Universal Registration Document 2022

Including the 2022 annual financial report

Atos

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Universal Registration Document 2022

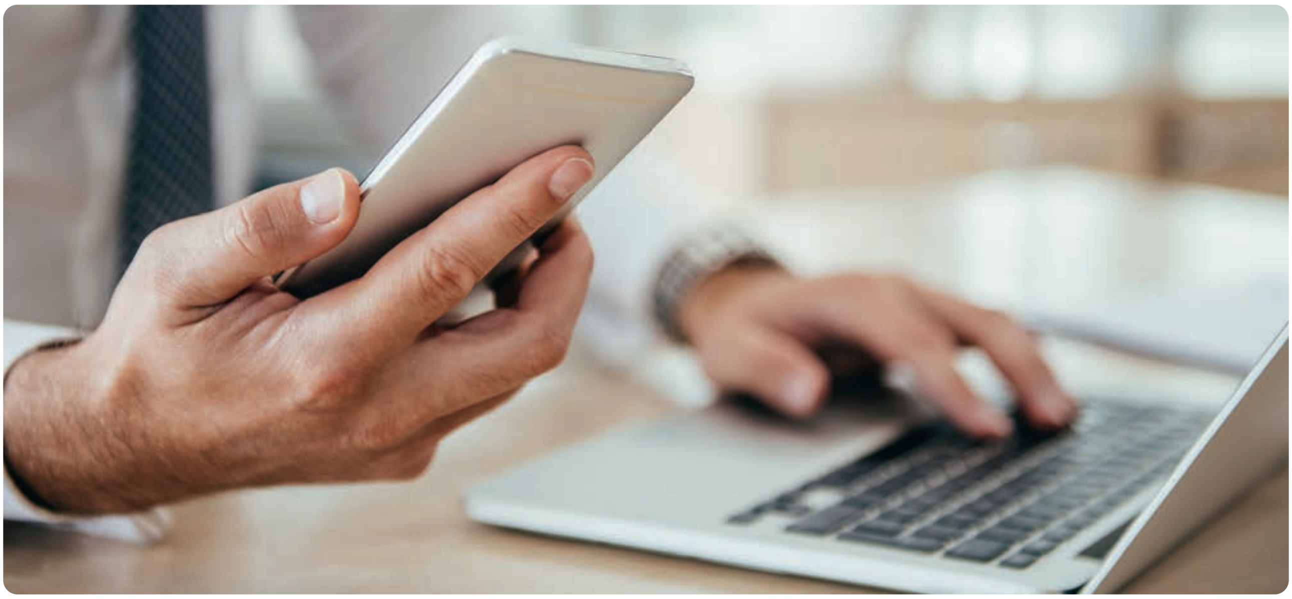
including annual financial report

AUTORITÉ DES MARCHÉS FINANCIERS
AMF

The French version of this Universal Registration Document was filed on April 21st, 2023 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 securities 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, 2022 and is available on the AMF's website (www.amf-france.org) and on the Company's website (www.atos.net).



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Group Overview

Chairman's interview

[GRI 2-22]

"The Board of Directors joins me in thanking all our people for their unwavering commitment and resilience over the course of 2022, a year of significant change for the Group. I am proud to oversee this great company as it implements a new strategic plan; one that will see the creation of two entities able to take full advantage of their own market dynamics. I look forward to seeing these thrive in their respective markets."

Bertrand Meunier
Chairman of Atos SE (Societas Europaea) Board of Directors

After a comprehensive review of the business, we have decided on a new strategic direction for the Group.

The Board of Directors is responsible for determining and approving the company's strategic direction and overseeing its implementation. It was a demanding year for Atos in that it continued to face numerous challenges, and also one for laying the solid groundwork of a new future. After a comprehensive review of the Group's operations in early 2022, the Board of Directors identified that there were two distinct businesses that needed different responses. Atos proposes to combine on the one hand the Digital, Big Data and Cybersecurity activities, and the managed services and infrastructure activities on the other hand, to create two new entities. Following a very constructive social dialogue with Atos SE social partners (SEC), I am pleased that we can now implement the carve-out of the Group in 2023 in line with our plan.

In addition, while working to complete this project, Atos has continued to develop and grow and has started to show strong signs of recovery. We have also continued to develop leadership in areas such as decarbonization, cybersecurity and cloud computing as well as new product releases like the Exascale ready Bull Sequana XH3000.

Corporate Social Responsibility (CSR), particularly in Digital Sustainability, has become a cornerstone of Atos and the Group has cultivated leading positions in all the relevant CSR ratings, focusing significant effort on setting the benchmark for CSR in the IT (Information Technology) Services sector. The Board of Directors and I look forward to continued leadership in both future entities.

Sincere thanks

Atos at its core is a people business, and we live in exceptional times. Repeatedly the resilience of Atos' people has shone through. They continue to adapt quickly to both external and internal challenges and I cannot be more grateful for this. I am very proud of the community spirit that our people have shown in 2022.

Their commitment is reflected this year in our Great Place to Work scores, which have once again improved. The Board of Directors joins me in thanking all our people for implementing our ambitious plans with energy and unwavering commitment to all our stakeholders.

Main perspectives for 2023

Firstly, 2023 will be an exciting year for Atos. I have full confidence in Nourdine Bihmane, Diane Galbe and Philippe Oliva to implement the company's new strategic direction and I wish them every success. The Board of Directors and I are confident that this is the right direction for Atos, and that it will set both businesses free for future success. The construction of the future entities will ensure they continue to co-operate, co-innovate, co-deliver and place their future in a strategic partnership. Both will have a highly skilled set of experts whose capabilities are recognized among the best in the industry. There is a risk that the uncertainties that marked 2022 will increase in 2023. Instability across our climate, geopolitics and at home because of the war in Ukraine or inflation will drive and require necessary adaptation and agility.

Atos has proven itself adaptable, and I am excited by the prospect of the two new companies increasing agility and freedom as they move along their separate paths. They both share the strong foundations, a heritage to be proud of and the exceptional expertise of Atos.

Management introduction

[GRI 2-22]

2022 was another complex year for Atos. After a thorough and comprehensive analysis, the Board of Directors and General Management of Atos have decided that change is required for our full potential to be met.

In the Tech Foundations part of the business, that challenge is acute and while we made progress in 2022 decreasing the rate of declining revenue through increased focus, reversing the trend and returning to revenue growth three years ahead of our strategic plan, we need to continue our efforts to improve our cost structure and transform our business portfolio to set up success for the future and importantly return to this profitable, and therefore sustainable growth by 2026.

Nourdine Bihmane
Group CEO and Co-CEO,
Tech Foundations

Operationally, Atos registered a strong recovery in the second semester 2022. Having set out the new strategic plan for the business, we secured its financing and launched the social dialogue on the transformation project. To date we have achieved 80% of our disposal program, which is ahead of our planning. Over 500 colleagues from across the business have been leading the detailed analysis required to implement the strategic transformation in 2023.

Atos has continued to perform very well across CSR and ESG (Environment, Social and Governance) scopes with recognition including leadership status in the Dow Jones Sustainability Index, CDP Climate A List, S&P Global ESG assessment and many more. CSR and ESG are critical sources of pride across Atos and will remain core to the new organizations' strategy.

Diane Galbe
Senior Executive Vice President

I joined Atos as Chief Commercial Officer in 2022 and was immediately impressed by the skill, talent, and structural strengths of the organization.

The Digital, Big Data and Cybersecurity business lines have seen rapid change within the Group with growth stimulated both organically and inorganically in recent years. Bolstered by a series of targeted acquisitions in previous years, the business line has all the required skills, knowledge, and portfolio to thrive in the future.

On April 3, 2023 we launched the new commercial brand for Atos' digital, cloud, big data and cybersecurity businesses: Eviden (previously known by the project name Evidian)[1]. The creation of a pure play digital player ideally positions this new business take full advantage of all the opportunities offered by its specific market dynamics, and should enable further accelerate our growth as part of the group and into its eventual IPO.

Philippe Oliva
Group Deputy CEO and Co-CEO,
Digital, Big Data and Cybersecurity

[1] The 2022 URD has been prepared according to the structure in place in December 2022 and therefore refers to the "Tech Foundations" and "Evidian" perimeters.

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 inspires how Atos engages 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.

Atos has set up since 2020 a cross-functional organization coordinated by the Senior Executive Vice President of the Group in charge of strategic projects and all support functions of the Group and under the supervision of the Chief Executive Officer, who reports to the Board of Directors. Since 2021, a program manager leads the community of contributors within Atos and ensures smooth communication and reports on the existing and new initiatives which embody the raison d'être.

In 2022, Atos has:

Opened its ecosystem to the cultural and creative world by connecting technology and creativity with the Atos art Exhibition 2022[1] which explored the relationship between art, design, imagination, and industry.

Explored how the Group can contribute to the definition and design of the metaverse with multiple publications, blogs and a white paper from our experts. The Atos IT Challenge 2023 edition will also focus on "the Metaverse – New experiences for business ecosystems".

Piloted a platform developed by young talents to centralize and encourage existing and new **social initiatives** in Atos.

[1] https://atos.net/en/art2022

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, (for more details and 2022 achievements please refer to Chapters 2.2.3 Big Data and Cybersecurity, 5.4.4 Security and Data Protection and 5.3.6 Accessibility and Digital Inclusion)

Environment
Tackling climate change to improve the environmental performance of digital solutions and turn new technologies into allies in the fight against global warming (for more details and 2022 achievements please refer to Chapter 5.2 on Environment)

Excellence
Contributing to scientific and technological excellence to promote excellence in scientific and technological advancement, knowledge-sharing, and research (for more details and 2022 achievements please refer to Chapter 2.5 Thriving Innovation and Partnerships)

This organization in three pillars, illustrates Atos' commitments to its raison d'être and allows employees to better link their daily contribution to it. The ambition of the Group to be a leader in a secure and decarbonized digital 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.

The impact of the Atos raison d'être

The raison d'être acts as a "North Star" to guide Atos and its ecosystem in decision making: the strategy, ambition, and objectives, but also the values and cultural transformation of Atos stem from this raison d'être, which focuses on the long-term good of the company. The raison d'être allows for the alignment and the consistency of all aspects of Atos' identity.

To measure the impact of its raison d'être, Atos has chosen three indicators:

1 **The value of its ecosystem** is measured through internal and external emotional intelligence, and the diversity and strength of its partnerships and involvement of the key stakeholders composing an ecosystem such as employees, customers, shareholders, academia and research centers, industrial partners and public authorities. Going one step further is to promote "open intelligence" by involving these stakeholders in the governance of the company as a lever for trust and transparency (for more details see Chapters 2.5 Thriving Innovation and Partnerships and 5.1.4 Atos stakeholders' approach and engagement).

2 **The global value of the company** represents the true value which is put in the decision making and investment processes. This value is based on the financial elements (financial objectives) and extra-financial indicators. The idea behind this measure is whether Atos considers its strategic business opportunities and how they affect the raison d'être and the financial and non-financial objectives of the group. (for more details see page 14 Integrated Performance Dashboard, Chapters 3. Business Performance & Financial review and 5. Corporate Social Responsibility).

3 **The human capital** of Atos which is to say its human wealth: how its employees are valued for their capacities and skills on top of expertise and knowledge, how Atos can offer to its employees and ecosystem an educated, safe and balanced working environment so they can thrive personally and professionally. (for more details see Chapters 5.3.7.4 the Great Place to Work survey, 5.3.5 Diversity, 5.3.6 Accessibility and Digital Inclusion, 5.3.7 Employee Engagement, and 5.3.3 Skills Management and Development).

Atos profile

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

Atos is a global leader in digital transformation with 111,000 employees and annual revenue of €11 billion. European number one in cybersecurity, cloud and high-performance computing, the Group provides end-to-end solutions for all industries in 69 countries.

We offer our clients a full stack range of market-leading digital solutions and products alongside consultancy services, flawless digital security and decarbonization offerings: all underpinned by end-to-end partnership approach.

In 2022 we continued to evolve our organization and develop our teams' skills and competencies to set the foundations for future growth and to fully align with our clients' needs. After a comprehensive review in early 2022 the Board of Directors identified that there were two distinct business trajectories within Atos that were holding back the success of the company.

On June 14th 2022, Atos announced that it is studying a separation into two publicly listed companies which is expected to be completed by H2 2023:

- SpinCo (Evidian) would bring together Atos Digital, Big Data and Cybersecurity business lines.
- TFCo (Atos) would be composed of Atos' Tech Foundations business line.

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

As the Worldwide IT Partner of the International Olympic Committee (IOC) and International Paralympic Committee (IPC), as well as the lead integrator, Atos has run and orchestrated the key digital IT systems that helped to deliver the Beijing 2022 safely and securely. Atos provided more than 50 critical IT applications which supported the smooth running of the overall event, including 187 competitions over a month-long period; and in a first for the Games, Atos deployed its systems on a public cloud. Atos teams have already started to work on the preparation of the Olympic and Paralympic Games Paris 2024.

Atos is a SE (Societas Europaea) and listed on Euronext Paris.

Maintaining our leadership in sustainability

Member of DJSI World and Europe indices for 8th consecutive year in terms of ESG

84/100
Top 1%
EcoVadis awards Atos again with Platinum Medal for its commitment to sustainability

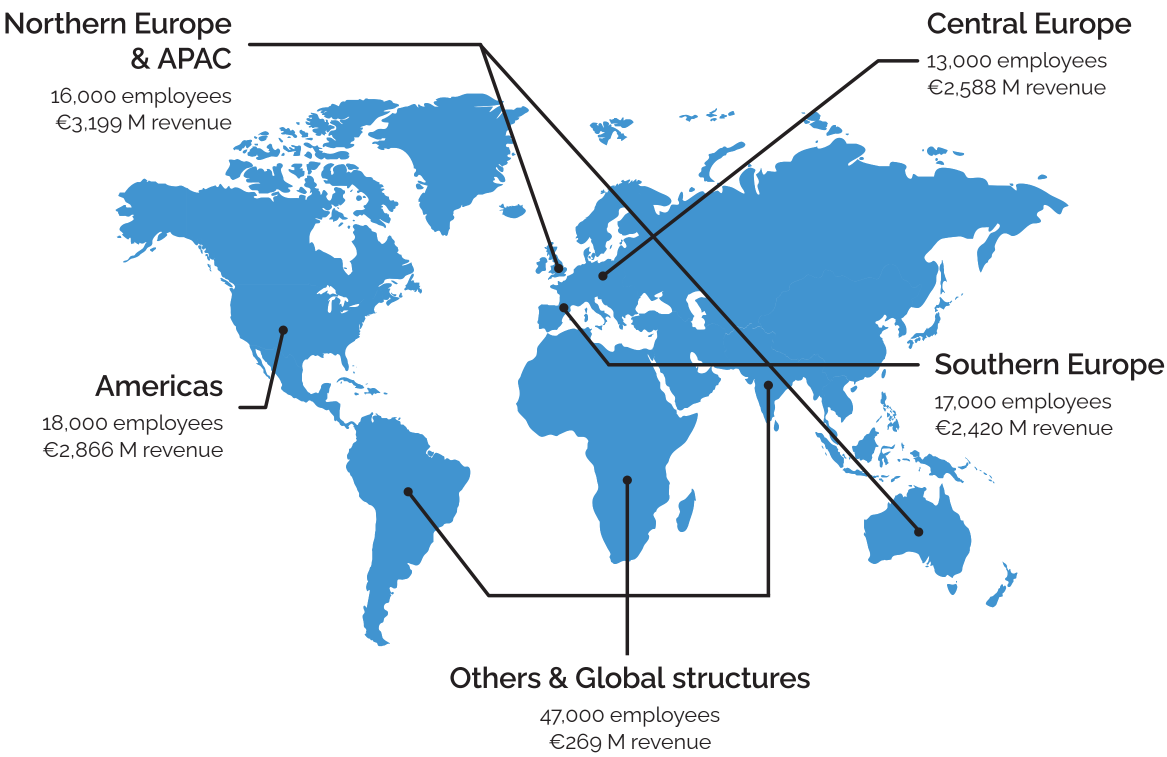
85/100
Top 10%
In the S&P's Global Sustainability Yearbook for 10 years in a row

70/100
Top 1%
In Euronext Vigeo Europe 120 Index for its performance in corporate responsibility (7/2022)

Top 2%
10th consecutive year that Atos is on the CDP Leadership Band

Top 7%
Highest rating available (AAA) in the MSCI ESG rating 2022

111,000 employees working in 69 countries representing 145 nationalities



#1 in Cybersecurity Services worldwide
(Gartner 2022)

#3 in Super Computing worldwide
(Hyperion Research 2022)

"Leader of leaders" in edge computing and artificial intelligence
(ISG 2022)

Public cloud visionary
(Gartner 2022)

Leader in Data & Analytics
(Gartner 2022)

+85,000 digital certifications in 2022

Global Leader in Digital Workplace for six consecutive years
(Gartner 2022)

Leader in Data Center Outsourcing and Hybrid Infrastructure Managed Services
(Gartner 2022)

2.518 million tons Global CO_2 emissions (full scope 1, 2, 3) -23.8% vs. 2019

Global balanced profile across Industries and Geographies

70% Atos Trust Index® informed by Great Place to Work

Dow Jones Sustainability Indices 85/100 / Top 10% in the IT Service industry

Board of Directors

[GRI 2-9]

Bertrand Meunier
Chairman of Atos SE Board of Directors and Member of the Ad Hoc Committee

Vesela Asparuhova[1]
Employee Director and Member of the Remuneration Committee
Service Delivery Manager

Vivek Badrinath*
Member of the Audit Committee
CEO of Vantage Towers AG

Valérie Bernis*
Chair of the CSR Committee, Member of the Remuneration Committee and Member of the Ad Hoc Committee
Company Director

Kat Hopkins[1]
Director representing the employee shareholders
Atos VP, Group Head Talent and Career Management, Learning & Development at Atos International

Farès Louis[1]
Employee Director and Member of the CSR Committee
Business Developer Cybersecurity Products

Aminata Niane
International Consultant

Lynn Paine*
Member of the Nomination and Governance Committee
Baker Foundation Professor, John G. McLean Professor of Business Administration, Emerita, Harvard Business School

Edouard Philippe*
Member of the Nomination and Governance Committee and Member of the Ad Hoc Committee
Mayor of Le Havre
Former Prime Minister

René Proglio*
Chair of the Audit Committee and Chair of the Ad Hoc Committee
Partner in the Strategic Advisory Group at PJT Partners

Caroline Ruellan*
CEO and founder of SONJ Conseil and Independent director of ADAM

Vernon Sankey
Member of the Audit Committee, Member of the Nomination and Governance Committee and Member of the Ad Hoc Committee
Officer in companies

Astrid Stange*
Chair of the Remuneration Committee and Member of the CSR Committee
Former COO at AXA and former Senior Partner and Managing Director at BCG

Elizabeth Tinkham*
Chair of the Nomination and Governance Committee
Former Senior Managing Director and Microsoft Account Lead at Accenture Ltd.

* Independent Director
[1] In accordance with art. L. 225-23 and L. 225-27-1 of the French Commercial Code, the Employees and the Employees representing the Employee shareholders are not taken into account when determining the ratio of gender diversity on the Board of Directors.

1

Activities of the Board of Directors and of the Board's committees in 2022

14 Board members

21 meetings in 2022

96.5% attendance

73% Independent Directors

57.1% of women*

59.6 average age

3 employee representatives

6 different nationalities
1 members with dual nationality

* 54.6% (6 out of 11) pursuant to the legal ratio. 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 (art. L. 225-23 and L. 225-27-1 of the French Commercial Code).

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

In 2022, the main activities of the Board of Directors were:

- to approve the financial statements and review the 2023 budget, and to review financial and corporate reports and forecasts;
- to review and approve the Company's strategic plan;
- to review and approve the developments related to the separation project;
- to authorize the sale of the entire remaining stake in Worldline;
- to review the M&A activities, in particular in connection with the potential disposals;
- to review the Atos Group's CSR initiatives and targets and the implementation of the Company's raison d'être;
- to appoint two new Deputy CEOs and a new CEO;
- to approve the conversion of the Group's revolving credit facility commitment into an unsecured term loan.

Main activities of the permanent Committees in 2022

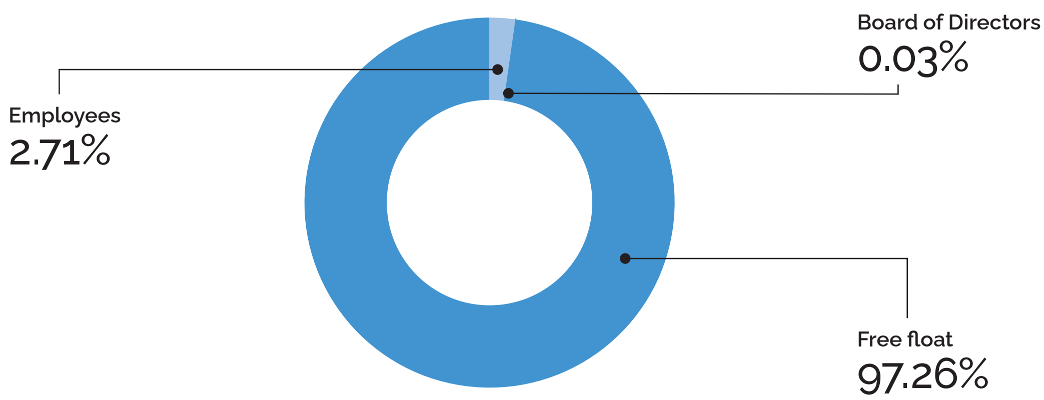
The committees submit to the Board of Directors their recommendations in the respective areas assigned to them

The Audit Committee	
• Independent Director Chair • 3 members • 67% independent directors • 8 meetings in 2022 • 100% attendance	• to prepare and facilitate the work of the Board of Directors in its analysis of the accuracy of the company's corporate and consolidated accounts; • to examine the quarterly financial reports on the Group's performance; • to monitor the financial reporting process; • to review of Group Internal Audit reports.
The Nomination & Governance Committee	
• Independent Director Chair • 4 members • 75% independent directors • 6 meetings in 2022 • 100% attendance	• to search for potential candidates for the position of member of the Board, taking into account the diversity policy defined by the Board; • to conduct an annual review of the diversity policy to be applied including the independence on the Board's members and to advise the Board accordingly; • to make proposals for the appointment of two Deputy CEOs; • to make proposals for the respective governance of New Atos and SpinCo and launch of a search process for candidate directors; • to review the executive managers and their succession plan.
The Remuneration Committee	
• Independent Director Chair • 3 members • 67% independent directors • 5 meetings in 2022 • 100% attendance	• to formulate proposals related to the compensation of the directors, the Chairman of the Board, the CEO and Deputy CEOs and to make recommendations for long term incentive and employee shareholding plans.
The CSR Committee	
• Independent Director Chair • 3 members • 67% independent directors • 4 meetings in 2022 • 93% attendance	• to review Atos Corporate Social Responsibility initiatives; • to review the achievements realized by the Group regarding the implementation of its raison d'être; • to examine and to follow-up the Group decarbonization strategy; • to follow up and develop the diversity & inclusion initiatives; • to review the CSR challenges, and in particular, recommendations taking into account the project to separate the Group into two independent listed companies.

Directors skills and expertises in different sectors and activities

	Bertrand Meunier	Vesela Asparuhova	Vivek Badrinath	Valérie Bernis	Kat Hopkins	Farès Louis	Aminata Niane	Lynn Paine	Edouard Philippe	René Proglio	Caroline Ruellan	Astrid Stange	Elizabeth Tinkham	Vernon Sankey	Total
Technologies		✔	✔		✔	✔						✔	✔		6
Cybersecurity			✔			✔							✔		3
Finance	✔		✔							✔				✔	4
Leadership	✔		✔				✔	✔	✔	✔		✔	✔	✔	9
Risk Management	✔		✔				✔			✔	✔			✔	6
Governance			✔					✔	✔	✔	✔	✔	✔	✔	8
CSR				✔				✔			✔	✔		✔	5
Climate				✔		✔		✔				✔		✔	5
Employees, HR, Communication		✔		✔	✔	✔		✔							5

Shareholders voting rights as of December 31, 2022



Group Executive Board

[GRI 2-9]

Group Management Team

Following a comprehensive review of the business, on June 14, the Board of Directors decided to put in place a new management team to ensure a successful execution of the Group's operational performance improvement plan and its strategic transformation project in order to create value for all its stakeholders, in particular its clients, employees and shareholders.

This management team is composed of:

- Nourdine Bihmane, Group CEO and co-CEO in charge of the Tech Foundations business, operational performance improvement and in particular cash generation.
- Diane Galbe, Senior Executive Vice President of the Group in charge of strategic projects and all support functions of the Group.
- Philippe Oliva, co-CEO in charge of Digital, Big Data and Cybersecurity activities, as well as the acceleration and innovation plan for these growth activities. Philippe is Group Deputy CEO.

Group Executive Board

The role of the Atos Executive Board is to develop and execute the Group strategy and to ensure value is delivered to clients, shareholders, partners and employees. This committee is in charge of the global Group Management.

Nourdine Bihmane
Group CEO and Co-CEO, Tech Foundations

Diane Galbe
Senior Executive Vice President

Philippe Oliva
Group Deputy CEO and Co-CEO, Digital, Big Data and Cybersecurity

Frank Castora
Head of Americas

Yannick Tricaud
Head of Southern Europe

Clay Van Doren
Head of Central Europe, Northern Europe & APAC

Rakesh Khanna
Head of Digital

Jean-Philippe Poirault
Head of Big Data and Cybersecurity

Paul Peterson
Chief HR Officer

Nathalie Sénéchault
Chief Financial Officer

Group Executive Board Bios

Nourdine Bihmane is Group CEO and co-CEO in charge of the Tech Foundations business. He brings over 20 years of proven tech expertise, driving change management, growth and P&L performance. Nourdine served in several global management roles across Europe, North America, and emerging markets and drove successful transformation and turnaround programs for the Atos Group. He was most recently Executive Vice President, Head of Global Delivery, and CEO of Growing Markets. He has extensive commercial and operational knowledge of Atos, especially in the fields of managed services and decarbonization.

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

Philippe Oliva is Group Deputy CEO and co-CEO in charge of Digital, Big Data and Cybersecurity activities, as well as the acceleration and innovation plan for these growth activities. Philippe joined Atos in April 2022 as Chief Commercial Officer, bringing strong international experience in the digital sector, from almost 20 years at IBM where he managed integrated technologies, Cloud services and Hybrid services.

Frank Castora is Head of Americas. Frank was formerly Chief Operating Officer responsible for executing the Americas RBUs operating business strategy ensuring high quality, end to end service delivery. He is a commercial and business executive with 23 years of experience at the leadership level. Prior to Atos, he held senior leadership roles at CBRE and Accenture. He began his career in the financial services industry in foreign exchange, treasury and consulting positions.

Yannick Tricaud is Head of Southern Europe. Yannick joined Atos in 2017 as Director of the Infrastructure and Data Management Division for France. With 20 years of experience at top tech companies, previous positions include: Executive Director at SopraSteria, Vice President of Capgemini Infrastructure Management, and various management positions during 13 years at Hewlett Packard.

Clay Van Doren is Head of Central, Northern Europe and APAC. Prior to joining Atos, Clay was the Global Lead for CSC's £1.5B technology, communications and media business. Clay has also held various roles at BT and was the founder and CEO of US-based VoIP company, Veritel Corporation.

Rakesh Khanna is Head of Digital. Rakesh Khanna was the Chief Executive Officer of Atos Syntel. He was Syntel's Chief Executive Officer and President until October 2018 prior to its acquisition by Atos. Prior to this he was interim CEO from November 2016. He also served as Syntel's Chief Operating Officer from 2012 to 2016.

Jean-Philippe Poirault is Head of Big Data and Cybersecurity. Jean-Phillippe was Head of Telecoms, Media and Technology from March 2020 to March 2022 prior to that serving as CEO of the Atos Southern Europe region. Before Atos, Jean-Philippe led Amazon Web Services U.S. Telecom market and held senior management positions at Alcatel-Lucent and Ericsson throughout Europe and Asia.

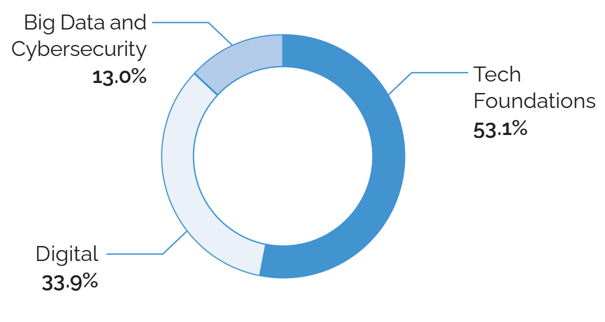
Paul Peterson is Head of Human Resources. Leading a team of +1,500 worldwide HR professionals. In more than 20 years at Atos, Paul has been Head of HR and Talent in North America, Head of HR for Global Infrastructure and Data Management, and Deputy Head of Group HR. He's held leadership roles in HR, IT, and Operations going back to 1998 when he joined Atos as the HR Director for Major Events.

Nathalie Sénéchault is Group's Chief Financial Officer. Nathalie is a recognized finance executive looking back on over twenty years of experience. She started her career as a lawyer in major international law firms before joining Alstom where she held various key executive positions in the tax and finance department. She joined Atos almost seven years ago, where she has been serving most recently as Deputy Chief Financial Officer.

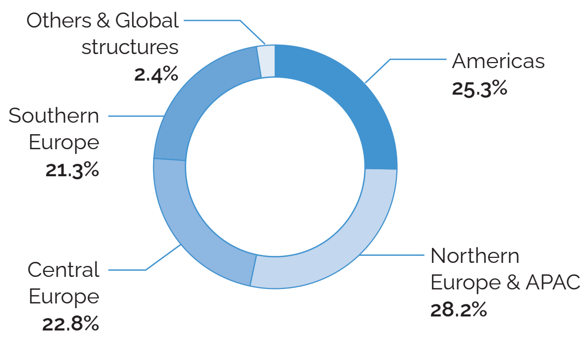
Financial performance

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

Breakdown by business lines

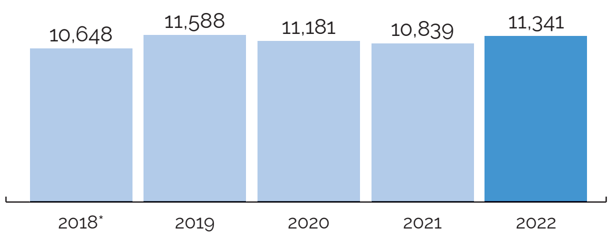


Breakdown by Regional Business Unit

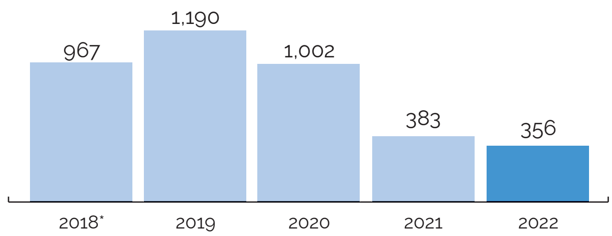


5-year financial performance

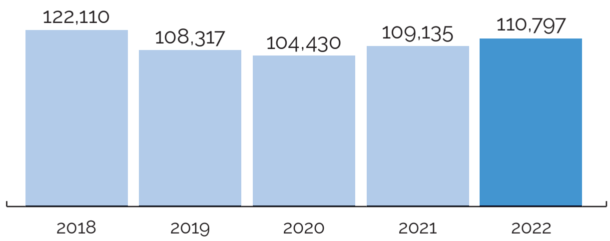
Revenue performance (in € million)



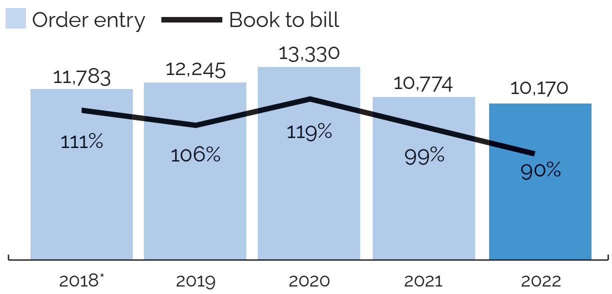
Operating margin (in € million)



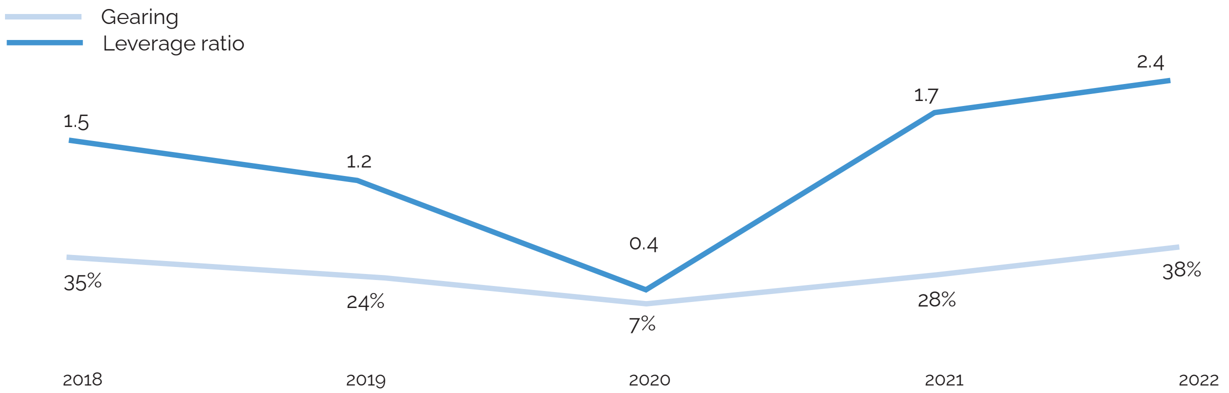
Employee evolution



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



Gearing (net debt/equity) and leverage ratio (net debt/OMDA)



* excluding Worldline deconsolidated from the Group consolidated financial statements as of January 1, 2019

Integrated Performance Dashboard

[GRI 2-22]

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

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

Integrated Dashboard		2022 results
Financial	Revenue growth at constant currency	1.3%
	Operating margin rate	3.1%
	Free Cash Flow	€-187 m
Environmental Carbon footprint of Atos operations	GHG emissions - All Scopes 1, 2, 3 Absolute (in tCO_2 e)	2,518,478
	GHG emissions - All Scopes 1, 2, 3 Intensity (in tCO_2e/M€ revenue)	222
Social	**Employee Engagement** Atos Trust Index® informed by Great Place to Work (GPTW)	70%
Governance	**Client satisfaction and delivery capability** Net Promoter Score for our clients	66%
	Supply chain Total percentage of spend assessed in terms of ESG by Ecovadis and alternative assessments	70%

2022 key achievements

January

Atos completed the acquisition of Cloudreach, a leading multi-cloud services company specializing in public cloud application development and cloud migration, with strong partnerships with all three hyperscalers.

Atos developed a video system for Dassault Aviation's 'Falcon Albatros', the future surveillance aircraft of France's Navy.

Atos was awarded a new contract to supply and install a new supercomputing cluster at Technische Universität Dresden (TU) in Germany.

February

Atos officially launched its 'Factory of the Future' project in Angers, France, which will improve the quality of life at work for its employees and will enable enhanced productivity, space optimization and a reduced carbon footprint.

Atos unveiled its new exascale-class supercomputer, the BullSequana XH3000, a hybrid computing platform with unparalleled flexibility and performance to enable top scientists and researchers to advance research in sectors such as weather forecasting and climate change, new drug discovery, genomics.

Atos announced a new governance structured around 3 Business Lines and 4 Regions. Each Business Line - Tech Foundations, Digital, Big Data and Cybersecurity regroups the activities that fall under the same business model and operate in the same competitive landscape.

March

Atos, Dassault Systèmes, Orange, Renault Group, STMicroelectronics and Thales launched the Software République incubator, an open innovation ecosystem for sustainable, secure and intelligent mobility.

Atos ensured effective and secure delivery of the Olympic and Paralympic Winter Games Beijing 2022. These games saw more than 3,400 athletes compete, supported by key digital systems which were orchestrated and secured by Atos.

Atos announced the opening of a new next-gen Security Operations Center (SOC) in Sofia, Bulgaria, as part of the continuous expansion of its cybersecurity activities. The new center is Atos' 16th next-gen SOC worldwide.

Atos announced that it has been positioned as a Leader by Gartner in its February 2022 Magic Quadrant for Outsourced Digital Workplace Services (ODWS). This is the sixth consecutive year that Atos has been named a Leader.

April

Atos and the European multi-national space technology company OHB were awarded a contract by the German Federal Office of Bundeswehr Equipment, Information Technology and In-Service Support to supply the "Space Situational Awareness Center Expansion Stage 1" to the German Federal Armed Forces.

Atos announced that it is ranked the number 1 in Managed Security Services (MSS) in terms of 2021 MSS revenue, according to the latest Gartner report, Gartner, Market Share: Managed Security Services, Worldwide, 2021.

Atos announced the revenue of its first quarter of 2022. Q1 2022 revenue was € 2,747 million, down -0.6% at constant currency. Q1 2022 showed a significant sequential improvement compared to Q4 2021.

May

Atos launched Nimbix Supercomputing Suite, a set of flexible and secure high-performance computing (HPC) solutions available in an as-a-service model.

The Finnish Meteorological Institute (FMI), the government agency responsible for gathering and reporting weather data and forecasts in Finland, selected Atos in a seven-year multi-million-euro deal, to supply, deliver, install and operate a supercomputing system, based on Atos' BullSequana XH2000 architecture.

June

Atos and OVHcloud, the European leader in cloud computing, announced a partnership in the field of quantum computing to make Atos' quantum emulator available "as a service" through OVHcloud offers.

Atos announced that it is studying a separation into two publicly listed companies to unlock value and implement an ambitious transformation plan.

Atos was chosen to provide the pre-exascale system to be hosted by the Barcelona Supercomputing Center, in Spain, as part of the EuroHPC JU (European High Performance Computing Joint Undertaking).

Atos and Renault Group launched ID@scale (Industrial Data @ Scale), a new service for industrial data collection to support manufacturing companies in their digital journey towards Industry 4.0.

Atos announced it has been awarded a 1.2 million euro contract by the NATO Communications and Information Agency (NCI Agency) to install and configure mission critical cybersecurity capabilities and systems at 22 NATO sites.

July

Athea, a joint venture between Atos and Thales, was awarded phase 3 of the project "ARTEMIS.IA" (Architecture for Processing and Massive Exploitation of Multi-Source Information and Artificial Intelligence) by the Armament General Directorate (Direction Générale de l'Armement).

Atos announced that it has been positioned by Gartner as a Leader in the 2022 Magic Quadrant for Data center Outsourcing (DCO) and Hybrid Infrastructure Managed Services (HIMS), Worldwide.

Atos announced that it has been positioned as a Visionary in the Gartner Magic Quadrant for Public Cloud IT Transformation Services, 2022, Worldwide, based on its completeness of vision and ability to execute

Atos announced its financial results for the first half of the year 2022 with Commercial momentum improved, full-year objectives confirmed and refined and Financing of transformation plan successfully secured

September

Atos announced that it has been listed for the first time by Great Place to Work® as one of 'Europe's Best Workplaces' in the 2022 annual list. It is ranked 21st position in the multinational company category.

Atos and Open announced that they have been selected, as a consortium, for a new contract by UGAP – France's national generalist public procurement agency.

Atos announced that it has again been awarded the EcoVadis Platinum Award for its performance in Corporate Social Responsibility (CSR) with the best score for Atos to date with 84 points out of 100.

Atos announces that it is supporting the European Space Agency (ESA) in its planned improvements for Vega-C, the new single body rocket. Atos contributes to this program by providing key testing equipment for the main launcher and is also providing testing equipment for the "Space Rider" reusable spacecraft which will be launched on Vega-C, enlarging versatility and space transportation capabilities of this new European launch system.

October

Atos announced that it has won a contract with SOLIDEO (Olympic Delivery Authority) to digitally manage the Athletes' Village with its smart territories data platform – Urban Data Platform

Atos and its partner ecosystem have been chosen by the Ministry of the Interior and Overseas Territories to develop and supply the "Management IT System" for the Réseau Radio du Futur (RRF - future radio network), the secure and resilient broadband network for domestic security and rescue services.

Atos announced the win of a seven-year contract with Siemens Healthineers to provide, deploy and manage Software Defined Access (SDA)-enabled global LAN (local area network) services in close to 60 customer locations in 15 countries.

Atos announced that it has been awarded the highest rating available to an organization (the AAA rating) in the Morgan Stanley Capital International (MSCI) ESG rating 2022, ranking it among the top 7% of companies in the "Software and Service" industry.

Atos inaugurated its new Iseran campus in Echirolles, near Grenoble (France), its second largest site in France and a leading research and development (R&D) center in Europe.

Atos announced that its revenue is up +5.7% in Q3 with growth at constant currency turning positive, with significant progress achieved in the separation project.

Atos wins contract to migrate the Dutch Ministry of Infrastructure and Water Management SAP Core to public cloud.

November

Atos announced the extension of its Nimbix Federated Supercomputing offer to Europe by integrating Discoverer, a EuroHPC JU supercomputer hosted by Consortium "Petascale Supercomputer Bulgaria", located in Sofia Tech Park, Sofia, Bulgaria.

Atos announced that together with its ecosystem of partners, it has successfully delivered the main part of the Leonardo system, hosted and managed by Cineca computing center located in the Technopole of Bologna. Leonardo is Italy's pre-exascale EuroHPC supercomputer, based on Atos' BullSequana XH2000 and is the 4th most powerful supercomputer in the world and 2nd in Europe.

Atos announced a contract for its latest supercomputer, the BullSequana XH3000, with the French Alternative Energies and Atomic Energy Commission (CEA)'s Military Applications Directorate.

Amazon Web Services, Inc. (AWS) and Atos announced a Global Strategic Transformation Agreement that enables Atos customers with large-scale infrastructure outsourcing contracts to accelerate workload migrations to the cloud and achieve digital transformation.

Atos announced that it has entered into exclusive negotiations with Lutech S.p.A. ("Lutech"), an Italian provider of IT services and solutions, for the sale of its Italian operations ("Atos Italia").

Atos announced a major contract with Siemens IT to drive its digital transformation roadmap.

A consortium led by Atos announces the successful delivery of the secure Mon Espace Santé (MES) platform, which was co-developed with France's National Health Insurance Fund (CNAM). Mon Espace Santé enables 65 million people to access digital health services in a sovereign and secure environment.

Atos announced that it is among the top 1% of the IT Services industry with a score of 85/100 in the 2022 S&P Global Corporate Sustainability Assessment (CSA) reflecting an improvement of 2 points over the last year which demonstrates its continuous development and commitment to sustainability and its excellence in ESG (Environmental, Social & Governance) practices.

December

Atos announced the opening of its new Global Delivery Center (GDC) facility in Cairo, to provide cutting-edge, best-in-class digital services to clients across the globe.

Atos announced that it has become the Official Technology Partner for UEFA National Team Football (UNTF). This momentous 8-year partnership is unprecedented in the scope of support for UEFA and its competitions.

Atos announced that it has been recognized for leadership in corporate transparency and action on climate change by global environmental non-profit CDP, securing a place on its annual 'A List', based on the Group's last climate reporting.

Atos announced that it has been selected as a member of both the 2022 Dow Jones Sustainability Index World and Europe. In the 2022 DJSI Europe Index, Atos ranks among the first three companies included in the "TSV IT services" sector.

Atos story

Atos, in one form or another, has been serving customers for over a hundred years. In fact, the first computer we developed was back in 1919 when a Norwegian engineer named Fredrik Rosing Bull filed a patent for a "combined sorter-recorder-tabulator of punch cards" machine.

We are now a global leader in digital transformation, high-performance computing and information technology infrastructure.

We continue our long tradition of research and innovation.

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.

Market trends

Times of opportunity and risk

The past year has seen many conflicting trends materialize, resulting in a complex maze of opportunities and risks which enterprises must navigate.

While the recovery from the pandemic has created an opportunity for an economic rebound, the war in Ukraine and further political uncertainties have triggered new adverse winds. An economic rebound, while still plagued with lingering issues such as supply chain disruptions, was further curtailed by the energy supply crisis and a global inflation that the International Monetary Fund (IMF) estimates at 8.8% for 2022.

In its World Economic Outlook of October 2022, the IMF forecast a slowdown of the global growth from global growth to slow from 6.0 percent in 2021 to 3.2 percent in 2022 and 2.7 percent in 2023, stating that "this is the weakest growth profile since 2001 except for the global financial crisis and the acute phase of the COVID-19 pandemic".

In such an uncertain environment, the role of digital, most recently targeting the development of new ways of doing business, is further expanding to help enterprises mitigate risks.

At its 2022 IT Symposium, Gartner insisted on the need for IT to provide agility and resilience at the same time. Still according to Gartner, technology is now the third most important priority in CEO's agendas, after growth and people (for which scarcity of resources was noted as a key issue). Sustainability is also among their top 10 priorities. Accordingly, Gartner estimates that digital leaders are 3 times more likely to achieve above-industry revenue and margin.

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

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

In support of these priorities, enterprises have progressively adopted key technologies such as Internet of Things (IoT), edge computing and high-performance computing (HPC), artificial intelligence (AI), automation, augmented reality (AR) / virtual reality (VR), blockchain, and more, with many of them fully enabled by Cloud services. Many show very strong growth potential for CEOs. In the 2022 Gartner CEO Survey (April 2022), AI is identified by CEOs as the technology that is most likely to impact their industries over the next three years.

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

Meanwhile, the above stated needs to mitigate risks and deliver agility and resilience will trigger a reinforced interest in technologies such as core systems optimization and enterprise-wide cybersecurity, to deliver further operational efficiencies.

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

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

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

Market sizing and competitive landscape

[GRI 2-6]

The overall IT market for 2022 was estimated at US$ 4.55 trillion worldwide[1] representing a 5.5% increase over 2021. The market CAGR is expected to reach 5.9% for the years between 2021 and 2026.

Within this global IT market, the largest region remains North America, representing US$ 1.64 trillion, growing 7.7% compared to 2021. Western Europe recorded US$ 897 billion, an increase of 6.7% over 2021. The rest of the world market is valued at US$ 2.01 trillion, growing 3.2% from 2021.

The Atos addressable market is a subset of the overall IT market, focusing essentially on enterprises. It is primarily constituted of the worldwide IT services market, although Atos also targets other high-potential enterprise markets such as high-performance computing and Business Computing.

The overall IT services market represented US$ 1.30 trillion in 2022, a growth of 9.6% over 2021. The market CAGR is expected to reach 8.6% for the period between 2021 and 2026. The overall IT services market is comprised of many subsegments, with different sizes and varying growth potential.

Tech Foundations and Evidian perimeters

The Atos strategic plan calls for a focus on two strategic organizations, Tech Foundations and Evidian perimeters, which Atos plans to spawn into two independent companies in the course of 2023, addressing different segments of the IT market.

Tech Foundations perimeter

Tech Foundations will primarily focus on the Infrastructure Implementation and Managed Services submarket, focusing on employee experience, data center and hosting, and network and communications. The submarket represented US$ 327 billion in 2022, with a growth of 3% compared to 2021. In this submarket, the employee experience (Managed Workplace Services) segment represented US$ 28,9 billion in 2022, growing 4% from 2021. Atos has strong capabilities in this field, being recognized a leader by many analyst firms including Gartner, IDC and NelsonHall. Atos has a true end-to-end solution to transform the employee experience that has earnt it a leader ranking in the Gartner Magic Quadrants for Managed Workplace Services in North America and Europe for many years successively, including up to 2022.

Evidian perimeter

Evidian will primarily address two submarkets of the IT Services market, the Consulting submarket, and the Application Implementation submarket.

- The Consulting submarket represented US$ 256 billion in 2022, growing 12% from 2021, and is essentially comprised of the Business Consulting and Technology Consulting segments. In this submarket, Evidian essentially provides services in the areas of digital transformation, customer experience and “Net Zero” sustainability consulting.
- The Application Implementation submarket represented US$ 323 billion in 2022, with a growth of 11% compared to 2021. Evidian 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 data and analytics services market displays strong potential for Atos, with a value of US$ 167 billion in 2022, growing 15.7% from last year and showing a 14.6% CAGR between 2021 and 2026.

Evidian also addresses selected markets that extend its addressable markets, primarily in the domains of cloud solutions, security solutions, and server technologies with a dedicated focus on high-performance computing and business computing & AI.

Cloud transformation services

Customer appetite for migration to the cloud remains very high. This is confirmed by Gartner, who estimates that by 2026, 94% of large organizations with legacy applications in the cloud will use external service providers for some portion of management and support, up from 80% in 2020. The drive to cloud is fueled by demand created by hyperscale cloud providers and large-scale ISVs offering cloud- based suites, and the market for public cloud services is valued at US$ 498 billion in 2022, growing 23,2% from 2021, and showing a CAGR of 20.1% over the 2021-2026 period.

Sources
Gartner, Market Databook,4Q22 Update (Dec 2022)
Gartner, Forecast: IT Services, Worldwide, 2020-2026, 4Q22 Update (Dec 2022)
Gartner, Forecast: Public Cloud Services, Worldwide, 2010-2026, 4Q22 Update (Dec 2022)
Gartner, Forecast Analysis: Data and Analytics Services, Worldwide (Mar 2022)

[1] All figures in this section are given at constant currency (2020) unless otherwise stated. For the purposes of data comparison, the information is based solely on Gartner studies. These data do not necessarily overlap with the market perimeters communicated at the Capital Market Day, on June 14, 2022.

Atos has also established leadership positions in other high-value markets.

Digital security

The information security and risk management submarket is sized at US$ 165 billion in 2022, a growth of 12.6% over 2021 and presenting a CAGR for the 2021-2026 period of 11.3%. In this submarket, Atos 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), Atos has further improved its position and is now the worldwide market leader, moving to position #1 with a growth of 19% (2021 figures compared to 2020), and outperforming a market that grew 8.0% to US$ 13.7 billion in 2021.

Atos has been ranked by NelsonHall as the Leader in Cyber Resiliency Services with the greatest ability to meet future client requirements. Furthermore, the analyst states that Atos has been providing cybersecurity services focusing on building trust and compliance and has been designing and testing BCM and resiliency plans to enable clients to more quickly respond and recover to cyber threats. As part of this investment into responding and recovering from threats more rapidly and completely, Atos has been bringing advanced analytics into its cybersecurity offerings, such as adding Security Orchestration, Automation and Response (SOAR) capabilities, to its prescriptive Security Operations Center (SOC) offering and now to its Managed Detection and Response (MDR) service.

With its work with Siemens and on edge computing, in addition other recent digital security acquisitions, NelsonHall believes Atos to be one of the strongest vendors in the OT/IoT security market.

Sources
Gartner, Forecast: Information Security and Risk Management, Worldwide, 2020-2026, 4Q22 Update (Dec 2022)
Gartner, Market Share: Managed Security Services, Worldwide, 2021 (Apr 2022)
NelsonHall, Cyber Resiliency Services 2021 (Feb 2021)

High-performance computing (HPC)

Hyperion analysts see Atos as the leading European-based vendor of HPC systems, the third vendor worldwide in high-end supercomputers, and the top 5 player in the overall HPC server market. According to their most recent forecast in November 2022, the broad HPC market (which includes servers, storage, middleware, applications and services) will reach US$ 50 billion in 2026 (a CAGR of 7.7%), notably driven by a strong growth of Exascale-class supercomputers, the increasing use of HPC for artificial intelligence, the democratization of HPC in the cloud, and the emergence of quantum computing, four domains in which Atos is well placed.

This has enabled Atos to win up to now 6 of the 8 large EuroHPC projects, dedicated to position Europe as a leader in HPC, thanks to the performance and power of its BullSequana systems, its strong technological expertise and innovation and its ability to effectively manage large-scale projects. Atos is also strongly positioned in AI-dedicated supercomputers with its ThinkAI offering, and in the high growth cloud HPC domain - which should grow by 11,7% over the next 5 years and reach $11 Bn by 2026, according to Hyperion - with its Nimbix offering. In Quantum Computing, Atos is ranked as a leader by TBR in their Market Landscape for Quantum Computing.

Sources
Hyperion Research, HPC Market update, November 2022.
TBR, Quantum Computing Market Landscape (Jul 2021)

Business computing and AI

With its BullSequana server range, Atos 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 Atos technology have driven worlds class companies such as Cisco, Dell-EMCS, and Hitachi Vantara to sign reselling agreements for BullSequana Servers.

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

Sources
IDC Edge spending guide, 2022
ISG Provider Lens 'Internet of Things Solutions an services. 2021

Competitive landscape and new expected position of Atos

Ranked 22 in the world

Looking at the global IT services market, Atos is ranked number 22 in the world and is the sixth largest IT business services company in Europe with a market share of around 2.5%, behind Accenture, IBM, Capgemini, Deloitte and Amazon.

Source: Gartner, Market Share: IT Services, Worldwide 2021 (Apr 2022)

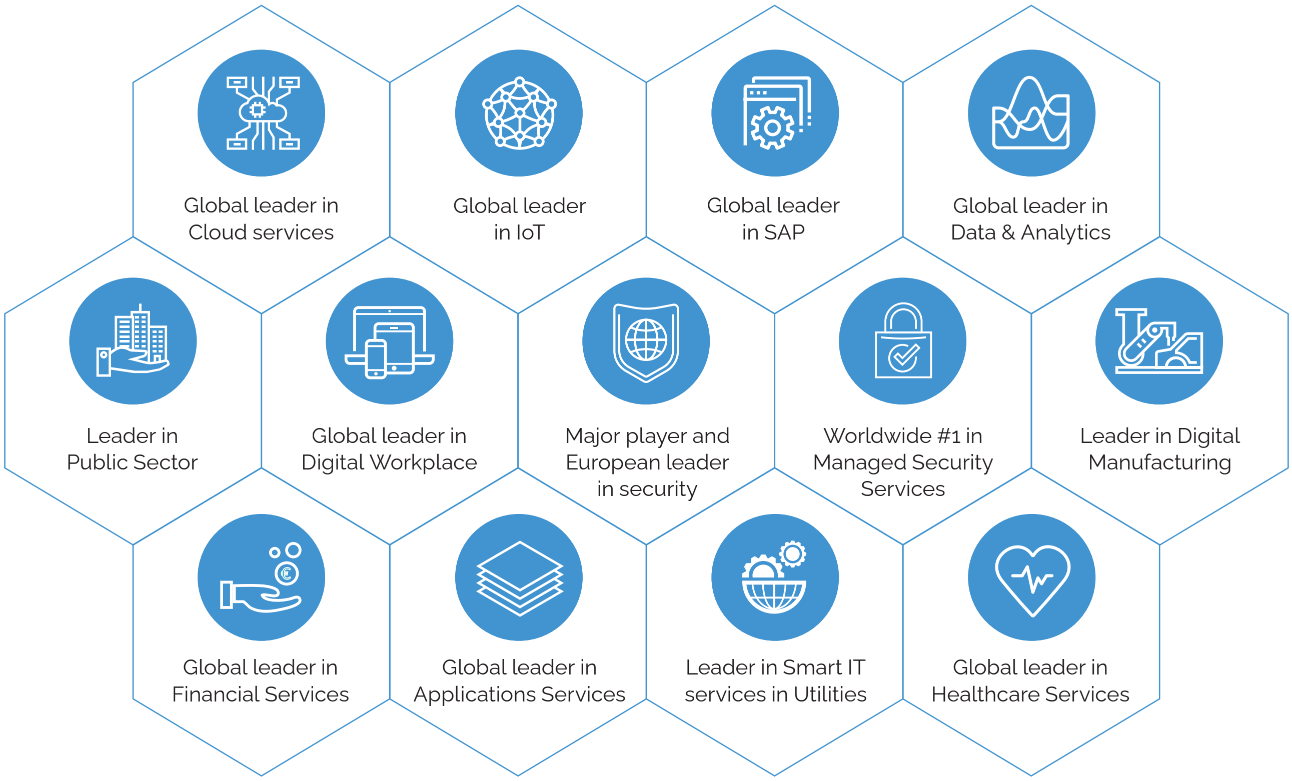
Market size and Atos market share

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

	Market		Atos	
In billion € (2022)	2022 Market	Weight	2022 Revenue	Share (%)
Americas	551	47%	2.9	0.5%
Northern Europe & APAC	424	37%	3.2	0.8%
Central Europe	81	7%	2.6	3.2%
Southern Europe	78	7%	2.4	3.3%
Others & Global Structures	24	2%	0.2	1.2%
Total	**1,158**	**100%**	**11.3**	**1.0%**

Source;
Gartner, Forecast: IT Services, Worldwide, 2020-2026, 4Q22

In 2022, major industry analyst firms have assessed Atos capabilities and positioned Atos as follows:



Business model

[GRI 2-6]

Sustainable Digital Transformation

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

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

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

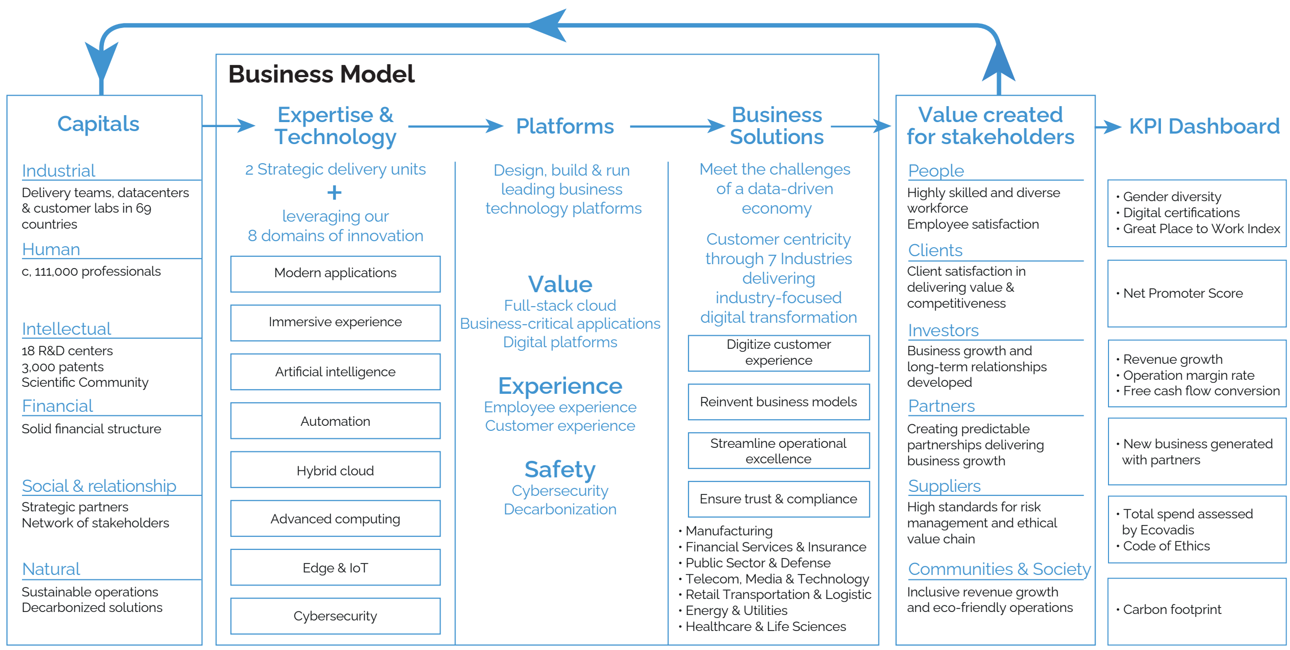
The past year has seen the rise of more uncertainty, with an energy supply crisis and the return of a global inflation that were triggered by the lingering issues created by the pandemic and the 2022 geopolitical situation.

While the key post-pandemic needs which we identified are still top of mind, such as technology mastery, frictionless working, data equity and sustainability, other needs have also come to the forefront, such as core systems optimization and enterprise-wide security. All are topics that are fully supported through our innovation and business model.

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

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

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



Our Capitals

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

Industrial capital with delivery teams, datacenters and customer innovation labs covering 69 countries. Harnessing the latest hybrid cloud technologies and digital design, development and operation tools, processes and best practices, 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.

Solid financial capital backed by strong financial assets and cash flow management processes. Atos' proven financial discipline enables it to deliver seamlessly the short, medium and long-term investments needed for services, product development and operations.

Human capital of 111,000 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. Bolt-on acquisitions also allow Atos to integrate and retain proven professionals in key domains such as cloud, digital, cybersecurity, and decarbonization.

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.

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 3,000 patents. It is nurtured by a Group-wide community of 2,100 experts and fellows, and by a unique Scientific Community composed of around 165 scientists, which crafts the Group's vision for the future of technology in business and anticipates upcoming market trends and technologies.

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

The value we create for stakeholders

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

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

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.

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.

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 was also 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 both customers, partners and suppliers.

Investors: Despite a negative performance of its share price in 2022, Atos remains, more than ever, committed to long-term investor and shareholder value creation.

Community & society: Atos aspires to excellence in its community and society contribution. In 2022, Atos was once again selected as a member of both the DJSI[1] World and Europe indexes and for the 10th consecutive year positioned by the CDP[2] in its "A list" comprising companies with the highest scores for their actions to tackle global warming. Atos also delivered a new milestone towards its commitment to decrease by 50% by 2025 all its carbon emissions (2019 baseline) and strengthened its long-term and net-zero targets with the SBTi new standard criteria and reach these targets at the latest by 2039.

[1] Dow Jones Sustainability Index https://www.spglobal.com/spdji/en/indices/esg/dow-jones-sustainability-world-index/#overview
[2] Climate Disclosure Project https://www.cdp.net/en

Vision, ambition & strategy

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

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

In 2022 Atos completed a strategic review of its operations. This identified two distinct market dynamics.

Strategic Review

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

Tech Foundations perimeter

Tech Foundations conglomerates the infrastructure and managed services focusing on designing, building and managing complex and vital information systems worldwide. In these areas, Tech Foundations is a recognized leader in Managed Infrastructure Services and Digital Workplace.

- Hybrid Infrastructure & Cloud Services: Tech Foundations manages and operates the data center and hybrid cloud infrastructure of our clients. Building a digital backbone of infrastructure platforms, we help them leverage their journey to cloud and business transformation.
- Intelligent Networks: Transform and manage the network infrastructure of our clients in the digitalized, connected world – to achieve high performance with an automated, modernized, secure, and decarbonized network structure.
- Digital Workplace: Management of end-to-end employee experience including identity and access management, onboarding and end-user support services, and set-up of collaboration platforms.
- Technology Services: Advisory, end-to-end local professional services and expertise, from application design, build and run, to hybrid infrastructure services.
- Unified Communications & Collaboration: Through Unify, the family name for remote and distributed work offerings and solutions from Atos group, management of end-to-end employee collaboration and communications for knowledge workers and especially for frontline workers operating in high-stakes emergency, trading, and dispatch environments.
- Business Process Outsourcing: Tech Foundations supports business process outsourcing transformations and automation by combining customer analytics and operational excellence expertise.

Evidian perimeter

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

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

While organizing under these perimeters it was recognized that the required investments in transformation would need to be gathered. After significant investigation as part of the strategic review it was decided to investigate the potential of carving out the Evidian perimeter to create two independent companies. The Board of Directors gave the following as rationale for the potential carve-out:

- The creation of two companies, each with a more focused strategy, adapted to their own market, a dedicated management team and performance management system and agility to execute their own transformation plan.
- Ensure each company has an adequate capital structure adapted to its own growth and cash generation profile.
- Unlock value of SpinCo (Evidian perimeter) by creating a publicly listed company exposed to high-growth and highmargin markets.
- Fully financed turnaround plan for TFCo (Tech Foundations perimeter) to bring it back to Free cash flow positive by 2026, while keeping optionality to participate in market consolidation.

Together the ambition is for the carve-out to maximize shareholder value. The carve out of the Evidian perimeter is expected to complete in H2 2023 following the appropriate regulatory and social processes.

Atos CSR strategy

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

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

Atos Corporate Social Responsibility strategy

[GRI 2-22]

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

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

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

Atos also welcomes the new European Union Taxonomy Regulations for sustainable activities and was one of the first companies in 2021 to fully implement Taxonomy reporting (taxonomy eligible and taxonomy aligned) in support of the European green deal. For a detailed report according to EU Taxonomy Regulations, please refer to Chapter 5.4.10.

CSR challenges and indicators of progress

[GRI 2-22]

As a result of the materiality assessment, the following challenges have been identified to lead Atos' CSR journey for 2023 and beyond. These challenges are embedded in a long-term CSR strategy and are for the Atos Group as a whole. In light of the announcement of June 14, 2022, whereby Atos announced that it was contemplating a separation of the Group into two independent listed companies, Atos acknowledges that the following objectives are subject to change when the separation of the Group is effective. Each of Atos and Evidian will set their own short-, mid- and long-term CSR objectives following the ESG approach and the performance of a materiality assessment for their new scope. For more information, please refer to Chapter 5.1.1.

Environmental dimension

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

Material and relevant topics	2022 Results	2023 Ambition
Decarbonization solutions to address clients' environmental challenges (IT for green)	• Atos evolved its market leading net-zero transformation portfolio by investing in new digital platforms and decarbonization solutions • Atos strengthened its net-zero partner ecosystem through strategic technology partners as well as consortia and networks • Atos was recognized as leader in Sustainability Services by major Analyst firms	• Fully contribute to a more decarbonized and sustainable world by promoting **digital solutions and technologies** that support Atos **clients** in their own decarbonization journey
Atos carbon footprint and energy efficiency of Atos operations	• Atos ambition meeting the most demanding SBTi requirements • Atos CO_2 emissions (Scopes 1, 2, 3) have decreased by 23.8% between 2019 and 2022 • Atos joined the European Code of Conduct for Datacenters • 95% of the electricity consumed by Atos core datacenters is renewable	• Fully contribute to a more decarbonized and sustainable world by: • reducing carbon emissions from **Atos operations**, and • encouraging and supporting its **suppliers** in their own decarbonization journeys
Eco-efficient digital technologies and solutions (Green IT)	• At the end of 2021, 17 of the Top 100 most energy efficient supercomputers worldwide were Atos supercomputers	• Fully contribute to a more decarbonized and sustainable world by further reducing the energy consumption and carbon footprint of **Atos digital solutions and technologies**

Social dimension

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

Material and relevant topics	2022 Results	2023 Ambition
Talent attraction & retention	• 28,919 employees recruited, and representing 34% gender diversity • Key people retention: 89%	• Further focus on attracting and retaining skilled, diverse, and engaged talents to meet our clients' expectations and ensure our business growth • Further increase recruitment gender diversity to 40% • Fulfill 65% of our requirements internally
Skills management & development	• 66% of employees with an Individual Development Plan (IDP) and 89% having a performance review • 85,746 digital certifications	• Maintain average hours of training per employee above 50 • At least 85% of employees with a Performance Review
Employees' health & safety	• 35 sites covered by ISO 45001 Occupational Health & Safety	• Implement Atos' approach to Health and Safety by creating and maintaining the conditions for a safe and healthy work environment • Continue the certification process for ISO 45001
Employee engagement	• Great Place To Work results 2022: Trust improvement from 66 to 70%. Atos has either maintained or improved results in all areas	• Create a tailored workplace experience through trust, wellbeing, safety and security • Continue Great Place To Work program initiatives to improve trust and obtain new certifications

Diversity & Inclusion	• 32% gender diversity in Atos
	• 30% gender diversity in Atos Executives
	• 26% gender diversity in Key People
	• 29% gender diversity in Scientific Community
	• Gender diversity in talent programs: Fuel 53%, Gold for Business leaders 38%, Gold for Technology leaders 31%
	• 29 nationalities in Executive Management
		• Continuously enhance a diverse workforce and an inclusive culture:
		  • Gender Diversity recruitment
		  • Maintain gender diversity in Atos Executives at the same level as in the group workforce
		  • Keep promoting an inclusive employee experience and inclusive digital culture change for the organization and its customers
		  • Raise awareness and skills around Accessibility & Digital Inclusion

Governance dimension

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

Material and relevant topics	2022 Results	2023 Ambition
Client satisfaction & delivery capability	• Atos reached a 66% in the Net Promoter Score for all clients, including increased perception on innovation. The Net Promoter Score increased in 2022 and even more in the group of our TOP clients	• In the first semester of 2023 the Group would like to increase the coverage again and therefore is preparing the dedicated processes and surveys for the time after the separation • Furthermore, the Group is continuing its improvement programs for clients which rated Atos with Overall Client Satisfaction Score below 6
Corporate governance	• Strengthened composition of the Board of Directors with additional skills and experiences (e.g. IT, Finance, Governance, International markets) to oversee the successful execution of the strategic separation project of the Group into two independent listed companies • Appointment of independent chairs for all committees, and renewal of their respective compositions • Improved rating of independent directors from 64% to 73% • Set-up of an Ad hoc Committee, in compliance with the AFEP-MEDEF Code, to oversee the study and implementation of the separation project	• Ensure that an appropriate corporate governance, compliant with the best practices, is maintained or implemented, as the case may be, in the two independent entities
Security & Data Protection	• During 2022, 96.85% of Atos in scope sites, those with 500 or more employees, under contractual or legal requirements to do so, have maintained ISO 27001:2013 certification as either part of the Atos Multisite Certification or local certification processes • New version of Group Binding Corporate Rules published	• 100% of Atos in scope sites, those with 500 or more employees, under contractual or legal requirements to do so, will maintain ISO 27001:2013 certification or be in the process of onboarding to the ISO 27001:2013 Multisite Certificate • Maintain the level of material complaints regarding breaches of client privacy and losses of client data giving rise to legal proceedings with an amount claimed of at least € 300,000 close to 0
Research & Innovation	• 230 Client Innovation Workshops enhanced by the release of Journey 2026, Unlocking Virtual Dimensions • € 235 million R&D investment, and Intellectual Property portfolio reaching 3,300 patents including 8 new ones on Quantum	• Continue to foster Atos' client's innovation through regular Client Innovation Workshops with Atos Technical and Industry Experts
Compliance (Compliance with law and regulations, including anti-bribery)	• 89.1% of employees successfully completed the Code of Ethics´ e-learning • 0 significant fines for non-compliance (0 in 2021, 2020 and 2019) • Pilot of a tool to support the whistleblowing system to improve the processing, reporting and follow-up of alerts in India followed by local implementations in the Americas and Middle East, Africa, and Turkey	• Increase the percentage of employees who successfully completed the e-learning on the Code of Ethics and deepen the development of non-mandatory trainings to raise awareness on Ethics & Compliance topics • Continue to roll out the whistleblowing tool across the Group, following necessary social processes in Europe
Supply Chain Management	• 70% of total Atos Group spend is with suppliers assessed by EcoVadis and alternative assessments	• To maintain a high level of assessment of the Atos Group spend with suppliers by EcoVadis and alternative assessments

2022 market recognition

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

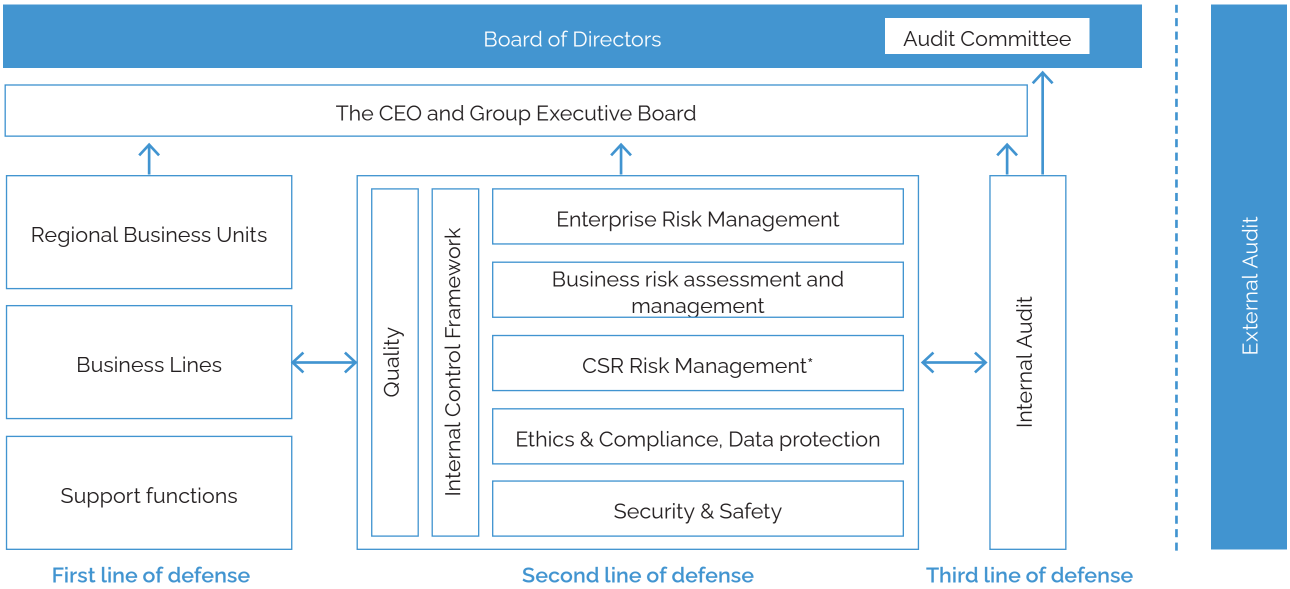
2022 Market ESG ratings	Atos score	Atos position
S&P Global CSA/DJSI	85/100	Top 10%
MSCI	AAA	Top 7%
CDP Climate	A	Top 2%
ISS-OEKOM	C+	Top 20%
Vigeo-Eiris	70/100	Top 1%
Ecovadis	84/100	Top 1%

Note: information as of February 7, 2023

Risk management

[GRI 3-3]

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



* Corporate Social Responsibility (CSR) also reports to CSR Committee (BoD).

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

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

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

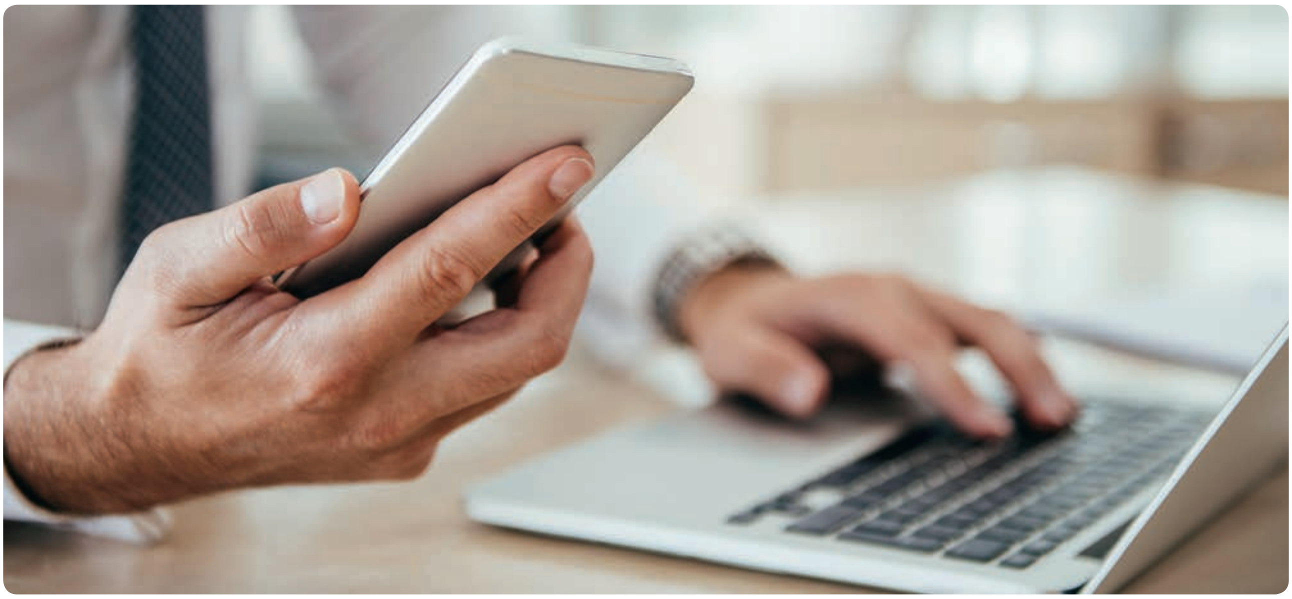
Risk management (continued)

The CEO and Group Executive Board are regularly updated on 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				
People • Key people retention & People Care • Key people acquisition & Labor Market • Governance efficiency	**IT Security** • Cyber attack • Systems security • Data protection	**Operational and financial** • Delivery quality • Customer relationship (contract management/ satisfaction) • Financial rating & financial performance	**Go to market** • Market environment • Innovation and Intellectual property • Customer digital transformation and business model disruption	**Growing risks** • Regulation & compliance • Environmental impact
CSR Challenges				
Social Governance	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 2022: a year of major reorganization

In 2022, Atos clarified its governance to accelerate transformation, resume its growth trajectory, optimize economic performance, and ultimately create value for all its stakeholders.

2.1.1 Shifting to an organization by business lines

In February 2022, Atos announced the deployment of a new organization, structured around 3 distinct business lines and 4 regional business units, replacing the previous organization by industry verticals across 5 regions. A major first step in the Group's transformation, this reorganization saw the emergence of the following business lines, each encompassing activities falling under the same business model and operating in the same competitive landscape:

- **Tech Foundations** bundles Atos' asset-intensive activities and regroups activities such as Data Centre & Hosting, Digital Workplace, Unified Communication & Collaboration (UCC) as well as Business Process Outsourcing (BPO);
- **Digital**, a skills and capabilities-driven service business serving Atos' customers in Digital, Cloud and Decarbonization and helping them succeed in their digital transformation to drive growth;
- **Big Data and Cybersecurity**, a high-growth, R&D-intensive business focuses on cybersecurity services and products, high performance and edge computing, and mission critical systems.

The four regional business units have ownership of accounts, regional resources, and full P&L:

- **Northern Europe & APAC**
- **Central Europe**
- **Southern Europe**
- **Americas**

The Group recalibrated its approach by Industries: industries with global relevance and homogeneity (Financial Services & Insurance, Tech, Media & Telecom, Healthcare & Life Sciences) were maintained at Group level as part of a newly global created Commercial Center of Excellence, while industries with a local presence or practice (Public Sector & Defense, Manufacturing and Resources & Services) have been redeployed across the regional business units.

2.1.2 June 2022: announcement of Atos strategic project and further evolution of the Group's organization

On June 14, 2022, Atos announced during a capital markets day that it was studying a separation into two publicly listed companies:

- **SpinCo:** a leading player positioned in the high-growth digital transformation, big data and cybersecurity markets;
- **TFCo:** a leader in Managed Infrastructure Services, Digital Workplace and Professional Services.

SpinCo would bring together the Digital, Big Data and Cybersecurity business lines, while TFCo would consist in the Tech Foundations business line. The contemplated project would maximize value for all Atos' stakeholders by:

- Creating two companies, with an increased focus on their respective strategy and market, with a dedicated management team, the agility to better serve their customers and to execute their respective transformation plan;
- Providing each company with an adequate capital structure adapted to its respective growth and cash generation profile;
- Unlocking value of SpinCo by creating a publicly-listed company exposed to high-growth and high-margin markets;
- Supporting TFCo's transformation and fully financing its turnaround, thereby restoring its financial performance, while keeping optionality to participate in market consolidation;
- Creating a wealth of professional development opportunities for employees.

In the contemplated scenario, Atos shareholders would retain their current shares of Atos and would receive SpinCo shares as in-kind distributions. SpinCo would be listed on the Euronext Paris stock exchange. After completion of the envisaged transaction, it is currently contemplated that Atos shareholders would hold 100% of TFCo and 70% of SpinCo. The remaining 30% stake in SpinCo would be held by TFCo and monetized over time to refinance TFCo turnaround costs.

Atos board of directors approved the launch of the in-depth study of this project. However, the decision on this reorganization and separate listing project and its terms and conditions will be made once the ongoing in-depth analysis has been completed; it remains conditional on general market conditions and would be subject to customary processes, including governance bodies and shareholders' approval as well as consultation with the relevant employee representative bodies.

As a consequence of this contemplated project, Atos organization evolved further into two perimeters managed separately by two co-CEOs: the SpinCo (Evidian) perimeter, including the Digital, Big Data and Cybersecurity business lines, and the TFCo perimeter, corresponding to the Tech Foundations business line (please refer to Chapter 4.2 Corporate Gouvernance).

2.2 Evidian perimeter

Evidian is one of the largest digital and security players globally, combining a unique set of highly synergistic capabilities in digital transformation, cloud, big data and cybersecurity, with strong European sovereign capabilities. Active in Digital and Cloud services, Evidian 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, Evidian is the world leader in cybersecurity managed services (Gartner, 2022) and is also the sole European tier-one manufacturer of high-performance computers, helping organizations with digital securing and advanced data processing.

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

Evidian's expertise in key technology areas is recognized by leading industry analysts. In 2022, Atos' Digital business line, was positioned by Gartner as a leader in data and analytics, and a public cloud visionary, and ranked by HFS Research in the top 10 services providers for SAP S/4 Hana. That same year, Atos' Big Data and Cybersecurity business line, was positioned as the number one provider of managed security services worldwide by Gartner, the number 3 worldwide for Super Computing by Hyperion Research, and the "leader of leaders" in edge computing and artificial intelligence by ISG.

Evidian addresses a market estimated at c. €868 billion, that includes the fastest growing segments of the IT services market. Evidian's market has sustained a strong growth c.. 11% per annum over the recent years, driven by digital transformation, the move to the cloud, Big Data and digital security needs and is expected to continue to grow robustly in the coming years, despite the current macroeconomic slowdown, 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
- 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 decarbonization
- Market resilience through downturns, with increased digital spend post Covid.

Evidian provides services, solutions and products (including advisory, design, implementation, maintenance & management and product development for hardware and software) across 2 Business Lines: Digital and Big Data and Cybersecurity and 5 Service Lines, each with its unique offering:

(i) Digital Services;

(ii) Cloud;

(iii) Digital Security;

(iv) High performance Computing, and

(v) Business Computing and Artificial Intelligence.

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

2.2.1 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, Evidian works with clients across all industries, enabling them to transform themselves in order to gain competitive advantage, resilience and sustainability, across three dimensions: transformation acceleration, smart platforms and net zero transformation, with a full spectrum service portfolio comprising Advisory, Design, Modernize, Build and Run.

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

Evidian is positioned as a trusted partner for clients' digital journeys, providing customers' digital businesses with secure end-to-end, industry-specific services and technologies. In the transformation acceleration field, Evidian leverages recent strategic acquisitions to bring distinctive solutions to the market, among which (i) Nimbix, with a set of solutions enabling as-a-service model for HPC, AI and Quantum in the Cloud; (ii) Paladion, expanding Managed Security Services (MSS) capabilities by developing Managed Detection and Response (MDR) offering as well as expanding coverage for cybersecurity monitoring, with 4 Security Operations Center (SOCs); and (iii) Maven Wave, reinforcing Google Cloud portfolio solutions.

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

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

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

In Smart Platforms, Evidian benefits from (i) strong modernization and migration capabilities, notably thanks to the acquisition of Syntel in 2018; (ii) a global presence with a high-quality client base particularly in Europe; (iii) a deep expertise in core industries, with industry-specific platform accelerators and (iv) the ability to deliver end-to-end solutions and extensive support for leading hyperscalers platforms.

In **Net Zero Transformation**, Evidian's ambition is to build on Atos' legacy of strong sustainability focus and to remain a pioneer in secure and decarbonized digital, providing clients with a comprehensive, end-to-end decarbonization service offering in order to enable and accelerate their journeys to net-zero.

Evidian offers a broad range of sustainability consulting services covering emissions measurement, reduction and offsetting. As "what does not get measured does not get managed", Evidian helps its clients to navigate the complexity of sustainability measurement, reporting and forecasting. Then it assists them in addressing sustainability risks and opportunities in strategy, finance and governance, in enabling sustainability improvements through operations, execution and agility, and in driving sustainability innovation in products, services and business models. Lastly, Evidian provides carbon offset solutions and certifications.

Evidian benefits from a deep sustainability expertise, with established net zero advisory and climate finance offerings and methodologies, thanks to the acquisition of the renowned sustainability specialist EcoAct in 2020, and capitalizes on multiple in-house assets to support its clients: AtoZero (transformational program for net zero), MyCO2Compass (carbon management platform) and digital decarbonization solutions. Evidian has engaged into partnerships to create innovative Net Zero solutions:

- A partnership with SAP, on ERP and analytics, for the integration of real-time insights across business processes, benchmarking and AI/ML-powered analytics;
- A partnership with BASF, for carbon tracking (emissions, carbon footprint calculation and leakage tracking in commercial and industrial setups);
- A partnership with Johnson Controls, to develop decarbonization platforms and digital and IoT solutions to reduce carbon emissions of commercial and industrial buildings;
- Partnerships with hyperscalers (AWS, Google Cloud) to develop AI/ML and IoT platforms, APIs and services for analytics of sustainability-linked data.

2.2.2 Cloud

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

With c. 7,700 experts across the cloud architecture spectrum, Evidian provides advisory, design, build and run cloud services, to help clients conduct an effective cloud transformation. Evidian blends cloud advisory consulting, application transformation expertise, prebuilt cloud accelerators, and innovative talents in a suite of end-to-end set of services to help clients navigate and accelerate their cloud journey securely. Evidian makes continuous investments in different Cloud-related assets and IP such as: Cloud operation center, Cloud migration and modernization center, world-class Cloud Edge & Far Edge solutions combined with new 5G connectivity solutions.

More precisely, Evidian is active in the following cloud market segments: (i) cloud advisory services (helping clients devise their overall cloud strategy and business case, modern platform strategy and application and data strategy); (ii) cloud design and build services (helping clients in public / hybrid / private cloud implementation, migration of applications to the cloud, development of cloud-native applications, implementation of cloud SaaS, cloud data platforms, implementation of Edge and Internet of Things, digital organization transformation) and (iii) cloud operations (public/ hybrid/private cloud managed services, managed cloud security services, cloud-native applications managed services, managed cloud SaaS).

Evidian's OneCloud portfolio under the OneCloud brand (10 offerings) helps customers achieve the promise of cloud through accelerated advisory, adoption and continuous improvement services. This is designed with greener and more secure architectures and delivered through an agile and inclusive culture to enable innovative business outcomes.

Evidian's cloud transformation capabilities have been recently expanded thanks to strategic acquisitions in Europe and in North America in high demand segments (e.g. Cloudreach, Maven Wave, Visual BI).

Evidian's cloud services are delivered in close collaboration with a world-class partner ecosystem which includes all the major hyper-scalers: Amazon Web Services, Google Cloud, Microsoft Azure, along with SAP, VMware and Red Hat. All partners support OneCloud and are ready to deliver their market leading cloud technology and business solutions. By bringing together the world's leading cloud and business solutions providers, Evidian is able to design and integrate a cloud business platform capable of addressing any business challenge. The Group also participates in European initiatives (e.g. Gaia-X, International Data Space ASC).

On the European cloud services market, Evidian is uniquely positioned to address clients' growing security and sovereignty requirements. These requirements are captured in the concept of sovereign cloud, enabling clients across the world to meet the challenges of managing their data in the edge to cloud continuum, in line with the highest jurisdictional data governance requirements. More precisely, sovereign cloud requires the same level of service as public cloud (i.e. scalability, innovative features, cost efficiency, secured features) but with added protection in line with sovereignty regulations (e.g. locally hosted and processed data which represent a significant barrier to entry for players without a European physical presence, or security and encryption capabilities in line with European regulation (SecNumCloud C5 and European Secure Cloud)). In this context, Evidian's recognized leadership in cybersecurity will help drive an unmatched 'secure cloud' offering, powered by its sovereign cloud encryption services (e.g. tokenization and application encryption). Evidian's unique set of highly-secured cloud solutions is enabled by proprietary capabilities (Bull Sequana Edge Services, Trustway range of encryption products, Evidian's Identity and Access Management software, Managed Detection and Response cybersecurity monitoring services).

2.2.3 Big Data and Cybersecurity

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

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

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

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

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

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

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

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

(ii) **Business Computing & AI**: uniquely powerful Hardware/ Software solutions and services for computing massive business data flows and turning them into business outcomes. 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 Atos 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 Avdance 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 R&D teams, such as AMD, AWS, Intel, NVIDIA, Dell EMC, VMware, Google, Microsoft, and Hitachi Vantara, among others.

2.2.3.1 Digital Security

Evidian is the n°1 European player and a world-class leader in the high-growth digital security market. For Evidian, 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. Evidian 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.

