Q3 2025
Performance

Oct. 21st, 2025

Atos Group

Today's presenters

Philippe Salle
Group Chairman & CEO

Jacques-François de Prest
Group CFO

Atos Group

Disclaimer

This document contains forward-looking statements that involve risks and uncertainties, including references, concerning the Group's expected growth and profitability in the future which may significantly impact the expected performance indicated in the forward-looking statements. These risks and uncertainties are linked to factors out of the control of the Company and not precisely estimated, such as market conditions or competitors' behaviors. Any forward-looking statements made in this document are statements about Atos's beliefs and expectations and should be evaluated as such. Forward-looking statements include statements that may relate to Atos's plans, objectives, strategies, goals, future events, future revenues or synergies, or performance, and other information that is not historical information. Actual events or results may differ from those described in this document due to a number of risks and uncertainties that are described within the 2024 Universal Registration Document filed with the Autorité des Marchés Financiers (AMF) on April 10, 2025 under the registration number D.25-0238 and the half-year report as of June 30, 2025 published by Atos Group on August 1, 2025. Atos does not undertake, and specifically disclaims, any obligation or responsibility to update or amend any of the information above except as otherwise required by law. This document does not contain or constitute an offer of Atos's shares for sale or an invitation or inducement to invest in Atos's shares in France, the United States of America or any other jurisdiction. This document includes information on specific transactions that shall be considered as projects only. In particular, any decision relating to the information or projects mentioned in this document and their terms and conditions will only be made after the ongoing in-depth analysis considering tax, legal, operational, finance, HR and all other relevant aspects have been completed and will be subject to general market conditions and other customary conditions, including governance bodies and shareholders' approval as well as appropriate processes with the relevant employee representative bodies in accordance with applicable laws.

Today’s agenda

Q3 2025
Business highlights

Q3 2025
Revenue performance

Q3 2025
Liquidity position

Outlook

Questions
& Answers

Atos Group

01

Q3 2025 Business highlights

Philippe Salle

Group Chairman & CEO

Transformation gaining pace in Q3, delivering solid progress

Q3 2025 performance in line with full-year profitability & cash trajectory

Growth engine reset yielding first results

Genesis plan in motion to restore strong financial fundamentals

Management team reinforced to focus on ongoing execution

Cash trajectory remains strong in the quarter, supported by consistent commercial discipline and cost control

ORDER ENTRY

€1,310 m

Book-to-bill ratio: 66% flat yoy

REVENUE

€1,977 m

-10.5% yoy organic

NET CHANGE IN CASH

before debt repayment
M&A & FX

c.€-38 m

(including €-87 m restructuring)

LIQUIDITY

€1,769 m

At Sept. 30, 2025

Commercial strategy reset underway and yielding first results

Commercial pipeline continues to gain momentum
supported by new business
with signs of recovery in North America
and in Germany, Austria & Central Europe region

Cross-sell & renewals improving
mainly enhanced
by mid-sized deals in Q3 2025

Good traction in cloud and cyber business lines
with growing order entry

Major contract wins and renewals in Q3 2025, especially in North America

Contract renewal
Texas Department of Information Resources

Delivering technology services to 30+ state agencies
Cloud & Modern Infrastructure
262 M$
2 years renewal

Contract win
Leading US B2B workplace solutions provider

Infrastructure design for cloud transition
Cloud & Modern Infrastructure
38 M$
4+ years renewal

Contract win
German national public institution

BI & analytics platform
Data & Artificial Intelligence
32 M€
4+ years

Contract renewal
Austrian industrial engineering firm

Infrastructure service agreement
Cloud & Modern Infrastructure
31 M€
6+ years

Atos Group

Continuous progress in the execution of Genesis action plan

People

- Effective operation with **Data & AI business line live in August**
- AI skills transformation program underway:
  - **AI Fluency program** to upskill global workforce
  - **Strategic AI leadership program** for senior executives
  - **Foundational program for data & AI**
- **Sales enablement training and upskilling** programs developed and being deployed
- **Long Term Incentive** program launched for key leaders

Portfolio review

- 6 additional **countries commercially & operationally inactive** (out of Global Delivery Centers activities)
- Further reduction in **low profitability* contracts exposure** reflecting disciplined execution and portfolio reshaping

