreement on November 5, 2024, after entering exclusive negotiations on June 11, 2024.

On **December 3**, Atos announced that it had reached a settlement with Unisys to resolve a lawsuit filed by Unisys against Atos and two of its employees in the U.S. District Court for the Eastern District of Pennsylvania. The terms of the settlement are confidential and will have only a limited impact on Atos' net debt and leverage ratio forecasts for Q4 2024 and the fiscal year 2025.

On **December 19**, Atos announced the convening of its Annual General Meeting (AGM), scheduled for January 31, 2025. The meeting notice, including the agenda, draft resolutions, and details on participation and voting, will be published in the Bulletin des Annonces Légales Obligatoires (BALO) on December 25, 2024.

Atos also announced the completion of its financial restructuring, with the full implementation of the accelerated safeguard plan. This included a **reduction of €2.1 billion in gross debt** and **additional liquidity through €1.6 billion** in new secured financings. The restructuring provides Atos with the flexibility to execute its medium-term strategy, with an **improved credit rating of B-** (stable) from **S&P** and **Fitch**. The company's share capital now consists of **179,035,979,643** shares and an equivalent number of theoretical voting rights.

On **December 24**, Atos announced the appointment of the firm FORVIS MAZARS as the new co-auditor of the company, by an emergency ruling of the President of the Commercial Court of Pontoise. Selected through a tender process, FORVIS MAZARS will certify the financial statements for the fiscal year ending December 31, 2024, alongside the firm Grant Thornton.

January 2025

On **January 20**, Atos published an estimated 2024 year-end liquidity position well above the level set out in the business plan presented as part of its Accelerated Safeguard Plan. This publication is part of the regular reporting requirements defined and agreed with the Group's financial creditors.

March 2025

On **March 5**, Atos announced its financial results for the full year 2024. Revenue reached **€9,577 million**, reflecting an organic **decline of -5.4%,** impacted by previously-established contract terminations, scope reductions, and market softness in key geographies. The Eviden division experienced an **organic drop of -6.7%**, driven by continued challenges in key markets, while the Tech Foundations division posted a more moderate **organic decline of -4.1%**, primarily due to reductions in contract scopes for certain clients.

The **operating margin** stood at **2.1%**, amounting to **€199 million**, representing an organic decline of **-210 basis points**, mainly due to the allocation of SG&A costs previously recorded under "Other Operating Income & Expenses" as part of last year's separation project. Additionally, the operating margin includes approximately **€40 million** of provisions for underperforming contracts following negotiations with customers.

Free cash flow was **negative at -€2,233 million**, reflecting the **end of one-off working capital optimization** actions and **higher capex** linked to High-Performance Computing contracts. Working capital optimization at December 2024 amounted to **€0.3 billion**, compared to **€1.8 billion** in the prior year, consisting solely of voluntary advance customer payments without discounts and with no use of accounts receivable factoring or trade payables optimization. The Group's **book-to-bill** ratio for **FY 2024** stood at **82%**, compared to 94% in the prior year, while Q4 2024 saw a **commercial recovery**, with **order entry** reaching **€2.7 billion** and a **book-to-bill ratio of 117%**, up **9 points** versus Q4 2023. This improvement was driven by the renewal and extension of large strategic multi-year contracts.

Atos reported a net income (Group share) of **€248 million**, including **€3,520 million** in income from the financial restructuring. This figure comprises a **€2,766 million** gain from the debt-to-equity swap and **€965 million** from IFRS 9 debt fair value treatment, which will be amortized in subsequent years. However, goodwill and other non-current asset impairments amounted to **€2,357 million**, reflecting a lower enterprise value, driven by a decrease in the fair value of financial debt and market capitalization.

Atos will present an update of its strategy and organization during a Capital Markets Day that will be held in Paris on May 14, 2025.

In addition, Atos Board of Directors decided, in its meeting held on March 4, 2025, not to propose a dividend payment to the next Annual General Meeting.

On **March 7**, Atos announced the implementation of a reverse stock split of the shares comprising its share capital, through the exchange of 10,000 old shares of €0.0001 par value for 1 new share of €1.00 par value.

April 2025

On **April 7**, Atos announced that it brings forward its Q1 2025 revenue publication date to April 17, 2025 in order to synchronize it with the issuance of its liquidity report required as part of its recurring reporting obligations towards its creditors.

8.8.5.1 Purchase or sale by the Group of its own shares

The Group purchased or sold its own shares in 2024 as described within the **section 8.7.8 Treasury stock and liquidity contract.** At December 31, 2024, the Group held 2,877,312 shares as treasury stock.