Evidian'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, Evidian has a strong expertise in consulting to support its customers in the Industrial security journey. Evidian's experts help their customers understand their risk exposure and build their cybersecurity strategy by strengthening an organization's security level with security services and solutions. In the past years, Evidian has reinforced its position on the cyber consulting and incident response market with key acquisitions in different markets and regions: acquisitions of digital.security in France, In Fidem in Canada and SEC Consult in Europe and APAC, bringing highly skilled consultants in cybersecurity consulting and incident responses. Atos has been ranked leader in the 2022 Cyber resiliency services report;
- Managed Security Services: in order to provide constant and efficient security solutions to customers faced with an increasing number of ever more sophisticated cyberattacks, (such as ransomware, distributed denial of service, botnet, advanced persistent threats, crypto-mining, phishing), Evidian not only provides advanced solutions, but also delivers complete managed security services with its network of 16 Security Operation Centers across the globe and was ranked by Gartner in 2021 as the N°1 managed Security services provider worldwide [1]. These capabilities act as a strong differentiator, thanks to Evidian's Aisaac, home-grown leading Managed Detection & Response platform, which delivers pioneer managed detection capabilities, integrating the best security technologies (SIEM, SOAR, CSPM, EDR, UBA, NTA and Security Analytics) to offer extremely advanced threat detection and response capabilities. Atos has been ranked among the global leaders by Everest group for its Managed Detection and Responses services [2].

Evidian's **cybersecurity products** include:

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

As a result, Atos 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.

Evidian'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 Evidian'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. Evidian's offering delivers 4G/5G connectivity in a form factor designed for critical usage, integrated with legacy PMR/LMR (Private/Land Mobile Radio) solutions. This includes compact transportable private LTE (Long Term Evolution)

1) *Atos was ranked number 1 worldwide in Managed Security Services by revenue in Gartner® Market Share report for Managed Security Services, WW, 2021.*

2) *Managed Detection and Response (MDR) Services PEAK Matrix® Assessment 2023 by Everest Group https://www.everestgrp.com/peak-matrix/it-services/managed-detection-and-response-mdr-services-peak-matrix.html*

3) *Atos named leader in IAM solutions in 2022 ISG Provider Lens™ Cybersecurity — Solutions and Services report for France and Germany (https://atos.net/fr/2022/communiques-de-presse_2022_09_14/atos-leader-cybersecurite-isg-provider-lens-france; https://www.businesswire.com/news/home/20220907005051/en/German-Firms-Tighten-Cybersecurity-Against-New-Threats)*

4) *European analyst company KuppingerCole has positioned Evidian IGA as a Market leader in the Leadership Compass report 2022, focused on Identity Governance & Administration – IGA (https://www.evidian.com/products/identity-governance-and-administration-iga-10/kuppingercole-leadership-compass-identity-governance-administration-iga/)*

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

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

2.2.3.2 High-Performance Computing, Quantum and AI

As the leading European player in High-Performance Computing (winning 6 out of 8 of last Euro HPC contracts), and a pioneer in Quantum Computing, Evidian 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.

Atos' High-Performance Computing business, now part of Evidian, has designed, made, and integrated several of the most powerful supercomputers worldwide, dedicated to simulation and artificial intelligence. In 2022, Atos' HPC business was ranked n°3 worldwide leader in high-end supercomputers by Hyperion Research, the leading analyst firm on HPC. It also won the Editor's Choice Award for Top 5 Vendors to Watch from HPCwire, the only award of its kind in HPC. Among many projects, it has delivered in 2022 the EuroHPC Leonardo supercomputer, hosted by Cineca, ranked 4th among the world's most powerful supercomputers (TOP 500). Additionally, it won the Gordon Bell Award at the Dallas Supercomputing Event. Lastly, Evidian is a recognized as the Green HPC leader, as it produced the 8th most energy efficient system in the Green 500 ranking (November 2022) thanks to its own cooling solutions, Direct Liquid Cooling, a proven technology that minimizes the overall energy consumption of a system by using warm water up to 40°C.

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

- **BullSequana X**: a highly powerful range of HPC servers, from any scale to Exascale-class supercomputers, combining cutting-edge processing innovations such as the Bullsequana eXascale Interconnect, AI mechanism, and a Direct Liquid Cooling technology to deliver unprecedented performances;
- **ThinkAI**: end-to-end solutions enabling enterprises and researchers to design, build and deliver scalable, energy-efficient, high-performance AI platforms in only a few weeks. It leverages the Evidian Center of Excellence in Performance Programming, which combines in-depth industry knowledge with data science proficiency in order to strategize a purposeful roadmap for AI journeys;
- **Quantum computing solutions**, offering clients a unique Quantum Computing (QC) application development environment, enabling institutional and industrial organizations to engage with quantum computing to boost discovery, speed up innovation, and start unlocking the power of quantum computing. Evidian advanced and innovative QC solutions empower developers to easily explore use cases and accelerate the next generation of applications applied to industry and government challenges.

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

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

2.2.3.3 Business Computing and Artificial Intelligence

Evidian 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.

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

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

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

- A computer vision platform, which provides best-in-class computer vision solutions and AI-powered video analytics applications for multiple strategic use cases (smart city safety, access control and intrusion detection , traffic management…) deployed in more than 30 industries, with a fast-growing base of clients in 38 countries;
- Vertical AI solutions from Evidian's Big Data and Cybersecurity AI centers of excellence (DataSentics and Zdata) bringing together AI & data science services capabilities to deliver clear business outcomes to customers in multiple sectors, with a strong focus in Finance & Insurance (360° customer experience, risk scoring, fraud detection, churn prevention), Retail (product matching and categorization, Product recognition and shelf-inspection) and Manufacturing (anomaly detection, quality inspection).

2.3 Tech Foundations perimeter

Tech Foundations is a full-service system integrator and managed service provider that designs, builds, and manages digital infrastructure for its customers. As a hybrid and sovereign cloud specialist, its mission is to work as a trusted partner helping organizations to manage their vital systems, transform their IT landscape to optimized hybrid environments, and innovate to achieve their goals.

Tech Foundations helps its customers to grow their business through creative use of technology and open ecosystems to address not only today's challenges, but also those of tomorrow. Its customers face the challenges of implementing digital transformation in the context of rising total cost of ownership of IT and an evolving mix of legacy and next-generation technologies. These enterprises need to accelerate often complex migration to multi-cloud environments, whilst maintaining sovereignty and meeting regulatory frameworks.

Leveraging an agile employees 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.

2.3.1 Hybrid Infrastructure & Cloud Services

Tech Foundations is a recognized leader in the provision of services to manage and modernize its customers' operational backbone. It operates hybrid cloud environments, incorporating on-premise and cloud, and helps customers to identify and implement the optimal journey to cloud based on desired business outcomes.

To power customers' digital transformation, Tech Foundations data centers and cloud services span the entire cloud adoption lifecycle; this includes moving, migrating, and transforming customer workloads to the most appropriate environment. Major projects include Hybrid and Multi-Cloud design, adoption and orchestration services for a large international group specializing in the energy, health, industry and construction sectors. Harnessing cloud-enabled agility and automation, this has helped the group to improve resilience, cost-efficiency and supply chain delivery across its operations.

Offering true hybrid cloud capabilities, Tech Foundations works seamlessly with Digital and integrates leading public clouds such as Amazon Web Services (AWS), Microsoft Azure and Google Cloud Platform (GCP), together with private cloud environments based on technologies such as VMware and OpenStack. It delivers platform orchestration and cloud service management by leveraging best-in-class technologies, including ServiceNow, Terraform and Ansible.

Tech Foundations is ranked by analysts as a leader in:

- Data Center Outsourcing and Hybrid Infrastructure Managed Services for nine years in Europe and four years in North America (Gartner)
- Cognitive & Self-Healing IT Infrastructure Management Services (NelsonHall)
- Next Gen Private / Hybrid Cloud (ISG)
- Mainframe Services (ISG).

Tech Foundations provides bespoke sovereign cloud environments that ensure its customers have complete control of their data in compliance with all applicable local and regional regulations and jurisdictions. This encompasses: data sovereignty to prevent third parties, including the cloud service provider, from accessing data; operational sovereignty so that cloud providers' employees and operators cannot compromise workloads; and workload sovereignty so that enterprises can run software wherever they need, without dependencies on their service providers' cloud.

To offer services worldwide, Tech Foundations has developed a global data center strategy and presence to provide Hybrid Infrastructure & Cloud Services from secure and increasingly energy-efficient data centers at 86 data locations. Innovation to deliver environmentally-responsible data center services is central to Tech Foundations strategy and underpins its leadership in sustainability. Over 62% of its data centers run on renewable electricity and it operates the world's first hydrogen data center. Since 2020, its power usage reduction program for data centers has delivered a reduction in overhead energy of 14%; this program continues.

Tech Foundations Hybrid Infrastructure & Cloud Services comprise the following.

- **Data Center Facility Services**. Local data center teams provide rack space, redundant power and cooling, security and access services and hardware installation services according to global data center operation standards.
- **Server Services**. These are provided at Atos data centers and, where needed, customers' data centers for full flexibility and scalability. Based on strategic partnerships with global vendors, services include management of Windows, Linux, and Unix servers. Leveraging a global toolset and ITIL-based processes, customers' enterprise servers are managed and monitored 24/7.
- **Storage & Data Protection Services**. Tech Foundations delivers a variety of storage technologies and services: storage services (primarily capacity, access, availability, storage) and backup infrastructure services for storage, servers, and applications. Backup recovery solutions are provided, with off-site data replication to protect servers as well as large databases.
- **Mainframe Services**. Global mainframe operations leverage innovation to develop mainframe platforms in terms of technology and efficiency. Tech Foundations supports customers with the transformation and transition of complex legacy applications into cloud without losing the reliability and security of mainframes.

- **Managed Hybrid Cloud Platforms**. These are designed as scalable, flexible, secure and compliant multi-cloud environments combining the efficiency and scale of public cloud with the security and control of private cloud. For customers, they are the foundation to create, manage and measure a multi-cloud vision and digital business. They enable innovation such as cloud-native application development, Internet of Things deployments and advanced data analytics.
- **Hybrid Platform Transformation Services**. These include server hardware provisioning, migration, transition, and transformation for on premise and private cloud solutions.

In November 2022, Atos and AWS announced a Global Strategic Transformation Agreement that enables Atos customers with large-scale infrastructure outsourcing contracts to accelerate workload migrations to the cloud and achieve digital transformation. Atos selected AWS as its preferred enterprise cloud provider and AWS named Atos as a strategic partner for IT outsourcing and data center transformation. AWS will work with Atos to develop and deliver new industry solutions for IT outsourcing and data center transformation, and to upskill Atos' employees and drive efficiencies in its data center, cloud, and security operations.

2.3.2 Intelligent Networks

Tech Foundations provides services to keep its customers' networks in operation. It transforms and manages network infrastructure to achieve high performance with an automated, modernized, secure, and decarbonized network structure. Tech Foundations accelerates the adoption of next-generation technologies in network products and services and secures the connectivity needed by its customers. Recent engagements include work with BBC Cymru Wales to design, implement and manage its new corporate network which provides connectivity across the board, including advanced broadcast and media systems, and has enabled a significant step towards the BBC's goal of cutting carbon emissions.

- **Digital Fabric** (Data Center & Private Cloud Networks). These services provide the physical connectivity for all IT devices in a data center. Its application-centric, multi-tenanted, micro-segmented and secure data center network environments offer cloud-like agility. Leveraging its partnerships with major network hardware vendors, Tech Foundations offers standardized data center network solutions, infrastructure design, established deployment process, and documented delivery practices.
- **Digital Edge** (Enterprise Wired & Wireless). These services provide the foundational connectivity for people, places and things. A suite of cloud-managed software-defined network offerings provide intelligent AI-driven and unified connectivity, together with cloud-native security.
- **Digital Connect** (Wide Area Network (WAN) & Cloud Interconnect). These services connect customers' businesses to the cloud, data centers and the world. They include secure and application-centric WAN overlay connectivity services from global providers, from the Edge and Digital Fabric to the Cloud. A suite of software-defined network services provide high-availability, agile and flexible connectivity to hyperscalers and customers' partners. Offering low latency and connectivity to public clouds and customers infrastructure, Tech Foundations provides proximity to edge IOT/5G devices and Network Functions Virtualization services. Intelligent WAN connectivity provides remote access from anywhere with local cloud 'off/on ramp' and Secure Access Service Edge services.
- **Network Building Blocks** (Foundation Network Services). Tech Foundations provides foundation and legacy services to secure and run its customers' networks. These offer connectivity security with a fully integrated core network service that enables all communications over an IP-based network. They are provided to customers as well as Atos' internal services, including customer support and service desk networks, internet access and application controllers.
- **Network Transformation Services**. Tech Foundations supports customers throughout their transformation journey, enabling them to undertake network transformation while maintaining legacy networks as required. Services include analysis of the current network, design of a roadmap to deliver strategic and tactical change, and acceleration of de-risked network transformation.

2.3.3 Digital Workplace

People experience is a strategic priority for organizations that recognize the importance of engaged employees to deliver business objectives. Digital solutions must therefore directly enhance the quality of working life, employee wellbeing and productivity as part of an inclusive, accessible, and decarbonized way of working.

In response, Tech Foundations' strategy is designed to deliver an optimized workplace that is personalized, efficient, sustainable and cost-effective. It has invested in adapting its portfolio to deliver the following employee experience service components.

- **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**. Supporting 38 languages with onsite support capabilities in 115 countries, these 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 holistic employee experience, from IT to HR, leveraging data and helping enterprises to adapt to new digital enablers.
- **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 on-site and remote support.
- **Intelligent Collaboration**. These solutions 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.

Digital Workplace Services span advisory and consulting, design, implementation, managed services and support. They draw on an ecosystem of partners including Microsoft, Dell, ServiceNow, and Nexthink. Ranked by Gartner as Leader in Outsourced Digital Workplace Services for six consecutive years. Tech Foundations has, for example, helped EY to personalize and improve employee experiences for approximately 300,000 people in over 150 countries. Delivered as a proactive, pre-emptive and automated experience anywhere anytime, it provides efficient services and support to employees while increasing productivity.

2.3.4 Technology Services

Tech Foundations' Technology Services help customers to adapt to new business challenges, spanning advisory services around technology-enabled transformation, end-to-end specialized services, and hybrid infrastructure integration and maintenance services.

- **Professional Services**. Local and global specialists support IT transformation projects with end-to-end professional services, specialized service centers and infrastructure services. They leverage the capabilities of expert global partners including Dell, NetApp, Veeam, Cisco, and Lenovo. A network of 10 regional innovation labs is integrated into regional ecosystems for co-innovation with customers around top technology trends such as AI, automation, metaverse, and mixed reality.
- **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 delegation (Single Point of Contact), vendor certified break & fix and predictive maintenance (end-to-end monitoring and high availability).
- **Integration and Value-Added Reseller (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.

Tech Foundations has provided Professional Services, for instance, to a key European public procurement player. Work included delivery of a new internal development support structure, cloud services coordination, and a new marketplace infrastructure for project and managed service contracts.

As part of the evolution of its Technology Services portfolio to meet customer demand, Tech Foundations will introduce a suite of Technology Consulting services in 2023.

2.3.5 Unified Communications & Collaboration

Tech Foundations' Unified Communications & Collaboration solutions, under the brand Unify, are designed to help organizations build a more connected and productive employees to improve team performance, individual engagement, and business efficiency.

By combining its OpenScape communication platforms and strategic partner offerings, including Unify Office by RingCentral and Cloud Contact Center powered by CXone, Tech Foundations helps its customers' employees to work from anywhere using best-in-class communication, contact center and collaboration tools.

The portfolio provides a full complement of unified solutions, from fully integrated software-based applications to the global services that implement and manage them. Services are tailored for each customer, from foundational voice to mission-critical communication workflows, so all types of work are connected.

- **On-Premise Solutions**. Unify offers stand-alone voice applications or those that integrated with other unified communications applications. To offer choice to the market, these combine carrier-grade reliability, security, scalability with flexible on-premise or hosted cloud deployment options.
- **Enterprise Cloud Communications**. Enterprises interact with increasingly empowered employees and customers who expect fast, convenient, and consistent ways to connect. Tech Foundations customers therefore need the agility to support any channel, from any place, at any time, quickly and efficiently. Cloud communication solutions are designed to support multiple, global locations and remote workers, with automatic software updates and built-in security and scalability.
- **Mission-Critical Solutions**. Solutions serve organizations with mission-critical communications requirements that demand absolute reliability and trust across multi-channel experiences including video, data, drones, robots and sensors.

Tech Foundations helped the large State of California to transform its platform supporting advanced communications between the public and emergency services. This enables real-time routing and exchange of information within 9-1-1 centers to reduce response times, enhance situational awareness and increase first responder safety.

On January 25, 2023, Atos announced it has entered into exclusive negotiations with Mitel Networks ("Mitel") for the sale of its Unified Communications & Collaboration Services businesses. The proposed transaction is subject to the consultation of the relevant employee representative bodies and other customary regulatory approvals, with closing expected in H2 2023.

2.3.6 Business Process Outsourcing

Tech Foundations Business Process Outsourcing combines a direct headcount with a sizeable proportion of offshore utilization through a dedicated Business Process Outsourcing team in its Global Delivery Center. One of its key differentiators, particularly in Public Services, Financial Services and Health, is that in these sectors Tech Foundations manages the full end-to-end service, deploying digital technology, transformation, and employees with specialist technical and industry expertise. This enables Tech Foundations to add value via its domain expertise in addition to the traditional benefits associated with Business Process Outsourcing.

Tech Foundations foresees that the integration of Robotic Process Automation (RPA) is vital to apply because it will outmatch operational cost savings and benefits in comparison to more traditional Business Process Outsourcing.

2.4 Decarbonization mindset across all our offers

The demand for trusted world-class climate advisory services to support business in the transformation to sustainable operations continued to grow in 2022 despite the turbulence caused by economic and political instability. The ability of business to transform to sustainable operations is both essential to manage risks relating to climate change, but also an opportunity for competitive advantage.

All indicators suggest that the sustainability market for technology is a major growth area. Two reports, for example, indicate 21-26% Compound Average Growth Rate (CAGR):

- Allied Market Research states the global green technology and sustainability market size was valued at $10.32 billion in 2020, and is projected to reach $ 74.64 billion by 2030, growing at a CAGR of 21.9% from 2021 to 2030;
- MarketsandMarkets expects the global Green Technology and Sustainability market size to grow from $11.2 billion in 2020 to $36.6 billion by 2025, at a CAGR of 26.6% during the forecast period.

Atos has been at the forefront of the net-zero movement in technology now for several years and is recognized by the most relevant ESG ratings as leader in its Industry.

In 2022, Atos organised a Tech for Climate Summit which ran in parallel to the COP27 main event, bringing together some of the brightest minds in IT to share knowledge, collaborate as an industry and realize the huge potential of technology to lead action on net zero. Atos hosted this 2-day summit together with its ecosystem of partners and welcomed government officials, industry experts and global and regional customers to discuss, via various keynotes and panels, how technology can be used to mitigate climate change

Some highlights included:

- Promotion of Industry collaboration to build sustainable technology with ACUD (the Administrative for Urban Development, in charge of developing to new Egyptian capital) and DEFRA (Department for Environment, Food & Rural Affairs)
- Showcase how together with technology partners Atos is developing a unique proof of concept for a sustainable and smart city in downtown Cairo.
- EcoAct, an Atos company, launched its Climate Risk Platform, which assesses organizations' vulnerability to climate risks
- Explore with the Centre for Agriculture and Bioscience International (CABI) how to improve the entire agriculture ecosystem in Africa using a smart agriculture platform.

Our commitment to action on climate change and net-zero will remain a central pillar of our future R&D efforts and offerings, combining technology and innovation in ways that promote more sustainable societies.

Atos ambition

Atos' ambition remains to be a pioneer and global reference in secure and decarbonized digital providing customers with the most comprehensive, end-to-end decarbonization capabilities on the market to enable and accelerate their journeys to net-zero.

The acquisition of climate consultancy, EcoAct, is accelerating both Atos`s internal sustainability program as well as evolving its market-leading net-zero transformation portfolio. This portfolio combines EcoAct' s globally recognized climate expertise with the established strength of Atos in digital, technologies and cybersecurity to support clients with their net-zero strategy. Services, tailored to an organizations particular market and operations include: carbon measurement, target-setting, digital decarbonization, emissions reductions across the value chain, climate reporting and carbon offsetting.

Atos skills

The Atos AtoZero program helps businesses navigate the complexities of the net-zero transition and to develop a robust climate strategy. The portfolio is delivered by a dedicated Atos Net Zero Transformation Center of Excellence, which is distributed across 9 global hubs. The Center will allow clients to leverage global skills, resources and a rapidly growing network of climate experts (>350) to advance and accelerate progress in corporate climate action.

Furthermore, Atos continued to strengthen its net-zero partner ecosystem, by collaboration and innovation through the Atos Scaler start-up program, strategic technology partners (e.g. Atos has recently extended its collaboration with Amazon Web Services (AWS) to enable businesses to advance on their decarbonization journeys, with the development of a portfolio of solutions built on AWS under the Atos MyCo2Compass umbrella.) as well as consortia and networks (e.g. European Green Digital Coalition and Government Digital Sustainability Alliance).

Decarbonization portfolio offering examples

- Market leading advisory services of **EcoAct, an Atos company** support customers in building successful strategies for net-zero transformation
- **MyCO2Compass** suite of digital tools supports companies in the measurement and management of carbon and climate data
- **Carbon Reduction and Feasibility Tool (CRaFT)** enables the forecasting and visualization of future emission scenarios, supports the prioritization of activities through marginal abatement cost analysis, provides climate target tracking and monitoring dashboards and enables the reporting of emission reduction roadmaps/pathways internally and externally
- **Climate Risk Platform (ECLR)** provides oversight of the exposure of an organisation's portfolio of physical sites to all 28 of the climate risks included in the EU taxonomy, allowing users to explore different criticalities, climate scenarios and time horizons
- **Digital Decarbonization Assessments** assess the current carbon maturity if an organizations digital infrastructure and builds a roadmap to achieve their carbon goals and ambition.
- **Decarbonization Level Agreements** are being built into Atos managed IT services contracts and contractually commit to a carbon reduction target and/or offsetting
- **Digital solutions for decarbonization of business processes** e.g. digital twin (process and asset performance), smart building, smart grid, intelligent supply chain, sustainable procurement and smart mobility, augmented reality and metaverse solutions (improving efficiency and reducing waste and travel in sales, design and production, field services and training)
- **Atos designs technology solutions** such as sustainable cloud, decarbonized workplace, green application development, intelligent networks and other technology solutions with decarbonization at their core (Atos won a Cisco Digital Sustainability Challenge award in 2022 with our Network Carbon Emissions Measurements solution)
- **Atos designs and partners with industries to build decarbonization business solutions** such as: the Atos Product Carbon Footprint Platform, a digital solution to calculate product carbon footprints within the chemical industry, in partnership with BASF.
- **EcoAct, an Atos Company**, has a wide-reaching portfolio of international carbon offsetting projects and an expert Nature & Technology Based Solutions team. It supports organizations to procure carbon credits and develop new projects as part of their climate strategies and to contribute to the global goal of net-zero.

2.5 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.

2.5.1 Research and Development

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

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

The coordination of all these skills and expertise is the Atos driving technical force. Besides, Atos continues to invest heavily in R&D. through the acquisitions of companies with a strong mindset and technological know-how, in Cloud, Big Data, Mobility, cybersecurity and Decarbonization. This enables Atos customers to transform their businesses globally using digital technologies. Atos' R&D investments of approximately €1 billion over 4 years are enabling the development of market-driven solutions around eight strategic technologies. It also enables us to manage a portfolio of 3,000 patents and a unique ecosystem of partners.

2.5.1.1. Scientific and technological Expertise

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

- The **Scientific Community** brings together around 165 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 nearly 2,127 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.

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

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

- organize joint R&D aligned on major technological axes (quantum computing, high-performance computing, cybersecurity, Artificial Intelligence, decarbonization, climatology) as well as specific developments for industries (precision medicine, industry 4.0, etc.). In 2022, we executed 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 and artificial intelligence and Cybersecurity;
- teaching and other curriculum-related activities. Many Atos engineers teach at universities in their countries;
- setting up university chairs with joint customer funding (e.g., industrial chair with CEA, co-funded by the French National Research Agency (ANR), with the aim of developing research and innovation in quantum information).

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.

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

2.5.2. 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.

2.5.2.1. 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, the 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.

2.5.2.2. Successful partnership examples in 2022

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 2022:

- **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 and choice of providers among **Google GCP, Amazon AWS, Microsoft Azure, OVHcloud, VMWare and Red Hat**. In November 2022 A consortium led by Atos announces the successful delivery of the secure Mon Espace Santé (MES) platform, which was co-developed with France's National Health Insurance Fund (CNAM). The contract includes the design, development, hosting, operation and maintenance of Mon Espace Santé. Accessible to all French citizens since January 2022, Mon Espace Santé, a key pillar of France's Ma santé 2022 roadmap spearheaded by the country's Ministerial Delegation for Digital Health (DNS), simplifies the healthcare pathway for 65 million users as well as their interactions with healthcare professionals.
- with a unique expertise in Europe and innovative technologies such as the **Atos Quantum Learning Machine (Atos QLM)**, the most powerful quantum simulator in the world, Atos works closely with national players such as **GENCI** (Grand Equipement National de Calcul) and **CEA** (Commissariat à l'énergie atomique et aux énergies alternatives).
- Atos and 11 partners have finalized the **European project "EO4AGRI"** after two years of work with the objective of boosting the digitization of the agricultural sector;
- **Atos and IBM** announced in June the expansion of their partnership around IBM Cloud for Financial Services to help financial services companies reach optimum data and systems security with "EU trusted third party cybersecurity monitoring" supplied by Atos. This will enable organizations, including operators of vital importance (OIV) and operators of essential services (OES) to go a step further in the adoption of cloud technology.

- **Atos and Siemens** announced in October the signature of a seven-year contract with Siemens Healthineers to provide, deploy and manage Software Defined Access (SDA)-enabled global LAN (local area network) services in close to 60 customer locations in 15 countries. This contract showcases Atos' ability and commitment, as global network infrastructure partner, to support Siemens Healthineers on its journey towards a modernized and independent LAN network based on Cisco SDA.
- **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 is part of a common desire to bring the industrial world closer to the research. Atos and Inria have jointly identified areas of research, development, experimentation, and expertise and will collaborate on six scientific themes: Decarbonation, High Performance Computing, Climatology, Quantum Computing, cybersecurity and Artificial Intelligence;

2.5.2.3. Atos Scaler, the Accelerator, the value of industry-centric open innovation

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.

Since its launch in 2020, Atos Scaler has fostered many open innovation projects supporting customers' business needs. To date, Atos Scaler has onboarded more than 27 start-ups from across the globe and around 20 client deals have already been signed with customer engagements accelerating: Atos Scaler's key performance indicators (KPI) have more than doubled since the beginning of 2022. Some examples of Atos Scaler delivering on its promises – accelerate business growth and portfolio open innovation - include:

- Grow business, such as with France Télévision in the decarbonization of its new media NOWU with Greenspector and EcoAct;
- Develop Open innovation, such as a sustainable finance solution called 'Decarbonized Investment Brain' with DreamQuark; using start-up ProvenRun's security certified operating system ProvenCore to secure its BullSequana S and BullSequana Edge servers for consistent security from Edge to HPC and Cloud; and using Carbon Minds' environmental life-cycle data to enrich Atos' Product Carbon Footprint (PCF) Platform;
- Expand Atos' strategic ecosystem by developing IoT and OT security solutions for clients in the energy sector with OTORIO, which has also been selected as Atos' strategic partner for its own next generation of OT industrial cybersecurity and digital risk management solutions; and partnering with start-up Circular Computing to propose carbon neutral, remanufactured laptops as part of Atos' Digital Workplace offering.

In 2022, Scaler on-boarded 5 new start-ups, focused in the 'Digital Security' and 'Advanced Technology/Quantum' categories, in addition to the start-ups already on the program.

- **ColibrITD**: innovative quantum computing software platform to manage and optimize access to quantum computing by any enterprise within a hybrid classical & quantum HPC environment,
- **Cycognito**: External Attack Surface Management SaaS platform that detects, prioritizes, and can exploit critical exposure points by offering remediation guidance,
- **DuoKey**: technology that protects data on the cloud through Multi Party Computation (MPC) and encryption. It overcomes known security risks, by encrypting valuable data with different keys shares based on MPC,
- **Digitalberry**: an orchestrator of cryptographic assets such as digital certificates, tokens and keypairs. Digitalberry secures and simplify the large-scale use of digital certificates within non-expert organizations,
- **GitGuardian**: a code security platform that enables developers, cloud operations, security, and compliance professionals to work together for secure software development.

Each year, new startups are selected to develop their projects according to specific customer interests. For this third wave of start-ups, the Atos Scaler team conducted the pitch sessions in the Metaverse. Start-ups had to provide a 100% immersive and realistic experience in a virtual universe. Additional pitch sessions for the 'Decarbonization' and 'Digital' categories will be held early 2023.

Toward decarbonization

Scaler supports the Group commitment to leadership in decarbonized digital transformation. One of the selection criteria for the candidates is how they contribute to a decarbonized digital world. Together with Scaler start-ups, they develop new solutions that make decarbonization a competitive advantage.

Since its launch, Atos Scaler has fostered open innovation projects that are ever closer to customers' business needs. Atos Scaler has a strong portfolio of decarbonization services that allows to be the leaders in secure and decarbonized digital. At Scaler, up to 85% of start-ups offer sustainable and/or secured solutions.

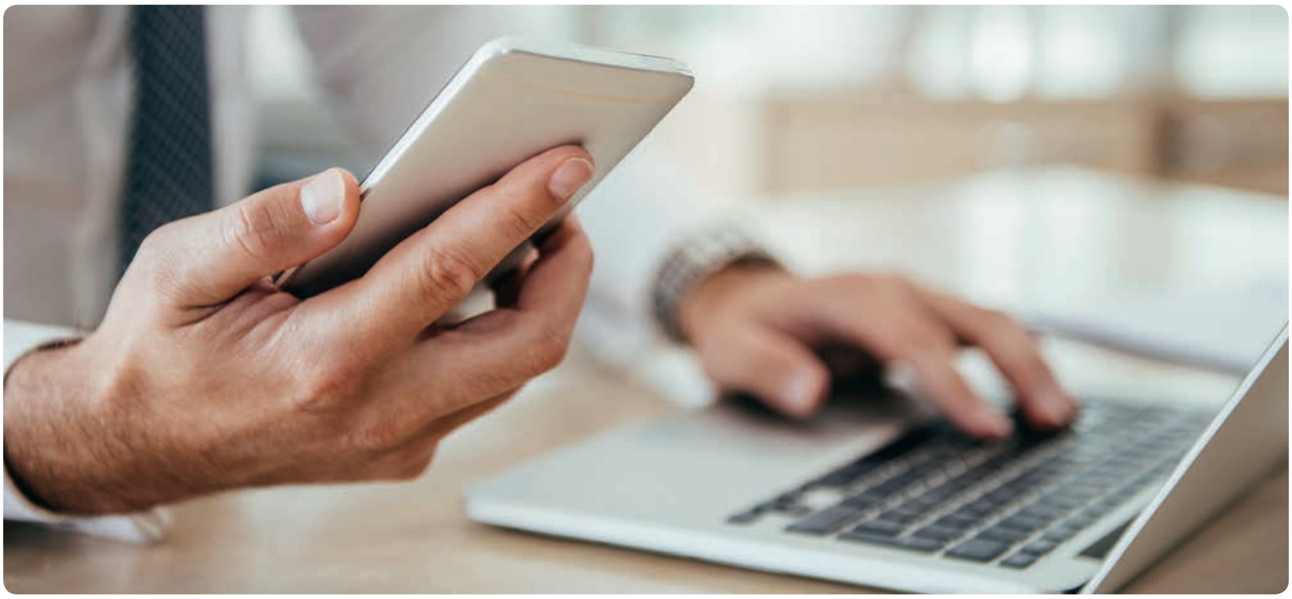
Scaler 2022 ecosystem on decarbonization includes:

- **Circular Computing**, the world's premium remanufacturer of carbon neutral laptop products as well as the world's first BSI Kitemark certified laptop remanufacturer. The partnership enable Atos to expand its Net Zero Transformation portfolio with carbon neutral remanufactured laptops to support its clients to reach their sustainability goals. Circular Computing produces at-scale, pre-used HP, Dell and Lenovo laptops that are 'equal to or better than new in cosmetic and function, with an equal to or better than new warranty' and certified to deliver an 'as new' experience for its clients. Atos initially rolled out the product across its own business to support its net-zero ambition, make sure it had a thorough understanding of the client experience, and is now broadened this out to its clients, as part of a digital workplace offering related to lowering emissions.

- **CarbonMinds** is a data analytics company focused on environmental sustainability in the chemical industry. With its environmental life-cycle data and established model of the global chemical industry, Carbon Minds goes a layer deeper than national level data on environmental impacts. Its data represents individual chemical production facilities, so Carbon Minds can provide not only national average data, but also supplier-specific environmental impacts for more than 2,000 chemical producers. This is an interesting ecosystem innovation success for Atos and its customer BASF as they worked together to integrate Carbon Minds' solution into the PCF platform based on BASF IP protected calculation methodology. By that, the platform will be enriched with a large amount of highly regionalized and supplier-specific chemical data. Customers will have access to a bigger market. The goal of this PCF Platform is to make it an industry standard for Product Carbon Footprint calculation processes in the chemical & process industry. Carbon Minds solution being part of the PCF Platform will grow its market share.
- **Woop** has a direct impact on decarbonization, as it optimizes the last mile delivery. Indeed, the SaaS platform, is a one stop shop orchestrating all delivery offers in a single-entry point. Woop has designed a technology platform that identifies and optimizes all solutions to bring brands closer to consumers wherever they are and will put resellers in touch with an eco-delivery system. Their technological platform orchestrates all the delivery solutions to boost experience for the consumers and the operational efficiency for the brands by offering new local services (delivery service, shared drive, click and collect, etc.). Together, Atos and Woop offer resellers solutions to make last mile delivery more efficient.

The full list of start-ups in the 2022 program is the following one:

- Digital Security: ProvenRun Otorio – DuoKey – Digitalberry – GitGuardian – CyCognito
- Advanced Technology: IQM – Iptoki – ColibrITD
- Manufacturing: Carbon Minds
- Resources & Services: Woop
- Financial Services & Insurance: Kore.ai
- Public Sector & Defense: Cerbair
- Decarbonization: Circular Computing
- Alumni: United Biometrics – Claroty – DreamQuark – Synchronized – Opinum – Greenspector – Tier 1



3

Business Performance & Financial Review

3.1 Operational review

3.1.1 Statutory to constant scope and exchange rates reconciliation

Revenue in 2022 reached €11,341 million, +1.3% at constant currency and +0.1% organically. Operating margin reached €356 million, representing 3.1% of revenue, a decrease by -40 basis points at constant scope and currency.

(in € million)	2022	2021	% change
Statutory revenue	11,341	10,839	+4.6%
Exchange rates effect		+362	
Revenue at constant exchange rates	**11,341**	**11,201**	**+1.3%**
Scope effect		+133	
Exchange rates effect on acquired/disposed perimeters		0	
Revenue at constant scope and exchange rates	**11,341**	**11,334**	**+0.1%**
Statutory operating margin	356	383	-7.2%
Exchange rates effect		28	
Operating margin at constant exchange rates	**356**	**412**	**-13.6%**
Scope effect		-14	
Exchange rates effect on acquired/disposed perimeters		0	
Operating margin at constant scope and exchange rates	**356**	**398**	**-10.7%**
As% of revenue	*3.1%*	*3.5%*	

The tables below present the effects on 2021 revenue and operating margin of acquisitions/disposals, internal transfers, reflecting the Group's organization, and change in exchange rates.

	FY 2021 revenue			
(in € million)	FY 2021 statutory	Internal transfers	Exchange rates effects*	FY 2021 at constant scope and exchange rate
Americas	2,418	126	296	2,841
Northern Europe & APAC	2,686	373	50	3,109
Central Europe	2,515	73	21	2,609
Southern Europe	2,418	0	0	2,418
Others & Global Structures	802	-572	-6	224
TOTAL GROUP	**10,839**	**0**	**362**	**11,201**
Scope effects				133
Total Group at constant scope and FX				**11,334**

* At average 2022 exchange rates.

(in € million)	Operating Margin FY 2021			
	FY 2021 statutory	Internal Transfers	Exchange rates effects*	FY 2021 Statutory at constant FX
Americas	254	9	39	302
Northern Europe & APAC	50	34	3	87
Southern Europe	28	6	0	34
Central Europe	54	0	0	54
Others & Global Structure	-3	-49	-14	-65
Total Group	**383**	**0**	**28**	**412**
Scope effects				-14
Total Group at constant scope and FX				**398**

* At average 2022 exchange rates.

Scope effects amounted to €+133 million for revenue and €-14 million for operating margin. They are mainly related to:

- the acquisition of Cloudreach in 2022 and to a lesser extent to the acquisitions made in 2021 (SEC Consult, Ipsotek, In Fidem, Motiv, Profit4SF, Processia, Nimbix, Ideal GRP, Visual BI, Cryptovision, AppCentrica, DataSentics)
- and to the exit from Russia in September 2022

Internal transfers adjustments reflected the new regional organization, in particular South America being now reported with Americas, and Asia being reported with Northern Europe & APAC.

Currency exchange rates effects positively contributed to revenue for €+362 million and to operating margin for €+28 million. They mostly came from the appreciation of the American Dollar.

3.1.2 Performance by Perimeter

(in € million)	Revenue				Operating margin	Operating margin%
	2022	2021*	Evolution at constant currency	Change Organic	2022	2022
Evidian perimeter	5,315	5,071	+4.8%	+2.0%	276	5.2%
Tech Foundations perimeter	6,026	6,130	-1.7%	-1.6%	79	1.3%
Total	**11,341**	**11,201**	**+1.3%**	**+0.1%**	**356**	**3.1%**

* At constant currency.

3.1.2.1 Evidian perimeter

Evidian's revenue was **€ 5,315 million**, growing +4.8% at constant currency, driven by the contribution of 2021 acquisitions, that enriched the Group's offerings particularly in multi-cloud services, and a +2.0% organic growth, that saw a strong acceleration in H2 2022, at +5.4% (Q4 2022: +11.0%). Such acceleration was driven by (i) a pick-up in Advanced Computing, with a ramp up of HPC revenue following the strong order entry recorded in Q2, and an increase in high-end servers sales, (ii) a steady strong growth in cybersecurity services, and (iii) an improvement at Digital with a good performance in digital transformation services.

Evidian's operating margin was € 276 million, or **5.2%** of revenue. Following a low H1, at 3.5%, Evidian's operating margin was 6.7% in H2. On top of usual seasonality, this increase resulted from cost take-out actions, higher pricing, better utilization of billable resources and higher fixed costs absorption in Advanced Computing. These positive impacts were mitigated by incremental salary inflation, as anticipated.

3.1.2.2 Tech Foundations perimeter

Tech Foundations' revenue was **€ 6,026 million** in 2022, declining by -1.6% organically, a sharp improvement compared to 2021 (-11.4%). Following an earlier-than-anticipated stabilization in Q3, revenue was down -1.2% organically in Q4, against a favourable comparison basis, driven by drastic portfolio rationalization actions, as Tech Foundations started to tackle underperforming contracts, particularly in the BPO activity, and to wind down its value-added resale business. The core infrastructure business reported a much more contained decline than in 2021, of c. -5% excluding value-added resale, back in line with global infrastructure market trends. Digital Workplace recorded robust growth, leveraging Atos' global leadership in this activity; Professional Services grew strongly, driven by high staff demand, while UCC contracted, primarily due to persisting supply chain disruptions.

Tech Foundations' operating margin broke even in 2022, three years ahead of plan, at € 79 million or **1.3%** of revenue. Vigorous performance actions focused on structure costs and underperforming contracts yielded tangible results in H2, partly offset by cost inflation-related headwinds.

3.1.3 Performance by Regional Business Units

	Revenue			Operating margin		Operating margin%	
(in € million)	2022	2021*	Change at constant currency	2022	2021*	2022	2021*
Americas	2,866	2,841	+0.9%	222	302	7.7%	10.6%
Northern Europe & APAC	3,199	3,109	+2.9%	115	87	3.6%	2.8%
Central Europe	2,588	2,609	-0.8%	-10	34	-0.4%	1.3%
Southern Europe	2,420	2,418	+0.1%	106	54	4.4%	2.2%
Others & Global structures	269	224	+20.2%	-78	-65	-29.0%	-29.2%
Total	**11,341**	**11,201**	**+1.3%**	**356**	**412**	**3.1%**	**3.7%**

* At constant currency.

3.1.3.1 Americas

(in € million)	2022	2021*	Change at constant currency
Revenue	2,866	2,841	+0.9%
Operating margin	222	302	
Operating margin rate	7.7%	10.6%	

* At constant currency.

Revenue was up **+0.9% at constant currency**, driven by the contribution of recent acquisitions in multi-cloud services in Digital. Digital activities were broadly stable, Advanced Computing was up with the delivery of an HPC to a Brazilian petroleum corporation. Infrastructure services declined in line with their underlying market.

Operating margin was **maintained at a high level** despite high personal costs inflation, thanks to the first benefits of cost structure adaptation.

3.1.3.2 Northern Europe & APAC

(in € million)	2022	2021*	Change at constant currency
Revenue	3,199	3,109	+2.9%
Operating margin	115	87	
Operating margin rate	3.6%	2.8%	

* At constant currency.

Revenue was up **+2.9% at constant currency** compared to 2021. In addition to the contribution of Cloudreach, Digital activities were driven by strong demand in application services, in particular from the public sector. Tech Foundations activities were broadly stable, with new logos in digital workplace and infrastructure services, and so were Big Data and Cybersecurity activities despite fluctuations in the Advanced Computing business, thanks to robust trends in Cybersecurity.

Operating margin improved to **3.6%** in 2022, thanks to management actions conducted in H2 to improve delivery, reduce costs and increase pricing.

3.1.3.3 Central Europe

(in € million)	2022	2021*	Change at constant currency
Revenue	2,588	2,609	-0.8%
Operating margin	-10	34	
Operating margin rate	-0.4%	1.3%	

* At constant currency.

Revenue decreased by **-0.8% at constant currency**, with however material growth in H2. Digital activities benefitted from new contracts in the public and automotive sectors. Cybersecurity recorded robust growth, partly offset by fluctuations in Advanced Computing. Tech Foundations contracted driven by hardware shortages in UCC, however at a much reduced rate compared with 2021.

Operating margin was **-0.4%** over the full year, improving strongly in H2 thanks to the reduction in underperforming contracts, cost structure adjustments, and an improved top line momentum on the back of new business.

3.1.3.4 Southern Europe

(in € million)	2022	2021*	Change at constant currency
Revenue	2,420	2,418	+0.1%
Operating margin	106	54	
Operating margin rate	4.4%	2.2%	

* At constant currency.

Revenue was up **+0.1% at constant currency**. Growth in Big data and Cybersecurity, supported by a new EuroHPC supercomputer contract in Spain and mission critical systems expansion in aerospace, was offset by the deliberate wind down of value-added resale. Digital activities were slightly up and Tech Foundations activities excluding VAR were stable.

Operating margin improved to **4.4%** in 2022 thanks to renegotiation of underperforming contracts, better pricing and improved business mix.

3.1.3.5 Others & Global Structures

(in € million)	2022	2021*	Change at constant currency
Revenue	269	224	+20.2%
Operating margin	-78	-65	
Operating margin rate	-29.0%	-29.2%	

* At constant currency.

Others encompass Middle East, Africa, Major Events as well as two cost centers: the Group's global delivery centers and global structures.

Revenue grew **+20.2% at constant currency** supported by business related to the Beijing Olympics.

Operating margin, structurally negative, was stable year-on-year.

3.1.4 Portfolio

3.1.4.1 Order entry and book to bill

During the full year of 2022, the Group **order entry** reached **€10,170 million**, representing a **book to bill ratio of 90%**, of which 92% in the second half and 112% in Q4 2022.

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

	Order entry			Book to bill		
(in € million)	H1 2022	H2 2022	FY 2022	H1 2022	H2 2022	FY 2022
Americas	1,178	1,151	2,329	87%	76%	81%
Northern Europe & APAC	1,037	1,503	2,541	64%	96%	79%
Central Europe	1,086	1,194	2,280	86%	90%	88%
Southern Europe	1,400	1,242	2,641	117%	102%	109%
Others & Global Structures	136	243	379	105%	174%	141%
Total	**4,837**	**5,333**	**10,170**	**87%**	**92%**	**90%**

The main new contracts signed over the year included notably:

Within the Evidian perimeter:

- Two new EuroHPC JU contracts, MareNostrum5 in Spain and Max Planck in Germany.
- A contract with a major Insurance company in the US.
- A contract with a major automotive manufacturer in Germany.

Within the Tech Foundations perimeter:

- A contract with a major European sportive organization.
- A contract with a global fast service restaurant chain.
- A contract with a German energy provider.

Main renewals in 2022 were: a contract with a financial instution in the United Kindgom for the Tech Foundations perimeter and a contract with a Governement entity in the Netherland for the Evidian perimeter.

3.1.4.2 Full backlog

Full backlog at the end of December 2022, amounted to **€21.2 billion**, down €3.2 billion compared to the end of December 2021, including € 1.9 billion of corrections pertaining to prior periods and partly due the exit of underperforming contracts. Backlog at the end of December represented **1.9 years of revenue**.

3.1.4.3 Full qualified pipeline

The full qualified pipeline was **€6.6 billion**, slightly down compared to the end of December 2021, and representing 7.0 months of revenue.

3.1.5 Human Resources

The **total headcount** was **110,797** at the end of December 2022, up +1.5% compared to 109,135 at the end of December 2021 (+1.7% organically).

In 2022, the Group hired 29,458 employees (16,089 in H1, 13,369 in H2), of which 62% located in offshore and nearshore countries. **Attrition rate** was **21.6%** in 2022.

Headcount evolution in full year 2022 by Regional Business Unit was as follows:

	End of December 2021	Scope	Hiring	Leavers, dismissals, restructuring & transfers	End of December 2022
Americas	18,354	251	5,459	-5,901	18,163
Northern Europe & APAC	15,672	491	3,350	-3,485	16,028
Central Europe	13,962	-943	1,112	-1,569	12,562
Southern Europe	17,131	0	2,934	-3,032	17,033
Others & Global structures	44,016	0	16,603	-13,608	47,011
Total Direct	**99,807**	**-322**	**27,997**	**-25,328**	**102,154**
Total Indirect	**9,328**	**121**	**1,461**	**-2,267**	**8,643**
TOTAL GROUP	**109,135**	**-201**	**29,458**	**-27,595**	**110,797**

3.2 2023 Objectives

The objectives presented below are based on data, assumptions and estimates considered reasonable by the Group at the date of this Universal Registration Document. These data and assumptions are likely to change or be modified due to uncertainties related in particular to the economic, financial, competitive, regulatory and tax environment or according to other factors of which the Group is not aware at the date of this Universal Registration Document. In addition, the materialization of certain risks described in paragraph 7.2 "Risk Factors" of this Universal Registration Document could have an impact on the Group's business, financial position, results or outlook and thus could call into question these objectives. The Group has set its objectives for the financial year ended December 31, 2023 in accordance with the accounting methods applied in the consolidated financial statements for the financial year ended December 31, 2022.

Digital transformation, cybersecurity and big data markets are expected to continue growing at a strong pace despite a more challenging macroeconomic context. In 2023, Evidian will focus on deploying its new value proposition and offerings, maximizing synergies, and leveraging a joint go-to-market across its unique array of expertise. At the same time, Evidian will continue to enhance its sales and delivery capabilities, driving an acceleration of its profitable growth in 2023.

Following a better-than-anticipated performance in 2022, Tech Foundations will continue the fast implementation of its turnaround plan. With a strong focus on business selectivity and quality, Tech Foundations will accelerate the reshaping of its portfolio, resulting in a managed revenue decrease in 2023 in non-strategic activities, while core business revenue will be stabilized. In parallel, Tech Foundations will step up the adaptation of its cost structure, with benefits offsetting the impacts of lower revenue, investment in sales and portfolio and inflationary pressure.

In 2023, **Group revenue organic growth** is expected between -1.0% and +1.0%, as an acceleration of Evidian's organic growth will be offset by the managed reduction of Tech Foundations' revenue resulting from portfolio reshaping.

Group operating margin (1) is expected at 4% to 5%. Evidian's operating margin is expected to increase compared to 2022. Tech Foundations' operating margin is expected to remain in positive territories, well ahead of plan.

On track with 2026 objectives

Evidian and Tech Foundations are well on track to achieve their 2026 objectives. In particular, Tech Foundations is performing better than planned as of today, with operating margin turned positive as soon as 2022. Each company will present more detailed guidance, including on cash generation, during Investor Days to be held prior to the contemplated spin-off.

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

3.3 Financial review

Contemplated separation of the Group into two publicly listed companies

On June 14, 2022, Atos announced that it was studying a separation into two publicly listed companies:

- SpinCo (Evidian) would bring together Atos Digital and Big Data and Cybersecurity business lines;
- TFCo (Atos) would be composed of Atos Tech Foundations business line.

In the contemplated scenario, Atos shareholders would retain their current shares of Atos and would receive SpinCo shares as in-kind distributions. SpinCo would be listed on the Euronext Paris stock exchange. After completion of the envisaged transaction, it is currently contemplated that Atos shareholders would hold 100% of TFCo and 70% of SpinCo.

The Group further indicated that the objective would be to complete the separation into two entities, involving a prior reorganization of the Group, during the second quarter of 2023, and to complete the listing and distribution of SpinCo shares in the course of the second semester of 2023.

The project remains conditional on general market conditions and would be subject to customary processes, including governance bodies and shareholders' approval, but also to the financing of TFco and SpinCo.

Disposal plan

As part of the contemplated transformation of the Group, a circa € 700 million non-core businesses disposal plan was announced.

As at December 31, 2022, the disposal plan included mainly:

- The sale of the entire stake owned by Atos in Worldline for net proceeds of € 219 million, on June 14, 2022;
- The disposal of the Italian operations of the Group, excluding EuroHPC and the Unified Communications & Collaboration activity, to Lutech S.p.A., an Italian provider of IT services and solutions, announced on November 17, 2022;
- The ongoing disposal of the Unified Communications & Collaboration business to Mitel Networks.

New financing structure

On July 29, 2022, Atos announced a new financing structure to support the envisioned transformation plan as follows:

- a € 1.5 billion term loan ("Term Loan A") with an initial duration of 18 months and two extension periods of 6 months each;
- a € 0.3 billion bridge loan ("Term Loan B") with an initial duration of 12 months and one extension period of 6 months. Its purpose is to pre-finance assets disposals;
- the amount of the existing revolving credit facility (signed in 2018) was reduced from € 2.4 billion to € 0.9 billion.

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

3.3.1 Income statement

The Group reported a net loss attributable to owners of the parent of € 1,012 million for 2022, which represented -8.9% of Group revenue. The net loss was widely impacted by costs incurred to prepare and implement the envisioned transformation of the Group, including its separation into two public entities, impacts from Tech Foundations addressing some of its largest underperforming contracts, as well as additional impairment charges in connection with ongoing or completed disposals.

The normalized net loss before unusual, abnormal and infrequent items (net of tax) for the period was € 28 million, representing -0.2% of 2022 Group revenue.

(in € million)	12 months ended December 31, 2022	% of revenue	12 months ended December 31, 2021	% of revenue
Operating margin	**356**	**3.1%**	**383**	**3.5%**
Other operating income (expense)	-1,151		-3,151	
Operating income (loss)	**-795**	**-7.0%**	**-2.768**	**-25.5%**
Net financial income (expense)	-175		-151	
Tax charge	-46		-39	
Non-controlling interests	-0		-3	
Share of net profit (loss) of equity-accounted investments	4		-0	
Net income (loss) – Attributable to owners of the parent	**-1,012**	**-8.9%**	**-2,962**	**-27.3%**
Normalized net income (loss)* – Attributable to owners of the parent	**-28**	**-0.2%**	**-215**	**-2.0%**

* The normalized net income (loss) is defined hereafter

3.3.1.1 Operating margin

Income and expense are presented in the consolidated income statement by nature to reflect the specificities of the Group business more accurately. Ordinary operating expense, which are broken down into staff expense and other operating expense, are deducted from revenues to obtain the operating margin, one of the Group main business performance indicators.

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

3.3.1.2 Other operating income and expense

Other operating income and expense related to income and expense that are unusual, abnormal and infrequent and represented a net expense of € 1,151 million in 2022. The following table presents this amount by nature:

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Staff reorganization	-352	-312
Rationalization and associated costs	-69	-81
Integration and acquisition costs	-30	-44
Amortization of intangible assets (PPA from acquisitions)	-140	-151
Equity-based compensation	-25	-34
Impairment of goodwill and other non-current assets	-177	-1,490
Other items	-359	-1,039
TOTAL	**-1,151**	**-3,151**

In addition to the cost of workforce adaptation measures already planned at the beginning of 2022 and mostly executed over the first half of the year, **staff reorganization** expense of € 352 million included € 266 million of costs related to Atos envisioned transformation plan. Such costs included the first restructuring and reskilling actions taken by both Tech Foundations and Evidian, as well as costs linked to the preparation of the envisioned separation into two public entities. Staff reorganization expense also comprised a € 60 million release of provision in connection with the German restructuring plan launched in 2021 and closed at the end of 2022 before completion, as this plan was superseded by a new plan with similar measures as part of Atos transformation plan and announced at the end of December; a € 62 million provision was accrued to cover the currently identified perimeter.

The € 69 million **rationalization and associated costs** primarily resulted from the closure of office premises and data center consolidation, mainly in North America, France and Germany.

Integration and acquisition costs decreased to € 30 million and included mainly the cost of integration of Cloudreach, as well as the cost of retention schemes from 2020 and 2021 acquisitions.

In 2022, the amount related to the amortization of intangible assets recognized in **Purchase Price Allocation** exercises decreased to € 140 million compared to € 151 million in 2021, mainly as a result of impairment charges recorded at the end of 2021.

The € 140 million amortization charge of Purchase Price Allocation intangible assets in 2022 were mainly composed of:

- € 66 million of Syntel customer relationships and technologies amortized over 12 years starting from November 1, 2018;
- € 17 million of SIS customer relationships amortized over 12 years starting from July 1, 2011;
- € 16 million of Bull customer relationships and patents amortized over respectively 9 years and 7 to 10 years starting from September 1, 2014; and
- € 11 million of Anthelio customer relationships amortized until February 2026.

A customer relationship related to the Anthelio acquisition was impaired for € 34 million in 2022.

The **equity-based compensation** expense decreased from € 34 million in 2021 to € 25 million in 2022, reflecting the lower fair values of the 2021 and 2022 performance share plans compared to the plans delivered in 2021 (2018 plans), together with an under achievement of the performance on the 2019 plans and a high level of forfeiture in 2022.

Impairment of goodwill and other non-current assets amounted to € 177 million and mainly comprised:

- € 80 million of impairment of goodwill related to the Unified Communications & Collaboration business; and
- € 97 million of impairment of other non-current assets (intangible and right-of-use assets).

In 2022, **other items** totaled € 359 million compared to € 1,039 million in 2021. They included a one-off impact of € 210 million from Tech Foundations addressing some of its largest underperforming contracts, mainly a large BPO contract that was early terminated in January 2023 and the loss on the disposal of Atos Russian activities in September 2022 for € 37 million. The balance comprised the effects of settlements on customer and vendor contracts, as well as pension and early retirement programs in Germany, the UK and France.

3.3.1.3 Net financial expense

Net financial expense amounted to € 175 million for the period (compared to € 151 million prior year) and was composed of a net cost of financial debt of € 29 million and of other financial expense of € 146 million.

Net cost of financial debt was € 29 million (compared to € 25 million in 2021) and resulted from the following elements:

- Excluding the OEB, the average gross borrowing of € 5,557 million compared to € 3,944 million in 2021 bearing an average expense rate of 0.92% compared to 0.94% last year. The average gross borrowing expense was mainly explained by:
  - the used portion of the syndicated loan combined with the Negotiable European Commercial Papers (NEU CP), the Negotiable European Medium-Term Note program (NEU MTN) for an average of € 2,067 million (compared to an average of € 1,418 million in 2021) and the Term Loans starting in July 2022 bearing an effective interest rate of -0.43%, benefiting from the attractive remuneration applied to the NEU CP;
  - a € 300 million bond issued in October 2016 bearing a coupon rate of 1.444%;
  - a € 750 million bond issued in November 2018 bearing a coupon rate of 1.750%;
  - a € 700 million bond issued in November 2018 bearing a coupon rate of 0.750% (fully repaid in May 2022);
  - a € 350 million bond issued in November 2018 bearing a coupon rate of 2.500%;
  - a € 800 million sustainability-linked bond issued in November 2021 bearing a coupon rate of 1.000%;
  - other sources of financing, for an average of € 290 million, bearing an effective interest rate of 1.34%;
- the average gross cash varied from € 2,021 million in 2021 to € 2,450 million in 2022 bearing an average income rate of 0.91%, compared to 0.61% in 2021. The average income rate increase is explained by a better remuneration on the deposits and Money Market Funds, increasing from € 12 million in 2021 to € 22 million in 2022.

Other financial expense amounted to € 146 million compared to € 126 million in 2021 and was mainly composed of:

- a net loss of € 83 million made of the net loss from the disposal of the residual interest in Worldline, the change in value of the OEB derivative and the derivative to hedge the residual exposure to Worldline shares, both measured at fair value through profit and loss under IFRS 9;
- lease liability interests of € 22 million compared to € 15 million in 2021. This variation mainly resulted from the increase in discount rates;
- pension related financial expense of € 16 million, an increase compared to € 10 million in 2021 due to the increase in interest rates across geographies. The pension financial cost represents the difference between interest costs on pension obligations and interest income on plan assets; and
- a net foreign exchange gain (including hedges) of € 3 million compared to a gain of € 1 million in 2021.

3.3.1.4 Corporate tax

The tax expense for 2022 was € 46 million with a loss before tax of € 970 million and included movement in recognition of deferred tax assets for a net amount of € 284 million.

3.3.1.5 Non-controlling interests

Non-controlling interests was nil in 2022 compared to € 3 million in 2021.

3.3.1.6 Share of net profit (loss) of equity-accounted investments

The share of net result of equity-accounted investments amounted to € 4 million in 2022 compared to nil in 2021.

3.3.1.7 Normalized net income (loss)

The normalized net income (loss) attributable to owners of the parent is defined as the net income (loss) attributable to owners of the parent excluding unusual, abnormal, and infrequent items (attributable to owners of the parent), net of tax based on the effective tax rate by country. In 2022, the normalized net loss attributable to owners of the parent was € 28 million, representing -0.2% of the Group revenue for the period.

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Net income (loss) - Attributable to owners of the parent	**-1,012**	**-2,962**
Other operating income and expense, net of tax	-906	-2,688
Net gain (loss) on financial instruments related to Worldline shares, net of tax	-78	-58
Normalized net income (loss) - Attributable to owners of the parent	**-28**	**-215**

3.3.1.8 Earnings per share

(in € million and shares)	12 months ended December 31, 2022	% of revenue	12 months ended December 31, 2021	% of revenue
Net income (loss) – Attributable to owners of the parent [a]	**-1,012**	**-8.9%**	**-2,962**	**-27.3%**
Impact of dilutive instruments	-		-	
Net income (loss) restated of dilutive instruments - Attributable to owners of the parent [b]	**-1,012**	**-8.9%**	**-2,962**	**-27.3%**
Normalized net income (loss) – Attributable to owners of the parent [c]	**-28**	**-0.2%**	**-215**	**-2.0%**
Impact of dilutive instruments	-		-	
Normalized net income (loss) restated of dilutive instruments - Attributable to owners of the parent [d]	**-28**	**-0.2%**	**-215**	**-2.0%**
Average number of shares [e]	110,641,457		109,581,755	
Impact of dilutive instruments	-		-	
Diluted average number of shares [f]	110,641,457		109,581,755	
(in €)				
Basic EPS (Earning Per Share) [a] / [e]	**-9.14**		**-27.03**	
Diluted EPS [b] / [f]	-9.14		-27.03	
Normalized basic EPS [c] / [e]	**-0.25**		**-1.97**	
Normalized diluted EPS [d] / [f]	-0.25		-1.97	

3.3.2 Cash Flow

Free cash flow representing the change in net cash or net debt, excluding net acquisitions/disposals, equity changes, and dividends paid to shareholders, reached € -187 million compared to € -419 million in 2021. In 2022, it included € 129 million of payments made for those costs incurred in connection with Atos envisioned transformation plan, but also a € 60 million reimbursement of the excess funding of the German restructuring plan.

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Operating Margin before Depreciation and Amortization (OMDA)	1,020	1,095
Capital expenditures	-251	-272
Lease payments	-405	-391
Change in working capital requirement*	126	-156
Cash from operation (CFO)	489	275
Tax paid	-59	-81
Net cost of financial debt paid	-29	-25
Reorganization in other operating income	-192	-343
Rationalization & associated costs in other operating income	-72	-76
Integration and acquisition costs	-19	-18
Other changes**	-305	-151
Free Cash Flow (FCF)	**-187**	**-419**
Net (acquisitions) disposals	-109	-275
Capital increase	7	23
Share buy-back	-2	-58
Dividends paid	-11	-101
Change in net cash (debt)	**-301**	**-830**
Opening net cash (debt)	**-1,226**	**-467**
Change in net cash (debt)	-301	-830
Foreign exchange rate fluctuation on net cash (debt)	77	71
Closing net cash (debt)	**-1,450**	**-1,226**

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

** Other changes includes other operating income and expense with cash impact (excluding 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.

Cash from Operation (CFO) amounted to € 489 million, increasing by € 214 million compared to the previous year. This resulted from the change of the following components:

- OMDA net of lease (€ -89 million);
- Capital expenditure (€ +21 million);
- Change in working capital requirement (€ +282 million).

OMDA of € 1,020 million represented 9.0% of revenue, compared to 10.1% last year.

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Operating margin	356	383
+ Depreciation of fixed assets	275	325
+ Depreciation of right of use	372	376
+ Net book value of assets sold/written off	9	10
+/- Net charge (release) of pension provisions	-3	-1
+/- Net charge (release) of provisions	10	2
OMDA	**1,020**	**1,095**

Capital expenditures amounted to € 251 million, representing 2.2% of the revenue, down by € 21 million compared to 2021.

The **change in working capital requirement** improved by € 282 million thanks to a strict control of working capital. The DSO ratio reached 41 days compared to 44 days at the end of December 2021. The level of trade receivables sold with no recourse to banks with transfer of risks as defined by IFRS 9 was higher by € 28 million compared to the end of December 2021.

Cash out related to **tax paid** amounted to € 59 million.

The **cost of net debt** increased to € 29 million (compared to € 25 million in 2021) mainly explained by the increase of the interests paid on the bonds (the sustainability-linked bond was issued in November 2021 while a € 700 million bond was repaid in May 2022) and the interests paid on the term loans contracted in July 2022, partly offset by the increase in interests received on deposits.

Reorganization, rationalization and associated costs, and integration and acquisition costs reached € 283 million compared to € 438 million in 2021. This included in particular the reimbursement of € 60 million of the excess funding of the German restructuring plan launched in 2021 and closed before completion at the end of 2022.

Cash paid for reorganization costs also included € 129 million for those costs incurred in connection with Atos envisioned transformation plan and incurred over the second half of the year.

Rationalization costs primarily resulted from the closure of office premises and data centers consolidation, mainly in North America, France and Germany. Integration and acquisition costs mainly comprised the integration costs of Cloudreach.

Other changes amounted to € -305 million, compared to € -151 million in 2021. In 2022, they mainly included € 90 million on loss making contracts for which a provision had been accrued at the end of 2021 pursuant to the comprehensive review of contracts of the legacy business, as well as € 109 million of cash effects arising from Tech Foundations addressing some of its largest underperforming contracts. Other changes also comprised pension and early retirement programs in Germany, the UK and France.

As a result of the above impacts, the Group presented a **Free Cash Flow (FCF)** of € -187 million in 2022, compared to € -419 million 2021. Excluding the payments in connection with Atos envisioned transformation plan, Free Cash Flow would have amounted to €-58 million.

The net cash impact resulting from **net (acquisitions) disposals** amounted to € -109 million and originated from the acquisition of Cloudreach, net of the proceeds of the disposal of the retained interest in Worldline.

Capital increase totaled € 7 million in 2022 compared to € 23 million in 2021, arising from the share of the minority partner in the capital increase in a joint venture for € 6 million.

Share buy-back amounted to € 2 million in 2022 compared to € 58 million in 2021. Share buy-back programs relate to managers performance shares delivery and aim at avoiding a dilution effect for the shareholders.

Foreign exchange rate fluctuation determined on debt or cash exposure by country represented an increase in net cash of € 77 million, mainly coming from the exchange rate of the USD and GBP against EUR.

As a result, the **Group net debt position** was € 1,450 million at the end of December 2022, compared to € 1,226 million at the end of December 2021.

3.3.3 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.

3.3.3.1 Financing structure

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

On July 29, 2022, Atos announced a new financing structure to support the transitional period until the envisioned spin-off:

- a € 1.5 billion term loan ("Term Loan A") with an initial duration of 18 months and two extension periods of 6 months each;
- a € 0.3 billion bridge loan ("Term Loan B") with an initial duration of 12 months and one extension period of 6 months. Its purpose is to pre-finance assets disposals;
- The amount of the existing revolving credit facility (signed in 2018) was reduced from € 2.4 billion to € 0.9 billion.

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

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

The coupon of the last 3 years will be unchanged if Atos achieves the following Sustainability Performance Target (SPT): reduction in 2025 of Atos annual GreenHouse Gas CO_2 emissions (Scopes 1, 2 & 3) by 50% compared to 2019. In case the SPT is not met, the last three coupons shall be increased by 0.175%. The proceeds of the bonds will be used for general corporate purposes.

On October 30, 2019, Atos announced the disposal of Worldline share capital (€ 780 million through a private placement by way of an Accelerated Book building Offering (ABO)) and the issuance of € 500 million zero coupon bonds exchangeable into Worldline shares with a maturity of 5 years and an exchange premium of 35%. Total gross proceeds for Atos were € 1,280 million for the combined transactions.

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

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

There are no financial covenants attached to this bond. The rating agency Standard and Poor's assigned a rating of BBB+ to the three tranches, subsequently to the rating of Atos at the time of issuance of the bond. On December 17, 2020, Standard and Poor's reaffirmed BBB+ / Stable rating for Atos. On 20 September 2021, Standard and Poor's downgraded Atos rating to BBB- / outlook stable, and futher downgraded it to BB / Outlook negative on July 13, 2022.

On October 11, 2018, Atos signed with a number of major financial institutions a five-year € 2.4 billion revolving credit facility (the Facility) maturing in November 2023 with an option for Atos to request the extension until 6 November 2025 in two times. Atos exercised the second option in 2020 to extend the maturity of the Facility until 6 November 2025. The Facility is available for general corporate purposes and replaced the previous € 1.8 billion facility signed in November 2014.

On May 4, 2018, Atos implemented a Negotiable European Medium-Term Note program (NEU MTN) in order to optimize financial expense and improve Group liquidity management, for an initial maximum amount of € 600 million.

On June 2, 2017, Atos implemented a Negotiable European Commercial Paper program (NEU CP) in order to optimize financial expense and improve Group liquidity management, for an initial maximum amount of € 900 million raised to € 1.8 billion in October 2018. On December 10, 2019, the maximum amount of € 1.8 billion was increased to € 2.4 billion.

On October 29, 2016, Atos issued a Euro private placement bond of € 300 million with a seven-year maturity and with a 1.444% fixed interest rate (unrated). There are no financial covenants attached to this bond.

3.3.3.2 Bank covenants

The Group remained within its borrowing covenant (leverage ratio) applicable to the multi-currency revolving credit facility, Term loan A and Term loan B, with a leverage ratio (net debt divided by OMDA) of 2.36 at the end of December 2022.

According to the revised terms, the leverage ratio must not be greater than 3.75 times and is calculated excluding IFRS 16 impacts since 2019. The calculation of the ratio at December 31, 2022 thus included an adjustment of € 405 million for IFRS 16 lease expense.

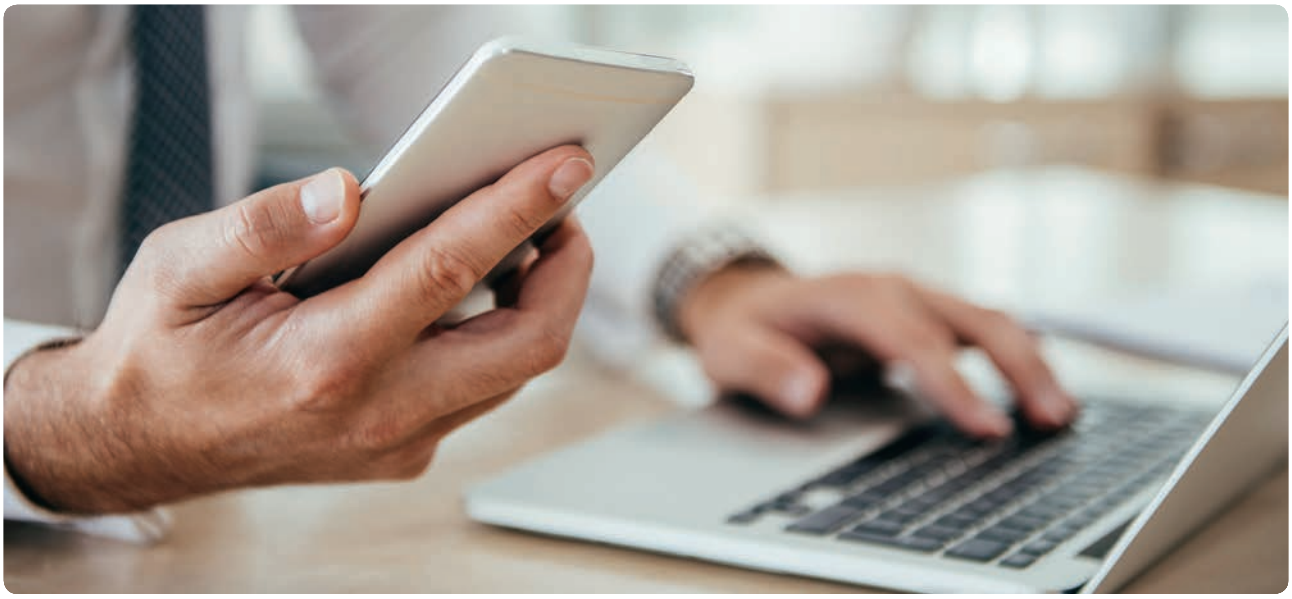
3.3.3.3 Investment policy

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

3.3.3.4 Hedging policy

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

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



4

Corporate Governance

4.1 Legal Information

4.1.1 Corporate form

[GRI 2-1]

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

4.1.2 Corporate purpose and other information

- corporate purpose: under article 2 of the Articles of Association, the Company's purpose in France and elsewhere is as follows:
  - the processing of information, systems engineering, studies, advice and assistance notably in the finance and banking sectors,
  - the research into, study, realization and sale of products or services which help in promoting or developing the automation and broadcasting of information and notably: the design, application and implementation of software, computer, on-line and office automation systems,
  - it can also operate, either by itself or using any other method, without any exception, or create any company, make all contributions to existing companies, merge or create alliances therewith, subscribe to, purchase or resell all shares and ownership rights, take all interests in a partnership and grant all loans, credits and advances,
  - and more generally any commercial, industrial, real-estate, movable property or financial transactions, either directly or indirectly related to one of the above-mentioned purposes;
- raison d'être: article 2 of the Articles of Association also provides since April 30, 2019 that the Company's mission is to help design the future of the information technology space. Its services and expertise, multiculturally delivered, support the advance of knowledge, education and science and contribute to the development of scientific and technological excellence. Across the world, the Company enables its customers, employees and as many people as possible to live, work and develop sustainably and confidently in the information technology space;
- 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 offices of Atos SE are located at 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). These activities may be subject to foreign investment control regimes, both in France (under articles L. 151-3 *et seq.* of the French Monetary and Financial Code) and in a substantial number of foreign countries where the Group is present. Under these regimes, certain sales or acquisitions of assets or stakes above certain thresholds in the share capital of Atos or its subsidiaries may be subject to notification or authorization with the competent authorities, even if there is no change of control.

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

4.1.3 Provisions of the Articles of Association

4.1.3.1 Governance, related-party agreements

Members of the Board of Directors

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

Chairman

The Board of Directors elects a Chairman from among its members. The missions of the Chairman are set forth in section ***4.2.2 Management Mode*** below.

Chief Executive Officer

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

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. A Deputy Chief Executive Officer has the same powers as the Chief Executive Officer with respect to third parties.

Notices to attend Board meetings and Board of Directors' decisions

Pursuant to article 18 of the Articles of Association, the Board of Directors is convened as often as the Company's interest demands and at least every three months. Notice of Board meetings is sent to Directors by the Chairman. If no Board meeting has been called for over two months, at least one third of the Directors are empowered to ask the Chairman to call a meeting in order to handle the specific matters included on the agenda. The Chief Executive Officer is also empowered to ask the Chairman to call a Board meeting in order to discuss specific matters included on the agenda. Decisions are made by majority of the members present or represented. In the event of a tie, the Chairman has a casting vote.

Powers of the Board of Directors

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

Related-party agreements

Any agreement entered into (directly, indirectly or through an intermediary) between the Company and its Chief Executive Officer, one of its Deputy Chief Executive 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. 225-1 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 according to the regulations in force. Such financial intermediaries shall deliver to holders of bearer shares a shareholding certificate enabling them to participate in the General Meeting. The shareholders, upon decision of the Company's Board of Directors, may take part in General Meetings through video conference or by telecommunication means, including the Internet. Article 28 of the Articles of Association provides for the terms and conditions of shareholders' participation in General Meetings in particular by means of an electronic voting form made available on the Company's website.

Identifiable bearer shares

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

Changes to shareholders' rights

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

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

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

Disclosure of threshold crossing

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

Control of the issuer

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

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

Legal Reserve

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

Approval of dividends

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

Distribution of Company's assets

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

4.2 Corporate governance

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

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

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

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

In that respect, like every year, the Board of Directors met on December 15, 2022 to perform the annual review of the implementation by the Company of these governance principles. Following this meeting, the Board considered that the Company's governance practices are fully compliant with the AFEP-MEDEF Code, in its then applicable version, dated January 2020.

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

The Company already complies with most of 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 Board of Directors met on January 24, 2023, and concluded that after having pioneered this field, and having obtained a favorable support from its shareholders at the 2021 Annual General Meeting in the context of a consultative vote on its ambitious decarbonization strategy, Atos was already meeting the expectations of the new provisions of the Code well in advance of their entry into force at the Annual General Meeting of the Company to be held in 2024.The annual review by the Board of the results of the Company's CSR strategy took place on February 28, 2023.

The AFEP-MEDEF Code is available on the AFEP website at www.afep.com, in the Governance section.

In addition, governance issues are regularly addressed during Board meetings. The Board has indeed consistently expressed its willingness to take into account, and sometimes anticipate, recommendations on the improvement of corporate governance for listed companies whenever such recommendations are in line with the interests of the Company and of its shareholders. This includes the Company's innovative practice of regularly consulting its shareholders on the medium-term orientations (most recently, at the General Meeting on October 27, 2020). 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.

4.2.2 Management Mode

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

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

- the Board of Directors is composed of 73% of independent Directors;
- the Board has formed four permanent internal Committees, to help in the decision process, composed at least of a majority of independent members. On December 1, 2020, the Board of Directors decided to split the missions previously allocated to the Nomination and Remuneration Committee between two committees: the Nomination and Governance Committee and the Remuneration Committee. The Nomination and Governance Committee was also entrusted with the regular review of the executive officer's succession plan;
- As part of the study of the strategic project of the Group presented during the Capital Markets Day on June 14, 2022, the Board of Directors decided to form a consultative Ad hoc Committee, composed of a majority of independent Directors, in charge, *inter alia,* of providing recommendations and overseeing the study and implementation of the project by the management team;
- at least twice a year, Directors hold meetings, in the absence of the senior executive officers, during which they discuss the Company's affairs and address any relevant topics;
- the Internal Rules of the Board of Directors set forth the Board's reserved matters which require the Board's prior authorization as well as the missions of the Chairman of the Board.

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.

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

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

Limitations on the powers of the Chief Executive Officer and Deputy Chief Executive Officer

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

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

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 regularly communicates its strategy to shareholders. In June 2022, during its Capital Markets Day, Atos presented a project to separate into two publicly listed companies to unlock value and implement an ambitious transformation plan;
- 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.

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

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

4.2.3.1 Composition of the Board of Directors

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

In 2022 and up until the date of publication of this Universal Registration Document, the composition of the Board of Directors and of its committees was modified as a result of the following events:

	Board of Directors	Audit Committee	Nomination and Governance Committee	Remuneration Committee	CSR Committee	Ad hoc Committe[1]
Departure	Collette Neuville Cedrik Neike Jean Fleming (05/18/2022) Rodolphe Belmer (07/13/2022)	Lynn Paine (05/18/2022)	Bertrand Meunier (07/12/2022)	Jean Fleming Aminata Niane (05/18/2022) Elizabeth Tinkham (07/12/2022)	Colette Neuville Lynn Paine (05/18/2022)	-
Appointment	Kat Hopkins René Proglio Astrid Stange Elizabeth Tinkham (05/18/2022) Caroline Ruellan[2] (07/26/2022)	René Proglio[3] (05/18/2022)[4]	Elizabeth Tinkham[3] (07/12/2022)	Vesela Asparuhova Elizabeth Tinkham (05/18/2022) Astrid Stange[3] (07/12/2022)	Farès Louis Astrid Stange (05/18/2022)	René Proglio[3] Bertrand Meunier Valérie Bernis Edouard Philippe Vernon Sankey (05/18/2022)
Renewal	Valerie Bernis Vernon Sankey Rodolphe Belmer (05/18/2022)	–	–	–	–	–

1 As part of the study of the Group's strategic plan presented at the June 14, 2022 Capital Markets Day, the Board of Directors decided to set up an Ad hoc Committee whose mission, among other things, is to provide recommendations and to oversee the study and implementation of the project by the management team.

2 Provisional appointment by the Board of Directors on July 26, 2022, to replace Mr. Cedrik Neike, which will be submitted for ratification to the next General Meeting called to approve the accounts for the year 2022.

3 Chair of the Committee.

4 Following his appointment as a member of the Audit Committee on May 5, 2022, Mr. René Probglio was subsequently appointed by the Board of Directors on July 12, 2022 as Chairman of that same committee.

Composition of the Board of Directors

At the date of publication of this Universal Registration Document, the Board of Directors was composed of 14 members as listed below:

		PERSONAL INFORMATION				EXPERIENCE	POSITION ON THE BOARD				MEMBERSHIP IN COMMITTEES [3]
		Age	Gender	Nationality	Number of shares	Number of other mandates in listed companies[1]	Indepen-dence	Date of first appointment[2]	End of term of office	Seniority on Board	
Chairman	Bertrand MEUNIER	67	M	French/ British	25000	0	NO	07/03/2008	AGM 2024	14	AH
Directors (L225-17 CCom)	Vivek BADRINATH	53	M	French	500	1	YES	04/30/2019	AGM 2024	3	C ♦
	Valérie BERNIS	64	M	French	505	1	YES	04/15/2015	AGM 2025	8	CSR★,Rem,AH
	Aminata NIANE	66	F	Senegalese	1012	0	NO	05/27/2010	AGM 2024	12	N/A
	Lynn PAINE	73	M	American	1000	0	YES	05/29/2013	AGM 2024	9	N&G
	Edouard PHILIPPE	52	F	French	501	0	YES	10/27/2020	AGM 2023	2	N&G,AH
	René PROGLIO	73	F	French	500	2	YES	05/18/2022	AGM 2024	0	c★ ♦,AH★
	Caroline RUELLAN	54	F	French	1500	0	YES	07/26/2022	AGM 2023	0	N/A
	Vernon SANKEY	73	M	British	1296	0	NO	02/10/2009	AGM 2025	14	C ♦, N&G, AH
	Astrid STANGE	56	M	German	3900	1	YES	05/18/2022	AGM 2024	0	Rem★, CSR
	Elizabeth TINKHAM	61	F	American	500	0	YES	05/18/2022	AGM 2025	0	N&G★
Director representing the employee shareholders (L225-23 CCom)	Kat HOPKINS	43	F	British	407	0	NO	05/18/2022	AGM 2025	0	N/A
Employee Directors (L225-27-1 CCom)	Vesela ASPARUHOVA	40	M	Bulgarian	0	0	NO	10/15/2020	AGM 2023	2	Rem
	Farès LOUIS	60	M	French	0	0	NO	04/25/2019	AGM 2023	3	CSR

1 Other mandates exercised in listed companies (outside the Atos Group). Mandates exercised in listed companies belonging to the same group account for one single mandate.

2 Date of first appointment on the Board of Directors of Atos.

3 N&G: Nominations and Governance Committee, Rem: Remuneration Committee, C : Accounting Committee, CSR : CSR Committee, AH: Ad hoc Commitee.

★ Chair of the Committee.

♦ Vivek Badrinath, René Proglio and Vernon Sankey have sufficient financial and accounting skills by virtue of their educational and career backgrounds for the purpose of their membership in the Audit Committee.

Director's biographies

Bertrand MEUNIER

Chairman of the Board of Directors

Member of the Ad hoc Committee

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

25,000

Date of birth:

March 10, 1956

Nationality:

French, British

Date of first appointment:

February 10, 2009 (Director) – July 3, 2008 (Member of Supervisory Board) ratified by General Meeting of February 10, 2009

Date of last renewal:

May 12, 2021

Term expires on:

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

Biography – Professional Experience

Chairman of the Board of Directors of Atos SE

Bertrand Meunier is a graduate of the Ecole Polytechnique and of Paris VI University. He joined PAI Partners in 1982 up until 2010. Bertrand Meunier joined CVC Capital Partners Ltd as a Managing Partner from 2012 to 2020.

He became Chairman of the Board of Directors of Atos in November 2019.

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

None

Outside the Atos Group

France:
None

Abroad:
None

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

France:
- Director: Parex, Vedici, Elsan Holding, Linxens, Suez**

Abroad:
- Managing Partner: CVC Capital Partners Ltd (United Kingdom)
- Director: Continental Foods (Belgium), CVC Capital Partners (Luxembourg), CVC Group Ltd (Luxembourg), PDC Brands (USA)

** Listed company

Vesela ASPARUHOVA

Employee Director

Member of the Remuneration Committee

Professional address:

2 Donka Ushlinova str., Garitage Park, building 1, floor 3, 1766 Sofia, Bulgaria

Number of shares:

0

Date of birth:

September 22, 1982

Nationality:

Bulgarian

Date of first appointment:

October 15, 2020

Term expires on:

Annual General Meeting ruling on the accounts of the 2022 financial year

Biography – Professional Experience

Service Delivery Manager (Bulgaria)

Vesela Asparuhova is a graduate of the Technical University of Sofia where she received an MSc in Engineering in Communication Technology. She has post-graduate qualifications in Global Service Management from ESCP Europe Business School and Leadership in the Digital Age from Harvard Business Publishing.

In 2021, Vesela was awarded a certificate in Company Direction from the UK Institute of Directors.

Vesela Asparuhova has 17 years of experience in the IT industry in leadership positions and customer executive roles focusing on excellence in delivery of complex end-to-end solutions and operating performance.

She started her professional career with Siemens in 2006, where she co-led the set-up and development of GDCs in Eastern Europe. Subsequently she worked for the Global Solution Design business unit of Siemens Enterprise Communications. Since 2012 Vesela has been a Service Delivery Manager with Atos Bulgaria. Vesela Asparuhova was a member of the Company's Council for 3 years and in 2020 she was elected to serve as an Employee Director on the Atos SE Board of Directors.

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

None

Outside the Atos Group

France:
None

Abroad:
None

Other positions held during the last five years

Within the Atos Group

France:
None

Abroad:
- Member of the Expert Community
- Member of the Company Council of Atos SE

Outside the Atos Group

France:
None

Abroad:
- Member of CCI France Bulgaria

Vivek BADRINATH*

Member of the Audit Committee

Professional address:

Vantage Towers GmbH, Prinzenallee 11-13, D-40549 Düsseldorf

Amtsgericht Düsseldorf, HRB 85940

Number of shares:

500

Date of birth:

June 27,1969

Nationality:

French

Date of first appointment:

April 30, 2019

Date of last renewal:

May 12, 2021

Term expires on:

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

Biography – Professional Experience

Chairman of the Management Board of Vantage Towers AG

Vivek Badrinath holds Engineering degrees from the Ecole Polytechnique and the Ecole Nationale Supérieure des Télécommunications (ENST) and also holds a post-graduate degree in stochastic modeling and statistics from Paris-Sud University.

He started his career in 1992 at the French Ministry of Industry.

Vivek Badrinath joined Vodafone's Executive Committee as CEO of Africa, Middle East, Asia and Pacific in October 2016. He oversees Vodafone's operations in the Vodacom Group, in India, Australia, Egypt, Ghana, Kenya and New Zealand. He was also Interim CEO of Vodafone Business in 2019.

In 1996, he joined Orange in the Group's Long Distance Networks department before becoming CEO of Thomson India in 2000. He returned to Orange in 2004 as Chief Technical Officer of the mobile division and was appointed to the Group's Executive Committee in 2009 as Director of the networks and operators division. Between April 2010 and April 2012, Vivek Badrinath was CEO of Orange Business Services before being appointed Deputy CEO in charge of Innovation, Marketing and Technologies on May 1, 2013. He was Deputy Chief Executive Officer, Marketing, Digital Solutions, Distribution and Information Systems for AccorHotels between March 2014 and October 2016. He joined the Vodafone Group in 2016 and was CEO of Vodafone Towers Europe until March 2020. Since March 2020, he chairs the Management Board of Vantage Towers.

Vivek Badrinath is a Chevalier in the French *Ordre national du mérite* (National Order of Merit) and in the French *Légion d'honneur*.

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

None

Outside the Atos Group

France:
None

Abroad:
(all mandates relating to his main function at Vodafone)

- Chairman of the Management Board of Vantage Towers AG** (Germany)
- Director of Vantage Towers Greece (Greece)

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

- Director: Accor
- Director: Vodafone Qatar, Vodacom** (South Africa), Vodafone Idea Limited** (India), Safaricom** (Kenya), Vodafone Hutchison Australia (Joint-Venture with Hutchison Whampoa in Australia), Vodafone Egypt**
- CEO: Vodafone Towers Europe

* Independent Director
** Listed company

Valérie BERNIS*

Chairman of the CSR Committee

Member of the Remuneration Committee

Member of the Ad hoc Committee

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

505

Date of birth:

December 9, 1958

Nationality:

French

Date of first appointment:

April 15, 2015, ratified by Annual General Meeting held on May 28, 2015

Date of last renewal:

May 18, 2022

Term expires on:

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

Biography – Professional Experience

Company Director

Valérie Bernis is a graduate of the Institut *Supérieur de Gestion* and *Université des Sciences Economiques* in Limoges.

In 1996, after 2 years spent as Communication and Press Advisor to the Prime Minister, she joined Compagnie de Suez as Executive Vice-President – Communications, and then in 1999, she became Executive Vice-President Financial and Corporate Communications and sustainable development. During the same period, she served for 5 years as Chairman and CEO of Paris Première, a French TV channel.

Valérie Bernis is currently a Member of the Board of Directors of France Télévisions and Lagardère SA.

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

None

Outside the Atos Group

France:

- Member of the Board of Directors: France Television (also Chairman of the CSR Committee, member of the Strategic Committee and Commitments Committee)
- Member of the Board of Directors: Lagardère SA** (formerly Lagardère SCA) (also member of the Audit Committee and Ad hoc Committee)
- General Secretary of Board of Directors: AROP (Opera de Paris)
- Board Member: Fondation contre Alzheimer

Abroad:

- Independent member of the Board of Directors*** and member of Nomination Committee, Audit Committee and CSR Committee: l'Occitane International SA (Luxemburg)**

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

- Member of the Supervisory Board: Euro Disney SCA**
- Member of the Board of Directors: Suez SA**

* Independent Director
** Listed company
*** Term expired on January 1, 2023

Katrina (Kat) HOPKINS

Director representing the employee shareholders

Professional address:

RG41 5TS Winnesh Triangle
1020 Eskdale Road
United-Kingdom

Number of shares:

407

Date of birth:

June 18, 1979

Nationality:

British

Date of first appointment:

May 18, 2022

Term expires on:

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

Biography – Professional Experience

Atos Vice President, Group Head Talent and Career Management, Learning & Development at Atos International (UK)

Katrina Hopkins is Vice President of Atos and Group Head of Talent, Career and Learning at Atos International. Ms. Hopkins is a Human Resources Manager with over 20 years of experience.

She has been with Atos since 2011 and joined the Group as part of Atos' acquisition of Siemens IT Solutions & Services. She has held various roles within the Human Resources department, both regionally and globally. She is currently responsible for talent development, performance and learning within the Atos Group with a focus on leadership, mentoring, career management, diversity and mandatory training, including diversity.