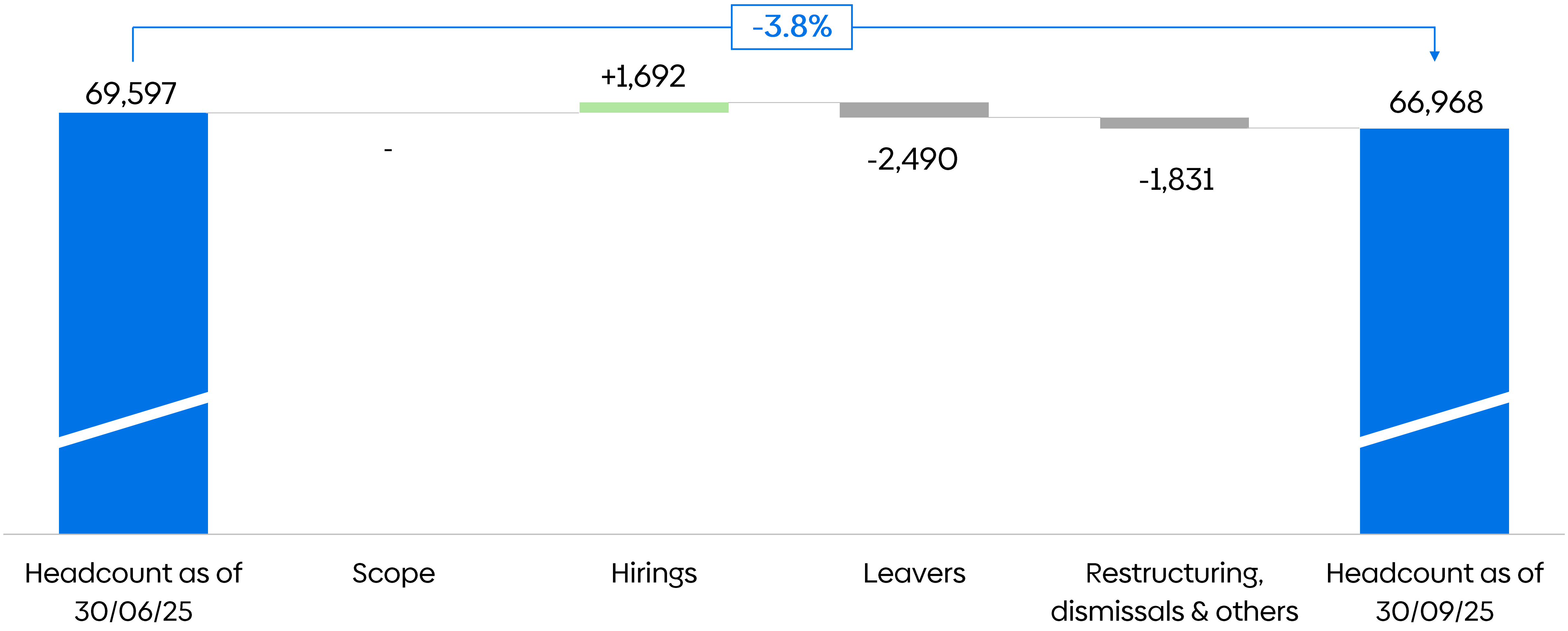
Delivery and G&A optimization

- **Billability rate stabilized throughout Q3 2025**, despite continued growth in offshoring initiatives
- Restructuring plan progressing at pace:
  - **Net headcount reduction** of 2,629 over Q3 25, mostly driven by Genesis
  - **Cash restructuring cost** of €87 million
  - **Reorganization plan** launched **in France** in September
- **Non personal cost savings** accelerated during Q3