9. Other Information

9.1 Persons responsible

9.1.1 For the Universal Registration Document

Philippe Salle

Chairman and Chief Executive Officer (CEO)

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 annual financial statements and the consolidated financial statements have been prepared in accordance with the applicable set of accounting standards and give a true and fair view of the assets and liabilities, financial position and profit or loss of the Company and of all the 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 presents a true description of the evolution, results and financial position of the Company and of all the companies included in the scope of consolidation, as well as a description of the main risks and contingencies that they face and that it has been prepared in accordance with the applicable sustainability reporting standards.

Philippe Salle

Chief Executive Officer

Bezons, April 9th, 2025

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
Forvis Mazars
Appointed on: December 19 2024
Term of office expires: effective from December 19, 2024 until the Annual General Meeting called to approve the financial statements for the financial year ending December 31, 2024.

9.2 Contacts

9.2.1 Global Headquarters

River Ouest
80 quai Voltaire
95870 Bezons – France
+33 1 73 26 00 00

9.2.2 Group Leadership as of March 2025

Chairman and Chief Executive Officer

Philippe Salle

Strategic Functions

Finance

Jacques-François de Prest

Human Resources

Paul Peterson

Legal and General Secretariat

Cécile Kavalsès

IT and Security

Frederic Aubriere

Group Partnerships

Alexa Vandenbempt

Sales

Chief Growth Officer

Clay Van Doren

Regions

BNN (Belux, Netherlands, Nordics)

Punit Sehgal

France

Franck Chartier

Germany, Austria, and Eastern Europe (Czech Republic and Poland local business)

Christian Ernst

UK&I

Michael Herron

USA and Canada

Michael Grunberg

International Markets

Daniele Principato

GDC & Shared Services

Frederic Lelong

Business lines

Cloud & Infrastructure

Laurent Barbet

Cybersecurity Services

Günter Koinegg

Digital Applications

Rakesh Khanna

Smart Platforms

Chetan Manjarekar

Digital Workplace

Leon Gilbert

Data & AI

Narendra Naidu

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

Sofiane El Amri

Investor Relations

E-mail : sofiane.elamri@atos.net

Tél : +33 6 29 34 85 67

Requests for information can also be sent by email to **investors@atos.net**

9.3 Locations

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

Austria
Belgium
Bosnia
Bulgaria
Czech Republic
Denmark
Estonia
Finland
France
Germany
Greece
Hungary
Ireland
Italy
Luxembourg
Norway
Portugal
Poland
Romania
Serbia
Slovakia
Slovenia
Spain
Sweden
Switzerland
The Netherlands
United Kingdom

Americas

Argentina
Brazil
Canada
Chile
Colombia
Guatemala
Mexico
Peru
Puerto Rico
Uruguay
USA

Asia Pacific

Australia
China
Hong Kong
Japan
Malaysia
New-Zealand
Philippines
Singapore
South Korea
Thailand

India, Middle-East & Africa

Algeria
Benin
Burkina Faso
Egypt
Gabon
India
Israel
Ivory-coast
Madagascar
Mauritiaus
Mali
Morocco
Qatar
Saudi Arabia
Senegal
South Africa
Tunisia
Turkey
Togo
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)	

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).

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 April 10th, 2025, 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 2024 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 "2024 key achievements"1. "Atos story"; 8.8.5
5.4.	Strategy and objectives	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."Atos profile"; 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 2024 Universal Registration Document
5.7.	Investments	
5.7.1.	Main investments	1. "Group Overview";"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	5.1.2
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	2.4
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 "2024 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	N/A
11.2.	Statement setting out the principal assumptions upon which the issuer has based his forecast or estimate	N/A
11.3.	Statement pointing out the comparison with historical financial information consistent with the issuer's accounting policies	N/A

N°	Appendices 1 and 2 of the commission delegated regulation (EU) 2019/980 of March 14, 2019	Sections in the 2024 Universal Registration Document
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; 9.2
	Detail of the nature of any family relationship	4.2.3.7
	Relevant management expertise and management experience	4.2.3.1
	Details of any convictions	4.2.3.6
12.2	Conflicts of interest	4.2.3.7
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	5.1.3.1.4; 3.1.5
15.2.	Shareholdings and stock options	4.3.3
15.3.	Arrangements involving the employees in the capital of the issuer	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

N°	Appendices 1 and 2 of the commission delegated regulation (EU) 2019/980 of March 14, 2019	Sections in the 2024 Universal Registration Document
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
18.7.	Significant changes in the issuer's financial position	6.1.7.6 – Note 19
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; 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	4.4

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, 2023 under IFRS, the related statutory auditors' reports and the Group management report presented within the Universal Registration Document n° D.24-0429 filed with the AMF on May 24, 2024, available on the Company's website on the following link https://atos.net/wp-content/uploads/2024/05/atos-2023-universal-registration-document2.pdf;
- 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;

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

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