Ms. Hopkins holds a BSc (with Honors), in Psychology and is a Fellow of the Chartered Institute of Personnel and Development.

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

Member of the Supervisory Board of the Atos Stock Plan Employee Mutual Fund (FCPE) since 2022

Outside the Atos Group

None

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

None

Farès LOUIS

Employee Director

Member of the CSR Committee

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

0

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 2022 financial year

Biography – Professional Experience

Business Developer Cyber Security Products

Farès Louis joined Bull in 1991 as commercial engineer. He then held several positions as Account Manager for large accounts located in France, manager of Bull subsidiary located in the Middle East, and in the development of international offers. Currently, he is a business developer for security products in Middle East & Africa within the Big Data and Cybersecurity service line.

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

None

Outside the Atos Group

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

Other positions held during the last five years

Within the Atos Group

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

Outside the Atos Group

None

Aminata NIANE

Director

Professional address:

BP 29495 – DAKAR, Senegal

Number of shares:

1,012

Date of birth:

December 9, 1956

Nationality:

Senegalese

Date of first appointment:

May 27, 2010

Date of last renewal:

May 12, 2021

Term expires on:

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

Biography – Professional Experience

International Consultant

Aminata Niane holds an Engineering Degree in Science and Technology of Food Industries (Montpellier, France) and a Master in Business Administration (Birmingham, UK).

Then she started her career in 1983 as an engineer in big Senegalese companies in the food-processing sector (SIPL and SONACOS).

This experience continued in 1987 in the Senegalese administration (Ministry of Commerce, Senegalese Institute for Standardization), then in 1991 in the first structures supporting the private sector, financed by the French Cooperation and the World Bank (Support Unit to the Business Environment and Private Sector Foundation).

Finally, after several years of entrepreneurial experience in strategy consulting, she was appointed in 2000 Managing Director of APIX, National Agency for Investment Promotion and Major Projects. She handled the creation and the management until May 2012. Then, she was Special Advisor of the President of the Republic of Senegal until May 2013.

Today she is International Consultant, after being with the African Development Bank, Lead Advisor-Office of the Vice-President Infrastructure, Private Sector and Regional Integration, and Manager for the return of the Bank to its registered offices in Abidjan.

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

None

Outside the Atos Group

France:
None

Abroad:
- Director: Groupe Envol Immobilier Sénégal (Senegal), Banque Atlantique Sénégal (Senegal)
- Chairman of the association "Social Change Factory"

Other positions held during the last five years

None

Lynn PAINE*

Member of the Nomination and Governance Committee

Professional address:

Harvard Business School,

Soldiers Field Road,

Boston, Massachusetts 02163

Number of shares:

1,000

Date of birth:

July 17, 1949

Nationality:

American

Date of first appointment:

May 29, 2013

Date of last renewal:

May 12, 2021

Term expires on:

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

Biography – Professional Experience

Baker Foundation Professor, John G. McLean Professor of Business Administration, Emerita

Lynn Paine is Baker Foundation Professor and John G. McLean Professor of Business Administration, Emerita. She previously served as Senior Associate Dean for International Development, and prior to that, as Senior Associate Dean for Faculty Development at Harvard Business School. She is former chair of the School's general management unit and a specialist in corporate governance. An American with worldwide recognition, she currently teaches corporate governance in both the MBA and executive programs.

She co-founded and chaired the "Leadership and Corporate Accountability" required course, which she has taught in the MBA program as well as the Advanced Management Program. Ms. Paine's research, teaching, and publications have addressed matters of corporate social responsibility and sustainability. For example, her publications include "Sustainability in the Boardroom" (Harvard Business Review, 2014), and Value Shift: Why Companies Must Merge Social and Financial Imperatives to Achieve Superior Performance (McGraw Hill, 2003), which was named one of that year's best business books by Library Journal.

Ms. Paine has also taught in numerous other executive programs including the Senior Executive Program for China, the Senior Executive Program for Africa, and the Leading Global Business, and, currently, Making Corporate Boards more Effective, Women on Boards and Preparing to Be a Corporate Director.

In addition to providing executive education and consulting services to numerous firms, she has served on a variety of Advisory Boards and panels. In particular, she was a member of the Conference Board Commission on Public Trust and Private enterprise and the Conference Board's Task Force on Executive Compensation. She also served on the Academic Advisory Council of the Hills Program on Governance at the Center for Strategic and International Studies (CSIS), in Washington, D.C.; on the Governing Board of the Center for Audit Quality in Washington D.C.; and the Advisory Board of the Conference Board's Governance Center in New York. She was a Director of RiskMetrics Group (NYSE) prior to the Company's merger with MSCI.

Directorships and positions

Other Directorships and positions as at December 31, 2022	Other positions held during the last five years
Within the Atos Group None **Outside the Atos Group** France: None Abroad: • International Advisory Council, FDC (Fundação Dom Cambral), Belo Horizonte (Brazil)	**Within the Atos Group** None **Outside the Atos Group** • Senior Associate Dean, Harvard Business School, Boston, Massachusetts (USA) • Senior Advisor to Independent Monitor for Volkswagen AG** (Germany) • Global Advisory Council, Novonor S.A. (formerly Odebrecht S.A.), São Paulo (Brazil)

* Independent Director
** Listed company

Édouard PHILIPPE*

Member of the Nomination and Governance Committee

Member of the Ad hoc Committee

Professional address:

River Ouest 80 Quai Voltaire 95870 Bezons France

Number of shares:

501

Date of birth:

November 28, 1970

Nationality:

French

Date of first appointment:

October 27, 2020

Term expires on:

Annual General Meeting ruling on the accounts of the 2022 financial year

Biography – Professional Experience

Mayor of Le Havre, former Prime Minister

Édouard Philippe is former Prime Minister, head of the French government from May 15, 2017 to July 3, 2020. He was re-elected Mayor of Le Havre at the municipal elections of June 2020. In October 2021, he founded the center-right political party "Horizons".

Édouard Philippe is a graduate of the *Institut d'études politiques de Paris* and then of the *École nationale d'administration (ENA).*

After graduating from ENA in 1997, Édouard Philippe became a member of the *Conseil d'État* assigned to the litigation section.

In 2004, he became an attorney with Debevoise & Plimpton, in charge of public law matters.

Edouard Philippe joined Areva in 2007 as Director of Public Affairs (2007-2010).

After holding several local offices, he was elected Mayor of Le Havre and President of the Le Havre Metropolitan Community in 2010 and 2014. He was elected Member of the Parliament in 2012 and until 2017.

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

None

Outside the Atos Group

France:

(Most mandates are related to his functions of Mayor of Le Havre and of President of the urban community Le Havre Seine Métropole)

- Mayor of *Le Havre*
- President of the Urban Community *Le Havre Seine Métropole*
- Member of the Supervisory Board of *Le Havre Grand port maritime*
- Chairman of the Supervisory Board of Directors of the Hospital group of *Le Havre*
- President of the Social Action Center of *Le Havre*
- President of the EPCC, *Le Volcan – Scène Nationale*
- President of the Association *Le Havre Seine Développement*
- President of the Urban Planning Agency of the *Le Havre* region and of the Seine estuary
- President of the *Association Internationale des Villes Portuaires (AIVP)*
- President of the political party "Horizons"

Abroad:

None

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

- Prime Minister from (France
- Member of the Board of Directors of the International Association of the Cities and Ports
- Member of the Board of Directors of the public land-management institution of Normandie
- Member of the Board of Directors of the *Société Hérouvillaise d'économie mixte pour l'Aménagement*

* Independent Director

4

René PROGLIO*

Chairman of the Audit Committee

Chairman of the Ad hoc Committee

Professional address:

River Ouest 80 Quai Voltaire
95870 Bezons France

Number of shares:

500

Date of birth:

June 29, 1949

Nationality:

French

Date of first appointment:

May 18, 2022

Term expires on:

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

Biography – Professional Experience

Partner in the Strategic Advisory Group at PJT Partners.

René Proglio is a graduate of French business school HEC and holds a Chartered Accountant Diploma. Mr. Proglio is a partner in the Strategic Advisory Group of PJT Partners. With more than 30 years of experience in the M&A market, Mr. Proglio brings a strategic vision as well as leading financial expertise to companies. Mr. Proglio joined PJT Partners in September 2021. He was previously at Morgan Stanley, where he served as Vice President and Head of the French market. Mr. Proglio joined Morgan Stanley in 2003 as a Managing Director in the Investment Banking group and led the advisory business in Paris before taking overall responsibility for the French business.

He began his career at Arthur Andersen in the Audit and Consulting groups, where he served as a partner for 20 years and held various management positions.

Directorships and positions

Other Directorships and positions as at December 31, 2022	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**
France: • Partner at PJT Partners** • Censor at Tinubu Square SA (France) Abroad: • Director of Photo-Me International Plc** (United-Kingdom)	• Vice Chairman and Managing Director at Morgan Stanley**

* Independent Director.
** Listed company

Caroline RUELLAN*

Director

Professional address:

River Ouest 80 Quai Voltaire
95870 Bezons France

Number of shares:

1500

Date of birth:

August 13, 1967

Nationality:

French

Date of first appointment:

July 26, 2022, to replace Cedrik NEIKE, and which will be submitted to the next ordinary general meeting for ratification

Term expires on:

Annual General Meeting ruling on the accounts of the 2022 financial year

Biography – Professional Experience

Consultant

Caroline Ruellan has over twenty-five years of experience in corporate law and corporate governance. She began her career as a lecturer at the University of Picardie Jules Verne and then at the École des Mines de Paris, where she taught business law for more than fifteen years. She then joined the AIG Group, the world leader in financial risk insurance, from 2007 to 2013, as Head of Claims for Europe before being appointed Head of Innovation and Institutional Relations.

Caroline Ruellan is the CEO and founder of SONJ Conseil, an independent consulting firm that assists French and international companies in matters of exercise of power, governance, shareholder relations and activism.

She also closely follows the development of many companies in Europe as well as the implementation of their governance. Indeed, since 2016, she has been chairing and running the *Cercle des Administrateurs*. She is also an independent director of ADAM (Association for the Defense of Minority Shareholders), a member of the of the Retail Investors Consultative Commission of the French Financial Markets Authority (AMF), and a member of the Supervisory Board of Ardian France since 2019.

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

None

Outside the Atos Group

France:

- CEO of SONJ Conseil
- Member of the supervisory board of Ardian France
- Chair of the *Cercle des Administrateurs*
- Independent director of ADAM
- Director of the Institut Aspen France
- Member of the Retail Investors Consultative Commission of the French Financial Markets Authority (AMF)

Abroad:

None

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

None

* Independent Director

Vernon SANKEY

Member of the Audit Committee

Member of the Nomination and Governance Committee

Member of the Ad hoc Committee

Professional address:

51 Walnut Court, St Mary's Gate, London W85UB, UK

Number of shares:

1,296

Date of birth:

May 9, 1949

Nationality:

British

Date of first appointment:

February 10, 2009 (Director) – December 16, 2005 (Member of Supervisory Board) ratified by General Meeting of May 23, 2006

Date of last renewal:

May 18, 2022

Term expires on:

AGM ruling on the accounts of the 2024 financial year

Biography – Professional Experience

Officer in companies

Vernon Sankey graduated from Oriel College, Oxford University (United Kingdom).

He joined Reckitt and Colman plc in 1971, and became Chief Executive Officer in Denmark, France, the USA and in Great Britain. He was Group Chief Executive Officer in the United-Kingdom in the period 1992-1999.

Since then, he has held several non-executive positions as Chairman or Board member in several major international companies such as Pearson plc, Zurich Insurance AG, Taylor Woodrow plc, Thomson Travel plc, Gala plc, Photo-Me plc, Firmenich SA, etc. and was a founder member of the Management Board of the FSA (Food Standards Agency) UK.

As member of the Board of the UK government's FSA the main Board of major international and national companies, he has been involved in many matters, pertaining to corporate social responsibility including governance, equality, inclusion, sustainability and probity.

Directorships and positions

Other Directorships and positions as at December 31, 2022	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
None	None

Astrid STANGE*

Chair of the Remuneration Committee

Member of the CSR Committee

Professional address:

River Ouest 80 Quai Voltaire
95870 Bezons France

Number of shares:

3,900

Date of birth:

December 27, 1965

Nationality:

German

Date of first appointment:

May 18, 2022

Term expires on:

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

Biography – Professional Experience

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

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

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

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

None

Outside the Atos Group

None

Abroad:

- Member of the Supervisory Board at Deutsche Lufthansa AG** (Germany)
- CEO ELEMENT Insurance AG (Germany)

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

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

* Independent director

** Listed company

Elizabeth TINKHAM*

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 was a Senior Managing Director and member of the Global Executive Committee at Accenture plc**, where she held a variety of client facing and executive positions. She was the global account lead for Microsoft, responsible for driving account growth as well as the technology partnership between Microsoft and Accenture. Prior to heading the Microsoft account, Ms. Tinkham led Accenture's Global and North American Management Consulting practice for the Communications, Media and Technology (CMT) verticals. Her responsibilities included revenue growth, M&A activity and chairing the CMT Investment Board.

Ms. Tinkham now advises innovative, growth-focused companies on the challenges and opportunities inherent to shifting to digital technologies. She also advises the state of Washington on educational and equity issues through her role as chairman of Washington Stem, a non-profit organization.

Ms. Tinkham teaches classes in management consulting and in nonprofit board management at the University of Washington's Foster School of Business.

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

Directorships and positions

Other Directorships and positions as at December 31, 2022	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**
None	None
Abroad:	
• Director: Headspin (United States) • Director: Particle (United States) • Director: Athena Alliance (United States) • Board Member, Washington STEM (United-States) • Affiliate Lecturer, University of Washington, Foster School of Business (United States)	

* Independent director

** Listed company

Diversity policy at Board level

The Board of Directors meeting held on December 15, 2022, upon recommendation of the Nomination and Governance Committee, examined the composition of the Board of Directors and approved the diversity policy applicable at Board level.

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

- **age of Directors**: On December 15, 2022, Directors' age ranged from 40 to 73 with an average of 59.6 years old compared to 59.5 in 2021. 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 15, 2022, the Board of Directors was composed of 57.1% women Directors (8 out of 14) [(1)]. The Board acknowledged that the ratio is satisfactory and significantly above the legal requirement;
- **diversity of skills and professional experience:** The Board acknowledged that (i) the diversity of skills is well reflected in the variety of profiles of Board members who gather extensive experiences in technology, finance, governance, CSR/ employee/HR. The composition of the Board was renewed in 2022 to support the transformation project, with four new independent members, strengthening skills in technology, finance and governance. The Board acknowledged that the diversity of skills and experience is satisfactory;
- **diversity of nationalities:** On December 15, 2022, the proportion of Directors of non-French nationality reached 50%, in line with the Group's international dimension. 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 15, 2022, the ratio of independent Directors was 73%. The Board acknowledged that the current ratio is satisfactory and contemplated to maintain high the ratio of independent Directors above the AFEP MEDEF recommendations.

4.2.3.2 General Management

In the contexte of the study of a project for the separation of Atos' legacy activities (Tech Foundations), on the one hand, and its Digital, Big Data and Cybersecurity activities, on the other hand, through two independent listed companies, the Board of Directors approved on June 13, 2022 the appointment of two new Deputy Chief Executive Officers with effect from June 14, 2022.

Nourdine Bihmane was appointed Deputy CEO in charge of Tech Foundations while Philippe Oliva was appointed Deputy CEO in charge of the Digital, Big Data and Cybersecurity perimeter regrouped under a designated SpinCo.

Furthermore, this contemplated separation would lead to a reorganization of the Atos group resulting in a significant reduction in the scope of the functions and a redefinition of the mission of the Atos Chief Executive Officer.

Acknowledging this evolution, Rodolphe Belmer, former CEO, decided to resign from his position as CEO of the Company, as of September 30, 2022, at the latest, so as to allow time to ensure the orderly transition of the Group's governance with the two newly appointed Deputy CEOs.

Following Rodolphe Belmer's effective departure from the Group on July 13, 2022, the Board of Directors decided to appoint Nourdine Bihmane as CEO and to renew Philippe Oliva as Deputy CEO.

1) 54.6% (6 out of 11) pursuant to the legal ratio. In accordance with art. L. 225-23 and L. 225-27-1 of the French Commercial Code, the Director representing the Employee shareholders and the Employee Directors are not taken into account to determine the ratio of gender diversity on the Board of Directors.

Senior executive officers' biographies

Nourdine BIHMANE

Chief Executive Officer

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

8,798

Date of birth:

February 10, 1977

Nationality:

French

Date of first appointment:

June 14, 2022 (as Deputy CEO) and July 13, 2022 (as CEO)

Term expires on:

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

Biography – Professional Experience

Group CEO and co-CEO in charge of Tech Foundations

Nourdine Bihmane brings over 20 years of proven tech expertise, driving change management, growth and P&L performance. Nourdine served in several global management roles across Europe, North America, and emerging markets and drove successful transformation and turnaround programs for the Atos Group. He was most recently Executive Vice President, Head of Global Delivery, and CEO of Growing Markets. He has extensive commercial and operational knowledge of Atos, especially in the fields of managed services and decarbonization.

Nourdine Bihmane was appointed on June 14, 2022 Deputy CEO in charge of Tech Foundations, a leading business in managed infrastructure services, digital workplace and professional services. Following the departure of the former CEO, Nourdine Bihmane was appointed CEO of Atos SE as from July 13, 2022.

Nourdine graduated from the University Pierre et Marie Curie in Paris in engineering and has attended the engineering courses of the *Conservatoire National des Arts et Métiers*. He also obtained a certification from INSEAD on "Leadership in digital transformation".

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

France:

- Chief Executive Officer of Atos Meda

Abroad:

- Member of the Supervisory Board of Atos Nederland B.V. (Netherlands)
- Manager of EcoAct Iberia SL (Spain)
- Director of Unify Holdings B.V. (Netherlands), Atos Saudi LLC (Saudi Arabia), Climate Pal Ltd (Kenya), Carbon Clear Limited (United-Kingdom),

Outside the Atos Group

None

Other positions held during the last five years

Within the Atos Group

France:

- Chief Executive Officer of EcoAct SAS
- Deputy Chief Executive Officer of Atos SE

Abroad:

- Director of EcoAct, Inc (USA)

Outside the Atos Group

None

Philippe OLIVA

Deputy Chief Executive Officer

Professional address:

River Ouest – 80 quai Voltaire
95870 Bezons, France

Number of shares:

0

Date of birth:

July 30, 1972

Nationality:

French

Date of appointment:

June 14, 2022

Term expires on:

Date of realization of the separation project

Biography – Professional Experience

Group Deputy CEO and co-CEO in charge of Digital, Big Data and Cybersecurity

Philippe Oliva is capitalizing on a strong international experience in the digital sector, having spent almost 20 years at IBM where he has notably served as Vice President for Integrated Technologies, then Cloud Services and Hybrid Services in North America. Philippe joins Atos from Eutelsat where he has been Chief Commercial Officer for the past four years.

Philippe Oliva joined Atos in April 2022 as Chief Commercial Officer and was appointed on June 14, 2022 as Deputy CEO in charge of the Digital, Big Data and Cybersecurity perimeter (to form the newly named SpinCo), a leading business in the digital transformation, big data and cybersecurity markets, delivering high growth and high margins.

Philippe Oliva is a graduate of the Ecole Supérieure des Ingénieurs Commerciaux.

Directorships and positions

Other Directorships and positions as at December 31, 2022

Within the Atos Group

None

Outside the Atos Group

None

Abroad

None

Other positions held during the last five years

Within the Atos Group

None

Outside the Atos Group

France:

- Chief Commercial Officer at Eutelsat* (until April 2022)

Abroad:

None

* Listed company

4.2.3.3 Directors' independence

Definition of an independent Director

As per the AFEP-MEDEF Code

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

Criterion 1	Not to be and not to have been within the previous five years: • an employee or executive officer of the corporation; • an employee, executive officer or Director of a company consolidated within the corporation; • an employee, executive officer or Director of the Company's parent company or a company consolidated within this parent company.
Criterion 2	Not to be an executive officer of a company in which the Corporation holds a Directorship, directly or indirectly, or in which an employee appointed as such or an executive officer of the corporation (currently in office or having held such office within the last five years) holds a Directorship.
Criterion 3*	Not to be a customer, supplier, commercial banker, investment banker or consultant: • that is significant to the corporation or its group; • or for which the corporation or its group represents a significant portion of its activities. The evaluation of the significance or otherwise of the relationship with the Company or its group must be debated by the Board and the quantitative and qualitative criteria that led to this evaluation (continuity, economic dependence, exclusivity, etc.) must be explicitly stated in the report on corporate governance.
Criterion 4	Not to be related by close family ties to a Corporate Officer
Criterion 5	Not to have been an auditor of the corporation within the previous 5 years.
Criterion 6	Not to have been a Director of the corporation for more than 12 years. Loss of the status of independent Director occurs on the date of the 12th anniversary.
Criterion 7	A non-executive officer cannot be considered independent if they receive a variable compensation in cash or in the form of securities or any compensation linked to the performance of the corporation or Group.
Criterion 8	Directors representing major shareholders of the corporation or its parent company may be considered independent, provided these shareholders do not take part in the control of the corporation. Nevertheless, beyond a 10% threshold in capital or voting rights, the Board of Directors, upon a report from the Nomination Committee, should systematically review the qualification of a Director as independent in the light of the composition of the corporation's share capital and the existence of a potential conflict of interest.

* As recommended by the AFEP-MEDEF Code, as part of the assessment of how significant the relationship with the Company or its Group is (Criterion 3), the Board of Directors, on the recommendation of the Nomination and Governance Committee, retained the same criteria as those used in the previous year:

- a quantitative criterion, being the consolidated turnover of 1% performed by the Company with a group within which an Atos Director exercises a function and/or holds a mandate. This criterion was set on the basis of the specificities of the Atos Group activity, in particular the rigorous procedures related to answers to bidding processes;
- qualitative criteria, i.e.: (i) the duration and continuity of the business relationship (seniority of the relationship or impact of potential contract renewals…), (ii) the importance or intensity of the relationship (potential economic dependency), and (iii) the structure of the relationship (Director free of any interest…).

Review of the Directors' independence

The detailed assessment of the Directors' independence carried out on December 15, 2022, and based on the above-mentioned criteria is reproduced in the table below:

	Bertrand Meunier	Vesela Asparuhova	Vivek Badrinath	Valérie Bernis	Kat Hopkins	Farès Louis	Aminata Niane	Lynn Paine	Edouard Philippe	René Proglio	Caroline Ruellan	Astrid Stange	Elizabeth Tinkham	Vernon Sankey
Criterion 1	✓	✖	✓	✓	✖	✖	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 6	✖	✓	✓	✓	✓	✓	✖	✓	✓	✓	✓	✓	✓	✖
Criterion 7	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Independence	NO	NO	YES	YES	NO	NO	NO	YES	YES	YES	YES	YES	YES	NO

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

On December 15, 2022, the Board of Directors reviewed the independence of each of its members on the basis of the criteria mentioned above and acknowledged that 73% of its Directors could be considered independent:

6 Directors were not considered as independent	• Mr. Bertrand Meunier, Ms. Aminata Niane and Mr. Vernon Sankey as they have been serving on the Board for more than 12 years. • Ms. Vesela Asparuhova, Ms. Kat Hopkins and Mr. Farès Louis by virtue of their capacity as employees of a subsidiary of the Company*.
8 Directors were considered as independent	• Ms. Lynn Paine, Mr. René Proglio and Ms.Elizabeth Tinkham were considered as independent in the absence of any element falling within the criteria.
	• 5 Directors, performing mandates or functions in corporations having business relationships with the Company could nevertheless be considered as independent, considering the low turnover, below the threshold of 1% set by the Board, achieved by Atos with all these corporations: Mr. Vivek Badrinath, Ms. Valérie Bernis, Mr. Edouard Philippe, Ms. Caroline Ruellan and Ms. Astrid Stange.

* As per article 9.3 of the AFEP-MEDEF Code, the Directors representing the employee shareholders and the Employee Directors are not taken into account for the ratios of independent Directors.

4.2.3.4 Employee's participation at Board level

The Board includes a Director representing the employee shareholders, appointed by the General Meeting. The appointment of such Director was voluntarily submitted to the General Meeting in 2013, 2017 and in 2020, and was submitted on a mandatory basis, to the 2022 Annual General Meeting considering that the employee stock ownership's had exceeded 3% of the Company's share capital as of December 31, 2021.

The Board also comprises two Employee Directors within the meaning of article L. 225-27-1 of the French Commercial Code, appointed as per the procedure set forth in the Articles of Association. In accordance with the PACTE law, the Company submitted to the 2020 Annual General Meeting an amendment to the Articles of Association to lower the threshold from 12 to 8 Directors composing the Board for the required appointment of a second Employee Director. Following this amendment, a second Employee Director was appointed and joined the Board of Directors on October 21, 2020.

Directors representing the employee shareholders and the Employee Directors are expressly designated as members of the Board in the Board Internal Rules. In that respect, they fully participate in the meetings and deliberations of the Board. They have the same rights and obligations as any other Directors, in particular of confidentiality, save for the obligation to hold at least 500 shares of the Company.

Pursuant to an agreement dated December 14, 2012, the Company has implemented a scheme of participation of employees through the creation of the European Company Council of Atos SE and the designation, among the members of this council, or within Atos' employees, of a Participative Committee composed of up to four persons, which meets with members of the Board of Directors and discusses on topics on the agenda of Atos SE's Board meetings. Once a year, the Participative Committee is invited to a plenary meeting of the Board of Directors corresponding to the session on the review of compliance practices of the Company with rules of corporate governance.

4.2.3.5 Directors' training

As per the AFEP-MEDEF Code, upon the appointment of a new Director, various sessions are offered with the main group executives on the Group's business, organization, governance, innovation and CSR practises. Newly appointed Directors are provided with the Company's governance documentation (including the Articles of Association, the Board Internal Rules and the Director Charter) and received a specific training focusing on corporate governance and stock exchange regulations. Most recently, the induction program included presentations by the members of the senior executive management of the fundamentals of Atos and of its three business lines, trainings on the CSR and decarbonization activities, the ongoing separation project, Atos' R&D and innovations and financial specificities of Atos, as well as a visit in Bezons of the innovations demonstrated in Atos' Business Technology and Innovation Center (BTIC).

In addition, specific external trainings are contemplated for Directors on an ad hoc basis. In January 2023, the Board of Directors held a meeting on the Atos site in Les Clayes-sous-Bois. A visit of the site where Atos maintains a significant R&D center was organized, and the research teams presented the innovations in the area of high-performance computing, identity and access management and cybersecurity. The level of competence of the Board in climate matters is already deemed high given that the Company has been pioneering this field, and the directors have been supporting the environmental strategy with ambitious targets for more than a decade. To continue strengthening the directors' skills in these areas, additional trainings on climate change by recognized experts are contemplated.

A specific training is also provided to Directors appointed on the Audit Committee. The members of the Audit Committee have the required skills by virtue of their education and professional experience. Mr. René PROGLIO, Chairman of the Audit Committee, holds a Chartered Accountant Diploma and has extensive financial and accounting knowledge. Currently a partner of PJT Partners, he was also a partner for 20 years at Arthur Andersen in the Audit and Consulting groups. Mr. Vivek BADRINATH, has financial and accounting skills gained in the context of his management mandates within the Vodafone, Accor, Orange and Thomson groups. He was also a member of the Audit Committee of Nokia. The financial skills of Mr. Vernon SANKEY are the result of the years spent with as chief executive officer, chairman and director of several companies in Switzerland and the United Kingdom. He also served as Chairman of the Company's Audit Committee between November 2014 and December 2020.

4.2.3.6 Shareholding obligations

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

4.2.3.7 Declarations related to the members of the Board of Directors and Senior executive officers

To the best of the Company's knowledge, there have been no official public incrimination and/or sanctions taken by statutory or regulatory authorities (including designated professional organisms) against any of the members of the Board of Directors or senior executive officers. No court has, over the course of the past five years at least, prevented the members of the Board of Directors or senior executive officers from acting as member of an administrative, managing or supervisory body of an issuer or from participating in the management or oversight of an issuer's business. No Board member or senior executive officers has been convicted for fraud over the past five years at least. No Board member or senior executive officers has taken part as senior manager in a bankruptcy, receivership or liquidation over the past five years.

4.2.3.8 Potential conflict of interest and agreements

[GRI 2-15]

As mentioned above, each year a review of independence is conducted under the supervision of the Nomination and Governance Committee; also, Directors and senior executive officers are 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.

To the best of the Company's knowledge, there is no conflict of interest between the duties to the Company of Directors and senior executive officers and their private interests and/or other duties.

To the Company's knowledge, there are no existing service agreements between the members of the Board of Directors, senior executive officers and Atos SE or one of its subsidiaries which would provide for benefits.

To the best of the Company's knowledge there are no arrangements, or any type of agreement with the shareholders, clients, service providers or others by which one of the members of the Board of Directors or senior executive officer was selected as member of an administrative, managing or supervisory body or as a member of the general management of the Company.

To the best of the Company's knowledge, there are no family relationships between any executive senior officers and Directors of the Company.

Finally, to the best of the Company's knowledge, there are no restrictions accepted by the members of the Board of Directors or senior executive officers concerning the sale of their potential shareholding in the Company's share capital other than the provision of the Articles of Association under which each Director, save for the Employee Directors and the Directors representing the employee shareholders, must own at least 500 shares of the Company and the retention obligations defined by the Board of Directors for the senior executive officers of the Company.

4.2.3.9 Internal rules of the Board of Directors

The Board of Directors of Atos SE has approved Internal Rules which govern the works of the Board of Directors. The Board Internal Rules were last updated during the Board meeting held on February 14, 2023 to add volume commitments in excess of €100 million as a Board reserved matter. The Board Internal Rules include, as attachments, a Director Charter 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 Board Chair, 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 and the Guide to the prevention of insider trading are provided to the Directors who acknowledge receipt of these documents. The Board Internal Rules are available on the Company website at www.atos.net ("Investors" section).

Acceptance of new corporate mandates

Pursuant to the Board Internal Rules, the Chairman of the Board of Directors and the Chief Executive Officer, and the Chairman and Chief Executive Officer, as applicable, as well as any Deputy Chief Executive Officer, must seek the Board of Directors' opinion before accepting a new Directorship in a listed company, whether French or foreign, outside the Group.

Conflicts of interest [GRI 2-15]

Pursuant to the Board Internal Rules, a Director undertakes to strictly avoid any conflict that may exist between his or her own moral and material interests and those of the Company. Directors must inform the Chairman of the Board of Directors of any conflict of interest, even a potential one, within which he or she may be directly or indirectly involved. In the case where he or she cannot avoid having a conflict of interest, he or she must abstain from participating in discussions and decisions on such matter, and the Chairman may request him or her not to attend the deliberations. A conflict of interest arises when a Director or a member of his or her family could personally benefit from the way the Company's business is conducted, or could maintain a relationship of any kind with the Company, its affiliates or its management that could compromise the Director's judgment (particularly as a client, supplier, business banker, legal representative).

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 is defined as 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.

4.2.3.10 Board of Directors' Internal Charter on related-party and "free" agreements

The Board of Directors adopted an Internal Charter on related-party and "free" agreements.

Considering the organization of the Atos Group and, in particular, the principle of segregation of duties of its internal control system, the Internal Charter sets up a procedure involving both the Group Legal department and the Group Internal Control department whereby:

- the Group Legal department is in charge of qualifying the agreements either as related-party agreements or as "free" agreements, and of supervising the authorization procedure for related-party agreements; and
- the Group Internal Control department is in charge of regularly assessing whether agreements relating to ordinary transactions entered into under normal conditions do indeed meet these conditions. It communicates the results of its work to the Audit Committee.

4.2.4 Operation of the Board of Directors and its Committees

4.2.4.1 Attendance to the meetings of the Board of Directors and its Committees in 2022

Individual attendance

	Rodolphe Belmer	Bertrand Meunier	Vesela Asparuhova	Vivek Badrinath	Valérie Bernis	Jean Fleming	Farès Louis	Cedrik Neike	Colette Neuville	Aminata Niane	Lynn Paine	Edouard Philippe	René Proglio	Caroline Ruellan	Vernon Sankey	Astrid Stange	Elizabeth Tinkham	Kat Hopkins
Board of Directors	100%	100%	100%	84.21%	100%	100%	100%	87.5%	100%	94.74%	94.74%	94.74%	81.82%	100%	100%	100%	100%	100%
Audit Committee	N/A	N/A	N/A	100%	N/A	N/A	N/A	N/A	N/A	N/A	100%	N/A	100%	N/A	100%	N/A	N/A	N/A
Nomination and Governance Committee	N/A	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%	N/A	N/A	100%	N/A	100%	N/A
Remuneration Committee	N/A	N/A	100%	N/A	100%	100%	N/A	N/A	N/A	100%	N/A	N/A	N/A	N/A	N/A	100%	100%	N/A
CSR Committee	N/A	N/A	N/A	N/A	100%	N/A	100%	N/A	50%	N/A	100%	N/A	N/A	N/A	100%	100%	N/A	N/A
Ad hoc committee	N/A	100%	N/A	N/A	100%	N/A	N/A	N/A	N/A	N/A	N/A	80%	100%	N/A	90%	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
96.50%	100,00%	100,00%	100%	92.86%	94%

4.2.4.2 Board of Directors' activity

Mission

The mission of the Board of Directors is to determine the strategy and trends of the Company's activity and to oversee their implementation. Moreover, the Board of Directors appoints senior executive officers and rules on the independence of Directors on a yearly basis, possibly imposes limitations on the powers of the senior executive officers, issues the report on corporate governance, convenes the General Meetings and decides on the agenda, undertakes the controls and verifications which it deems opportune, the control and audit of the sincerity of the financial statements, the review and approval of the financial statements, the communication to the shareholders and reviews communications to the market of high quality information. The Board of Directors endeavors to promote long-term value creation by the Company by considering the social and environmental aspects of its activities. It regularly reviews, in relation to the strategy it has defined, the opportunity and risks, such as financial, legal, operational, social and environmental risks, as well as the measures taken accordingly.

Operating rules

Pursuant to the Board Internal Rules, the Board of Directors, convened by its Chairman, meets at least 5 times a year and as often as necessary in the interest of the Company. The Directors may attend Board of Directors' meetings by videoconference or conference call. The meetings of the Board of Directors follow the agenda determined by the Chairman and communicated to the Directors. Whenever possible, the necessary documents and elements are sent to the Directors with the agenda. The Board of Directors appoints, determining his or her term of office, a secretary who may be chosen from among the Directors or from outside. The Directors have the option of being represented at meetings of the Board of Directors by another Director. Each Director may only represent one of the other Directors during the same Board of Directors. The Board of Directors may only deliberate validly if at least half of its members are present. Decisions are passed by a majority of members present or represented. If the votes are split, the Chairman of the session casts the deciding vote.

Activities in 2022

During the 2022 financial year, the Board of Directors met 21 times. This number of meetings was necessary in order to allow a regular and timely review by the Board of regular or exceptional events, notably (i) the review and approval of the Group's new strategic plan, (ii) the review of the developments related to the separation project, and (iii) the review of disposal projects contemplated or decided by the Group.

Global attendance of Directors at these meetings was an average of 96.50%.

The Board of Directors met to discuss the following topics:

Financial statements, budget and financial commitments:

- review of the 2023 budget;
- review of the financial information and quarterly reports and forecasts;
- review of and closure of consolidated 2022 half-year and 2021 yearly financial statements;
- continued supervision of the remediation and prevention plan designed and implemented by the Group following the qualified opinion issued by the statutory auditors in 2021 on the consolidated financial statements of the Company for the years ended December 31, 2020;
- review of financial presentations and press releases;
- approval of parental company guarantees and review of off-balance sheet commitments.

Strategic projects and transactions:

- strategic sessions to review and discuss the strategic dynamics and options available to Atos;
- review and approval of the Company's strategy plan;
- and approval of the developments related to the separation project;
- sale of the entire remaining stake in Worldline for ca. €220 million in June 2022 through a private placement by way of accelerated book building offering;
- approval for the conversion of the Group's €1.5 billion out of a total of €2.4 billion of revolving credit facility commitment into an unsecured term loan;
- regular review of the M&A activities, in particular in connection with potential acquisitions or disposals;

Compensation:

- *Compensation policy:*
  - set the compensation policy applicable to the Chairman of the Board, the Directors, the Chief Executive Officer and the Deputy Chief Executive Officers;
  - review of the conformity of the executive officers' compensation policy with the AFEP-MEDEF Code;
  - determination of Rodolphe Belmer's compensation as Chief Executive Officer;
  - determination of Nourdine Bihmane's and Philippe Oliva's 's compensations as new Deputy Chief Executive Officers;
  - conditions of departure of Rodolphe Belmer from his position as Chief Executive Officer;
  - determination of Nourdine Bihmane's compensations as new Chief Executive Officer;

- *Variable compensation:*
  - acknowledgement of the results relating to the variable compensation for H2 2021 of Élie Girard as former Chief Executive Officer' and Pierre Barnabé as former interim Chief Executive Officer;
  - acknowledgement of the achievement of the qualitative objectives applicable to the former Chief Executive Officer, Rodolphe Belmer, for the first half of 2022;
  - setting of objectives for the variable compensations of the newly appointed Chief Executive Officer and the Deputy Chief Executive Officers for the second half of 2022;
- *Directors' compensation:*
  - approval of the unchanged structure of Directors' compensation.
- *long-term incentive plans:*
  - validation of the partial achievement of the performance conditions applicable to the performance share plans dated July 24, 2019 and October 23, 2019;
  - validation of non-achievement of the performance condition applicable to the July 24, 2019 stock option plan;
  - set-up of a performance share plans for 2022 in favor of Group employees, Group Management Committee and senior executive officers;
  - revision of the performance conditions of performance share plan implemented in 2020 and 2021 in order to reflect the new guidance for 2022 and 2023, as applicable.

Atos' raison d'être and CSR topics:

- review of the Company's initiatives regarding its social and environmental responsibility (in particular with respect to decarbonization, gender balance diversity, accessibility and digital training), their implementation and results;
- review of the Group's 2021 achievements regarding the implementation of its raison d'être;
- definition and review of the new Net Zero Target set by the Group according to the new Science-Based Target Initiatives (SBTi) guidelines;
- review of the CSR challenges, and in particular, recommendations taking into account the project to separate the Group into two independent listed companies;
- review of the new European reporting guidelines related to the CSRD and their consequences for the non-financial reporting.

Governance:

- *General Meeting:*
  - convening of the Annual General Meeting, and;
  - review and approval of the Board of Directors' report to the Annual General Meeting.
- *Company governance:*
  - appointment of a two new Deputy Chief Executive Officers of the Company;
  - appointment of a new Chief Executive Officer;
  - review and modification of the composition of the Board of Directors in light of the Board policy;
  - modification of the composition of the Committees after the Annual General Meeting;
- *governance-related documentation:*
  - review and approval the Board of Directors' report on corporate governance;
  - review of the 2021 Universal Registration Document and of the 2021 Compliance report;
  - review of the Amendment to the 2021 Universal Registration Document;
- *operation of the corporate bodies:*
  - renewal or approval of certain delegations of powers to senior executive officers;
  - proposals in connection with the renewal of Directors' term of office or the appointment of new Board members;
  - assessment of the Board's work in 2022;
  - review of the independence of Board members;
  - conformity review of the Company's practices with the AFEP-MEDEF Code;
  - annual review of related parties' agreements authorized during previous financial years.
- *risks:*
  - approval of parental guarantees;
  - review of the results of the risk mapping exercise;
  - review the risk management and monitoring;
  - review of the recommendations of Internal Audit missions;
  - review of main on-going litigations.
- *compliance:*
  - 2022 annual compliance review and follow-up on the 2021 compliance alerts;
  - follow-up on the report from the AFA (French anticorruption agency);

The Board regularly heard the reports of the statutory auditors as well as those of its four permanent Committees.

As part of the separation project of the Group into two independent listed companies, the Board also relied upon the work of its Ad hoc Committee.

The Board Committees are governed by the Board Internal Rules which specify their respective missions. The Committees only have an advisory role in preparing the works of the Board which is the only decision-making and liable body. They report to the Board of Directors. Their recommendations are discussed at length during the meetings, where applicable, on the basis of the documentation generated by the Committees.

4.2.4.3 The Audit Committee's activity

Composition

The Audit Committee is composed of three members, including two independent members.

Mission

The Audit Committee prepares and facilitates the work of the Board of Directors within its fields of competence. For this purpose, it assists the Board of Directors in its analysis of the accuracy and sincerity of the Company's corporate and consolidated accounts. The Committee formulates opinions and recommendations to the Board of Directors according to the following assignments received from the Board:

With respect to the accounts:

- to monitor the financial reporting process, and as the case may be, issue recommendations to guarantee 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;
- to be presented with the evolution of the perimeter of consolidated companies;
- 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 the financial documents distributed by the Company upon approval of the annual accounts as well as the important financial documents and press releases;
- to report on the results of the financial statements certification, on the way this mission contributed to the integrity of the financial information and about the role that the Committee played in the process.

With respect to the external control of the Company:

- to examine questions concerning either the appointment or renewal of the statutory auditors;
- to monitor the conduct of the assignment entrusted to the statutory auditors;
- to approve the provision of services 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 ensure the statutory auditors act in compliance with their duty of independence.

With respect to the internal control and risk-monitoring of the Company:

- to assess, along with the persons responsible at Group level, the efficiency and the quality of the systems and procedures for internal control of the Group, to examine the significant off-balance sheet risks and commitments, to meet with the person responsible for Internal Audit, to give its opinion on the organization of the department and to be informed of its work program. The Committee shall be provided with the Internal Auditor's reports or a periodic summary of these reports;
- to 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 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;
- to monitor the effectiveness of the Internal Audit of the procedures relating to the preparation and processing of financial and extra-financial accounting information.

Operating rules

Pursuant to the Board Internal Rules, the Audit Committee members are provided, at the time of appointment, with information relating to the Company's specific accounting, financial and operational features. The Audit Committee interviews the statutory auditors, and also the persons responsible for finance, accounting and treasury matters. The review of accounts by the Audit Committee should be accompanied by a presentation from the statutory auditors stressing the essential points not only of the results of the statutory audit, in particular the adjustments resulting from the audit and significant weaknesses in internal control identified during the auditor's works, but also of the accounting methods chosen. It should also be accompanied by the complementary report to the Audit Committee provided for by applicable law and a presentation from the chief financial officer describing the corporation's risk exposures including those of a social and environmental nature, and its material off-balance-sheet commitments. As far as Internal Audit and risk control are concerned, the 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 Committee may use external experts as needed.

In 2022, 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 Group Deputy CFO, as well as the statutory auditors who attended, as applicable and upon request from the Committee Chairman, meetings of the Audit Committee. The Group CEO and the Group Deputy CEOs also attended the meeting to answer any questions from the Committee members. All documentation presented to the Committee was communicated to the Committee by the Group Chief Financial Officer several days prior to the meetings.

Activities in 2022

During the 2022 financial year, the Audit Committee met 8 times. Attendance of members to the meetings was an average of 100%.

During the 2022 financial year, the Audit Committee reviewed the accounting and financial documents, before their presentation to the Board; the 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 2021, the half yearly accounts 2022, 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 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 Committee also periodically reviewed the status of the declared claims and litigations and the provisions. The Committee reviewed relevant sections of the Universal Registration Document. The Committee was regularly informed on the status of the Group's treasury and financing needs and reviewed the significant off-balance-sheet commitments. The 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. It also examined the fees and the independence of the statutory auditors.

4.2.4.4 The Nomination and Governance Committee's activity

Composition

The Nomination and Governance Committee is composed of four members, including three independent members.

Mission

The Nomination and Governance Committee shall have the task of preparing and facilitating the decisions of the Board of Directors within its fields of competence according to the following assignments received from the Board:

- 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 and to assess the opportunities for the renewal of mandates; and to review and formulate recommendations regarding the succession plan for executive officers.

Selection process for candidates s 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 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 Committee and shall fulfill 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 Committee may use external experts as needed.

Activities in 2022

During the 2022 financial year, the Nomination and Governance Committee met six times. Attendance of members to the meetings was 100%.

The Nomination and Governance Committee met in 2022 to deal in particular with the following subjects so as to formulate opinions and recommendations to the Board of Directors:

- search for potential candidates for the position of Board member in light of the diversity policy defined by the Board;
- proposal to appoint new Directors and renew the term of office of certain Directors at the Annual General Meeting;
- selection process for a new Director representing the Employee Shareholders;
- proposed composition of the Board committees after the Annual General Meeting;
- review of the key executive officers and their succession plans;
- yearly review of the composition of the Board of Directors in accordance with the defined diversity policy of the Board;
- review of the yearly assessment of the Board's work in 2022;
- proposals in connection with the review of the independence of Directors;
- proposal for the nomination of two Deputy Chief Executive Officers;
- proposals for the respective governance of New Atos and SpinCo and launch of a search process for candidate directors.

4.2.4.5 The Remuneration Committee's activity

[GRI 2-20]

Composition

The Remuneration Committee is composed of three members, including two independent members.

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 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 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 Board Chair and the senior executive officers' presence for the setting of the Board Chair' 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 Committee relating to the long-term incentive policy related proposals for employees. The Committee may use external experts as needed.

Activities in 2022

During the 2022 financial year, the Remuneration Committee met fives times. Attendance of members to the meetings was 100%.

The Remuneration Committee met in 2022 to deal in particular with the following subjects so as to formulate opinions and recommendations to the Board of Directors:

- compensation policy:
  - proposals in connection with the review of the conformity of the Chairman's and of the senior executive officers' respective compensations with the AFEP-MEDEF Code;
  - proposals relating to the determination of the compensation of Rodolphe BELMER as Chief Executive Officer;
  - proposals relating to the determination of the compensations of Nourdine BIHMANE and Philippe OLIVA, as new Deputy Chief Executive Officers;
  - proposal relating to the conditions of departure of Rodolphe BELMER from his position as Chief Executive Officer;
  - proposal relating to the compensation of Nourdine BIHMANE as new Chief Executive Officer;
  - proposals relating to the definition of the compensation policy applicable to the Chairman of the Board, the Directors and the senior executive officers;
- variable compensation:
  - proposals in connection with the acknowledgement of the results of the variable compensation of the former Chief Executive Officer and interim Chief Executive Officer for the second half of 2021;
  - proposals relating to the acknowledgement of the results for the first half of 2022 applicable to the compensation of the former Chief Executive Officer;
  - proposals in connection with the variable part of the Chief Executive Officer's and the Deputy Chief Executive Officer's compensation for the second half of 2022;
- Directors' compensation:
  - proposals for the allocation of the Directors' compensation for 2022;
  - proposals for the renewal of the Directors' compensation for 2023;
- long-term incentive plans:
  - proposals for validation of the partial achievement of the performance conditions applicable to the performance share plans granted on July 24, 2019 and October 23, 2019;
  - proposal for validation of the non-achievement of the performance condition to the stock options plan dated July 24, 2019;
  - proposal related to the deliveries of LTI plans;
  - proposals in connection with the revision of the performance conditions of performance share plans implemented in 2020 and 2021 given the new 2022 and 2023 guidance, as applicable;
  - proposals in connection with a project of employee stock ownership plan (finally abandoned);
  - proposals in connection with the setting up of two performance share plans in 2022 in favor of Group employees, Group Management Committee and senior executive officers;

4.2.4.6 The CSR Committee's activity

The Board of Directors has a CSR Committee chaired by an independent director since December 2018.

Composition

The CSR Committee is composed of three members, including two independent members. The meetings of the CSR Committee are always open to the other members of the Board.

Mission

The CSR Committee shall have the task of preparing and facilitating the work of the Board of Directors within its fields of competence. The Committee shall formulate all opinions and recommendations to the Board of Directors according to the following assignments received from the Board:

- to review the Group's corporate social and environmental responsibility strategy and the rollout of the related initiatives;
- to review the Group's corporate social and environmental responsibility commitments in light of the challenges specific to the Group's business and objectives, in particular in such areas as well being at work, diversity and environment;
- to evaluate the risks and opportunities with regard to social and environmental performance;
- to review the social and environmental policies taking into account their impact in terms of economic performance;
- to review the annual statement on extra-financial performance; and
- to review the summary of ratings awarded to the Group by rating agencies and in extra-financial analysis.

Operating rules

During the meetings of the CSR Committee, the Head of CSR explains in depth the environmental and climate issues and the evolution of the regulatory framework and those topics are discussed at length with the Committee members. The Chair of the CSR Committee reports to the full Board very regularly on the Committee's works. In February 2021, a meeting of the CSR Committee was held with the entire Board's attendance to introduce the CSR team to all Board members and allow the Board members to improve their understanding of the topics the CSR team focuses upon, the targets the Group has set, and what differentiates the Group on the market. The CSR Committee is subject to the same general operating rules as those applicable to the other Board Committees. The CSR Committee meets as often as the Company's interest so requires. The 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 Committee may use external experts as needed.

Activities in 2022

During the 2022 financial year, the CSR Committee met four times. Attendance of members to the meetings was 93%.

The CSR Committee met in 2022 to deal in particular with the following subjects so as to formulate opinions and recommendations to the Board of Directors:

- review of the Company's initiatives regarding its social and environmental responsibility (in particular with respect to decarbonization, gender balance and diversity accessibility and digital training), their implementation and results;
- review the Group's 2021 achievements regarding the implementation of its *raison d'être*;
- definition and review of the new Net Zero Target set by the Group according to the new Science-Based Target Initiatives (SBTi) guidelines;
- review of the CSR challenges, and in particular, recommendations taking into account the project to separate the Group into two independent listed companies;
- review of the new European reporting guidelines related to the CSRD and their consequences for the non-financial reporting.

4.2.4.7 The Ad hoc Comittee's activity

As part of the study of the Group's strategic plan presented at the June 14, 2022 Capital Markets Day to separate the Group into two independent listed companies, and in accordance with the recommendations of the AFEP-MEDEF Code, the Board of Directors decided to set up an Ad hoc Committee.

Composition

The Ad hoc Committee is composed of five members, including three independent members.

Mission

The mission of the Ad hoc Committee is to provide recommendations and to oversee the study and implementation of the project by the management team as well as to supervise the work of the independent expert.

Activities in 2022

During the 2022 financial year, the Ad hoc Committee met ten times. Attendance of members to the meetings was 94%.

4.2.5 Assessment of the works of the Board of Directors

[GRI 2-18]

Pursuant to the Board Internal Rules, the Board of Directors must assess its capacity to meet the expectations of the shareholders by periodically analyzing its composition, organization and its operation, as well as the composition, organization and operation of its Committees.

The evaluation has three objectives:

- to assess the way in which the Board operates;
- to check that the important issues are suitably prepared and discussed;
- and to measure the actual contribution of each Director to the Board's work.

Once a year, the Board of Directors shall devote one item on its agenda to the discussion of its operation and inform the shareholders each year, in the Universal Registration Document, of the conduct of these assessments and the subsequent follow-up.

In accordance with the AFEP-MEDEF Code, the Board of Directors has undertaken since 2009 a formalized annual assessment under the supervision of its Lead Independent Director, and of its Nomination and Governance Committee as from 2020 due to the removal of the position of Lead Independent Director.

For the 2022 financial year, the assessment of the Board of directors' performance has been carried out by an external specialized consultant, in accordance with best practices and under the supervision of the Nomination and Governance Committee pursuant to the following procedure:

- each Director answered a questionnaire adjusted to (i) the strategic project to separate the Atos Group into two independent listed companies, (ii) the new composition of the Board of Directors and (iii) the recommendations made during previous assessments. The questionnaire addressed such topics as:
  - the definition of the strategy and knowledge of Atos' business;
  - risk management;
  - the Board performance and composition;
  - the operation of the Board of Directors' committees;
  - the external consultant collected and analyzed the answers to a questionnaire sent to all Directors, interviewed the majority of the Directors, consolidated the data and prepared under the supervision of the Nomination and Governance Committee, a report to the Board;
- At the end of these works, an item was put on the agenda of the Board of Directors' meeting of December 15, 2022 in order for the Chair of the Nomination and Governance Committee to report on the outcome of this assessment and consider the improvements to retain.

The tone of the assessment is very positive, the majority of the Directors felt that knowledge and operations were better compared to 2021 and several improvements were acknowledged: the quality of the debates and the implementation of strategic sessions. The following points emerged from the analysis, and were shared with all the Directors:

- **Composition of the Board and Directors' training:** The lastest changes in the Board's composition are very much appreciated as bringing more diverse backgrounds, expertise and international outlook. It has also been suggested to pursue the strengthening of the Directors' training, especially for new ones, and maintaining training sessions on the major technological and transformational challenges the Group is facing with the necessary dedicated time and the right pace (see section 4.2.3.5 above regarding Directors' training);
- **Strategy:** The Board expressed its great satisfaction at being more involved in the strategic work. As part of the extensive separation work already carried out by the Board, it has been suggested to improve the strategic planning to make the separation project a success by ensuring, through dedicated sessions and with the support of its committees, that the two future entities are staffed with the appropriate boards and adopt the relevant strategies to secure their future development;
- **Risk:** Directors suggested to maintain the periodic sessions at Board level to review the risk management and monitoring, inclusive of operational and social risks, following the review by the Audit Committee. An additional review of risks was performed at Board level during a meeting on January 24, 2023;
- **Governance**: Directors expressed their wish to continue strengthening the exchanges between the Board and the executive management.

4.2.6 Board of Directors' reports

4.2.6.1 Board of Directors' report on corporate governance

The 2022 Universal Registration Document includes all corporate governance-related items required under the provisions of the French Commercial Code and the AFEP-MEDEF Code of corporate governance to be included in the Board of Directors' report on corporate governance approved during the meeting held on February 28, 2023. Consequently, the following table allows to identify in the 2022 Universal Registration Document the required information.

Information required under the French Commercial Code	Section of the 2022 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	8.7.7
Choice of terms and conditions to exercize the general management of the Company	4.2.2
Composition of the Board of Directors and Executive mamangement and conditions of organization of the works of the Board of Directors	4.2.3, 4.2.4
Diversity policy at Board of Directors and Executive Committee levels and results in terms of gender diversity for the 10% highest responsibility positions within the Company	4.2.3.1, 5.3.5, 5.3.2.1
Limitations of powers on the Chief Executive Officer	4.2.2
Recommendations of Corporate Governance Code which are not followed and place where Code may be consulted	4.2.1
Specific terms and conditions of participation in General Meetings	4.1.3.2
The description of the procedure related to related-party and free agreements set up by the Company and of its implementation	4.2.3.10
Executive Compensation *(L. 22-10-8, L. 22-10-9, L. 225-185 and L. 225-197-1 of the French Commercial Code)*	
Presentation of the corporate officers' compensation policy to be submitted to the General Meeting in the context of the ex ante vote	4.3.1
Corporate officers' compensation paid during the closed financial year or awarded in relation thereto	4.3.2
Proportion between the fixed and variable compensation	4.3.1; 4.3.2.3
The use of the possibility to ask for the restitution of the paid compensation	N/A
Undertakings in favor of corporate officers in case of taking up, ending or change of functions.	4.3.1
Compensation paid or awarded by a consolidated company	4.3.1; 4.3.2
Ratios between the Company officers' compensation and the employees' average compensation	4.3.2.2, 4.3.2.3
The annual evolution of the compensation, the Company's performance, the employees' average compensation, and the hereabove mentioned ratios over the last five years in a way that allows a comparison.	4.3.2.2, 4.3.2.3, 4.3.2.4
An explanation on the way the total compensation complies with the adopted compensation policy, including the way it contributes to the Company's long-term performance and the way the performance criteria were applied	4.3.1, 4.3.2
The way the vote during the last Ordinary General Meeting provided for in article L. 22-10-34 para. I was taken into account	4.3.1
Any discrepancy with the compensation policy and any exception applied in accordance with article L. 22-10-8 para. III, including the explanation on the nature of the exceptional circumstances and the indication of the specific elements to which an exception is made	N/A
The implementation of the legal provisions regarding the discontinued payment of the Directors' compensation, if applicable	N/A

Information required under the French Commercial Code	Section of the 2022 Universal Registration Document
Allocation and holding obligation of options by Company's officers	4.3.1.4
Allocation and holding obligation of free shares by Company's executive officers	4.3.1.4
Elements likely to have an impact in case of public offer *(L. 22-10-11 of the French Commercial Code)*	
Structure of share capital of the Company	8.1.2, 8.2, 8.7.3, 8.7.5
Limitations on the exercise of voting rights and share transfers as per the Articles of Association	4.1.3.2, 8.7.4, 8.7.5
Direct or indirect shareholdings in the share capital of the Company	4.1.2, 8.1.2, 8.2, 8.7.3
List of holders of any securities with special control rights	N/A
Control mechanisms in employee shareholding systems	8.7.5
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, 8.7.6, 8.7.7
Agreements entered into by the Company which are modified or terminated in case of change of control of the Company	8.7.5
Agreements providing for indemnities to Board of Directors members or employees upon termination of their employment contract, by resignation or termination without real and serious cause, or pursuant to a purchase or exchange public offer	4.3.1, 8.7.5

4

Information recommended under the AFEP-MEDEF Code of corporate governance	Section of the AFEP-MEDEF Code	Section of the 2022 Universal Registration Document
Board of Directors' activity	1.8	4.2.4.2
Board Internal rules	2.2	4.2.3.9
Quantitative and qualitative criteria that led to the evaluation of the significance or otherwise of the relationship with the Company or its Group	9.5.3	4.2.3.3
Assessment of the works of the Board of Directors	10.3	4.2.5
Number of meetings of Board of Directors and of Board Committees held in the past financial year and information relating to Directors' individual attendance at such meetings	11.1	4.2.4
Start and end dates of Directors' term of office, Directors' nationality, age and principal position, list of names of the members of each Board's committees	14.3	4.2.3.1
Description of the Committees activities in the past financial year	15.2	4.2.4
Number of shares held by the Directors	20	4.2.3.1
Rules for allocation of Directors compensation and individual amounts of payments made in this regard to the Directors	21.4	4.3.2.1
Minimum number of registered shares that the Company officers must retain	23	4.3.1
Recommendation of the High Committee and reasons why the Company decided not to comply with it	27.1	N/A

4.2.6.2 Summary of the transactions on Company's shares performed by senior executives officers

The following transactions on the Company's shares were carried out in 2022 by the persons referred to in article L. 621-18-2 of the French Monetary and Financial Code:

Name	Number of shares purchased	Number of sharessold	Date	Purchase Price/ sale price (in €)
Bertrand Meunier	11 000		01/13/2022	31.67
Rodolphe Belmer	500		01/17/2022	32.41
René Proglio	500		06/16/2022	12.42
Astrid Stange	500		06/22/2022	12.11
Elizabeth Tinkham	500		06/22/2022	12.39
Nourdine Bihmane	960		07/25/2022	0.00[1]
Kat Hopkins	180		07/25/2022	0.00[1]
		79	07/27/2022	9.82[2]
Caroline Ruellan	1 000		08/25/2022	10.41
	500		08/30/2025	10.09

1. Vesting of performance shares pursuant to a plan set up by the Company (Plan of July 24, 2019)
2. Shares sold by the Company pursuant to the performance share plan of July 24, 2019 to finance the taxes owed by the beneficiary upon vesting of the shares

4.3 Compensation and stock ownership of Company officers

4.3.1 Compensation policy for the Company officers

4.3.1.1 General principles of the Company officers' compensation

1 Setting, amending and implementing the compensation policy

The Company officers' compensation policy is proposed by the Remuneration Committee, approved by the Board of Directors and submitted to the vote of the General Meeting.

The role and missions of the Remuneration Committee in the context of setting, amending and implementing the compensation policy are stated in the Internal Rules of the Board of Directors (cf. paragraph 4.2.4.5).

Setting the compensation policy

The compensation policy of the Board Chair, the executive officers and the Directors is set by the Board of Directors, upon the proposal of the Remuneration Committee, and submitted to the vote of the General Meeting.

The 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 Company associates the leading executives and key digital talents with the long-term incentive plans from which the executive Directors benefit, if necessary by differentiating the level of requirement between the executive officers, the members of the Executive Committee, and the other key digital talents benefiting from these instruments. Besides, Atos France signed a specific profit-sharing agreement with the representative trade unions, still currently in force.

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 social and environmental strategy. No minimum payment is guaranteed and, in the event of outperformance, the variable compensation due or awarded is capped.

The approach adopted in terms of compensation structure provides the Company executive officer with a transparent, competitive and motivating framework for achieving the Group's ambitions, and allows the Company to be committed only to a limited part of the overall compensation if the Company's performance, in the short or medium term, turns out to be unsatisfactory.

The compensation policy thus contributes to the strategy and sustainability of the Company while respecting the corporate interest.

Amending the compensation policy

The compensation policy is reviewed periodically, especially to assess its effectiveness.

During this review, the Remuneration Committee shall consider changes in the Company employees' wages and employment conditions prior to formulating its recommendations and proposals to the Board of Directors.

The compensation policy for Company's officers can also be reassessed each year by the Board of Directors. To this end, it regularly uses studies from comparable companies or legal opinions possibly prepared by third parties, in accordance with the Board's Internal Rules which authorize it. This practice helps preventing conflicts of interest that could possibly arise in the context of the preparation of meetings of the Remuneration Committee and of the Board of Directors.

The last reassessment of the compensation policy for Company executive officers was carried out following the changes conducted in June and July 22, upon the recommendation of the Remuneration Committee, with a view to taking into account the current context of the Company, and the need to align the compensation policy for the new executive officers, with the aims of the separation project into two autonomous companies.

Implementing the compensation policy

The compensation policy is implemented by the Board of Directors in accordance with the resolutions adopted by the General Meeting. Upon 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. In addition, the Board of Directors sets, upon recommendation of the Remuneration Committee, the multiannual equity-based compensation in accordance with the Company's performance and the Group's ambitions.

2 Methodology for assessing performance criteria

The performance criteria set for the annual variable compensation in cash and for the multiannual equity-based compensation are relevant and in line with the strategic objectives, measurable and fully objective. Thus, no criterion requires a subjective assessment by the Board of Directors. Indeed, the variable compensation is based on financial or non-financial criteria, including CSR related criteria the achievement of which may be externally audited in the context of the publication of the Universal Registration Document or in the context of publications by external organizations as well as objectively predefined qualitative criteria.

3 Handling conflicts of interest

The Company complies with the conditions set out in the AFEP-MEDEF Code relating to the management of conflicts of interest. In that respect, the Charter of the Atos Board of Directors sets out the duties and obligations of Directors, which also aim to prevent any conflict of interest in the performance of their duties (see para. 4.2.3.8). In particular, it provides that the corporate officers or Director must make every effort to avoid any conflict that may exist between his 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 may be directly or indirectly involved. In cases where he or she cannot avoid finding himself/herself in a conflict of interest, he or she shall abstain from participating in discussions and any decision on the matters concerned. The Chairman may ask him/her not to attend the deliberations. The Chairman of the Board of Directors, pursuant to the Board's Internal Rules, shall arbitrate any conflict of interest that may concern a Director.

In the event of a governance or ethical issue concerning the executive corporate officer, which could concern, in particular, his 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 Distribution rules for the annual amount allocated to the members of the Board of Directors

In accordance with the resolution voted by the shareholders at the Annual General Meeting held on April 30, 2019, the annual envelope of Directors' compensation was set at € 800,000 for the members of the Board of Directors for financial year 2019 and for subsequent financial years until further decision of the General Meeting. The rules for allocating Directors' compensation are set by the Board of Directors, based on a proposal from the Remuneration Committee. 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 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;
- the Employee Director(s) do(es) not receive any compensation for this mandate;
- Directors are reimbursed of expenses incurred as part of their mandate, in particular, travel and accommodation.

The Directors' compensation policy as applicable in 2021 was renewed in 2022 at the Annual General Meeting held on May 18, 2022. During its Board meeting held on December 15, 2022, the Board of Directors decided:

- to maintain the global amount of € 800,000 for the envelope. This yearly envelope is tacitly renewed as per the resolution approved at the 2019 Annual General Meeting;
- that the allocation rules will continue to apply to the members of the Board of Directors;

to renew for 2023 the rules of allocation for the members of the Board of Directors used in 2022, this remuneration benefiting to employee Directors starting in 2023.

5 Modification of the compensation policy

The compensation policies applicable to Directors and the Chairman of the Board of Directors, voted by the Annual General Meeting held on May 18, 2022 under the 19th and 20th resolutions are renewed for the year 2023. In fact, these compensation policies were approved more than 97% of the shareholders' votes for the first one and 93% for the second one.

The Annual General Meeting held on May 18, 2022 under the 21st resolution, voted the compensation policy applicable to the Chief Executive Officer. This compensation policy was applied to the Executive Officers nominated by the Board meeting on June 13, 2022 and July 12, 2022. In the context of the reassessment of the remuneration policy for the executive officers, the Board of Directors took into account the observations it was able to gather as part of the Company's ongoing shareholder dialogue.

With a view to proposing a compensation adapted to two autonomous companies, Eviden, a leading player positioned in the high-growth digital transformation, big data and cybersecurity markets and Atos Tech Foundations, leader in Managed Infrastructure Services, Digital Workplace and Professional Services, and to align the interests of the shareholders and those of the Chief Executive Officers, the Board of Directors of December 15, 2022 decided, on the recommendation of the Remuneration Committee, to submit to the General Meeting a modification of the remuneration policy of the executive officers for 2023 by changing certain elements of their remuneration and in particular (a) removing the severance payment for the executive officers in case of forced departure (b) the pursuit of the evolution of the short term annual remuneration assessed on an annual basis, as announced as part of the 2022 compensation policy which introduced non-financial criteria (representing 20% weighting), and (c) the reduction of maximum amounts allocated to the two executive officers, as reflected in the 2023 compensation policy and (d) the introduction of an incentive remuneration, the payment of which is conditional to the separation for the two executive corporate officers responsible for achieving the Group's separation in 2023.

All of the changes are detailed in a precise and comprehensive manner in the following sections (cf. paragraph 4.3.1.4, 1.).

6 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 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 variable and multi-year compensation in shares, 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.

7 Compensation policy for the newly appointed Company officers

If a new Chair of the Board of Directors is appointed, the compensation policy applicable to the current Chairman of the Board of Directors will be applied taking into account the additional tasks that the Board of Directors could entrust to him or her, in particular under the Internal Rules of the Board of Directors.

If a CEO is appointed, the compensation policy for the current CEO will apply.

If a new Director is appointed, the compensation policy for current Directors will apply.

However, the Board of Directors, on the proposal of the Remuneration Committee, may take into account specific situations and responsibilities with respect to each Company officer.

For any other appointment, the Board of Directors, on the proposal of the Remuneration Committee, will take into account the particular situation of the person concerned and the responsibilities attached to his or her function.

In the event of external hiring of a new executive corporate officer, the Board of Directors may decide to grant an amount (in cash or in equity instruments) in order to compensate for the loss to the new hire related to the departure from his/her former position, possibly subject to a reimbursement clause notably in the event of early departure. In all cases, the payment of such compensation will be conditioned on the approval by the General Meeting in accordance with article L. 22-10-34 of the French Commercial Code.

4.3.1.2 Compensation policy for the Directors

1 General principles and term of office

Directors' term of office is three years, subject to the statutory provisions concerning age limit and implementation of the renewal by thirds each year of the Directors which can justify terms of office of one or two years. Directors' term of office may be renewed subject to the same provisions.

Employee Directors' term of office is three years, renewable once. The term of office of the Directors representing the employee shareholders is three years.

Directors may be dismissed at any time by the General Meeting. However, Employee Directors may be dismissed in case of willful misconduct while performing their mandate. The term of office of an Employee Director ends automatically by anticipation in case of termination of his/her employment agreement or in case his/her employer ceases to be an Atos affiliate.

The employment agreements of certain Directors may be terminated in accordance with applicable provisions of French labor law (resignation, contractual termination or dismissal or any other equivalent measure) by complying with notice periods and indemnification rules set by the French Labor Code and the collective agreements.

2 Compensation for the financial year 2023

For the financial year 2023, the Board members shall receive:

- a fixed annual compensation of € 20,000 par Director;
- a variable compensation of € 2,500 par attended meeting.

As far as Committees are concerned, compensation depends on 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 (Nomination and Governance Committee, the Remuneration Committee and CSR Committee);
- for other members of the Committees, € 1,000 per meeting attended by each member.

Directors are reimbursed of expenses incurred as part of their mandate, notably travel and accommodation.

Directors do not receive any other kind of remuneration than those mentioned above. In particular, no Director receives any compensation for any mandate held in Group companies other than Atos SE, save for the Employee Directors or the Director representing the employee shareholders. In fact, these persons receive a salary from the relevant Company subsidiary by virtue of their employment agreement, which is not related to the performance of their mandate as Directors of the Company.

4.3.1.3 Compensation policy for the Chairman of the Board of the Directors

1 General principles and mandate of the Chairman of the Board

Bertrand Meunier was appointed Chairman of the Board of Directors with effect as of November 1, 2019, following the Board's decision to separate the offices of Chairman of the Board of Directors and Chief Executive Officer.

The term of office of the Chairman of the Board is two years and expired at the Annual General Meeting held in 2021 to decide on the 2020 financial statements. The Board of Directors, on the recommendation of the Nomination and Governance Committee, decided to propose to this General Meeting the renewal of Bertrand Meunier's term of office as Director. The shareholders General Meeting on May 12, 2021 decided pursuant to the 5th resolution to approve the renewal of his term of office for three years.

The mandate of the Chairman of the Board of Directors may be terminated at any moment by the Board of Directors.

Bertrand Meunier is not bound by any employment agreement with the Company or any other group company.

The Board of Directors met on December 15, 2022, and on the recommendations of the Remuneration Committee, decided to propose to renew the compensation policy for the non-Executive Chairman of the Board of Directors in effect since 2020, as approved during the Annual General Meetings held on June 16, 2020, on May 12, 2021, and on May 18, 2022. This policy takes into account the additional missions, which the Board of Directors has entrusted to the Chairman of the Board of Directors under its internal rules after having obtained the opinion of an Ad Hoc Committee of the Board of Directors.

The objective of the compensation policy for the Chairman of the Board of Directors is to offer a transparent, competitive and motivating global compensation consistent with market practices. To preserve the independence of his judgment on the action of the Executive Management of the Company, the compensation of the Chairman of the Board of Directors does not include any variable component depending on short- and long-term performance.

After examination of similar mandates, the Board of Directors took the following into account to set the structure and the amount of the Chairman's compensation:

- the absence of a pre-existing executive corporate officer mandate;
- the specific missions entrusted to the Chairman of the Board in addition to his legal missions.

After reviewing this compensation structure for the Chairman of the Board in December 2022, the Board of Directors, on the recommendation of the Remuneration Committee, decided to keep it identical in 2023. The Board of Directors noted the particularly important commitment of its Chairman during the year 2022, in particular given the current events of the Company.

In accordance with the objectives of the compensation policy, the following principles were adopted by the Board of Directors on the recommendation of its Committee in charge of remuneration:

What we do	What we do not do
• A single fixed annual compensation based on the comparable market practices • Provision of a secretariat and an office • Reimbursement of expenses incurred in connection with his missions	• No additional Director's compensation • No exceptional compensation • No severance payment, i.e., indemnities or rights due or likely to be due as a result of the termination or change in function of Company executive officers • No commitment corresponding to indemnities in return for a non-competition clause • No attendance fees for functions and mandates held in Group companies • No additional pension scheme beyond the basic and supplementary mandatory schemes

2 Compensation of the Chairman of the Board for the year 2023

In compliance with the general principles of the compensation policy for the Chairman of the Board of Directors, the Board of Directors, meeting on December 15, 2022, on the recommendation of the Remuneration Committee, renewed, for 2023 the compensation applicable to the Chairman of the Board of Directors in 2020, 2021 and in 2022.

Fixed compensation

A gross annual fixed compensation of € 400,000, paid in twelve monthly installments.

Variable compensation

The Chairman of the Board shall not receive any variable compensation.

Long-term compensation

The Chairman of the Board shall not receive any long-term compensation.

Benefits

The Chairman of the Board shall be provided with a secretariat and an office and be reimbursed for the fees incurred in connection with his mandate.

Directors' compensation

The Chairman of the Board shall not receive any compensation in connection with his mandate as Director in 2023.

Other compensation elements

The Chairman of the Board shall not enjoy any supplementary social protection scheme applied within Atos.

Severance payment

The Chairman of the Board shall not receive any severance payment.

Non-compete severance payment

The Chairman of the Board shall not receive any non-competition severance payment.

4.3.1.4 Compensation policy for the executive officers

The Board of Directors meeting on June 13, 2022 and December 15, 2022, on the recommendation of the Remuneration Committee, has decided to amend for 2023 certain points of the compensation policy, subject to approval by the 2023 Annual General Meeting.

The compensation policy applies to the current Chief Executive Officer, Nourdine Bihmane and to the Deputy Chief Executive Officer, Philippe Oliva, as well as to any newly appointed Company executive officer (as Chief Executive Officer or Deputy Chief Executive Officer).

1 General principles and mandate of the executive corporate officers

The Board of Directors, meeting on June 13, 2022, appointed Nourdine Bihmane and Philippe Oliva as Deputy Chief Executive Officers who assumed their duties on June 14, 2022.

The Board of Directors, meeting on July 12, 2022, on the recommendation of the Nomination and Governance Committee, has decided, to reappoint Philippe Oliva as Deputy Chief Executive Officer on the one hand, and to appoint Nourdine Bihmane as Chief Executive Officer as of July 13, 2022 following the resignation of the former Chief Executive Officer, on the other hand.

The Chief Executive Officer and the Deputy Chief Executive Officer may be removed from office at any time by the Board of Directors. Nourdine Bihmane and Philippe Oliva are not bound by any employment contract with the Company or any other company of the Group as of their appointment effective June 14, 2022, following their resignation from their employment contracts.

The compensation policy for the executive officers for 2023 aims to support the implementation of the defined strategy, and in particular with regard to the deployment of the business transformation plan and separation of those ones into two autonomous groups, to align the executive officers' long-term interests with those of the shareholders, by:

- offering a transparent, competitive and motivating global compensation consistent with market practices and the Company's economic and financial condition;
- establishing a close link between performance and short-term and long-term compensation;
- including short-term and long-term variable compensation, CSR criteria that directly participate in the Company's social and environmental strategy;
- retaining and involving employees in the long-term performance of the Company;
- linking part of their compensation with the completion of the separation project presented at the Investor Day on June 14, 2022.

The global compensation structure is thus designed according to a "pay-for-performance" approach, focusing on the variable part over annual and multiannual terms.

The new target for the total compensation which has been revised and compare to the one of the previous Chief Executive Officer reflects the anticipated consequences of the separation project and the respective future sizes of the Atos Tech Foundations and Eviden companies.

The Board of Directors relied on studies in particular taking into consideration practices of within companies of comparable size.

In accordance with the objectives of the compensation policy, the following principles were adopted by the Board of Directors upon the recommendation of the Remuneration Committee:

What we do	What we do not do
• Preponderance of the variable components subject to performance in the short and long term • Nature and weighting of performance criteria according to strategic priorities • Precise, simple, and measurable objectives in line with the Company's communications to the market • No variable compensation when the minimum achievement thresholds by criteria are not reached • Cap on variable compensation in the event of outperformance • Balance between cash and equity-based compensation • Participation of executives and digital key talents in Long-Term Incentive plans benefiting Company executive officers • Rule regarding the holding of a portion of Atos shares for the whole duration of the mandate, defined for each grant of equity-based compensation • Prohibition to conclude any financial hedging transaction on the equity instruments granted, throughout the tenure • Potential non-compete indemnity and, potential taking up indemnity	• No severance payment, i.e. indemnities or rights due or likely to be due as a result of the termination or change in function of Company executive officers. • No supplementary compensation related to mandates or functions held in Group subsidiaries • No pension benefits on top of the mandatory basic and complementary pension schemes • No combination of a company office and an employment contract

Thus, the global compensation of the executive officers mainly consists of a compensation in cash, with a fixed part and a variable part, a multi-year variable equity-based compensation and fringe benefits.

To set the on-target global compensation structure and the level of its components, the recommendations of the Remuneration Committee are based on market positioning studies for similar functions and also take into account the Group's main competitors' practices in France and abroad as well as the internal practices applicable to senior executives and managers. Market positioning studies are carried out by international firms specializing in executive compensation.

Fixed compensation

The objective of fixed compensation is to recognize the importance and complexity of the duties as well as the experience, the career path and the particular situation of the Chief Executive Officer and the Deputy Chief Executive Officer.

Variable compensation

The annual variable compensation is conditional and aims to encourage the Chief Executive Officer and the Deputy Chief Executive Officer to reach the annual performance objectives set by the Board of Directors in close connection with the Group's ambitions as regularly disclosed to the shareholders. It is based on predefined readable and demanding operational performance criteria, quantitative and financial, and on non-financial quantitative or qualitative (as applicable) within predefined limits, the qualitative part not exceeding 20% of the annual variable compensation in any event.

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 2023, 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. Thus, the annual objectives are based on the annual budget approved by the Board of Directors.

For each performance indicator, the Board of Directors sets:

- a target objective, in line with the budget, 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 130% of the on-target amount in the case of outperformance with a cap that can be raised to 160% for the objective of external revenue growth, but which cannot lead to exceeding the cap of 130% of the target amount of total annual variable compensation. This difference takes into account that the outperformance of revenue growth is likely to lead to outperformance of other Group financial indicators;
- 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 budget 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 correspond to areas where a basis of comparison is not available to measure progress in the context of the separation of Atos into two autonomous groups; they are predefined by the Board of Directors in an objective manner such that measurement of its 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 ceiling of 130% 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 of the French Commercial Code, the payment of the variable compensation to the Chief Executive Officer and the Deputy Chief Executive Officer due for the year is subject to the vote of the Annual General Meeting approving the financial statements for the previous year.

Multiannual equity-based compensation

Atos is strongly committed to associating its employees with the long-term performance and results of the Group, notably through long-term incentive plans. Beneficiaries of such plans are mostly Atos' first managerial lines and experts, including the executive officers.

The total equity-based compensation of the executive officers is limited to, based on the fair value set by reference to IFRS 2 recognized in the consolidated financial statements, to the sum of 100% of the gross fixed annual compensation and 100% of the target annual variable compensation calculated in accordance with the terms described above (excluding any outperformance).

The equity-based compensation takes the form of performance share plans and/or stock-option plans. The instruments used do not guarantee minimum allocation or minimum gain to beneficiaries.

The vesting of shares under performance share plans is fully subject to the achievement of performance conditions, which must be fulfilled over a period of at least three years, based on key success factors of the Group's strategy through clear and measurable criteria.

The vesting of equity instruments (shares or stock options) is subject to a continuous tenure of the beneficiary as Company officer until the definitive vesting date, except in the event of death, disability or retirement. In the event of retirement, the acquisition of equity instruments remains subject to the achievement of performance conditions.

Should separation in two groups happen in 2023 after grant date, the Eviden participants will be removed from the Atos plan and introduced into a new Eviden plan. In the event of a reduction in the Group's scope as part of the ongoing separation project leading to the impossibility of measuring the performance of the criteria determined at the beginning of the plan, a reduction in the amount of shares allocated to the executive officers could be decided by the Board of Directors to take into account the decrease of the performance period.

Holding obligation

In the context of each grant decision, the Board of Directors sets the percentage of acquired equity instruments that Company executive officer must retain up to the end of their respective mandates as executive Company officer. This percentage may not be lower than 15% of the grant. The Board also sets a general rule for the holding of Atos SE shares applicable to the executive officers of 15% of the shares awarded to them since the beginning of their mandate, aside from the specific rules usually set at the time of each award.

Financial hedging instruments

At the time of each award, the executive officers are 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 financial transactions in question are, in particular, forward sales, short sales, the purchase of put options or the sale of call options.

Conditional Incentive compensation linked to the completion of the separation project

In case of special circumstances justifying it, characterised by their importance for the Company, the involvement they require and the difficulties they present, the Board of Directors may decide on the award of an incentive compensation to the executive officers if it is conditional on the achievement of performance objectives and duly justified, and limited to 100% of the annual fixed compensation. The Board of Directors of Atos considered, as part of the compensation policy applicable in 2023, that the project to separate the historical activities of Atos (Tech Foundations) on the one hand, and its Digital, Big Data and Cybersecurity activities on the other, is a major development justifying the implementation of an incentive compensation because of its importance for the Company and the involvement they require of the two executive officers. This unprecedented project represents a significant personal investment on the part of the executives, beyond the usual responsibilities of general management, as well on all teams of the Group that they must engage and motivate in order to allocate into two sub-dedicated groups having approximately 6 billion revenue estimated for 2022 and 53,000 employees for the Tech Foundations Group, on the one hand, and 5,3 billion revenue estimated for 2022 and 58,000 employees for the Eviden Group, on the other. After conducting in the second half of 2022 the detailed analysis necessary for the implementation of the new corporate roadmap, and completing the stages of the social dialogue in early 2023, the executive officers manage with the Deputy Director of the Group and more than 500 employees mobilized across the Group, the project of separation in 2023 consisting in securing the realization of more than 60 divisions of subsidiaries in thirty countries, based on a schedule spread mainly during the second quarter of 2023. The responsibility of the executive officers is to ensure commercial continuity through the commitment of account managers and procurement from customers and suppliers, as well as enabling transformations at all levels under good conditions (impacts in particular for contracts, real estate, IT and payroll systems, planned recruitment). This incentive compensation represents an incentive and retention tool for the two executive officers.

The Board of Directors therefore decided to implement an conditional incentive compensation. The Chief Executive Officer and the Deputy Chief Executive Officer would each receive an incentive compensation in the event of successful separation completion of the Group, following the announcement during the Investor Day on June 14, 2022 for a maximum between 100% and 80% of the gross fixed annual compensation, depending on whether the project is completed between July 2023 and December 2023.

In addition to the completion of the aforementioned project, this incentive compensation is also conditional to a performance objective that measures the employee engagement level, by means of questions dedicated to the verification of the correct understanding and the commitment to the separation project, based on a survey called "Pulse" to secure the implementation of the separation project. These surveys are regularly initiated following the video conferences open to all employees of the Group to inform them of the progress and mobilize them on the separation project. The achievement of this employee engagement target is subject to a payout curve with a target of 100%, without compensation for the outperformance. The achievement rate thus calculated will apply to the maximum quantum of this incentive compensation between € 600,000 and € 480,000 remuneration, that it cannot exceed, as shown in the above-mentioned linear prorata temporis calculation. The Board of Directors will assess the fulfilment of the conditions and the rate of achievement. In addition, the amount would be paid, up to 80% in cash and 20% in shares of the Company. The calculation of the equivalent value of the amount due in shares will be based on the arithmetic average of the opening price of the share during the 20 trading days following the date of separation of the Group. This portion of the compensation awarded in shares is intended to encourage executive officers to maximize the creation of value for the shareholders of the Company.

In accordance with article L. 22-10-34, II, paragraph 2 of the French Commercial Code, the payment of this incentive compensation to the Chief Executive Officer and the Deputy Chief Executive Officer is subject to approval by the Annual General Meeting called to decide on the financial statements for the year ended 2023.

Fringe benefits

The Chief Executive Officer and the Deputy Chief Executive Officer benefit from the use of a company car, if necessary, with driver for the Chief Executive Officer. In addition, the Company executive officers benefit from the collective life, disability and health insurance schemes applicable in the Company on the same terms as the French employees.

Non-compete indemnity

The executive officers may receive a non-compete indemnity in exchange for complying with an obligation for a period of eighteen months from the end of their term of office as Chief Executive Officer for M. Nourdine Bihmane or Deputy Chief Executive Officer for M. Philippe Oliva, not to hold, directly or indirectly, any position as an employee, executive or corporate officer, in any form whatsoever, 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 consideration for this commitment given with regards to France, Germany, the United Kingdom and the United States of America, the executive officers would receive a monthly indemnity equal to 100% of one twelfth of their theoretical gross annual compensation (fixed plus target variable), calculated on the basis of the last twelve months preceding the termination of their duties, and paid monthly for the duration of the non-competition undertaking on the Company's usual salary payment date. If the Chief Executive Officer or the Deputy Chief Executive Officer exercise their right to retirement, no indemnity can be paid to them beyond the age of 65. The Board of Directors may decide to release the Chief Executive Officer or the Deputy Chief Executive Officer from their non-competition.

This non-compete indemnity may only be paid after approval by the General Meeting in accordance with article L. 22-10-34, II, paragraph 2 of the French Commercial Code.

In any event, the sum of the overall indemnities may not exceed a maximum amount equal to twice the theoretical gross annual compensation (fixed plus target variable) applicable on the date of termination of the office.

Other compensation elements

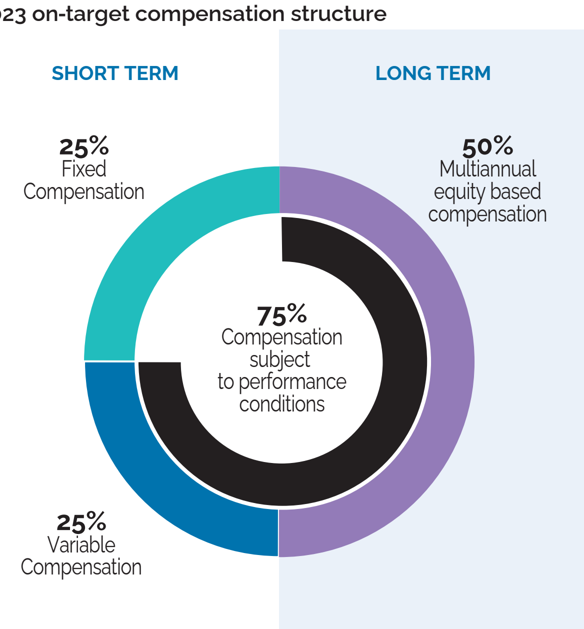
The executive officers do not receive any remuneration or benefits from Atos SE or other Group companies in relation to their mandate. They do not benefit from any supplementary pension scheme. They are personally responsible for building up a pension supplement beyond the compulsory basic and complementary schemes.

Mr. Bihmane and Mr. Oliva are not bound by any employment contract. The Board of Directors has decided that Mr. Bihmane and Mr. Oliva would not receive any severance pay.

2 Compensation of the Chief Executive Officer and the Deputy Chief Executive Officer for the 2023 financial year

Subject to the ratification by the shareholders at the 2023 Annual General Meeting, the executive officer's target compensation set for the 2023 financial year will be designed as follows:

2023 on-target compensation structure



The proposed pay mix, following the aforementioned principles, remains almost unchanged compared to 2021 and 2022 with the maintenance of 75% of the target compensation subject to performance conditions.

The target annual variable compensation is rebalanced at 100% of the fixed amount and the multi-year variable equity-based compensation is maintained at 100% of the fixed gross annual compensation and 100% of the target annual variable compensation.

As Atos is targeting to complete its separation project early H2 2023, the Board integrated the following points regarding the implementation of the compensation policy in 2023:

- at the beginning of the year, targets set:
  - on an annual basis for the variable compensation,
  - for the year 2023, for those adopted during February 28, Board of Directors' meeting;
- targets' achievement:
  - will be assessed by the Board of Directors upon completion of the separation if earlier than end of 2023,
  - would be prorated in case of departure during the year 2023 in particular in the event of the departure of an Atos corporate officer to Eviden during the year;
- post separation, if the separation is completed before the end of the year 2023:
  - for the executive officers remaining with Atos Tech Foundations, the compensation policy submitted to shareholders' vote in 2023 will continue to apply. The target objectives of each annual variable compensation performance criterion will be adjusted by the Board of Directors to the new perimeter. This adjustment may not in any event exceed the cap for such compensation,
  - with regard to the executive officers of Eviden, the compensation policy applicable to them will enter into force as of the date of separation approved by its sole shareholder, Atos, and communicated in Eviden's prospectus before the separation into two autonomous groups.

The application of this policy in the context of separation will be adapted for the Deputy Chief Executive Director, Mr. Philippe Oliva.

Fixed compensation

A gross annual fixed compensation of € 600,000 paid in twelve monthly installments for the Chief Executive Officer and the Deputy Chief Executive Officer.

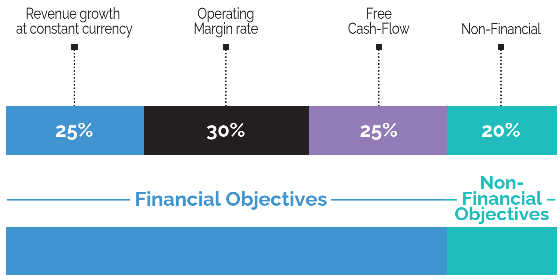
To take into account his specific situation, the Chief Executive Officer also benefits, as of his appointment as Deputy Chief Executive Officer on June 14, 2022, in addition to his fixed compensation, a gross monthly allowance of € 25,000 to offset the increase in all of his personal expenses and family members directly linked to his impatriation in France, impatriation made mandatory because of his nomination as a corporate officer since June 14, 2022. This situation will be reassessed by the Remuneration Committee and the Board in July 2023.