* Below 5% project margin

Atos Group

Workforce evolution reflecting Genesis execution



Voluntary attrition YTD rate = 15.1% & Q3 2025 = 14.4%

vs 17.7% in Q3 2024

Atos Group

02

Q3 2025 Revenue performance

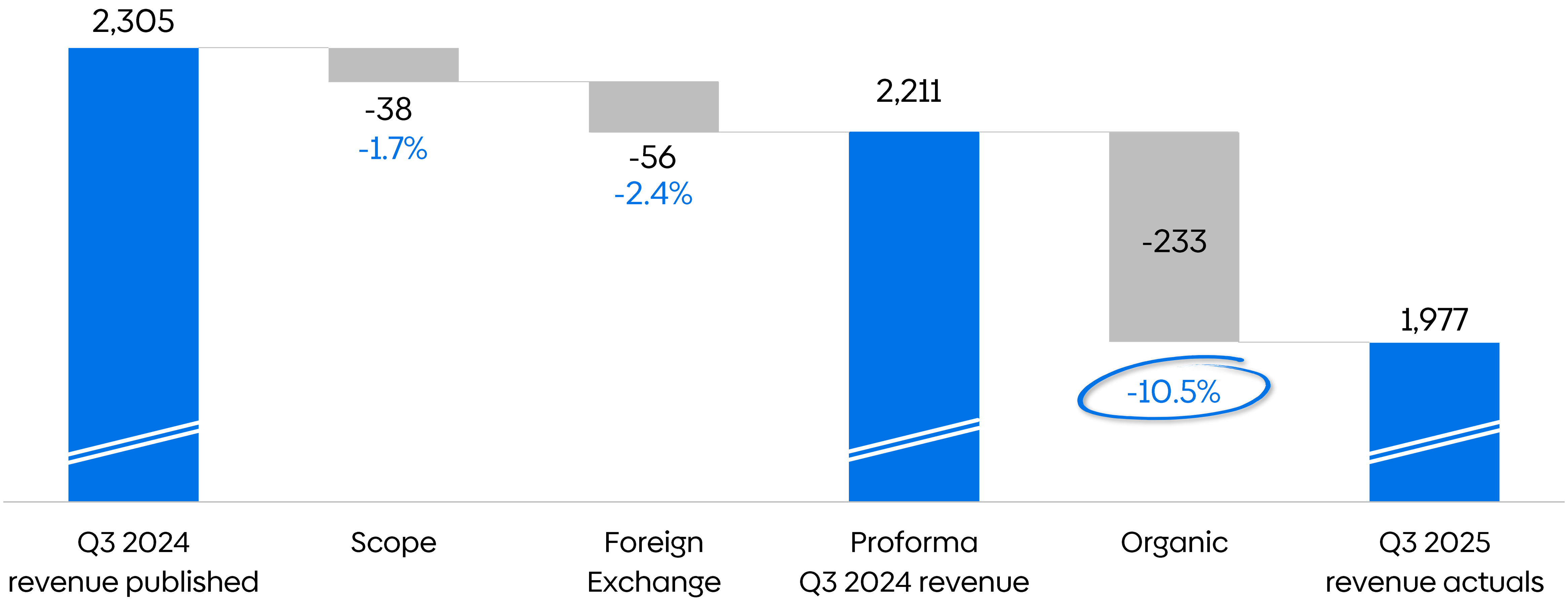
Philippe Salle

Group Chairman & CEO

Atos Group

Q3 2025 revenue evolution

Evolution in €m:



Atos Group

Q3 2025 Group organic growth & revenue by regional business unit

Organic revenue evolution

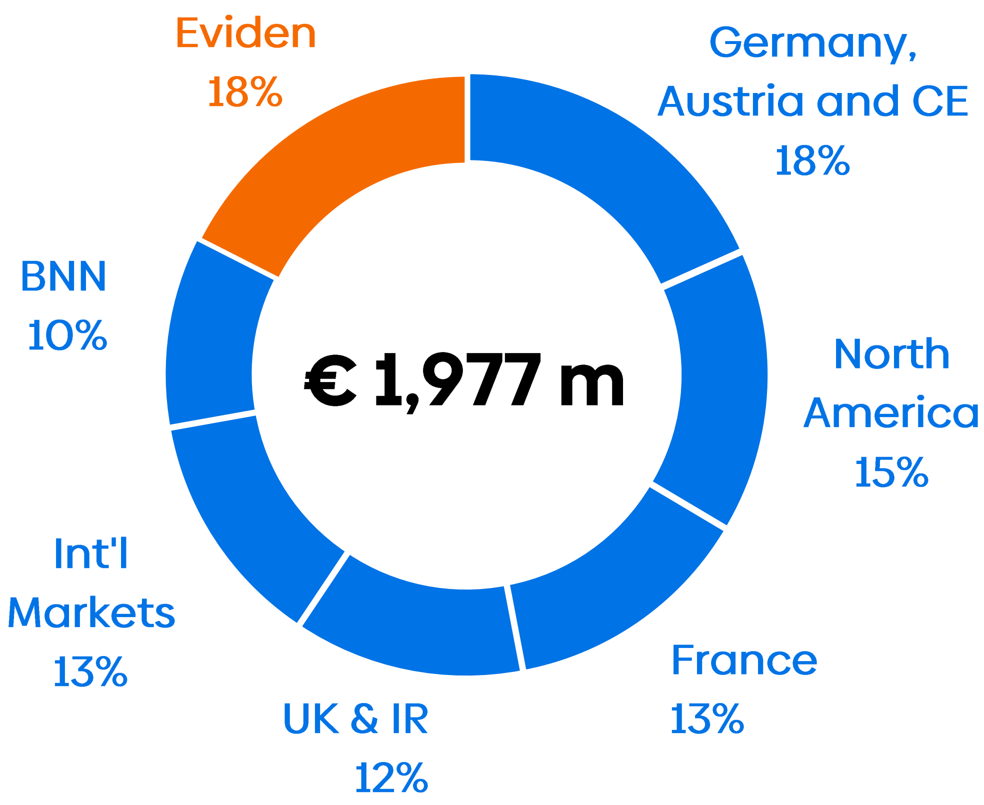
ATOS SBU
-19%

Germany, Austria & CE **-15%**	North America **-29%**	France **-12%**
UK & Ireland **-30%**	Int'l Markets **-20%**	BNN **-1%**

Eviden SBU
+77%

- **Atos SBU:** Performance impacted by the exit from low-margin and non-strategic contracts, strengthened by stricter commercial discipline and a softer market backdrop
- **Eviden SBU:** Organic revenue growth reflecting expected seasonality, driven by the €200 million contribution from the Jupiter contract in Q3 2025, and this supported by continued momentum across core businesses

Revenue mix

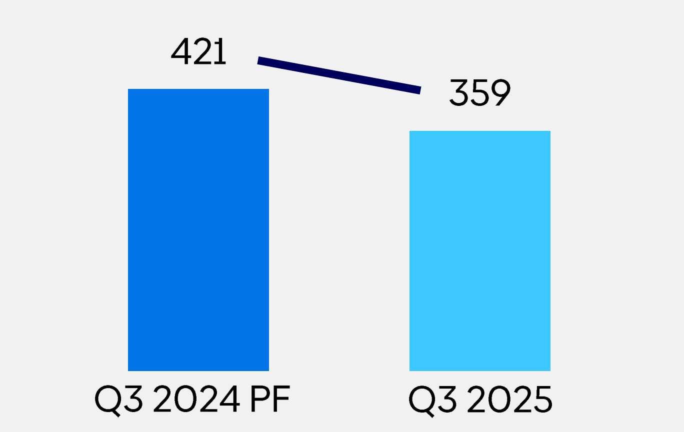


SBU = Strategic Business Unit

Atos Group

Atos Germany, Austria & Central Europe turnaround ahead of plan, rebalancing focus on future growth

Revenue (€m)



-14.6% organic growth yoy:

- Mainly driven by significant ramp down, notably in value added resale contracts with low profitability profile and accelerated insourcing at large clients
- Partially offset by cross selling initiatives & new logos

Business highlights in Q3 2025

Contract win
German national public institution

BI & analytics platform
Data & AI
32 M€
4+ years

Contract renewal
Austrian industrial engineering firm

Infrastructure service agreement
Cloud & Modern Infrastructure
31 M€
6+ years

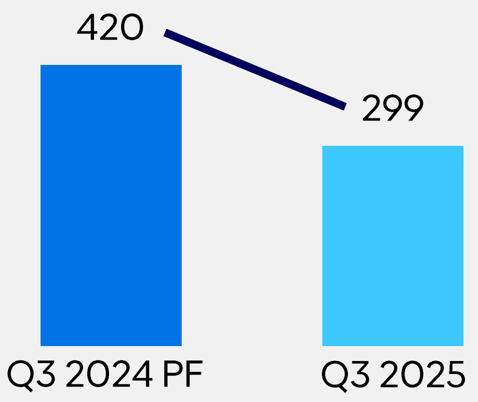
Innovation
Polish Atos Education center creation