Annual variable compensation

An annual variable compensation, depending on objectives, with a target set at 100% of the fixed compensation (i.e., a target variable compensation of € 600,000), with a maximum payment capped at 130% of the target variable compensation in case of over-performance and no minimum payment for both the Chief Executive Officer and the Deputy Chief Executive Officer.

On the recommendation of the Remuneration Committee, the Board of Directors has chosen to determine the 2023 annual variable compensation based on measurable financial and non-financial criteria determined as follows:

- 80% based on financial criteria, according to three key financial indicators for which the mid-term targets reflecting the Group's ambition have been set: operating margin rate, with a cap of 130% in case of overperformance, whose weighting is increased to 30% above the criterion of revenue to put the focus on the recovery of profitability in 2023; growth of revenue at constant exchange rates whose weighting is reduced to 25%, but with a cap of 160% in case of overperformance on this criterion which cannot lead to exceeding the cap of 130% of the target amount of the total annual variable remuneration; and free cash flow with a cap of 130% in case of overperformance (weight maintained at 25%);
- 20% of the weighting linked to non-financial criteria including the performance in its Human Capital, Governance and Climate dimensions, with a cap of 130% in case of overperformance.



The budgetary objectives underlying this variable compensation are determined by the Board of Directors on an annual basis in order to drive successfully the achievement of the financial objectives announced to the market (please refer to the section 3.2 of the Universal Registration Document). For reasons of business confidentiality, the figures of the objectives cannot be made public. The achievement rates recorded by the Board of Directors at the end of the periods under consideration are disclosed in the Universal Registration Document. The non-financial targets set for the variable remuneration measure the performance in its Human Capital, Governance and Climate dimensions based on pre-established criteria and preferably measurables with a possible criterion at the discretion of the Board of Directors.

Non-financial variable compensation criterion 2023	Measure of their achievement during the year 2023*
Human capital (weight 5%)	Achievement of annual « key people » retention targets, with an improvement compared to 2022 (as defined in this Universal Registration Document)
Governance (weight 5%)	Achievement of the annual certification targets for Group employees (i.e. above 50% of new generation certification) in order to increase their employability
Climate (weight 10%)	Implementation of the new ESG action plan, respectively for Atos and Eviden, including quantitative targets for the S component, and including the "tone from the top" measurement as validated by the Board of Directors (qualitative assessment)

* The payout is determined based on an elasticity curve from 50% to 130% of payout (low and high points), the target being 100% of payout.

For 2023, until the completion of the separation if it occurs before the end of 2023, the targets are based on the ATOS Group. Post separation, if the separation is completed before the end of 2023, the targets for each executive officer will be adjusted to their new respective perimeter, while complying with the compensation policy submitted to shareholders' vote in 2023.

If the Chief Executive Officer or the Deputy Chief Executive Officer leave the Group during the financial year, the amount of the variable part of his compensation for the current year will be calculated on a prorate basis to his time of presence during the period concerned.

The Board of Directors, upon recommendation of the Remuneration Committee, sets at the beginning of the year, the elasticity curves accelerating the amount of the variable compensation due, upwards and downwards, depending on the achievement level of each performance indicator.

Multiannual equity-based compensation

The total equity-based compensation, based on the fair value set by reference to IFRS 2 recognized in the consolidated financial statements, is equal to the sum of 100% of the gross annual fixed compensation and 100% of the annual variable target compensation (excluding any overperformance).

After having consulted the Remuneration Committee, the Board of Directors plans to grant performance shares to the Chief Executive Officer and a selection of 500 employees of the Group as part of the objectives of growth and sustainable value creation for the shareholders, the employees and all the stakeholders.

Subject to the approval of the shareholders at the 2023 Annual General Meeting, the terms of the grant dedicated to the executive officers would be as follows:

- a vesting period maintained at three years from the grant date;
- three internal financial performance indicators, the achievement of which, measured over the 3-year period, is a condition to the vesting in whole or in part, of the shares;
- two internal performance conditions, related to ESG and the Company's Human Capital, whose achievement measured over three years is a condition to the vesting of whole or in part, of the shares;
- a continuous tenure of the beneficiary as Company officer during the vesting period, except in the event of death, disability, or retirement.

The performance conditions would be set based on the key objectives of the Atos Tech Foundations perimeter.

Thus, the definitive acquisition over a period of three years, of all or part of the performance shares granted in 2023 to the Chief Executive Officer will be subject to the achievement of:

- three internal financial performance indicators including (i) organic revenue growth, (ii) operating margin, and (iii) cumulative free cash flow, each weighted at 25%;
- selected internal performance indicators in each of these two areas, ESG and Human Capital, each weighted at 12.5%.

<u>Internal Financial Performance Criteria:</u>

The final vesting of all or part of the performance shares over a period of three years will be subject to the achievement of objectives set by the Board of Directors in line with the annual financial objectives communicated by the Company as part of the strategic plan in force at Atos as well as the budget.

<u>Internal non financial performance criteria:</u>

The first internal indicator related to Social and Environmental Responsibility would be based on the training rate for all Atos Group employees on the Atos Code of Ethics, on the Atos Cyber and Security Awareness and on the Atos Environmental Management System.

The second internal indicator linked to Human Capital would be based on indicators monitored by the Human Resources department, namely "Improving (a) the Atos retention rate (6.25%) and (b) the employee satisfaction rate based on regular surveys (6.25%)" measured over a period of three years, which could start, as applicable, from the separation of the Group.

An elasticity curve relating to each performance indicator depending on its level of achievement at the end of the three-year period would allow the percentage of the final allocation of performance shares to vary upwards or downwards. As an exception, no upward variation in the event of outperformance may be applied to the non-financial criteria relating to ESG and Human Capital. The Chief Executive Officer and the Deputy Chief Executive Officer do not receive shares for outperformance, keeping the total ceiling of the grant at 100%.

Indicators	Performance	Objective	% of vesting (curves)
Group performance 1 External Revenue Organic growth **(25%)**	Average of the External Revenue Organic growth rates over the 3-year period (2023 – 2025)	**Floor:** bottom of the mid-term (MT) objective **Target:** mid-point of the MT objective **Cap:** ≥ +10% of the max MT	30% 100% 150%
Group performance 2 Operating margin (%) **(25%)**	Average of the Operating Margin % over the 3-year period (2023 – 2025)	**Floor:** bottom of the MT objective **Target:** mid-point of the MT objective **Cap:** ≥ +10% of the max MT objective	50% 100% 130%
Group performance 3 Cumulated Free Cash Flow **(25%)**	Cumulated amount of FCF at the end of the 3-year period (end of 2025)	**Floor:** bottom of the MT objective **Target:** mid-point of the MT objective **Cap**: ≥ +10% of the max MT objective	50% 100% 130%
ESG **(12.5%)**	Achieve a minimum of 90% training rate for all Atos Group employees on Atos Code of Ethics, Atos Cybersecurity, Atos Safety Awareness and Atos Environmental Management System (2023-2025)	**Floor:** 90% **Target:** 98%	50% 100% (cap)
Human Capital **(12.5%)**	Improve (a) the retention rate for Atos (6.25%) and (b) the employee satisfaction rate based on regular surveys (2024-2025) (6.25%)	**(a) Floor:** 81% **Target:** 84% **(b) Floor:** 60% **Target:** 70%	50% 100% (cap)

An average vesting rate will be calculated based on the weighting assigned to each indicator. With regards to the executive corporate officers, overall performance is capped at 100%.

The Board of Directors on the recommendation of the Remuneration Committee and, if necessary, could modify the above performance conditions in the case of occurrence of unpredictable and special circumstances which justify it. However, the performance conditions would remain demanding and in line with the Group's objectives, and the other elements (presence condition, vesting period and holding obligation) would remain applicable. In any event, the adjustment will be made within the limit of the cap for the multiannual equity-based compensation. In the event of a reduction in the Group's scope as part of the ongoing separation project leading to the impossibility of measuring the performance of the criteria determined at the beginning of the plan, a reduction in the amount of shares allocated to the executive officers could be decided by the Board of Directors to take into account the decrease of the performance period.

At the time of grant decision, the Board of Directors will set the percentage (at least 15%) of vested shares that the executive officers must retain up to the end of his mandate. The executive officers 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.

Conditional incentive compensation

The Board of Directors of Atos considered, as part of the compensation policy applicable in 2023, that the project to separate the historical activities of Atos (Tech Foundations) on the one hand, and its Digital, Big Data and Cybersecurity activities on the other hand, was a major development justifying the implementation of an incentive compensation because of its importance for the Company and the involvement they require of the two executive officers. This unprecedented project represents a significant personal investment on the part of the executives, beyond the usual responsibilities of general management, as well on all teams of the Group that they must engage and motivate in order to allocate into two sub-dedicated groups having approximately 6 billion revenue estimated for 2022 and 53,000 employees for the Tech Foundations Group, on the one hand, and 5,3 billion revenue estimated for 2022 and 58,000 employees for the Eviden Group, on the other. After conducting in the second half of 2022 the detailed analysis necessary for the implementation of the new corporate roadmap, and completing the stages of the social dialogue in early 2023, the executive officers manage with the Group Senior Executive Vice President and more than 500 employees mobilized across the Group, the project of separation in 2023 consisting in securing the realization of more than 60 spin-off of subsidiaries in thirty countries, based on a schedule spread mainly during the second quarter of 2023. The responsibility of the executive officers is to ensure business continuity through the commitment of account managers and procurement from customers and suppliers, as well as enabling transformations at all levels under good conditions (e.g., impacts in particular for contracts, real estate, IT and payroll systems, planned recruitment). This incentive compensation represents an incentive and retention tool for the two executive officers.

The Board of Directors therefore decided to implement a conditional incentive compensation. The Chief Executive Officer and the Deputy Chief Executive Officer would each receive an incentive compensation in the event of successful completion of the project to separate the Group, following the announcement during the Investor Day on June 14, 2022, for a maximum between 100% and 80% of the gross fixed annual compensation, depending on whether the project is completed between July 2023 and December 2023.

In addition to the completion of the aforementioned project, this incentive compensation is also conditional to a performance objective that measures the employee engagement level, by means of questions dedicated to the verification of the correct understanding and the commitment to the separation project, based on a survey called "Pulse" to secure the implementation of the separation project. These surveys are initiated regularly following the video conferences open to all employees of the Group to inform them of the progress and mobilize them on the separation project. The achievement of this employee engagement target is subject to a payout curve with a target of 100%, without compensation for the outperformance. The achievement rate thus calculated will apply to the maximum quantum of this incentive compensation between € 600,000 and € 480,000 remuneration, that it cannot exceed, as shown in the above-mentioned linear prorate temporis calculation. The Board of Directors will assess the fulfilment of the conditions and the rate of achievement. In addition, the amount would be paid, up to 80% in cash and 20% in shares of the Company. The calculation of the equivalent value of the amount due in shares will be based on the arithmetic average of the opening price of the share during the 20 trading days following the date of separation of the Group. This portion of the compensation awarded in shares is intended to encourage executive officers to maximize the creation of value for the shareholders of the Company.

In accordance with article L. 22-10-34, II, paragraph 2 of the French Commercial Code, the payment of this incentive compensation to the Chief Executive Officer and the Deputy Chief Executive Officer is subject to approval by the Annual General Meeting called to decide on the financial statements for the year ended 2023.

Fringe benefits

The Chief Executive Officer and the Deputy Chief Executive Officer benefit from the use of a company car, if necessary with driver for the Chief Executive Officer. In addition, the executive officers benefit from the collective life, disability and health insurance schemes on the same terms as the French employees.

They are not eligible to any supplementary pension plan.

For information purposes, the amount of fringe benefits for the year 2023 is estimated at approximatively € 32,000 for the Chief Executive Officer and € 11,000 for the Deputy Chief Executive Officer.

Severance payment: the Chief Executive Officer and the Deputy Chief Executive Officer will not benefit from any severance indemnity in the event of departure.

Non-compete clause : the Chief Executive Officer and the Deputy Chief Executive Officer are entitled to a non-compete indemnity under the conditions set out above (see paragraph 4.3.1.4).

Application of the 2023 compensation policy to the Deputy Chief Executive Officer

The compensation policy presented above applies to the Deputy Chief Executive Officer, Mr. Philippe Oliva being specified the following elements:

- his variable compensation will be calculated prorata to the time spent in Atos if the separation in two independent groups is made before the end of 2023;
- should separation in two independent groups happen in 2023, Mr. Oliva may be removed from the Atos plan and introduced into a new Eviden plan;
- his transfer to Eviden on the separation date into two independent groups may not entitle him to the benefit of the Atos non-compete clause.

In the context of the separation project, a new compensation policy specific to Eviden would apply as from the end of Mr. Philippe Oliva's term as Deputy Chief Executive Officer of Atos, corresponding to the date of the separation into two autonomous groups.

4.3.2 Elements of the compensation due or awarded for the financial year 2022 to the Company executive officers, and submitted to the shareholder's vote

Pursuant to article L. 22-10-34 of the French Commercial Code, the amounts and elements presented below, resulting from the implementation of the compensation policies approved by the Annual General Meeting on May 18, 2022, are subject to the approval of the shareholders during the Annual General Meeting approving the accounts for the financial year 2022. 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 2022 to the members of the Board of Directors

Directors' compensation due for the financial year 2022 and these paid during the financial year 2022 for the financial year 2021 are presented below.

	2022	
(in €)[1]	Paid[a]	Owed[b]
Vesela Asparuhova[2]	N/A	N/A
Rodolphe Belmer	-	-
Vivek Badrinath	97,500	78,000
Valérie Bernis	79,500	89,000
Jean Fleming[3]	71,000	34,562
Kat Hopkins[4]	-	34,993
Farès Louis[5]	N/A	N/A
Bertrand Meunier	-	-
Cedrik Neike	65,000	27,562
Colette Neuville	68,000	33,562
Aminata Niane	77,000	66,500
Lynn Paine	84,000	74,500
Edouard Philippe	72,000	71,500
René Proglio	-	59,993
Caroline Ruellan	-	21,212
Vernon Sankey	80,500	86,000
Astrid Stange		40,993
Elizabeth Tinkham	-	39,993
Total	**694,500**	**758,370**

N/A: Non applicable.
a Compensation paid in 2022 for the year 2021.
b Compensation owed for the year 2022.
1 Gross before taxes.
2 Ms. Vesela Asparuhova, Employee Director since October 21, 2020 is employed by the Atos Group. Employee Directors do not receive Directors' compensation.
3 Ms. Jean Fleming, Director representing the employee shareholders until May 18, 2022, is employed by the Atos Group.
4 Ms. Kat Hopkins, Director representing the employee shareholders since May 18, 2022, is employed by the Atos Group.
5 Mr. Farès Louis, Employee Director, is employed by the Atos Group. Employee Directors do not receive Directors' compensation.

4

Messrs. Rodolphe Belmer and Bertrand Meunier have declined to receive any Directors' compensation for the year 2022.

The variable portion of Directors' compensation represents in 2022 the majority of the total amount of Directors' compensation (73.4%), which is in accordance with article 22.1 of the AFEP-MEDEF Code.

In 2022, the members of the Board of Directors did not receive any other compensation from Atos SE or its subsidiaries, except for:

- Bertrand Meunier, Chairman of the Board of Directors in respect of his mandate;
- Rodolphe Belmer, Chief Executive Office from January 1, 2022 until July 13, 2022 in respect of his mandate;
- Jean Fleming, Director representing the employee shareholders until May 18, 2022, Kat Hopkins, Director representing the employee shareholders since May 18, 2022 and Vesela Asparuhova and Farès Louis Employee Directors, who each received a compensation in 2022 in connection with their employment contract with the Group.

The Board of Directors being formed in accordance with the provisions of article L. 225-18-1 of the French Commercial Code, the payment of the compensation allocated to the Directors has not been suspended.

4.3.2.2 Elements of compensation due or awarded for the financial year 2022 to Bertrand Meunier, Chairman of the Board of Directors

The compensation policy applicable in 2022 to the Chairman of the Board of Directors, Bertrand Meunier who has held this position since November 1, 2019, was approved by the Annual General Meeting held on May 18, 2022 under the 20th resolution.

The elements making up the total compensation and fringe benefits of all kinds paid or allocated to Bertrand Meunier comply with this policy which provides for a gross annual fixed compensation of € 400,000 as the sole component.

	2022		2021	
(in €)	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation	400,000	400,000	400,000	400,000
Annual variable compensation	-	-	-	-
Fringe Benefits	-	-	-	-
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year	-	-	-	-
Total	**400,000**	**400,000**	**400,000**	**400,000**
Relative share of the fixed component	*100%*	*100%*	*100%*	*100%*
Relative share of the variable component vs total compensation (fixed and variable)	*0%*	*0%*	*0%*	*0%*
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	n/a	n/a	n/a	n/a

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

Elements of compensation to be voted on	Amounts allocated for 2022 or accounting value	Amounts paid in 2022 or accounting value	Presentation of elements of compensation
Fixed compensation	€ 400,000	€ 400,000	4.3.1.3
Annual variable compensation	-	-	4.3.1.3
Performance shares	-	-	4.3.1.3
Multi-year variable compensation and exceptional compensation	-	-	4.3.1.3
Director fees	-	-	4.3.1.3
Additional benefits to compensation	-	-	4.3.1.3

Pay ratio and other indicators

Information provided in the table below has been prepared in accordance with AFEP-MEDEF guidelines updated in February 2021.

The scope used to calculate the ratio is consistent with report published in 2022. It includes all Atos companies based in France as well as the Atos International companies (Germany, the Netherlands, the United Kingdom and Switzerland) which comprise the global functions of the Atos Group in Europe. Thus, the selected scope represents more than 7,500 Atos employees, of which 95% are based in France and constitutes a coherent and legitimate representative perimeter for the Atos SE company whose roots are deeply European with two headquarters in Bezons (France) and Munich (Germany).

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.

Pay ratio for the Chairman of the Board of Directors	2022	2021	2020
Evolution (in %) of the compensation of the Chairman of the Board of Directors[1]	0%	-14.6%	n/a
Evolution (in %) of the average compensation of the employees[2]	8.4%	-6.2%	+1.7%
Pay ratio on employees' average compensation	6.0	6.5	7.1
Evolution of the ratio (in %) compared to the previous year	-7.7%	-9.0%	n/a
Pay ratio on employees' median compensation	7.8	8.0	9.2
Evolution of the ratio (in %) compared to the previous year	-2.9%	-13.2%	n a
Company performance			
Profitability: Group's operating margin as a percentage of its revenue	3.1%	3.5%	9.0%
Value creation: annual change in the 3-year moving average of the enterprise value compared to previous year	-37.1%	-16.4%	-10.8%

1 Based on the compensation paid to the Chairman in 2022, as shown in AMF Table 2 (refer to para. 4.3.2.7). As the Board of Directors on October 31, 2019 had not taken a decision on the compensation of the Chairman of the Board of Directors, no theoretical compensation for the 2019 financial year could be determined for comparison purposes. No comparison over 5 years is presented because of the dissociation of the functions of Chairman of the Board of Directors and Chief Executive Officer as from November 1, 2019.

2 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 General Meeting of May 18, 2022, in its 18th resolution, approved by 97.02% the information provided for in article L. 22-10-9, I of the French Commercial Code relating to the compensation paid or awarded to corporate officers for the financial year ended December 31, 2021.

The elements of compensation awarded or paid to the Chairman of the Board of Directors are consistent with the provisions adopted by the Board of Directors, on the recommendation of the Remuneration Committee, constituting the Company's compensation policy as voted by the General Meeting held on May 18, 2022 (20th resolution adopted by 93.42% of the votes).

The Company has not deviated from the compensation policy implementation process, as approved by shareholders during the abovementioned Annual General Meeting. The Company has not departed from the implementation of the compensation policy.

4.3.2.3 Elements of compensation due or awarded for the financial year 2022 to Rodolphe Belmer, Chief Executive Officer

Rodolphe Belmer who was appointed Chief Executive Officer as from January 1, 2022, submitted to the Board of Directors his resignation from his mandates as Director and Chief Executive Officer of the Company, with effect as for July 13, 2022.

The compensation policy applicable to Rodolphe Belmer was approved by the Annual General Meeting held on May 18, 2022 under the 21st resolution. The elements making up the total compensation and fringe benefits of all kinds paid or allocated to Rodolphe Belmer comply with this policy.

	2022		2021	
(in €)	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation	642,857	642,857	-	-
Annual variable compensation	600,000	-	-	-
Fringe Benefits	11,810	11,810	-	-
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year*	1,226,709	-	-	-
Total	**2,481,376**	**654,667**	**-**	**-**
Relative share of the fixed component	*26%*	*100%*	-	-
Relative share of the variable component vs total compensation (fixed and variable)	*74%*	*0%*	-	-
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	1,800,000	-	-	-

* Performance shares attributed to Rodolphe Belmer have been forfeited. Rodolphe Belmer left the Company on July 13, 2022 and therefore no longer met the presence condition.

Fixed compensation

Rodolphe Belmer's fixed remuneration was paid prorata temporis from January 1, 2022 until July 13, 2022, date of his effective departure, either a gross amount of € 642,857.15 for the year 2022.

Variable compensation

The annual variable compensation of Rodolphe Belmer for the 2022 year amounted to € 600,000 for the first half and € 0 for the second half taking into account his effective departure from the Group on July 13, 2022.

The variable compensation awarded to Rodolphe Belmer for the first half of 2022 was set by the Board of Directors on July 26, 2022, on the recommendation of the Remuneration Committee, at € 600,000 gross (or 100% of the target variable compensation) after validation of the achievement of the pre-established qualitative criteria, as included in the 2022 compensation policy, namely: the preparation and the validation of a medium-term strategic plan by the Board of Directors and the presentation of this plan during a dedicated investors day, which took place on June 14, 2022.

For the last year in 2022, the Company's executive officer compensation policy provided for annual variable compensation divided into two semesters with predetermined objectives: the variable for each 2022 semester for Mr. Belmer was capped at half of the annual variable pay. The qualitative share of Mr. Belmer's variable was therefore capped at 50% of his annual target variable remuneration, without outperformance since quantitative financial criteria had to apply exclusively in the second half of the year.

With respect to variable compensation for the period from July 1 to the date of his effective departure date on July 13, 2022, the Board of Directors decided on June 13, 2022, that 100% of the target variable compensation would be paid on a prorata temporis basis subject to the achievement of qualitative criteria to be decided by the Board of Directors regarding the success of the transition of the Executive Management. At the meeting of July 26, 2022, the Board of Directors, considering the effective departure of Rodolphe Belmer on July 13, 2022, and the absence of performance to be assessed over such a short period, noted that there was no need to set the performance conditions, and that no variable compensation would be due to Mr. Belmer for the second half of 2022.

The payment of the variable compensation for the first semester 2022 will be subject to the approval of the Annual General Meeting called to approve the financial statements for the financial year ending December 31, 2022 in accordance with article L. 22-10-34, II of the French Commercial Code.

Multiannual equity-based compensation

The Board of Directors decided, during its meeting held on May 18, 2022, and upon the recommendation of the Remuneration Committee, to allocate 99,000 performance shares in favor of the Chief Executive Officer.

This grant was decided in accordance with the approval given by the Annual General Meeting of May 18, 2022 under the 21st resolution ("Remuneration Policy applicable to the Chief Executive Officer"), within the framework of the authorization given by this same Annual General Meeting under the 31st resolution. It represents 8.3% of the total number of performance shares allocated and 0.09% of the share capital at the date of the authorisation given by the General Meeting.

The resignation of Rodolphe Belmer made him lose all his performance share rights, the condition of presence being no longer fulfilled.

Fringe benefits

Rodolphe Belmer benefited from the use of a company car with driver and from the collective life, disability and health insurance schemes applicable to the French employees. The annual employer's contribution in respect of the life and disability scheme amounts to € 1,479. The annual employer's contribution in respect of the healthcare plan stands at € 1,612. The benefit in kind related to the use of the Company car with driver is assessed to € 8,720.

Other compensation elements

Mr. Rodolphe Belmer did not receive exceptional compensation for his mandate.

As a reminder, Mr. Rodolphe Belmer did not receive any other compensation component or fringe benefits related to his mandate from Atos SE or other companies of the Group. He was not bound by any employment contract and 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 payment

As a reminder, Mr Rodolphe Belmer submitted to the Board of Directors on June 13, 2022 his resignation from his mandates as Director and Chief Executive Officer of the Company. During this meeting to ensure the orderly transition of the Group's governance, the Board of Directors authorized, pursuant to articles L. 225-38 et seq. of the French Commercial Code, the signing of an agreement defining for the termination of the terms of office as Director and Chief Executive Officer of Mr. Rodolphe Belmer between the latter and the Company (the "Agreement"). The Agreement will be subject to the approval of the Annual General Meeting called to approve the financial statements for the financial year ending December 31, 2022 on the special report of the statutory auditors.

The Agreement was concluded prior to the announcement by the Company, by a news release dated June 14, 2022, of the decision of its Board of Directors, following the preliminary strategic review work carried out under the aegis of Rodolphe Belmer, to study a project to separate the historical activities of Atos (Tech Foundations), on the one hand, and its Digital, Big Data and Cybersecurity activities, on the other hand, through two autonomous companies. The Board of Directors of Atos considered that the conclusion of the Agreement which places Mr. Belmer under an obligation to cooperate and assist the Company, allowed the Company to preserve its interests in the context of its executive corporate officer's departure, by providing in particular for commitments made by Rodolphe Belmer to ensure an orderly transition of the Executive Management, internally and with respect to stakeholders until his effective departure from the Group, as well as a mutual obligation of non-disparagement by Mr. Belmer and the Company. Rodolphe Belmer effectively left his position on the evening of July 13, 2022. The financial terms of the termination of Mr. Belmer's mandates were decided by the Board of Directors on June 13, 2022, and July 26, 2022, on the recommendation of the Remuneration Committee, and comply with the compensation policy approved by the General Meeting of the Company on May 18, 2022, under the 21st resolution, namely:

The departure of Rodolphe Belmer can be qualified as constrained, as defined in the compensation policy, due to the complete redefinition of Atos SE's strategy resulting in a possible change in Atos' components by separating the Group's activities and thus a complete redefinition of the scope, the substance, functions and mission of the Executive Management function. In addition, the recovery plan had been presented by Mr. Belmer on the Investor Day dated June 14, 2022 after being approved by the Board of Directors, and the first steps in implementing the plan had been taken upon his departure.

Rodolphe Belmer may therefore receive a severance payment of € 1.8 million corresponding to 9 months of theoretical gross monthly compensation (fixed plus target annual variable).

In agreement with Mr. Rodolphe Belmer, and taking into account the special circumstances, the amount of the severance payment was reduced compared to that approved by the General Meeting pursuant to article L. 22-10-8 of the French Commercial Code. Indeed, the 2022 compensation policy provides that the maximum amount of the indemnity may amount to 200% of the theoretical gross annual compensation (fixed and target annual variable).

The payment of this severance indemnity will be subject to the approval of the Annual General Meeting called to approve the financial statements for the financial year ending December 31, 2022 in accordance with article L. 22-10-34, II of the French Commercial Code.

Non-compete clause

The Board of Directors has decided to release Mr. Rodolphe Belmer from his non-compete undertaking upon termination of his mandate. Consequently, no indemnity is due in this respect.

Recapitulative table – shareholders vote on the remuneration components paid during, or allocated for, the said year to Rodolphe Belmer, CEO from January 1 to July 13, 2022

Elements of compensation to be voted on	Amounts allocated for 2022 or accounting value	Amounts paid in 2022 or accounting value	Presentation of elements of compensation
Fixed compensation	€ 642,857	€ 642,857	4.3.1.4
Annual variable compensation[1]	€ 600,000	-	4.3.1.4
Performance shares[2]	€ 1,226,709	-	4.3.1.4
Multi-year variable compensation, exceptional compensation and Director fees[3]	€ 1,800,000	-	4.3.1.4
Additional benefits to compensation	€ 11,810	€ 11,810	4.3.1.4

1 Subject to the approval of the Annual General Meeting called to approve the financial statements for the financial year 2022.

2 The performance shares granted to Mr. Rodolphe Belmer were forfeited following his departure on July 13, 2022.

3 Severance indemnity subject to the approval of the Annual General Meeting called to approve the financial statements for the financial year 2022.

Pay ratio and other indicators

Information provided in the table below has been prepared in accordance with AFEP-MEDEF guidelines updated in February 2021. The scope and the methodology used are detailed into the "Pay ratio and other indicators" section relating to the Chairman of the Board of Directors (see paragraph 4.3.2.2).

Pay ratio for the Chief Executive Officer	2022	2021	2020	2019*
Evolution (in %) of the compensation of the CEO[1]	-26.2%	-40.4%	-15.8%	n/a
Evolution (in %) of the average compensation of the employees[2]	8.4%	-6.2%	+1.7%	n/a
Pay ratio on employees' average compensation	18.3	26.9	42.3	51.1
Evolution of the ratio (in %) compared to the previous year	-32%	-36.4%	-17.2%	n/a
Pay ratio on employees' median compensation	23.7	33.2	54.7	65.7
Evolution of the ratio (in %) compared to the previous year	-28.6%	-39.3%	-16.7%	n/a
Company Performance				
Profitability: Group's operating margin as a percentage of its revenue	3.1%	3.5%	9.0%	10.3%
Value creation: annual change in the 3-year moving average of the enterprise value compared to the previous year	-37.1%	-16.4%	-10.8%	6.6%

* For 2019, the enterprise value includes the distribution in kind of part of Worldline share capital to Atos' shareholders for an amount of € 2.3 billion.

1 These are annualized amounts paid to Rodolphe Belmer who held the position of Chief Executive Officer until July 13, 2022. It corresponds to the sum of the annual fixed salary (€ 1,200,000), annual fringe benefits (€ 21,187). The Chief Executive Officer did not receive any variable remuneration paid in 2022 for the year 2021, as shown in AMF Table 2 (see para. 4.3.2.7). The grant of long-term incentives is equal to € 1,226,709, which are not taken into account for the purposes of this table, as Mr. Rodolphe Belmer's rights were forfeited upon his departure from the Group on July 2022. No comparison over 5 years is presented because of the dissociation of the functions of Chairman of the Board of Directors and Chief Executive Officer as from November 1, 2019.

2 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 General Meeting of May 18, 2022, in its 18th resolution, approved by 97.02% the information provided for in article L. 22-10-9, I of the French Commercial Code concerning the compensation paid or awarded to corporate officers for the financial year ended December 31, 2022.

The compensation allocated or paid to the Chief Executive Officer complies with the provisions set by the Board of Directors on the recommendation of the Remuneration Committee and constituting the Company's compensation policy as approved by the Annual General Meeting held on May 18, 2022 (21st resolution adopted by 68.35% of the votes cast).

The Company has not deviated from the procedure for implementing the remuneration policy as approved by the shareholders at the aforementioned General Meeting. The Company has not deviated from the implementation of the remuneration policy.

The remuneration paid contributes to the long-term performance of the Company and the criteria for variable remuneration are consistent with the long-term strategy of the Group.

4.3.2.4 Elements of compensation due or awarded for the financial year 2022 to Nourdine Bihmane, Deputy Chief Executive Officer then Chief Executive Officer

As part of the appointment of Messrs. Nourdine Bihmane and Philippe Oliva as Deputy Chief Executive Officers of the Company with effect from June 14, 2022, the Board of Directors dated June 13, 2022 and July 26, 2022, set, on a proposal from the Remuneration Committee, the terms and conditions of their compensation as of June 14, 2022 in compliance with the compensation policy of the executive corporate officers approved by the General Meeting of Shareholders on May 18, 2022.

The Annual General Meeting held on May 18, 2022, under the 21st resolution approved the compensation policy applicable in 2022 to the Chief Executive Officer. Meeting on June 13 and July 12, 2022, the Board of Directors applied a compensation structure to the executive corporate officers, which complied with the limits set by this policy.

With a view to set an adequate compensation adapted to the project of separation of Atos into two autonomous companies, Eviden, a leading player positioned in the high-growth digital transformation, big data and cybersecurity markets, on the one hand, and Atos Tech Foundations, leader in Managed Infrastructure Services (Digital Workplace) and Professional Services, on the other hand, and to align the interests of the shareholders and those of the executive corporate officers, the Board of Directors decided: (a) removing the severance payment for the executive officers in case of forced departure (b) the pursuit of the evolution of the short term annual remuneration assessed on an annual basis, as announced as part of the 2022 compensation policy which introduced non-financial criteria (representing 20% weighting), and (c) the decrease of the maximum amounts allocated to the two executive officers, as reflected in the 2023 compensation policy.

This compensation policy therefore applies to the new Chief Executive Officer, Mr. Nourdine Bihmane, as well as during the period from June 14 to July 13, 2022 during which he served as Deputy Chief Executive Officer, it being specified that his compensation remained unchanged when appointed as Chief Executive Officer.

In accordance with the recommendations of the AFEP-MEDEF Code, Nourdine Bihmane resigned from his employment contract.

	2022		2021	
(in €)	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation*	494,318	494,318	-	-
Annual variable compensation	322,955	-	-	-
Fringe Benefits	13,190	13,190	-	-
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year	186,966	-	-	-
Total	**1,017,429**	**507,508**	**-**	**-**
Relative share of the fixed component	*50%*	*100%*	-	-
Relative share of the variable component vs total compensation (fixed and variable)	*50%*	*0%*	-	-
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	n/a	n/a	-	-

* Including an impatriation gross allowance of € 164,773, as decided by the Board on December 15, 2022.

Fixed compensation

Nourdine Bihmane's fixed remuneration was paid prorata temporis, from his appointment on June 14, 2022 as Deputy Chief Executive Officer and then as Chief Executive Officer from July 13, 2022 until December 31, 2022, i.e., € 329,545 gross for 2022.

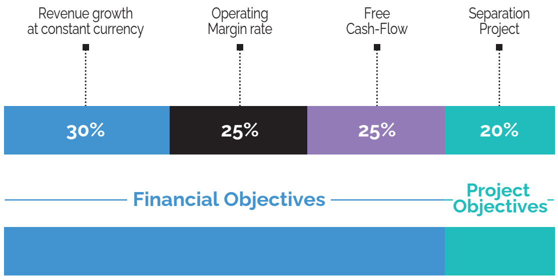
To take into account his specific situation, the Chief Executive Officer also benefits, as of his appointment as Deputy Chief Executive Officer on June 14, 2022, in addition to his fixed compensation, a gross monthly allowance of € 25,000 to offset the increase in all of his personal expenses and family members directly linked to his impatriation in France, impatriation made mandatory because of his nomination as a corporate officer since June 14, 2022. The overall amount paid in 2022 is € 164,773. This temporary allowance is not taken into account in the calculation of the other elements of Mr. Nourdine Bihmane's compensation presented below.

Variable compensation

Nourdine Bihmane's annual variable compensation is based on objectives, whose target is 100% of the fixed compensation (i.e. a target annual variable compensation of € 600,000), with a maximum payment limited to 130% of the target annual variable compensation in case of outperformance (i.e. a maximum annual variable compensation of € 780,000 as of the date of taking up the position) and no minimum payment.

With regard to the variable compensation for the period from June 14 to December 31, 2022, the Board of Directors has decided, making use of the flexibility allowed by the current policy, on the recommendation of the Remuneration Committee, considering the exceptional circumstances and the latest significant developments, introduce a criterion in the objectives comprising the variable compensation related to the new governance structure and to the major transformation project announced on June 14, 2022. This amendment responds to strong requests from shareholders with whom the Company and its Board of Directors exchange continuously.

The nature and weighting of each variable compensation indicator for the second half of 2022 for the Chief Executive Officer have thus been adjusted by the Board of Directors as follows:



The variable compensation of the Chief Executive Officer for the second half of 2022 was therefore based on the achievement of objectives:

- for 80% of the weighting, based on three financial indicators;
- for 20% of the weighting, based on a new criterion related to the new governance structure and the transformation project announced on June 14, 2022.

The last criterion included four key indicators:

- a high level of collaboration within the Group's new governance;
- the improvement or at least the achievement of an equivalent retention rate for all Group employees and Big Data and Cybersecurity executives in the second half of 2022 compared to the first half of 2022;
- the achievement of some key milestones of the separation project measured at the end of 2022;
- the successful implementation of the employee engagement plan in the transformation project and the achievement of defined target for surveys reflecting this engagement.

The achievement of those criteria and the resulting variable compensation amount have been validated by the Board during the meetings held on February 28, 2023. The variable compensation of the Chief Executive Officer stood at € 322,955 for the period from June 14 to December 31, 2022, or 98% of its target variable compensation.

Financial Objectives

Objectives which are set for the second semester on the basis of the Company's budget are in line with the financial guidance announced to the market on June 14, 2022 during the Investor Day on June 14, 2022.

Indicators	Second semester 2022	
Financial objectives	**Weight**	**Payout***
Group Revenue Growth at constant currency	30%	>100%
Operating Margin Rate	25%	<100%
Group Free Cash Flow	25%	<100%
Payout (in %) **of the semester on-target bonus**	**80%**	**98%**

* On the basis of the elasticity curves capped at 130% for each indicator.

Project Objectives

Indicators	Second semester 2022	
	Weight	**Payout***
Level of collaboration	5%	Achieved
Retention rate	5%	Not Achieved
Achievement of key milestones	5%	Achieved
Employee engagement	5%	Achieved
Payout (in %) **of the semester on-target bonus**	**20%**	**100%**

* The level of performance was assessed by the Board upon the recommendation of the Remuneration Committee to determine the payout.

The payout is determined as follows:

- if only 1 objective is achieved, payout = 0%;
- if 2 objectives are achieved, payout = 50%;
- if 3 objectives are achieved, payout = 100%;
- if 4 objectives are achieved, payout = 130%.

The level of performance was assessed by the Board of Directors on the recommendation of the Remuneration Committee to determine the payout:

- a qualitative assessment by the Board of the achievement of a high level of collaboration within the Group's new governance;
- the unfavorable comparison of the equivalent retention rate for all Group employees and Big Data and Cybersecurity executives in the second half of 2022 compared to the first half of 2022;
- an objective assessment by the Board of the achievement of some key milestones of the separation project measured at the end of 2022, in particular the obtaining of key opinions from employees' representative bodies in Europe;
- an appraisal of the successful implementation of the employee engagement plan by the achievement of defined targets measured through Pulse surveys conducted regularly.

Overall performance

Indicators	Second semester 2022	
	Weight	Payout*
Group Revenue Growth at constant currency	30%	>100%
Operating Margin Rate	25%	<100%
Group Free Cash Flow	25%	<100%
Project Objectives	20%	100%
Payout (in %) **of the semester on-target bonus**	**100%**	**98%**

* On the basis of the elasticity curves capped at 130% for each indicator.

The payment of the variable compensation due for the second semester is subject to a favorable vote during the Annual General Meeting approving the financial statements for 2022 in accordance with article L. 22-10-34, II of the French Commercial Code.

Multiannual equity-based compensation

The Board of Directors decided, during its meeting held on June 13, 2022, and upon the recommendation of the Remuneration Committee, to allocate 19,500 performance shares in favor of the Chief Executive Officer as part of his mandate as Deputy Chief Executive Officer on June 13, 2022.

The Chief Executive Officer is required to remain owner of 15% of any such acquired shares for the duration of his duties and cannot conclude any financial hedging instruments over the shares being the subject of the award during the whole duration of the mandate as Chief Executive Officer.

This grant was decided in accordance with the approval given by the Annual General Meeting on May 18, 2022 under the 21st resolution ("Compensation policy applicable to the Chief Executive Officer"), in the context of the authorization granted by the same Annual General Meeting under the 31st resolution.

It represents 1.6% of the total number of performance shares granted in 2022 and 0.02% of the share capital on the Annual General Meeting authorization date.

As a reminder, the final vesting on June 18, 2025 of all or part of the performance shares is subject to the achievement of performance conditions over a three-year period as well as to a continuous tenure of the beneficiary as Company officer, except in the event of retirement, death or disability.

The number of performance shares definitively vested for each beneficiary will depend on the “average acquisition rate” calculated according to the weighting of the performance indicators and their respective achievement levels, as shown in the table below:

Indicators	Performance	% of Vesting (curves)	
Atos share price performance Relative total shareholder return, with dividend reinvestment **(20%)**	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	**Floor:** 100% **Target**: 110% **Cap:** 125%	65% 100% 130%
Internal Financial Performance Indicator n°1 ER Organic Growth **(20%)**	Average of the External Revenue Organic growth rates over the 3-year period (2022-2024)	**Floor:** bottom of the mid-term (MT) objective **Target:** mid-point of the MT objective **Cap:** ≥ 10% of the max MT objective	30% 100% 150%
Internal Financial Performance Indicator n°2 Operating margin **(20%)**	Average of the Operating Margin % over the 3-year period (2022-2024)	**Floor:** bottom of the mid-term (MT) objective **Target:** mid-point of the MT objective **Cap:** ≥ 10% of the max MT objective	50% 100% 130%
Internal Financial Performance Indicator n°3 Cumulated Free Cash Flow **(20%)**	Cumulated amount in millions € of Free Cash Flow at the end of the 3-year plan (end of 2024)	**Floor:** bottom of the mid-term (MT) objective **Target:** mid-point of the MT objective **Cap:** ≥ 10% of the max MT objective	50% 100% 130%
External CSR Indicator DJSI (World or Europe) **(10%)**	Average of the yearly DJSI scores (World or Europe) of Atos vs. other companies over the 3-year period (2022-2024)	**Floor:** 70th percentile **Target:** 85th percentile	50% 100%
Internal CSR Performance Indicator Reduction of CO_2 emissions **(10%)**	% of reduction of CO_2 emissions (in tCO_2e) at the end of 2024 vs. 2022 baseline (in line with the Company adjusted CO_2 reduction plan)	**Floor:** -31.9% **Target:** -34.1%	50% 100% (cap)
An Average Acquisition Rate will be calculated based on the weighting assigned to each indicator, with a cap at 100% for the Chief Executive Officer.			

The Board of Directors will decide on the achievement of the performance indicators and the resulting average acquisition rate after consultation of the Remuneration Committee. The achievement rates of performance indicators and the final acquisition percentage will be disclosed in the Universal Registration Document for the financial year 2024, made available to the shareholders in connection with the Annual General Meeting.

The value of the performance shares is determined, on the grant date, pursuant to IFRS 2 standard, and recognized in the consolidated financial statements. This value corresponds to a historical value on the grant date calculated for accounting purposes. This value does not represent a current market value nor the actual value that may be received by the beneficiary upon vesting provided that the performance shares finally vest.

It is specified that on May 18, 2022, Nourdine Bihmane was granted, under his employment contract, 30,000 performance shares and free shares (on a 100% target basis) as part of the allocation plans, Plans No. 1 and No. 2 dated May 18, 2022 (refer to section 4.3.2 below). The average acquisition rate of Plan No. 1 of performance shares is not capped at 100% as this grant was made prior to his appointment as executive corporate officers; however, the general obligation of executive corporate officers to retain 15% of the performance shares delivered to them during their mandate applies to these shares.

Fringe benefits

Nourdine Bihmane benefited from the use of a company car, if necessary with driver, as well as the collective life, disability and health insurance schemes on the same terms as the French employees.

The employer's contribution in respect of the life and disability scheme amounts to € 1,648. The employer's contribution in respect of the healthcare plan stands at € 5,672. The benefit in kind related to the use of the Company car is assessed to € 5,869.

The Chief Executive Officer does not benefit from any supplementary pension scheme from the Company and is personally responsible for building up a pension supplement beyond the mandatory basic and complementary schemes.

Severance payment

The Chief Executive Officer is not entitled to any severance payment in the event of departure.

Non-compete clause

The Chief Executive Officer will be entitled to a monthly non-compete indemnity for a period of eighteen months from the end of his term of office as Chief Executive Officer.

The amount of this monthly indemnity would be equal to 100% of one twelfth of his theoretical gross annual compensation (fixed plus target variable), calculated on the basis of the last twelve months preceding the termination of his duties.

By exception, if the Chief Executive Officer exercises his right to retirement, no indemnity may be paid to him beyond the age of 65.

The Board of Directors may decide to release the Chief Executive Officer from his non-compete undertaking.

Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to Nourdine Bihmane, Deputy CEO from June 14 to July 13, 2022, then CEO until December 31, 2022

Elements of compensation to be voted on	Amounts allocated for 2022 or accounting value	Amounts paid in 2022 or accounting value	Presentation of elements of compensation
Fixed compensation[1]	€ 494,318	€ 494,318	4.3.1.4
Annual variable compensation[2]	€ 322,955	-	4.3.1.4
Performance shares[3]	€ 186,966	-	4.3.1.4
Multi-year variable compensation, exceptional compensation and Director fees	-	-	4.3.1.4
Additional benefits to compensation	€ 13,190	€ 13,190	4.3.1.4

1 Including an impatriation gross allowance of € 164,773, as decided by the Board on December 15, 2022.

2 Subject to the approval of the Annual General Meeting called to approve the financial statements for the financial year 2022.

3 IFRS 2 value from the performance share plan granted on June 13, 2022 as Deputy Chief Executive Officer.

For information, Nourdine Bihmane received during the fiscal year 2022 in relation to his employment agreement until June 13, 2022, a fixed salary amounting to € 216,964 and a variable compensation of € 496,190.

He benefited, in relation to his employment contract from the mandatory pension schemes, the collective life, disability and health insurance schemes as well as his company car. The employer's contribution in respect of the life and disability scheme amounts to € 351. The employer's contribution in respect of the healthcare plan stands at € 3,292. The benefit in kind related to the use of the Company car is assessed to € 4,817.

Pay ratio and other indicators

Information provided in the table below has been prepared in accordance with AFEP-MEDEF guidelines updated in February 2021.

The scope and the methodology used are detailed into the "Pay ratio and other indicators" section relating to the Chairman of the Board of Directors (see paragraph 4.3.2.2).

Pay ratio for the Chief Executive Officer	2022	2021	2020	2019
Evolution (in %) of the compensation of the CEO[1]	-32.9%	-40.4%	-15.8%	n/a
Evolution (in %) of the average compensation of the employees[2]	8.4%	-6.2%	+1.7%	n/a
Pay ratio on employees' average compensation	16.6	26.9	42.3	51.1
Evolution of the ratio (in %) compared to the previous year	-38.1%	-36.4%	-17.2%	n/a
Pay ratio on employees' median compensation	21.6	33.2	54.7	65.7
Evolution of the ratio (in %) compared to the previous year	-35%	-39.3%	-16.7%	n/a
Company Performance				
Profitability: Group's operating margin as a percentage of its revenue	3.1%	3.5%	9.0%	10.3%
Value creation: annual change in the 3-year moving average of the enterprise value compared to the previous year.	-37.1%	-16.4%	-10.8%	6.6%*

* For 2019, the enterprise value includes the distribution in kind of part of Worldline share capital to Atos' shareholders for an amount of €2.3 billion.

1 Due to the appointment on June 14, 2022 of Nourdine Bihmane, his compensation was annualized in this table. It corresponds to the sum of his annual fixed salary (€ 600,000) and annualized fringe benefits (€ 23,608) and the value of the performance shares granted during the year as disclosed in AMF Table 1 in the same paragraph as well as the monthly allowance related to his impatriation in France reported to twelve months. No comparison over 5 years is presented because of the dissociation of the functions of Chairman of the Board of Directors and Chief Executive Officer as from November 1, 2019.

2 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.

4.3.2.5 Elements of compensation due or awarded for the financial year 2022 to Philippe Oliva, Deputy Chief Executive Officer

As part of the appointment of Messrs. Nourdine Bihmane and Philippe Oliva as Deputy Chief Executive Officers of the Company with effect from June 14, 2022, the Board of Directors dated June 13, 2022 and July 26, 2022, set, on a proposal from the Remuneration Committee, the terms and conditions of their compensation as of June 14, 2022 in compliance with the compensation policy of the executive corporate officers approved by the General Meeting of Shareholders on May 18, 2022.

The Annual General Meeting held on May 18, 2022, under the 21st resolution approved the compensation policy applicable in 2022 to the Chief Executive Officer. Meeting on June 13 and July 12, 2022, the Board of Directors applied a compensation structure to the executive corporate officers, which complied with the limits set by this policy.

With a view to set an adequate compensation adapted to the project of separation of Atos into two autonomous companies, Eviden, a leading player positioned in the high-growth digital transformation, big data and cybersecurity markets, on the one hand, and Atos Tech Foundations, leader in Managed Infrastructure Services (Digital Workplace) and Professional Services, on the other hand, and to align the interests of the shareholders and those of the executive corporate officers, the Board of Directors decided: (a) removing the severance payment for the executive officers in case of forced departure (b) the pursuit of the evolution of the short term annual remuneration assessed on an annual basis, as announced as part of the 2022 compensation policy which introduced non-financial criteria (representing 20% weighting), and (c) the decrease of the maximum amounts allocated to the two executive officers, as reflected in the 2023 compensation policy. This compensation policy therefore applies to the Deputy Chief Executive Officer, Mr. Philippe Oliva.

In accordance with the recommendations of the AFEP-MEDEF Code, Philippe Oliva resigned from his employment contract.

	2022	2021		
(in €)	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation	329,545	329,545	-	-
Annual variable compensation	322,955	-	-	-
Fringe Benefits	6,165	6,165	-	-
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year	186,966	-	-	-
Total	**845,631**	**335,710**	**-**	**-**
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	-	-

Fixed compensation

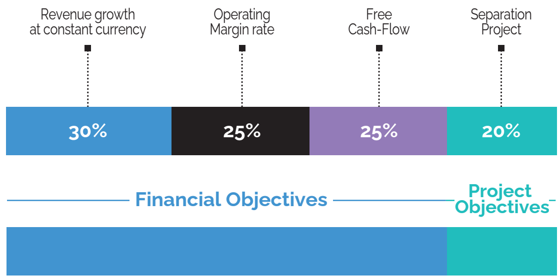
Philippe Oliva's fixed remuneration was paid prorata temporis, from his appointment on June 14, 2022 as Deputy Chief Executive Officer until December 31, 2022, i.e., € 329,545 gross for 2022.

Variable compensation

Philippe Oliva's variable compensation is based on objectives, whose target is 100% of the fixed compensation (i.e. a target annual variable compensation of € 600,000), with a maximum payment limited to 130% of the target annual variable compensation in case of outperformance (i.e. a maximum annual variable compensation of € 780,000 as of the date of taking up the position) and no minimum payment.

With regard to the variable compensation for the period of the second semester of 2022, the Board of Directors has decided, making use of the flexibility allowed by the current policy, on the recommendation of the Remuneration Committee, considering the exceptional circumstances and the latest significant developments, introduce a criterion in the objectives comprising the variable compensation related to the new governance structure and to the major transformation project announced on June 14, 2022. This amendment responds to strong requests from shareholders with whom the Company and its Board of Directors exchange continuously.

The nature and weighting of each variable compensation indicator for the period from June 14 to December 31, 2022 for the Deputy Chief Executive Officer have thus been adjusted by the Board of Directors as follows:



The variable compensation of the Deputy Chief Executive Officer for the second half of 2022 was therefore based on the achievement of objectives:

- for 80% of the weighting, based on three financial indicators;
- for 20% of the weighting, based on a new criterion related to the new governance structure and the transformation project announced on June 14, 2022.

The last criterion included four key indicators:

- a high level of collaboration within the Group's new governance;
- the improvement or at least the achievement of an equivalent retention rate for all Group; employees and Big Data and Cybersecurity executives in the second half of 2022 compared to the first half of 2022;
- the achievement of some key milestones of the separation project measured at the end of 2022;
- the successful implementation of the employee engagement plan in the transformation project and the achievement of defined target for surveys reflecting this engagement.

The achievement of those criteria and the resulting variable compensation amount have been validated by the Board during the meetings held on February 28, 2023. The variable compensation of the Deputy Chief Executive Officer stood at € 322,955 for the period from June 14 to December 31, 2022, or 98% of its target variable compensation.

Financial Objectives

Objectives which are set for the second semester on the basis of the Company's budget are in line with the financial guidance announced to the market on June 14, 2022 during the Investor Day on June 14, 2022.

Indicators	Second semester 2022	
Financial objectives	**Weight**	**Payout***
Group Revenue Growth at constant currency	30%	>100%
Operating Margin Rate	25%	<100%
Group Free Cash Flow	25%	<100%
Payout (in %) of the semester on-target bonus	**80%**	**98%**

* On the basis of the elasticity curves capped at 130% for each indicator.

Project Objectives

	Second semester 2022	
Indicators	**Weight**	**Payout***
Level of collaboration	5%	Achieved
Retention rate	5%	Not Achieved
Achievement of key milestones	5%	Achieved
Employee engagement	5%	Achieved
Payout (in %) of the semester on-target bonus	**20%**	**100%**

* The level of performance was assessed by the Board upon the recommendation of the Remuneration Committee to determine the payout.

The payout is determined as follows:

- if only 1 objective is achieved, payout = 0%;
- if 2 objectives are achieved, payout = 50%;
- if 3 objectives are achieved, payout = 100%;
- if 4 objectives are achieved, payout = 130%.

The level of performance was assessed by the Board of Directors on the recommendation of the Remuneration Committee to determine the payout:

- a qualitative assessment by the Board of the achievement of a high level of collaboration within the Group's new governance;
- the unfavorable comparison improvement of the equivalent retention rate for all Group employees and Big Data and Cybersecurity executives in the second half of 2022 compared to the first half of 2022;
- an objective assessment by the Board of the achievement of some key milestones of the separation project measured at the end of 2022, in particular the obtaining of key opinions from employees' representative in Europe;
- an appraisal of the successful implementation of the employee engagement plan by the achievement of defined targets measured through Pulse surveys conducted regularly.

Overall performance

	Second semester 2022	
Indicators	**Weight**	**Payout***
Group Revenue Growth at constant currency	30%	>100%
Operating Margin Rate	25%	<100%
Group Free Cash Flow	25%	<100%
Project Objectives	20%	100%
Payout (in %) of the semester on-target bonus	**100%**	**98%**

* On the basis of the elasticity curves capped at 130% for each indicator.

The payment of the variable compensation due for the second semester is subject to a favorable vote during the Annual General Meeting approving the financial statements for 2022 in accordance with article L. 22-10-34, II of the French Commercial Code.

Multiannual equity-based compensation

The Board of Directors decided, during its meeting held on June 13, 2022, and upon the recommendation of the Remuneration Committee, to allocate 19,500 performance shares in favor of the Deputy Chief Executive Officer on June 13, 2022.

The Deputy Chief Executive Officer is required to remain owner of 15% of any such acquired shares for the duration of his duties and cannot conclude any financial hedging instruments over the shares being the subject of the award during the whole duration of the mandate as Deputy Chief Executive Officer.

This grant was decided in accordance with the approval given by the Annual General Meeting on May 18, 2022 under the 21st resolution ("Compensation policy applicable to the Chief Executive Officer"), in the context of the authorization granted by the same Annual General Meeting under the 31st resolution.

It represents 1.6% of the total number of performance shares granted in 2022 and 0.02% of the share capital on the Annual General Meeting authorization date.

As a reminder, the final vesting on June 18, 2025 of all or part of the performance shares is subject to the achievement of performance conditions over a three-year period as well as to a continuous tenure of the beneficiary as Company officer, except in the event of retirement, death or disability.

The number of performance shares definitively vested for each beneficiary will depend on the "average acquisition rate" calculated according to the weighting of the performance indicators and their respective achievement levels, as shown in the table below:

Indicators	Performance	% of Vesting (curves)	
Atos share price performance Relative total shareholder return, with dividend reinvestment **(20%)**	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.	**Floor:** 100% **Target:** 110% **Cap:** 125%	65% 100% 130%
Internal Financial Performance Indicator n°1 ER Organic Growth **(20%)**	Average of the External Revenue Organic growth rates over the 3-year period (2022-2024).	**Floor:** bottom of the mid-term (MT) objective **Target:** mid-point of the MT objective **Cap:** ≥ 10% of the max MT objective	30% 100% 150%
Internal Financial Performance Indicator n°2 Operating margin **(20%)**	Average of the Operating Margin % over the 3-year period (2022-2024).	**Floor:** bottom of the mid-term (MT) objective **Target:** mid-point of the MT objective **Cap:** ≥ 10% of the max MT objective	50% 100% 130%
Internal Financial Performance Indicator n°3 Cumulated Free Cash Flow **(20%)**	Cumulated amount in millions € of Free Cash Flow at the end of the 3-year plan (end of 2024).	**Floor:** bottom of the mid-term (MT) objective **Target:** mid-point of the MT objective **Cap:** ≥ 10% of the max MT objective	50% 100% 130%
External CSR Indicator DJSI (World or Europe) **(10%)**	Average of the yearly DJSI scores (World or Europe) of Atos vs. other companies over the 3-year period (2022-2024)	**Floor:** 70th percentile **Target:** 85th percentile	50% 100%
Internal CSR Performance Indicator Reduction of CO_2 emissions **(10%)**	% of reduction of CO_2 emissions (in tCO_2e) at the end of 2024 vs. 2022 baseline (in line with the Company adjusted CO_2 reduction plan)	**Floor:** -31.9% **Target:** -34.1%	50% 100% (cap)

An Average Acquisition Rate will be calculated based on the weighting assigned to each indicator, with a cap at 100% for the Deputy Chief Executive Officer.

The Board of Directors will decide on the achievement of the performance indicators and the resulting average acquisition rate after consultation of the Remuneration Committee. The achievement rates of performance indicators and the final acquisition percentage will be disclosed in the Universal Registration Document for the financial year 2024, made available to the shareholders in connection with the Annual General Meeting.

The value of the performance shares is determined, on the grant date, pursuant to IFRS 2 standard, and recognized in the consolidated financial statements. This value corresponds to a historical value on the grant date calculated for accounting purposes. This value does not represent a current market value nor the actual value that may be received by the beneficiary upon vesting provided that the performance shares finally vest.

It is specified that on May 18, 2022, Philippe Oliva was granted, under his employment contract, 30,000 performance shares and free shares (on a 100% target basis) as part of the allocation plans, Plans No. 1 and No. 2 dated May 18, 2022 (refer to section 4.3.2 below). The average acquisition rate of Plan No. 1 of performance shares is not capped at 100% as this grant was made prior to his appointment as executive corporate officers; however, the general obligation of executive corporate officers to retain 15% of the performance shares delivered to them during their mandate applies to these shares.

Fringe benefits

Philippe Oliva benefited from the use of a company car as well as the collective life, disability and health insurance schemes on the same terms as the French employees.

The employer's contribution in respect of the life and disability scheme amounts to € 1,649. The employer's contribution in respect of the healthcare plan stands at € 1,648. The benefit in kind related to the use of the Company car is assessed to € 2,868.

The Deputy Chief Executive Officer does not benefit from any supplementary pension scheme from the Company and is personally responsible for building up a pension supplement beyond the mandatory basic and complementary schemes.

Severance payment

The Deputy Chief Executive Officer is not entitled to any severance payment in the event of departure.

Non-compete clause

The Deputy Chief Executive Officer will be entitled to a monthly non-compete indemnity for a period of eighteen months from the end of his term of office as Deputy Chief Executive Officer.

The amount of this monthly indemnity would be equal to 100% of one twelfth of his theoretical gross annual compensation (fixed plus target variable), calculated on the basis of the last twelve months preceding the termination of his duties.

By exception, if the Deputy Chief Executive Officer exercises his right to retirement, no indemnity may be paid to him beyond the age of 65.

The Board of Directors may decide to release the Deputy Chief Executive Officer from his non-compete undertaking.

Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to Philippe Oliva, Deputy CEO since June 14, 2022

Elements of compensation to be voted on	Amounts allocated for 2022 or accounting value	Amounts paid in 2022 or accounting value	Presentation of elements of compensation
Fixed compensation	€ 329,545	€ 329,545	4.3.1.4
Annual variable compensation[1]	€ 322,955	-	4.3.1.4
Performance shares[2]	€ 186,966	-	4.3.1.4
Multi-year variable compensation, exceptional compensation and Director fees	-	-	4.3.1.4
Additional benefits to compensation	€ 6,165	€ 6,165	4.3.1.4

1 Subject to the approval of the Annual General Meeting called to approve the financial statements for the financial year 2022.

2 IFRS 2 value from the performance share plan granted on June 13, 2022 as Deputy Chief Executive Officer.

For information, Philippe Oliva received during the fiscal year 2022 in relation to his employment agreement until June 13, 2022, a fixed salary amounting to € 119,532 and a variable compensation of € 259,375.

He benefited, in relation to his employment contract from the mandatory pension schemes, the collective life, disability and health insurance schemes on the same terms as the employees. The annual employer's contribution in respect of the life and disability scheme amounts to € 895. The annual employer's contribution in respect of the healthcare plan stands at € 896. The benefit in kind related to the use of the Company car is assessed to € 1,305.

Pay ratio and other indicators

Information provided in the table below has been prepared in accordance with AFEP-MEDEF guidelines updated in February 2021.

The scope and the methodology used are detailed into the "Pay ratio and other indicators" section relating to the Chairman of the Board of Directors (see paragraph 4.3.2.2).

Pay ratio for the Deputy Chief Executive Officer	2022	2021	2020	2019
Evolution (in %) of the compensation of the Deputy CEO[1]	n/a	n/a	n/a	n/a
Evolution (in %) of the average compensation of the employees[2]	8.4%	n/a	n/a	n/a
Pay ratio on employees' average compensation	12.0	n/a	n/a	51.1
Evolution of the ratio (in %) compared to the previous year	n/a	n/a	n/a	n/a
Pay ratio on employees' median compensation	15.5	n/a	n/a	65.7
Evolution of the ratio (in %) compared to the previous year	n/a	n/a	n/a	n/a
Company performance				
Profitability: Group's operating margin as a percentage of its revenue	3.1%	3.5%	9.0%	10.3%
Value creation: annual change in the 3-year moving average of the enterprise value compared to the previous year.	-37.1%	-16.4%	-10.8%	6.6%*

* For 2019, the enterprise value includes the distribution in kind of part of Worldline share capital to Atos' shareholders for an amount of €2.3 billion.

1 Due to the appointment on June 14, 2022 of Philippe Oliva, his compensation was annualized in this table. It corresponds to the sum of his annual fixed salary (€ 600,000) and annualized fringe benefits (€ 11,247) and the value of the performance shares granted during the year as disclosed in AMF Table 1 in the same paragraph. The comparison is only presented with 2019, the only year among the last 5 years during which the position of Deputy Chief Executive Officer existed within the Company.

2 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.

4.3.2.6 Compliance of total compensation of Company executive officers with the AFEP-MEDEF Code recommendations

The Company committed in 2008 to implement the recommendations of the AFEP-MEDEF Code of corporate governance for listed companies, relating, in particular, to the conditions of compensation of Company executive officers, and to regularly report thereon. The Board of Directors met on December 15, 2022 to perform the annual review of the implementation by the Company of these governance principles. Following this meeting, the Board of Directors considered that the Company's governance practices, including on the Company executive officer's compensation, are compliant with the recommendations of the AFEP-MEDEF Code. The complete and detailed document which supported this Board assessment of the implementation of the AFEP-MEDEF recommendations, as reviewed and updated by the Board, is made available in its entirety on Atos' website.

4.3.2.7 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 €)

	2022	2021
Bertrand Meunier, Chairman of the Board of Directors from November 1, 2019		
Due remuneration for the relevant year	400,000	400,000
Value of options granted during the year	-	-
Value of performance shares granted during the year	-	-
Total	**400,000**	**400,000**
Rodolphe Belmer, CEO from January 1, 2022 to July 13, 2022		
Due remuneration for the relevant year[1]	3,054,667	-
Value of options granted during the year	-	-
Value of performance shares granted during the year	1,226,709	-
Total	**4,281,376**	**-**
Nourdine Bihmane, Deputy CEO from June 14, 2022 to July 12, 2022 and CEO from July 13, 2022		
Due remuneration for the relevant year[2]	830,463	-
Value of options granted during the year	-	-
Value of performance shares granted during the year	186,966	-
Total	**1,017,429**	**-**
Philippe Oliva, Deputy CEO from June 14, 2022		
Due remuneration for the relevant year	658,665	-
Value of options granted during the year	-	-
Value of performance shares granted during the year	186,966	-
Total	**845,631**	**-**

1 Including the severance indemnity of € 1.8 million subject to the approval of the Annual General Meeting called to approve the financial statements for financial year 2022.
2 Including an impatriation gross allowance of € 164,773, as decided by the Board of Directors on December 15, 2022.

On the date of each grant, the fair value of performance shares and/or stock-options granted is determined pursuant to IFRS 2 standard and recognized in the consolidated financial statements. The value of the performance shares and stock-options granted are valued based on this fair value. Thus, the value of the performance shares or stock-options granted correspond to a historical value on the grant date calculated for accounting purposes. This value does not represent a current market value nor the actual value that may be received by the beneficiary upon vesting provided that the performance shares or the stock-options finally vest.

AMF Table n°2 (in €)	2022	2021		
	Due	Paid	Due	Paid
Bertrand Meunier, Chairman of the Board of Directors from November 1, 2019				
Fixed remuneration	400,000	400,000	400,000	400,000
Variable remuneration	-	-	-	-
Exceptional remuneration	-	-	-	-
Director compensation	-	-	-	-
Fringe benefits	-	-	-	-
Total	**400,000**	**400,000**	**400,000**	**400,000**
Rodolphe Belmer, CEO from January 1, 2022 to July 13, 2022				
Fixed remuneration	642,857	642,857	-	-
Variable remuneration	600,000	-	-	-
Exceptional remuneration[1]	1,800,000	-	-	-
Director compensation	-	-	-	-
Fringe benefits	11,810	11,810	-	-
Total	**3,054,667**	**654,667**	**-**	**-**
Nourdine Bihmane, Deputy CEO from June 14, 2022 to July 13, 2022 and CEO since July, 13, 2022				
Fixed remuneration[2]	494,318	494,318	-	-
Variable remuneration	322,955	-	-	-
Exceptional remuneration	-	-	-	-
Director compensation	-	-	-	-
Fringe benefits	13,190	13,190	-	-
Total	**830,463**	**507,508**	**-**	**-**
Philippe Oliva, Deputy CEO since June 14, 2022				
Fixed remuneration	329,545	329,545	-	-
Variable remuneration	322,955	-	-	-
Exceptional remuneration	-	-	-	-
Director compensation	-	-	-	-
Fringe benefits	6,165	6,165	-	-
Total	**658,665**	**335,710**	**-**	**-**

1 Severance indemnity subject to the approval of the Annual General Meeting called to approve the financial statements for financial year 2022.
2 Including an impatriation gross allowance of € 164,773, as decided by the Board of Directors on December 15, 2022.

4.3.2.8 AMF Table 11

Company corporate officers	Employment contract	Supplementary pension plan	Payments or benefits effectively or potentially due in the event of termination or change of position	Non-compete payment clause
Bertrand Meunier Chairman	No	No	No	No
Rodolphe Belmer CEO until July 13, 2022	No	No	Yes	Yes
Nourdine Bihmane Deputy CEO from June 14, 2022 and CEO from July 13, 2022	No[1]	No	No	Yes
Philippe Oliva Deputy CEO from June 14, 2022	No[2]	No	No	Yes

1 In accordance with the recommendations of the AFEP-MEDEF Code, Mr. Nourdine Bihmane has no longer an employment contract on the date of his appointment as Deputy Chief Executive Officer by the Board of Directors on June 13, 2022.

2 In accordance with the recommendations of the AFEP-MEDEF Code, Mr. Philippe Oliva has no longer an employment contract on the date of his appointment as Deputy Chief Executive Officer by the Board of Directors on June 13, 2022.

4.3.3 Performance share plans and stock subscription or purchase option plans [GRI 102-35]

4.3.3.1 Past grants of Performance Shares – AMF Table 10

The outstanding 2,279,353 rights to performance shares reported hereafter represented 2.05% of Atos SE's share capital as of December 31, 2022.

	Plan dated 07/24/2019	Plan dated 10/23/2019	Plan dated 07/24/2020	Plan dated 07/27/2021	Plan dated 05/18/2022	Plan dated 05/18/2022	Plan dated 06/18/2022
General Meeting authorization date	04/30/2019	04/30/2019	06/16/2020	05/12/2021	05/18/2022	05/18/2022	05/18/2022
Board of Directors meeting date	07/24/2019	10/23/2019	07/24/2020	07/27/2021	05/18/2022	05/18/2022	06/13/2022
Number of beneficiaries	**1,249**	**1**	**1,155**	**1,004**	**12**	**1,027**	**2**
Total number of granted perf. shares	**907,500**	**12,000**	**870,630**	**862,100**	**313,500**[4]	**929,055**	**39,000**
Of which to the executive officers	*56,200*	-	*28,000*	-	*99,000*	-	*39,000*
Chairman and CEO: Thierry Breton	*40,300*	-	-		-	-	-
Deputy CEO: Élie Girard[1]	*15,900*				-	-	-
CEO: Élie Girard[1]			*28,000*		-	-	-
CEO: Rodolphe Belmer[1]					*99,000*	-	-
Deputy CEO: Nourdine Bihmane[2]					-	-	*19,500*
Deputy CEO: Philippe Oliva[2]					-	-	*19,500*
Vesting date	07/25/2022	10/23/2022	07/24/2023	07/29/2024	05/18/2025	05/18/2024 and 05/18/2025	06/18/2025
End of holding period	07/25/2022	10/23/2022	07/24/2023	07/29/2024	05/18/2025	05/18/2024 and 05/18/2025	06/18/2025
Performance conditions	Yes	Yes	Yes	Yes	Yes	No for 2024 Yes for 2025	Yes
Achievement of performance conditions	Partially	Partially	Partially	-	-	-	-
Number of vested shares, as at Dec. 31, 2022	**187,463**	**2,880**	**1,500**[3]	-	-	-	-
Number of shares cancelled, as at Dec. 31, 2022	**720,037**	**9,120**	**292,380**	**210,288**	**157,500**	**70,264**	-
Outstanding performance shares, as at Dec. 31, 2022	-		**573,750**	**651,812**	**156,000**	**858,791**	**39,000**

1 Following the departure of Mr. Elie Girard on October 22, 2021, all performance shares granted under the 2019 plan and 2020 plan for Elie Girard were forfeited. The performance shares granted to Mr. Rodolphe Belmer under the May 18, 2023 plan were forfeited following his departure on July 12, 2022.

2 Messrs. Bihmane and Oliva were awarded of performance shares under their employment contracts prior to their appointment as corporate officers.

3 Shares acquired in advance following death or disability.

4 Number of shares in case of superformance and achievement of 130% of performance targets.

The characteristics of the French plan and the International plan implemented each year are identical in all respects (same acquisition dates). The calculation of the level of performance achieved was validated by the Board of Directors on February 25, 2022 on the basis of the 2021 results.

Performance conditions	Plan dated 07/24/2019*	Plan dated 10/23/2019*
Average of the External Revenue Organic growth rates over 3 years (2019-2021)	Below the threshold set by the Board of Directors	
And		
Average Operating Margin over 3 years (2019-2021)	Below the threshold set by the Board of Directors	
And		
Cumulated amount of FCF at the end of the 3-year plan (end of 2021)	Below the threshold set by the Board of Directors	
And		
External CSR criteria	The average of Atos' annual DJSI (World or Europe) results vs. other companies, over the 3-year period is above the 90th percentile.	
Years in question	**2019, 2020 and 2021**	

* The performance conditions of the 2019 performance share plans have been adjusted for all beneficiaries, with the exception of the Group Chief Executive Officer and Chief Financial Officer, who took office on July 16, 2021, date of the Board of Directors' decision.

% of the grant if the employment condition is met at the vesting date	
Plan dated 07/24/2019	30%
Plan dated 10/23/2019	30%

Performance conditions	Plan dated 07/24/2020	Plan dated 07/27/2021	Plans dated 05/18/2022 and 06/13/2022
Average of the External Revenue Organic growth rates over the 3-year period (for the plan dated July 24, 2020, July 27, 2021 and 2022 Plans)	Adjusted targets based on the initial guidance for 2022	In line with the Group's new 2022 and 2023 financial targets presented to the market on June 14, 2022.	In line with the Group's new 2022 and 2023 financial targets presented to the market on June 14, 2022.
Average rate of Operating Margin over the 3-year period			
Cumulated amount of Free Cash Flow at the end of the 3-year period (for the plan dated July 24, 2020), and cumulated free cash flow (2022 plans) Or Average of the Operating Margin conversion rates to Free Cash Flow over the 3-year period (for the plan dated July 27, 2021)			
Average of the yearly Atos scores in the DJSI (World or Europe) compared to other companies over the 3-year period	The relative average of ranks awarded: Floor: 70th percentile Target: 80th percentile Cap: 90th percentile	Floor: 70th percentile Target and Cap: 85th percentile	
Percentage of CO_2 emissions variation per € million revenue (tCO_2/M€) over the 3-year period	Floor: 0% Target: -10% Cap: -15%	Floor vs 2020 : -15% Target vs 2020 ; -21% Target vs 2020 : -25%	Floor : -31.9% Target and Cap : -34.1%

Performance conditions	Plan dated 07/24/2020	Plan dated 07/27/2021	Plans 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 competitor			Floor : 100% Target : 110% Cap : 125%
Period in question	2020-2022	2021-2023	2022 -2024

* This criterion applies only to Plan 1 on May 18 and June 13, 2022.

% of the grant if the employment condition is met at the vesting date

Each performance indicator conditions a percentage of the initial grant. Elasticity curves accelerate upwards and downwards the percentage of the grant related to each performance indicator according to its level of achievement over the 3-year period. Thus, the percentage of vested shares depends on the "Average acquisition rate" calculated according to the level of achievement of each performance indicator and its weighting. The percentage of vested shares is capped at 100%.

	Performance indicator	Weight	% of the grant according to the achievement level		
Plan dated 07/24/2020	Average of the External Revenue Organic growth rates over 3 years (2020-2022) ("A")	**30%**	Floor Target Cap	-3.3% -2.6% -2.1%	30% 100% 150%
	Average rate of Operating Margin over 3 years (2020-2022) ("B")	**25%**	Floor Target Cap	5.2% 5.5% 5.8%	50% 100% 130%
	Cumulated amount of Free Cash Flow at the end of the 3-year period (in 2022) ("C")	**25%**	Floor Target Cap	€-119M € 134M € 267M	50% 100% 130%
	Percentage of CO_2 emissions variation per € million revenue (tCO_2/M€) over the 3-year period (2020-2022) ("D")	**10%**	Floor Target Cap	0% -10% -15%	50% 100% 150%
	Average of the yearly Atos scores in the DJSI (World or Europe) compared to other companies over the 3-year period ("E")	**10%**	Floor Target Cap	70th percentile 80th percentile 90th percentile	50% 100% 150%
	A * 30% + B * 25% + C * 25% + D * 10% + E * 10% = Average acquisition rate *(The average acquisition rate may not exceed 100%)*				

	Performance indicator	Weight	% of the grant according to the achievement level		
Plan dated 07/27/2021	Average of the External Revenue growth rates at constant currency over 3 years (2021-2023) ("A")	**30%**	Floor Target Cap	-2.9% -2.4% -1.9%	30% 100% 150%
	Average rate of Operating Margin over 3 years (2021-2023) ("B")	**25%**	Floor Target Cap	3.3% 3.6% 3.9%	50% 100% 130%
	Average of the Operating Margin conversion rates to Free Cash Flow over 3 years (2021-2023) ("C")	**25%**	Floor Target Cap	-142.5% -141% -139.5%	50% 100% 130%
	Percentage of CO_2 emissions variation per € million revenue (tCO_2/M€) over the 3-year period ("D")	**10%**	Floor Target Cap	-15% v. 2020 -21% v. 2020 -25% v. 2020	50% 100% 150%
	Average of the yearly Atos scores in the DJSI (World or Europe) compared to other companies over the 3-year period ("E")	**10%**	Floor Target Cap	70^{th} percentile 80^{th} percentile 90^{th} percentile	50% 100% 150%
	A * 30% + B * 25% + C * 25% + D * 10% + E * 10% = Average acquisition rate *(The average acquisition rate may not exceed 100%)*				

	Performance indicator	Weight	% of the grant according to the achievement level		
Plan 1 dated 05/18/2022 and 06/13/2022	Relative stock market performance of the Atos share over the 3-year period (2022-2024) compared to the median of the stock market performance of a basket made of industry competitors ("A")	**20%**	Floor	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	70^{th} percentile	50%
			Target	85^{th} 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	Performance indicator	Weight
Plan 2 du 18 mai 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	70^{th} percentile	50%
			Target	85^{th} 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%)*				

4.3.3.2 Adjustment of financial targets for the 2020 and 2021 performance share plans

The financial performance targets presented of the performance share plan on July 24, 2020 have been adjusted by the Board of Directors on the recommendation of the Remuneration Committee, in line with the initial guidance for 2022.

At its meeting on July 26, 2022, the Board of Directors decided, on the recommendation of the Remuneration Committee, to modify the financial targets due for the 2021 performance share plan. The objective of this review was above all to take into account the attrition risks of the Group's executives but also to align this plan with the new financial objectives for 2022 and 2023. Indeed, new financial targets for 2022 were communicated by the Company to the market on June 14, 2022. The non-financial objectives have been maintained for all beneficiaries.

4.3.3.3 Achievement of the performance conditions related to the performance share plans in the course of vesting or acquired during the year

The performance conditions related to the performance share plan dated July 24, 2020 are based on indicators measured over three years. The performance conditions of these plans were partially met, with an acquisition rate of 92.53% of the performance shares. The shares were definitively acquired subject to meeting the condition of presence ending July 24, 2023.

Based on 3-year targets		
Group external revenue organic growth	2020 - 2022	
Objective achievement (%)		**-2.4%**
Criterion completion		Above target
Group operating margin	2020 - 2022	
Objective achievement (%)		**5.2%**
Criterion completion		Below target
Group cumulated free cash flow	2020 - 2022	
Objective achievement		**€-31M**
Criterion completion		Below target
External performance condition linked to the social and environmental performance	2020 - 2022	
Objective achievement		**>90 percentile**
Criterion completion		Above Cap
Internal performance condition linked to the social and environmental performance	2020 - 2022	
Objective achievement (%)		**-11%**
Criterion completion		Above target
Achievement of performance conditions	Partially (92.53%)	

Stock option plan

The external performance condition related to the stock options plan dated July 24, 2019 is based on an indicator measured over a 3-year period ending on June 30, 2022. Its achievement rate was recorded at the end of the first half of 2022 and approved by the Board of Directors on July 26, 2022. The performance condition of the subscription or share purchase option plan of July 24, 2019 was not met, with an acquisition rate of 0% of the subscription or share purchase options, the stock-options granted under this plan were forfeited.

2021 and 2022 Performance share plans

The performance conditions related to the performance share plan dated July 27, 2021 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 2023.

Similarly, the performance conditions related to the performance share plans dated May 18, and June 13, 2022 are based on indicators measured over a 3-year period. Achievement rates of these indicators as well as final acquisition percentage will be disclosed in the Universal Registration Document for the financial year 2024.

4.3.3.4 Performance shares granted to or became available for Company officers during the year – AMF Tables No. 6 and No. 7

During fiscal year 2022, Roldolphe Belmer as Chief Executive Officer, Nourdine Bihmane as Chief Executive Officer and Philippe Oliva as Deputy as Chief Executive Officer, benefit from the grant of performance shares.

AMF Table 6	Plan date	Plan	Number of shares	Vesting Date	Availability Date
Rodolphe Belmer[2]	May 18, 2022	Plan n°1[1]	99,000	May 18, 2025	May 18, 2025
Nourdine Bihmane	June 13, 2022	Plan n°1[1]	19,500[3]	June 18, 2025	June 18, 2025
Philippe Oliva	June 13, 2022	Plan n°1[1]	19,500[4]	June 18, 2025	June 18, 2025

1 As a reminder, all the shares granted under plan 1 are subject to the performance conditions described above in 4.3.2.

2 The performance shares granted to Rodolphe Belmer will not be delivered to him at the end of the vesting period. Rodolphe Belmer left the Company on July 13, 2022 and therefore will not meet the continued employment presence condition.

3 In his capacity as an employee, Nourdine Bihmane benefited on May 18, 2022, from a grant of 15,000 shares under Plan n°1 and 15,000 shares under Plan n°2.

4 In his capacity as an employee, Philippe Oliva benefited on May 18, 2022, from a grant of 15,000 shares under Plan n°1 and 15,000 shares under Plan n°2.

During 2022, the performance shares granted on July 24, 2019 became definitively vested and available during the year. The performance conditions of the plan indicated below are summarized in the paragraph above "History of performance share grants".

Rodolphe Belmer, Nourdine Bihmane and M. Philippe Oliva did not acquire any performance shares during the fiscal year 2022 in their capacity respectively as Chief Executive Officer and Deputy Chief Executive Officer.

Tableau AMF n° 7	Plan Date	Number of shares available during the financial year	Vesting date	Acquisition date
Rodolphe Belmer	July 24, 2019	Not applicable	Not applicable	Not applicable
Nourdine Bihmane	July 24, 2019	960*	July 25, 2022	July 25, 2022
Philippe Oliva	July 24, 2019	Not applicable	Not applicable	Not applicable

* The performance shares delivered to Mr Bihmane were awarded under his employment contract.

4.3.3.5 Past awards of subscription or purchase options – AMF Table 8

The table below shows the past grants over the last ten years.

		Plan dated 07/24/2019
General Meeting authorization date		04/30/2019
Board of Directors meeting date		07/24/2019
Number of beneficiaries		**23**
Total number of granted options		**209,200**
Of which to the executive officers *Chairman and CEO: Thierry Breton* *Deputy CEO: Élie Girard*	*56,200* *40,300* *15,900*	
Start date of exercise period		07/25/2022
End date of exercise period		07/24/2029
Strike price		€ 79.86
Number of options exercized as at Dec. 31, 2022		**-**
Number of options cancelled or expired as at Dec. 31, 2022		**209,200**
Outstanding options as at Dec. 31, 2022		**0**

The performance condition of the subscription or share purchase option plan of July 24, 2019 was not met, with an acquisition rate of 0% of the subscription or share purchase options. The stock-options granted under this plan were forfeited.

Performance conditions and acquisition rules in respect of the plan dated July 24, 2019 are summarized hereafter:

Indicator
Relative performance of the Atos SE share compared to the performance of a basket* consisting of indexes and shares, measured on the basis of the average of the opening share price (dividends reinvested) during the trading days of the calendar quarter preceding the grant and vesting dates, respectively.

* Basket: 20% CAC40 index + 20% STOXX Europe 600 Technology index + 10% IBM + 10% DXC + 10% Capgemini + 10% Accenture + 10% Sopra Steria + 10% CGI Group

% of the grant if the employment condition is met on the vesting date

- No stock-option will vest if the relative performance of the Atos SE share is less than 100% of the average performance of the basket over a three-year period.
- 80% of stock-options will vest if the relative performance of the Atos SE shares is equal to 100%.
- 100% of stock-options will vest if the relative performance of the Atos SE shares is equal to 115%.

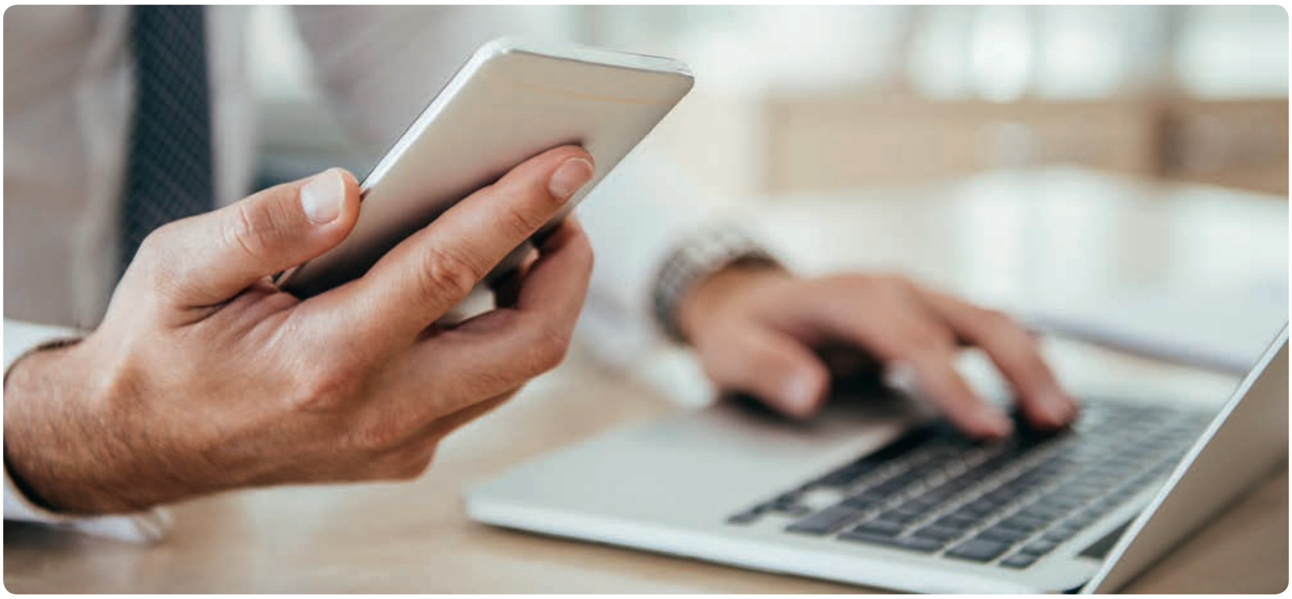
For relative performance between these points: the percentage of vested stock-options will be determined based on linear interpolation.

4.3.3.6 Stock options granted to, or exercized by, the Company executive officers during the year – AMF Tables 4 and 5

During 2022, the 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, 2022.

4.3.3.7 Stock options granted to the top ten employees who are not Company officers, and stock options exercized by them, during the year – AMF Table 9

During 2022, the employees were not granted any options to purchase or subscribe shares of the Company. The employees did not hold any exercisable options in 2022.



5

Corporate Social Responsibility

5.1 Introduction to CSR at Atos

[GRI 2-12], [GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Client satisfaction and delivery capability], [GRI 3-3 Corporate governance], [GRI 3-3 Research & Innovation]

5.1.1 Vision

[GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Client satisfaction and delivery capability], [GRI 3-3 Corporate governance], [GRI 3-3 Research & Innovation]

Within Atos, Corporate and Social Responsibility belongs to its "raison d'être", by which *"[…] across the world, the Company enables its customers, employees, and as many people as possible to live, work and develop sustainably and confidently in the digital space."*

Atos is therefore fully aware of its mission and responsibility towards society and is convinced that digital can make an important contribution towards sustainable and social development, in particular to the fight against climate change, trust in data management or digital inclusion.

Striving to comply with highest transparency standards, Atos has issued a non-financial report in accordance with the Global Reporting Initiative (GRI) standards since 2012. This report also follows the International Integrated Reporting Council (IIRC) and the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. Furthermore, Atos' CSR strategy is fully aligned with the United Nations Sustainable Development Goals (SDGs).

On June 14, 2022, Atos announced that it was studying the split of the Atos Group into two publicly listed companies, which is scheduled to occur during the year 2023.

Upon occurrence of this split, there will be two listed companies: Atos which will survive the split and Evidian, which will be a newly listed company on the French Euronext market. Each of these companies will have its own CSR department which will work to create and define the CSR strategy of both entities, which, building on the strong CSR legacy and experience of the Atos Group, will remain at the heart of their strategy and culture.

Because Atos' scope will have been transformed so deeply, it will be necessary to review the current CSR strategy of Atos and perform a new materiality assessment in 2023. Such a materiality analysis will allow Atos to address ESG issues that have higher relevance for stakeholders and have a higher impact on Atos for achieving the organization's goals, strengthen its business model and enhance its positive impact on society. The assessment will take into account the new geographical and business scope, but also re-focus on the material stakeholders of Atos. On the basis of the assessment, the Board of Directors of Atos, upon the recommendation of the CSR Committee of the Board of Directors, will define the new CSR strategy for the Group.

Evidian will be a newly listed company on the French Euronext Paris market and will be subject to mandatory non-financial reporting for the year 2023.

The Board of Directors of Evidian will bear the responsibility to define such strategy and priorities based on a materiality assessment to be carried out in 2023 by an external specialized consultancy firm supported by Evidian's CSR team. Such materiality assessment will assess the material CSR issues for Evidian in light of the expectations of its stakeholders and the impact on its business. In order to implement the CSR strategy defined by the Board of Directors, programs will be developed throughout Evidian based on (i) programs already in place in the Atos Group, to be adjusted to Evidian's specific scope of business, and (ii) newly defined programs tailored to Evidian's strategy. Evidian will monitor certain key performance indicators that will be compiled and analyzed using the leading reporting standards on the market by applying Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) standards, and/or European Sustainability Reporting Standards (ESRS) issued by European Financial Reporting Advisory Group (EFRAG) Project Task Force, as soon as applicable.

5.1.2 Governance

[GRI 2-9], [GRI 2-13], [GRI 2-14], [GRI 2-17], [GRI 2-22], [GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Client satisfaction and delivery capability], [GRI 3-3 Corporate governance], [GRI 3-3 Research & Innovation]

The CSR organization is present at all levels of the Company up to the Board of Directors which is ultimately in charge of monitoring the implementation of the CSR strategy. The Board of Directors reviews the CSR initiatives and targets and presents the CSR strategy achievements to the annual General Meeting of shareholders on a yearly basis. For more details, please see section 4.2.4.2.

The CSR Committee of the Board of Directors, in place since December 2018, is chaired by Ms. Valérie Bernis and is directly involved in defining the CSR strategy and priorities. For more details, please see section 4.2.4.6.

Valérie Bernis has been chairing the CSR Committee of the Board of Directors since its creation in January 2019. She has extensive experience in CSR matters both as an executive and at Board of Directors level. She held the position of Executive Vice-President Financial and Corporate Communications and Sustainable Development with Suez, and in addition to her mandate with the Atos Group, she currently chairs France Television's CSR Committee and is a member of L'Occitane's CSR Committee. She also sits on two Audit Committees (Lagardère SA, and L'Occitane), therefore closely understanding the relationship between CSR and risk management. She also served as Vice-President of the *Fondation* ENGIE which commits in favor of childhood and youth, access to energy and essential goods, employment and fight against poverty.

The composition of the CSR Committee of the Board of Directors was renewed in 2022. Replacing Lynn Paine, Vernon Sankey, and following the end of the term of office as Director of Colette Neuville, Farès Louis and Astrid Stange joined the CSR Committee in 2022.

Farès Louis brings an employee perspective to the works of the CSR Committee, resulting from his current position in the Group as Business Developer but also from his extensive experience as employee representative both in trade unions and at European Committee and work's council levels.

Astrid Stange brings a global perspective on CSR-related topics, having worked extensively on inclusion and diversity topics as Chief Human Resources Officer of AXA, and on the measurement of carbon emissions when she moved to the position of Chief Operating Officer in the same group.

At upper management level, the Senior Executive Vice President in charge of strategic projects and all support functions of the Group, member of the Group Executive Board, reporting directly to the CEO, provides guidance and supervises the Atos CSR Program. The Senior Executive Vice President presents on a regular basis to the Group Executive Board the latest achievements and planned objectives both at global and regional levels on the environmental and social initiatives of the Group. The Group Executive Board is associated with the validation of the CSR strategy and the implementation of the program.

The Group Head of CSR (Group CSR Officer) manages the entire CSR Program and reports to the Senior Executive Vice President and is a member of the General Management Committee (GMC). She reports regularly to the GMC on any initiatives, objectives, and results of the CSR Program or cooperation needs by other functions or business lines to further the CSR strategy. The Group CSR Officer oversees internal and external CSR communication 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. It coordinates and aligns the CSR Program and strategy within the Group. It is composed of a core international team of Group CSR managers who work closely with local CSR managers, support and business functions as well as the EMS managers in the Group. Weekly and monthly reviews are organized to design, implement, and monitor main axes of actions and targets. Specific channels are in place to facilitate communications across the Group.

5.1.3 Strategy

[GRI 2-22], [GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Client satisfaction and delivery capability], [GRI 3-3 Corporate governance], [GRI 3-3 Research & Innovation]

Sustainability is no longer a niche topic. The demands for sustainable business have become loud and clear. They run through all areas of business. Covid and the worsening events linked to climate change have made the need for digital technologies obvious. Digital for good has become a value proposition and Digital Social Responsibility is more important than ever.

The review of Atos CSR challenges is performed regularly through a materiality assessment that prioritizes the areas where the Group must focus on incorporating best practices in the market, trends in the digital sector, and compliance with existing regulations and international standards. Atos has also developed robust systems and procedures to ensure Corporate Social Responsibility matters are being measured and reported, following Atos integrated thinking and reporting principles.

Through its business strategy, Atos believes in creating significant positive impact to the society:

- from an environmental perspective, Atos' main ambitions are to fully contribute to a more decarbonized and sustainable world by reducing and offsetting Atos' own carbon emissions and to promote digital solutions that support its supply chain and clients in their own decarbonization journeys. To support these ambitions, the Group addresses a wide range of environmental issues and intends to cover in a comprehensive manner all the significant impacts, risks and opportunities related to its business model and main activities;
- from a social perspective, Atos recognizes that its principal asset and competitive advantage is its employees. In an environment of strong competition for talent, Atos is reinforcing its key programs in talent attraction & retention and skills management, to make it an employer of choice, and a place where employees can have control of their careers and develop in an inclusive, creative, responsible and collaborative workplace. These fundamentals are supported by strong change programs (notably culture and workplace), high attention to people care, and diversity and inclusion;
- from a governance perspective, Atos is fully committed to enhance trust in the digital transformation age (i) by behaving as an ethical player towards its sphere of influence and therefore apply the highest ethical standards from the very top of the Company to the heart of its operations, and (ii) by contributing to building a trusted digital space for all, therefore designing innovative and secured solutions that help maintain trust and security for persons (individual, companies, states) who navigate in the digital space.

Atos is recognized by the most relevant ESG ratings as the leader in its industry.

2022 MARKET ESG RATINGS	ATOS SCORE	ATOS POSITION
S&P Global CSA / DJSI	85/100	Top 10%
MSCI	AAA	Top 7%
CDP CLIMATE	A	Top 2%
ISS-OEKOM	C+	Top 20%
VIGEO-EIRIS	70/100	Top 1%
ECOVADIS	84/100	Top 1%

Note: information as of February 7, 2023

Upon occurrence of the split into two publicly listed companies, each of Atos and Evidian will define their own CSR strategy following a materiality assessment to be performed in 2023 by an external specialized consultancy firm supported by each entity's CSR team. For more details, please refer to section 5.1.1 Vision.

5.1.4 Atos stakeholders' approach and engagement

[GRI 2-28], [GRI 2-29], [GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Client satisfaction and delivery capability], [GRI 3-3 Corporate governance], [GRI 3-3 Research & Innovation]

Atos is fully aware of the importance of engagement with its stakeholders. To structure its stakeholders dialogue, Atos uses international standards such as the AA1000 SES (2015) standard in alignment with the following principles: Inclusivity, Materiality, Responsiveness, and Impact (see "5.6.1. Scope of the report" for more details).

Atos' stakeholders are identified as external and internal groups and individuals who represent clients, employees, investors, employee representatives, business partners and suppliers, as well as communities and public authorities. Atos engages in a constant dialogue with stakeholders at all levels of the organization using a variety of interaction channels to ensure a transparent communication about its CSR program and to align with the demand of the market and investors.

Mapping of stakeholders' expectations

[GRI 203-2], [GRI 2-29]

Atos engages regularly with its stakeholders to better understand, prioritize their needs, and ensure that its strategy remains fully aligned with their expectations.

In 2022, the CSR Committee of the Board of Directors met four times to discuss current and future CSR challenges, validate the CSR strategy and confirmed the roll-out of the related initiatives.

Sustainability requirements are increasingly demanding on all stakeholder businesses. During the year, further interactions with external stakeholders confirmed that the Atos CSR strategy and initiatives appropriately respond to the issues raised by stakeholders. The exchange with Atos clients' sustainability leaders has been significantly intensified, as achieving ambitious environmental goals requires interaction throughout the value chain. In addition, Atos continued to be actively engaged in 2022 by regularly attending investor meetings and interacting with leading standards organizations such as the Global Reporting Initiative (GRI) and an active presence during the COP27 [1] conference in Sharm El-Sheikh. Business partners must work together in terms of sustainable supply chains and exchange data and information, and finally, all market participants are confronted with new regulatory requirements that also require a professional exchange. Sustainability thrives on interaction beyond contractual business relationships.

Clients	Employees
Expectations: Atos clients expect innovative digital solutions that create value by helping them to optimize their operational performance and address their own challenges such as tackling climate change or reporting according to some requirements. These solutions must also guarantee high levels of security and data protection; **Challenges and key topics:** Client satisfaction. Client trust. Anticipation of clients' future needs. Security and data protection. Innovation; **Value created by Atos:** Atos' business model is founded on creating value for its clients and partners through innovative and sustainable business solutions that will meet their needs to perform in the new digital economy; **Sustainable Development Goals (SDGs) addressed: 8,9,12,16.**	**Expectations:** Atos employees expect to work in the best possible environment, where their work is recognized, their data is protected, and their ambitions and potential can be realized through opportunities to grow and develop within the Company; **Challenges and key topics:** Health and safety. Skills management and development. Talent attraction and retention. Employee commitment, engagement, and satisfaction. Brand appeal, Wellbeing at work, Diversity; **Value created by Atos:** Atos recognizes that its role as a responsible employer means providing a safe, diverse, inclusive, and rewarding work environment, while preparing its people for the workplace of the future. Atos has put in place programs to train and develop its employees and encourage internal hiring and promotion. At the same time, Atos has developed strong partnerships with leading universities worldwide to attract the best young talents; **SDGs addressed: 3,4,5,10.**

1) Atos takes part in the Tech for Climate Summit: https://atos.net/en/2022/egypt_2022_11_10/atos-drives-collaboration-on-global-transition-to-net-zero-with-cop27-tech-for-climate-summit-event

Investors and analysts	Partners
Expectations: Investors expect profitability, efficiency from Atos, in line with its carbon footprint and energy efficiency commitments to tackle climate change. Atos keeps investors informed about its strategy and Corporate Social Responsibility achievements and objectives, while responding to their demands for clarity and transparency regarding value creation and resource management; **Challenges and key topics:** Integrated thinking. Effective reporting to articulate strategy. Transparency. Credibility; **Value created by Atos:** Atos discloses its CSR KPIs and integrates financial and non-financial factors, providing valuable information to investors. Atos also creates significant value for investors and shareholders. **SDGs addressed: 8,9,12,16.**	**Expectations:** Collaboration with Atos partners is key to face challenges ahead of IT industry and ensure the development of innovative technologies; **Challenges and key topics:** Anticipation of clients' future needs, Innovation, Security & Trust; **Value created by Atos:** Atos' unique partnership ecosystem includes both major IT industry players and start-ups that work together with Atos labs and Business Technology Innovation Centers, allowing Atos to combine a disruptive mindset with best-in-class technologies in its digital solutions for its clients; **SDGs addressed: 8,9,12,16.**

Suppliers	Communities and society
Expectations: Atos suppliers want to benefit from access to new markets, revenue growth and fair margins. They expect long-term relationships supported by ongoing dialog that ensures the observance of contracts, shared ethical values and trust; **Challenges and key topics:** Ethics and responsibility in the value chain. Collaboration. Knowledge sharing. Efficiency; **Value created by Atos:** As the first ICT company to obtain approval for its Binding Corporate Rules (BCR) by the European data protection authorities, Atos continues to place data protection as a key component in its business culture. Its governance framework uses ethics and compliance to drive organizational processes and business thereby securing a sustainable supply chain. Atos works closely with its suppliers to ensure that they meet required standards regarding the environment, labor and human rights, ethics and sustainable procurement; **SDGs addressed: 8, 9, 12,16.**	**Expectations:** Society and local communities 'expectations of Atos include its ability to deliver 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 to do the same. Public bodies deliver administrative authorizations and determine the regulatory context in which Atos does business; **Challenges and key topics:** Digital inclusion. Education and knowledge equality. Savings. Performance. License to operate. Employability; **Value created by Atos:** Atos is committed to generating economic value that creates value for society by responding to its needs and challenges. As a recognized leader in CSR in the IT sector, Atos minimizes and offsets environmental impacts and generates sustainable profits to support innovation. Through its support for volunteer programs, university relations and corporate citizenship actions Atos aims to have a positive and long-term impact on local economies, support social progress and reduce the digital divide; **SDGs addressed: 5,10,12,13,16.**

5.1.5 Challenges and Materiality Matrix

[GRI 3-1], [GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Customer privacy], [GRI 3-3 Client satisfaction and delivery capability], [GRI 3-3 Corporate governance], [GRI 3-3 Research & Innovation]

Atos' CSR approach is supported on a materiality analysis performed to prioritize its actions on the business activities integrating the stakeholders' expectations. In this context, materiality analysis is a tool used to connect and prioritize financial and non-financial considerations.

In the materiality assessment, Atos seeks to identify the principal topics and challenges that the market and key stakeholders consider as essential for Atos. These topics are material because they are critical to achieve the organization's goals, secure its business model, and manage its impact on society.

Atos materiality matrix follows the three broad dimensions or areas of interest in CSR: Environment, Social and Governance:

- a good management approach of the Environmental material topics supports the transition to a zero-carbon economy at a global scale for the Group, its clients and the society;
- a good management approach of the Social material topics enables Atos to be a responsible employer and creates a work environment that meets the needs and expectations of employees;
- a good management approach of the Governance material topics helps Atos to be an ethical and fair player within the sphere of influence and generating value for clients and partners through innovative and safe solutions.

Atos material topics and boundaries aligned with GRI Standards

[GRI 3-2]

The following topics of GRI Standards are material for Atos as a whole. Outside the organization, these topics are material for the stakeholders mentioned below.

Atos Material Topic	GRI Topic Standards	Topic boundaries outside the organization
Client satisfaction and delivery capability	Atos specific	Clients, Investors and analysts
Corporate governance	Atos specific	Investors and analysts
Security & Data Protection	418 Customer Privacy	Clients, Investors and analysts
Solutions to address clients' environmental challenges including decarbonization (IT for Green)	302 Energy 305 Emissions	Clients, Investors and analysts
Talent attraction and retention	401 Employment (incl. Hiring)	Not material outside the organization
Research & Innovation	Atos specific	Clients, Investors and analysts, Suppliers, Business partners. Communities and NGOs, Public entities
Carbon footprint and energy efficiency of Atos operations	302 Energy 305 Emissions	Clients, Investors and analysts
Compliance with laws & regulations, including anti-bribery	205 Anti-corruption	Clients, Investors and analysts, Suppliers, Public entities, Communities and NGOs
Skills management & development	404 Training and Education	Not material outside the organization
Eco-efficiency of technologies and solutions	302 Energy	Clients, Investors and analysts
Employees' Health and Safety	403 Occupational Health and Safety	Not material outside the organization

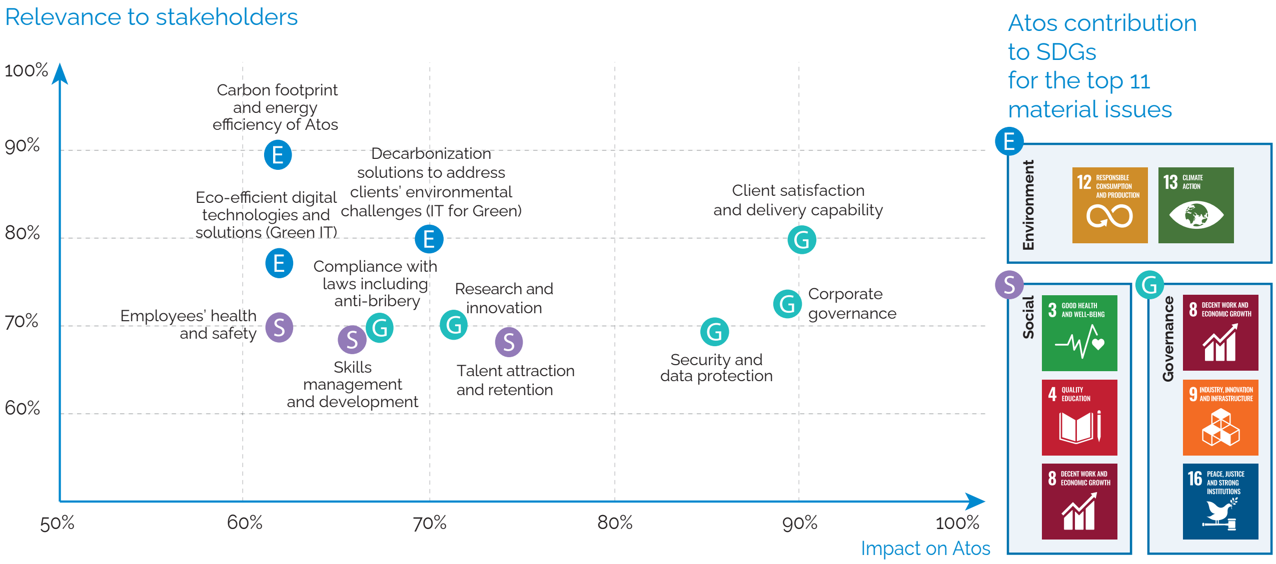
Atos materiality matrix

[GRI 2-22], [GRI 3-2], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Training and education], [GRI 3-3 Anti-corruption], [GRI 3-3 Customer privacy], [GRI 3-3 Client satisfaction and delivery capability], [GRI 3-3 Corporate governance], [GRI 3-3 Research & Innovation]

Based on the results of the analysis conducted by Atos with internal and external stakeholders, Atos designed the Materiality Matrix, shown below, which summarizes the Atos' CSR material topics for the three ESG dimensions.

Atos informs its stakeholders about those topics in this annual report (Atos Universal Registration Document), however additional information is disclosed based on the regular communications with stakeholders in workshops, meetings, events, and based on interviews with the CSR Committee of the Board of Directors and Group Management Committee members on the current CSR strategy.

Atos Materiality Matrix



The matrix above presents the eleven material topics based on the relevance for stakeholders and the impact on Atos. This matrix is reviewed every year to confirm that the priorities are still appropriate for the good development of the Group CSR Strategy which aims to align business practices with a positive impact on the society fully aligned with the Atos purpose.

These eleven top priorities contribute directly to eight of seventeen Sustainable Development Goals (SDGs) defined by the United Nations as presented in the above infographic.

In addition, Atos remains committed to other relevant topics, such as digital inclusion, diversity, employee engagement or supply chain management, and contributes significantly to the positive impact on employment by developing new jobs opportunities in emerging countries, supporting local economic development, and generating economic growth as a whole.

Upon occurrence of the split into two publicly listed companies, each of Atos and Evidian will define their own CSR strategy following a materiality assessment to be performed in 2023 by an external specialized consultancy firm supported by each entity's CSR team. For more details, please refer to section 5.1.1. Vision

Environment

Supporting the transition to a zero-carbon economy at a global scale for the Group, its clients, and the society.

The material issues for Atos in relation to Environment are:

- support decarbonization solutions to address clients' environmental challenges (IT for Green);
- reduce carbon footprint and improve energy efficiency of Atos operations;
- eco-efficient digital technologies and solutions (green IT) – Digital solutions already represent significant impacts for the environment, and their use will keep increasing in the future.

Main SDGs for Environment are: "Climate Change" (SDG 13) and "Responsible Consumption and Production" (SDG 12)

Social

Being a responsible employer and creating a work environment that meets the needs and expectations of employees.

The material issues for Atos in relation to Social are:

- manage talent attraction and retention;
- ensure adequate skills management & development;
- guarantee employees' Health and Safety.

Main SDGs in Social are: "Decent Work and Economic Growth" (SDG 8), "Quality Education" (SDG 4) and "Good Health and Well-Being" (SDG 3).

Governance

Being an ethical and fair player within the sphere of influence and generating value for clients and partners through innovative and safe solutions.

The material issues for Atos in relation to Governance are:

- ensure client satisfaction and delivery capability;
- establish a strong corporate governance;
- guarantee Security & Data Protection;
- foster Research & Innovation;
- ensure compliance with laws, including anti-bribery.

Main SDGs in Governance are: "People, Justice and Strong Institutions" (SDG 16), "Decent Work and Economic Growth" (SDG 8) and "Industry, Innovation and Infrastructure" (SDG 9).

5.2 Environment

5.2.1 Atos environmental program summary

5.2.1.1 Overview of Atos main challenges and ambition

[GRI 3-3 Energy], [GRI 3-3 Emissions]

Ensuring transparency to stakeholders, Atos publishes details on the achievement of its environmental challenges, action plans, targets, and achievements within its main official report (Universal Registration Document) [1], on its website and within other external sites such as the Carbon Disclosure Project (CDP).

Upon occurrence of the split into two publicly listed companies, each of Atos and Evidian will define their own CSR strategy following a materiality assessment to be performed in 2023 by an external specialized consultancy firm supported by each entity's CSR team. For more detail, please refer to section 5.1.1 Vision.

5.2.1.2 Summary of Atos main challenges and contributions

[GRI 3-3 Energy], [GRI 3-3 Emissions]

There is a growing acknowledgment that all transactions and actions bring associated externalities that range in scale of impact from personal to planetary. Digital technologies are responsible for an estimated 4% of the total global CO_2 emissions, but when appropriately implemented, they also have the potential to help decrease global CO_2 emissions by 15% to 20%.

Atos' main ambitions are to fully contribute to a more decarbonized and sustainable world by reducing and offsetting Atos' own carbon emissions and to promote digital solutions that support its supply chain and clients in their own decarbonization journeys. To support these ambitions, the Group addresses a wide range of environmental issues and intends to comprehensively cover all significant impacts, risks and opportunities related to its business model and core activities.

Atos regularly updates its CSR/Environmental "materiality assessment" to consider the point of view of its stakeholders and to better identify some existing or emerging issues or topics that could become critical for the Group. The last "materiality assessment" highlighted the following issues/topics organized by level of priority:

Core domain / Specific topic	Covered in sections:
Risks and opportunities related to mitigation and adaptation to climate change	5.2.3
Carbon footprint and energy efficiency of Atos operations	5.2.4
Eco-efficient digital technologies and solutions (green IT)	5.2.5
Solutions to address clients' environmental challenges including decarbonization (IT for Green)	5.2.6
Environmental governance and management system	5.2.1
Other environmental challenges	5.2.7
Environmental key indicators	5.2.8

In concrete terms, the main direct environmental impacts resulting from Atos' activities are related to energy consumption in datacenters, offices, and business travel. The main indirect impacts occur within the supply chain as well as during the use of solutions and technologies deployed by the Group. Atos' main challenges and environmental impacts, risks and opportunities are further explained in a following section.

Through its Environmental Program, Atos positively contributes to several of the United Nations Sustainable Development Goals (SDGs). Directly to SDG 12 (Responsible Consumption and Production) and 13 (Climate Action) and indirectly to SDG 7 (Clean Energy), 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure) and 15 (Life on Land). Atos reports against each of these SDGs and the results can be found in the following sections.

1) *https://atos.net/en/investors*

5.2.1.3 Summary of Atos' main challenges, targets, action plans and achievements to date

[GRI 3-3 Energy], [GRI 3-3 Emissions]

In 2016, as part of the Paris Agreement, Atos' Chairman approved key commitments to directly contribute to the fight against climate change. Precise objectives were defined, and specific action plans were put in place to meet these commitments. These objectives and action plans are still relevant in 2022. They have been continued and in some cases, strengthened.

Ensure proper implementation of the environmental program and action plans

- **Main objective:** Atos' current certification objective is to have at the end of each year, at least 80% of its main sites ISO 14001 certified or in the process of certification (core datacenters operated by Atos and main office sites with more than 500 internal employees).
- **Action plans:** Atos Environmental Policy strongly encourages a "do more with less" approach: reduce energy intensity and consumption, reduce travel impact, and address other environmental challenges. The global Environmental Management System (EMS) and the ISO 14001 environmental certification enable regular and significant progress at local and global levels.
- **Achievement at date:** At the end of 2022, 88% of Atos' main sites (datacenters and offices) were ISO 14001 certified or in the process of being certified. (See section 5.2.2).

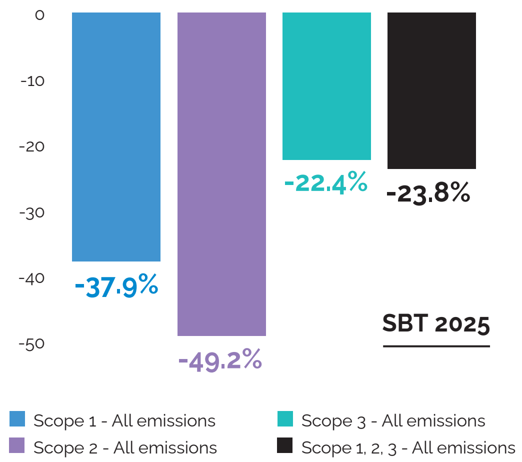
Measure the full carbon footprint, comprehensively across all 3 scopes of the GHG Protocol

- **Main objectives:** To comprehensively measure and report all emissions arising from Atos operations, following the GHG Protocol Corporate Reporting Standard, covering full Scopes 1, 2 and all relevant subcategories of Scope 3.
- **Action plans:** To measure Atos' direct emissions, specific key performance indicators are collected annually worldwide at more than 400 office locations and datacenters. To measure Atos' indirect emissions, a supply chain management program has been implemented to obtain actual emissions data from providers, which is supplemented with industry-standard data and bespoke methodologies approved with Atos' external auditors.
- **Achievement at date:** Atos has a full emissions inventory covering all emissions sources. This has enabled target setting for the most ambitious 1.5-degree pathway and positioned Atos for implementation of Science-Based Target initiative (SBTi) Net Zero targets. (See section 5.2.4.1).

Reduce carbon emissions aligned with the IPCC 1.5°C degree pathway

- **Main objectives:** Atos has committed to the most demanding **1.5°C** Science-Based Target (SBT) and committed to halve its overall carbon emissions by 2025 (Scopes 1, 2 and 3, 2019 baseline). This near-term target, officially validated since 2020 by the SBTi, is 5 years ahead of the initiative's minimum requirement.
- **Action plans:** A global action plan is in place to reduce Atos carbon emissions. It covers all locations, all emission sources related to the Group's operations and all GHG Scopes.
- **Achievement at date:** Between 2019 and 2022 total Atos emissions have decreased by 23.8%. Atos reduction trend is in line with this long-term objective. (See section 5.2.4.1).

Emissions reduction 2019-2022



Aim for carbon Net-Zero

- **Main objectives:** Atos long-term and net-zero targets aim at reducing the Group emissions by 90% by 2039 (GHG Protocol Scopes 1, 2 and 3, 2019 baseline). This 2039 target is 11 years ahead of the SBTi minimum requirement.
- **Action plans:** A global action plan is in place to reduce the Group's long-term carbon emissions and reach net zero (under the new SBTi Net-Zero Standard criteria formally launched in October 2021).
- **Achievement at date:** At the end of 2022, Atos reduction trend is in line with this long-term objective. (More information in section 5.2.4.1).

Improve energy efficiency and reduce consumption

- **Main objectives:** based on the energy efficiency standard of the sector, Atos aims to reduce the consumption of data centers by optimizing the energy efficiency indicator and move from a PUE of 1.52 in 2019 to around 1.37 in 2023 for all strategic data centers of Atos.
- **Action plans:** To reduce the energy consumption and improve the PUE of Atos datacenters, many ongoing action plans are in place and in parallel in the offices, an optimization program is rolled out worldwide.
- **Achievement at date:** In 2022, Atos achieved new milestones in reducing its energy consumption, both for its datacenters and offices. In 2022, the ongoing action plans resulted in a drop of -8% in energy consumption (-32% since 2019). (See section 5.2.4.4).

Shift to renewable energy

- **Main objectives:** Atos' mid-term ambition is to consume only 100% renewable and decarbonized electricity. For the coming years, the renewable electricity interim targets (in percentage of all electricity consumed) are 70% in 2025, 80% in 2030, 90% in 2035, and 100% in 2039. In addition, an annual reduction of around 11% in carbon-emitting electricity consumption is planned.
- **Action plans:** Atos continues its gradual transition to low carbon/renewable energy with specific action plans in the geography where it operates.
- **Achievement at date:** In 2022, 59% of the electricity consumed by Atos worldwide came from renewable sources (32% in 2019). (See section 5.2.4.4).

Decarbonize Atos' car fleet

- **Main objectives:** Atos aims to switch its entire fleet to electric or hybrid cars by 2025.
- **Action plans:** In 2022 Atos continued its green mobility program to shift to an electric / hybrid car fleet and to develop remote collaboration tools in order to reduce travel necessity.
- **Achievement at date:** At the end of 2022, the average emissions of Atos company cars were 75 g CO_2e/Km. (106 g CO_2e/km in 2019). (More information in section 5.2.4).

Offset residual operational emissions

- **Main objectives:** Atos committed to offset each year (from 2018 to 2022), 100% of its Carbon Operational Scope (emissions under control or direct influence from datacenters, offices and travel)
- **Action plans:** From 2018 to 2022, each year Atos invested in dedicated offsetting programs (in wind-farm projects to generate clean energy and in forest protection projects to preserve carbon sinks).
- **Achievement:** In 2022, the Group offset once again 100% of its Carbon Operational Perimeter (See section 5.2.4.3).

Decarbonize Atos' supply chain

- **Main objective:** Improve Atos' suppliers environmental score compared to previous years, favor the most virtuous (green) suppliers and suppliers with the lowest carbon footprint.
- **Action plan:** Atos has put in place an assessment of the maturity level of its suppliers in terms of decarbonization and favor the most virtuous. In 2022, Atos further engaged its suppliers to decarbonize their upstream emissions.
- **Achievement at date:** In 2022, 27% of Atos strategic suppliers above 2 million spend each have committed to SBTi. (See sections 5.2.4.5 and 5.4.6).

Further decarbonize Atos' digital solutions (*Sustainable IT / green IT*)

- **Main objectives:** Atos aims to remain among the top world leaders in green IT (eco-efficient digital technologies).
- **Action plan:** In 2022, Atos further reduced the energy and carbon footprint of its digital solutions and technologies. E.g., implementation of green IT best practices, eco-label guidelines, eco-design, green life cycle assessments, dedicated R&D investments, selection of low-energy subcomponents, adoption of Circular Economy principles.
- **Achievement to date:** Supercomputers built by Atos are repeatedly ranked among the top 100 supercomputers in the world, and among the very first in energy efficiency (GFlops / watt) in the Green 500 List. In 2022, 17 of the 100 most energy-efficient supercomputers in the world were from Atos. (See section 5.2.5).

Address clients' decarbonization challenges through the exploitation of digital technologies (*IT for Green*)

- **Main objectives:** Atos recognized the need to develop a complete 360-degree approach supporting its clients at all stages of their decarbonization journey.
- **Action plans:** Together, Atos and EcoAct have created a Net-Zero Practice and a global Decarbonization Excellence Center with comprehensive delivery capabilities to help organizations achieve their climate ambitions.
- **Achievement at date:** In 2022, Atos completed its portfolio of decarbonization solutions to further support its clients to meet their own sustainability challenges, decarbonize their activities and achieve carbon neutrality. (See section 5.2.6).

5.2.1.4 Summary of Atos main external environmental recognition

For 10 years, Atos has been recognized by many key players for its actions to reduce its environmental impacts and its carbon emissions, to integrate the business challenges linked to climate change, and for the quality and transparency of its communication.

In 2022, Atos was once again selected as a member of both the Dow Jones Sustainability Index **(DJSI)** (1) World and Europe indexes and for the 10th consecutive year positioned by the Carbon Disclosure project **(CDP)** (2) in its "A list" comprising companies with the highest scores for their actions to tackle global warming.

The specific awards and recognition obtained in 2022 can be found in section 5.1.3 Strategy.

5.2.2 Environmental governance

[GRI 3-3 Energy], [GRI 3-3 Emissions]

5.2.2.1 Governance – management approach

Atos' global environmental program is fully embedded into the Group strategy. Since December 2018, Atos' Board of Directors has regularly convened a CSR Committee, dedicated to Corporate Social and Environmental Responsibility (CSR). The role of the CSR Committee is to review and monitor CSR matters across the Group.

The Group Head of CSR manages the entire CSR Program and regularly informs the CSR Committee of the latest environmental initiatives, objectives, and results of the program. The Group CSR Officer reports to the Senior Executive Vice President in charge of strategic projects and all support functions of the Group.

The Senior Executive Vice President, who is a member of the Group Executive Board and reports directly to the Atos Chief Executive Officer (CEO), oversees the entire CSR Program and regularly informs the Group Executive Board of the latest environmental initiatives, objectives, and results of the Program.

Regular meetings led by the Group Head of CSR are held with experts in several essential areas for the success of Atos' Net-Zero Program. In these meetings, Global Head of Real Estate, Chief Procurement Officer and Head of Sustainable Procurement, Net Zero Transformation practice, Regional Business Units and Industries representatives and the CSR Global team present and report their net-zero initiatives and targets.

Climate-related risks and opportunities are overseen by the Board of Directors and the Atos Executive Board. From the climate change scenario analysis (transition risk/opportunities), Atos has identified that digital technologies/solutions will become more and more critical to help tackle climate change and help mitigate its consequences. Consequently, a global "decarbonization" plan was formulated and is considered today as one of the most credible development/transition scenarios for Atos. A global "decarbonization" development/transition program, initiated by the Group Head of CSR, the Senior Executive Vice President in charge of strategic projects and all support functions of the Group, and the Group CEO, has been underway since 2020. As a result, the strategy and business objectives are reflecting the decarbonization digital program, aiming for incremental revenue growth, Atos 1.5°C Science-based targets and Atos net-zero commitments.

At a more detailed level, the environmental program is managed by the Group Environmental Program Manager and a dedicated team, comprising representatives from all support functions and business lines.

The Environmental Management System (EMS) is in place at Group level and in all Regional Business Units (RBUs). Within the RBUs, the EMS Managers and the Heads of CSR supervise the environmental challenges at regional and local levels. In addition, in all main sites, the ISO 14001 certification managers manage the local environmental challenges.

Profiting from this multi-level structure, local and global environmental matters are covered by the Group. At the Atos General Assembly (AGM) in 2021, Atos shareholders adopted, by a very large majority, a "Say On Climate" (3) resolution on the Group's environmental policy regarding decarbonization, confirming its position among the most advanced technology companies in the fight against climate change. (More information on TCFD-related topics in Section 5.2.3).

1) *Dow Jones Sustainability Index https://www.spglobal.com/spdji/en/indices/products/esg-sustainable-indices.html*
2) *Carbon Disclosure Project https://www.cdp.net/en*
3) *Atos shareholders "Say On Climate" resolution: https://atos.net/en/2021/press-release/financial-information-press-releases/show-to-investors_2021_05_12/atos-annual-general-meeting-3*

5.2.2.2 Environmental Policy, high-level principles, and operational guidelines

The purpose of the Policy is to provide high-level principles, over the short and long terms, regarding the Group's main environmental challenges. It is applicable to all Atos' entities and operations, all office sites, and datacenters regardless of their location. The entire Atos organization (100%) is covered, including its suppliers and subcontractors.

The Policy is complemented by a book of operational guidelines and objectives for environmental challenges. It includes regularly updated information about the context of each environmental challenge and its main concrete instructions, ambitions, objectives, or targets at 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 prior to entering in a contractual relationship with them. This Atos Partners' Commitment to Integrity also aims to support Atos efforts to decarbonize its supply chain in line with its carbon reduction science-based targets. (See section 5.4.6).

The 8 main principles of Atos environmental policy are available on Atos website. The Group's comprehensive environmental policy covering all environmental challenges (carbon emissions, energy efficiency, waste management, etc.) is shared with external stakeholders upon request.

5.2.2.3 Environmental Management System and ISO 14001

[A14]

The Atos Environmental Management System (EMS) is a framework covering the entire Group, supporting achievement of its environmental objectives through a powerful end-to-end governance, and Plan-Do-Check-Act (PDCA) process letting consistent evaluation, and improvement of its environmental performance.

The EMS is in place at Group level and in all RBUs. 100% of Atos employees are covered by the EMS. The Atos EMS is part of the Integrated Management System to ensure synergies between all management systems for Quality, IT, Security and Environment.

Since 2018, Atos has chosen to deploy an ISO Multisite Certification (MSC) process which follows a 3-year life cycle satisfying requirements of ISO norms underpinned via different management systems for Quality, IT, Security, and Environment:

- ISO 9001:2015 for the Quality Management System;
- ISO 20000-1:2018 for the IT Service Management System;
- ISO 27001:2013 for the Information Security Management System;
- ISO 14001:2015 for the Environmental Management System.

This ISO MSC process is totally integrated in the Group business lifecycle providing guarantees for clients that Atos delivers consistent services and products worldwide for the 4 certified domains mentioned previously.

To ensure an efficient implementation of its Environmental Program and Management System, Atos has chosen to certify under the ISO 14001:2015 all its main sites with the below criteria falling within the scope of ISO 14001 certification process, independently verified by an external certification body with a release of official certificates corresponding to the scope:

- all office sites accommodating more than 500 internal employees;
- all core datacenters operated by Atos;
- other sites to meet local business needs;

The MSC management coordinates, standardizes, and optimizes the ISO 14001 certification with an end-to-end compliance approach from Group to site level. As a result, all sites certified or in the process of being certified are following this end-to-end approach from Group to site level. This guarantees strong coordination and proper local EMS implementation at all stages.

The EMS and the ISO 14001 certification of the Group's main sites are two operational tools that help Atos:

- to implement and operate the Environmental Program, its Policy, and its Operational Guidelines companywide;
- to monitor the Group's main challenges (energy, travel, carbon emissions, green IT and IT for green solutions and services) as well as the local challenges (e.g., water, waste, biodiversity…) through consistent action plans and controls internally and externally audited;
- to avoid the risks of non-compliance with regulations and stakeholder requirements;
- to maintain or gain new market share as ISO 14001 certification is increasingly requested.

Additionally, Atos relies on environmental legal watch (ELW) and Internal Auditors to support the Environmental Program and policies. As such, each RBU and its respective countries develop an ELW, which is locally executed and globally monitored to specifically address local legal requirements, to prevent any environmental issues and to dialogue with local stakeholders. If some significant local environmental challenges arise, they are discussed during the management reviews and the necessary actions that must be taken. Finally, Atos Internal Auditors, supported by the Group EMS, support the Company's environmental policies, and assist in internal controlling processes.

To further ensure consistency of implementation, training is key for the EMS community. A complete "ISO 14001:2015 Mentorship Training program" has been created which provides extensive training of all that is mandatory for each new local EMS manager and is complemented by dedicated calls to answer and support for specific queries. This training is essential to guide the EMS Manager in the preparation of all the necessary actions, processes, and documentation for upcoming certification.

Following the certification life cycle process, samples of sites are annually audited by Atos' Internal Auditors and by an external international certification body. The results of ISO 14001 Internal Audits are presented in an annual audit program, ensuring that a high level of maturity and knowledge is maintained across the Group. For the external audits wave in 2022 assessed by PricewaterhouseCoopers (PWC) for ISO 14001:2015 Environmental Management System Standard within the scope of certification, Atos met the Requirements in all material respects and PWC delivered the ISO 14001 certificate with all the sites certified listed by legal entities and per country as of December 7, 2022. The validity of this certificate is subject to satisfactory annual maintenance assessments and is valid until the expiration date of December 6, 2025. The certificate is available on request.

The ISO 14001 indicator, A14, is among the environmental KPIs for the Group which is biannually monitored during the data collection process. All data is consolidated and verified by an external auditor. A site is formally entered in the "certification process" when a budget has been allocated or the EMS manager has been appointed for this process.

The overall portfolio of Atos operational sites evolves over time due to delivery agreements, acquisitions, divestitures, and efficiency programs. Atos' current objective is to have at the end of each year at least 80% of its main sites (offices of more 500 internal employees and core datacenters) either already certified or in the process of being certified. At the end of 2022, 88% of Atos' main sites were ISO 14001 certified or in the process of being certified and 77,122 employees were working in one of these sites. At the end of 2022, a total of 108 offices and datacenters were certified (99 in 2021).

5.2.2.4 Communication, information, and training process

Atos rolls out an annual communications plan covering all its main environmental challenges. Regularly and widely, this plan is communicated internally and externally through flyers, videos, reports, posts, blogs, position papers, websites, external ratings, press releases, information spaces and dedicated meetings, mobile applications (Atos Green app) and training.

Still concerning environmental awareness, the Atos internal global reporting process is specifically supported by dedicated training on environmental challenges and KPIs. As an example, the EMS/ISO 14001 certification program is supported by a mandatory e-learning to engage all employees and promotes eco-friendly behavior worldwide. Several digital collaborative communities address sustainability-related topics such as environmental challenges, market trends, stakeholder expectations, innovations, business challenges and best practices.

In 2022, 89.1% of the total Atos workforce (active internal employees), across all sites, received complete online training covering the environmental program and its challenges with a focus on the environmental management system deployed within the Group (86.1% in 2021, 78.9% in 2020, 67.8% in 2019, 50% in 2018).

To communicate its environmental commitments and actions, Atos publishes blogs, press releases, and studies and organizes several physical or online events. The communication initiatives taken in 2022 included:

- **the "Atos Green Network",** led by environmental enthusiasts, encourages greener practices and push campaigns through internal communication channels to inspire and ignite action against climate change;
- **a monthly internal newsletter** named "Decarbonization Market Analysis", informs employees on special events, market insights and trends, client news per industry, partner news, competitors news, and public initiatives per countries;
- **information and Press releases** relating to the environment and climate change are published on the Atos Group Corporate Social Responsibility website dedicated section and on Atos Newsroom [(1)];
- **dedicated factsheets** are regularly issued covering specific environmental topics such as in 2022 "A guide to TCFD alignment" or "Blue carbon: Unlocking the potential for net zero";
- **workshops with suppliers** are regularly prepared by the purchasing department in order to explain and engage Atos suppliers in a net-zero approach;
- **dedicated Webinars** dealing with topics related to climate change are organized and for example in 2022: "Environmentally sensitive traffic management as a starting point for a smart city", "How to integrate a robust offsetting strategy into your net-zero journey" and "The transition to a net-zero aligned financial system";
- **interviews** are held, including in 2022, one with the CEO of Atos in the Forrester report on how "Sustainability Will Fundamentally Disrupt Business As We Know It" and one in Alliancy, where the head of Atos environmental program explained the main levers of decarbonization at Atos;
- **various events and exhibitions** are organized where Atos reaffirms its environmental commitments, for example in 2022, COP 27 where Atos participated in the Tech-for-Climate Summit [(2)];
- **publications by the Atos Scientific Community** ("Atos Journey 2026") addresses specific challenges such as the concept of Restorative Economy using technology to repair ecosystems;
- **new solutions,** such as one proposed in 2022, which provides a climate risk assessment and visualization platform to assess the vulnerability of organizations' physical sites against 28 climate change-related hazards, and support the identification and prioritization of mitigation and adaptation measures;
- **external collaborations:** Numerous external collaborations with organizations, think-tanks, professional unions, clients, partners, and start-ups to exchange and disseminate best technological and environmental practices.

1) *https://atos.net/en/newsroom*
2) *Atos takes part in the Tech for Climate Summit: https://atos.net/en/2022/egypt_2022_11_10/atos-drives-collaboration-on-global-transition-to-net-zero-with-cop27-tech-for-climate-summit-event*

5.2.3 Risks and opportunities related to environment

[GRI 3-3 Energy], [GRI3-3 Emissions], [GRI 201-2], [A20]

This section covers the risks and opportunities related to the major environmental issues and climate change. These can generate new opportunities to create added value and business or, on the contrary, negatively impact the Group's activity.

Aligned with the expectations from key players such as the European Commission, the Task Force on Climate-related Financial Disclosures (TCFD), NGOs, clients or student groups, Atos favors a double materiality approach that considers both the potential impacts of climate change on companies (risks and opportunities) and the potential impact of companies on climate. Atos is officially a supporter of the TCFD initiative.

5.2.3.1 Requests regarding climate change disclosures

[GRI 305-1], [GRI 305-2], [GRI 305-3], [GRI 305-4], [GRI 305-5]

A – Identification of the main environmental risks and opportunities

The identification of the main environmental risks and opportunities was carried out by internal experts from internal support functions using a combination of analysis, tools, and processes and with the support of external experts. Multi-function working groups, risk assessments, and prospective methodologies were used to assess the risks/opportunities and scenarios.

B – Climate model and scenario analysis

Concretely, Atos used climate model inputs from the World Resources Institute (WRI) and from FM Global Insurance and other macro and micro-economic projections (e.g., Global Adaptation Index Score, World Bank surveys) against specific geography and locations where the Group main activities and sites are based. Atos analyzed how the predicted changes in temperature, rainfall, drought, storms, and sea levels might impact its operations, including also potential economic and supply chain disruptions.

Atos used the scenario analysis approach to assess the resilience of its activities, considering both physical and transformation risks, as well as different geographies, and time horizons.

Atos selected the low-warming climate models such as the IEA 2°C Scenario (2DS) and the Representative Concentration Pathways (RCP 2.6) [(1)] because they are endorsed by the SBTi and were used in setting Atos' Science-Based Targets. Atos wants to keep its own climate change scenarios consistent with these targets and to understand first how it will be able to operate in a world that is 2°C warmer. Acute physical, chronic physical, and transition risks are covered.

Following the COP 26, the latest IPCC reports, and considering that +2.7°C is the median of the low and high ends of current policy projections (see: Climate Action Tracker), a shift is underway to consider new transition and physical models as Atos main models. e.g., B2DS and RCP 3.4 (and higher models).

Atos' climate change scenarios are aligned with the short-, medium- and long-term time horizons considered for risk/opportunity assessments and aligned with its SBTi emissions reduction targets (2025, 2039).

C – Identification, evaluation, monitoring and mitigation tools and processes

Many tools and processes are used to identify, evaluate, monitor, and mitigate risks.

These are the tools and processes used by Atos to identify and evaluate climate-related risks and opportunities:

Materiality and risk assessments, including stakeholders' interviews conducted with the help of external consulting firms; local and global impact and risks assessments conducted by Atos as part of the EMS process, assessments before determining new operational locations and/or when new sites come under the Group's control (geographical location); annual "Risk Assessments" done by Atos' insurer (including natural risks/hazards, potential impacts on the environment and onsite visits); "Flood Maps" covering all Atos sites (datacenters and offices); "Resilience Index" (RiskMark Score) and "Risk Heat Map" including resilience advice and recommended action plans; evaluation of the maturity of key suppliers and strategic partners in the field of climate-related risks; climate change models to identify the foreseeable impacts (transformation, acute, chronic); climate change macro and micro-economic scenarios to identify the potential business impacts; competition benchmarks; legal monitoring and documentary research.

These are the tools and processes used by Atos to monitor and mitigate climate-related risks and opportunities:

The Global Environmental Program, the EMS (Environmental Management System) and the ISO 14001 certification of Atos' main sites; The Enterprise risk management (ERM) Process (monitoring main risks that can impair the achievement of the Group's objectives), the Book of Internal Control (BIC), the Legal Risk Mapping and the policies that frame all activities; the Global "crisis management policy" and extensive "business continuity" strategies including "local crisis scenarios" and local "continuity plans"/"recovery procedures"; the RBUs, Global Operations and Support Functions dedicated action plans; the Safety and Emergency Response Tool (SERT).

1) *Following the guidance shared by the TCFD, https://www.tcfdhub.org/*

The ERM is one of the key risk management activities, embracing the widest scope of risks.

It is included in the Atos risk management policy. It includes enterprise and operations risks:

- enterprise risks address all risks on the strategic level considering different external sources (e.g., Political, Economic, Social, Technological, or Environmental) and internal sources (e.g., by Organization or Process Design);
- operation risks address all the operational / business risks of the organization (through Rainbow Delivery and through Risk and Issue Management).

The ERM approach is bottom-up (top risks by organizations) and top-down (request to assess existing risks from the risk catalog) and it uses quantitative risk indicators (KPIs) to get trends visibility. The outcome includes multiple workshops, a risk cartography and agreement on remediation actions, communication of action plans and follow-up throughout the year. Further information regarding the risk monitoring can be found in section 5.4.8 Vigilance Plan.

The impact of climate-related risks and opportunities on the Company's activities, financial strategy, and forecasts. Resilience of the Company's strategy considering different climate-related scenarios including a 2°C-degree scenario.

For each risk and opportunity, multiple dimensions are investigated: In addition to a specific description of each risk, the analysis includes: risk types; risk drivers in the value chain (where the source of the risk occurs); primary climate-related drivers; time horizon; likelihood; magnitude of the impact; potential financial impact; explanation of the financial impact; management method; cost of management; impact on business and level of consideration in the financial planning process.

Atos' analysis forecasts the impacts of climate change (acute physical, chronic physical, and transition risk) and includes essential services such as future energy requirements and carbon impacts. All areas of the organization are considered as part of the climate change scenario analysis. At this point in time, it is assumed that in the future Atos would still be in the same main geographies and with the same core activities (Digital Services including hosting activities).

From the climate change scenario analysis (acute physical, chronic physical), no main Atos operational site was identified at significant risk up to a 2030-time boundary, and/or that do not have enough in-built resilience. However, Atos operates in a few areas that have a projected notable change in climate (e.g., regions in India, in the USA…). Thus, Atos recognizes the need to plan changes in these locations between 2030 and 2050.

From the climate change scenario analysis (transition risk/opportunities), digital technologies/solutions were also identified as increasingly becoming critical to help tackle climate change and help mitigate its consequences. Consequently, Atos' global "decarbonization" plan is considered as one of the most credible developments/transition scenarios.

A global "decarbonization" development/transition strategy was decided upon and prepared at the end of 2019, and it has been under implementation in each year since then. It impacts both strategy and business objectives with the potential to contribute to Atos growth. Specific outcomes have been:

- increased risk of taxation and carbon costs: To mitigate this, Atos has accelerated its decarbonization plan, and strengthened its emission reduction commitments. (More information in section 5.2.4);
- Atos clients need help in reducing their own impacts: Atos has developed a comprehensive portfolio of low-carbon solutions as part of the decarbonization plan, including Atos' new service the "Digital Decarbonization Assessment" (More information in section 5.2.6);
- risk of interruption of Atos operations due to climatic events: Atos has identified no immediate or mid-term risks, however, many tools and processes are used to identify, evaluate, monitor, or mitigate risks (More information in point C above);
- risk of supply chain disruption: To mitigate this, Atos has a policy in place for diverse sourcing of equipment and criteria based on assessment of the maturity of its main providers. (More information in section 5.4.6).

D – Reporting

In addition to the following sections presenting Atos main climate change-related risks and opportunities, further detailed explanations are accessible online in the Group's last submission to the CDP Climate Change Questionnaire [1]. The cross-reference tablet below covers the TCFD domains and sub-domains and the answers provided in the URD sections or CDP questions.

TCFD Domain	TCFD Sub domain	URD Sections and CDP Disclosures
Governance recommended disclosure	Board's oversight of climate-related risks and opportunities	URD: 5.2.2.1 Governance management approach; CDP: Q C1 (; 1.1b)
	Management's role in assessing and managing climate risks and opportunities	5.2.2.1 Governance – management approach; 5.4.8. Vigilance Plan; 7.1.1. Enterprise risk management (ERM); 7.2.5.2. Environmental impact; CDP: Q C1 (1.1a, 1.2; 1.2a,)
Strategy recommended disclosure	Climate-related risks and opportunities the organization has identified over the short, medium, and long-term	URD: 5.2.3 Risks and opportunities related to environment; CDP: Q C2 (; 2.1a; 2.3; 2.3a; 2.4; 2.4a)
	Impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	URD: 5.2.3 Risks and opportunities related to environment; 5.2.6. Digital to address clients' decarbonization challenges (IT for Green); CDP: Q C2 (; 2.3a; 2.4a) and Q C3 (3.1; 3.2a; 3.2b; 3.3; 3.4)
	Resilience of the organization's strategy taking into consideration different climate-related scenarios including a 2-degree or lower scenario	URD: 5.2.3 Risks and opportunities related to environment; CDP: Q C3 (3.2; 3.2a; 3.2b)
Risk management recommended disclosure	Processes for identifying and assessing climate-related risks and opportunities	URD: 5.2.3 Risks and opportunities related to environment; CDP: Q C2 (2.1; 2.2; 2.2a)
	Integration of procedures to identify, assess and manage climate-related risks into the organization's overall risk management	URD: 5.2.3 Risks and opportunities related to environment; 5.4.8. Vigilance Plan; 7.1.1. Enterprise risk management (ERM); CDP: Q C2 (2.1, 2.2)
Metrics & Targets recommended disclosure	Indicators used by the organization to assess climate-related risks and opportunities, in line with its risk management strategy and process	URD: 5.4.8. Vigilance Plan; 7.1.1. Enterprise risk management (ERM); CDP: Q C4 (4.1; 4.2; 4.2a; 4.2b)
	Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	URD: 5.2.4. Environmental efficiency of Atos operations; CDP: Q C6 (6.1; 6.3; 6.5; 6.5a)
	Targets used by the organization to manage climate related risks and opportunities and performance against targets.	URD: 5.4.8. Vigilance Plan; CDP: Q C2 (2.3a; 2.4a) and Q C4 (4.1; 4.1a; 4.1b; 4.2; 4.2a; 4.2b)

1) *https://www.cdp.net/en/climate*

5.2.3.2 Main climate-related risks

Atos' three main environmental and climate-related risks concern:

A - Changes in regulations linked to climate change (ability to anticipate and mitigate);

B - More frequent and more extreme natural events and disasters (level of resilience); and

C - Energy and carbon (new constraints, new limits, new taxes).

A - Changes in regulations linked to climate change (ability to anticipate and mitigate)

Types of potential risk:

- current regulation risk: changes in existing regulations for reporting climate-related information and existing regulations related to climate change;
- emerging regulation risk: new guidelines for reporting climate-related information and new regulations related to climate change;
- legal risk: new compliance obligations with the risks of being prosecuted by authorities or clients;
- market risk: shift in client preferences and/or disruption in the supply chain leading to increased costs.

Risk assessment: legal watch for existing and emerging regulations is included in the Enterprise risk management processes (risk type "Laws & Regulations"). In addition, regarding compliance with environmental regulations, the ISO 14001 certification of all Atos major sites involves legal monitoring and provides constant information on potential changes. Legal monitoring at Regional Business Units level aims at informing about global issues that may need to be addressed by all sites whether certified or not. Thanks to this close monitoring, no significant environmental fines or non-monetary sanctions were imposed in 2022 (also none in the previous 5 years of recorded data).

Residual risk: in the short to medium term, although new changes in regulations are perceived as very likely, the magnitude of the potential residual impacts upon Atos is perceived as low in view of the ongoing monitoring, and mitigation actions undertaken to anticipate and absorb the coming changes.

B - More frequent and more extreme natural events and disasters due to climate change (level of resilience).

[GRI 201-2], [A20].

Types of potential risk:

- acute physical risk: Service delivery issues impacting Atos datacenters or supply chain with operational and financial consequences;
- market risk: Shift in client preferences and/or disruption in the supply chain leading to increased costs;
- reputation risk: following climate-related events, failure to deliver services due to lack of adaptation and the consequential negative reputational damage;
- chronic physical risk: Issues impacting Atos workforce, operations, and production capacities.

Atos addresses both the resilience of the activities and the safety of its employees:

Employees' safety: Since 2017, Atos has operated its own Safety and Emergency Response Tool (SERT) that is activated in areas where a natural disaster has occurred and could put Atos employees' safety at risk. In the light of a natural disaster, terrorist attack or any kind of emergency, the employees identified as part of a geographical danger radius receive an email from Atos Security and Safety. Through this online tool accessible to all employees 7/7, 24/24, employees can report their status, the status of a colleague(s) and request assistance. In 2022, SERT was activated in different countries (see Section 5.3.4.1).

Business continuity – Datacenters: Extensive business continuity strategies have been implemented, resulting in the ability to provide services from different locations. Notably, the core datacenters are twin datacenters with full duplication capacity (synchronous data and IT infrastructure replication). Residual risk: In the medium term, more frequent and extreme natural events are very likely. Due to the current geographical localization of Atos' main sites and the tools or processes in place, the magnitude of the potential concrete impacts is perceived as between low and medium.

Business continuity – Supply Chain: Many of the potential risks that Atos faces will be equally faced by its supply chain, and if these materialize, they could have a knock-on effect for Atos delivery services. Whereas Atos is adapting and future-proofing its business against these risks, it cannot be totally sure that its supply chain is making the same effort. In addition, IT equipment-infrastructure suppliers also have their own supply chains for subcomponents and these second-tier suppliers could experience similar issues. Atos' concern here is that if its suppliers of IT equipment infrastructure (e.g., servers, storage, network, power) encounter issues due to climatic events it may mean that Atos is unable to purchase necessary equipment (and to deliver services) for a period until they recover from the event or until change to alternative suppliers. The main financial impact is linked to the possibility that Atos would need to source equipment from alternative IT equipment providers at increased costs. In 2022, Atos mitigated this risk through its partnership program, its active multi-sourcing policy and through criteria measuring the maturity of its main providers (More information in section 5.4.6).

C - Energy and carbon (new constraints, new limits, new taxes)

[GRI 201-2]

Types of potential risk:

- current regulation risk: Existing regulations for reporting climate-related information and existing regulations regarding carbon and energy, carbon taxes, or emission trading scheme;
- emerging regulation risk: new guidelines for reporting climate-related information and new carbon/energy transition laws and taxes;
- technology risk: new request for environmentally sustainable economic activities, technologies, and solutions;
- legal risk: new compliance obligations with the risks of being prosecuted by authorities or clients;
- market risk: shift in client preferences and/or disruption in the supply chain leading to increased costs.

Risk assessment: legal watch for existing and emerging regulations is included in the Enterprise risk management processes (risk type "Laws & Regulations") as well as in the Environmental Management System/ISO 14001 certification process.

The continuous effort made to reduce energy consumption, improve efficiency, shift to renewable sources, limit travel impact, and reduce carbon emissions progressively improve the Group's ability to operate in a low-carbon economy.

Impact valuation assessments (externalities) have been carried out on an annual basis since 2017. In 2022, based on a social cost of carbon ranging from € 63 to € 88 per ton of carbon (based on the Stern report and meta-surveys), the impact valuation linked to Atos Greenhouse gas (GHG) emissions (operational perimeter) comprised between € 8 million to € 11 million and at around € 2.5 million for a carbon market price set at € 20 per ton of carbon.

In 2022, the impact valuation linked to Atos Greenhouse gas (GHG) emissions (all Scopes 1, 2 and 3) was estimated to be between € 159 million and € 223 million (based on the Stern report and meta-surveys) and at € 50.5 million (based on carbon market price set at € 20 per ton). Since 2020, Atos has published its financial results, including the market price of its carbon externalities.

Residual risk: in the medium term, specific issues (increased cost, taxes, regulations) regarding energy and GHG emissions are very likely. At Atos, the magnitude of the potential concrete impact is perceived as low, thanks to the long-term ongoing activities to prepare the Group to operate in a low-carbon economy.

Main risk overview

Risk	Likelihood*	Time horizon*	Magnitude of impact*	Challenge/mitigation*
A - Potential changes in regulations linked to climate change. e.g.: Emerging regulation regarding energy sources or emission levels.	Very likely	Short to medium-term	Low	Ability to anticipate and absorb regulatory changes.
B1 - More frequent and more extreme natural events and disasters. e.g.: Datacenter vulnerability and hosting service risk of failure.	Likely	Medium-term	Low to medium	Site geographical localization and ability to properly assess and maintain the appropriate resilience level.
B2 - Ability to source IT Equipment-Infrastructure. e.g.: Supply chain disruptions	Likely	Medium-term	Very low to low	Suppliers' maturity assessment and active multi-sourcing policy.
C - Energy and carbon emissions (new constraints, new limits, new taxes). e.g.: Increased indirect costs due to new carbon taxes.	Very likely	Medium-term	Low	Ability to reduce energy consumption, GHG emissions, and exposure.

* Likelihood: chance the event/risk will materialize (scale: unlikely, likely, very likely, certain).

* Time Horizon:
short term (0-3 years) - aligned with business 3-year plans,
medium term (3-10 years) - considers longer-term strategy and investment requirements,
long-term (10+ years) - aligned to more generally defined climate risks publicized through global scientific bodies.

* Magnitude of impact for Atos' operating margin: very low (<€10 million); low (€ 10 - € 50 million); medium (€ 50 - € 200 million); high (> € 200 million).

* Mitigation: more details, concrete examples, specific case studies and description of active policies can be found on Atos' answers to the CDP Climate Change Questionnaire (see CDP web site).

Risk A =>CDP Climate change questionnaire – See Question C2.3a – Risk 2
Risk B1 =>CDP Climate change questionnaire – See Question C2.3a – Risk 3
Risk B2 =>CDP Climate change questionnaire – See Question C2.3a – Risk 1
Risk C =>CDP Climate change questionnaire – See Question C2.3a – Risk 2

5.2.3.3 Main climate-related opportunities

In the context of this section, the term opportunity should be understood primarily as potential co-benefits or by-products of actions undertaken either to limit the risks associated with climate change or to help tackle climate change.

Atos main climate-related opportunities concern:

A - its own progress in terms of operational efficiency and cost reduction;

B - the attractiveness of its eco-friendly technologies, services and solutions that help Atos clients with their own sustainability issues;

C - the high level of resilience of its sites and activities for hosting critical IT services.

A - Atos progress in operational efficiency and cost reduction:

Atos rolls out global and local action plans to improve its operational efficiency and reduce its energy consumption, its carbon emissions, and the associated costs. (More information in section 5.2.4).

B - Attractiveness of eco-friendly technologies, services and solutions helping clients tackle their own challenges:

Through R&D and innovation, Atos invests in the development of new products and services that reduce as much as possible their environmental impact (green IT) and reflect shifting consumer preferences, in particular carbon-compensated hosting services (More information in section 5.2.4) or supercomputers that are among the most energy-efficient worldwide (More information in section 5.2.5). This contributes to the Group's attractiveness for clients seeking eco-friendly digital solutions.

Atos innovates and delivers new technologies, services and solutions helping its clients tackle both their business and environmental challenges (IT for Green). This contributes to Atos attractiveness for clients who are seeking to reduce their own environmental impacts and improve their positive contribution to the planet (More information in section 5.2.6). From 2021, the total revenue for these offerings is reported according to the requirements set by the new EU Taxonomy (More information in section 5.4.10 EU Taxonomy).

C - Resilience of sites and activities to host critical IT services:

Atos rolls out specific action plans that contribute to future-proofing its sites and activities. This promotes the Group's attractiveness for clients seeking hosting services that are resilient to extreme natural events.

Main Opportunities overview

Opportunity	Likelihood *	Time horizon *	Magnitude of impact *	Challenge/mitigation *
A – Operational efficiency and cost reduction. e.g.: Move to more eco-friendly, more eco-efficient sites	Very likely / Certain	Current / Short term	Low	Ability to roll out global/local programs like Atos' ongoing office and datacenter optimization programs.
B - Attractiveness of eco-friendly technologies and solutions. e.g.: Increased sales thanks to new offerings (green IT, IT for Green).	Very likely / Certain	Short-term	High	Development of new products or services through R&D and innovation to reflect shifting in consumer preferences.
C – Improved resilience of sites and activities likely to host critical IT services. e.g.: Resilient datacenters	Likely	Medium -term	Medium	Ability to offer demonstrably more secure and resilient sites and activities against climate change events.

* Likelihood: chance the event/opportunity will materialize (scale: unlikely, likely, very likely, certain).

* Time Horizon:
short term (0-3 years) - aligned with business 3-year plans,
medium term (3-10 years) - considers longer-term strategy and investment requirements,
long-term (10+ years) - aligned to more generally defined climate risks publicized through global scientific bodies.

* Magnitude of impact for Atos operating margin: very low (<€10 million); low (€10 - €50 million); medium (€50 - €200 million); high (> €200 million).

* Mitigation: more details, concrete examples, specific case studies and description of active policies can be found on Atos' answers to the CDP Climate Change Questionnaire.

Opp A =>CDP Climate change questionnaire – See Question C2.4a – Opp 1
Opp B =>CDP Climate change questionnaire – See Question C2.4a – Opp 2
Opp C =>CDP Climate change questionnaire – See Question C2.4a – Opp 3

5.2.4 Environmental efficiency of Atos operations

The selection of sustainability objectives by Atos was conducted considering relevance and materiality to Atos' operations. This section covers in more detail the objectives, targets, action plans and achievements to date regarding the Group's main environmental challenges (carbon footprint, energy consumption, business travel).

The KPIs included in this section are implemented within Atos overall corporate strategy. They reflect Atos' sustainability commitments and showcase its journey as a sustainable and responsible company.

5.2.4.1 Carbon reduction targets

Atos Science-based targets

[GRI 305-1], [GRI 305-2], [GRI 305-3], [GRI 305-4], [GRI 305-5]

In October 2021, the SBTi published the Net-Zero Standard. The Net-Zero Standard is the most globally accepted definition of net zero. The Net-Zero Standard provides new criteria for the near-term, long-term carbon reduction, and net-zero targets.

Under these new criteria, reaching net zero now requires: 1) to follow a reduction trajectory of 1.5 C; 2) to reduce the volume of absolute emissions by 90% also referred to as "deep decarbonization" and, 3) to neutralize at the same time all residual emissions (maximum 10%) using nature-based or technology-based carbon capture projects.

An important remark concerning net zero: In recent years many organizations have created their own definitions of net zero, resulting in confusion about the levels of actual commitments being made. In particular, a practice observed in the IT/digital sector, was to consider that it was possible to reach net zero even if only Scopes 1 and 2 were considered. And also, that carbon offsetting projects (avoidance projects) were acceptable to deal with residual emissions. It is important to mention that under the SBTi Net-Zero Standard, this is not acceptable. Under the Net-Zero Standard definition, the use of the terms "net zero" or "carbon neutral" must include the full emissions of Scope 3 and must include carbon neutralization projects to deal with residual emissions (also called removal, sequestration or capture projects).

At the end of 2021, swiftly following the Net-Zero Standard publication, Atos reconfirmed its near-term target and realigned its long-term target.

- **Atos near-term reduction target -2019-2025.**

  Target: reduce by 50% all carbon emissions (Scopes 1, 2, and 3, 2019 baseline).

  This short-term target, already validated by the SBTi in 2020 was reconfirmed. It is fully aligned with a 1.5°C trajectory and still exceeds the minimum requirements of the new Net-Zero Standard on 2 dimensions: 2025 is 5 years ahead of the recommendations of the initiative (2030) and the scope of emissions (emission boundaries) already covers all GHG Protocol Scopes 1, 2, and 3 (instead of only 1 and 2).

- **Atos long-term reduction target -2019-2039.**

  Target: reduce by 90% all carbon emissions by 2039 at the latest (Scopes 1, 2, and 3, 2019 baseline).

  This target was strengthened in 2022 and went from -86% by 2050 to -90% by 2039. It is fully aligned with a 1.5°C trajectory and still exceeds the minimum requirements of the new Net-Zero Standard on 1 dimension: 2039 is 11 years ahead of the recommendations of the initiative (2050)

- **Atos net-zero target -2039.**

  Target: achieve net zero by 2039 at the latest. (Scopes 1, 2, and 3, 2019 baseline).

  This target was also strengthened in 2022 and the Net-Zero Standard criteria fully applied (-90% for all Scopes 1, 2, and 3 and neutralization of the residual 10%). This target exceeds the minimum requirements of the new Net-Zero Standard on 1 dimension: 2039 is 11 years ahead of the recommendations of the initiative (2050).

- **Atos commitments - overview of targets evolution**

Atos' carbon reduction targets have been progressively reinforced and remain in line with or exceed the most demanding criteria of the SBTi:

Atos commitments:	Emission reduction targets	Carbon neutrality & net-zero targets
2017 commitment aligned with Cop 21 objectives.	Target ambition: below 2°C. Short-term SBT¤2: -20% by 2021 (2015 baseline)	Carbon neutrality[1] for Atos "Carbon Operational Perimeter"[2] Offsetting[3] covering Atos "Carbon Operational Perimeter"
2020 commitment aligned (or superior to) the IPCC' new report and recommendations.	Reduction aligned with a 1.5°C pathway Short-term: -50% by 2025 (2019 baseline)[4] Long-term: -86% by 2050 (2019 baseline)[4]	Net -zero target: => **-70%** (2019 baseline) => residual emissions **offset** by 2028 (around 30%)[5]
2022 commitment aligned with (or superior to) the SBTi New Standard.	Reduction aligned with a 1.5°C pathway Near-term: -50% by 2025 (2019 baseline)[4] Long-term: -90% by 2039 (2019 baseline)[4]	Net-zero target: => **-90%** (2019 baseline) => residual emissions **neutralized** by 2039(max 10%)[6]

1 Carbon neutrality, as defined under the PAS 2060 standard
2 Carbon Operational Perimeter" (Scopes 1, 2, 3 C6): See full description in a following section
3 Wind farm offsetting projects
4 All GHG Scopes 1, 2, 3 emissions
5 Residual emissions **offset** through "avoidance" projects (wind farms and forest protection)
6 Residual emissions **neutralized** through "carbon neutralization" projects (nature-based and techno-based).

- **Atos 2019-2025 emissions - trends to date and progress towards 2025 near-term target**

Between 2021 and 2022, "Atos operational carbon perimeter" (emissions under direct control or direct influence including Scopes 1, 2 and 3 category 6) increased by 19%. During the same period, Atos' total emissions (Scopes 1, 2 and 3) increased by +4.7% in absolute terms (tCO_2e). This increase is mainly due to:

- a pause in 2022 in the purchase of Renewable Energy Certificates (RECs) in Hong Kong (strongly impacting Scope 2),
- Covid-related fluctuations (impact on travel, commuting, homeworking and energy consumption in the offices). Versus 2019, the overall impact of Covid-19 was estimated at -5% in 2020 and 2021,
- and to an evolution in the mix and volumes of activities (impact on purchases and sales – strongly impacting Scope 3 categories 1, 2 and 11).

Between 2019 and 2022, **all Atos emissions decreased by –23.8% in absolute** (tCO_2e). This absolute reduction is in line with Atos near- and long-term targets. (For Atos reduction targets see the dedicated section above). The reduction still to be achieved by the end of 2025 to reach the Group near-term target is around 26.2%.

Between 2019 and 2022, **all Atos emissions decreased by -23% in intensity** (tCO_2e/M€ revenue). This reduction was partly due to structural progress (e.g., Atos car fleet, datacenters, and offices optimization – impact on Scopes 1 and 2) and partly by real progress made by main suppliers (actual data from suppliers' carbon reporting – main impact on Scope 3 categories 1, 2 and 11).

Between 2019 and 2022, "**Atos operational carbon perimeter"** (emissions under direct control or direct influence including Scopes 1, 2 and 3 category 6) reduced by 50% in absolute as in intensity exceeding the 1.5°C pathway and already at a level only expected by 2030. (See section 5.2.4.2).

Evolution of GHG emissions between 2019 and 2022:

GHG Protocol Scopes	Evolution 2019-2020	Evolution 2020-2021	Evolution 2021-2022	Total Evolution 2019-2022	Still to be achieved to reach -50% (near-term SBT)
GHG emissions (CO_2e) Scope 1*	-27.6%	4.8%	-18.3%	-38%	12%
GHG emissions (CO_2e) Scope 2*	-30.5%	-42.7%[1]	+27.4%	-49%	1%
GHG emissions (CO_2e) Scope 3*	-14.1%	-13.4%	+4.2%	-22%	28%
GHG emissions (CO_2e) *All Scopes*	**-15.1%**	**-14.2%**	**+4.7%**	**-23.8%**	**26.2%**

* Scope 1 groups these direct emissions. e.g., Emissions from fossil fuels, company's cars and refrigerant gases from cooling systems.
* Scope 2 groups indirect emissions from electricity and district heating. (Market-based figures)
* Scope 3 indirect emissions are divided into 15 categories and groups emissions that occur upstream and downstream in the value chain.
1 reduction including RECs bought in 2021 in Hong Kong.

5.2.4.2 Breakdown of Atos carbon emissions

GHG emissions - coverage, data, and methodologies

Atos reporting covers all its significant emissions from Scopes 1, 2 and 3. Atos Scope 3 covers all 15 upstream and downstream categories that are relevant. In 2022 (as well as in 2019, 2020 and 2021), the reported emissions covered above 99% of Atos' activities (revenue).

The data and methodologies used by Atos to calculate its emissions are reviewed by external auditors[1] (See report from the external auditors in section 5.6.2). Progress made in carbon accounting and remaining uncertainties are described in section 5.6 – Information about the report.

GHG emission - breakdown per Scopes

In 2022, Scope 1 represented 0.9% of all Atos emissions, Scope 2 represented 3.6% and Scope 3 represented 95.5%.

All GHG emissions per Scope between 2019 and 2022:

GHG Protocol Scopes	Emission sources	2022	2021	2020	2019
Scope 1. Emission under Atos' direct control	Fossil fuels[2], Atos car fleet, Refrigerant gases	22.03 K tCO_2e (0.9% to total)	26.96 K tCO_2e (1% to total)	25.7 K tCO_2e (1% to total)	35.5 K. tCO_2e (1% to total)
Scope 2. Emission under Atos' direct control	Electricity, District heating[1, 2]	90.44 K tCO_2e (3.6% to total)	70.96 K tCO_2e (3% to total)	123.8 K tCO_2e (4% to total)	178.1 K tCO_2e (5% to total)
Scope 3 All 15 categories. Emissions under Atos' influence	Atos Supply Chain (C1&2), use of sold products (C11), Other small emission sources.	2.406 million tCO_2e (95.5% to total)	2.308 million tCO_2e (96% to total)	2.66 million tCO_2e (95% to total)	3.10 million tCO_2e (94% to total)
All Scopes	**All sources In Million tons CO_2e**	**2.518 M. tCO_2e (100%)**	**2.406 M. tCO_2e (100%)**	**2.803 M. tCO_2e (100%)**	**3.303 M. tCO_2e (100%)**

1 Market-based (more information in a specific section below)
2 All energy emissions regrouped in Scopes 1 and 2 (see more details in section 5.6.1.5. Methodological detailed information)

1) *A quantitative validation was done on Atos operational carbon perimeter (GHG scopes 1, 2 and 3 category 6).*

Scope 1 - Breakdown and evolution

Scope 1, groups the direct emissions from fossil fuels consumed in Atos facilities (owned or leased) and from Atos car fleet and the fugitive emissions from air conditioning systems. In 2022, Scope 1 represented 22,026 tons of CO_2e and 0.9% of all Atos emissions.

In 2022, the emissions from Scope 1 decreased by -18.3%. The emissions from Atos car fleet decreased by around -36.5% (shift to electric and hybrid cars) and the emissions from fossil fuel decreased by around -11.6% (gas reduction and post Covid-related fluctuations). Since 2019 (Atos SBT baseline year), all Scope 1 emissions have decreased by around -38% in absolute and by -37% in intensity (tCO_2e/M€ revenue).

Scope 2 - Breakdown and evolution

Scope 2 groups emissions from electricity and district heating. In 2022, Scope 2 emissions represented 90,442 tCO_2e (using "market-based" conversion factors) and 3.6% of all Atos emissions.

In 2022, the emissions from Scope 2 increased by 27.4% due to post-Covid-related fluctuations and due to a pause in the purchase of RECs (2021 included the purchase of RECs in Hong Kong for 34.5 K tCO_2e). Since 2019 (Atos SBT baseline year), all Scope 2 emissions have decreased by around -49% in absolute (178,120 tCO2e in 2019).

"Location-based" calculations reflect the average emissions intensity of national power grids on which energy consumption occurs (using mostly grid-average emission factors provided by recognized data sources: International Energy Agency (IEA), Department for Environment, Food and Rural Affairs (DEFRA) and "market-based" estimations reflect emissions from the primary energy sources used to generate electricity that utility companies have purposely chosen (using emission factors supplied by specific providers).

Atos prefers to report Scope 2 emissions using "market-based" conversion factors, which are more accurate as these are based directly upon emissions from the specific energy-generating suppliers used by Atos. Where these are not available, "location-based" conversion factors are used. They reflect the primary energy sources used by the full national power mix and are therefore less precise.

In 2022, a large part of the electricity consumed by Atos was renewable and therefore zero carbon ("market-based" electricity bought from specifically selected providers). If instead of that, Atos had consumed 100% electricity from the normal grid then - using "location-based" conversion factors reflecting the average energy mix of countries - its Scope 2 emissions would have amounted to 143,000 tCO_2e (instead of 90,442 tCO_2e). This means that Atos has approximately avoided 52,000 tCO2e emissions due to its renewable electricity purchasing program.

Scope 3 - Breakdown and evolution

Scope 3 emissions are divided into 15 categories and group emissions that occur upstream and downstream in the value chain. In 2022, Scope 3 represented 2.406 million tons of CO2e and 95.5% of all Atos emissions.

In 2022, the emissions from Scope 3 increased by 4.2% due to post Covid-related fluctuations and due to evolution in the mix and volumes of activities (impact on purchases and sales – impact on Scopes 1 and 3 categories 1, 2 and 11). Since 2019 (Atos SBT baseline year), all Scope 3 emissions have decreased by around -22% in absolute (tCO2e) and by -23% in intensity (tCO2e/M€ revenue).

The 3 most significant categories representing around 96% of the full Scope 3 were the upstream categories 1 and 2 (Goods and services and Capital goods representing 63%) and the downstream category 11 (use of sold products representing 33%).

For Scope 3 categories 1, 2, emissions were calculated using a mix of sources: Actual data from providers when available, otherwise the French Environment and Energy Management Agency (Ademe) [1] and geo-located Ademe conversion factors and smart proxies' emissions for consistent hardware categories (Carbon reduction activities within Atos' supply chain are described in section 5.2.4.6).

For Scope 3 category 11, emissions are linked to the use phase of the IT hardware. Progress is linked to the energy efficiency ratios, but also depends on the volume of hardware sold to Atos clients, where the hardware is sold and consumes electricity supplied through the local energy mix. (Carbon reduction activities related to the hardware marketed by Atos are described in section 5.2.6).

1) *www.ademe.fr/en*

Scope 3 emissions per categories:

Scope 3	Emission sources In % of total Scope 3 and in [K tCO_2e]	2022	2021	2020	2019
Categories 1 and 2	All emission sources from purchased goods and services and capital goods.	63% [1,524]	62% [1,438]	58% [1,548]	62% [1,931][1]
Category 3	Fuel- and energy-related activities, not included Scopes 1, 2.	1% [19]	1% [18]	<1% [29]	<1% [24]
Category 4 (and 9)	Upstream and downstream transport, freight, and warehouses, not already included Scopes 1, 2.	1% [31]	1% [28]	<1% [21]	<1% [18]
Category 5 (and 12)	Waste generated in operations and end of life of sold products.	<1% [3]	<1% [3]	<1% [3]	<1% [2]
Category 6	Employee's business travel, not included Scope 1 (Atos fleet reported in Scope 1).	<1% [11]	<1% [6]	<1% [11]	1% [37]
Category 7	Employees commuting / homeworking.	1% [21]	1.3% [32]	1% [29]	4% [133]
Category 8	Upstream leased assets (not relevant in Atos context).	0	0	0	0
Category 9	Downstream transport, freight, and warehouses, not included Scopes 1, 2.	Included in C4	Included in C4	in C4	in C4
Category 10	Processing of sold products (not relevant in Atos context).	0	0	0	0
Category 11	Use of sold products (both Atos' and suppliers' products)	33% [797]	34% [780]	38% [1,023]	31% [955][2]
Category 12	End of life of sold products.	Included in C5	Included in C5	in C5	in C5
Category 13	Downstream leased assets (not relevant in Atos context).	0	0	0	0
Category 14	Franchises (not relevant in Atos context).	0	0	0	0
Category 15	Investments (not relevant in Atos context).	0	0	0	0
All	**All Scope 3 emission sources in [$MtCO_2e$]**	**100% [2.406] Mt**	**[2.308] Mt**	**[2.664] Mt**	**[3.100] Mt**

1 Categories 1 and 2: 2019 aligned with calculation methods used in 2020, 2021 and 2022. In 2020-2022, conversion factors geo-located for all purchase categories except IT Hardware (where the place of manufacture is already embedded in the conversion factors). Sources of conversion factors: Ademe (Euros to CO_2e).

2 Categories 11: 2019 aligned with calculation methods used in 2020, 2021 and 2022. In 2020-2022, a PUE criteria (Power Usage Effectiveness) was introduced to better estimate the total energy consumption / emissions of sold products including the energy used by the datacenter (e.g., for cooling).

Carbon Operational Perimeter – breakdown and evolution

Atos "Carbon Operational Perimeter" is an Atos-specific grouping designed to better identify the emission sources that Atos - through operational choices and specific action plans – can directly control or directly influence.

Concretely, Atos "Carbon Operational Perimeter" groups all emissions from the energy consumption in offices and datacenters (from Scope 1 for fossil fuel and from Scope 2 for electricity and district heating), plus all the fugitive emissions from air cooling systems (Scope 1), plus all business travel emissions (from Scope 1 for Atos fleet and from Scope 3 category 6 for other travel).

In terms of business activities, datacenters represented 54,661 tons of CO_2e, offices 39,873 tCO_2e, the fugitive emissions 10,924 tCO_2e and business travel 17,516 tCO_2e.

Following the SBTi newest requirements, between 2019 and 2022, Atos "Carbon Operational Perimeter" reduced by -50.9% in absolutetCO_2e (already at a level only expected by 2030) and by -50% in intensity of tCO_2e/M€ revenue(in 2019: 250,209 tCO_2e and 21.74 tCO2e/M€ revenue).

GHG emissions – Breakdown per main entities (Atos, Evidian)

In 2022 the activities grouped under Atos / Tech Foundations (DC&H, Digital Workplace, UCC, Business Process Outsourcing (BPO) represented around 49% of the Group's total emissions (All Scopes 1, 2, 3 included).

In 2022 the activities grouped under Evidian (Digital, Big Data and Cybersecurity) represented around 51% of the Group's total emissions (All Scopes 1, 2, 3 included).

These estimations were made based on several distribution keys (revenue, employees, sites and locations, volumes of purchases and sales, emissions from specific activities).

5.2.4.3 Atos carbon reduction activities and offsetting

[GRI 305-5]

Atos carbon reduction activities

At Atos, and for many years, action plans have been in place to reduce carbon emissions. In 2019/2022, and sorted by Scope, the main action plans underway at Atos were:

GHG Scope	Main emission sources	Main action plans to reduce carbon emissions	See section:
Scope 1	Emissions from fossil fuel consumption, cooling systems and Atos car fleet	• Energy efficiency and reduction of consumption (offices, datacenters, travel/transport). • Shift to renewable or carbon-free energy, or low-carbon energy). • Offices and datacenters optimization plans. • Atos car fleet optimization (shift to electric/hybrid cars)	5.2.4
Scope 2	Emissions from electricity consumption and district heating	• Energy efficiency and reduction of consumption. • Shift to renewable or carbon-free energy. • Offices and datacenters optimization plans.	5.2.4
Scope 3	Carbon emissions under influence: Scope 3 categories 1 to 15.	• Decarbonization of Atos Supply Chain: progress with suppliers (CO_2 targets and criteria, ratings, specific progress plan). • Promotion of hosting services and digital technologies with the lowest possible environmental footprint. (green IT). • Travel /transport optimization and green mobility, remote working tools, homeworking. • Other categories optimization action plans.	5.2.4.6 5.2.5 5.2.4 5.2.7

Atos carbon offsetting activities

The urgency of the climate crisis means the world needs ambitious action from business by every means possible. In addition to reduction activities, compensation is a means to finance sustainable development and support projects that are doing vital work to preserve habitats, to improve international solidarity and people's lives, whilst reducing or removing residual carbon emissions.

Over the years, Atos has gradually expanded its voluntary offsetting program both in the perimeter and in type of projects ("emission mitigation outside the value chain"):

Offsetting	Period 2015-2018	Period 2019-2022
Perimeter =>	Focus on emission sources from datacenters energy consumption	Extended to Atos "Carbon Operational Perimeter" (full Scopes 1, 2 and Scope 3 category 6). Progressively including refrigerant gas (since 2021). Progressively including factory in Angers (since 2021).
Projects =>	Wind farm projects	Wind farm and forest protection projects

Since 2015, Atos offsetting has been carried out through wind farm and forest protection projects. Wind farm projects generate clean electricity and prevent local consumers from generating new emissions from the combustion of fossil fuel. Forest protection projects (nature-based) enable emissions mitigation and in some cases carbon removal, fully counterbalancing carbon emissions.

In 2022, thanks to this program, Atos CO_2e emissions for its "Carbon Operational Perimeter" (emissions under direct control and direct influence) were fully offset. In particular, Atos hosting IT services (data center) are offset or "carbon neutral" (as defined by PAS 2060) worldwide [(1)].

In the future, full alignment with the SBTi net-zero targets will require covering all residual emissions (Scopes 1, 2 and 3) through emissions neutralization projects nature-based or techno-based.

Verified and certified offsetting projects:

Atos invests in high quality projects verified and certified under internationally recognized standards. Atos projects have delivered environmental but also social and economic benefits at the global level and for local communities. They have directly contributed to UN Sustainable Development Goals (SDGs) 7 (clean energy), 8 (decent work), 9 (innovation); 12 (responsible production), 13 (climate action), 15 (life on land). Atos projects play an important role in the transition to net zero and the preservation of carbon sinks in developing countries is particularly effective in fulfilling this role.

Between 2015 and 2022, Atos has invested in the following projects:

Indian projects – Wind farms: Atos supports three wind farms located in India across three states (Karnataka, Gujarat and Maharashtra), promoting the use of renewable energy and avoiding the emission of greenhouse gases. With 137 turbines, the three wind farms have a total generating capacity of 109.6 megawatts and power approximately 40,000 households in rural areas. As well as preventing CO_2 from entering the atmosphere, the wind farms also support sustainable economic development in the region and the project supports social initiatives covering education for children and students, healthcare management and female empowerment.

Ethiopian project – Forest protection: In the Bale Mountains in south-eastern Ethiopia, Atos is supporting a forestry project which combats unplanned deforestation and preserves carbon sinks and biodiversity. The project also promotes sustainable agroforestry and livestock breeding, providing new sources of income, and supports climate adaptive measures such as tree plantation and water management. The local community is benefiting from technical training and capacity building and has experienced a significant increase in household income. Overall, the project will result in a 62% reduction in deforestation. Thanks to continued carbon sequestration within the preserved forest, emissions will be reduced by around 22 million tCO_2e over a 20-year period.

Brazilian project – Forest protection: Located in the state of Pará in northern Brazil, this project aims to preserve the fragile and biodiverse rainforest in the region from unplanned deforestation. The implementation of a land management system, consisting of rigorous monitoring and enforcement by trained local villagers, is helping to prevent activities such as illegal logging and cattle ranching. As well as reducing emissions from deforestation, the project is protecting local biodiversity, including animal species such as the capuchin monkey and the giant otter. The project also has a positive social and economic impact, creating new jobs and delivering technical training programs to the local community. Over 40 years, the Floresta de Portel project will avoid the emission of over 22 million tCO_2e.

5

1) *https://info.eco-act.com/hubfs/0 - Downloads/PAS 2060/PAS 2060 factsheet EN.pdf*

5.2.4.4 Energy consumption and renewable energy

[GRI 302-1], , [GRI 302-3], [GRI 302-4], [GRI 302-5], [SASB TC-SI-130a.1]

Total energy consumption

In 2022, Atos overall energy consumption amounted to 477,379 MWh (519,800 in 2021, 579,140 in 2020, 702,376 in 2019). Atos energy intensity was 42.19 MWh/€ Million revenue (48.32 in 2021, 51.80 in 2020, 61.36 in 2019) and 4.35 MWh per employee (4.86 in 2021, 5.68 in 2020, 6.53 in 2019).

All energy KPIs split by types of activity (datacenters, offices) and by types of fuel can be found in section 5.2.8 Environmental Non-Financial Performance Indicators.

Renewable energy and self-generation of local green electricity

[GRI 305-5]

In 2022, at Group level, excluding RECs, 59% of the electricity consumed by Atos worldwide came from renewable sources. Atos aims at 85% by 2025 and 100% in the coming years. To accelerate this transition, Atos has launched a program to rapidly and whenever possible migrate from carbon-based electricity to renewable or decarbonized energy.

Energy consumption under main entities (Atos, Evidian)

In 2022 the activities grouped under Atos / Tech Foundations (DC&H, Digital Workplace, UCC, BPO) represented around 74% of the Group's total energy consumption.

In 2022 the activities grouped under Evidian (Digital, Big Data and Cybersecurity) represented around 25% of the Group's total energy consumption

Energy consumption, energy source and optimization in the offices

[GRI 302-5]

For many years, a global consolidation and optimization program has been underway in Atos offices. This program helps reduce energy consumption and in 2022, saved the equivalent of around 10% of the Real Estate expenditure.

The global Real Estate/Logistic and Housing Policy promotes strict guidelines and processes for real estate management, which all Business Units must apply. The policy promotes energy-efficiency criteria for the selection of new locations and for the extension and rationalization projects. Criteria such as smart design and low-energy building techniques, "efficiency-label" certifications and standards (LEED; BREEAM; HPE; THPE; DGNB) [1] as well as highly energy-efficient appliances and public transport availability are considered.

For the 14 past years, in the sites leased by Atos, many actions have been carried out in terms of energy optimization: heating, air conditioning, insulation, lighting, and space optimization. e.g., in Fürth (Germany) the office benefits from the datacenter warm air transfer system. The results of these actions can be observed in the reduction of energy consumption.

The Atos Workplace concept promotes open spaces, desk-sharing, activity-based working spaces, digital tools, home, mobile anywhere and co-working. These ways of working, enhanced and accelerated by Covid 19 times, also contribute to reducing the environmental footprint of the offices and employees.