Portfolio of external training
Transversal (incl. technical, project & soft management)

Atos Group

Atos North America revenues impacted by 2024 contracts exists but commercial momentum improving

Revenue (€m)



-28.8% organic growth yoy:

- Mostly 2024 contract exits
- Net scope reduction at existing clients
- Not yet benefitting from improving commercial momentum, although signs of recovery are visible with growing order entry year-on-year

Business highlights in Q3 2025

Contract renewal
Texas Department of Information Resources

Technology services delivery to 30+ state agencies
Cloud & Modern Infrastructure
262 M$
2 years renewal

Contract renewal
Virginia Information Technologies Agency (VITA)

Managed Security Services
Cybersecurity
26 M$
14 months renewal

Contract win
Leading B2B workplace solutions provider

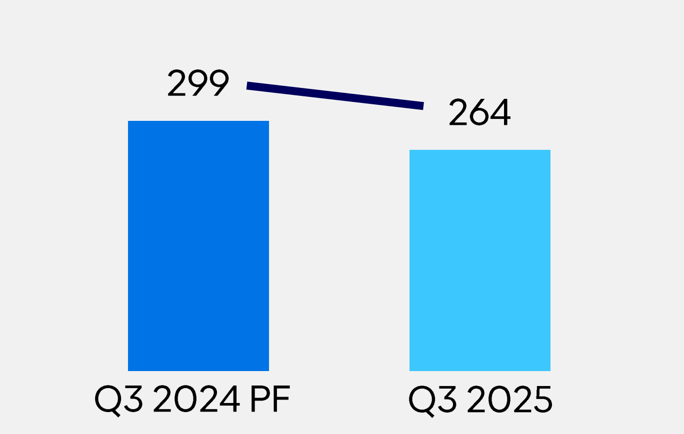
Infrastructure design for cloud transition
Cloud & Modern Infrastructure
38 M$
4+ years renewal

Innovation
Client innovation center in Texas

Collaboration facility for innovation, client co-creation, and real demos

Atos France facing short-term challenges in public sector due to political uncertainty

Revenue (€m)



-11.6% organic growth yoy:

- The performance was notably impacted by the effectiveness of 2024 contract termination
- Unexpected scope reduction in the public sector in the latter part of the quarter, driven by political uncertainty
- Partially offset by cross selling activity

Business highlights in Q3 2025

Framework agreement
Gigalis, regional public digital services operator

Territorial AI Factory
Data & AI
4+ years

Framework agreement
CANUT[1], purchasing center

Identity & Access mngt.
Cybersecurity
4+ years

Framework agreement
UGAP[2] , purchasing center

Sustainable IT infra efficiency[3]
Regional offers (incl. Cloud & Modern Infra.)
3+ years

Contract win
AP-HP, health public sector

Efficient apps implementation for patients & caregivers
Regional offers (incl. Digital applications & cyber)
4+ years

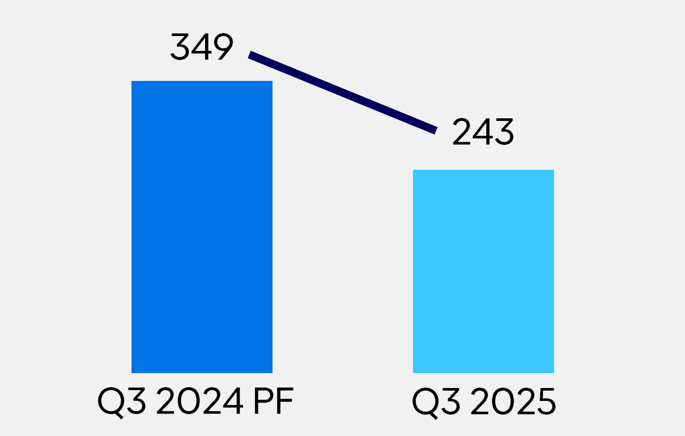
Portfolio
Wimi, digital French Tech 2030 firm