In the offices, from 2020, Atos has been rolling out a systematic campaign among its office landlords to raise awareness and convert the electricity they provide to Atos into green electricity.

In addition, all Atos' large office sites also benefit from the ISO 14001 certification program and closely monitor their energy consumption.

In 2022, the global energy consumption in the offices was 156,119 MWh (-5.6% compared to 2021). (165,334 MWh in 2021, 174,193 MWh in 2020).

In 2022, 49% of the electricity consumed in Atos offices was renewable.

In Pune (Atos global delivery center in India with 12,000 employees), solar panels installed on its roofs and parking areas generated 35% of the energy consumed. In Bangalore green energy represents 86% of its electricity consumption. From 2022, in Mumbai SEEPZ, GIgaplex SEZ and Mindspace SEZ offices are now supplied with 100% green electricity. All these actions enabled to reach 50%+ of renewable energy in India in 2022 while this country was producing a significant share of Atos Carbon emissions in the past.

1) *LEED: Leadership in Energy and Environmental Design; BREEAM: Building Research Establishment Environmental Assessment Methodology; HPE: Haute Performance Énergétique; THPE: Très Haute Performance Énergétique; DGNB: Deutsche Gesellschaft für Nachhaltiges Bauen.*

Energy sources and optimization in the datacenters

[GRI 302-5], [SASB TC-SI-130a.3]

Since 2014, a global consolidation and optimization program has been underway in the datacenters. Regional Business Units consider "energy-efficiency", location-based environmental factors, environmental regulations and standards as prioritized criteria in the decision-making process when selecting new locations or in extensions and rationalization projects. This program is focused on optimizing the number of datacenters for Atos' business. By reducing the number of sites required, with focus on using core datacenters for further expansion, Atos reduces its embodied carbon footprint and energy use.

In 2022, the global energy consumption in Atos datacenters was 321,260 MWh (-9.4% vs. 2021) (354,466 MWh in 2021, 404,974 MWh in 2020).

In 2022, 62% of the electricity consumed in Atos datacenters was renewable. In the Group's core datacenters operated by Atos, above 95% of all the electricity came from renewable sources . At the end of 2022, all Atos major data centers located in Europe were supplied with 100% decarbonized electricity.

A total of 7 Atos operated datacenters have commenced a feasibility study for the installation of solar panels on roofs. 6 studies remain to be completed by 12/2023.

The energy efficiency of the datacenters is measured through the long-term evolution of the PUE. At the end of 2022, the average PUE for all datacenters was 1.67 (1.65 in 2021, 1.70 in 2020, 1.72 in 2019) and 1.44 for core datacenters (1.41 in 2021, 1.48 in 2020, 1.52 in 2019). In 2022, the increase was due to a decline of IT volume by 10-12%, climate reasons compared to 2021 (need for further cooling during a hot summer) and some locations currently being emptied out affecting the PUE values. The new PUE target for 2023 is to be 1.63 for all datacenters and 1.37 for core datacenters operated by Atos. To exemplify this, since 2017, Atos' most energy-efficient datacenter is Longbridge near Birmingham, with a PUE of 1.17 (very close to the theoretical minimum of "1").

To increase the energy efficiency of the Group datacenters, Atos continuously invests in technologies and best practices which reduce the power consumption and optimize the energy performance of computing hardware and other electrical installations. Atos Hybrid Cloud and Platforms (DCH/HCP) guidelines and processes address energy consumption, energy efficiency and energy-saving initiatives.

Over the years, numerous actions have been taken. The best practices introduced include: rationalization of electrical installations; installation of LED lights; containment of rack corridors to create cold air zones / cold-aisle containment; installation of blanking panels and cable brush plates in racks preventing cold air mixing with warm air, rise in supply air temperature; ability to use fresh air or water for cooling; use of adiabatic cooling; optimization of fan speeds in real time; introduction of pumped refrigerant economizer systems, updating of the cooling systems and UPS to be more energy efficient in each hardware refresh situation; reuse of waste heat; use of management tools for regular measurement of PUE; adoption of green IT solutions to optimize hardware and its usage (consolidation, virtualization, cloud) and; installation of solar panels on the roofs to generate renewable electricity and increase local autonomy.

For instance, in Fürth core datacenter (Germany), Atos installed innovative waste heat reutilization equipment, which helps to reduce the facility's energy consumption. Based on the principles of heat exchange, the technology dissipates the heat produced by the operations of the datacenter by transferring heat from the air into a liquid. In a second stage, the hot fluid from the heat exchanger is used to heat the offices. As well as providing heating when needed, by taking out warm air from the facility, the system also helps to reduce the power consumption of the air-conditioning units in the data rooms.

Over the next few years, Atos is planning many new improvements. For example, in 2023, the Fürth free cooling extension is expected to generate a saving of 1,700 MWh and an airflow optimization in Trélazé (France) based on the Siemens WSCO product (1) is expected to save 1,600 MWh.

In addition,

- Atos provides SafeKit, which ensures high availability of services hosted within the cloud, through real-time replication. With this kind of solution, there is no more need for shared disks, replicated Storage Area Network (SAN), storage, load balancers. The solution is hardware independent and runs on the clients' existing physical servers, or in virtual machines, or in the cloud. While traditional high availability solutions are focused on hardware clustering, SafeKit has chosen to focus on software clustering with automatic failover of critical applications) (2);
- all core datacenters operated by Atos also benefit from the ISO 14001 certification program and closely monitor their energy consumption.
- Atos is a member of the Climate Neutral Data Centre Pact which has been developed in co-operation with the European Commission, to make European datacenters climate neutral by 2030. Companies joining this self-regulatory initiative represent the most significant industry players in cloud infrastructure and datacenters in Europe (3);
- Atos is a member of the European Code of Conduct on Data Centre Energy Efficiency, demonstrating that best practice is implemented across all infrastructure and practices.
- For renewable energy and electricity self-generation in datacenters, see the dedicated section above.

1) *For more information: https://assets.new.siemens.com/siemens/assets/api/uuid:1d5b6e00-bac1-41e4-a05d-eec75ab07c0a/White-space-cooling-optimization-flyer.pdf*

2) *For more information: https://www.evidian.com/products/high-availability-software-for-application-clustering/*

3) *For more information: https://www.evidian.com/pdf/high-availability-overview.pdf*

5.2.4.5 Travel Impact

[GRI 302-2], [GRI 305-5]

Atos aims to limit the environmental footprint linked to travel through a range of initiatives, which comprises:

- **new ways of working**, including the use of remote digital collaboration tools, enable employees to travel less, reducing their environmental footprint and gaining flexibility;
- **Atos IT Digital Workplace** ensures that Atos production, communication, cooperation, financial and Human Resources systems are available without facing any collapse, anticipating potential bottlenecks, as more and more people work from home;
- **global and local policies** or instructions to limit travel or to favor less polluting and less greenhouse gas emitting means of transportation (e.g., favor trains over cars or planes for business trips);
- **action plans** to maximize the number of electric or hybrid vehicles. A global action plan is being rolled out to replace Atos' entire fleet of vehicles (5,184 vehicles) with electric or hybrid vehicles. At the end of 2022, the average emissions of the total fleet was 75 g CO_2e / km [(1)] (106 g CO_2e/km in 2019);
- **in many countries** (France, India, Italy, the UK…) Atos has installed new charging stations at many of its offices and datacenters. In France or Italy, the "MyCar" electric fleet has been available for employees' business travel since 2012. Thanks to these shared electric cars Atos teams can visit clients without generating any carbon emissions;
- **additionally, best practices** are in place in some countries to encourage the use of bicycles thanks to financial support, bike leasing and the implementation of bicycle shelters (e.g., in Germany, France, Belgium and the UK); to encourage car sharing (e.g., since 2017, in France, a dedicated app, mainly used for commuting, is available for all employees and in some locations, carpooling park slots have been introduced. Financial incentives are also included in some places, through expenses rates for both the driver and passengers); and to encourage multimodal mobility allowances as an alternative to all-car solutions.

At the end of 2022, the global travel intensity was 1,384 km per year per employee (4,066 in 2019). From a travel perspective, 2021 and 2020 were very special years due to the impact of Covid-19.

5.2.4.6 Decarbonization of Atos' supply chain

As shown in sections 5.2.4.2, in 2022 the categories 1 and 2 of Scope 3 (all emission sources from purchased goods and services and capital goods) represented 63% of Scope 3 emissions. These emissions are linked to Atos supply chain.

Carbon reduction activities within or linked to Atos' supply chain include: Ongoing work with existing suppliers and negotiation of specific progress plans; New supplier selection criteria including an increased weight for CSR risk and environmental topics and objectives (including well-below 2°C and 1.5°C science-based targets); A reinforcement of the energy consumption and CO_2 emissions as key purchasing criteria for goods and services; The inclusion of the cost of energy into business cases and Total Cost of Ownership (TCO) calculations; Ongoing improvements regarding actionable KPIs (e.g., data from life cycle assessments) to track the effective progress over the years.

Suppliers are classified as green or red suppliers depending on their carbon maturity. Depending on the supplier's classification, Atos stakeholders are either encouraged or discouraged from working with them. The primary source for the classification is the supplier's EcoVadis assessment but another alternative CSR rating including carbon criteria are used. If a supplier is classified as a red supplier, it means that it has no sufficient carbon reduction program actions in place. For a red supplier, the ultimate objective is to support their improvement towards becoming green. (More information in section 5.4.6 Suppliers CSR performance.)

1) Numbers shared by the OEMs according to the Group fleet

5.2.5 Atos sustainable digital solutions (green IT)

Green IT (green information technology or green computing) is the practice of environmentally sustainable computing. Green IT aims to minimize the negative impact of IT operations on the environment by designing, manufacturing, operating and disposing of IT solutions and technologies, computers and computer-related products in an environmentally friendly manner.

EU Taxonomy related activities are presented in section 5.4.10.

5.2.5.1 Hardware energy challenges

Big Data and Cybersecurity servers' energy-efficiency

Thanks to a steady stream of green innovations, each new generation of servers, supercomputers and communication hardware is more energy-efficient than the previous one.

Hardware Power consumption challenges imply constant progress in design, materials, power supply and batteries, packaging, disassembly, recycling as well as specific innovations to improve energy efficiency such as the fourth generation of patented Direct Liquid Cooling (DLC) solution to minimize energy consumption, the "Active and Passive Cold Door" cooling solutions, the ultra-capacitor in Atos supercomputers to reduce power consumption or container-based datacenters, which use less energy than conventional datacenters. Big Data and Cybersecurity promotes longer product lifespan that takes the form of innovations facilitating maintenance (e.g., plug & play functions) and products' scalability (OpenSequana helps to ensure a compatibility with the design of the future compute or switch blades).

Atos has also developed over the last 10 years the Sequana supercomputer product line, reaching a power efficiency of 1.02, meaning that for a 1MW machine only 20kW are needed to cool it, the best in the world by far. Atos was the first to envision a decarbonized future and implement a roadmap for the most "energy-hungry" machines.

Atos' High-Performance Computing (HPC) Software Suites for managing the Atos supercomputers has been specifically developed to provide energy efficiency features.[1]

With respect to competition, Bull Sequana XH3000 is quite unique. Direct Liquid Cooling makes for the most efficient HPC platform. As water is taken up to 40°C at the inlet, this is providing for free cooling as there is no need for chillers anymore. The main competition requires the inlet coolant temperature to be 32°C, which requires the use of mechanical chillers. Similarly, other systems with partial Liquid Cooling (CPUs only) require the use of chillers. So Sequana XH3000 provides an advantage for the CAPEX (no chillers) and OPEX (lower power consumption). Depending on the local climate condition, this can represent a saving of up to 40% on electricity consumption.

These same concepts are being expanded as Atos develops the next generation of HPC Exascale systems. An additional concept that is being developed to support HPC Exascale is Hybridation. Hybrid accelerator-based architectures with Granular Modularity are being developed to optimize HPC job execution. Hybrid AI capabilities are being embedded in the architecture to accelerate simulation convergence (time to solutions and/or resources / energy use). For many years, Atos' supercomputers have been listed in the world Green 500 list[2], which grades the most energy-efficient supercomputers in the world. Their energy efficiency has also clearly been attested by results (Megaflops/W) on the Linpack test, used to rank supercomputers. At the end of 2022, 17 of the Top 100 most energy efficient supercomputers worldwide were Atos supercomputers.

Edge computing is a new type of server enabling data processing close to data sources by analyzing data in near real time and running models. In edge computing, the data from sensors and devices is processed at the edge, where data is being generated. The data never has to leave the network to provide insights. This approach reduces latency and puts far less strain on network bandwidth, speeding up time to react proactively, and lowering energy consumption and CO_2 emissions.

Quantum computing, on the other hand, enables calculations that would otherwise require enormous amounts of energy. Some of the processes modeled by Quantum relate to nature-based solutions and how to model the natural processes that capture CO_2 today - natural processes that Atos is not able to simulate with HPC.

In 2022, Atos worked on quadratic unconstrained binary optimization (also known as unconstrained binary quadratic programming) to optimize resource consumption for HPC solutions. Also, an Atos expert and his team from the Association for Computing Machinery received the Gordon Bell prize for having created in 2022 a first-of-kind mesh-refined (MR) massively parallel PIC code for plasma kinetic simulations, that can provide between 1.5x to 4x savings in computing requirements. It is planned to integrate this effort into Atos long-term HPC Exascale roadmap for hybrid architecture with Quantum accelerators.

1) *https://atos.net/en/2020/press-release_2020_11_19/new-hpc-software-suites*
2) *See: Green500 List https://www.top500.org/lists/green500/*

Big Data and Cybersecurity optimized manufacturing and computing Test Lab

Since 2019, Atos has operated a new global high-performance computing Test Lab in Angers, France. The lab's infrastructure is equipped with an energy-efficient cooling system, which uses low-GWP (Global Warming Potential) refrigerant fluid and 'free-cooling', which can result in energy savings of up to 75%. It has an energy recovery system, which reuses the energy generated by the operation of the lab to heat or cool the offices, operating at an energy-efficient COP [1] of 6, twice as efficient as a standard system. The site is also equipped with a 'green' roof, electric vehicle charging terminals and photovoltaic panels.

Big Data and Cybersecurity's main manufacturing site is one of the top 100 companies in France to have developed an integrated QSE quality management system. Within this certification framework, the site monitors regulations to ensure that its activities comply with the environmental, technical, and legal provisions. Since 2018, the site has also offset its CO_2e emissions, including the inbound and outbound freight.

UCC communication hardware energy-efficiency

Unified Communications and Collaboration (UCC) provides Digital Workplace communication and collaboration solutions. Since 1993, UCC has developed products with low energy consumption in mind and has kept an eye on sustainable, resource-paring use of raw materials and environmentally friendly production in compliance with ISO 14001.

To demonstrate the achievements in regard of energy efficiency and CO_2 reductions of UCC products during the use phase, UCC has engaged with eco-label programs. The UCC phone products awarded with the US ENERGY STAR ecolabel demonstrate best in class performance in regard of its energy consumption. With the implementation of an active power management in its IP phones providing a low-power mode according to the German Blue Angel ecolabel requirement specification RAL UZ 150 UCC could achieve a reduction of 48,636 tons of CO_2 for its entire IP phone portfolio shipped to the market from 2011 to 2022 included. This calculation of the CO_2 reduction is based on the accumulated shipped volume of 3.5 million phones, devices in low-power mode 79% of the use phase according to the eco-label RAL UZ 150; kgCO_2/kWh equivalent based on an index of 0.5.

UCC also complies with national and international industry standards such as ISO 14021 standards for environmental product declarations (EPD); ISO 14040 (Life Cycle Assessment – General Principles and Practices); ISO 11469 (Generic identification and marking of plastic products); IEC Guide 109 (Environmental Aspects – Inclusion in Electrotechnical Product Standards).

5.2.5.2 Hardware other environmental challenges

Over the years, in terms of eco-design, numerous actions have been taken by Big Data and Cybersecurity and UCC to incorporate the evolution of the environmental regulatory obligations and of client expectations with respect to product functions, delivery, quality, service and end of life management.

As hardware providers (products, servers, phones…), Big Data and Cybersecurity and UCC activities face several specific environmental challenges: to comply with the specific laws, regulations or best standards; to limit the impact of products manufactured thanks to eco-design practices; to pay attention to the origin of raw materials while minimizing their usage, particularly conflict and critical minerals; to consider circular economy challenges and best practices; to implement quality, safety and environment (QSE) practices and lean manufacturing in plants; to minimize risks on the supply chain through regular suppliers' assessments; to favor eco-friendly transport and freight to mitigate the footprint of logistics; and to monitor the end of life of electrical equipment (in line with the European Waste Electrical and Electronic Equipment Directive - WEEE).

The ECMA 370 standard is being implemented by Big Data and Cybersecurity at the design phase, to stimulate products' environmental improvements. By using accurate and verifiable environmental self-declarations, this standard specifies environmental attributes and measurement methods according to known regulations, standards, guidelines, and currently accepted practices. Over the years, in terms of eco-design, numerous actions have been taken to incorporate the evolution of the environmental regulatory obligations and of client expectations with respect to product functions, delivery, quality, service and end of life management. The future Angers production site, certified BREEAM "Very Good", will respond to an eco-manufacturing strategy avoiding waste production and improve recycling rates, to reduce the impact of transportation, to use 100% renewable energy and to offset 100% of remaining emissions.

Since early 2013, the Group has embarked on a consultation process with its major suppliers on the origin of the raw materials they use, in view of the issue of "conflict minerals" and in order to prevent any impact on Big Data and Cybersecurity computers & UCC products.

The design process integrates European directives such as the Conformité Européene (CE) standard; the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) Directive on eliminating pollutants; the Restriction of Hazardous Substances (RoHS) Directive on eliminating hazardous substances; the Biocidal Products Regulation; and for Big Data and Cybersecurity the American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) standards on maximum temperature and humidity for server functionality.

From January 2021, in accordance with Article 33 of REACH regulations, Companies are responsible for collecting information on the properties and uses of the substances they manufacture or import above one ton per year. They also must assess the hazards and potential risks presented by the substance. The reporting of substances of concerns in the downstream supply chain is based on the list of declarable substances provided by the European Chemicals Agency (ECHA) and implemented in BOMcheck or Silicon Expert tools. This information is communicated to ECHA through a registration dossier (SCIP declaration in the ECHA SCIP database according to the EU waste framework directive)

1) COP: coefficient of performance ratio of heating/cooling provided to work containing the hazard information and where relevant an assessment of the risks that the use of the substance may pose and how these risks should be controlled.

Atos Big Data and Cybersecurity and UCC are also working on compliance with the future marking United Kingdom Conformity Assessed (UKCA) which will replace the current CE marking on the UK market in January 2023. Atos considers these specific challenges to be monitored. Their potential impact is also marginal compared to the overall activity of the Group.

In relation to the challenges set out above, during the 2022 fiscal year there were no fines, administrative, judicial or arbitration proceedings (including any proceedings of which the Group is aware and may be threatened by) for non-compliance with laws and regulations concerning the provision and use of Big Data and Cybersecurity and UCC products that had, or might have had, significant effects on the financial position or profitability of the Group [GRI 2-27].

5.2.5.3 Green hosting solutions and datacenters, circular economy, recycling activities and remanufacturing

Atos Global Delivery function Data Centers & Hosting (DC&H) provides datacenter hosting services. As explained in detail in section 5.2.4.4 (Energy optimization in the Datacenters), IDM core datacenters are supplied by 95% of decarbonized energy and 100% of the residual CO_2e emissions of all Atos datacenters worldwide are offset.

Circular economy, recycling and remanufacturing activities are detailed in the following section. EU Taxonomy related activities are presented in section 5.4.10.

5.2.6 Digital to address clients' decarbonization challenges (IT for Green)

Atos' ambition remains to be the global leader in decarbonized digital providing clients with the most comprehensive, end-to-end decarbonization capabilities on the market to enable and accelerate their journeys to net-zero.

The increasingly integrated acquisition of EcoAct is proving successful in accelerating both Atos' internal sustainability program as well as evolving its market leading net-zero transformation portfolio, combining EcoAct globally recognized climate advisory and nature-based solutions expertise with Atos' established strength in digital, technologies and cybersecurity. Supporting clients with their Net Zero Strategy, including measurement and reporting, IT Footprint reduction: science-aligned target setting and emission reduction; and Carbon Offsetting, tailored to the environmental impact of the activities in client's particular market and operations.

Atos' Zero program helps businesses navigate the complex transitional steps between traditional business operations and a sustainable business strategy focused on opportunities brought on through sustainable operations. The portfolio is driven through and supported by a dedicated Atos Net Zero Transformation Center of Excellence, which is distributed across 9 global hubs. The Center allows clients to leverage Atos global skills, resources and a network of more than 350 experts to create deep decarbonization pathways towards becoming a net-zero, resilient business.

Furthermore, Atos continues to strengthen its net-zero partner ecosystem, by collaboration and innovation through the Atos Scaler start-up program (e.g., Circular Computing and GreenSpector), strategic technology partners (e.g., AWS, CISCO), as well as consortia and networks (e.g., European Green Digital Coalition).

The data driven solutions in Atos' net-zero portfolio support clients' efforts to cut the carbon emissions of their business processes, design roadmaps to achieve their carbon ambitions, implement industry-specific solutions and modernize and decarbonize their IT infrastructure.

The offerings focus on 3 key outcomes:

- to gain insights, Atos expert team of climate consultants can provide advice on decarbonization strategy, carbon foot printing in line with the latest methodologies, engagement, reporting and compliance;
- to help organizations transform, Atos experts can provide digital platforms for change management and specialist low-carbon solutions to reduce IT and industry emissions;
- Atos has a dedicated Nature and Technology-based Solutions team with 16 years of experience in the Voluntary Carbon Market and in project development expertise to support organizations to offset residual emissions as part of a robust net-zero strategy.

Examples of Atos decarbonization offerings are presented in section 2.4 Decarbonization mindset across all our offers.

EcoAct provides carbon credits from a range of projects to enable clients to take full responsibility of their GHG emissions. Via its climate consultancy, EcoAct has a portfolio of over 1000 international certified projects. Each carbon credit relates to one ton of unique, measurable, permanent, additional and independently verified carbon either reduced or removed. EcoAct ensures the integrity of the carbon credits and plans the projects it supports using a unique EcoScore tool based on ISO 31000 risk management norm which assesses 7 key risk factors: political, legal, industrial, financial, social, environmental and communication, broken down in 30 sub-factors. In addition, EcoAct teams support the selection of the most appropriate projects for specific client needs thanks to its Sustainable Development Goal (SDG) evaluation model in which project co-benefits are assessed according to its contribution towards each of the 17 global goals.

5.2.7 Atos other environmental challenges

At Group level, during the materiality and impact analysis carried out by external experts, other challenges have been identified, albeit as less "material" or less significant at the scale of the full Group or due to the nature of Atos' core activities and business. Nevertheless, these challenges are important in terms of environmental impact or potential consequences and are therefore receiving attention from Atos and are covered in this section.

5.2.7.1 Waste and e-waste, circular economy and recycling

[A19]

Waste and e-waste

As part of the ISO 14001 certification process, Atos provides environmental training for all employees. One of the primary reasons for conducting this training is the environmental awareness about the waste generated at Atos and how it is monitored. Atos' aim is to reduce waste and waste impact, ensure maximum reuse and recycling, favor circular economy and practices.

Atos' office waste mainly consists of cardboard, paper, cups, plastic bottles, or other tertiary sector waste. Atos' Real Estate policy favors the rent of office spaces and frequently the offices are shared among multiple tenants. Office waste is managed globally by the landlord or external subcontractors according to the local legal obligations.

Several initiatives are ongoing at RBU level to reduce or eliminate the use of plastic (such as plastic bottles, single-use plastics, disposable dishes, straws, stirrers, packaging) in Atos canteens and offices. These initiatives also consider if and how plastic waste is processed to favor recycling, reuse, or revalorization.

Information and recommendations are regularly sent to employees to reduce waste and maximize waste sorting. Local initiatives are frequently put in place to reduce waste such as awareness days, special zero waste days, collection of old phones, special trash cans for the recycling of cigarette butts. In 2022, based on publicly available estimations of waste per employee in the tertiary sector, Atos' global office waste worldwide was estimated at around 47,577 metric tons for all employees calculated following the latest ADEME methodology available. Concerning e-waste, through the leasing practice now globally implemented within the Group and in compliance with local laws, suppliers remain responsible for the end of life of their IT equipment, as required through the signature of the Business Partners' commitment to Integrity Charter.

Circular economy / recycling activities / remanufacturing:

Drawing attention to another important concept, Atos understands the major role of IT solutions for the circular economy. Favoring circular economy can contribute to reducing the environmental footprints of the economic activities. It limits the pressure on natural resources and reduces waste. Based on 7 concepts (eco-design, usage versus ownership, resource optimization, reuse, repair, recycle), circular economy allows the decouple of economic growth from the use of natural resources and ecosystems. Atos can help its clients towards a more circular economy model by delivering its experience and expertise in digital innovations supporting an economic system of closed loops in which the use of raw materials is minimized (especially non-renewables), in which components and products lose their value as little as possible and in which renewable energy sources are used.

To favor the circular economy and in compliance with the European Waste Electrical and Electronic Equipment Directive (WEEE Directive 2012/19/EU), since July 2013, Atos' Big Data and Cybersecurity in France has joined EcoLogic, a collective system certified by the French Ministry of the Environment. For Atos' own needs, non-Atos products are mainly leased and returned to lessors at the end of the lease period and Atos products follow the processes described above for Big Data and Cybersecurity and also applied by global datacenter practices. Atos' ambition is to reach 100% recycling potential for the equipment it designs and sells to its clients by 2024.

In the ISO 14001 certified datacenters and office sites the volume of waste, e-waste, batteries, and accumulators is tracked through dedicated indicators. In 2022, 133,118kg of WEEE (145,986 in 2021, 176,006 in 2020) was collected and professionally disposed of in Atos ISO 14001 sites. Employee instructions, work practices and operational processes to recycle toners and ink cartridges and to manage IT waste and optimize recycling (laptops, desktops, printers, monitors) are in place.

Since joining Atos in November 2021 through its Scaler accelerator start-up program, Circular Computing, the world's premium remanufacturer of carbon neutral laptops, has entered a global partnership with Atos. Circular Computing produces at-scale, pre-used HP, Dell and Lenovo laptops that are equal to or better than the new and is the world's first BSI Kitemark™ certified laptop remanufacturer. This partnership has enabled Atos to deploy laptops internally to reduce its own emissions, and, to expand its Net Zero Transformation portfolio with carbon neutral remanufactured laptops to support clients in lowering their emissions and help in reaching their sustainability goals.

5.2.7.2 Plastic, packaging and paper

For an IT service provider, the use of plastic is extremely low, and Atos globally does not consider plastics and packaging as a material topic. However, for specific divisions and activities, the Group has been developing new approaches to promote plastic reduction in different business areas.

Especially for Atos manufacturing plants under Big Data and Cybersecurity, where supercomputers and hardware business are conducted, plastics and packaging are always considered important aspects in Atos environmental footprint. Thus, reducing the use of plastics in Atos packaging is one of the environmental challenges tackled by the Big Data and Cybersecurity supply chain team.

Currently, Atos is investigating several solutions to substitute plastic usage for packaging. One example is to identify industrial solutions to substitute chemical polymers for organic alternatives such as corn-based and seaweed. The use of cardboard has also been identified as another possible alternative. The second initiative is focused on the reduction of plastic films used when the goods are transported in the pallets by 40%. The reduction is already a reality. Alternatives were found such as a new plastic film generation that can be over strapped, thus reducing the quantity of plastics used per pallet. Furthermore, several packaging design works for Atos design components are studied for the future Sequana 3 and Mesca 5 ranges. The goal is to increase the number of parts per pallet to reduce the transport impact (CO_2e and cost) and reduce the mass of packaging plastic. For the next generation of the Atos Unify OpenScape Desk Phone telephone family plastic in the product packaging has been avoided and it has been replaced by paper sheets.

The "new ways of working" promoted by Atos make extensive use of digital collaboration tools. These tools progressively reduce the use of paper within the Group. Furthermore, the printing policy, the shared printers and the "follow me printing" solution gives everyone a sense of responsibility in reducing paper consumption. In major Atos Business Units such as France, paper comes primarily from renewable or sustainably managed sources. In 2022, based on publicly available estimations of paper consumption per employee in the tertiary sector, Atos' global consumption was estimated at around 35,683 metric tons for all employees.

5.2.7.3 Water and food

[SASB TC-SI-130a.2]

In offices, Atos' water consumption is that of the tertiary sector. Information and recommendations are regularly sent to employees to reduce water consumption. In the ISO 14001 certified datacenters and office sites, the volume of water is tracked. In 2021, using current Atos UK data based on metered sanitary consumption per employee, and consistent with estimation based on global water spend at the Atos Group, Atos' water consumption worldwide was estimated at around 0.409 million m^3 for all employees.

Catering providers working at Atos facilities are required to optimize the use of resources (water, electricity…), combat food waste and wherever possible implement recovery practices and waste recycling.

Established in 2019, a working group reinforced how the main recommendations from the World Health Organization (WHO) and the IPCC are implemented in Atos cafeterias. The Group recommends following WHO advice on healthy eating, complying with IPCC recommendations to reduce food-related environmental impacts, and minimizing associated carbon emissions. These recommendations also include new clear guidance regarding packaging, food waste and animal abuse/animal welfare. In many locations, vegetarian meals are available and food supply and traceability is carefully considered (MSC [(1)]-certified fish, labels, organic and local food…).

Regarding water usage for product manufacturing and datacenters:

- at Big Data and Cybersecurity although the operations include engineering activities (R&D, design and component assembly), they do not include manufacturing or only marginally for specific components. The main sources of water use are with upstream suppliers for the manufacture of electronic cards and processors.
- in datacenters, water is necessary for cooling, but flows in a specific closed water loop sealed circuit. During severe heat waves, water spray can also be used to support air conditioners as the resulting evaporation reduces their energy consumption.

1) *Marine Stewardship Council*

5.2.7.4 Biodiversity and land use, air emissions and pollution

[GRI 305-6], [GRI 305-7]

As with the other environmental challenges mentioned above, impacts on biodiversity have been analyzed and determined through materiality assessments as being of low significance relative to other environmental impacts from the business operations. Nevertheless, Atos' action plans regarding emissions, energy consumption and travel, the diffusion of environmentally friendly practices, the ISO 14001 certification and the Environmental Management System have positive repercussions for all ecosystems. For instance, in the ISO 14001 certified sites, the use of decontamination kits limits the potential for spoilage of soils and groundwater from spills and the consequential damaging effects on biodiversity. Atos, because of its activities and because of the continuous optimization program of its sites (More information in section 5.2.2.3.), contributes as little as possible to the use of land surfaces. Similarly, during the materiality analysis, ozone-depleting substances (ODS), sulfur oxides (SO_X) and nitrogen oxides (NO_X) were not identified as significant given the main activities of the Group. In addition, Atos does not produce any biogenic CO_2 emissions. However, regarding biodiversity several local initiatives have been taken up worldwide.

These include beehives on sites' rooftops to fight against the dramatic drop in bees' population and wild bees' and insects' hotels; "Bee-Days" to promote environmental awareness; collaborative gardens for employees to grow vegetables; and financial support to scientific research on wildlife; climate change and preservation of the oceans. In addition, since 2019 Atos' carbon-offset program, which includes protection of primary forests, also promotes the protection of biodiversity (more information in section 5.2.4.3).

Since 2021, Atos is participating in a project to preserve seagrass beds contributing to carbon neutrality and biodiversity. This project aims to establish the first certification methodology for conservation and preservation measures for seagrass beds within the framework of the low-carbon label, with the first pilot site within the Calanques National Park in the Mediterranean.

The Atos Green Network community also regularly host webinars with experts from universities, research bodies, green businesses, charities, and policymakers to better inform employees about the natural world, and how business and personal behaviors can improve the environment that all employees share. Additional activities organized have included volunteering such as Beach Cleans in collaboration with the Marine Conservation Society in the UK, and Park Cleans with Surfers Against Sewage.

5.2.8 Environmental Non-Financial Performance Indicators

[GRI 103-3 Energy], [GRI 103-3 Emissions], [302-1], [302-2], [302-3], [302-4], [302-5], [305-1], [305-2], [305-3], [305-4], [305-5], [A14], [A19], [A20]

The following table provides issues and indicators relevant to the Company business in the environmental dimension, aligned to the disclosures from the GRI Sustainability Reporting Standards, and aligned to the Sustainability Accounting Standards Board (SASB) standards for the "Software & IT Services" industry.

The code of the standards intends to help Atos stakeholders to locate indicators of interest across Atos monitoring performance. It does not represent a complete overview of Atos reporting or practices.

Environmental Dimension

		2022	2021	2020	2022 Perimeter (%)		2021 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*)	477,379	519,800	579,140		99.8%	-	99.2%
GRI 302-1_A	Total Direct Energy Consumption in Datacenters & Offices (*in MWh*)	20,033	23,774	27,364		99.8%	-	99.2%
GRI 302-1_A_b1	Diesel consumption (*in MWh*)	3,242	3,353	4,501		99.8%	-	99.2%
GRI 302-1_A_b2, G. Q71	Fuel oil consumption (*in MWh*)	2,868	1,114	1,557		99.8%	-	99.2%
GRI 302-1_A_b3, G. Q72	Gas consumption (*in MWh*)	13,923	19,307	21,306		99.8%	-	99.2%
GRI 302-1_A-Off	Direct energy consumption in Offices (*in MWh*)	16,300	18,996	20,222		99.8%	-	99.2%
GRI 302-1_A-DC	Direct energy consumption in Datacenters (*in MWh*)	3,733	4,778	7,142		99.8%	-	99.2%
GRI 302-1_C	Total Indirect Energy Consumption in Datacenters & Offices (*in MWh*)	457,346	496,025	551,776		99.8%	-	99.2%
GRI 302-1_C_b1, G. Q56	Electricity consumption (*in MWh*)	447,722	482,086	539,082		99.8%	-	99.2%
GRI 302-1_C_b2	District heating consumption (*in MWh*)	9,624	13,939	12,694		99.8%	-	99.2%
SASB TC-SI-130a.1 (2)	Percentage of grid electricity (excluding RECs) (*in %*)	41%	42%	45%		99.8%	-	99.2%
SASB TC-SI-130a.1 (2)	Percentage of grid electricity (including RECs) (*in %*)	41%	33%	54%		99.8%	-	99.2%
SASB TC-SI-130a.1 (3)	Percentage of renewable electricity excluding RECs (*in %*)	59%	58%	46%		99.8%	-	99.2%
SASB TC-SI-130a.1 (3)	Percentage of renewable electricity including RECs (*in %*)	59%	67%	46%		99.8%	-	99.2%
GRI 302-1_C-Off	Indirect Energy Consumption in Offices (*in MWh*)	139,819	146,337	153,971		99.8%	-	99.2%
GRI 302-1_C-DC	Indirect Energy Consumption in Datacenters (*in MWh*)	317,527	349,688	397,806		99.8%	-	99.2%
GRI 302-1_C1_c10.1	Total electricity consumption from renewable sources excluding RECs (*in MWh*)	262,213	279,723	248,840		99.8%	-	99.2%
GRI 302-1_C1_c10.2	Total electricity consumption from renewable sources including RECs (*in MWh*)	262,213	321,707	248,840		99.8%	-	99.2%
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 %*)	95%	95%	77%	-	100%	-	100%
GRI 302-1_C1_c1	Share of electricity supplied by renewable sources in all Atos Datacenters excluding RECs (*in %*)	62%	59%	59%	-	100%	-	100%
GRI 302-1_C1_c2	Share of electricity supplied by renewable sources in all Atos Datacenters including RECs (*in %*)	62%	71%	49%	-	100%	-	100%

Standard code	Indicator Name	2022 Group	2021 Group	2020 Group	2022 Perimeter (%) Per employee	2022 Perimeter (%) Per revenue	2021 Perimeter (%) Per employee	2021 Perimeter (%) 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*)	1,384	1,155	1,480	94%	-	99%	-
GRI 302-2_c2	Total km travelled per Revenue (*in km/€ million*)	12,638	11,500	13,576	-	99%	-	99%
	Distances travelled							
GRI 302-2_A6_c93	Total Km travelled by Car (*in km*)	64,078,100	89,632,293	79,036,399	94%	-	99%	-
GRI 302-2_A6_c50	Total Km travelled by Train (*in km*)	12,017,744	6,610,325	10,689,239	94%	-	99%	-
GRI 302-2_A6_c57	Total Km travelled by Taxi (*in km*)	1,002,144	1,088,132	1,053,383	94%	-	99%	-
GRI 302-2_A6_c92	Total Km travelled by Plane (*in km*)	65,131,358	25,474,210	60,076,638	94%	-	99%	-
	GHG emissions for company cars							
GRI 302-2_A6_b70	Number of company cars	5,184	5,110	5,646	-	100%	-	100%
GRI 302-2_A6_b82	Average of emissions in company fleet cars (*gr CO_2/km*)	75.17	75	101	-	100%	-	100%
GRI 302-3	**Energy Intensity**							
GRI 302-3_A_c1	Intensity by Revenue - Total direct and indirect energy (*in MWh/€ million*)	42.19	48.32	51.80	-	99.8%	-	99.2%
GRI 302-3_A_c2	Intensity by Employee - Total direct and indirect energy (*in MWh/Employee*)	4.35	4.86	5.68	99.9%	-	99.3%	-
GRI 302-4	**Energy Saving Initiatives**							
GRI 302-4_A_c1	Estimated Energy savings in Datacenters - dedicated activities only (*in MWh*)	707	747	3,703	-	67%	-	56%
GRI 302-4_A_c5	Estimated Energy savings in Offices - dedicated activities only (*in MWh*)	1,096	3,403	35,892	-	67%	-	56%
GRI 302-4_A_c14	Cost savings due to energy savings in Offices and Datacenters (*in € thousand*)	302	747	3,100	-	67%	-	56%
GRI 302-5	**Reductions in energy requirements of products and services**							
GRI 302-5_A	Estimated average PUE for core Datacenters	1.44	1.41	1.45	-	100%	-	100%
GRI 305-1	**Greenhouse gas emissions Scope 1**							
GRI 305-1_A_c2	GHG emissions Scope 1 (*in tCO_2e*)	22,026	26,955	25,711	-	99.8%	-	99.3%
GRI 305-2	**Greenhouse gas emissions Scope 2**							
GRI 305-2_A_c1	GHG emissions Scope 2 (*in tCO_2e*)	90,442	70,964	123,759	-	99.8%	-	99.3%
GRI 305-3	**Greenhouse gas emissions Scope 3**							
GRI 305-3_A_c1	GHG emissions Scope 3 (*in million tCO_2e*)	2,406	2,308	2,664	-	100%	-	100%
GRI 305-1, GRI 305-2, GRI 305-3	**Total greenhouse gas emissions Scopes 1, 2, 3**							
GRI 305-4_B_c4	All GHG emissions - Scopes 1, 2, 3 (*in million tCO_2e*)	2,518	2,406	2,803	-	100%	-	100%

Standard code	Indicator Name	2022 Group	2021 Group	2020 Group	2022 Perimeter (%) Per employee	2022 Perimeter (%) Per revenue	2021 Perimeter (%) Per employee	2021 Perimeter (%) Per revenue
GRI 305	**Greenhouse gas emissions sub-perimeters**							
GRI 305-4_B_c1	Atos Carbon Operational Perimeter (Scopes 1, 2 and 3 Categories 6) *(in tCO_2e)*	122,975	103,493	160,862	-	99.7%	-	99.3%
GRI 305_B_c3	Atos Carbon Operational Perimeter excluding refrigerants (in tCO_2e)	112,051	92,214	149,583	-	99.7%	-	99.3%
GRI 305-2_B_c1.1	GHG emissions in Datacenters *(in tCO_2e)*	54,661	38,702	80,961	-	99.7%	-	99.3%
GRI 305-2_B_c1.2	GHG emissions in Offices *(in tCO_2e)*	39,873	36,891	48,235	-	99.7%	-	99.3%
GRI 305-3_B_c1.3	GHG emissions in Travel (Scope 3 Cat 6 Business travel) *(in tCO_2e)*	10,507	5,574	8,996	-	99.2%	-	99.3%
GRI 305-3_B_c1.4	GHG emissions in Travel (Atos car fleet) *(in tCO_2e)*	7,010	11,047	11,391	-	99.2%	-	99.3%
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)*	222.06	222.00	250.69	-	100%	-	100%
GRI 305-4_A_c1.1	Intensity by Revenue - Atos Carbon Operational Perimeter *(in tCO_2e/€ million)*	10.88	9.61	14.45	-	99.7%	-	99.3%
GRI 305-4_A_c2.2	Intensity by Employee - All GHG emissions (Scopes 1, 2, 3) *(in tCO_2e/employee)*	22.94	22.37	27.29	-	100%	-	100%
GRI 305-4_A_c1.2	Intensity by Employee - Atos Carbon Operational Perimeter *(in tCO_2e/employee)*	1.12	0.97	1.58	99.0%	-	99.5%	-
GRI 305-5	**Reduction of greenhouse gas (GHG) emissions**							
GRI 305-5_A_c1	GHG reductions - Operational Perimeter (Scopes 1, 2 and 3 Categories 6) *(in tCO_2e)*	19,482	-57,369	-89,347	-	99.7%	-	99.3%
GRI 305-5_A_c2	GHG reductions - Scopes 1, 2, 3 *(in million tCO_2e)*	0.112	-0.397	-0.500	-	100%	-	100%
GRI 305-5	**Offset of Atos' Carbon Operational emissions**							
GRI 305-5_A_c1	Offsetting of Atos' Carbon Operational Perimeter *(in %)*	100%	100%	100%	-	100%	-	100%
GRI 305-5_A_c3	Offsetting of Datacenters GHG emissions *(in %)*	100%	100%	100%	-	100%	-	100%
GRI 305-5_A_c4	Offsetting of Offices GHG emissions *(in %)*	100%	100%	100%	-	100%	-	100%
GRI 305-5_A_c5	Offsetting of Travel GHG emissions *(in %)*	100%	100%	100%	-	100%	-	100%
A14	**ISO 14001 certification of Atos main sites (offices and DCs)**							
A14_c5	Number of Offices and Datacenters ISO 14001 certified	108	99	99	100%	-	100%	-
A14_c6	Percentage of main Offices and core Datacenters ISO 14001 certified or in the process of being certified	88%	90%	89%	100%	-	100%	-

		2022	2021	2020	2022 Perimeter (%)		2021 Perimeter (%)	
Standard code	Indicator Name	Group	Group	Group	Per employee	Per revenue	Per employee	Per revenue
A19	**Waste Electrical and Electronic Equipment (WEEE)**							
A19_A9_b3	WEEE collected (*in Kg*)	145,785	145,986	176,006	-	84%	-	61%
A19_A2_b3	WEEE professionally disposed (*in Kg*)	133,118	138,765	160,115	-	84%	-	61%
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 419-1	**Significant fines for non-compliance concerning the provision and use of products and services**							
GRI 419-1_A	Significant fines for non-compliance concerning the provision and use of products and services	0	0	0	-	100%	-	100%

Environment Dimension:

All environmental indicators exclude Norway, Burkina Faso and Russia.

GRI 302-1, GRI 302-3, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4 Perimeter for Offices and Data Centers include Algeria, Andorra, Argentina, Australia, Austria, Belgium, Brazil, Bulgaria, Canada, Chile, China, Colombia, Croatia, Czech Republic, Denmark, Egypt, Estonia, Finland, France, French Polynesia, Gabon, Germany, Greece, Guatemala, Hong Kong, Hungary, India, Ireland, Israel, Italy, Ivory Coast, Japan, Kingdom-Saudi Arabia, Korea, Lebanon, Lithuania, Luxembourg, Madagascar, Malaysia, Mali, Mexico, Morocco, Netherlands, New Caledonia, New Zealand, Peru, Philippines, Poland, Portugal, Puerto Rico, Qatar, Romania, Senegal, Serbia, Singapore, Slovakia, South Africa, Spain, Sweden, Switzerland, Taiwan, Thailand, Tunisia, Turkey, United Arab Emirates, United Kingdon, United States, Uruguay and Venezuela.

GRI 302-1_C1_c8: Approximated values. Strategic Datacenters managed by Atos in the Global Operation Practice Data Centers & Hosting (GO DC&H) scope.

GRI 302-1, GRI 302-3: Direct energy: gas, diesel and fuel oil

GRI 302-1, GRI 302-3: Indirect energy: electricity and district heating consumption

GRI 302-2, GRI 305-1, GRI 305-3, GRI 305-4 perimeter for Travel includes Andorra, Argentina, Australia, Austria, Belgium, Brazil, Bulgaria, Canada, Chile, China, Colombia, Croatia, Czech Republic, Denmark, Egypt, Estonia, Finland, France, Germany, Hong Kong, Hungary, India, Ireland, Italy, Japan, Korea, Lithuania, Luxembourg, Malaysia, Mexico, Morocco, Netherlands, Philippines, Portugal, Qatar, Romania, Senegal, Serbia, Singapore, Slovakia, South Africa, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, United Arab Emirates, United Kingdom, United States and Uruguay.

GRI 302-2 the Travel Intensity includes the travel's scope of countries. The employees included in that scope of countries are 102,796. The revenue applicable for that scope of countries are € 11,332 million of Euros.

GRI 302-3 the Energy Intensity includes the Office's and Datacenter's scope of countries. The employees included in that scope of countries are 109,793. The revenue applicable for that scope of countries are € 11,314 million of Euros.

GRI 302-5: The PUE is a standard calculation: total kWh consumed by the entire site infrastructure divided by the kWh consumed by the IT infrastructure. The PUE, a measure defined by the Green Grid, is the industry standard indicator used to measure and monitor the energy efficiency of a Datacenter [GRI 302-5_C]. The scope of this indicator is the core datacenters. Those core datacenters are strategically selected with stricter requirements to the design and operation.

GRI 305-1, GRI 305-2, GRI 305-3: tCO_2e: Tons of CO_2 equivalent [GRI 305-4_D]

GRI 305-4 The greenhouse gas emissions intensity for the operational scope includes offices, data centers and business travel. The employees included in this country scope are 109,793. The applicable turnover for this country scope is € 11,305 million euros (GRI 305-4_B).

GRI 305-4, GRI 305-5: Atos "Carbon Operational Perimeter" includes emissions under control or direct influence. All emissions from Scope 1 (fossil fuel, Atos car fleet and refrigerants), all emissions from Scope 2 (electricity and district heating) and emissions from Scope 3 category 6 (business travel) [GRI 305-4_C]. An external audit covers the full Atos' Carbon Operational Perimeter with a quantitative validation on scopes 1, 2 and 3 category 6.

A14: A site has formally entered the "certification process" when a budget has been allocated or the manager of the Environmental Management System has been appointed.

5

5.3 Social

5.3.1 Social Non-Financial Performance

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 it an employer of choice, and a place where employees can have control of their careers and develop in an inclusive, creative, responsible and collaborative workplace. These fundamentals are supported by strong change programs (notably culture and workplace), high attention to people care, and diversity and inclusion.

Atos remains an attractive employer with record hiring in 2022. Employees are able to develop skills and careers and the Group reported this year a record average training hours. Employees feel Atos is an increasingly great place to work, which is reflected in increased results for all of the Great Place to Work® Survey categories in 2022. Finally, Atos is an increasingly diverse and inclusive workplace with positive trends observed for gender diversity across the Group.

The second semester of 2022 came with heavy focus on the announcement of the potential company carve out. The preparations for this eventuality were supported by a significant communication effort including regular 'all employee calls' lead by Top management to explain and clarify the rationale, the process, the expected benefits and provide opportunity for direct questions from all employees. Of course, these communications were framed conditionally on the successful completion of due social process.

In the event of a confirmed split into two publicly listed companies, each of Atos and Evidian will define their own CSR strategy following a materiality assessment to be performed in 2023 by an external specialized consultancy firm supported by each entity's CSR team. For more details, please refer to Section 5.1.1.

5.3.2 Talent attraction and retention

[GRI 3-3 Employment], [GRI 3-3 Training and education]

Atos seeks to bring the right skills to foster development, passion, and innovation. The programs to support this include ensuring development of Atos' employees by prioritizing internal movement, supporting an Industry lead organization securing both internal and external Industry talent, targeting 95% retention of key people, attracting and retaining digital natives through passion and innovation in decarbonization, and embracing the opportunities offered by new ways of working. In line with its strong commitment to playing a key part in the education of the future of young professionals, Atos has developed strong institutional partnerships with 252 universities on a worldwide basis. In 2022 the Group offered 2,371 students the opportunity to enhance their education via internships or apprenticeships. Working closely with future young professionals is crucial for Atos so that when the time comes for them to choose a new employer, Atos can offer them a project that matches their profiles and professional interests. The Group indeed employed over 5,917 graduates in 2022 [1].

1) *A graduate is a new joiner who graduated in current or prior year*

5.3.2.1 Recruitment

Hiring, engaging and retaining diverse talent across Atos has been the continued focus for Atos Global Recruitment.

With the announcement of the potential company carve out in June 2022, the recruitment organization has confirmed its operational readiness by:

- transparency: Recruiters have been briefed in dedicated awareness sessions on how to address questions from applicants and potential candidates;
- promoting attractivity: Recruiters have been provided training on how to pitch Atos, and a SharePoint site with helpful information and communication assets (e.g., "6 Reasons to join Atos during a time of change") and templates for applicants and new joiners;
- reaffirming commitments: notably to recruitment gender diversity.

During 2022, Atos hired 28,919 employees to support the growth of the Group, of which 13,712 were Juniors and prioritized diversified hiring, achieving 34.4% women hired.

The ratio of Female hiring in leadership roles (GCM Level 7+) was 17% (in line with the 2022 industry trends).

Thus, the focus of Atos' Recruitment Organization in 2022 has been to act as the change-driver in the Group and the IT sector in general, to influence the mindset shift in hiring managers on the criticality of Gender Diversity and Equity.

Based on the Strengths, Weakness, Opportunities, Threats (SWOT) analysis performed by local teams, 2022 brought an increased focus on turning "opportunities into actions", including:

- unleashing the Gender Diversity sourcing channels to build strong local alliances in support of Atos Diversity, Equity and Inclusion (DE&I) actions across most geographies (Central Eastern Europe, Switzerland, Southern Europe, France, Italy, Spain, Northern Europe, Asia Pacific, UK, etc.);
- targeting Female candidates by "talking about what matters to them" (e.g., parenting, work-live integration, etc.), as well as including existing benefits, impactful for Females in job advertisements;
- focus on mothers and women to enhance talent attraction in an often-ignored market;
- increased Employee Referral (ER) bonus for referring Female candidates (e.g., Northern Europe, Asia-Pacific, UK, the Netherlands);
- continued focus on enabling Atos recruitment community to realize and eliminate bias (e.g., by encouraging Textio certification).

The Group Recruitment Center of Excellence (CoE) strives to promote Employer-branding, the focus in 2022 has been to showcase real life and inspirational examples of women in Atos. Campaigns and initiatives across the globe to engage allies to Gender Diversity in the organization have also been part of the talent-attraction toolkit in 2022.

The Group Recruitment strategy encompassed a global deployment of several programs aimed at clearly voicing Atos employer value proposition, strengthening Atos' employer brand and its visibility, to accelerate candidate attraction:

- **Textio** has developed the world's most advanced workplace language guidance. Textio written content is gender neutral thereby significantly increasing the women applicants in Atos hiring funnel. In addition, the "age bias" feature in Textio helps to effectively remove any biased content to a certain age group thereby balancing the age-based appeal to the targeted candidate audience. In 2022, Atos had 25% progress both in quantitative writing volumes of job posts, in-mails and as well as on the qualitative gender neutrality average scores. Atos remains steadfastly focused and committed to gender-neutral writing through rigorous monthly tool trainings and as well as encouraging all HR colleagues to get certified on Textio-U;
- **Employee Referral** strategies have gained new momentum in 2022, as these got streamlined within geographies. Local (regional and country) Employee Referral Programs have grown exponentially with an increased scope and reach. Today, Atos operates Employee Referral programs in all geographies across the globe, contributing to the overall reduction of agency usage by leveraging internal strength and enhancing overall Atos employer brand;
- the **"STAR Dashboard"** provides strategic tracking and analytics for recruitment based on year to date and weekly data related to demand fulfilment and evolution. It enables transparency with the business with regards to process efficiencies and adherence to recruitment KPIs. It visualizes high-level, as well as detailed, historical data & trends on recruitment specific topics and metrics, such as joiner's ratio, pipeline, source mix, stagewise efficiencies, applications, conversions, declines and specific hire metrics;
- Atos has signed up with **LinkedIn** for a high-quality partnership allowing the recruitment organization to leverage the world's largest business community for recruitment and sourcing activities. The "Hiring Enterprise Program" allows for unlimited recruiter access and posting of all external job openings to increase Atos' visibility and strengthen the employer brand. Additional modules such as a platinum career page help to increase visibility for an authentic employer brand and showcase its Employer Value Proposition to candidates and potential applicants;
- **Employee Testimonials:** Striving for a more authentic employer brand the recruitment marketing team has launched multiple initiatives to replace generic stock photos and videos. Campaigns such as "My job explained to my family" help to create a better market understanding for roles and required skills in Atos. These videos are shared on dedicated Atos employer branding social media channels and Atos' career site;

- a dedicated **Sourcing Science** team consistently provides Strategic Guidance and Market Intelligence to business and recruitment teams to understand and analyse talent trends Pre and Post demand generation. In 2022 this team has delivered more than 1,500 reports on Talent supply analysis, competitor talent insights, salary gap analysis etc. in order to capitalize market trends and target sourcing activities;
- the **Recruitment Business Partner Development Program** has been created to develop the skills of Atos´ diverse team of Recruitment Business Partners (RBP's). This program is designed to encourage continuous development and help them to develop further, learn new skills, or to be part of the induction for new joiners. The overall objective of the RBP is to be a trusted partner to give a superb experience to Atos´ managers and candidates, and to contribute effectively towards the growth and success of Atos´ business.
- targeting top talent is combined with Atos' **Red Carpet Onboarding initiatives** to enhance candidate experience. This approach encompasses a multi-layer bonding with candidates, to address doubts, career aspiration and apprehension and keep candidates engaged from their first encounter with Atos throughout their application journey. The Group will use such elements of end-to-end Candidate experience in 2023 in its efforts to position itself, as an employer of choice for top candidates.
- use of **Tooling Innovation**, like: **Sniper AI**, that uses machine learning to match CVs and job specifications. Approximately 300 licenses have been allocated to recruiters offering features such as screening time reduction by automated candidate ranking and proactive profile matching from the candidate pool. In addition, Atos has deployed more than 50 license for **HireEZ**, an outbound recruitment platform which is allowing access to more than 800 million diverse candidates in more than 40 sourcing channels. HireEZ uses artificial intelligence and Boolean search to find the best candidates for each role. In 2022 more than 450,000 candidates have been sourced.
- **video job descriptions** have been pushed for critical roles and hiring campaigns. Thus, the recruitment organization has multiplied applications for these roles and received excellent intake from candidates, while contributing to internal employee engagement.
- Atos global Recruitment has launched an **Applicant Tracking System** (ATS) based automated offer release pilot in the U.S. The process helps to reduce time taken to rollout offers after candidate selection to less than 15 minutes while currently the process takes anywhere from 4 -48 hours.

All above programs, initiatives, actions and tools enabled the Group in 2022 to reach the highest number of hires in 5 years at 28,919, whilst at the same time keeping the diversity hiring at the top of Atos' priorities.

In its drive to increase the excellence of the services delivered to its clients, the Group continued its **tier-one university program** and added partner universities (recognized worldwide and locally) with the full sponsorship and monitoring of Group General Management Committee. This approach has resulted in an increase of over 300% since 2016 in the hiring of graduates coming from this selected pool of tier-one and partner universities, with 5,917 recent graduates joining the Group in 2022.

As part of Atos' commitment to offer career opportunities to recent graduates, Atos partners with 252 universities worldwide, focusing on key skills and expertise. In addition, Atos collaborates with and supports international student associations such as the Franco-German University and the Board of European Students of technology (BEST) – an international organization of universities for higher education and research – to share knowledge and interact with best-in-class students globally.

The trust Atos displays in opening internships and apprenticeships to individuals who are yet to graduate is greatly appreciated by students. The positive outcomes of these efforts can be monitored in the "Happy Trainees Label" awarded for many consecutive years to GBU France, also in 2022, as well as the steady increase of the Junior Hire versus total Hires. In 2022 the Group offers 2,371 students the opportunity to enhance their education via internships or apprenticeships.

Keen to offer its staff career perspectives, in 2016 Atos launched its "**Internal First**" program. The purpose of the program is to promote internal mobility when filling any vacant position. It consists of a range of activities including internal careers fairs, "job cafés", video testimonials from employees, and much more. The goal is to give employees the opportunity to develop their experience, skills and employability within new career paths and through mobility. In 2022 Atos filled 63% of its permanent positions with internal employees.

In 2022 Atos Campus Management launched several initiatives with students, graduates and young professionals to offer them the opportunity to deepen their understanding of Atos and help them prepare their entry into the professional world. The key initiatives were for example:

- **Atos IT Challenge**, the first international student competition dedicated to technological innovation, 2022 topic was 'to the moon, to Mars and to the stars';
- **Atos Virtual Inhouse Day**, for a worldwide student and graduate audience to learn more about Atos in a virtual walk-in day, with 490 participants from 46 countries;
- **Atos Boot Camp,** one-week, online free training on the Atos Strategic Topics for worldwide technology students to discover real life applications of technologies they learn at school, and network with Atos professionals. After each day; students could take a test and earn certificates. This year saw 2,102 registrants from 77 countries, with 40% women and 444 certificates delivered;
- Group and local initiatives to boost women graduate hiring such as:
  - women in Africa, 35 girls in a coding program in Senegal,
  - women in Atos campaign (created by RBU Southern Europe for the Group),
  - divership Spain (Southern Europe),
  - diversity & Inclusion requirements for *Taxe d'apprentissage exercice* (Southern Europe),
  - coaching Filles & Maths INP Grenoble Ensimag (Southern Europe),
  - Girls Day (Central Europe),
  - Bright Networks (Northern Europe),
  - Code first girls (Northern Europe),
  - event with STEM Women (UK, Northern Europe),
  - Atos Aspirations with Fulham Cross Girls School (UK, Northern Europe),
  - participation in Django Girls (The Netherlands, Northern Europe).

Number and rate of people entering the Company per gender and age in 2022

[GRI 401-1]

	Female	% total employees Female	Male	% total employees Male	Female and Male	% total employees
<=30	6,330	21.9%	10,592	36.6%	16,922	58.5%
30><=50	3,265	11.3%	7,577	26.2%	10,842	37.5%
>50	346	1.2%	809	2.8%	1155	4.0%
Total	**9,941**	**34.4%**	**18,978**	**65.5%**	**28,919**	**100%**

Number and rate of people leaving the Company per gender and age in 2022

[GRI 401-1]

	Female	% total employees Female	Male	% total employees Male	Female and Male	% total employees
<=30	4,496	17.2%	6,692	25.7%	11,188	42.9%
30><=50	3,149	12.1%	9,308	35.7%	12,457	47.8%
>50	636	2.4%	1,800	6.9%	2,436	9.3%
Total	**8,281**	**31.7%**	**17,800**	**68.3%**	**26,081**	**100%**

5.3.2.2 Retention

Key People program

Key People and Talents Retention is key to the success of Atos. In 2019 the Key People program was relaunched, focusing on Atos' most senior level Experts, Scientific Community members, Top Talents and employees with key contributions. An operational HR team with representatives from each business and Regional Business Unit (RBU) actively manages the retention of the 2,100 identified key people. The team works closely with business managers to address development, career progression, remuneration and mobility, ensuring individual care for the career and development of each key person. In 2021 the Key People digital application was implemented to support the team in its work. This application excels at improving communication between managers and HR, and helps track retention measures followed by appropriate mitigation actions.

The Key People program is fully operational, and in 2022, despite "the high attrition" the market was facing, Atos managed to retain 89% of its Key People.

The success of this program is due to the engagement of the Senior Leadership teams who actively support the retention and career of Atos' key employees. There have been also multiple retention measures implemented and monitored to retain Talents in the organization. "Talking Talents" calls have been held quarterly, to highlight the Talent retention aspects to the managers. Similarly to previous years, Talent Reviews sessions with succession planning were run to enhance Talent visibility and their further development. There have been also various Career Management offerings available to all Talents in the organization focusing on two main aspects: career progression and development. From a career progression perspective, it is worth mentioning the Global Hands Up program to enhance career move readiness visibility supported by digital application Evolve, Job Fairs events and weekly published Hot Jobs (important open positions). Development areas were covered by Atos Corporate University hub, My Future At Atos dedicated space, Career Advisory sessions followed up by Career Conversation, career webinars on development topics and other ad hoc initiatives.

Expert Career Path & Community

Launched in 2017 with the ambition to be a driving force for collaboration, ideation, innovative research and development, the Atos Expert Community gathers today 2,400 technology experts worldwide. The community aims to steer business strategy, contribute to Atos technology roadmap and boost innovation by anticipating market needs.

In an operational way, this community responds 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 8 strategic technology domains those experts regularly interact to go beyond the technology frontiers, boost innovation and support clients to take the right decisions on their digital transformation journey.

As Expertise Excellence induces and conditions the achievement of the business objective, the Group pays attention to develop the technological career of Atos experts, create synergies between functions to broaden the field of competencies and increase the level of influence and attract talents. These experts are identified during dedicated yearly application campaigns, where they can apply to one of the four levels of the career path – from Expert to Senior Expert, Distinguished Expert and Fellow. Candidate files are reviewed internally by validation bodies composed of technical attendees (experts of the highest levels), Chief Technology Officer (CTO), Head of Research & Development (R&D), RBU Management and Human Resources. Experts are selected for two years after which they are asked to reapply to continue to be part of the community at the same or higher level in the career path, based on their contributions to the Expert Community, to the business and to Atos overall. This process is monitored by the Group CTO Office.

Atos is leveraging experience and knowledge sharing, to facilitate an international collective expertise. Thus, it is imperative to support experts in their development, both in terms of skills and leadership. Beyond knowledge, there is obviously desire and motivation, key vectors of success, which is why Atos' program includes a specific career path. Atos' Expert Community is the driving force in terms of innovation and technology expertise is at the heart of the Atos value proposition.

5.3.3 Skills management and development

[GRI 3-3 Training and education], [GRI 404-1], [GRI 404-2], [GRI 404-3]

5.3.3.1 Talent Development

The sustainable and long-term employability of staff is the cornerstone of Atos' Talent Development & Training policies. Atos has developed its own Talent Academy with a suite of global talent programs, designed to nurture talent's skills and passion to drive change and accelerate their growth within the Company

Each of these programs is directly sponsored by an Executive Management member to ensure a strong link between talent development and growth strategies.

These programs include:

LAUNCH for future leaders

Designed for talents in the early stages of their career, LAUNCH is a global initiative, based on a worldwide framework, and delivered in a growing number of local and regional settings.

It is self-organized and regional in set up, with core standards being set at a Group level. The mission of the LAUNCH program is to provide a combination of personal development sessions, networking opportunities with top management and international colleagues, as well as working on innovative projects that contribute to Atos' business performance.

FUEL for emerging leaders

The FUEL program is a formal global program for early career talents running in cooperation with the Institute for Manufacturing (IfM Engage) of Cambridge University. Participants also join the Franklin Covey leadership and personal development online sessions and are invited to engage in personal coaching sessions and to benefit from a global mentor throughout the year. In 2022, over 100 FUEL participants completed the program. To date, more than 300 employees have become FUEL alumni.

GOLD for Business Leaders

Nominated by the Atos executive and top management annually, 80 members of the Group's identified talents are invited to take part in the prestigious GOLD for Business Leaders program. In cooperation with HEC Paris, Europe's leading business school, GOLD for Business Leaders aims to develop the future leaders of the Company and create ambassadors for the Company's values.

The program was recognized with an award by the European Foundation for Management Development (EFMD) in the Talent Development category in 2013. In 2022, Atos offered a blended learning approach, including online and in-person sessions. Apart from the learning sessions, a module called Beyond GOLD was organized to help participants take the learning into their workplace. To date, the program counts more than 530 active alumni.

GOLD for Technology Leaders

The GOLD for Technology Leaders program was launched in 2013 in cooperation with the Institute for Manufacturing Education and (IfM Engage) of Cambridge University in the United Kingdom, and the Software Innovation Campus Paderborn (SICP) of the Paderborn University in Germany. The goal is to give to Atos Talents with Expert profiles the vision and capability to define innovative end-to-end solutions, helping clients to gain competitive advantage. In 2021 Atos was delighted to increase the intake from 60 to over 72 alents from across the world. For 2022, Atos successfully moved the program to blended learning approach, with both online learning and the final module delivered in Cambridge. In 2018 the program received an award from the European Foundation for Management Development (EFMD) in the Talent Development category. The GOLD for Technology Leaders alumni network is over 300 employees.

VALUE for Executive Leaders

The VALUE program was launched in 2018 and developed in partnership with INSEAD, a leading European business school, aimed specifically at the Group Executives population. The program, focused on Leading Digital Transformation, has three modules (two modules delivered online and one classroom-based module) and takes a very client centric view of leading the organization through the digital change lifecycle. Over 360 Atos Executives have already graduated from the program, with a further 55 due to graduate in Q1 2023.

In total 1,440 employees had enrolled in the Global Talent programs (including 2022 participants). Identification of nominations for the programs is continuously under development with focus on Diversity. In 2022, 43% of women participated in the Global Talent Program: 53% women in FUEL, 31% in GOLD for Technology Leaders and 38% in GOLD for Business Leaders. The target is 50% gender diversity in all talent programs by end of 2024.

5.3.3.2 Learning and Development

In a business-as-usual mode, a vast number of certified learning paths are made available to all employees. These certified learning programs are specific to the needs of the various target groups within the Company: Industry Experts, Technologists, Project & Delivery Managers, as well as Leadership and Support Functions. These learning programs are often offered online and/or virtually, by academic institutions or by educational technology companies.

In the year 2022 the total number of digital certifications was 85,746. In addition, a special program called Cloud Boost has helped train more than 7,860 of Atos client-facing employees on the fundamentals of Cloud.

Certificates are typically earned by completing college or college-like courses, often with lectures, assignments and exams. The level, involvement and duration vary, based on the objectives and the content of the program.

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:

	Key 2022 Academies	Employees trained on in 2022
Business Growth	SAP Academy*	1,139
	Automation Academy*	2,471
	Cloud Academy*	7,860
	Cyber Security Academy*	4,099
	Contract Management Academy	247
	Sales Academy	353
Leadership Growth	HR Academy	145
	Leadership Academy	19,242
	Language Academy	12,360
Total		**47,916**

Note: * represents "digital" academies

These Academies offer different learning programs and curricula as well as certifications. This is often done in partnership with leading universities and business schools.

Overall, in 2022 the Atos workforce benefited from an average of 63.09 hours of formal and informal training per employee [GRI 404-1].

Furthermore, because employees spend much more time learning informally on-the-job, in a digital environment or collaboratively in coaching or peer communities, Atos is planning to report such learning based on the hours of education recorded in the ESS time-sheeting tool. In 2022, Atos estimated the number of hours of informal training at 38 hours per employee. Accordingly, there were more than 6 million hours of education reported for 2022. The Company plans to capture this effort even more effectively in line with the clear path to digitization.

Service Delivery Capabilities

To equip its workforce with digital solutions design and delivery capabilities, Atos invests heavily in training and certification programs focusing on key technologies and skills required for Digital Transformation (e.g., virtualization, Internet of Things, big data, hybrid cloud, high performance computing). This effort is also supported by Atos' eco-system of technology partners (e.g., EMC² Federation, Microsoft, SAP) and strategic alliances (e.g., Siemens or Google Cloud). In 2022, in addition to the "Be Digital", Atos provided for the second year in a row a special initiative "Cloud Boost" to train the Service Delivery Managers and the Client facing executives on Cloud Technologies. This program is designed and executed in collaboration with Microsoft (Azure), AWS and Google Cloud as its strategic partners.

Leading in the Digital Age (LIDA)

Atos has been in a collaborative working partnership with Harvard Business Publishing since 2018. The initial purpose was to be able to create a world-class leadership development program for Atos Senior Managers. The outcome was the Leading in the Digital Age (LIDA) program. Atos successfully completed 8 Cohorts with about 1,281 program graduates; the 9th and 10th Cohorts with 390 participants are in progress. Atos is planning to launch the 11th and 12th Cohort simultaneously in the early 2023 due to a fabulous response received for this ever-growing target population.

This program is a proud winner of Gold Award in the prestigious by EFMD (European Found) [(1)].

The LIDA program is tailored to equip its participants with the right mindset, knowledge and business models to drive the Company's strategic ambition. It is a highly participative blended virtual program including case studies, thought leader discussions with Harvard Business School Thought leaders, pre-reading, podcasts, video. There are 3 principal modules of around 6 weeks duration and post the successful completion the participants are awarded the prestigious Harvard Certificate and Digital Batch.

1) *https://atos.net/en/2022/awards_2022_07_11/atos-receives-gold-award-for-lida*

Project Management Academy and digital ways of working

In 2022, Atos continued to place key emphasis on Project Management (PM) and Agile training and certification. The objective was to effectively train Atos Project Managers and Program Directors in Project Management and Agile Methodologies, Digital ways of collaboration, Lean, Design Thinking as well as updated Atos internal processes and tools.

In total more than 375 Project Managers participated in the different programs and training courses. The well-established training programs "Project Management Academy" and "Agile Academy" have been updated with latest content and further improved in delivery methodology.

In 2022, 45 Atos employees increased their skills and knowledge in a Project Management / Senior Project Management training program, Project Manager Masterclass and SAFe Agile training and certification program, which were delivered in partnership with ESCP Business School, Cranfield University School of Management and Internal trainers.

SDM Academy

In 2022, Atos continued to deliver the Service Delivery Management Academy in cooperation with the ESCP Business School. This strategic training program focused on all aspects of Service Delivery and Client Management. More than 50 employees from all RBUs participated in this program during the year.

5.3.3.3 Career Development

In Atos, Career Development is a fundamental key for the success of all Employees and for the Organization. The goal is to provide for each employee a unique opportunity to learn and grow with developing next career steps. Atos Group Career Management has implemented a holistic approach to Career Management for its employees. Bringing together four key elements to support career planning and development in the career wheel structures the four categories of career management:

- Your Opportunities – Through the Global Hands Up Program, Group Career Management in partnership with recruitment and workforce management, share hot jobs and host virtual job fairs, providing Atos employees, who have registered an interest in a career progression with access to exciting opportunities in the organization. Access to opportunities is enabled through the Evolve application, launched in 2019 and re-designed in 2022 to enhance user experience, where employees can access opportunities and apply for open positions. The Group Career Virtual Fairs offer dedicated sessions with Atos Senior Leaders to help employees explore new business career direction, followed up with dedicated sessions with recruiters;
- Your Development – Fully aligned with Atos Group branding #TheFutureIsOurChoice, Atos Group Career Management runs monthly webinars dedicated to the career development of Atos' employees. In collaboration with Learning & Development and the Performance team, these webinars offer employees an opportunity to reflect on their career and skills and understand the support and training available to them, empowering employees to be the CEO of their Career. In 2022 Career Advisory sessions have been implemented to support employees with the queries regarding their career and development;
- The Organization – Ensuring employees are connected with Atos and understand the strategy is important to their overall career planning. Employees are kept connected to developments that may create career opportunities through dedicated My Future At Atos space and via newsletters and webinars;
- Your skills – Providing employees with information on the wealth of training and development available at Atos through Atos Corporate University, internal and external certifications and a range of training offerings via My Learning, webinars and newsletters.

Continuous support is offered to all employees via Atos on-line community Viva Engage space MY FUTURE AT ATOS. With over 29,000 members, this space shares role opportunities, learning and development and support employees with applying for their next role. In addition, Atos dedicated a quarterly newsletter that shares news and developments to support their career enhancement. Atos webinar offerings (training, Job fairs and career webinars) have welcomed 1,650 employees in 2022. All these offerings are structured in alignment with the career wheel.

Career focus: Talent & Key People [1]

Group Career Management places special attention on the careers and growth of Atos' Talents and Key People by offering a dedicated 1:1 career coaching session for those who are interested in career progression. Focusing on their individual career aspirations, Group Career Management explores how their network and visibility can be expanded, considers their personal brand, their aspirations and develops a common career plan. Proactively working with the business to share profiles, support succession planning and access new opportunities, almost 200 individual career and talent conversations took place with Atos' Talents and Key People in 2022

Key People support has been reinforced with a digital application to enhance communication and actions tracking. Dedicated sessions are also being held with managers of Talents and Key People to increase their awareness and to support them with their talent development actions. In 2021 a key people managerial training curriculum has been introduced to support managers with the tools and knowledge to develop and support Atos Talents and Key People more extensively. In addition, a Key People podcasts series was initiated in 2022 to enhance awareness of the Key People program among HR community and managers of Key People. Furthermore, a quarterly Key People newsletter for managers was launched in March 2022 to keep managers engaged and informed about ongoing activities and actions needed on their side.

Performance Management

Performance management is an essential function to achieve a high performing environment, this is the first step to support employees' 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 & individual development planning, feedback discussions with development actions and formal evaluations.

In the last 12 months, 89% of employees received performance and development reviews (vs. 87% in 2021) [GRI 404-3]. 94% of the Atos key people population had a review in 2022.

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 2022, 63% of all resource requests were filled in internally.

At Atos, all employees can benefit from an Individual Development Plan (IDP), which is a performance enhancement and career planning tool, integrated within the Performance Management process. This is a voluntary measure that is highly encouraged by the Group and helps employees to identify actionable development in line with their career aspirations and Atos' business needs. To that end, employees can select skills they need to develop for their current or future role and/or based on future client needs, market trends, Atos strategy and expected growth areas in the mid-term future. In 2022, 66% of Atos employees created their Individual Development Plan.

Global Mobility

International Mobility (IM) continues to be considered as a key lever not just for talent development and retention but also to bridge the skill & talent gap. In 2022, International Mobility partnered with business and Workforce Management to be used as one of the key levers to support the Global Delivery Model and encourage rotation across geographies.

International Mobility has tried to improve the employee experience each year, while keeping compliance as a priority. To continue enriching assignee experience, Digital tax briefing has been introduced for the Landed Resources for the first time. This briefing provides assignee with valuable information related to host country tax topics. The tax services initiations have also been simplified through the IM tool and a sync has been established with the vendor system to ensure a seamless and up-to-date data flow.

Process efficiency and automation were also in the forefront during 2022, helping to enrich user experience. Automation of electronic signature have also been finalized for implementation, which will facilitate the end-to-end signature process with stakeholders within the system. This will also reduce carbon footprint and cost.

2022 was a challenging year for Atos employees with the stress and uncertainty caused by frequent popping up of pandemic as well as global political disturbances due to war between Russia and Ukraine. The team also supported in obtaining proper licenses and meeting several legal obligations to support movement of Atos Russian colleagues and ensured business continuity. Atos International Mobility has supported mobile employees with a quality service, mitigating both the stress of moving and changing environment/culture and the health and security risks.

In 2022, International Mobility managed around 2,411 cases of assignment plus around 2,000 international hires.

1) *Key People are the employees identified as being key to the organization. Atos defines two tracks: Expert Track with high-end Experts and Scientific Community members and Strategic Skills holders, and Leadership Track: Top Talents and Talent Programs Alumni, Key Contributors, and Successors to Executives]*

5.3.4 Employee Health, Safety and Wellbeing at work

[GRI 3-3 Occupational Health and Safety], [GRI 403-1], [GRI 403-2], [GRI 403-3], [GRI 403-4], [GRI 403-5], [GRI 403-6], [GRI 403-7], [GRI 403-8], [GRI 403-9], [GRI 403-10]

5.3.4.1 Health & Safety

Global initiatives

Atos has always been and is committed to maintaining and promoting the health, safety, and wellbeing of its employees, and the Covid-19 pandemic has highlighted Atos strong culture of social responsibility.

Atos' Health & Safety programs not only accommodate legal requirements, but consider the needs and expectations of interested parties, assess and manage risks, report and investigate incidents, formalize framework and objectives, provide and track training, and consult employees, creating a positive health & safety culture.

Atos cares for its employees by:

- enabling its employees to work from anywhere with safe and secure remote, online, everywhere access, optimizing digital possibilities including video, accessibility features and assistive technologies;
- facilitating healthy working conditions wherever Atos employees work;
- 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.

Atos is proud of the exceptional work of its employees and understands the importance of a safe working environment and healthy workforce. Its commitment to a continual improvement in its Health and Safety and extensive wellbeing programs is reflected in the results achieved in the Great Place to Work® Survey, held in November 2022: 92% of respondents answered that 'Atos (this) is a physically safe place to work", 67% stated that "This is a psychologically and emotionally healthy place to work" and 72% confirmed that "Atos' (our) facilities contribute to a good working environment".

The Standard ISO 45001:2018 sets the minimum requirements of Occupational Health and Safety practice to protect employees worldwide. In that context, many of the Atos local sites located in Czech Republic, United Kingdom, China, Greece, Portugal, Spain, Italy, France, Romania, Slovakia and Austria have an Occupational Health and Safety Management certification according to the ISO 45001:2018. In 2022, Atos has 35 sites certified in Health and Safety systems according to ISO 45001. [GRI 403-8]

SERT

With its global reach, Atos Safety Emergency Response Tool has been helping to keep employees safe around the world since 2016. Indeed, Atos developed its own Safety and Emergency Response Tool (SERT) that is activated by local management in areas where a natural disaster or major incident has occurred which could put Atos employees' safety at risk. In the event of a natural disaster, terrorist attack or any kind of emergency, the employees identified in a geographical danger radius – based on information provided in its HRIS on a voluntary basis – receive an email and an SMS from this tool. In 2021, a global project team was created to improve awareness of the tool (through communication), user readiness (through training), and process effectiveness (through testing and continuous improvement).

Through this online tool accessible to all employees 7/7, 24/24, employees can report their status, and the status of a colleague(s) and request assistance. In 2022 SERT was effectively activated in Israel, Poland and North America.

Local initiatives

Health and Safety is managed locally and governed by each Atos Country or Country grouping in recognition of the different legislation, norms and standards applicable. Formal joint management-worker health and safety committees typically operate at country level [GRI 403-1] and formal local agreements with trade unions typically cover health and safety topics [GRI 403-4]. The musculo-skeletal disorders are considered the highly incident occupational disease between Atos employees [GRI 403-3].

Local Example: As a large and representative country cluster, hereafter the example of UK & Ireland Health & Safety:

- Objectives: Occupational Health and Safety Objectives for UK&I in 2022 were related to:
  - management of safety for contractors who carry out physical works on behalf of Atos, expanding the use of its on-line systems, which included the release of its Driver Risk Safety platform (TTC Continuum) and an updated version of Airsweb – AVA,
  - workstation assessments, with a goal of ensuring that compliance is increased from 78% as a January baseline to 90% by year end,
  - continual improvement of the Occupational Health and Safety (OHS) and Environmental Management Systems (EMS) including collaboration with Facilities Management in the creation of a Facilities Management Services document, improving statutory inspection planning and record [GRI 403-2], [GRI 403-3],
  - extension the scope of the ISO 14001 certification to 7 new locations,
  - development of a strategy and plans to ensure that the health and safety of its employees is no interrupted during the carve-out of Atos into 2 new companies;

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- **ISO 45001:2018:** this standard sets the minimum requirements of Occupational Health and Safety practice to protect employees worldwide. Atos UK&I migrated from OHSAS 18001:2007 to ISO 45001:2018 in July 2020. In addition, ISO 45001 was designed to follow ISO 14001 closely, as it is recognized that many organizations combine their OHS and environmental management functions internally;
- **Risk Assessment:** Risk assessments are carried out on an AVA online system and there is also an on-line register called Legal Watch. Once a year, Atos runs Enterprise risk management workshops which turns into specific operational objectives and plans shared with associated owners;
- **training:** SHINE is an online platform which hosts six mandatory Health, Safety and Environment (HSE) e-learning courses: Office Safety, Fire Safety, Display Screen Equipment (DSE), Home Working Safety, Managing Safety (Managers only), and Driver Safety Awareness. HSE Coordinators are required to attain the Institute of Occupational Safety and Health (IOSH) Managing Safety Certificate, renewable every 3 years. Fire Safety Managers and First Aiders attend an externally provided and verified courses renewable every 3 years;
- **consultation:** Health & safety consultation is a legal requirement. Atos follows a consultation process, (Informing and Consultation Framework) enabling the Company to provide relevant information to both non-union worker representatives (MyVoice) and Trade Union Representatives. This enables Atos to comply with both the Safety Representatives and Safety Committees Regulations 1977 (as amended) and the Health and Safety (Consultation with Employees) Regulations 1996 (as amended). A collaborative approach to worker consultation has developed a positive health and safety culture allowing it to become embedded in the organization. Employees who feel valued and involved in decision-making play a big part in a high-performing workplace. It brings about improvements in overall efficiency due to a positive health and safety culture, greater awareness of workplace risks and better control of workplace risks;
- **communication:** The UK&I Health and Safety Policy, the Occupational Health and Safety Management Manual and associated procedures which make up Atos OHS-Management System (OHS-MS) are hosted on 'SharePoint'. OHS-MS links are available on internal platforms such as "Yammer' & "Source" which direct employees to a variety of information when required, and can be accessed from any Atos site, home or client site by logging onto the Atos network.

Site Forums are held quarterly, chaired by the Senior Site Manager and a wide range of attendees participate. Members of the UK&I HSE Team attend forum meetings to provide H&S advice and updates on the OHS Management System. The Site forums are split into 3 sections Health, Safety & Environment (ISO 45001 & 14001), Security (ISO 27001) and on-site Facilities Management.Each Company Site has a Health & Safety notice board which displays the UK&I Health and Safety Policy. Additional information e.g., results of inspections, audits, names of key stakeholders and any learning events from investigations are also displayed. Where necessary, Mental Health first aiders, wellbeing campaigns and employer & public liability insurance certificates are also displayed. If a site is multi tenanted, Atos ensure there is coordination with tenants.

Additionally, a monthly HSE report is produced and distributed to Senior Management to communicate information on performance against objectives, targets and risks. These reports build a picture of overall compliance;

- **Fleet and Grey Fleet Safety**: In Feb 2022, Atos implemented a Safer Driving Program in partnership with a company specialised in Road Safety Trainings. Atos have achieved a high level of engagement on H&S matters as part of the Safer Driving Programme. With over 99% of all fleet drivers completing their registered tasks. This includes agreeing to driver license on-line checks, completing on-line driver risk assessment and tailored e-training modules. Continual efforts are being made by the Company to ensure that new drivers who drive on Company business also complete the on-line driver risk assessment and training modules.

  The Safer Driving Program also includes individual driver risk assessment and training modules for grey fleet drivers (those that drive their own vehicles on company business) on a risk-based approach, looking at factors such as mileage driven, current driving endorsements and previous bans. Where drivers are deemed 'high risk', Atos increase the frequency of driving license checks to enable proactive monitoring and intervention with further training/guidance where required;
- **Employee Assistance Program (EAP)**: this program provided by one of the largest Occupational Health Company in the UK, offers advice and support to employees with health problems that are work related and non-work related. They also provide advice on rehabilitation programs, disability adjustments and the management of existing work-related health problems;
- **recognition:** Atos aspires to excellence. Through external verification, Atos UK&I achieved the Royal Society for the Prevention of Accidents (RoSPA) President's Award. This is awarded to organizations who have achieved 10-14 consecutive Gold Awards. As of 2021, Atos UK&I has achieved 13 consecutive Gold Awards for Occupational Health and Safety. Atos is also proud of its record of attaining 4 Gold Fleet Safety Awards.

5.3.4.2 Wellbeing

Atos as a people-oriented company, is committed to developing a positive and supportive work environment, a place where all employees have control of their careers and can develop in an inclusive, creative, responsible and collaborative workplace.

Building on the crisis management of Covid-19, Atos has recognized the need of rethinking wellbeing in the workplace and have put new measures in place:

The Group offers its employees a flexible working environment, which includes remote or hybrid work to those who are eligible. Programs have been put in place to support employees working from home by providing webinars on safety, ergonomics at work, initiatives that help employees to keep connected and specific programs for new joiners, like local Virtual Welcome Days.

Some concrete examples of wellbeing initiatives:

- flexible work hours, working from home arrangements and part-time working options are available in the majority of its entities;
- childcare facilities or contributions are available in entities covering over 60,000 employees;
- breastfeeding/lactation facilities or benefits are available in entities covering over 40,000 employees;
- paid parental leave for primary caregiver in excess of legal minimum is available in entities covering over 70,000 employees;
- paid family or care leave beyond parental leave is available in entities covering over 30,000 employees.

In 2022, Atos further set a particular focus on mental wellbeing, with the integration of various programs and initiatives across all enterprise areas, striving towards a culture of openness and encouragement around mental health.

During this year's Atos Global Wellbeing Days the Atos Employee Experience team developed a special program and offered workshops, key learning and development sessions on how Atos employees can all build resilience and flourish in their work and their lives.

Social wellbeing is also supported through the Group with collaboration platforms and strong communities, enabling empowerment and exchange of ideas and best practices and so ensure that employees stay connected with their teams.

The Global ELEE Programs (Employee Led Employee Engagement) for example, gives a platform to hidden talent within the organization and encourages any Atos employee who is an expert in their field to share their experience, knowledge with their colleagues and interact with peers all over the world.

Atos is also proud to have two internal Green Networks which run initiatives to enable employees to be more environmentally friendly through webinars and initiatives.

In 2022, for the second time in a row, Atos actively encouraged its employees to participate in the Great Atos Global Expedition (GAGE), a way to reconnect with colleagues, enjoy the physical and mental wellbeing benefits of exercise and have the opportunity to support a charity while participating.

The 2022 Great Atos Global Expedition saw teams of Atos colleagues challenged to fulfill a virtual route of 2,022 kilometers across Central Europe and an extended route of 4,845km. Over 40 different physical activities (including wheelchair activity or walking the dog to be inclusive to all employees) could contribute to kilometers along the journey.

463 teams and 4,304 participants took part, with 61 teams (of 10+ employees each) passing the 4,845km finish-line and 298 teams employees passing the 2,022km finish-line. In 2 months almost 1,5 million km were covered in total while employees fundraised for the Red Cross supporting refugees in Ukraine, Myanmar, Yemen, Lake Chad, Venezuela and local charities for Ukraine.

Example of Wellbeing initiatives in the UK & Ireland:

Atos UK&I promotes a variety of health and wellbeing campaigns, such as:

- **mental wellbeing**: Atos has trained Mental Health First Aiders across the UK&I that provide support and assistance to staff and managers;
- **stress management:** An Individual Stress Risk Assessment is conducted by the Line Manager who completes the assessment with the employee. Employees are also encouraged to use the Employee Assistance Program (EAP) when stress is identified or the Stronger Minds helpline available through AXA Private Medical if the employee is eligible;
- **accessibility:** Atos recognises the importance of making information, services, and job opportunities accessible to all and has a dedicated Accessibility Team. Atos strives to uphold the principles and best practices of the internationally recognised accessibility standards (WCAG, BS8878 & EN301549);
- **menopause:** The changing age of the workforce means that a large and increasing proportion of Atos' employees will be working through and well beyond the menopause. The menopause affects all women as well as some transgender, intersex and non-binary individuals. Atos has the Employee Assistance Program (EAP), provided by PAM Assist, engaged to support any member of staff who may be affected. Any individual can request assistance or request a referral through their manager. This is also supported via a dedicated Menopause policy document.

5.3.5 Diversity

[GRI 202-2], [GRI 405-1], [GRI 405-2]

Atos is focused on being an inclusive, diverse, and ethical employer of choice. It strives to create a safe, equitable and open working environment in which difference and individuality is valued and celebrated. At Atos, colleagues respect each other, and managers develop their people to lead with care, understanding and humility. This spirit of togetherness is what truly makes Atos a great and exciting place to work.

Atos' global workforce of 109,800 business technologists across 69 countries representing 145 nationalities truly demonstrates its strength of true diversity of background, experience, race and culture.

At the start of 2022 Atos took the opportunity to review its diversity journey to date and focus on how to move forward for the future. The Group considered feedback from its people; undertook a Diversity, Equity and Inclusion (DE&I) maturity assessment; reviewed its actions, data and external benchmarks; using these insights to develop its revised DE&I global framework and ambitions, which was launched in early 2022.

5.3.5.1 Atos DE&I Principles and Framework

As part of the development of its revised DE&I framework the following set of core principles were defined:

Core Tenets of Atos DE&I Approach

Progressive
DE&I is a journey, requiring a long-term strategy that will change and evolve as organizational DE&I maturity develops.

Global
The program, actions and focus are global, Atos is accelerating its focus across Europe and Asia (particularly India, the Philippines and China), while adapting the program locally to recognise local cultural needs: Think Global, Act Local.

Focused
The programme will be data-driven, using these insights to drive decisions and actions to address the business challenges of DE&I.

Transparent
The Group is clear as to its ambitions, timeline and current status, tracking and reporting on its DE&I metrics and actions.

Impactful
Focus on the impact of actions, assess and identify the actions that will drive the greatest impact, to help move the needle while remaining aligned to Atos' mission.

Atos' DE&I framework focuses on driving actions, programs and initiatives across 5 core pillars from an entire ecosystem perspective. Internally, the Group focuses on how it develops an inclusive culture and the right environment for all its people to thrive. Externally, it focuses on how it engages, interacts, and collaborates with its clients, its technology and community partners and its suppliers. This is vital to identifying and driving impactful actions that will lead to sustainable, positive change.

Atos DE&I Framework

Culture
Driving an inclusive culture where everyone can thrive.

Carreer
Hiring, promoting and engaging diverse talent across Atos.

Community
Internal and external networks that drive change and positive actions.

Collaboration
Engaging with clients, partners and suppliers to drive diversity across the ecosystem.

Communication
Celebrating and engaging people across stories, programs and events along Atos DE&I journey.

5.3.5.2 Recruiting and attracting a diverse workforce

In line with its commitment to be an inclusive, diverse and ethical employer of choice, Atos seeks to bring in individuals from diverse backgrounds who have the right skills and attitudes to drive growth and innovation.

During 2022 Atos hired 28,919 employees to support the growth of the Group and prioritized diversified gender hiring, achieving 34,4% women hired. Atos currently has more than 140 nationalities represented across its workforce.

Atos has a strong commitment to playing a key part in the education of the future of young professionals, the Group has developed strong institutional partnerships with 252 universities on a worldwide basis. In 2022 the Group offered 2,371 students the opportunity to enhance their education via internships or apprenticeships and employed over 5,900 graduates.

Atos continually reviews the Universities and Colleges he partners with ensuring that they have a strong focus on diversities in alignment with its intents.

With its recruitment and talent teams, along with its external partners, Atos has focused on identifying actions to drive it forward on its journey. In 2022 the Group conducted DE&I SWOT analyses and developed targeted action plans with the regional Heads of Recruitment and the Campus Leads to focus on local actions and programs to drive diversity in action.

In terms of global and local initiatives to boost its approach to attracting and hiring diverse talent, a number of notable examples are as follows:

- partnership with Textio to ensure gender neutrality in its recruitment materials;
- partnering with organizations and agencies such as HireEZ, The Muse, With You With Me or Career Builder to drive engagement and promotion of its opportunities to women;
- partnering with organizations and agencies such as Ambitious About Autism, Genius Within and Specialisterne to drive a focus on hiring neurodiverse candidates;
- implementing Gender Diversity Hiring Boards to ensure that there is a gender balance in the applicant pool for senior positions;
- running long-term development programs targeted at underrepresented groups such as its Cloudreach Talent Academy, through which Atos led a targeted recruitment campaign for different underrepresented communities in 4 locations (Pune, Atlanta, London and Berlin) and provided them with dedicated training and development on Cloud skills during an 18-month program timeframe;
- campaigns and events to promote careers in tech such as Women in Cyb-her, Virtual Girls Day, Bright Networks, Code first girls, Atos Virtual InHouse Day;
- undertaking education and training sessions with its recruiters and hiring managers to highlight the importance of diversity, understand unconscious bias and the part it may play in the recruitment process and identify actions to support the Group's ambition.

Diversity table

[SASB TC-SI-330a.3], [GRI 405-1]

Category	Definition	Employees	Nationalities	% Female	% Male
Entire organization	All employees	109,800	145	32.09%	67.91%
Composed of [1]:					
Top Management (excl support functions)	GCM 7+	5,692	61	14.95%	85.05%
Top Management (support functions)	GCM 7+	2,277	57	27.23%	72.77%
Junior Management	GCM 5/6	28,260	103	27.90%	72.10%
Technical staff (excl support functions)	GCM 0 to 4	59,812	134	36.19%	63.81%
Other (support functions)	GCM 0 to 4	2,801	69	63.05%	36.95%
TOTAL		98,842			
Independent sub-category focus					
Group Executive Board [2]	Sub-category of Top Management	10	4	20.00%	80.00%
Executive Group [3]	Sub-category of Top Management	447	29	29.75%	70.25%

1 Germany and new acquisitions are excluded in GCM level relevant categories.

2 Group Executive Board: Atos Top Management team leading group vision and defining strategy. Made up of the most senior managers in the organization

3 Executive Group: A wider senior management network, holders of management positions and talents. Responsible for implementing strategy and delivering operational performance

5.3.5.3 Gender Diversity at Atos

[GRI 405-1]

Atos continues to actively address the gender challenge present in its industry. The Group is committed to increase the number of women employed, specifically in senior level and technical positions. In support of its ambitions around gender diversity the Group has implemented and expanded inhouse programs to support the development and exposure of its talented women. In 2022 Atos launched the Stride program that supports women employees in a targeted development program designed to accelerate their careers in technology. In addition, the Group expanded its Executive Women's Mentoring program to include recognized top talents in middle management roles. The program is designed to support women to progress to more senior levels within the organization, open doors and create networking opportunities. The young program now boasts a community of almost 150 women talents from across all areas of the organization, and almost a hundred participants this year alone.

In addition, during the year 2022 the Board of Directors of Atos SE was composed of 57% women directors (8 out of 14) [1]. Also, the Company is complying with the 40% rate of women directors set forth by the French law n°2011-103 dated January 27, 2011. The Atos Executive Group (previously Group Executive Management), which is an Atos Senior management network, including management position holders and talents, in charge of implementing Atos strategies and delivering Atos operational performance, is continuously monitored and reviewed. It contained 447 top managers as of December 31, 2022. Criteria for selection is based on performance, entrepreneurship, innovation and fellowship, and membership is reviewed on an annual basis. In 2022 there continued to be a focus on gender balance for this group in alignment with Group gender diversity. 30% of the Atos Executive group are women, where it was only c. 13% in 2019.

This year again, recruitment practices continued to focus on gender balance in the applicant pool. Atos set itself a target of 40% of candidates hired to be female; continuing to drive this focus and agenda across its business. This target will be continued into 2023.

Atos adheres to the legal frameworks related to diversity and which abolish discrimination. Many countries have introduced legislation to enforce the principle of equal pay for work of equal value. This issue is supported by ILO Convention 100 on "Equal Remuneration for Men and Women Workers for Work of Equal Value".

1) *54.6% (6 out of 11) pursuant to the legal ratio. In accordance with art. L. 225-23 and L. 225-27-1 of the French Commercial Code, the Director representing the Employee shareholders and the Employee Directors are not taken into account to determine the ratio of gender diversity on the Board of Directors*

5.3.5.4 Belonging at Atos

[GRI 405-1]

At Atos everyone should feel valued, appreciated and free to be who they are at work. Their authentic self. The Group supports its employees to feel safe, supported and accepted in the workplace so they can thrive, bringing their best to the business. This enables the attraction and retention of talent who can bring in their ideas, insights and collaborate to develop innovative solutions and outcomes.

Globally Atos has created opportunities and space for authentic conversations and exchanges on a range of topics and lived experiences. The Group has held joint events such as the Diversity Day [(1)] held in May together with its long-standing ally Siemens to raise awareness about diversity at workplace and honour European Diversity Month. In October Atos launched its photo competition where employees across the world were invited to share their best photo to showcase and celebrate Global Diversity Awareness Month.

Globally, HR and Accessibility Team have continued to jointly build a network of Diversity Inclusion Ambassadors and Professionals who drive activities within their country or region and share best practice across the community. In this ambassador community, monthly Diversity, Equity and Inclusion and well as quarterly Accessibility & Digital Inclusion Workshops were held as well as diverse surveys and interviews conducted to enrich an internally ongoing global assessment of Accessibility and Disability Inclusion on local level.

To accelerate the work supporting the inclusion of people with disabilities, ensuring access and inclusion through digital technology and culture change, Atos is adopting a similar approach as it has for decarbonization or security. The Group is recognizing that it can make progress on reducing negative externalities of exclusion through cumulative improvements across all areas of the business via a structured program to accompany and monitor implementation of its Global Accessibility & Digital Inclusion Policy (see Section on Accessibility and Digital Inclusion 5.3.6).

As with all the communities Atos celebrates, champions and welcomes members of the LGBTQ+ community. Across 2022 the Pride network has held dedicated webinars and panel discussions for Pride Month, National Coming Out Day and Trans Awareness Week. Topics included "Speaking with Children about Gender Identity", "Coming Out and Its Impacts on Mental Health" or "Colour and Queer: A Talk on Intersectionality and Inclusion".

Alongside these events, the network regularly engages employees about LGBTQ+ issues, topics and interesting developments via their Yammer community and on social media.

As an organization Atos has promoted trainings that raise awareness, address bias and highlight issues facing the LGBTQ+ community, has taken action to introduce local policies that support this community such as Transitioning Guidelines or Family Friendly policies that are gender neutral.

Atos also actively partners with external organizations such as L'Autre Cercle and Stonewall. As an existing Stonewall diversity champion, this year Atos was given the Gold Employer award in recognition of its inclusive approach for the Trans and Bi communities. In 2019 the Group pledged its support for the LGBTQ+ community by signing the UN Standards of Conduct for Business and L'Autre Cercle Charter of LGBT+ commitment. Atos has deepened this commitment by becoming a Gold Partner to L'Autre Cercle's Role Models program and during the last 2 years participated in Odyssey for Equality, a project focused on how to build in the future a fully inclusive working environment for the LGBTQ+ community. In 2022 three Atos senior leaders were recognized by L'Autre Cercle as role models to the LGBT and Allies community for 2022.

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1) *https://twitter.com/Atos_DE/status/1529464845615210498*

5.3.5.5 2022 Successes and Awards

Alongside developing its DE&I framework and overarching principles, Atos set several short-term actions for 2022. These actions spread across the 5 pillars of culture, career, community, collaboration and communication.

A few examples of what was achieved in 2022 range from raising awareness and educating people through hosted events like International Women's Day, Autism Awareness, and Pride; to collaborating with partners and clients during hosted events and partner forums or training people to be facilitators for the #Iamremarkable initiative; to working with new and existing external partners such as L'Autre Cercle, Valuable 500, Social Builder or Ambitious About Autism; to developing internal programs around Inclusive Leadership, Working Across Cultures or launching toolkits for Atos Employee on the use of pronouns, how to address micro behaviors, how to support neurodiversity in the workplace or transitioning guidelines.

Also in 2022 Atos has been recognized for its DE&I efforts globally and regionally, with the following awards and recognitions:

- 2022 Stonewall Gold employer for Trans and Bi Inclusion;
- Zero Project Awardee 2022 for the Atos Accessibility Policy and Program;
- Times Top 50 Employer for Women in UK and Ireland (4th year in a row);
- equalitA seal of approval and award in Austria;
- SHARE Equality certification by Women on Top in Greece;
- Recognized as a Diversity Leading Company by Equipos y Talento in Spain;
- Best CSR Project IFCCI CSR Awards 2021 in the 'Health' category in India;
- 'Exemplar of Inclusion' award in the Most Inclusive Companies Index (MICI) by Avtar & Seramount (Atos India), within the Top 100 employers for Women in India;
- finalist in "Champion for Equality, Diversity and Inclusion" category at the International Critical Communication Awards;
- finalist for Microsoft's Inclusion Changemaker Award in recognition of its Accessibility As A Service offering;
- finalist in Women in Tech Excellence Awards: Diversity and Inclusion Initiative of the Year; Security Leader of the Year; Software Engineer of the Year; Woman of the Year;
- winner in Women in Tech Excellence Awards Innovator of the Year – Enterprise;
- Atos 'We Are Allies' program shortlisted for "Culture Initiative Award" in the Inclusive Awards.

Atos has also seen several of its employee recognized for awards in the Diversity & Inclusion space and is extremely proud of their achievements.

5.3.5.6 Atos Diversity Networks & Partnerships

Across the organization Atos is working to build a stronger sense of community, drive understanding and awareness, and create an environment of unity and belonging. The Group has nine diversity networks in place that each drive actions, initiatives and programs centered on their remit.

Aspire Network
Armed Forces Network
Return to Work Network
Together Network
10+ Network
Pride Network
Aeon Network
Millennials Network
Adapt Network

In 2022 in partnership with the networks Atos:

- developed greater intersectionality in working across networks and events such as joint events like Men's Mental Health awareness webinars and posts delivered between Atos Adapt and Atos Inspire; an awareness webinar on World Aids Day jointly delivered between the Atos Pride and Atos Adapt network; or its Use of Pronouns and Accessible Language guide which was produced in collaboration with its Atos Pride network and launched as part of its International Women's Day program;
- expanded its network presence into new geographies increasing membership and awareness. This included launching a Pride chapter in Asia and Poland; launching an Armed Forces/Veteran network in the US and Canada; promoting its We Are Allies program linked into employee networks in the Netherlands; revising its Women's and Adapt networks in the Americas and strengthening its Pride network across France hosting in person events at its major sites in Paris and Grenoble;
- celebrated International Women's Day with a series of video insights from its leaders; webinars; panel discussions organised in collaboration with Atos Inspire, Atos Pride and its business teams, including sessions with clients and partners such as SAP or FedEx; calls to action for people to commit and share how they would #breakthebias; promoted trainings around recognising and addressing bias; and launching its guide to use of pronouns and accessible language created in collaboration with the Atos Pride network;
- recognised culturally significant events and celebrations. These included a panel discussion on the History of Juneteenth; a Windrush event in collaboration with Network Rail; a Red Cross blood drive for Black History month in the US and Diwali celebrations across its various offices and regions;
- strengthened support and development programs such as the reverse mentoring scheme, championed by the Together network, with the 4th iteration completing in 2022; or the menopause support program which has been externally recognised by being awarded the "HenPicked" award for Menopause Friendly employer;
- continued to nurture and develop its existing diversity driven partnerships with organizations such as SAP, Siemens, Network Rail or VMWare. The Group has also established new partnership events or partnership agreements such as partner events with FedEx and Dell and a Partner Pledge with Microsoft;
- launched a Domestic Abuse Support Network in the UK, with a group of Atos employees who have undergone domestic abuse training with the domestic abuse charity Women's Aid. The purpose of the Group is to act as a point of contact for anyone needing support and is an enhancement to its existing Domestic Abuse policy.

In addition, Atos is an active member of numerous DE&I focused organizations or partnerships. Through these the Group has signed charters and made focused commitments in progressing DE&I and driving change. Examples include:

- L'Autre Cercle Charter of LGBT+ commitment and Gold Partner to L'Autre Cercle's Role Models program;
- Stonewall Diversity Champion;
- AARP pledge (supporting employees over 50);
- member of the Valuable 500 (supporting the accessibility needs of its employees);
- signatory to parity.org (advancing women into senior roles);
- Business Disability Forum Partner;
- #WeThe15 partner;
- partner to the ICT 4 Inclusion Challenge;
- signatory to the UN Standards of Conduct for Business;
- UN Women in APAC member;
- partnership with NASSCOM in India;
- partner with Women in Africa on the WIA Code program;
- strategic partnership with Talent in Africa;
- member of Microsoft Canada's Global Partner Solutions Women's Council.

During 2023 Atos will continue to support its networks and the community of ambassadors they contain to drive progressive development, actions and focus. The networks strongly focus on improving awareness, educating people on key topics, sharing stories and experiences, and advancing advocacy around issues of prejudice, barriers and discrimination that affect different communities.

5.3.6 Accessibility and Digital Inclusion

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 support that everyone is offered appropriate support and the opportunity to reach their full potential, especially since remote and home working have become more frequent.

Atos has continued to build upon the work done in previous years to deliver Accessibility, Digital Inclusion and Disability inclusion for its employees and its clients. It delivers an Inclusive Organization and Accessible and Inclusive Services via a structured Accessibility and Digital Inclusion Program and Accessibility Practice.

5.3.6.1 Global Accessibility & Digital Inclusion Governance Program

In 2021 Atos initiated a Global Accessibility and Digital Inclusion Governance Program with a dedicated Program Manager to implement the Accessibility and Digital Inclusion Policy. This policy was first signed in 2019 when Atos also joined the Valuable 500 Policy and updated in 2021.

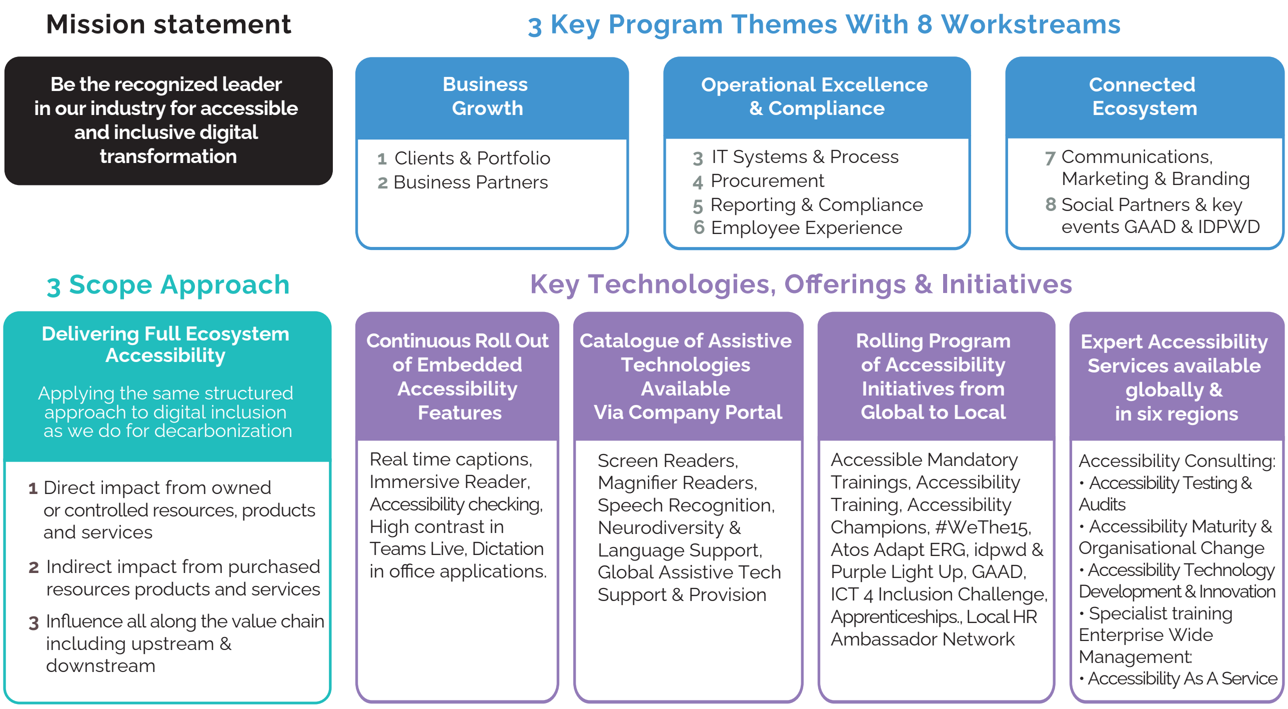

Figure 1: Atos Accessibility and Digital Inclusion Program at a Glance

The global program, is articulated around 3 key program themes with 8 main workstreams:

- **Business Growth** addressing Atos' Clients, Portfolio and Business Partners;
- **Operational Excellence and compliance** regarding Atos' systems and processes like Atos IT, Procurement, Reporting and Compliance and as well as the Human Resources workstream for an accessible and inclusive employee experience looking at the topics of Culture Change, Recruitment, Workplace Adjustments, Retention and Progression as well as Learning and Development and ambassador networks for global to local rollout;
- **Connected Ecosystem** encompassing external and internal communications, marketing and branding as well as the work on key events like Global Accessibility Awareness Day (#GAAD) and International Day of Persons with Disabilities (#IDPWD) as well as collaborations with social partners like the Valuable 500, the ILO Business Disability Network, the Business Disability Forum, the WeThe15 movement and different regional Non-Governmental Organizations (NGOs) or public development agencies.

In order to maximize the impact, Atos has chosen a holistic approach to benefit as many people as possible aiming, to improve experiences for everyone and thus beyond the estimated 15% of people with disabilities [1]. The approach therefore is to **deliver Full Ecosystem Accessibility** by applying the same structured approach to accessibility and digital inclusion as done for decarbonization, aiming to reduce negative externalities of exclusion through cumulative improvements across all areas of the business. The 3-scopes in which Atos can impact accessibility and digital inclusion encompass:

- direct impact from owned or controlled resources, products, and services;
- indirect impact from purchased resources, products, and services;
- influence that occurs in the value chain including upstream & downstream.

The program is two-fold, addressing the Group's own transformation to be an inclusive company on a global level as well as delivering technologies and services to its clients fostering their inclusive digital transformations. The accessibility services and solutions have been consolidated into a unified global dedicated portfolio delivered by or with support of the Company's Accessibility Practice with expertise and specialist knowledge. To underline the importance of the Accessibility and Digital Inclusion Governance, regular Steering committees are held with stream leaders and keys stakeholders. In addition, the Book of Internal Controls includes controls linked to the Policy and Program implementation with tests on legal compliance, accessible facilities, accessible internal IT environment and accessibility in project and product management life cycles.

5.3.6.2 Capacity Building and local acceleration

For the Governance, a Global Head of Accessibility is supported by a full-time Accessibility & Digital Inclusion Governance Program Manager. The Accessibility Practice [2] continued in its development with regional Heads of Accessibility and Digital Inclusion roles and team members situated in France, Germany, Iberia, India, North America and UK&I, accelerating the global to local program implementation into client offerings.

The new local practices gained visibility both locally and globally via their contributions in their regions internally and with partners, notably via the organization of local to global accessibility awareness events in French in France, in Spanish in Iberia, in German in DACH (Germany, Austria, Switzerland), in English in India, APAC and UK&I, and with extracts translated to English for a streaming completing the global event [3].

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1) *https://www.who.int/teams/noncommunicable-diseases/sensory-functions-disability-and-rehabilitation/world-report-on-disability*
2) *https://atos.net/en/lp/accessibility-and-assistive-technology-iux*
3) *https://atos.net/en/events/gaad-2022-global*

5.3.6.3 Highlights of 2022

Atos continues to engage key stakeholders and contributors on its key pillars to **reach a next level of excellence** for its employees and clients, with for example the reinforcement of accessibility tools and features in the Digital Workplace Practice. The objective for Atos Digital Workplace is to offer assistive technologies for all employees and external resources needing them regardless of their role or location, and to continuously improve compatibility with other applications. Additionally, Atos is continuing to leverage Microsoft M365 assistive technologies in several areas such as speech recognition, text to speech, accessible color themes and semi-automated accessibility compliance controls including numerous concrete features that got deployed:

- on Microsoft Teams - Speech recognition enabled products; Dictation; Real time Captions, Translation to 90+ languages; Background noise suppression, High contrast mode, PowerPoint Teams Live presentation features (slide translations, notes function, contrast adaptation); User Support Hub: Chatbot e.g., beneficial for people with auditory or speech impairments but still being fully optimized on accessibility features;
- Microsoft O365, like the Dark/High Contrast mode, use of screen readers, Accessibility Checker (for creating content) and Immersive reader to support neurodivergent conditions and non-native speakers of languages.

Since 2021, **Assistive technologies and accessibility support** (testing, auditing, consulting) can be requested by employees with and without impairment internally via PISA (Platform for Internal Services @ Atos).

For new internal applications, a quality gate has been integrated into the GSMART (project management methodology and process) requiring Web Content Accessibility Guidelines (WCAG) 2.1 AA compliance [1] and remediation plans if applications do not respect this accessibility standard level by design. Main improvement areas of internal IT systems identified by past reports have been alternative texts, contrast ratios, keyboard navigation within and between pages, alternatives to audio contents, resizing compatibility and distinct focus on active element. The new quality gate shall reinforce those improvements for new tooling.

The usage of the **Accessibility Checker** was reinforced for documents created within **Eco-Branding**, designed to meet WCAG AA requirements with dark mode and color contrast with branded color palette as well as improved font legibility, via numerous trainings and internal awards for accessible documents and presentations in virtual events, e.g., within the Atos Scientific Community.

Two patents have been submitted so far by Atos; one for **Accessibility As A Service (AaaS)** [2] helping clients ensure service continuity, interoperability and minimize disruption from the introduction of new tooling, updates, services and the other for clients within Public Safety sector to deliver **more accessible first response services** adapting to the upcoming stricter European legislation [3]. The Internal **Digital Workplace Practice** (DWP) **Aspire Award** in the category "R&D Star" was awarded to an expert of the Accessibility Practice for the contributions to these innovative developments.

Atos continued to engage local Human Resource (HR) leads and contributors on its accessible and inclusive employee experience work resulting in the growth of the HR Disability Inclusion Country Ambassadors Network. One aim of this Network is to exchange and collaborate on best practices between countries. The ambassadors also support on reviewing processes and approaches across areas like Assistive Technology provision to ensure employees all around the globe will be able to request and receive such technologies for supporting accessibility testing & auditing as well as full participation at work.

An internal report was carried out analyzing local disability inclusion and assistive technology processes. In 2022, Accessibility & Digital Inclusion Program started local roll outs in the regions Northern Europe, Central Europe, Iberia, India and France with the local Head of Accessibility & Digital Inclusion roles. The Global Accessibility & Digital Inclusion Policy was translated from English to local languages. As a first target in 2022, there was a focus placed on globally and locally available training:

- all 2022 **Mandatory Training modules are compliant with Accessibility Standard** WCAG 2.1 AA, as requirements were set that accessibility-compliant templates must be used, and all content and design must meet audio-visual accessibility requirements. This means that the content has been designed in an accessible format including the use of transcripts, closed captions and alternative texts for images;
- a new training on the policy & program got deployed "**Accessibility and Digital Inclusion in Atos**" training targeting all employees is available in French, German, Spanish and English.

1) *https://www.w3.org/WAI/WCAG2AA-Conformance*
2) *Tracker for classifying information and a planning system", European patent application n° 21152989.6, Filing date: January 22, 2021*
3) *Method and system for automated personalized messages and personalized evacuation guidelines indoors or outdoors"European Patent Application No. 21 198 274.9, Filing date: September 22, 2021*

5.3.6.4 Building and Sharing Knowledge and Professionalization

Knowledge sharing and training on disability and accessibility have been key topics since 2021.

The Group has deployed its first curriculum with assessment for All-Employees on Accessibility and Digital Inclusion in Atos promoting Policy and Program, as well as the role of everyone, especially in communications and via accessible documents.

Targeted specific trainings were delivered i.e., for leaders in the talent programs FUEL and GOLD, for Chief Technology Officers, for Quality Day, HR managers in Career, Talent and Performance and Employer Branding teams and in the Scientific Community. More role specific trainings are planned for 2023.

The accessibility champions program created by a FUEL talent team is now led by the Global Accessibility Academy & Accessibility Knowledge Lead: the champions program enabled people to access training and gain certifications, has a dedicated Yammer community with around 45 certified and 70 enrolled champions. Atos' knowledge lead presented on "Driving an Accessibility Learning Culture & Digital Accessibility Specialist Apprenticeship" at Axe-con conference [(1)], a digital accessibility conference for professionals of all experience levels focused accessible digital experiences.

The Intranet Accessibility Portal lists information on policy, program and practice as well as training and a calendar for events such as:

- monthly accessibility round table meetings with guest speakers from around the world including accessibility leaders;
- monthly calls together with CSR, DE&I and Purpose teams;
- wide ranging open online events for key days in the disability inclusion calendar are also being held, such as Global Accessibility Awareness Day (GAAD) in May and International Day for Persons with Disabilities [(2)] / Purple Light Up [(3)] in December where employees, Accessibility Team and partners celebrate people with disabilities and Innovation in Disability Inclusion with ICT 4 Inclusion Challenge Awards, Panel discussions and Blogposts [(4)].

Local initiatives included:

- Atos France participation in Duo Day during the European Disability Employment Week, in November 2022 and the internal 3-weeks Hansemble Disability Awareness Campaign;
- Atos Germany published several articles on accessible & inclusive workplace design and recruiting;
- Atos India has provided accessibility training to new hires;
- Atos Iberia hosted internal Spanish webinars on "Creating Accessible Digital Documents", "Digital Accessibility" as part of the Iberia Wellbeing Days, and on "Accessibility Awareness" all were recorded, transcribed and shared with Iberian employees for reinforcing the local training catalogue.

Atos has been actively engaged as a group in professionalization initiatives for accessibility:

- the work started in 2019 on the Digital Accessibility Specialist Apprenticeship Standard which was fully approved with a funding band agreed by the UK Department for Education with courses set to go live in early 2022. Atos had chaired the trailblazer group;
- Atos has pursued its Accessibility Academy scheme taking on a cohort of apprentices on a two-year cycle, with the latest having completed the program in 2022 and the next cohort starting in 2023. The graduated alumni of the scheme continue to work in accessibility as recognized experts in Atos and across the sector;
- contribution to the work with the International Association of Accessibility Professionals to create a certification for a "Strategic Leader in Accessibility (SLiA)" [(5)];
- active advice to several organizations on accessibility organizational maturity and programs.

1) *Webinar link to https://www.deque.com/axe-con/speakers/mark-wilcock/*
2) *https://atos.net/en/events/innovation-in-disability-inclusion*
3) *https://atos.net/en/purple-light-up-2022*
4) *https://atos.net/en/blog/sustainable-achievable-scalable-crafting-accessibility*
5) *https://www.accessibilityassociation.org/s/strategic-leader-accessibility*

5.3.6.5 Fostering Entrepreneurship and Innovation in Disability Inclusion

From July 2022 to December 2022, Atos successfully held its second virtual development partnership with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) as collaboration of the MakeIT Alliance (an initiative with the German Federal Ministry for Economic Cooperation and Development, BMZ), the ICT 4 Inclusion Challenge – India Edition 2022 [1].

The challenge aimed to "Mitigating the impact of climate change on people with disabilities" via the proposed solutions from over 400 interested teams of which 16 were eligible and 7 intermewed by a high-profile jury resulting in 3 winning teams that will be accompanied by tailored mentorship and in the Impact Transfer Program from Zero Project in 2023. Also, the Africa 2021 Edition on "Shaping inclusive education for people with disabilities in Africa" [2] was continued for a 3-month tailored mentoring for the 3 winning teams to support scaling the solutions.

In France, a new edition of Handi-Entrepreneurs [3] coordinated by the "Mission Emploi Handicap" [4] supported the innovation process and the entrepreneurial spirit of people with disabilities.

5.3.6.6 Working with Strategic Partners and Disability Organizations

The Group has continued to develop and deepen its relationship with different business and supplier partners on the topic of accessibility, such as SAP, Salesforce and Google. Atos has further improved the joint partner offering for Accessibility as a Service (AAAS) with Microsoft [5] and has hold regular meetings as part of its joint Centre of Excellence to deliver more inclusive experiences in this partnership. Microsoft recognized this work with Atos being named Finalist in the 2022 Microsoft Partner Awards in the Category "Inclusion Changemaker" [6].

The Iberia Head of Accessibility & Digital Inclusion took part in the Microsoft Partner Pledge D&I Talk in May and in the Disability & Technology Roundtable as part of the Digital Accessibility Roadshow and Microsoft participated in Atos local French, German, Spanish and Indian Accessibility Awareness Events.

Atos has continued its commitment to work as Vice-Chair in 2022 and Chair in 2023 with International Labor Organization (ILO) Global Business Disability Network with diverse contributions [7] as well as with Business Disability Forum, International Association of Accessibility Professionals (IAAP), and The Valuable 500. Atos Employees have been actively contributing to Valuable 500 by being part of the advisory board [8] and participating in workshops on a new strategy for defining, implementing and legally framing self-identifications of employees with disabilities, as well as committing to the Generation Valuable program starting 2023.

At the Zero Conference 2022, Atos contributed in Vienna with panel discussions on "Accessibility of public transportation" and the "Business Forum: Champions on Accessibility" and with two panels of the Zero Conference Latin America conference.

There are many local initiatives in place that aim to work with Strategic Partners and Disability Organizations, notably:

Atos India:

- won Ability Foundation as an ICT 4 Inclusion Challenge India Edition partner;
- offered internships for persons with hearing impairment from Training and Educational Centre for Hearing impaired (TEACH);
- offered a series of lectures on cybersecurity for blind students and students with visual impairments with Poona Blind men's association;
- provided Arise Wheelchairs and trainings for 9 Military Hospitals, wheelchairs to the women with Margadarshi association, and artificial limbs for over 400 people;
- provided hearing aids for 70 children with Josh Foundation;
- offers Nursery & Functional academics programs to children with developmental disabilities with Tamahar Centre For Children With Developmental Disabilities.

1) See the Atos GIZ https://ict4inclusionchallenge.org/
2) https://ict4inclusionchallenge.org/2021-africa-edition/
3) https://atos.net/fr/2022/news-fr_2022_12_02/atos-devoile-les-laureats-de-la-13eme-edition-de-son-concours-handi-entrepreneurs
4) See the Atos webpage https://atos.net/fr/carrieres/mission-handicap
5) https://appsource.microsoft.com/fr-fr/marketplace/consulting-services/atosinternationalsas.atos_accessibility_as_a_service_1?exp=ubp8
6) See the Atos Press Release on https://atos.net/en/2022/awards_2022_06_29/atos-named-finalist-in-microsofts-inclusion-changemaker-award
7) See https://www.youtube.com/watch?v=4Zx2yktFbW4
8) See the https://www.thevaluable500.com/about/advisory-board

In Africa, Atos participated to the:

- ILO GBDN conference "Business opportunities in Africa: Inclusion of talent with disabilities" [1];
- Inclusive Africa Conference 2022 on "Inclusive Financial Services";
- INDIGO festival on inclusive digital governance for the MENA region by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) providing training on good practices for e-governance with "sustainable accessibility: how to connect decarbonisation to enablement".

In Iberia, Atos contributed to the talks on:

- "Accessibility: The key for inclusive Telework" to the Fundacion ONCE/DIGITAL Europe Accessibilitech Event [2];
- "Technology for personal autonomy" at the National Center for Personal Autonomy and Assistive Technologies (CEAPAT) [3].

In Germany, Atos participated to:

- the World Usability Day with training on "Delivering inclusive usable experiences: tools and tips for Accessibility and Wellbeing at the workplace" and "Treating inaccessibility like pollution" [4].

In France, there are local initiatives with Atos:

- being a signatory of "Manifeste pour l'inclusion des personnes handicapées dans la vie économique" [5];
- sponsoring the annual conference A11y-Paris [6] organized by the "Association Valentin Haüy (AVH) at the service of the blind and visually impaired" and contributed to a round table on best international practices in Digital Accessibility;
- sponsoring resources at the end or their career working for AVH during "Mécénat de compétences".

In UK as part of The Atos Art Exhibition '22:

- an Art Appreciation Workshop for the Blind and Partially Sighted was given in London aiming to increase participation in the arts and accessibility awareness in art, whilst the attendees produced colorful tactile artworks [7].

5.3.6.7 Employee Resource Group and Initiatives

The Atos Employee Resource Group (ERG) and disability inclusion network Adapt network [8] supports employees with physical or mental disabilities or health conditions as well as their allies to manage their impairment to reach their full potential in the workplace whilst contributing at work.

The ERG assists employees who need to adjust the way they work and can rely for this on the Atos comprehensive workplace adjustment policy designed to build disability confidence across the organization.

Atos Adapt holds regular events and, since 2021, has started to open the network to other countries. Atos Adapt runs events, webinars and programs for the WeThe15 human rights movement [9]. The focus is on raising awareness of mental health, disability and wellbeing through education resources, webinars, events and programs at local level to support culture change and ensure employees feel able to self-identify in line with the Group Policy and Program. Atos Adapt was successfully working with the UK Diversity and Inclusion Lead on gaining the final level 3 of Disability Confident. The work of the network chair was recognized with the Top 10 Future Leader 2022 Ethnicity Award [10].

In 2022, the network organized panel discussions for Autism Awareness month showcasing stories with first-person insights from employees with autism as well as from parents, carers, managers, colleagues and mentors of children, interns and employees with autism. As a result of the success, Atos Adapt set up a safe space and dedicated community for parents and carers of individuals with neurodivergent conditions. To support individuals in terms of practical guidance, the network worked with the Group's DE&I function to produce an internal guide to support and enable neurodiversity to thrive at Atos.

1) https://www.youtube.com/watch?v=ec-eaGRcjRA&t=588s
2) Listen to the recording of Fundacion https://www.youtube.com/watch?v=2LedpBMCx58&list=PLHoY2n31yW5AUbPAY-hPeyeqbGR5IGIxR&index=4
3) https://www.youtube.com/watch?v=7JGZ3pTZeD4
4) https://wudhh.de/de/event/recklsXgkA73QrXwB/ treating-inaccessibility-like-pollution-accessibility-digital-inclusion-transformation-policy-and-program-in-atos
*5) https://handicap.gouv.fr/sites/handicap/files/files-spip/pdf/ 27052021_-_cp_-_la_securite_sociale_le_groupe_crit_csoec_et_cncc_rejoignent_le_manifeste_pour_l_inclusion_des_personnes_handicapees_dans_la_*
6) https://atos.net/en-gb/united-kingdom/we-are-atos/adapt-uk
7) https://www.youtube.com/watch?v=fhLe0QwSPEk
8) https://atos.net/en-gb/united-kingdom/we-are-atos/adapt-uk
9) https://atos.net/en/wethe15
10) https://www.ethnicityawards.com/top-10-future-leaders-2022/

5

In a voluntary capacity, Atos employees contribute to many inclusion initiatives including:

- World Institute on Disability [1];
- Neurodiversity Initiatives with neurodiversity internships in Atos UK;
- awareness training for managers and HR on Neurodiversity provided by Genius Within CIC to support neurodivergent individuals access placements via the UK "KickStart Scheme";
- mandate in the French National Advisory Council for People with Disabilities in the Working Group of European & international issues, application of conventions (CNCPH);
- "Access to Hope" Association for Infrastructure Accessibility in India;
- support of researchers with disabilities and disability studies with Marie Curie Alumni Association and la fédé 100% Handinamique [2] recognised with a Social Impact Award;
- AXSChat online accessibility community;
- a documentary on the history of persons with disability in Germany.

5.3.6.8 Awards and recognitions

In February 2022, Atos received the Zero Project Award 2022 [3], during the Zero Project conference, for the impact of its innovative Accessibility and Digital Inclusion Governance.

Atos was also named as Finalist in the 2022 Microsoft Partner Awards in the Category "Inclusion Changemaker" [4], and recognized as a Disability Confident Leader" by the UK Government [5].

In India, Atos was awarded, by the Indo-French Chamber of Commerce (IFCCI) with a Certificate of Special Recognition for providing Artificial Limbs to 428 beneficiaries with disabilities.

Atos Spain has been awarded for its local work [6] by the Fundación GoodJob for the projects #include, #denarius aimed at employing people with disabilities in cybersecurity and SAP roles and for its project #cero for integrating people with disabilities into the labor market. Atos Spain was as well awarded as Diversity & Inclusion Leading Company on Diversity Inclusion Day in June 2022 by Equipos & Talento [7].

1) *https://wid.org/board/*
2) *https://www.handinamique.org/nos-representants/*
3) *https://atos.net/en/2021/news_2021_12_06/atos-accessibility-digital-inclusion-program-selected-for-zero-project-2022-award*
4) *https://atos.net/en/2022/awards_2022_06_29/atos-named-finalist-in-microsofts-inclusion-changemaker-award*
5) *https://atos.net/en-gb/2021/news-en-gb_2021_06_25/atos-receives-uk-disability-confident-leader-certificate*
6) *https://atos.net/es/spain/empleo/atos-hoy-diversidad-e-inclusion*
7) *https://www.linkedin.com/posts/atos_diversityinclusionday22-liderazgo-talento-activity-6938107234971217921-qXcS/?utm_source=linkedin_share&utm_medium=member_desktop_web*

5.3.7 Employee Engagement

5.3.7.1 Employee Experience Program

Because of the spilt of the organization the name of the program was changed from "We are Atos" to "Employee Experience". The Employee programs offer Atos employees a workplace where they can grow and flourish (professionally and personally) thanks to a more hybrid working environment, and to the reassurance that all situations are managed with fairness and in accordance with prevailing rules around ethics and human rights.

The program has grown and become a recognizable and constant part of the Atos culture, building on the success of the Atos Wellbeing@work program which was operational from 2010. The program looks at a wide scope of employee experience, providing guidance and support for local initiatives in all Atos geographics. It accounts for the constantly changing expectations of current and future employees and is aligned with client priorities and mutual objectives, improving client experience at the same time.

The program is driven by a network of people from all parts of the organization with local leaders covering every part of the organizational matrix. This network approach supports the local priorities, local context and shares best and 'next' practices from across the Company, where business areas can learn from trialed initiatives and adapt them locally to suit need.

To strengthen the program an Atos Group Management Committee (GMC) member oversees the plans and activities to realize the ambition and objectives of the five essential tracks: Diversity & Inclusion, Social Value, Wellbeing, Life@work and Employee Experience with the clients.

Smart working conditions

[GRI 2-7]

Atos provides permanent, full time working relationships with its employees: 98% of the total workforce is on permanent employment contracts and 95% is full-time. Atos accepts part-time work when an employee considers it better for his or her work life balance; part-time is at the initiative of the employee, not of the Company.

Atos operates in a collaborative mode, which allows remote working and provides employees with more flexibility to find a work-life balance. All of the initiatives to promote a smart and healthy work environment have helped to reduce the Company's absenteeism rate.

The absenteeism percentage regarding the direct operational workforce in 2022 was 1,64% [A16].

In addition, the total number of work-related accidents was 50.

5.3.7.2 Atos Culture Program

In H1 2022, Atos continued its culture refresh program which was designed as follows:

- it is a journey: The end goal is evolving so progress will be non-linear, and after each phase Atos will pause, reflect, refine & take the next step;
- it is a co-creation: Culture cannot be a top-down initiative & will require all employees to be actively involved & to embrace the change;
- it focuses on culture, which is focused on people's perceptions, behaviours, thoughts and feelings of how an organization.

The Group defined 4 priority areas to focus on:

- **Identity** – New values have been co-created and now need adoption;
- **Leadership** – Leaders will play a key role in exemplifying Atos' new values and leading their teams during this culture change;
- **Environment** – Environmental blockers will be identified and removed to allow the new culture to thrive;
- **Movement** – Mobilizing and motivating over 100,000 employees to live the new culture.

In 2022, over 38 workshops were held, involving over 24,000 employees, and over 750 culture ambassadors signed up as change agents taking an active role in the culture refresh program. Virtual Cultural Cafés were held twice a week to foster exchange of best practices, onboarding of new ambassadors and connect employees.

Following the announcement of the carve out project in June 2022, both the Environment Stream and the Virtual Cultural Cafés continued to focus on the future organizations. Best practices and recommendations from the culture refresh program are used to shape and design the new organizations, each with their own identity.

5.3.7.3 Recognition and Loyalty

Atos Group Compensation & Benefit Principles

Compensation and Benefits covers a number of elements including base salary, variable pay, long term incentives, benefits and recognition. In designing and executing any of these, the key principles to be achieved are:

- attract and retain talents;
- motivate and reward performance both collectively and individually in a balanced and competitive way;
- ensure fair and equitable compensation decisions.

To ensure that Atos achieves these, and remains competitive in the market, each aspect is regularly reviewed, and where necessary, redesigned or enhanced.

Whilst Atos operates at a global level it is important to note that many of the offerings need to be reviewed and deployed locally in all countries where it operates according to local specificities and regulation.

The Group conducts regular benchmarking exercises with various external expert partners to help provide intelligence and insight into lead practices and ensure competitiveness. Atos typically uses these for benchmarking base salary but now is widening that scope to understand more on benefits and variable pay in the market.

Base Pay

In all countries where the Group operates, Atos entry level wage (lowest wage in Atos paid to a permanent full-time employee) is above the local minimum wage. This is aligned with the Atos commitment to a fair or living wage for all employees.

Atos is operating in 69 geographies and 91,3% of these countries have minimum wages dictated by law: where a minimum wage is dictated by law, Atos pays more than this level of wage [GRI 202-1].

Atos uses benchmark data both internally and externally when assessing pay. This data is used to help make pay decisions and support its principle to drive fair pay decisions. Pay levels are assessed against where they fall compared to the internal and external market median.

In addition to this, the Group also has a commitment to support equality and diversity and has built in data on diversity to ensure it makes informed pay decisions to help reduce any gender differences that may exist.

Gender pay-gap

[GRI 405-2]

Some differences of salary between females and males still exist but the gap is narrowing thanks to steps taken by the Group. Indeed, on a reporting scope covering 88% of Atos employees, the salary gap between women and men is less than 4.65% concerning Annual Basic Salary, and Total target Remuneration.

In France pursuant to an agreement with unions, a special reserve is set aside every year to come on top of the traditional salary review exercise so that the relative difference in average income per category between men and women is reduced.

The French government requires each company of a certain size to publish the professional gender equality index (index de l'égalité professionnelle entre les femmes et les hommes [1]) based on the gender salary gap, the spread of individual increases, the number of increases following a return to work after maternity, parity amongst the 10 highest earners, and spread of promotions. A minimal rating of 75 out of a maximum 100 is required. In 2022 Atos France's score [2] progressed by one point to 88, covering 90% of the headcount of all Atos France entities.

The final element considered when assessing pay is performance. To this end, this data is provided to managers as part of the annual pay review. Together, these key data points enable the Group to drive towards rewarding based on high performance, ensuring competitiveness whilst also driving fair pay decisions.

Variable Pay

For all Atos employees that are eligible for bonus policy, variable compensation is determined on a semester basis, with there being 2 semesters per calendar year.

Atos variable pay schemes reward is based on a combination of successful company and personal performance.

In 2022, Atos further simplified its variable pay schemes, with a focus on 3 key plans. In H2 2022, the Group also reintroduced personal objectives for its management plans to explicitly connect personal contribution to reward outcomes.

- **management roles:** their variable compensation is based on financial objectives, cascading Group budget at the relevant employees scope (mainly External Revenue, Order Entry, Margin and Cash objectives) and an individual objective;
- **employees:** for those eligible (middle manager and contributor level) employees bonus is based purely on their performance and is assessed using their performance rating. Multipliers are paid for over performance of objectives to recognise high performance;
- **global functions:** for those operating with a global scope, Group level financial measures (same metrics for management but on a Group wide measure) along with improvement target (or strategic objective for the function) are set.

1) *Loi pour la liberté de choisir son avenir professionnel; applied through the implementing decree: Décret n° 2019-15 du 8 janvier 2019 portant application des dispositions visant à supprimer les écarts de rémunération entre les femmes et les hommes dans l'entreprise et relatives à la lutte contre les violences sexuelles et les agissements sexistes au travail*

2) *This index score includes all Atos France entities except Atos International France and new acquisitions*

There are some deviations from these due to local restrictions or legislation. A variable pay framework and flyers exist to capture the scheme rules and to cascade objectives to all employees and managers. Each employee has their bonus objectives captured on the system so they have a formal record and can access and view those objectives at any time.

Each semester, the Group Executive Board reviews the Global Variable Compensation framework to make sure that it is aligned with the Group's operational strategy. The Group Executive Board ensures that the Variable Compensation Policy encourages the Group's employees to deliver the best performance.

In addition to the variable compensation, in France and in the Netherlands, Atos set up local collective profit-sharing schemes, mainly based on the financial performance of the entity.

Stock Plans

Atos associates on a regular basis employees and management and key employees to its stock performance through two main policies.

- Employee stock ownership plans

  Whilst no Employee Stock Ownership Plan has run in 2022, Atos regularly proposes Employee Stock Ownership plans to its employees, covering more than 98% of Atos employees worldwide.

- Management long-term incentive plans

  Atos is strongly committed to associating and retaining its management and key digital talents with the long-term performance and results of the Group, notably through long-term incentive plans.

In a perspective of recognition and retention, Atos developed in 2022 a more attractive long-term incentive plan with an allocation of three tranches to more than 1,000 employees. Roughly half of the beneficiaries are Executives, as long-term incentives structurally part of their total compensation package, and the other half based on key selected employees among digital talents and experts.

The definitive acquisition of the shares allocated under the Tranches 1 and 2 is subject to a presence condition and not to any performance condition. Only the acquisition of the shares allocated under Tranche 3 is subject to the achievement of performance conditions over a period of three years.

Among these performance conditions, a portion of the grant (25% of the total grant) is subject to the achievement of Corporate & Social Responsibility (CSR) conditions, as following:

- 12.5% of the grant are subject to an external CSR condition, linked to the Atos DJSI score positioning vs peers;
- 12.5% of the grant are subject to an internal CSR condition, based on the reduction of the Group's carbon emissions, in line with Atos net-zero ambition: Variation in percentage of Atos total CO_2 emissions (% of reduction of CO2 emissions (in tCO2e) at the end of 2024 vs. baseline 2021, with a target of -34.1% corresponding to -13% each year compared to the previous year).

For details, please refer to section 4.3 "Compensation and stock ownership of Company officers. The plan described above is named as Plan 2 in the section 4.3. The plan 1, not detailed in this section concerns only the Executive Committee and the Company officers.

Benefits

- **Health care coverage, death and disability benefits**

Health care is offered to 88.4% of permanent employees and disability benefits are offered to 92.1% of permanent employees [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% of permanent employees [GRI 401-2]. In Austria, Germany and Switzerland, death benefits are included in the pension plans and provided in the form of pension for spouse and children. In other countries, death benefits are mainly provided in the form of lump sum payments. The principal lump sum amount is sometimes increased according to the family status (France, Morocco, Denmark) and sometimes doubled for a death as a result of an accident (China, Japan, Thailand, Poland, Spain, Brazil, Chile, Mexico, and United Arab Emirates).

- **Coverage of the organization's defined benefit plan obligations** [GRI 201-3]

Funding strategies for defined benefit pension plans vary per plan and country and are set up to reflect the relevant local funding requirements, respecting legally required timelines for recovery plans for plans in deficit.

- **Other**

In addition to the health, death and pension benefits detailed, Atos provides a range of benefits as part of the total compensation package. These include company vehicles, flexible benefits, lunch vouchers, childcare vouchers, enhanced leave and more. Offerings vary by geography according to local regulations but are designed to enhance and ensure that the Group offers an attractive and competitive package in each respective market in which it operates.

- **Recognition Programs**

Recognition is a key motivating factor. To allow every great contributor to be recognized in a timely & transparent way, the Group has 2 key recognition tools it deploys:

- "Accolade" which empowers employees to nominate their colleagues and gives managers the possibility to instantaneously reward their teams according to three levels (Bronze, Silver and Gold) for exceptional performance. In 2022, over 9,900 accolades were awarded in individual or group ceremonies;
- "Spot SPOT awards" is an online recognition tool deployed for use across the globe. It is aimed at creating a culture of appreciation across the organization, which helps employees to acknowledge their colleagues' exceptional efforts and instantly share their appreciation through this recognition award. It aims at timely recognition and there are no approvals required. In 2022, 16,481 SPOT awards were sent (vs 11,998 in 2021), recognizing 12,569 individual achievements (vs 10,539 in 2021) and 3,912 (vs 1,459 in 2021) as part of a team success. These awards do not follow a hierarchy and can be given out across levels/functions and geographies. The focus is on recognition, and it is a non-monetary award.

Remuneration analysis

Atos ensures its competitiveness in the market. In 2022, 33% of the Atos population was working in a country where the ratio between the highest On Target Earning (OTE) and the median one is below 10 [GRI 2-21]

Ratio between the highest OTE and the median OTE	% of the headcount
Under 10	33%
10<X<20	36%
More than 20	31%
Total	**100%**

5.3.7.4 Awareness and involving employees

[GRI 403-1]

Labor relations

Atos believes that employees are the key driver for delivering value and are the most valuable asset of Atos. A fair, frank and trustful relationship between the management, the employees and their representatives is fundamental for the success of Atos.

Atos ensures full compliance with international labor standards, by applying principles of the International Labor Organization Conventions, as is required through its adherence to the Global Compact of the United Nations, which states as principle 3 that business should uphold the freedom of association and the effective recognition of the right to collective bargaining.

To ensure the respect of freedom of association, Atos has built a concrete organization for social dialogue.

Communication and social dialogue are constructive and positive and can be illustrated by effective social discussions at European and country levels.

A culture of permanent social dialogue

The European Company Council (Societas Europaea Council or SEC) is a forum between Atos and its employee representatives at European level. This ensures a constructive social dialog in which Atos employees - through their elected representatives - can raise their opinions before relevant decisions impacting the Group are taken. Atos underpins its commitment to generate value for shareholders, employees, clients, and society at large.

The SEC is composed of 35 members and as many deputies. It represents more than 46,000 people across Europe in 22 different countries and is deeply involved in events concerning the Atos Group.

In March 2022, a new agreement was signed between Atos and members of the SEC, ensuring constructive and timely consultation, supporting employees across Europe. The SEC was engaged during H2 2022, regarding the transformation of the Group as announced at the Capital Market Day on June 14, 2022, and issued their opinion in December 2022 on this project.

Social dialogue at local level

Beyond the discussions with the SEC on European and multinational issues in many countries, regular information and/or consultations take place, where relevant, with local employee representatives in work councils and/or unions. This information and/or consultation discussions are rolled out at the local level of every country impacted by a new project, whether the project is a transnational or local. The information/consultation of the SEC does not replace the local information/consultation.

Apart from the regulatory and legally required obligations, Atos also values this social dialogue as an important means to ensure that employees are informed and involved in the development of the Company. The local implementation of acquisitions are important elements of this. Local organization structures and working conditions are topics in these consultations and negotiations.

The following graph illustrates some examples of social dialogue deployed at the local level during the previous years.

France

- Negotiation on renewal of Home working agreement
- Negotiation on renewal of Employment of disabled employees
- Mobility : two agreements signed
- Legal simplification (Project "Matisse")
- IT Charter
- HR Transformation
- One Cloud
- New BSC Templates
- Project BOOST
- Negotiation pension agreement

Netherlands

- New Employability policies & processes
- AIX-OnDemand implementation
- AMS organizational change
- MySalary Implementation
- Think Forward (employability dialogue V2.0) implementation
- V2 Syntel Integration
- New WFH policy

Iberia

- Project Boost
- New income tax declaration for employees
- Renewal of Home Working agreement
- Renewal of Equal Plan
- Training plan 2022
- Financial Results
- Health and safety bonus investments
- Backpacks for onboarding
- Iberia Career path

Italy

- Covid-19 measures – smartworking using Atos Italy internal regulation and specific individual agreement
- Covid Protocol aligned with the internal unions to manage the pandemic emergency
- Announced Welfare program addressed to younger people
- Signed and used Funded education program
- Job posting opportunities to emphasize the "internal first" concept

Belgium

- Working from Home policy
- Covid 19 measures
- Transparency C&B insourced companies
- Agfa Insourcing
- Hospitalization insurance
- HR Strategy:
  - Onboarding process
  - Recruitment
  - Retention

Ireland

- Changes to Promotion Process
- Code of Ethics Policy
- Changes to HR Advice Centre delivery model
- Community Relations Policy
- Fixed Term Contracts Policy
- Covid Return to Office guidance
- Workstation Assessments
- Domestic Abuse Policy
- Flexible Benefits Scheme for 2022

On a local level, Atos employees can freely contact their representatives using the usual communication channels of the Company and ask them to raise some topics on their behalf.

Moreover, Atos Employees have a constant access to dedicated SharePoint spaces where all Agreements and minutes from the local meetings are accessible at all times. In addition, some information calls are organized to help Atos Employees understand important negotiated topics or main changes that could impact them. Management and Human Resources teams – with the support of Social Relations teams – are in charge of these communication actions.

Collective bargaining agreements

Atos realizes that job security contributes to the psychological health of its workforce. Therefore, Atos follows local and international regulations concerning minimum notice period(s) regarding significant operational changes. 45% of employees are covered by collective bargaining agreements [GRI 2-30].

Collective bargaining agreements are agreements regarding working conditions and terms of employment between an employer, a group of employers and one or more employers' organizations.

Atos' collective agreements cover health and safety matters, [GRI 403-4] length of maternity/paternity leave, working time, wages, notice periods, vacation time (usual and exceptional such as wedding, birth, house moving, etc.) or training.

Taking into account employees' expectations

[A2], [SASB TC-SI-330a.2]

Beyond the collaboration with employee representatives, since 2010 Atos has committed to surveying employees through the annual Great Place to Work® Survey. This global survey, managed by the Great Place to Work Institute® (GPTW), helps Atos determine employees' expectations and focused areas for improvement.

The survey is structured around five dimensions: Credibility, Respect, Fairness, Pride and Camaraderie.

Following the 2021 Great Place to Work survey, Atos was listed in September 2022 for the first time as one of "Europe's Best Workplaces" in their 2022 annual list, ranked 21st position in the multinational company category [1].

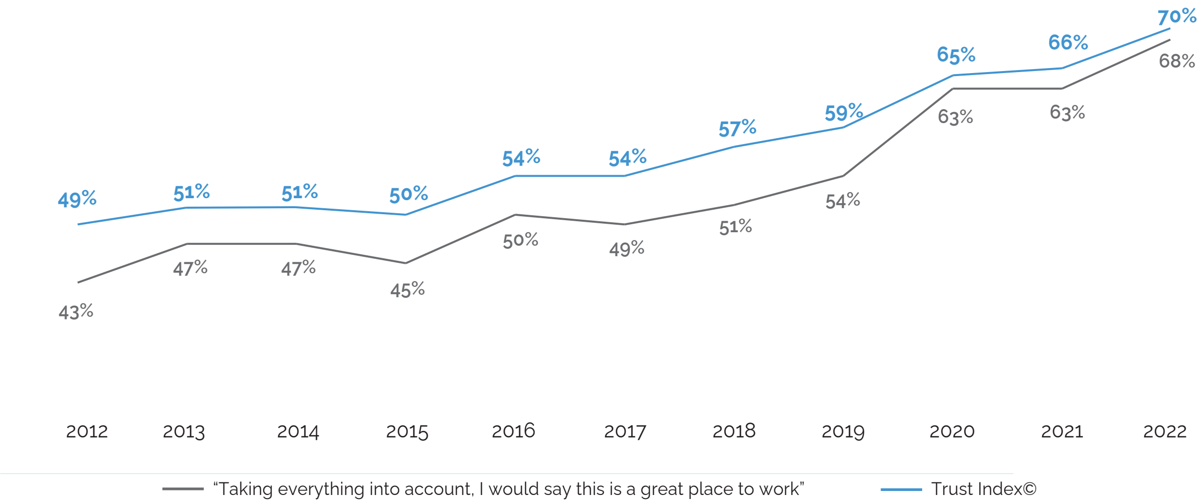
In 2022 the survey was conducted in 85 entities in 60 different countries. In total 102,079 employees were invited to take part in the survey and the final response rate was 61% reflecting the voice of 62,738 employees.

There are two key measures out of the Great Place to Work survey:

The Trust Index, which measures the perception of the workplace and is based on the outcome of a majority of the questions. In 2022 Atos saw an increase of +4% to 70% to improve the 2021 position. The Trust Index score demonstrates the commitment and involvement of employees to share their views and to help build a great working environment together **[A2], [SASB TC-SI-330a.2]**;

The One Question, which refers to the question "Taking everything into account, I would say this is a great place to work." Here Atos improves further, by +5% vs 2021 with 68%.

The progress over the past 11 years:



1) *https://atos.net/en/2022/press-release_2022_09_09/atos-earns-europes-best-workplaces-certification-from-great-place-to-work*

Compared to 2021, Atos has significantly improved results in all categories:

GPTW dimensions	2022 rate	Improvement ratio
Credibility	70%	+4%
Respect	71%	+5%
Fairness	70%	+4%
Pride	70%	+3%
Camaraderie	72%	+4%

The Company was targeting scores of 70% for both the Trust Index, and the 'Taking everything into account, I would say this is a great place to work' question by 2024. The Trust Index threshold is already met in 2022, with the 'Taking everything into account' question making strong progress.

The internal "Employee Experience" program has identified dedicated actions in each participating geography, to improve employee experience and therefore, the GPTW results in 2021. Vs 2020, the number of people who told they were personally informed about the results and related improvement plans increased from 71% to 77%.

Next to the core closed questions Atos adds some extra questions every year. In the 2022 edition the Group decided to include further 29 extra questions to both meeting employee expectations and explore further topics of more recent relevance, particularly around diversity, equity and inclusion, leadership culture, and the environment.

On the environment, 75% of the respondents answered positively that "We share a common story in tackling climate change'.

82% answered positively to 'I often LIKE to do more than what is expected of me in my job' – a clear message of positive engagement, and 80% agreed with the statement 'I feel I can by my authentic self at work'

The below Impartiality category questions performed as follows:

	2022	2021	Increased
People here are treated fairly regardless of their age.	81%	78%	3%
People here are treated fairly regardless of their race.	88%	87%	1%
People here are treated fairly regardless of their gender.	87%	85%	2%
People here are treated fairly regardless of their sexual orientation.	89%	87%	2%

5.3.8 Corporate Community Investment

[GRI 201-1], [GRI 203-2]

As a responsible company, Atos strives to play a positive role in society, building a culture that promotes employee volunteering to support the communities in which the Group operates and so contributes to the Sustainable Development Goals (SDG).

Atos uses the Business for Societal Impact (B4SI) model as a framework for monitoring the social initiatives of its Corporate Citizenship program. The use of a globally recognized methodology helps to identify and measure Atos' positive impact worldwide, as well as to disclose relevant information to Atos stakeholders.

Atos Corporate Citizenship program is set at Group level and is aligned with its CSR strategy. It is focused on the Group's core competencies and strengths, and so to leverage the power of its business, its brand and its employees to create a better future for everyone.

The program **prioritizes the development of strategic and long-term partnerships with universities and local Non-Governmental Organizations (NGO)** and is based on a global vision which is shared at all levels of the organization, providing clear guidance to its employees, and encouraging them to get involved through volunteering and other activities. The Corporate Citizenship Program inspires partners, clients, and society at large and contributes to increasing the level of employee engagement.

In 2022, Atos pursued the deployment of its Corporate Citizenship Program around following four pillars:

- **Digital Science & Education:** Contributions to schools, universities or other organizations or projects that promote, sustain and increase individual and collective knowledge and understanding of specific areas of study, skills and expertise;
- **Digital Diversity & inclusion:** Promoting empowerment, inclusion & employability in digital technology by encouraging women, youth, seniors, disabled persons and other disadvantaged persons and groups to access and acquire the skills to use Information and Communication Technologies (ICT) and therefore be able to participate in and benefit from world's growing knowledge and information society;
- **Digital Health & Safety and Emergency Relief:** Contributions to hospitals, health trust and other health related organizations that prevent or relieve sickness, disease or human suffering, as well as promoting health and healthy lifestyles. Additionally, the contributions to disaster relief efforts;
- **Environment:** Contribution which supports environmental activities outside the Company: Contribution to projects or organizations that advance environmental protection or conservation e.g., through conservation of flora and fauna or through engaging people in activities such as recycling or other aspects of a sustainable lifestyle.

These four priorities support SDG 4 (Quality Education), SDG 10 (Reduced Inequalities) and SDG 3 (Good Health and Well-being).

In addition, as Atos local teams are the most aware of the needs of their own community, they have the opportunity to engage in activities that support other SDGs. In this context some local actions support SDG 1 (No poverty) and SDG 5 (Gender Equality).

Atos employees have a strong spirit of solidarity, in 2022, more than 3,900 employees took part in several citizenship projects worldwide.

These initiatives ranged from providing free IT teaching, to volunteering in schools in deprived areas, delivering ICT projects, and organizing sporting activities that helped raise funds for social initiatives.

In April 2022, Atos announced its commitment to a managed exit of its Russian business, which was completed in September 2022. Atos is one of the 18 French companies to completely exit Russian operations, according to the Yale Chief Executive Leadership Institute's list of companies that have curtailed or exited their business in Russia [(1)]. In light of the ongoing war, and the humanitarian crisis in Ukraine Atos launched the initiative "Atos Teams support for Ukraine" : Atos teams around the world joined together to gather donations to provide much needed humanitarian assistance.

In 2022, € 619,000 [(2)] was raised by Atos Employees and Atos at the local level and earmarked for associations such as Red Cross and NGOs in different countries. Not only did colleagues donate funds to support the relief effort, but they also opened their homes to refugees, provided transport and emergency items to give directly to the Ukrainian refugees fleeing their home as well as donating computer equipment to schools in Poland to support education for Ukrainian refugee children. Together Atos colleagues demonstrated the spirit of unity to help support where it matters most.

Among the many initiatives supported by Atos' employees, here are some examples of other 2022 outstanding programs:

5

1) https://www.yalerussianbusinessretreat.com/

2) This is made up of € 255,000 of direct employee donations and € 364,000 of donations made by local Atos entities.

- **Digital Science & Education:**

Partnership 01 Talent Africa and Atos to reveal the digital talent of tomorrow in Senegal

To reduce the digital divide while anchoring African local authorities and actors across the continent in the digital world, 01Talent Africa, in partnership with Atos, launched in July 2022 its very first Zone01 in Africa. This initiative is part of a strategic partnership that aims to accelerate the digital transformation in Africa, by enabling the massification of world-class digital skills through an innovative and inclusive training of excellence on the continent.

The inauguration of the new Collective intelligence Center took place in November 2022 at Atos' premises in Dakar. After an ambitious talent identification campaign that started in June, a first cohort of 120 future talents will start their free 2-year training program in February 2023. At the end of the program, Atos plans to hire half of them.

After Dakar, Atos and 01Talent intend to develop their partnership with the opening of new Zone01 on the African continent in the coming years.

- **Digital Diversity & inclusion:**

Partnership Atos 'WithYouWithMe'

The social impact company, founded by veterans, provides free skills and aptitude testing, mapping to suited digital careers and no-cost training to underrepresented groups in technology. Through WithYouWithMe, Atos hired 8 skilled candidates in a pilot, who had undergone intensive training in a digital bootcamp, including candidates with no prior technology experience, e.g., a reskilling nurse. Through WithYouWithMe Atos is fulfilling its own resource needs for a market-competitive rate, whilst helping lower barriers to entry in digital careers. For every candidate hired through WithYouWithMe, their program funds ten training seats for underrepresented groups in the community.

Atos ANTZ Mentor Program

In 2022 the Atos ANTZ Mentor Program is recognized on the international stage as a finalist for Partnership of the Year at Reuters Events Global Responsible Business Awards [(1)]. Atos partners with social impact organization ANTZ and its network of charities to deliver mentoring to prison leavers and those hard to reach in the community. The program is also a collaboration of employees, clients and suppliers, unified by a shared goal to change lives by providing skills and support towards employability. It has delivered over £1.68 million in societal savings since it started in 2015. This year, through its partnership with ANTZ, the program has become a referral channel for the UK Government's Going Forward into Employment initiative, supporting the Civil Service's ambition to be the UK's most inclusive employer.

Partnership with The Princes Trust through Million Makers program in UK

Team Atos is Atos' 12th team to compete in the Million Makers competition. Team Atos is committed to raising money for the charity The Prince's Trust by delivering exciting and innovative events that build upon the collective milestone of over two million pounds being raised by previous Atos Million Makers Teams. Therefore, this year's fundraising has seen a mix of in-person and virtual events to increase inclusivity. The team have hosted legacy events, such as the annual Golf Day, Regatta and Gala Dinner, as well as introducing a new Leading Ladies Brunch event aimed to empower and amplify talent who identify as female/gender non-conforming.

- **Digital Health & Safety and Emergency Relief:**

Fight again cancer with 17th Atos Tour [(2)]

The Atos Tour, a 470km peloton style cycle event arranged specifically by Atos, was back in 2022 for the 17th year running. Having spent the last two years completing the tour virtually, 70 riders covered in person the mighty distance from Paris to Eindhoven.

In addition to the recreational objective of the Atos Tour, each Tour participant rides for a good cause. As the Atos Tour peloton has an international composition, donations are shared with different foundations in different countries.

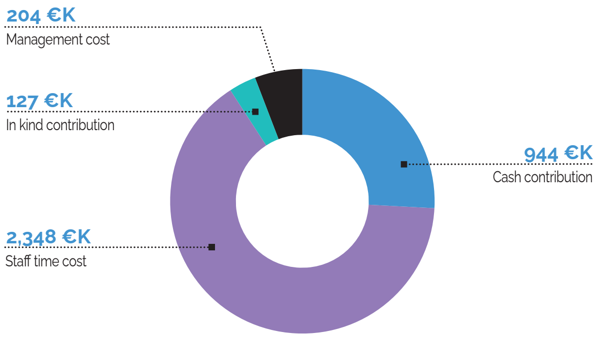
In 2022 the Tour raised € 44,039.95 to be split between multiple different charities supporting the fight against cancer. Since its creation in 2006 the Atos Foundation has raised over € 362,000.

In 2022, the economic value distributed through citizenship activities amounted to € 3.62 million. This amount includes donations to charities and social communities, as well as commercial initiatives and community investments as defined in the Business for Societal Impact (B4SI), the reference framework used by Atos to report on its corporate citizenship contribution. [GRI 203-1]

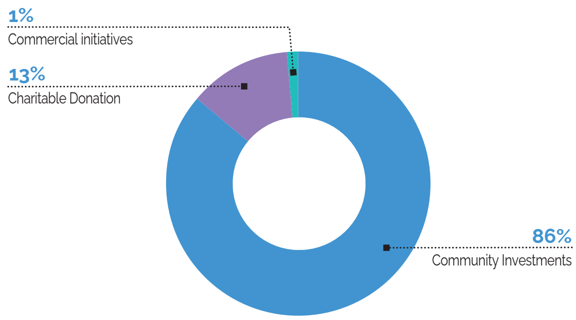
The following two charts detail how Atos has contributed to this positive impact and disclose the percentage of Atos' contribution to corporate citizenship in each category and the estimated monetary value (at cost) of each type of contribution.

1) *https://www.reutersevents.com/sustainability/announcement-finalists-reuters-events-responsible-business-awards-have-been-revealed*
2) *https://atostour.net/en/*

How Atos contributed in 2022 (€ thousand)



Type of Atos contribution in 2022 (in %)



Atos Syntel Prayas Foundation in India

Founded in 2006 as a CSR initiative, the Syntel Prayas Foundation was incorporated to Syntel as an NGO in 2009 and was renamed into Atos Syntel Prayas Foundation in 2019, following the acquisition of Syntel by Atos.

Its vision has been from the very start to enrich young minds and create shared value through educational initiatives, sharing skills and knowledge to train and educate less privileged students.

The mission of the foundation is to provide remedial and supplementary education, promote computer literacy and impart real life skills to economically challenged students and young adults. As well as vocational guidance and training including health, hygiene, arts, music, sports and nutrition programs to the underprivileged.

This mission is supported by Atos colleagues in India across functions and locations, who volunteer time, skill, creativity, and knowledge to work with local outreach programs. The volunteer engagement program has evolved into a robust hybrid model that drives social change, creates equal societies, spreads the ethos of the "Joy of Giving", enables and empowers, enhances employee engagement and mental wellbeing.

Atos Syntel Prayas Foundation drives its CSR activities through the various initiatives, such as:

- provide **education through partnerships with schools and NGOs** with a focus on remedial education, life skills and holistic development training;
- support **skill development & employment initiatives** to train graduates, young people with skills gaps, and/or disabilities and thus create an employable workforce;
- provide **environmental education** for students from economically challenged background that help them develop a deeper understanding of environmental issues, become socially conscious and adopt healthy and sustainable lifestyles;
- create **learning infrastructures** to ensure that children have a safe, hygienic, and positive environment in which to grow and become healthy confident young people.

In 2022, more than 3,600 primary and secondary school students benefited from remedial education, life skills and holistic development training.

More than 15,000 plus youth were offered Skill Development trainings to facilitate their professional integration, of which 2,500 beneficiaries with hearing impairment and orthopedic disabilities.

More than 500 students have benefited from the environmental education program run by Atos Syntel volunteers.

The Foundation has supported infrastructure works for over 35,000 children in Mumbai, Pune and Chennai, for ex. with the Solar Power System Installation Program in 24 schools across Maharashtra.

5.3.9 Social Non-Financial Performance Indicators

[GRI 3-3 Employment], [GRI 3-3 Training and Education], [GRI 103-3 Occupational Health and Safety], [GRI 401-1], [GRI 401-2], [GRI 401-3], [GRI 403-9], [GRI 403-10], [GRI 404-1], [GRI 404-2], [GRI 404-3], [A2], [A16]

The following table provides issues and indicators relevant to the Company business in the social dimension, aligned to the disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Standards, and aligned to the Sustainability Accounting Standards Board (SASB) standards for the "Software & IT Services" industry.

The code of the standards intends to help Atos stakeholders to locate indicators of interest across Atos monitoring performance. It does not represent a complete overview of Atos reporting or practices.

Social Dimension

		2022	2021	2020	2022 Perimeter (%)		2021 Perimeter (%)	
Standard code	Indicator Name	Group	Group	Group	Per employee	Per revenue	Per employee	Per revenue
GRI 404-1	**Average training hours per employee**							
GRI 404-1_c1	Average hours of formal training per employee	24.49	28.24	29.67	90%	-	97%	-
GRI 404-1_c2	Average hours of formal training per male employee	22.76	26.16	26.10	90%	-	97%	-
GRI 404-1_c3	Average hours of formal training per female employee	28.20	32.81	37.62	90%	-	97%	-
GRI 404-1_c5	Average hours of training per employee	63.09	52.01	46.68	88%	-	98%	-
GRI 404-1_c6	Average hours of training per male employee	60.63	48.85	41.04	88%	-	98%	-
GRI 404-1_c7	Average hours of training per female employee	68.60	59.32	53.87	88%	-	98%	-
GRI 404-1_c4	Number of internships	4,047	2,391	1,807	100%	-	100%	-
GRI 404-2	**Programs for upgrading employee skills**							
GRI 404-2_A_c1	Number of digital certifications registered	362,713	276,967	197,180	100%	-	100%	-
GRI 404-2_A_b0	Number of digital certifications obtained per year	85,746	100,026	85,216	100%	-	100%	-
GRI 404-2_A_b2	Total number of certifications registered	476,643	360,756	268,694	100%	-	100%	-
GRI 404-2_A_c3	Number of certifications obtained per year	115,887	130,799	133,164	100%	-	100%	-
A6_c10	Employee perception of its employability: Percentage of positive responses to "I am offered training or development to further myself professionally"	70%	66%	64%	93%	-	89%	-
GRI 404-3	**Career development monitoring**							
GRI 404-3_A_c1	Percentage of employees receiving performance appraisal in the last 12 months	89%	87%	88%	73%	-	74%	-
GRI 404-3_A_a1	Percentage of female who received a regular performance and career development review during the reporting period.	90%	86%	91%	73%	-	74%	-
GRI 404-3_A_a2	Percentage of male who received a regular performance and career development review during the reporting period.	89%	88%	90%	73%	-	74%	-
GRI 404-3_A_c2	Percentage of employees with an Individual Development Plan	66%	77%	85%	72%	-	58%	-
GRI 404-3_A_c3	Percentage of Internal Fulfilment (Internal promotion of employees)	63%	66%	84%	100%	-	100%	-

		2022	2021	2020	2022 Perimeter (%)		2021 Perimeter (%)	
Standard code	Indicator Name	Group	Group	Group	Per employee	Per revenue	Per employee	Per revenue
GRI 401-1	**Organizational workforce in headcount and Employee Turnover**							
GRI 401-1_A_c2	Number of employees at the end of the reporting period (Legal staff)	109,800	107,572	102,708	100%	-	100%	-
GRI 401-1_A_b1	Females at the end of the reporting period (Legal staff)	34,992	33,885	31,771	99%	-	100%	-
GRI 401-1_A_b2	Males at the end of the reporting period (Legal staff)	74,042	73,687	70,937	99%	-	100%	-
	Employees by geographical breakdown							
LFR.50	Employees in France (%)	10.2%	10.6%	10.6%	100%	-	100%	-
LFR.51	Employees in Europe (excl. France) *(%)*	40.2%	40.5%	41.6%	100%	-	100%	-
LFR.52	Employees in North America *(%)*	8.3%	8.5%	8.7%	100%	-	100%	-
LFR.53	Employees in South America *(%)*	3.2%	2.8%	2.7%	100%	-	100%	-
LFR.54	Employees in Asia/Pacific *(%)*	34.9%	34.5%	32.9%	100%	-	100%	-
LFR.55	Employees in Middle East/Africa *(%)*	3.1%	3.1%	3.4%	100%	-	100%	-
A24.1	Number of employees in India	32,796	32,073	29,249	100%	-	100%	-
A24.2	Number of employees in United States	7,138	7,510	7,584	100%	-	100%	-
A24.3	Number of employees in Europe	55,416	54,962	53,696	100%	-	100%	-
	Employee Turnover							
GRI 401-1_B_c1	Number of employees leaving employment during the reporting period	26,081	22,447	13,035	100%	-	100%	-
GRI 401-1_B_b1	Males leaving employment during the reporting period	17,800	14,864	8,691	100%	-	100%	-
GRI 401-1_B_b2	Females leaving employment during the reporting period	8,281	7,583	4,344	100%	-	100%	-
GRI 401-1_B_c3	Total employee turnover rate	23.72	20.87	12.69	100%	-	100%	-
GRI 401-1_B_c2	Percentage of voluntary attrition	20.59%	17.92%	9.98%	100%	-	100%	-
M.22.1	Retention rate among key people (%)	89%	94%	95%	100%	-	100%	-
GRI 2-7, GRI 2-8	**Number of employees**							
GRI 2-7, GRI 2-8	Total employees plus supervised workers (including: interims + interns + subcos)	122,941	121,216	121,280	100%	-	100%	-
GRI 2-7_A_c1	Percentage of employees with a permanent contract	98%	98%	99%	100%	-	100%	-
GRI 2-7_A1	Males with a permanent contract	72,787	72,587	70,313	99%	-	100%	-
GRI 2-7_A2	Females with a permanent contract	34,293	33,335	31,518	99%	-	100%	-
GRI2-7_A_c2	Percentage of employees with a temporary contract	1.78%	1.53%	0.85%	100%	-	100%	-
GRI 2-7_A3	Males with a temporary contract	1,255	1,100	624	99%	-	100%	-
GRI 2-7_A4	Females with a temporary contract	699	550	253	99%	-	100%	-
GRI 2-7_A_c3	Percentage of employees in Full Time working	95%	95%	92%	97%	-	100%	-
GRI 2-7_B2	Number of male in full time employment	70,113	71,357	67,692	97%	-	100%	-
GRI 2-7_B4	Number of female in full time employment	31,600	30,988	28,193	97%	-	100%	-
GRI 2-7_A_c4	Percentage of employees in Part Time working	5%	5%	8%	97%	-	100%	-
GRI 2-7_B1	Number of male in part time employment	2,306	2,330	3,578	97%	-	100%	-
GRI 2-7_B3	Number of female in part time employment	2,847	2,897	3,245	97%	-	100%	-

		2022	2021	2020	2022 Perimeter (%)		2021 Perimeter (%)	
Standard code	Indicator Name	Group	Group	Group	Per employee	Per revenue	Per employee	Per revenue
GRI 405-1	**Diversity and Equal Opportunity**							
GRI 405-1_B_c3; SASB TC-SI-330a.3	Number of nationalities within Atos	145	149	139	100%	-	100%	-
GRI 405-1_B_c5; SASB TC-SI-330a.3	Number of nationalities representing more than 5% of the Atos population	6	6	7	100%	-	100%	-
GRI 405-1_B_c4; SASB TC-SI-330a.3	Percentage of females within Atos	32.09%	31.50%	30.93%	100%	-	100%	-
GRI 405-1_B_b1; SASB TC-SI-330a.3	Employees with disabilities	1,527	1,459	1,425	98.41%	-	99.52%	-
GRI 405-1_B_c1; SASB TC-SI-330a.3	Percentage of people with disabilities	1.41%	1.36%	1.39%	98.41%	-	99.52%	-
GRI 405-1_c15; SASB TC-SI-330a.3(1)	Female ratio within the Group Executive Management (top 450)	30%	32%	30%	100%	-	100%	-
GRI 405-1_c14	Percentage of women identified in talents pool	30.46%	29.88%	29.84%	64%	-	56%	-
GRI 405-1_c15	Percentage of women recruited	34.38%	35.74%	36.76%	100%	-	100%	-
A25	Percentage of women in Atos' scientific community	29%	32%	21%	100%	-	100%	-
GRI 405-2	**Salary rate between men and women**							
GRI 405-2_A_c3	Overall salary rate between women and men in Annual Basic Salary	0.95	0.93	0.93	88%	-	88%	-
GRI 405-2_A_c3	Overall salary rate between women and men in Total Remuneration	0.95	0.93	0.92	88%	-	88%	-
A6	**Diversity Perception (GPTW)**							
A6_c4	People here are treated fairly regardless of their age	81%	78%	76%	93%	-	89%	-
A6_c5	People here are treated fairly regardless of their sex	88%	85%	84%	93%	-	89%	-
A6_c6	People here are treated fairly regardless of their race or ethnicity	88%	87%	85%	93%	-	89%	-
A6_c7	People here are treated fairly regardless of their sexual orientation	89%	87%	86%	93%	-	89%	-
A6_c9	Average on Diversity Perception (GPTW survey questions)	87%	84%	83%	93%	-	89%	-
A16, GRI 403-9	**Health and safety**							
GRI 403-9	Global absenteeism rate (%)	1.6%	1.9%	1.8%	81%	-	57%	-
GRI 403-9_a.i, GRI 403-10_a.ii	Number of staff seriously injured work related	50	64	58	98%	-	100%	-
GRI 403-9_a.iii, GRI 403-10_a.i	Number of Atos staff's dead work related	1	3	0	98%	-	100%	-
G. Q50	Accident frequency rate (number of lost time accidents x 1,000,000 / number of hours worked)	0.29	0.59	0.50	98%	-	100%	-
A2	**Employee Satisfaction**							
A2_B	Percentage of Responses to Great Place to Work surveys (Average of Response rate)	61%	68%	69%	93%	-	89%	-
A2_C	Percentage of positive responses to "Taking everything into account, I would say this is a great place to work"	68%	63%	63%	93%	-	89%	-
A2_D; SASB TC-SI-330a.2	Atos Trust Index® informed by Great Place to Work (GPTW)	70%	66%	65%	93%	-	89%	-

		2022	2021	2020	2022 Perimeter (%)		2021 Perimeter (%)	
Standard code	Indicator Name	Group	Group	Group	Per employee	Per revenue	Per employee	Per revenue
GRI 401-2	**Benefits to employees**							
GRI 401-2_A_C15	Percentage of Permanent employees participating in Death Benefits	97%	97%	84%	97.28%	-	90%	-
GRI 401-2_A_C16	Percentage of Temporary employees participating in Death Benefits	89%	88%	75%	97.28%	-	90%	-
GRI 401-2_A_C17	Percentage of Permanent employees participating in Disability benefits	92%	92%	77%	97.28%	-	90%	-
GRI 401-2_A_C18	Percentage of Temporary employees participating in Disability benefits	42%	33%	33%	97.28%	-	90%	-
GRI 401-2_A_C19	Percentage of Permanent employees participating in Health Care	88%	94%	80%	97.27%	-	90%	-
GRI 401-2_A_C20	Percentage of Temporary employees participating in Health Care	92%	87%	69%	97.27%	-	90%	-
GRI 401-3	**Return to work and retention rates after parental leave**							
GRI 401-3_B	Total number of employees that took parental leave	368	355	325	10%	-	11%	-
GRI 401-3_C	Total number of employees who returned to work after parental leave ended	40	40	30	10%	-	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%	95%	93%	10%	-	11%	-
GRI 2-30	**Collective bargaining agreements**							
GRI 2-30_A_c2	Percentage of employees covered by collective bargaining agreements	45%	42%	46%	98%	-	97%	-
GRI 401-1	**Employee Hiring**							
GRI 401-1_A_c1	New employees hired during the Reporting Period	28,919	25,281	11,495	100%	-	100%	-
GRI 401-1_A_a1	Males hires during the Reporting Period	18,978	16,245	7,269	100%	-	100%	-
GRI 401-1_A_a2	Females hires during the Reporting Period	9,941	9,036	4,226	100%	-	100%	-
GRI 401-1_A_a5	New employees hired in developing countries during the Reporting period	17,114	16,029	5,796	100%	-	100%	-
GRI 401-1_A_a3	Number of juniors recruited	13,712	12,777	5,433	96%	-	92%	-
GRI 401-1_A_a4	Percentage of juniors recruited	49.21%	50.96%	47.90%	96%	-	92%	-

		2022	2021	2020	2022 Perimeter (%)		2021 Perimeter (%)	
Standard code	Indicator Name	Group	Group	Group	Per employee	Per revenue	Per employee	Per revenue
GRI 202-2	**Proportion of senior management hired from the local community**							
GRI 202-2_A_b1	Number of national senior managers	7,257	7,041	2,184	90%	-	91%	-
GRI 202-2_A_b2	Total number of senior managers	7,968	7,763	2,358	90%	-	91%	-
GRI 202-2_A_c1	Percentage of national senior managers	91.1%	90.7%	92.6%	90%	-	91%	-
GRI 202-2_A_b3	Number of national employee	101,469	99,768	74,274	100%	-	100%	-
GRI 202-2_A_b4	Total number of employees	109,797	107,572	78,728	100%	-	100%	-
GRI 202-2_A_c2	Percentage of national employees	92.4%	92.7%	94.3%	100%	-	100%	-
GRI 202-2_A_b5	Number of national employees recruited	26,356	23,157	7,474	100%	-	100%	-
GRI 202-2_A_b6	Total number of employees recruited (Excluding acquisitions)	28,919	25,281	8,231	100%	-	100%	-
GRI 202-2_A_c3	Percentage of national employees recruited (Excluding acquisitions)	91.1%	91.6%	90.8%	100%	-	100%	-
GRI 201-1	**Community investments (Economic value distributed)**							
GRI 201-1_A6_c1	Total community investments *(€ thousand)*	3,622	3,154	2,766	-	85%	-	84%
GRI 201-1_A6_c3	Donations to Charity *(€ thousand)*	448	2,223	1,472	-	85%	-	84%
GRI 201-1_A6_c4	Contribution to Commercial initiatives for good causes *(€ thousand)*	48	26	45	-	85%	-	84%
GRI 201-1_A6_c8	Contribution to Universities and similar *(€ thousand)*	797	752	1,086	-	85%	-	84%
GRI 201-1_A6_c9	Contribution to Responsible IT Projects *(€ thousand)*	2,329	152	163	-	85%	-	84%
GRI 201-1_A6_c2	Total number of employees involved in the main social initiatives	3,577	1,709	2,193	57%	-	53%	-
GRI 201-1_A6_b1	Cash contribution *(€ thousand)*	944	793	1,088	-	85%	-	84%
GRI 201-1_A6_b2	Staff time cost *(€ thousand)*	2,348	2,077	1,398	-	85%	-	84%
GRI 201-1_A6_b3	In-kind contribution (€ thousand)	127	13	11	-	85%	-	84%
GRI 201-1_A6_b4	Management Cost of Social initiatives *(€ thousand)*	204	271	269	-	85%	-	84%

Social Dimension:

GRI 404-1: The calculation of the average training by employee is done using the average headcount in three moments of time (on the 31st December 2021, the 30th June 2022 and the 31st December 2022). 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: Subco/Externals employees are excluded in the formal training, except for mandatory trainings

GRI 401-1_B_c3: The turnover is calculated as the total leaving excluding outsourcing divided by total headcount at the end of the year.

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 401-1_A_a3, GRI 401-1_A_a3: Since 2021, "juniors" hired are disclosed instead of "graduates" who were disclosed in previous years. The concept of "junior" refers to the employee category GCM 0-3 and less than 30 years old, while the concept of "graduate" refers to new joiner who graduated in current or prior year.

GRI 401-3: includes only France.

5.4 Governance

5.4.1 Governance Non-Financial Performance

Atos is fully committed to enhance trust towards the era of digital transformation. The Group strives to be recognized as a trustworthy digital company, by (i) behaving as an ethical and fair player within its sphere of influence, and (ii) creating value for its clients through the provision of innovative and secured solutions.

Upon occurrence of the split into two publicly listed companies, each of Atos and Evidian will define their own CSR strategy following a materiality assessment to be performed in 2023 by an external specialized consultancy firm supported by the each entity's CSR team. For more details, please refer to section 5.1.1.

5.4.2 Clients satisfaction and delivery capability

[GRI 3-3 Client satisfaction and delivery capability]

5.4.2.1 Permanent improvement of client satisfaction

Client satisfaction is a major Atos objective, just as supporting long-term growth is one of Atos' business goals. Associated governance includes regular review by the Group General Management Committee to focus on achieving processes, objectives, and results. Atos commits to the highest levels of service quality, reliability and availability for all services provided to its clients.

Improving client experience and associated satisfaction is the n°1 objective of Atos quality policy and the primary focus of the Atos Quality Steering Committee, which is chaired by the Chief Quality and Customer Satisfaction Officer. In addition, each Atos Group General Management Committee member personally supports Top client relationships (Globally Integrated Accounts, Global Accounts, Local Strategic Accounts) .