Sovereign collaborative work platform
Digital workplace

Notes : (1) Centrale d'Achat du Numérique et des Télécoms, (2) First French public purchasing center, (3) In partnership with APL Data center

Atos UK & Ireland revenues decline mostly reflecting voluntary contracts exits

Revenue (€m)



-30.5% organic growth yoy:

- Largely driven by voluntary contract exits including BPO activities, especially the conclusion of the DWP PIP healthcare contract

Business highlights in Q3 2025

Innovation
Sovereign digital centers launch

3 centers (Sovereign Orchestration & digital enablement, digital agentic)
Cloud orchestration
AI-driven software automation
Mission-critical digital enablement

Portfolio
SIVO service for CISO audit

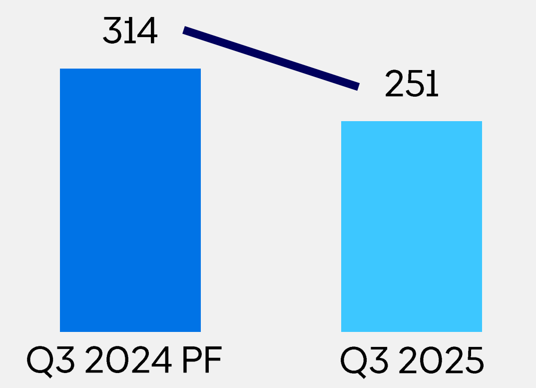
1 additional service
Cybersecurity

Influence
New digital magazine

14 articles on "Future Ready Digital Government" to understand UK public sector
Digital themes

Atos International Markets down vs high 2024 comparables

Revenue (€m)



-20% organic growth yoy:

- Mainly driven by high comparables in 2024 notably linked to Paris Olympics 2024-related activities
- Contract ramp downs, in APAC and Switzerland

Business highlights in Q3 2025

Contract win
Madrid regional community

Tax IT systems: design, development, & maintenance service
Digital applications
7.9 M€
3+ years

Partnership
Alibaba Cloud in Asia Pacific and Middle East

Internationally deliver comprehensive cloud solutions
Cloud, Data & AI
Multi-years

Awards - #1 Cybersecurity Solutions Provider, from Cyber AI Summit & Awards 2025, Dubai

Awards - Global Women Power Leaders Award 2025, Leadership Conclave & Award Ceremony, Riyadh, KSA

Awards - Leader in the ISG study on the Google Cloud ecosystem, Brazil

Influence
IT operations, New Delhi World Para Athletics Championships

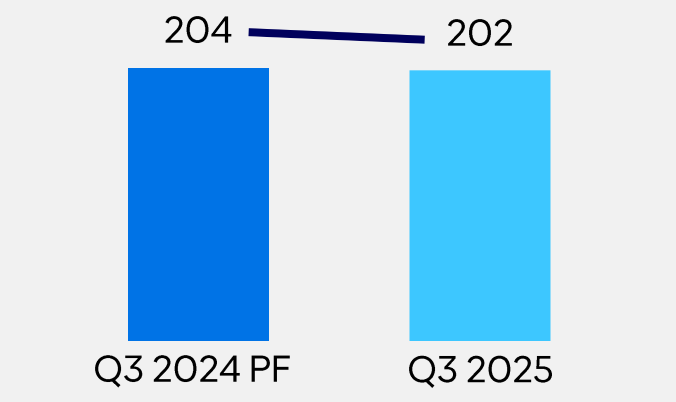
Influence
1-year collaboration agreement with Intech Tenerife to foster local talent in R&D&I

Influence
Whitepaper on Sovereign Generative AI for Manufacturing

Atos Group

Atos Belux, Netherlands & Nordics organic growth improving vs H1

Revenue (€m)



-1% organic growth yoy:

- Expected contract ramp downs
- Mitigated by strong upsell and cross selling opportunities, notably with public sector

Business highlights in Q3 2025

Contract win
Public sector institution

Technical operations services for public sector institutions, agencies, and bodies
Cybersecurity
326 M€ (up to)
4+ years (up to)

Innovation
NL sovereign innovation center

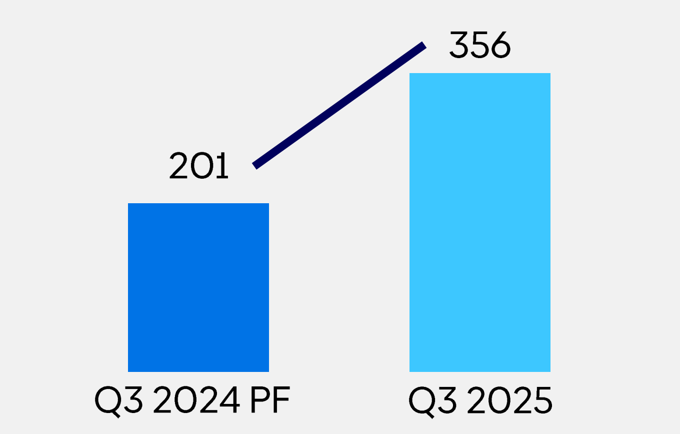
European digital sovereignty acceleration

Influence
Conference designed for cybersecurity stakeholders across the EU institutions

Influence
Launch of Sovereign Campaign across BNN

Eviden revenue increase reflecting strong seasonality

Revenue (€m)



+77.1% organic growth yoy:

- Mainly driven by the contribution of c.€200 million from the Jupiter contract
- Partially offset by other seasonality in Advanced Computing

Business highlights in Q3 2025

Contract milestone
Jupiter (HPC & AI)

Modular Data Center inauguration*
First European exascale hosted in our Modular Data Centre

Contract milestone
Croatian port

5G private mobile network deployment

Cession
SPA

Advanced Computing activities sale (excl. Vision AI)
410 M€ EV**

Partnership
VATES, pioneering company in open-source virtualization

Sovereign virtualized infrastructure - joint GTM with Eviden own enterprise servers, BullSequana SH
Mission-critical infrastructure

Partnership
France Titres

Manage and secure electronic certificates
Cybersecurity products

Notes: (*) Listed as Europe's most powerful and the 4th most powerful in the world (Source : June 2025 edition of the TOP500, the listing of the world's most powerful supercomputers) ; (**) Including €110m earn-outs that are based on profitability indicators for fiscal years 2025 (€50 million potential earn-out that should be paid upon closing) and 2026 (€60 million additional potential earn-out)

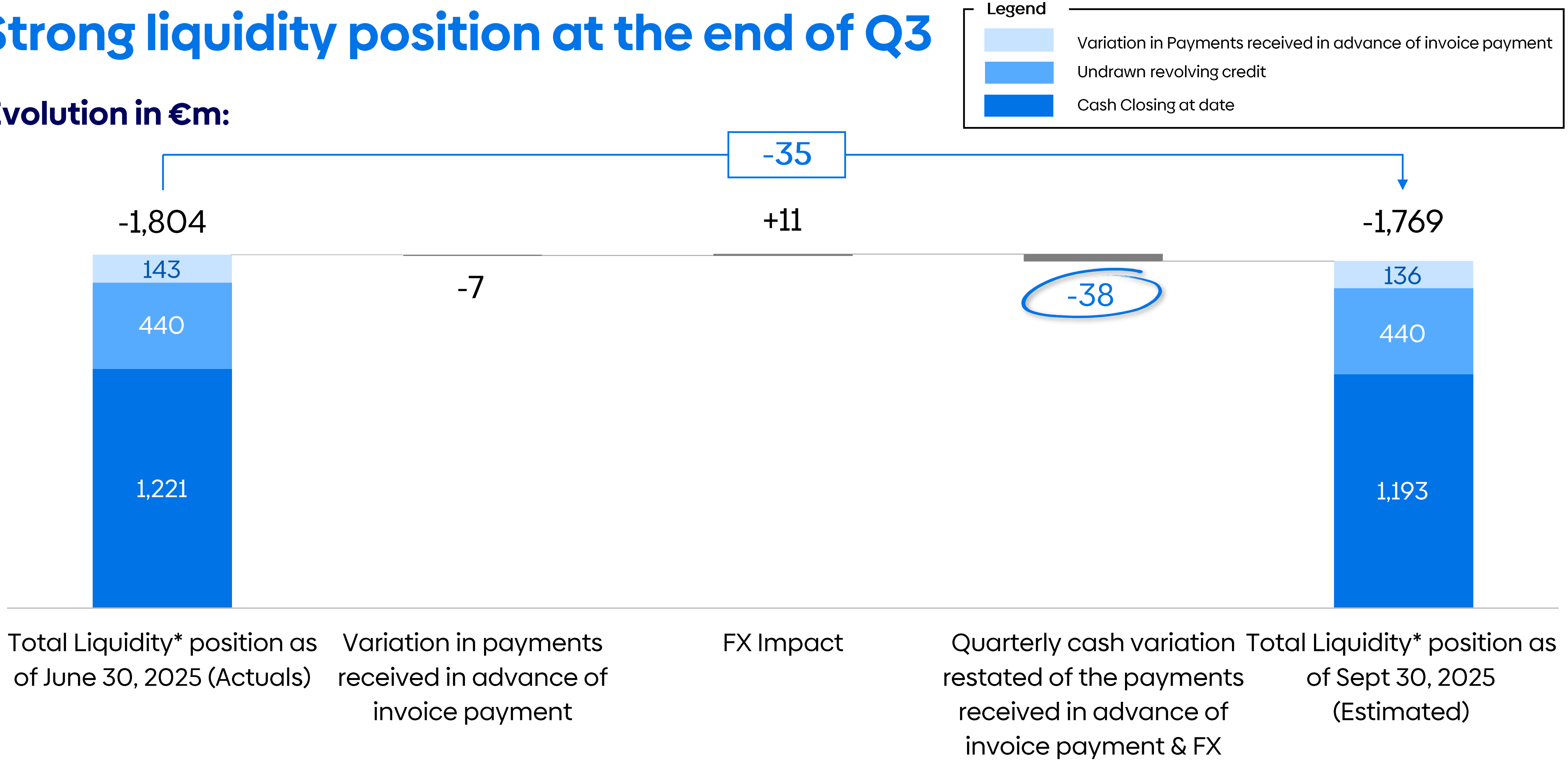
03

Q3 2025 Liquidity position

Jacques-François de Prest
Group CFO

Strong liquidity position at the end of Q3

Evolution in €m:



Notes: (*) Liquidity is defined as the sum of (i) the consolidated cash and cash-equivalent position of the Group and (ii) the amounts available under any undrawn committed facilities (including committed overdrafts). The consolidated cash and cash-equivalent position includes trapped and unpooled cash but excludes cash held in escrow accounts used as collateral. Atos Group's liquidity is estimated at €1,769 million, representing more than €1.1 billion above the minimum €650 million level required by credit documentation.

Atos Group

04
Outlook

Philippe Salle
Group Chairman & CEO

Building the foundation for 2026 relaunch

2025

Building the foundation

Over €8 billion[1] Revenue[2]

Operating income c. €340 million, or above 4% of revenues

Forecast net cash change[3] better than €-350M

2026

From recovery to relaunch

Positive organic growth

Positive net change in cash before debt repayment and M&A and foreign exchange effects[3]

2028

Sustainable cash generation

Organic revenue
between **8.5 & 9 billion[4],**

5-7%
2025-2028 revenue CAGR

10% Operating margin
further cost reduction and visible structural growth

Leverage ratio
<1.5x net debt/OMDAL[5]

BB profile
investment rate grading expected in 2027

Notes: (1) At Sept 30, 2025 currency, (2) Compared to previous guidance as announced in Atos press release dated 14 May 2025 (https://atos.net/en/2025/press-release_2025_05_14/atos-group-new-strategic-and-transformation-plan-...), (3) Net change in cash before debt repayment, M&A, foreign exchange effects & before changes in working capital optimization, (4) Strategic, targeted & disciplined M&A could further increase revenue to up to 9 to 10 billion euros, (5) Defined as Operating Margin before Depreciations, Amortization and Leases

Atos Group

05

Q&A session

Thank you!

For more information
Please contact:
investors@atos.net

Atos Group