As part of Atos current 3-year plan the Group tracks KPIs at the global level:

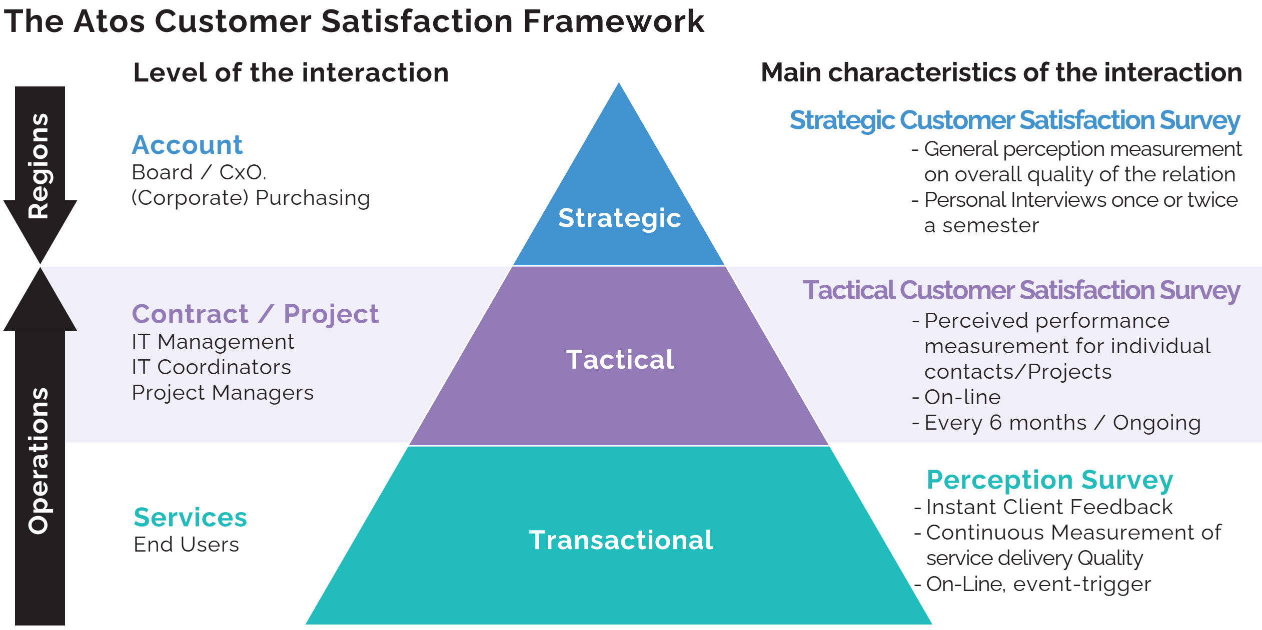
- NPS: Net Promoter Score;
- OCS: Overall Client Satisfaction;
- Innovation Scores (Products/People).

Standard Code	Indicator Name	Group (FY 2022)
GRI 2-29,	Group Overall Client Satisfaction (all clients part of strategic survey)	8.64
GRI 2-29	Net Promoter Score for top clients	60.87
GRI 2-29	Net Promoter Score for all clients	65.79
A10_c2.1	Clients' perception to the innovation attitude of Atos people in the customer satisfaction surveys (average score from 1 to 10)	8.13
A10_c2.2	Clients' perception to the Atos products and services innovation in the customer satisfaction surveys (average score from 1 to 10)	8.17

Further information on the above KPIs is available in section 5.4.13.

A comprehensive improvement loop is built from three layers of survey engine client feedback to drive action plans, accordingly, as described below. It links strategic, tactical, and transactional client engagement, experience, and satisfaction feedback with cascading action plans to continuously improve and maintain high levels of client experience and satisfaction. This works from the strategic level, with actions such as innovation workshops or innovative proofs of concept, to tactical actions for quality and productivity improvement or client journey mapping to improve client interactions. It also works to ensure the continuous improvement on the "shop floor" transactional operations.

Atos three-layered satisfaction survey process and the improvement framework are represented as follows:



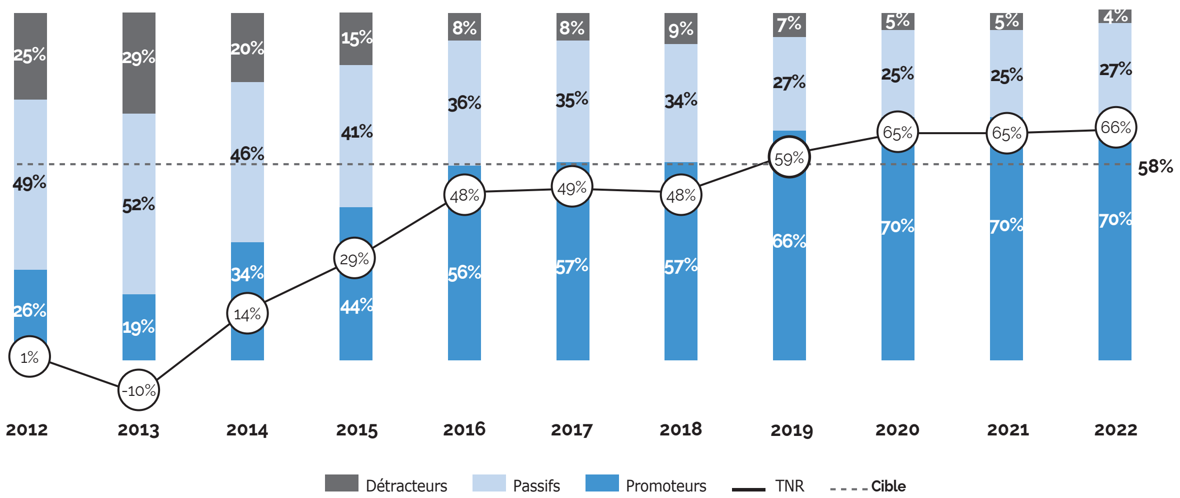
Strategic surveys are handled by Atos executive representatives (management / sales) and encompass Atos top accounts through face-to-face interviews.

Tactical surveys are driven by the Operations and obtain feedback at contract level from the client teams related to Atos services, project deliverables, and overall performance.

Transactional surveys, for large accounts serviced by Atos, provide immediate feedback solicited from the end-users at the end of a service request or other transaction. This allows monitoring of service performance perception, impacting daily operations.

The overall improvement loops, associated tools, specific workshops, and cookbooks on repetitive situations are described in Atos' global client experience framework. The program is driven by Group Quality in conjunction with sales operations and client executives. Within each of the regions and business lines, improvements based on tactical surveys are driven by the quality teams. Progress and feedback tracking are part of account quarterly reviews and of monthly reviews in the Operations.

At the strategic level, Atos 3-year plan aims to reach and sustain an overall Net Promoter Score (NPS) above 50% for all its clients (larger scope). The NPS target for 2022 was set at 58% and the achievement for all clients reached 66% for the full year.



5.4.2.2 Client delivery capability

The goal of Atos is for its Operations to deliver its clients the same experience, whatever the organization working on the projects, services or solutions across the world. The global Operations secure the deployment of standardized processes across all geographies.

This commitment is at the heart of the clients' trust in Atos capabilities and is implemented via the *Atos Integrated Management System* (AIMS) and assessed through:

- Atos ISO Multisite Certification Program (ISO MSC) covering a vast majority of Atos activities and most of the locations worldwide for ISO 9001 (Quality Management System), ISO 27001 (Information Security Management System), ISO 20000-1 (IT Service Management System) and ISO 14001 (Environmental Management System);
- ISO Multisite Certification guidance states that all Atos units with more than 500 internal employees, shall be ISO 9001 and ISO 27001 certified or in progress to achieve ISO MSC certification. Furthermore, ISO 14001 certification is mandatory for all offices with more than 500 internal employees and for all core data centers (excluding co-locations), while ISO 20000-1 certification is under the decision of local/global management (depending on specific business need or requirement; for details, see: ISO Multisite Certification Process);
- Atos Controls' continual assessment ensures that process control points are systematically implemented.

5.4.3 Research and Innovation

[GRI 3-3 Research & Innovation]

A dedicated section on Innovation and Ecosystem is included in the section 2.5 Thriving innovation and partnerships of this document, as core for the digital transformation to accomplish clients' and stakeholders' expectations.

Core domain	Specific section	Covered in section:
Innovation	Scientific and technological Expertise Scientific and Expert Community	2.5.1.1
Research & Development	Research & Development Research & Development roadmap governance	2.5.1
Co-Innovation & Open Innovation	Open Innovation with clients, partners, Scaler – Startup Accelerator	2.5.2

Atos Thought Leadership for Sustainability

The Atos Scientific Community and Expert Communities are key agents for driving innovation and change both within Atos and for its clients. Sustainability, in its broadest sense, is a foundational theme that runs through all of their research and thought leadership. Their insights were a key part of the inspiration behind "My CO2 Compass" – a unique data platform, mentioned below, for precisely tracking and cutting carbon footprints. The topic of decarbonization is one of the most frequently explored themes in Client Innovation Workshops which are led by the Atos Scientific Community.

At the Atos' Tech for Climate Summit event which ran alongside the COP27 in Sharm-El-Sheik, Atos and Amazon Web Services (AWS) spoke about Atos' decarbonization solutions and the evolution of their relationship to enable businesses to advance on their decarbonization journeys, with the development of a portfolio of solutions built on AWS under the umbrella of Atos' MyCo2Compass carbon calculator. This calculator is the first solution to be developed as part of a multi-year relationship between AWS and Atos, which will enable the effective measurement and management of carbon emissions across IT and business landscapes such as housing, fleet, travel and workforce. It will feature industry-specific, pre-defined datasets, saving clients the pain of starting from scratch when it comes to measuring emissions. These data-driven insights will empower more informed decision-making and the calculator will be available via the AWS Marketplace.

Atos has made significant Research & Development investments to design the most powerful, yet most energy-efficient general purpose supercomputer in Europe. Atos is using this capability in its Excellence AI Lab (in partnership with NVIDIA), to conduct research into areas such as climate research and healthcare. Not only is Atos seeking to ensure that digital technology is not a part of the sustainability problem, but that it is a key enabler of the solution.

With its long-standing commitment to offering green digital transformation that delivers benefits to people, society and economy, Atos is proud to be a founding member of the European Digital Green Coalition (EDGC). As a founding member and signatory of the EDGC, Atos commits to establishing science-based targets for reducing GHG emissions (see section 5.2.4.1 *Carbon reduction targets*). The members of the EDGC will work closely with the European Commission and other stakeholders relevant to deliver on these commitments and to report regularly on progress via established sustainability reporting frameworks.

Together with the 31 companies signatories, Atos commits to contributing to the success of the green digital transformation of the EU and beyond with the following actions:

- to invest in the development and deployment of green digital solutions with significant energy and material efficiency that achieve a net positive impact in a wide range of sectors;
- to engage with relevant organizations to develop standardised, credible and comparable assessment methodologies for the net impact of green digital solutions on the environment and climate in priority sectors such as energy, transport, manufacturing, agriculture and the building sector;
- to promote cross-sectoral dialogue and to contribute to the development of guidelines and recommendations for the deployment of green digital solutions in different sectors, and to encourage workforce upskilling.

Atos contributed together with 26 leading European industry players to the European industrial technology roadmap for the next generation cloud-edge offering [1] which was presented to the European Commission in 2021. This report outlines the technological priorities for strategic investment needed to enable the development and adoption of competitive, secure, trusted, and climate-neutral cloud and edge services across the EU and therefore strengthen Europe's leadership in cloud and edge. One focus of this report has been on developing high energy efficiency infrastructures, leveraging low consumption hardware and software, improving resource management, and enhancing data center energy mix & cooling performances, so the EU could lead the way in developing sustainable cloud and edge offerings.

As a result, the European Alliance for Industrial Data, Edge and Cloud has been launched, which Atos joined in December 2021 among the first wave of members to bring its technological expertise in cloud and edge, digital security and decarbonization.

Client Innovation Workshops (CIW)

[A10]

The objectives of Client Innovation Workshops (CIW) are to demonstrate Atos thought leadership and position itself as a strategic innovation partner for its clients. Powered by The Atos Scientific Community [2] those Innovation Workshops support Atos Clients shaping their vision through technology and business trends. This positions Atos as a technology visionary and thought-leader and emphasizes the role of Atos as Leader in Secured and Decarbonized Digital.

The CIW Program is delivered through the Global Innovation Network within the Atos' Business Technology and Innovation Centres (BTICs) and Labs across the Globe, in-person, remotely or in an hybrid format. The Client Innovation Workshops are booked in a digital tool as an Innovation, a Strategic Hackathon (StratHack) [3] or a Multi-Clients Workshop.

The criteria for a workshop to be considered a Client Innovation Workshop are:

- Atos Client participation;
- participation of Scientific Community Member(s);
- innovation topics at the heart of the agenda.

Innovation topics are based on key client challenges and nurtured by the Atos Scientific Community publication, either the bi-annual thought leadership publication titled "Journey" or via the various reports and Papers produced throughout the year.

The vision embedded into the "Journey" publication is a topic in itself, inspiring clients and exploring the potential to unlock virtual dimensions by studying impact for clients around three big themes:

- stretching physical boundaries:
  - with Sustainability actions supported by Atos EcoAct offerings around Net Zero;
- creating new virtual paradigms by defining four new modes of:
  - **operations**: with VirtualShore, IA autonomy,
  - **relations:** with a metaverse world enabling digital interactions,
  - **value:** with new Business platforms and progress of WEB3 distributed architecture,
  - **life:** with Augmented Humans, and autonomous Cobots;
- crossing the divide:
  - Trust & Compliance: Protection against Cyber Threats,
  - Future proofing and Antifragility concepts.

The BTICs are the place where clients can experience Atos' latest innovations and where their teams will meet its experts to design the proofs of concept (POCs) of the solutions fitting their needs.

Atos has a network of 9 BTICs worldwide [4].

1) *https://ec.europa.eu/newsroom/repository/document/2021-18/European_CloudEdge_Technology_Investment_Roadmap_for_publication_pMdz85DSw6nqPppq8hE9S9RbB8_76223.pdf*
2) *The Atos Scientific Community is a global network that comprises 175+ of the top scientists, engineers and forward thinkers from across the Group, with a rich mix of skills and backgrounds. Its members are involved in research activities that aim to demonstrate how technologies will influence the businesses of Atos current and future clients. They support, amongst others, patent creation and development of cutting-edge proofs of concept.*
3) *StraHacks (for Strategic Hackathons) are Innovation Workshops with Executive level participants.*
4) *Amsterdam (Netherlands), Bangkok (Thailand), Bezons (France), Chennai (India), Dallas (USA), London (UK), Madrid (Spain), Munich (Germany), Vienna (Austria).*

Artificial Intelligence (AI) Labs

The Atos AI Labs brings together expertise in AI alongside private and public sector organizational capabilities to collaborate and unlock cross-enterprise opportunities.

The AI Labs are available to both public and private-sector organizations across Europe and North America to utilize AI technologies and to define and design use cases relevant to their needs. They aim to use AI technologies to solve problems with data in an innovative and collaborative environment.

AI Lab sessions are designed to discover, scope, and prototype potential solutions and Atos uses its internally developed and industry-proven approach to ensure finding the right opportunity for Atos' client's business, drive them from idea generation to pilot development and quickly deliver impact and value.

Atos' current offer revolves around three packages:

- **AI Discovery:** half-day workshops aiming to get insights into the client needs, goals, and perspective, and provide them with a list of prioritized AI use cases ready to be analyzed;
- **Use Case Deep Dive:** a two to six weeks experimentation followed by a two-days design workshop concentrating on a specific use case, with the objective of synthesizing an actionable problem statement, visualizing and - if possible - modelizing data, and analysing what solutions can work and how they fit into the overall plan;
- **AI Pilot:** usually following a Deep Dive session, the aim is to build a pilot under two months to be able to measure KPIs, validate the initial hypothesis and make data-driven decisions.

Atos has a network of AI Labs, with locations in France, UK and Germany.

In addition to these physical places, the client can benefit from AI Lab sessions that can be delivered off-site. Discovery Workshops, Deep Dive sessions and Multi-Client Events may be delivered at locations other than the Atos AI Lab network, at client premises for instance.

With the coronavirus crisis, remote sessions have emerged. Collaborative and interactive tools, like Teams or Klaxoon, allow workshops to be carried out remotely.

This year the Atos' Client Innovation Workshop on-line Dashboard, leveraging on the Book Workshop Tool (BWT) data, continued to be enhanced with more functionalities, so the full company can leverage on the knowledge and results from the Client Innovation Workshops (CIWs).

Atos has conducted around 230 CIWs in 2022, most of them organized in a totally virtual way.

Research and Development with Academia and Research Centers

The University Technology Partnerships function maintained its focus in 2022 on global engagements with universities and further developed the academic engagement framework to measure and recognize the value of these activities.

Feedback from universities on Atos' engagements is that it helps students, for example, to get involved in real-life use cases for their studies, projects and thesis. Through these use cases, they explore a new perspective outside of pure academic topics. Another exciting benefit is accessing Atos' Expert, Scientific, and Chief Technology Officer communities.

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

- **organize joint R&D** aligned on major technological axes (quantum computing, high-performance computing, cybersecurity, Artificial Intelligence, decarbonization, climatology) as well as specific developments for industries (precision medicine, industry 4.0…). In 2022, the existing strategic partnerships with Inria and CEA evolved, and others are being developed in France, Germany, India, and the United States;
- **integrate PhD students into Atos teams** to put their research topics into practice. One example is the FINDER project. As FINDER sets out to Foster Innovation Networks in a Digital Era in Europe, this Industrial Doctorate partnership of 4 years between Radboud University and Atos has come to a close in 2022. Four research tracks have presented their results:
  - managing innovation in the networked organization,
  - alternative business models in digital ecosystems,
  - seizing the future: fostering collaborative entrepreneurship,
  - and effective strategies and policies for enhanced social payoff during and after digital transformation;
- **teaching and other curriculum-related activities**. Many Atos engineers teach at universities in their countries. Atos is a co-creator of the world's first MBA program in decarbonization. The Wroclaw Business university of Applied Sciences and Atos Poland R&D implemented a pioneering study program in decarbonization. The program responds to the requirements imposed on organizations by the European Union to make their activities climate-neutral by 2050 – with zero greenhouse gas emissions. Atos will also serve with their Subject Matter Experts as lecturers;
- **student innovation competitions**. Atos contributed to the AI-Cup, a scientific and entrepreneurial competition sponsored by the Bavarian Ministry of Economic Affairs, Regional Development and Energy. The topic of the AI-Cup was "AI for a better world." The data science challenge offered three different streams within which students had to compete:
  - AI for Decarbonization,
  - AI for Smart Mobility,
  - AI for Wellbeing.

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.

The innovation at the heart of Atos' corporate culture is also encouraging to broaden the scope of actions with students. For example, the **Atos IT Challenge**, an international competition dedicated to technological innovation, was created in 2010 to encourage the next generation of digital talent from universities around the world to think and submit their ideas to develop new digital solutions on forward-looking topics. For this 2022 edition, 144 teams from 123 universities in 29 countries proposed their ideas on the theme: "*To the Moon… to Mars… and to the Stars*". The winner was the "Sargassum Detector" by students from the University of Orléans, France. This app manages the large expanses of the Sargassum seaweed. It detects floating islands of algae with satellite images, then estimates on which coasts they will be stranded. The objective is to be able to warn local authorities in advance in order to promote a rapid collection of algae and a low impact on the coasts. The project also includes an app which allows users to participate in the collection of algae, by putting them in touch with partner associations or collection services.

Environmental topics cover a large part of the research work undertaken with research institutes, in particular **decarbonization and climatology**, for example:

- with the CEA Atos has started to i) work with the joint research team on CO_2 emissions and capture by agriculture and natural environment based on ICOS network of sensors at French scale; ii) work on CO_2 emission monitoring by satellite imagery (inversion methodology) at a global scale, and iii) improve the Carbon Monitoring solution (carbonmonitor.org) by implementing forecasting components at a worldwide scale;
- with Inria, Atos is conducting several research partnerships around the decarbonization of IT. Atos is currently working on two PhD theses on the monitoring and reduction of Edge-to-Cloud and HPC emissions using a collective awareness between the hardware, the software, and the users. The goals are to i) increase energy efficiency finding the appropriate resources for a given application, ii) avoid energy waste by controlling hardware dynamically according to the workload, and iii) fighting rebound effect using user incentives.

Atos Intellectual Property (IP)

Under the leadership of the Atos IP Steering Group, the Group continues to develop its portfolio, reaching 3,300 patents in 2022. Atos also continuously realigns its portfolio with strategic priorities, having filed 8 patents to protect the new Bull Sequana XH3000 (especially on the new hardware cooling system) and 8 new patents on Quantum (with a focus on compilation technologies), both efforts confirming Atos' patent leading position on these two topics. In 2022, Atos filed a total number of 65 patent applications. 20 of these filed patents were on decarbonization technologies, confirming Atos' effort to develop innovative solutions to help its clients to achieve their decarbonization objectives.

In 2022, the winners of the **Atos Inventors Awards** in the following categories were:

- **newcomers**: Asthma management solution - an innovative solution combining IoT, AI and big data to manage and prevent asthma outbreaks for patients;
- **technology**: Method for detection of lateral movement of malware - a methodology for spotting anomalies related to lateral movement using data science and behavioural analytics which has been already deployed in Atos' product AIsaac platform [1];
- **client**: Solution to suspect pilferage of fuel at gas stations - a solution successfully deployed at a leading oil company in India to minimize pilferage losses and deliver seamless consumer transactions;
- **decarbonization**: Method for managing data life cycle and job scheduling in a High Performance Computing system - a method dramatically reducing energy consumption and costly data movement without sacrificing job performance.

In 2022, 15.3% of inventors were women (against 11.5% in 2021). More details about all such innovation and their inventors can be found in the Group's webpage dedicated to them [2].

1) *https://atos.net/en/solutions/cyber-security/aisaac-artificial-intelligence-for-cyber-analytics-and-hybrid-secops*
2) *https://atos.net/en/about-us/innovation-and-research/inventors-awards*

Accelerate open innovation with start-ups

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

In 2020, Atos launched a new program for start-ups and SMEs: Scaler, the Accelerator. Scaler accelerates a fruitful collaboration between Atos experts and a start-up's entrepreneurs. It's a win-win relationship. The start-ups win through accelerated development, access to Group 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.

Underpinning the industry-by-design, business execution and sustainable decarbonization programs, Atos Scaler is committed to unleashing the value of innovation from concept to industry application with accelerated time to market.

Every year, more than 10 start-ups develop their projects according to specific client interests and will contribute to enriching Atos offerings. Scaler is a key asset supporting development of the Company and enriching key clients' innovation.

Enhancing Digital Security

In 2022, Scaler on-boarded 5 new start-ups, focused in the 'Digital Security' and 'Advanced Technology/Quantum' categories, in addition to the start-ups already on the program:

- **ColibrITD**: innovative quantum computing software platform to manage and optimize access to quantum computing by any enterprise within a hybrid classical & quantum HPC environment;
- **Cycognito**: External Attack Surface Management SaaS platform that detects, prioritizes, and can exploit critical exposure points by offering remediation guidance;
- **DuoKey**: technology that protects data on the cloud through Multi Party Computation (MPC) and encryption. It overcomes known security risks, by encrypting valuable data with different keys shares based on MPC;
- **Digitalberry**: an orchestrator of cryptographic assets such as digital certificates, tokens and keypairs. Digitalberry secures and simplify the large-scale use of digital certificates within non-expert organizations;
- **GitGuardian**: a code security platform that enables developers, cloud operations, security, and compliance professionals to work together for secure software development.

Scaler creates added value for Atos' client, 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 clients and partners ecosystem.

For this third wave of start-ups, the Atos Scaler team conducted the pitch sessions in the metaverse. Start-ups had to provide a 100% immersive and realistic experience in a virtual universe. Additional pitch sessions for the 'Decarbonization' and 'Digital' categories will be held early 2023.

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

Since its launch in 2020, Atos Scaler has fostered many open innovation projects supporting clientts' business needs. To date, Atos Scaler has onboarded more than 27 start-ups from across the globe and around 20 client deals have already been signed with client engagements accelerating: Atos Scaler's impact on sales engagements has progressed significantly, reaching the number of 130 clients, more than 60 RFPs, and over 20 signed deals.

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

- **Growing business**, such as with France Télévision in the decarbonization of its new media NOWU with Greenspector and EcoAct;
- **Developing Open Innovation**, such as a sustainable finance solution called 'Decarbonized Investment Brain' with DreamQuark; using start-up ProvenRun's security certified operating system ProvenCore to secure its BullSequana S and BullSequana Edge servers for consistent security from Edge to HPC and Cloud; and using Carbon Minds' environmental life-cycle data to enrich Atos' Product Carbon Footprint (PCF) Platform;
- **Expanding Atos' strategic ecosystem** by developing "Internet of Things" (IoT) and "Operational Technology" (OT) security solutions for clients in the energy sector with OTORIO, which has also been selected as Atos' strategic partner for its own next generation of OT industrial cybersecurity and digital risk management solutions; and partnering with start-up Circular Computing to propose carbon neutral, remanufactured laptops as part of Atos' Digital Workplace offering.

5

Scaler is industry by design

Concrete industry use cases and vertical applications are at the heart of Atos Scaler. Scaler start-ups add value to Atos client journey:

- they answer client challenges, with concrete industry-specific use-cases;
- clients already confirmed their interest for their solutions;
- they integrate with Atos industry offerings and are ready to sell.

With the start-ups already on-boarded, Atos brought to market innovative solutions with very specific use cases for its targeted industry, such as last mile delivery platform for retail, anti-drone protection of sensitive sites & events, life cycle database for the chemical industry to reduce its environmental impact, etc.

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

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

Over the last few months, more than 100 client meetings involving Scaler's start-ups have been held across the world, pro-actively addressing co-innovation with clients on their digital transformation agenda and opening new business opportunities in various industries such as energy & utilities, manufacturing, healthcare, media, finance, or the public sectors. Start-ups and Atos jointly submitted +30 innovative proposals to key clients and won 9 deals already.

Toward decarbonization

Scaler supports the Group commitment to leadership in decarbonized digital transformation. One of the selection criteria for the candidates is how they contribute to a decarbonized digital world. Together with Scaler start-ups, they develop new solutions that make decarbonization a competitive advantage.

Since its launch, Atos Scaler has fostered open innovation projects that are ever closer to clients' business needs. Atos Scaler has a strong portfolio of decarbonization services that allows to be the leaders in secure and decarbonized digital. At Scaler, up to 85% of start-ups offer sustainable and/or secured solutions.

Scaler 2022 ecosystem on decarbonization includes:

- **Circular Computing** is the world's premium remanufacturer of carbon neutral laptop products as well as the world's first BSI Kitemark certified laptop remanufacturer. The partnership enables Atos to expand its Net-Zero Transformation portfolio with carbon neutral remanufactured laptops to support its clients to reach their sustainability goals. Circular Computing produces at-scale, pre-used HP, Dell, and Lenovo laptops that are "equal to or better than new in cosmetic and function, with an equal to or better than new warranty" and certified to deliver an "as new" experience for its clients. Atos initially rolled out the product across its own business to support its net-zero ambition, make sure it had a thorough understanding of the client experience, and is now broadened this out to its clients, as part of a Digital Workplace offering related to lowering emissions;
- **CarbonMinds** is a data analytics company focused on environmental sustainability in the chemical industry. With its environmental life-cycle data and established model of the global chemical industry, Carbon Minds goes a layer deeper than national level data on environmental impacts. Its data represents individual chemical production facilities, so Carbon Minds can provide not only national average data, but also supplier-specific environmental impacts for more than 2,000 chemical producers. This is an interesting ecosystem innovation success for Atos and its client BASF as they worked together to integrate Carbon Minds' solution into the Product Carbon Footprint (PCF) platform based on BASF IP protected calculation methodology. By that, the platform will be enriched with a large amount of highly regionalized and supplier-specific chemical data. Clients will have access to a bigger market. The goal of this PCF Platform is to make it an industry standard for Product Carbon Footprint calculation processes in the chemical & process industry. Carbon Minds solution being part of the PCF Platform will grow its market share;
- **Woop** has a direct impact on decarbonization, as it optimizes the last mile delivery. Indeed, the SaaS platform, is a one stop shop orchestrating all delivery offers in a single-entry point. Woop has designed a technology platform that identifies and optimizes all solutions to bring brands closer to consumers wherever they are and will put resellers in touch with an eco-delivery system. Their technological platform orchestrates all the delivery solutions to boost experience for the consumers and the operational efficiency for the brands by offering new local services (delivery service, shared drive, click and collect, etc.). Together, Atos and Woop offer resellers solutions to make last mile delivery more efficient.

The full list of start-ups in the 2022 program includes:

- **Digital Security**: ProvenRun - Otorio - DuoKey- Digitalberry - GitGuardian - CyCognito;
- **Advanced Technology**: IQM - Iptoki - ColibrITD;
- **Manufacturing**: Carbon Minds;
- **Resources & Services**: Woop;
- **Financial Services & Insurance**: Kore.ai;
- **Public Sector & Defense:** Cerbair;
- **Decarbonization**: Circular Computing;
- **Alumni**: United Biometrics – Claroty- DreamQuark – Synchronized – Opinum – Greenspector – Tier 1.

Examples of Innovation related to Social Responsibility

A partnership with Mendix to drive efficient decarbonization through low-code solutions (1)

The partnership agreement between Atos and Mendix expands on the 10+ year strong relationship between Atos and Siemens. It leverages low-code to accelerate hyper-automation, time-to-market, infrastructure modernization, and improve processes in manufacturing, retail, public sector, telecommunications and financial services. The new partnership agreement enables Atos to drive low-code app development for digital transformation projects across the globe.

The Mendix platform integrates with existing components to take a circular economy approach to software development. By enabling organizations to upgrade their services one application at a time, it reduces the need for infrastructure overhauls, effectively enabling organizations to do more with less. The Mendix platform is cloud native and allows for containerized applications. This enables organizations to deploy anywhere and scale their apps to any size without redesign. With the Mendix low-code platform, Atos can support its clients to develop low-emissions applications and thereby contribute to lowering their carbon footprints.

Atos supercomputer to boost weather forecasting of the Finnish Meteorological Institute (2)

Atos has been selected by the Finnish Meteorological Institute, the government agency responsible for gathering and reporting weather data and forecasts in Finland, to supply, deliver, install and operate a supercomputing system, based on its BullSequana XH2000 architecture. Compared to Finnish Meteorological Institute's current solution, the new system will increase its computing power by a factor of 4 and will enable it to provide its clients with enhanced and more precise and reliable forecasting information.

The new supercomputer will be used in different areas of numerical weather prediction including short-range weather forecasting and nowcasting (forecasting on a period of up to 9 hours). It will also enable meteorologists to more accurately predict and determine the intensity of severe weather events long before they occur.

Atos successfully deploys Mon Espace Santé, France's online health platform (3)

In 2022, a consortium led by Atos announced the successful delivery of the secure Mon Espace Santé platform, which was co-developed with France's National Health Insurance Fund. Accessible to all French citizens since January 2022, Mon Espace Santé simplifies the healthcare pathway for 65 million users, enabling them to store and share their documents and health data and interact with healthcare professionals in complete security.

The design teams' use of the Design Studio methodology enables analysis of user pathways and monthly integration of new functionalities by optimizing the integration of user feedback. The consortium's expertise in consumer mobile applications and solutions gives users anytime access to their information. Thanks to the integration of highly standardized and reversible open-source components and the use of a Full DevSecOps approach, the consortium ensures scalable maintainability and strong agility and operability, necessary to implement and deploy Mon Espace Santé quickly and to scale.

Launch of the Gaia-X lighthouse project for European cloud infrastructure (4)

Atos, with other European digital companies and cloud providers have launched an initiative for common infrastructure services that meet Gaia-X requirements. 28 companies and organizations, including Atos, agreed to make their cloud services Gaia-X compliant. The Lighthouse project "Structura-X" complements industry-specific initiatives for the automotive sector (Catena-X), agriculture (AgriGaia) and finance (EuroDaT).

The common goal is to shape the existing infrastructure services into an eco-system for European data sovereignty. Structura-X will work closely with Gaia-X, which among other activities defines the technical framework for data sovereignty. At the same time, Structura-X will enable the necessary scale for new cross-sector and cross-country collaboration in the cloud. The previous fragmentation of the European cloud market will thus be overcome.

1) *https://atos.net/en/2022/press-release_2022_04_21/mendix-and-atos-expand-global-partnership-to-drive-efficient-digital-decarbonization-across-every-industry-with-enterprise-low-code*
2) *https://atos.net/en/2022/press-release_2022_05_30/atos-boosts-weather-forecasting-capacity-for-finnish-meteorological-institute-with-its-bullsequana-supercomputer*
3) *https://atos.net/en/2022/press-release_2022_11_23/atos-successfully-deploys-mon-espace-sante-frances-online-health-platform*
4) *https://atos.net/en/2022/press-release_2022_02_22/atos-and-partners-launch-gaia-x-lighthouse-project-for-european-cloud-infrastructure*

Euro HPC chooses Atos MareNostrum5 supercomputer [1]

Atos, leading a consortium of technology suppliers, will provide the pre-exascale system to be hosted by the Barcelona Supercomputing Center, in Spain, as part of the European High Performance Computing Joint Undertaking (EuroHPC JU). MareNostrum5 will rank amongst the world's top supercomputers and will pave the way toward exascale capabilities, the next supercomputing era.

With a power capacity up to 314 Petaflops, or at least 314 million billion calculations per second, the system called MareNostrum5 is tailored to boost European medical research through drug research, the development of vaccines, virus spread simulations as well as artificial intelligence and big data processing applications. The system will also unlock computing performance for HPC specific complex applications, such as climate research, engineering, material science and earth sciences, which require to be managed out of the cloud.

Atos will manage the Athletes' Village of Olympic Games 2022 with its smart territories data platform [2]

In 2022, Atos was selected by SOLIDEO, the Olympic Delivery Authority, to deploy a digital platform for the Athletes' Village located in the Seine Saint-Denis department (Greater Paris). Atos' Urban Data Platform (UDP) solution enables SOLIDEO to consolidate all data generated by a wide ecosystem of smart devices (IoT), applications and services dedicated to the site's energy and environmental performance.

UDP combines data flows from sensors, embedded systems, satellite images and other platforms contributing to the operational management of the Athletes' Village. The ingested, analyzed and aggregated data, for ex. from weather sensors, air quality, noise pollution, heat islands are presented as monitoring dashboards and contribute to monitor the environmental impact of the Village and to implement corrective actions.

1) *https://atos.net/en/2022/press-release_2022_06_23/atos-awarded-marenostrum5-supercomputer-contract-by-eurohpc-ju-for-barcelona-supercomputing-center*

2) *https://atos.net/en/2022/press-release_2022_10_04/atos-wins-a-contract-with-solideo-olympic-delivery-authority-to-digitally-manage-the-athletes-village-with-its-smart-territories-data-platform-urban-da*

5.4.4 Security and data protection

[SABS TC-SI-230a.2]

Purpose of Atos Group Security

The Group Security function spans all countries and entities within Atos with a direct reporting line into the Atos Executive Management.

Its mission is to lead the organization's effort to manage internal security and safety risks by anticipating adverse effects of security and safety events to the organization.

Its key activities are to:

- provide assurance to the Group Executive Board on security and safety risks;
- create and maintain information security and safety policies and set implementation goals;
- monitor the threat, regulatory landscapes and identify the top security and safety risks;
- invest in advanced capabilities to protect against and detect cyber-attacks on the organization;
- facilitate, monitor the implementation, and maintain security controls across the organization.

The key frameworks used across the enterprise are ISO 27001, Control Objectives for Information & Related Technology, Information Technology Infrastructure Library and National Institute of Standards & Technology.

Atos has established and enforced Binding Corporate Rules (BCR) to the entire Group and has implemented the General Data Protection Regulation (GDPR) recommendations throughout the Company from an independent data protection team fully cooperating with Group Security and reporting to an Atos' senior manager.

During the integration of mergers and acquisitions, Atos ensures improvements in cost efficiencies, gap analysis and risk management. It also leverages best practices from those entities to enrich Atos' risk posture.

Atos delivers excellence in security with minimum security risk appetite by:

- independent security organization (budget/resources);
- threat intelligence service;
- dedicated Red team / Blue team (ethical hackers);
- best of Breed anti-malware protection strategy;
- advanced vulnerability scans;
- external security assessment by major players;
- close cooperation with governments agencies;
- advanced data analytics displayed in security dashboard.

These are complemented by a portfolio of projects to:

- combat the evolving threat landscape;
- gain more benefits from existing security investments.

Governance

The Head of Big Data and Cybersecurity, member of the Executive Board and as Executive in charge of Group Security function, oversees the cybersecurity strategy in the cybersecurity / Information Security Committee which is responsible for cybersecurity strategy at Atos. He advises the Executive Board on trends, company activities and approach with regards to cybersecurity.

The Group Security organization is led by the Head of Group Security and Group CSO who in turn reports to the Head of Big Data and Cybersecurity and is responsible for implementing, managing, and keeping the Atos Information Security Management System (ISMS) state of the art. The Head of Group Security and Group CSO has, at minimum, a weekly meeting with the Head of Big Data and Cybersecurity.

Since its inception in 2001, the Atos Information Security Management System (ISMS), which is mandated across all Atos legal entities, has continued to mature as a result of Plan-Do-Check-Act (PDCA) cycle. The Security organization manages the continuous improvement cycle required by the ISO 27001 certification.

The Head of Group Security is supported by five Regional Business Unit Security Directors, a Global Chief Information Security Officer, a Head of Group Safety and three Global Business Security Directors. Each Regional Business Unit has one or more Chief Security Officer(s) by Country Cluster. In total, Group Security comprises of some 110 full time staff, regrouped into a support function, and deployed around the globe.

Group Security is designed to support the Group organization structure.

Every week the Head of Group Security has several meetings with Group Security staff:

- Senior Leadership Team meetings, aimed at providing direction and priorities to the Group Security Program;
- Team meetings with all Group Security staff, to update staff on ongoing projects and initiatives;
- Security Operation Reviews with Group Security participants from all regions, to review all opened security incidents for progress and potential closure, and to reduce potential impact of any security incidents, as well as identify and share good security practices.

The Group's main certifications regarding security include ISO 27001, ISAE 3402 and PCI/DSS for a selection of Atos data centers, which house client payment systems.

Cyber Essentials

Cyber Essentials is a UK government backed scheme to help protect organizations against a whole range of the most common cyber-attacks. Cyber Essentials Plus retains the Cyber Essentials trademark simplicity of approach and requires the same levels of protection to have been implemented but requires a hands-on technical verification to be undertaken.

Atos has a Cyber Essentials Certificate of Assurance (certificate number 1ca26559-e9f3-4065-b6de-229dd86fa307) with a scope of Atos IRIS UK Secure Private Cloud Platform, and a Cyber Essentials Plus Certificate of Assurance (certificate number d247aa42-29ff-413d-af62-c15808a7616c) with a scope of Atos - IRIS UK Secure Private Cloud Platform.

A comprehensive approach to the protection of assets

Atos Group security organization fosters a comprehensive set of Global Security and Safety policies, standards, and guidelines. With an ever-evolving risk landscape, the Atos Cyber Security Architecture and strategy evolves too. This evolution is addressed in a regularly reviewed and updated policies. The Atos Group Security policies are well communicated and published to raise awareness about the mandatory and binding character for all Atos entities and employees worldwide.

This guarantees the safety and the security of Atos internal and external (i.e., "client related") business processes.

The Atos Group Safety and Security policies encompass the protection of all Atos assets, whether owned, used or held in custody by Atos (information, intellectual property, sites, network, personnel, software, and hardware).

Group Security library change/enhancement in 2022:

Atos Group Security continues to enhance its extensive set of security polices and supporting collateral and has improved its efficiency by digital transformation. Intellectual property of assets and confidential information, including, but not limited to, the use of confidentiality agreements, encryption and logical and physical protection of information are also covered within these set of policies. These documents are stored within a SharePoint library and are available to all Atos employees. This document set is routinely audited as part of the ISO 27001 certification process.

To ensure that appropriate provisions are included in Atos contracts with clients and suppliers, and that confidential matters are appropriately dealt with in compliance with applicable laws, Atos Legal, Compliance and Contract Management department advises on all commercial transactions.

Atos monitors and governs sanctioned and unsanctioned Cloud services via web proxy services and integrated security tooling, allowing Atos to protect its information in the Cloud.

New / Enhanced security policies published in 2022:

- Atos Security Risk Management Policy (new);
- Application Security aide-memoire (new);
- Atos Security Requirements for Partners and Suppliers (new);
- Atos Supplier KPI and SLA Catalogue (new);
- Group Security Supplier Assurance Process (new);
- Atos Co-working Policy (new);
- Clean Desk Policy adopted by Group Security (new);
- Atos Information Backup Policy (new);
- Atos Global Business Continuity Management Policy (new);
- Atos Global Statement of Applicability (major update);
- Global Security Passport (major update);
- Global ISMS Scope Definition (major update);
- Group Security Presentation (major update);
- Atos Bring Your Own Device (major update);
- Atos Security Incident Management Policy (major update);
- Atos Security Policy Statement (major update);
- Atos Information Classification Policy (major update);
- Atos Physical Security Policy (major update);
- Atos Crisis Management Policy (major update);
- Atos Network Security Policy (major update).

Awareness

- An information security/cybersecurity policy is internally available to all employees on the Group Security SharePoint.
- Mandatory Atos cybersecurity and Safety Awareness Training was enhanced in June 2022 to add new training topics based on latest security risks and threats. The training is now available in 7 languages (English, French, German, Spanish, Portuguese, Dutch, Simple Chinese) and Web Content Accessibility Guidelines (WCAG) compliant. 90.90% of employees successfully passed the course assessment during 2022.
- A clear escalation process is available to all employees which can be easily followed in the event they notice something suspicious is in place. This process is reviewed during the mandatory training.
- In addition to the mandatory training, several recommended training courses are available on the Learning Portal and Group Security Awareness SharePoint space.
- It is the responsibility of all members of staff to adhere to the Atos Security Policies and related standards, procedures, and guidelines. Breach of these documents may result in disciplinary action, up to and including termination of employment.
- During 2022, 36 global communications covering security awareness were published and made available to all Atos staff worldwide.
- Atos conducted 6 phishing simulation campaigns during 2022 to measure employee awareness and vigilance to phishing attacks. Over 600,000 test phishing emails were delivered to targeted employees, using several different templates requesting them to click on an embedded link and enter their credentials in a fake login page. Employees who reported the phishing email were congratulated for their positive response. Employees who were successfully phished were notified of their error and invited to complete complementary training.
- Cybersecurity Awareness Month was observed both globally and regionally during October 2022. Staff were encouraged to participate throughout the month-long event consisting of security-themed webinars, articles, newsletters, quizzes, and a virtual career fair. The objective was to raise awareness across the organization about the importance of cybersecurity to Atos and its clients and encourage people to do their part in protecting cyberspace, stressing individual accountability, and taking proactive steps to enhance cybersecurity.

Awareness Overview

Multi Factor Authentication (MFA)

The Global IT Single Sign On (SSO) service on the Atos Authentication Portal supports Multi Factor Authentication (MFA) for workstations and mobile phones. This permits Public Key Infrastructure (PKI) card authentication (smart card certificate based on the Atos PKI CA infrastructure), Time-based One-Time Password (TOTP), based on an Authenticator application and One Time Password Code based on a hardware or software calculator using the smart card. These allow Atos to offer MFA to all of its employees and sub-contractors/third parties. It ensures that MFA is applied to the compatible Atos critical web applications authentication. 95% of active individual physical and functional user accounts have MFA enforced.

Atos MDR (Manage Detect and Respond)

Through the acquisition of Paladion in 2020, Atos has procured AIsaac, a dedicated EU based cloud MDR (Managed Detection and Response) infrastructure. Atos is in the process of transitioning to the AIsaac service.

This new Atos AIsaac platform provides Big Data SIEM (Security Information and Event Management) capabilities with threat intelligence, advanced threat detection, faster incident mitigation, and collaborative breach response 24x7. The MDR solution will monitor servers, network devices and other Atos tools and security services to provide better detection of malicious activities and faster incident response.

By replacing the existing MDR with the new Paladion AIsaac MDR platform, Atos now has a scalable platform to develop in-house to improve the protection from sophisticated attacks. Through the on-going development with Big Data SIEM, and Artificial Intelligence Atos can continuously analyze and protect the organization's data to detect attacks in real-time and near real-time. Once a threat is detected, AIsaac accelerates and fully orchestrates fast, accurate, and effective response to remediate threats faster.

Secure Coding

Atos continues its journey towards strengthening security as part of the application design, development and deployment. The maturity gained through secure coding training activity during the previous year was built upon further through a series of initiatives. The Learning Portal was updated with self-learning programs that provide an understanding on topics like the Open Web Application Security Project (OWASP) Top 10 and defensive programming. The secure development policy and guidelines were updated and enhanced. An aide memoire for application security controls which provides information in a concise manner was published. Through a series of workshops, the application team was introduced to the advanced security features and tools available as part of the GitHub program. The Group plans to retain its focus on the topic in future through various initiatives.

Security Incident Management

The Atos Security Incident Management Policy has been defined and implemented. The collaboration between the Atos Group Security Officers and the Computer Security Incident Response Team (CSIRT) ensures its effectiveness.

To capture all Group security events and Group security incidents, Atos relies on a network of more than 80 Atos Group Security Officers worldwide. These security events and security incidents are reviewed in the weekly Security Operations Review, which is chaired by the Atos Group Chief Security Officer (Atos Group CSO). All security incidents and events relating to data protection are also reviewed by the Group Data Protection officer and his network of security and legal experts.

In 2022, the incident management core team, supported by Big Data and Cybersecurity members, has conducted some enhancements, especially in term of reporting and strategical advising capacities. Further improvement steps have been taken by implementing an Incident Management Dashboard to share trends and key views to set up corrective and preventive actions plans.

In H2 2022, the Group Security has implemented new incident management rules to optimize the root cause analysis, the relevance of security ticket filtering, and the fluidity of the work of security officers. This includes improved automation and orchestration, more targeted access for security officers in the incident management processes, refined reporting, and strengthening of the partnership approach with Big Data and Cybersecurity experts.

A major security incident with a priority of either P1 or P2 can be designated as a crisis after approval by the Atos Chief Security Officer and is then managed in compliance with the Crisis Management Policy.

The Crisis Management Policy, the Security Incident Management Policy and the Cyber Emergency Policy has been reviewed based on the experienced lessons learnt through 2022 year and especially a crisis exercises performed. This ensured that the methodology is applied consistently in addressing any declared cyber emergency event.

Business Continuity Management

To ensure that the Atos infrastructure continues to deliver IT services, line managers responsible for components of the infrastructure must maintain a business continuity plan to implement, if a disaster prevents the normal delivery of service. Business continuity plans must be capable of delivering the contracted availability requirements to clients and they must be tested. Business continuity planning should be discussed and agreed with clients and described in the contracts and Service Level Agreements.

Responding to the situation in Ukraine, following the Group Security Crisis Management methodology, Group Security brought together the senior management, and have coordinated the various teams' responses. The Crisis team defined, monitored, and coordinated mitigation actions to protect Atos employees and to ensure business continuity.

During 2022, Group Security led webinars, simulation, tabletop exercise and a group crisis exercise in order to review how the Group crisis team members work together under crisis conditions. More than 40 people from Operations and Shared Functions worked in a simulated case to test the business continuity management methodology and address the requirements of internal and external stakeholders.

External Security Benchmarking

Atos continues to use an industry-recognized security scorecard comparison supplier to benchmark its suppliers and its own (including Atos subsidiaries) performance against key competitors. This enables Atos to provide feedback to the suppliers on their security posture, and to launch actions to improve Atos' own cybersecurity. This demonstrates that Atos is consistently outperforming its main competitors. Should the security scorecard show a reduction in score, Atos uses this as a key indicator for the initiation of change to improve Atos' suppliers and Atos' own security positions in the market.

Group Cyber Security Dashboard

The Group Cyber Security Dashboard is a visual display of the automated feeds, without any human intervention, 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 cyber security framework categories: identify, protect, detect, respond, and recover. In conjunction with the use of RAG indicators, it assists in enabling prioritization of where focus is to be given in near real-time on an ongoing basis. This is seen as a critical tool for the security community and other stakeholders within Atos to facilitate rapid management of evolving threat actors.

The dashboard provides various layers of visualization and data, from the holistic view of the entire group estate right down to users' specific area of responsibility. Generation of reports to the Group Security Management Committee and other key stakeholders are provided, which gives the status at the most current point. Each KPI target is reviewed twice yearly to aid in improving the security culture and the maturity level.

Whilst this tool is predominately used to visualize key performance indicators, it also contains operational information. Examples include the ability to search by IP or host name and understand where it is located and its current security posture at an asset level.

Further categories have been integrated into the dashboard to strengthen the ability to identify the constantly changing threat environment. In 2022 these included KPIs on Advance Threat Hunting, percentage of responses on Security alerts, events reported by new implemented Security Monitoring solution.

Security key performance indicators (KPIs) and reporting

Security KPIs have been improved by better definition, delivering more meaningful information to the relevant support functions, and enhancing the capability to demonstrate the value of security. For example, percentage calculation of successful completion of security & safety awareness e-learning, security incidents open/closed and compliance to malicious code prevention.

From a security performance management perspective, Atos monitors the deployment of ISO 27001 at all Atos in-scope sites. The Atos Integrated Management System (AIMS) Headquarter Audit of ISO multisite certification was successfully completed in November 2022 by PwC (the authorized accreditation body). There were three non-compliances reported for Group Security team. Remediation plans have been prepared for all findings and are during implementation now.

During 2022 Atos did not experience any security incident on its perimeter which resulted in it having to pay penalties or suffered revenue losses. Security events are rapidly identified, and prompt action is taken by security staff following established processes. As such, security incidents had only limited impacts on Atos and/or its business. No security incident exposed Atos to the application of penalties or claims as such (other than incidents covered within the application of Service Level Agreements in the normal course of business). No other costs were incurred by these security incidents.

KPI Code	KPI Name	Results 2022
A3_c2	Percentage of open security incidents open v/s closed (%)	4.07%
A3_c3	Percentage of staff who successfully performed the CyberSecurity & Security E-learning	90.90%
A3_c4	Percentage of staff who successfully performed the Data Protection E-learning	90.10%
A3_c5	Percentage of compliance to malicious prevention	100%
A3_c9	Percentage of coverage to ISO 27001 certification	96.85%
A3_c10	Percentage of staff in situ for greater than 8 weeks with enforced Two Factor Authentication	99.00%

Objectives	Descriptions	Results/extents to which they have been met
Enhance the process to record how security measurements are implemented across the full scope of the organization.	Continue the automation of the controls necessary to capture how security measures are being implemented successfully across the full scope of the organization (and newly acquired) using the Group Security Dashboard and standard best-in-class solutions	Security Audit Actions Closed KPI. Reporting updated to provide reliable operational and management views of audit status in order to ensure timely closure of audit actions. Advanced Threat Hunting KPI. New KPI to judge the performance of the proactive detection of threats which cannot be sufficiently addressed with the actual security tools and configurations in operation. Incidents and Events related to Managed Detection and Response (Paladion Aisaac) KPI. Enhanced to provide reporting on High priority security events/incident. Security Trainings Completion Rate KPI. Enhanced to provide reporting on the split between regular employees and new joiners, update on RBU and countries. IP Address Management Tool Coverage KPI. Enhanced to provide number of assets having a public IP in IPv4 format with a mapped infoblox zone different from Internet. Reporting frequency increased to weekly. ATOS IT Managed Domains (former T0 Machines) KPI. Enhanced by new operational view implemented; Aide-Memoire rules compliancy and views per role and domain added
Enhance Paladion deployment to deliver full scope coverage of all Atos critical assets before end of H1 2022	Expand the Managed Detection and Response Paladion deployment (in addition to existing EDR solutions) to provide full scope coverage of all Atos critical assets before end of H1 2022	The initial plan to cover all critical assets with Paladion Managed Detection and Response by H1 2022, turned out to be challenging due to the required cross network communication needs and related efforts. As a consequence the envisaged objective has not been fully achieved and needs continued efforts throughout 2023 and has required the management attention. Nevertheless, thanks to the existence of deployed and active EDR solutions a sound level of detective and protective security is ensured.
Optimise benefits from new cyber security services.	Enhance leverage on new cyber security services (e.g., Group Security Bug Bounty program)	During 2022, the Digital Footprint Cyber Security Score has been stabilized through the creation of a small team that is focused on the quick remediation of critical findings reported by the rating companies and thus present an accurate Atos Digital Footprint. The Atos Bug Bounty Program allows Atos to check for the presence of Log4J vulnerabilities and to launch a program that aims at visibility of bugs present in applications utilizing Databases. The integration of Active Directory monitoring via Tenable.AD into the Security Operations Center service ensured centralized timely visibility of and reaction to alerts triggered by this very effective monitoring solution The implementation of a centralized Vulnerability Remediation service is now dealing with the process of dispatching vulnerabilities identified in multiple solutions (Vulnerability Scanning, Bug Bounty, and External Cyber sec rating) to operational teams, followed by tracking and reporting of remediation progress.
Further develop partnership with Atos IT and business entities	Enhance partnership with Atos IT and business entities to assist with improvements to the security maturity of their infrastructure, products and services	The completion of the Biathlon project, presentation of the most important Security KPIs in the management meetings: inventory, EPP/EDR coverage, patching, vulnerabilities, MDR coverage, 2FA enforcement. On top of this run activity, some projects have started in 2022 to increase the security posture of the Company: • purchase and implementation of Microsoft E5 licenses with the migration of the Email Gateway for the atos.net domain; • selection of a new Atos password vault solution and pilot deployment in 2 countries (Poland, Romania); • reduce potential risks to Atos as a result of undeclared/uncontrolled Software as a Service applications, by defining and implementing a Shadow IT service to register the related assets and make aware the business owner of the IT/security golden rules, required to support internal domain and business objectives."

Objectives	Descriptions	Results/extents to which they have been met
Optimise control of the supply chain and Cloud Security.	Group Security will work to enhance the benefits of investments in the control of the supply chain and Cloud security.	Cloud - realigned the separate Cloud policies into a simplified single policy. Enhanced the supporting tools including the creation of a risk checklist template and worked with the different Cloud teams to provide operational support. Supply Chain – updated and renewed policy, developed tools to assist with the initial review of supply chain partners, revitalised and enhanced development to the Supply Chain Group Security Dashboard. Standardised the invitation to tender process, worked closely with Procurement and evaluated critical suppliers.

Security Risk Assessment

Atos follows a comprehensive Enterprise Risk Management Framework, aiming at managing the uncertainties that may impair the achievement of business objectives. Within this framework, Security risk management follows specific processes embedded in its Information Security Management System, in alignment with ISO 27001 standard.

Those processes all include the following steps: risk identification (determine what could happen), risk analysis and evaluation (quantitative and/or qualitative, to assess the level of risk), and risk treatment (acceptance or management of treatment/remediation plans). These are complemented by communication to relevant stakeholders and monitoring / review cycles.

These risk management activities allow Atos to:

- enhance its understanding of security risks and their management;
- identify and manage residual risks;
- drive continuous improvement of security.

In 2022, Group security performed a global security risk assessment, starting from key unwanted scenarios (intrusion in a production system, theft of confidential data…) and leading to the identification and evaluation of operational risks.

Ransomware infection was one of the key scenarios considered, including the capability to prevent, detect and remediate such issues. As noted under Business Continuity above, a crisis simulation exercise was conducted across a number of regions based on ransomware attack scenario to test and validate crisis management procedures at operational and management levels.

Security improvement plans have been aligned to address the results of those risk assessments.

Security Transformation & Beijing 2022 Winter Olympic Games

The key driver for Security Transformation in 2022 was to ensure that Atos (as the IT Integrator) contributed to the cyber security of the Beijing 2022 Winter Olympics. The Group Security function delivered a transformation program during 2022 by:

- mobilizing all Atos staff to be extra vigilant in the run-up to and during the Olympic Games. They formed an active front-line protection in its security defenses. This was enabled via mandatory Security and Safety Awareness training, internally orchestrated Phishing campaigns, and a focused set of security related communications to Atos staff;
- extending coverage of Endpoint Detection and Response, and Vulnerabilities Scanning tools;
- running Red Team ethical hacking projects;
- continuing a “Bug Bounty” program for the Atos Internet facing perimeter, involving external ethical hackers;
- performing Supply Chain risk assessments;
- using a mature security risk assessment methodology, the Group Security function enabled security risks to be communicated to the Mergers & Acquisition team for the mergers and acquisitions in 2022.

By the successful delivery of this program, and via the partnership with the International Olympic Committee and national authorities, there was zero security impact to the Beijing 2022 Winter Olympic Games.

Charter of Trust

Atos is one of the founding members of the Charter of Trust, which was formally launched at the Munich Security Conference (MSC) in February 2018. As part of this worldwide agreement, the MSC and the globally active companies defined important principles for a secure digital world. They are committed to contributing to the value and the further development of the Charter for greater cybersecurity.

The Atos Group Security headed Charter of Trust (CoT) team acts externally in the different CoT task forces as active taskforce leader or member. This team ensures Atos internally maintains compliance with CoT principles and security requirements.

Responsibility throughout the digital supply chain & education taskforces have jointly developed a draft curriculum and a FAQ on baseline requirements to better support the Atos buying Atos entities.

Enhancements during 2022 include:

Principle	Enhancement
Responsibility throughout the digital supply chain & Education	Organised in-person workshop in Munich Developed (i) Draft curriculum and (ii) FAQ on baseline requirements
Security by default	Organised two webinars Drafted a step-by-step guide for a secure development lifecyle
Certification for critical infrastructure and solutions	Finalised P7 explanatory document
Transparency and Response	Human-to-Human (H2H) Network continued exchange on threat info sharing policy, best practices & reactions to incidents Drafted summary analysis on NIS 2 Directive (a European Network and Information Security Directive of Dec. 2022)
Advocacy & Communications	Feedback request by the Japanese Government, submitted response on the government draft cyber /physical security framework for Factory systems Expansion of social media footprint Development of Advocacy Strategy and Outreach • Defined a global advocacy narrative • On-going stakeholder engagement at German Parliament Meeting with EU Commissioner Mariya Gabriel

Supply Chain Assurance

In addition to the supply chain assurance activities undertaken under the CoT area, and the use of external security scorecards to routinely monitor the cyber security posture of its key suppliers, Atos has been strengthening their supplier cyber security management framework. Cybersecurity has been integrated within the full E2E process from initial selection through to ongoing regular supplier assurance activities and offboarding.

2023 Goals

While Group Security continue to see Cyber threats increasing, the goal for 2023 will be to succeed to maintain the good security as in the previous years, and to avoid the impact of security events and incidents to the organization and to the clients.

To succeed the challenge, Group Security will:

- continue the automation of the controls to capture how security measures are being implemented successfully across the full scope of the organization (and newly acquired companies). Atos will rely for that on the Group Security Dashboard and standard best-in-class solutions;
- go further in the Managed Detection and Response via the rollout of Microsoft E5 licences for all Atos staff, and by enhancing the scope and use of the Atos MDR tool;
- leverage on new cyber security services (e.g., improve control of Atos threat surface, and improve detection of information leakage);
- partnership with Atos IT and business entities for improving the security maturity of their infrastructure, products, and services;
- Group Security will push further the investments in the control of the supply chain and Cloud security.
- with the proposed Carve Out of Atos, a Group Security Carve Out program has started, which is planned to complete in 2023. A guiding principle of this is to maintain the level of security during and after the Carve Out.

Data protection

The Atos Group Data Protection Policy applies to the entire operations across the whole Atos Group. Moreover, Atos has Group Binding Corporate Rules (BCR) as both a Controller and a Processor since 2014 and UK Binding Corporate Rules since December 2021. These provide protection for international transfers of personal data within the Atos Group and apply a consistent level of good data protection practice within the Group. The Atos Group BCR were updated in 2022 to reinforce their alignment with current best practice and European Data Protection Board guidance.

Regarding suppliers, the Privacy Policy of Atos provides key principles that are applied to suppliers through contractual clauses and commitments that frame their mandatory obligations regarding privacy, and this includes the Privacy Policy principles.

To ensure data protection through the entire data supply chain, Atos suppliers and partners are:

- selected through processes that include the privacy policy principles and an assessment of the personal data processing through a Compliance Assessment of Data Processing for Supplier (CADP-S), which is composed of formal checklists of questions related to the processing of personal data conducted by the supplier, an analysis of its privacy policies and data protection commitments and certifications;
- bound by Atos Procurement agreement including a Data Protection Addendum considering the i) appropriate Technical and Organizational Measures (TOMs) to secure personal data for the specific processing ii) where relevant, the Standard Contractual Clauses (SCC) to frame international transfers of personal data, and iii) Atos contractual data protection clauses to explicit supplier's obligations to comply with privacy policy principles.

Regarding Clients, the Privacy Policy of Atos applies as a baseline to any bid where Atos has identified that personal data will be collected/processed by Atos on behalf of the Client, this includes:

- an assessment of the personal data processing through a Compliance Assessment of Data Processing as data Processor (CADP-P) via MyClientCADP tool implemented in 2022 composed of formal checklists of questions, following the Atos bid and delivery process;
- signed Agreements and Data Protection Addenda considering the privacy policy principles and the appropriate Technical and Organizational Measures instructed by the Client.

5.4.5 Ethical and trustworthy management of data

[GRI 3-3 Customer privacy], [GRI 418-1], [SASB TC-SI-220a.1], [SASB TC-SI-230]

5.4.5.1 Client information

Extensive privacy information is now published via the Privacy page on the Atos corporate website [1]. In addition to the privacy notice and information on cookies, this page also contains links to the Group Binding Corporate Rules (BCR) and its appendices, as well as the UK BCR, a statement regarding how Atos protects personal data and an annual report on the work carried out to comply with data protection.

As an IT services company, Atos processes only limited end-client information for its own purposes. Accordingly, while Atos processes extremely large amounts of data, including end-client data, in most cases it only does so as a Processor on behalf of its own clients, rather than as a Controller. However, Atos does assist and support its clients in the assessment of data processing and the resulting impact on privacy, both for the client and their final own clients (end users).

Accordingly, with regards to the end user information it may receive, Atos will comply with the explicit instructions of its clients, which the Atos Compliance Assessment of Data Processing as a data Processor (CADP-P) helps Atos to track and document.

Therefore, to ensure that Atos clients comply with the highest level of compliance with data protection rules, Atos systematically proposes to its clients:

- to amend former agreements in place to consider the General Data Protection Regulation (GDPR);
- to implement a reviewed data protection set of clauses including GDPR principles ("Atos - Standard data protection clause") in which Atos requires its clients to guarantee that they have provided adequate information in relation to data protection, so their data subjects benefit from the principles of Data Protection by Design;
- to assess any processing of personal data of final clients by a tool MyClientCADP designed in 2021 and fully implemented in 2022 by Atos and called the "Compliance Assessment of Data Processing" as data Processor (CADP-P) that shall be completed progressively as part of the Atos bidding and contracting process by the relevant members of the bidding, solution and sales team as well as, where relevant, Subcontractors, with the support of or based on the information provided by clients. The CADP-P, which can be included as part of the contractual documentation with clients, documents the necessary information regarding the way in which personal data is processed and ensures that clients have the necessary information to inform their own clients. All relevant documentation including the CADP-P are gathered in the Atos Account Client Management System (ACM).

1) *https://atos.net/en/privacy*

Concerning the policies and practices relating to behavioral advertising and user privacy [SASB TC-SI-220a.1], there is a list of policies, procedures and practices for personal data protection relating to behavioral advertising and user privacy. The main Atos policies or procedures relating to personal data protection are as follows:

- Atos Group Data Protection Policy;
- Atos Personal Data Breach Policy;
- Atos Binding Corporate Rules;
- Policy for Access to Atos IT Network User Data;
- Atos Security requirements for Partners and Suppliers.

Atos implemented the policies, rules and requirements mentioned above into its operations and continues to enforce them. This approach was initiated through the GDPR program launched in 2017. As Atos top management considers Data Protection to be an ongoing endeavor that has to be put into practice by everyone, it continues to support it both at global and at local levels.

As part of the GDPR program Atos introduced data protection training for all its employees which was based on GDPR principles. This training has regularly been updated and in its latest version forms part of the mandatory training program that all Atos employees are required to complete each year.

Acting as a Controller and Processor, Atos does not use any client data for secondary purposes. [SASB TC-SI-220a.2]

Atos uses client information in a B2B context, i.e., for marketing purposes or when performing contracts with the companies that the individuals represent, strictly in line with local Data Protection obligations. For marketing purposes, Atos uses at minimum Opt-Out mechanism, if applicable, and uses (single) Opt-In or Double Opt-In mechanisms in jurisdictions that require these. A data subject's consent always supersedes any other mechanism, hence once consent has been withdrawn Atos does not seek alternative mechanisms to circumvent the data subjects clearly expressed will not to receive Marketing Information.

Acting as a Controller, Atos updated in 2022 the Global Service Agreement GSA, signed by each Atos affiliate, with a specific reference to the Atos register of processing activities.

Acting as a Processor, Atos provides support to its Clients in order to answer data subjects' requests, including access, portability, correction and deletion requests; Atos informs website visitors regarding Data Privacy (1).

Atos inform its clients on the following privacy protection issues:

- nature of information captured;
- use of the collected information;
- possibility for clients to decide how private data is collected, used, retained and processed:
  - opt-out option is available,
  - opt-in consent is required,
  - request access to data held by the Company,
  - request their data be transferred to other service providers,
  - request their data be corrected,
  - request their data be deleted;
- how long the information is kept on corporate files;
- how the information is protected.

1) *https://atos.net/en/privacy*

5.4.5.2 Protecting personal data in a data driven world

In a digital world driven by data, a primary concern is to build the necessary trust for digital business, based on protecting data and especially personal data by reducing the risks of incidents, particularly breaches of client privacy and data losses. Atos has for many years positioned itself as a pioneer in the market with regard to its approach to the protection of personal data. Based on its comprehensive security organization, strong and enforced policies, interdisciplinary collaboration, and the intensive cooperation of the data protection experts within the Company, Atos follows the strictest data protection standards.

In 2022, the Atos Data Protection Communication plan highlighted a Data Protection principle each month and included a short video with a checklist to invite users to assess their own maturity in this regard (for example, in May "Fairness, lawfulness and transparency", in June "Purpose limitation", in July "Data minimization", in October "Security & Confidentiality", in November "Data Retention" and in December "Accuracy").

The Atos data protection policies encompass the protection of all personal data collected or held in custody by Atos (acting as a Controller or acting as a Processor) with a focus, in 2020, on the sharing of personal data (internally by the Atos Binding Corporate Rules (BCR) rollout and externally by the Atos Security requirements for Partners and Suppliers that include data protection requirements), followed, in 2021, with a focus on Data Protection Addendums (DPA), the impact of Schrems II and following the European Data Protection Board (EDPB) recommendations and in 2022, with the review of the European Commission Standard Contractual Clauses (SCC) for the transfer of personal data to third countries.

There is a permanent working party on 'Data Protection Awareness Procurement', which includes the Atos Procurement team, Atos Legal Procurement team and the Atos Group Data Protection Office. This working party improves process and in 2021 delivered specific training sessions for Procurement managers and senior buyers. This working party also supported the alignment with the revised SCC and associated Data Transfer Impact Assessments (TIA) that these require.

In addition, in September 2021, the new SCC were integrated into the Atos DPA, besides an Atos tooling for conducting the Transfer Impact Assessments (Atos Data TIA record). For the Technical and Organizational Measures (TOMs), Atos standardized the lists of TOMs (acting as Processor and acting as Controller), to better cascade the instructions given by Clients across the supply chain.

In 2022, Atos updated the Atos SCCs and the Atos Procurement department reviewed each contract with international transfer of personal data. A specific 2022 training, targeted for Atos purchasers was designed and delivered, by the Group Data Protection Office with the Data Protection Coordinator of this domain, to better understand the scenario of each purchase (Processor to Processor or Controller to Processor). This specific Data Protection training was organized for the benefit of around 240 people in a number of training sessions with Q&A included on concrete use cases.

Atos requires all its suppliers to comply with the same high data protection standards that it has set for itself via its above-mentioned policies or based on applicable data protection legislation.

Atos IT, which is in charge of the Atos internal applications supporting most of the internal data processing activities of Atos as Data Controller around employees, clients, suppliers or partners as data subjects, has revised its Enterprise Application Policy (ASM-GIT-0006) and Enterprise Data Policy (ASM-GIT-0007) to translate in IT terms the requirements of personal data protection.

To ensure awareness among the Atos IT staff, specific training modules have been elaborated around those revised policies, stressing the personal data protection aspects: identified ownership, documented data acquisition and propagation flows, explicit life cycle definition, consistency rules and quality indicators, special attention to backups, log files and archives (retention period, authorized access, protected storage). In addition, regular programs are executed to expand the coverage of the data policy to all the organization through improved awareness training of the Data-owners and constant update of the enterprise data inventory.

Our revised Data Protection E-Learning strived to uphold the principles and best practices of internationally recognized accessibility standards (WCAG [1], BS8878 & EN301549).

The continuous improvement of these tools and processes allowed Atos to further integrate the "accountability principle" in a stringent way. Based on a Data Protection Management platform, Atos modernized and automized in 2020 its assessment process for activities performed for its own purposes in the role of Controller. In 2022, the assessment process for activities performed in the role of Processor went through a similar improvement process and is now performed on the managed MyClientCADP platform. By these means Atos has strengthened its register of processing activities as well as its privacy by design approach in the creation and implementation of its systems and services.

Furthermore, and from an operational perspective in 2022, Atos did not receive any significant complaints regarding breaches of **client privacy**. [GRI 418-1], [SASB TC-SI-220a.3]

1) *Web Content Accessibility Guidelines*

Data sovereignty and trust

To allow all participants in a data economy to realize the value of their data, it is required to maintain control over data usage. Policy and Rules defined in the European regulation schemas need to be substantiated with trust frameworks. This fully resonates with Atos "raison d'être. To achieve such ambition, Atos has taken an Industry leadership, as a founding member of Gaia-X, which provides the necessary trust framework and mechanisms to ensure that EU values such as data protection, digital sovereignty, interoperability, portability and security can be ensured. Atos has been founding member of the Gaia-X Association, was elected to its Board of Directors in June 2021, and is contributing to its deliverables and a number of dataspace projects which originate from it.

Gaia-X is a non-profit organization with more than 300 members from business, politics, academics and Science from Europe and around the world with the objective to create a federated and secure data infrastructure ecosystem, bringing innovation through digital sovereignty and boosting the creation of new common data spaces to create digital economy. In 2021, Gaia-X has released its Policy rules, Architecture of Standards and Architecture documents as well as introduces the concept of the Gaia-X Compliance and Labelling framework to ensure that defined policy and technology requirements are met, hence increasing trust in Gaia-X labelled services. Atos is active in the technical and labelling committees of Gaia-X, deeply engaged in Gaia-X country hub activities and contributing to various industry dataspaces platform business, such as in Finance, Energy, Automotive, Tourism, etc.

Atos is also a member of the Charter of Trust as well as of Ethical Trustworthy Artificial and Machine Intelligence (ETAMI) European initiative, which develops standards and best practices for the robust and secure application of AI.

In addition, Atos is actively engaged in shaping the European ecosystem around cloud and data through board memberships at International Data Spaces Association (IDSA), Big Data Value Association (BDVA) and FIWARE as well as strongly contributing to building Cloud Edge ecosystem through membership in the European Alliance of Industrial Data, Edge and Cloud and European projects such as Important Projects of Common European Interests (IPCEI), Horizon Europe and European Defense fund, leveraging on its leadership in secured, decarbonized digital.

In this respect, Atos launched in 2021 Atos OneCloud Sovereign Shield [1], a set of solutions, methodologies, and operational cloud services that is unique on the market, enabling clients across the world to meet the challenges of managing their data in the edge to cloud continuum, in line with the highest jurisdictional data governance requirements. Part of the Atos' OneCloud initiative, Atos OneCloud Sovereign Shield is a comprehensive edge to cloud platform ecosystem and highly secure service that improves the level of control clients have over the data they produce and exchange, helping them regain control and effectively deal with legal dependencies. Rather than a binary vision of digital sovereignty, Atos creates a range of risk controls, supporting industries and governments in deploying hybrid and multi cloud strategies in terms of data segregation, infrastructure, applications, security, and operations. Atos offers a customized version of the solution depending on the sensitivity of client data.

Atos expanded its Atos OneCloud Sovereign Shield initiative by extending its partnership with OVHcloud, with new combined offerings and joint research and development. The two European cloud leaders will provide a market-leading sovereign cloud solution for large French organizations.

In 2022, Atos and Dassault Systèmes have developed a global partnership to offer the 3DEXPERIENCE SaaS platform in a sovereign environment for critical and sensitive industries, notably in the defense and healthcare sectors. This highly secure deployment enables collaborative cloud experiences while providing full control of data, processes, and intellectual property. The platform can be set up in any country, with respect to industry and local regulations.

1) *https://atos.net/en/2021/press-release_2021_11_18/atos-launches-atos-onecloud-sovereign-shield-to-support-digital-sovereignty-needs-of-industries-and-governments-worldwide*

5.4.6 Suppliers' CSR performance

5.4.6.1 Monitoring of CSR risk in the supply chain

[A17]

To ensure ethical and compliant activities, Atos focuses a significant portion of its spend on large Tier-One suppliers that take the same compelling approach towards sustainability as Atos.

Atos Procurement's objective is to strengthen the relationship with its:

- top 250 suppliers by spend which represent circa 70% of total Atos Group spend;
- strategic suppliers which are selected based on the level of spend, the category risk level and the geographic risk where the supplier operates;
- top managed suppliers, that are selected based on spend and business criticality.

Some of the suppliers in the three groups are overlapping.

The Atos Partners' Commitment to Integrity (1)

[GRI 2-24]

Atos' suppliers must accept and comply with the Atos Partners' Commitment to Integrity.

The Atos Partners' Commitment to Integrity is included in all requests for proposals sent to suppliers and its key clauses are incorporated in the Atos' contracts. The Atos Partners' Commitment to Integrity's objective is to capture principles and actions for Corporate and Social Responsibility (CSR) undertaken by the Atos' Procurement department. It advises Atos' suppliers to follow the principles of the UN Global Compact in the areas of human rights, labor, environment, anti-corruption and the related non-compliance clause throughout the whole contract lifecycle with Atos. If a supplier does not agree to adhere to the Atos Partners' Commitment to Integrity because they have their own charter in place, Atos expects their charter to be at the same level in terms of principles as the Atos one. In the context of request for proposals, suppliers are also informed that they should respect and accept these principles as a prerequisite to be able to work with Atos. Also, they should be prepared to be assessed in depth by EcoVadis on their corporate responsibility performance at any time during their contract with Atos.

Anti-corruption

All Atos employees who perform purchasing-related activities on behalf of Atos or who have regular contacts with suppliers are required to sign the Atos Code of Conduct, which establishes the elementary rules each employee must respect in the performance of his or her work, including rules and guidance on anti-corruption issues.

Additionally, every year, all Atos employees have to complete the mandatory training course "Code of Ethics" which trains the employee to have a thorough understanding of Atos' ethical standards covering all themes of the Code of Ethics and to promote fair practices in daily business activities.

The top 250 Atos' suppliers by spend are screened on compliance, including anti-corruption checks, on a yearly basis. Each supplier has its compliance risk assigned and follow-up actions are defined to mitigate risks.

As part of the vendor onboarding process, every supplier is screened for international sanctions and suppliers with risk factors (sectorial and geographical risk, corruption issues declared in the vendor onboarding questionnaire) are subject to comprehensive compliance screening in a market leading tool (implemented in early 2022) based on numerous types of events including corruption cases.

Suppliers with significant findings will be subject to Procurement Compliance Officer review who, if required, may also consult Group Compliance. Once assessed and approved suppliers will be monitored. For any future event resulting in potential change of supplier compliance risk level, the Procurement Compliance Officer will be notified to take a proper action and mitigate supplier compliance risk.

Extended compliance checks have also been implemented for other key Procurement processes and, together with a new tooling in place, have helped to strengthen assessments in the Atos supply chain to make sure the company only engage with ethical, healthy and reliable suppliers.

1) *https://atos.net/wp-content/uploads/2022/06/atos-commitment-integrity-en.pdf*

EcoVadis and alternative assessments

Atos works with the expert third party EcoVadis to gain an insight into the Group's suppliers' activities. Because of the thorough analysis conducted in the dimensions of Environment, Labor and Human Rights, Ethics and Sustainable Procurement, Atos selected EcoVadis to be the standard reviewer of its suppliers. The key Atos Procurement KPIs are related to the spend covered by suppliers that have been recently assessed by EcoVadis. Thanks to the detailed analysis, Atos has a valuable overview of its top and strategic suppliers' CSR approach, including their strengths, weaknesses and any unethical behavior reported in the media or by NGOs. This helps Atos Procurement to identify possible risks and mitigate them case-by-case within the supply chain.

Atos Procurement's objective is to strengthen the relationship with its top and strategic suppliers and have all of them assessed by EcoVadis on their corporate responsibility performance. Atos also encourages suppliers to hold an assessment no older than 36 months during the Atos-supplier contract period. Suppliers are asked to respond to a detailed questionnaire about their engagement in corporate responsibility and to provide documents as proof in support of their answers. After filling in the survey, a team of EcoVadis CSR experts analyzes the answers and documents in detail, in order to give a global score (out of 100) and a score per dimension, as well as detailed comments including improvement schemes.

If a supplier does not have a valid EcoVadis scorecard, Atos can accept an alternative rating by another third-party expert CSR rating company. All alternative ratings are reviewed and accepted on a case-by-case basis. In 2022:

- 70% of total Atos Group spend was with suppliers assessed by EcoVadis or had an alternative assessment; [A17]
- 377 (506 valid scorecards in total) suppliers were scored or reassessed by EcoVadis;
- 190/250 of Atos' top suppliers (by spend) were scored or reassessed by EcoVadis or alternative assessment representing 76% of its strategic suppliers. [A17], [GRI 205-1]

The overall average score of the 377 Atos suppliers assessed by EcoVadis is 59 (out of 100) which confirms the following assessment:

- a structured and proactive corporate responsibility approach;
- policies and tangible actions on major topics;
- basic reporting on actions or performance indicators;
- company embraces continuous performance improvements on corporate responsibility and should be considered for a long-term business relationship.

As a matter of comparison, the overall average score of all suppliers assessed by EcoVadis in its entire worldwide database is 44.8, while the overall average score of all suppliers assessed by EcoVadis in the Atos sector (Computer programming, consultancy and related activities) is 46.

In 2022, Atos' suppliers improved or maintained their score per topic compared to 2021, based on the 3-year validity of the scorecards. The average scores were as follows:

- Environment: 60 (vs. 59 in 2021);
- Labor and Human Rights: 59 (vs. 58 in 2021);
- Ethics: 57 (same as 57 in 2021);
- Sustainable Procurement: 50 (same as 50 in 2021).

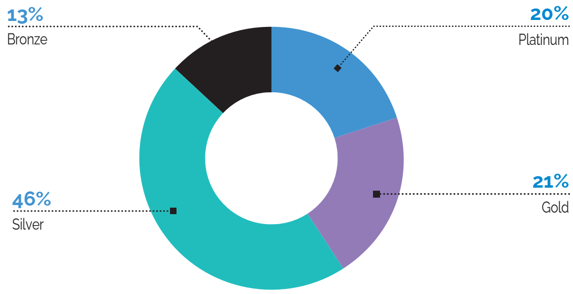
Suppliers with insufficient scores (EcoVadis overall score below 40/100)

In 2022, 29 of Atos top and strategic suppliers assessed by EcoVadis had an overall score below 40, generally due to a lack of understanding of the EcoVadis assessment process and platform.

In 2022, Atos have 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. Atos" approach is to work with each supplier that has a score of below 40 in order to support them in improving their score.

Atos suppliers with a special EcoVadis recognition

48% of Atos spend is with suppliers that have received a special EcoVadis recognition. The level of recognition received is detailled in the chart below:



Atos itself was reassessed by EcoVadis in 2022 (with an overall score of 84/100 and 100/100 in the Environmental category) and has been awarded the EcoVadis Platinum Award for its performance in Corporate Social Responsibility. Atos thus confirms its position in the top 1% of companies assessed by EcoVadis in its Industry (Computer programming, consultancy and related activities).

Additional decarbonization rating conducted by Atos for strategic suppliers:

To broaden the spend coverage, Atos has implemented its internal decarbonization rating methodology to establish supplier's decarbonization maturity.

Once a year, Atos runs a performance review of its strategic suppliers (the "Supplier Performance Management QCDIMS [1]"). In this performance review, the following topics are rated with the corresponding weight of the total score:

Quality (20%), Cost (20%), Delivery (15%), Innovation (10%), Management (15%), and Sustainability (20%).

To assess the Sustainability topic, two sections were established, both equally considered:

- CSR assessment (EcoVadis or alternative assessment): 10%;
- decarbonization: 10%.

Regarding decarbonization, the following criteria are assessed:

- measuring and reporting CO_2e emissions;
- having a CO_2e emission reduction strategy;
- offsetting unavoidable emissions;
- having ISO 14001 certifications (Environmental Management System);
- having ISO 50001 certifications (Energy Management System);
- disclosing to CDP (Carbon Disclosure Project);
- committing to a Science Based Target.

Suppliers have to provide evidence for the above points, such as, for example, an externally published CR/CSR/ sustainability report or an integrated report/annual report.

Based on their score, suppliers get a green, red or amber status.

In 2022, 27% of Atos suppliers above 2 million spend have committed to SBTi.

Green/red/amber classification of suppliers

Based on the EcoVadis Environment theme score, alternative assessments or the Atos internal Decarbonization rating, Atos top and strategic suppliers are classified green, amber or red.

Green suppliers are mature from an environmental strategy perspective, while red suppliers require improvement in the area. Atos stakeholders are encouraged to spend more with green and amber suppliers and spend less with red suppliers.

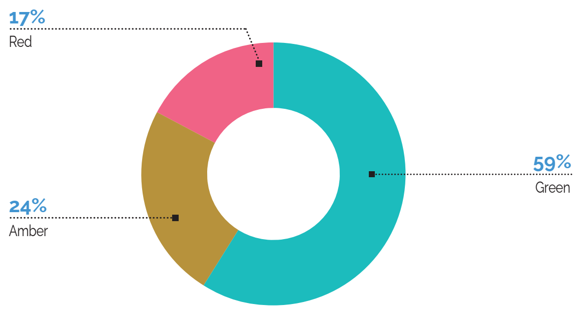
Red suppliers are also addressed by Procurement, supplier management and the Procurement Sustainability Team about their red classification. Atos offers them support to improve their carbon performance through:

- regular meetings to demonstrate any new sustainability commitments and/or continuous improvements;
- expert support from EcoAct (Atos climate advisory company) to develop an improvement program.

The objective is not to terminate red suppliers' agreements, but to help them improve and become green.

Amber suppliers are not mature suppliers yet from a decarbonization perspective, but they are committed to make a change and improve their sustainability and decarbonization strategy.

In 2022, 70% of total Atos Group spend has been assessed. Below you will find the distribution of the assessed spend:



During 2022 the percentage of spend with green suppliers increased by 3.5%, the spend with amber suppliers have increased by 14% and the percentage of spend with red suppliers decreased by 10% versus 2021.

1) *Quality, Cost, Delivery, Innovation, Management and Sustainability*

Decarbonization of the supply chain

Atos has committed to net-zero carbon emissions to contribute to limiting the global warming of the planet to 1.5 °C. In this respect, Atos' near-term target is to reduce the CO_2 emissions of its supply chain by 50% by 2025. The aim is therefore to work with suppliers who can support Atos on the journey to achieve this decarbonization ambition.

An Atos Decarbonization Clause is proposed in all new and renegotiated/renewed contracts of 2 years and more, with the annual spend of minimum € 2 million.

By signing this clause Atos asks its supplier to commit to the Science Based Target Initiative and set an objective of reducing their overall carbon footprint (GHG Scopes 1, 2 and 3) aligned with the SBTi targets.

There are two versions of the clause:

- one for green suppliers: The supplier is expected to disclose its carbon emissions annually to Atos, demonstrating the reduction of emissions in line with the SBTi 1.5-degree Celsius trajectory;
- one standard version for other suppliers (red, non-assessed, new suppliers): The supplier is expected to commit to the 1.5-degree Celsius trajectory and disclose its carbon emissions annually to Atos, demonstrating that emissions reduction is achieved in line with their SBTi commitment.

On each anniversary of the Agreement, the supplier should demonstrate to Atos the decrease of its carbon emissions, documented by appropriate evidence (for example external audits of its carbon emissions).

Labor and human rights

[GRI 2-24]

Following the EcoVadis assessment, improvement actions are proposed to Atos suppliers such as, for example:

- implement labor and human rights policies;
- implement formalized process to assess risks related to employee health and safety;
- implement measures on career management & training;
- implement measures on diversity, discrimination, and harassment;
- implement measures to prevent child labor, forced labor and human trafficking;

On-site audits

For a closer monitoring and control, on-site audits can be performed with the top suppliers located in countries at risk.

5.4.6.2 Atos spend 2022 by country and by category

Local spending

[GRI 2-6]

Through the permanent dialogue with suppliers, Atos monitors the percentage of the procurement budget used for significant locations of operation that is spent with local suppliers for that operation (such as percentage of products and services purchased locally).

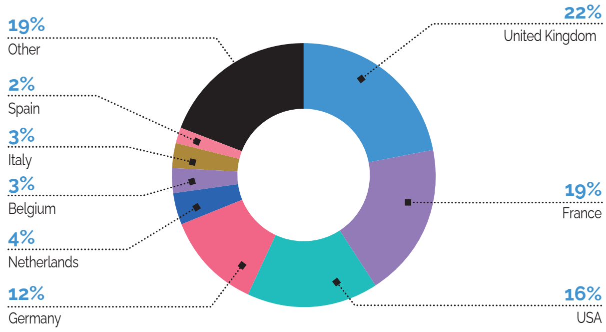
This KPI covers Atos entities integrated in the main ERP (Enterprise Resource Planning) system.

% of local spending

In the 68 countries where Atos Procurement is operating, six countries (France, Germany, the United States, the United Kingdom, the Netherlands and Italy) represent 76% of the spend. The eight largest countries representing 81% of Atos spend are under control in terms of sustainability and are all located in Europe and North America.

Atos' spend 2022 by country

[GRI 203-2], [GRI 204-1]

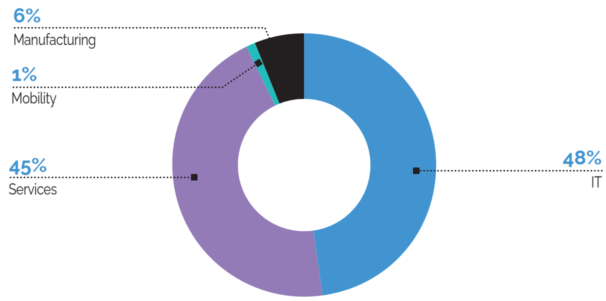


Since Atos is a service company, a large part of its purchases is concentrated on people-related categories. Indeed, 44% of Atos total spend is dedicated to Services, including staffing & subcontracting, facility management and professional services. These categories indirectly generate employment in countries where strong labor laws are in place. On the other hand, IT spend represents 48% of Atos total spend and is sourced from the largest IT tier-one suppliers, which are all fully in line with Atos sustainability objectives.

Manufacturing in Atos now represents 6% of spend and is mainly sourced from Electronic Contracts Manufacturing (ECMs) and/or tier-one suppliers, though a small proportion of spend is sourced from a supply chain in the Asia-Pacific region.

Atos' spend 2022 by category

[GRI 2-6], [GRI 204-1]



Global Procurement aims to centralize spend and sign global agreements with significant suppliers. However, many of these suppliers are present in the countries where the Group operates in and as such, 85% of the delivery of goods and services are done at local level, reducing Atos' impact on the environment. This is also explained by the use of vendors located in numerous countries and the use of distributors for IT materials. [GRI 204-1]

5.4.7 Ethics and Compliance

Inherently, Ethics and Compliance logic are part of the non-financial performance challenges that Atos is committed to meeting (section 5.4.7.1) and are encapsulated in a dedicated program (section 5.4.7.2).

5.4.7.1 Ethics and Compliance non-financial performance challenges

[GRI 3-3 Anti-corruption]

5.4.7.1.1 Ethics and Compliance approach

Atos' purpose ("raison d'être") is structured around the notion of the "digital space" or digital, and Atos' contribution to making it safe, accessible to all and sustainable, therefore contributing to the common interest. Atos' commitment to integrity and its strong foundations of Ethics and Compliance enables the confidence of the Group's employees, clients, and society at large, which is key to the digital space to which Atos contributes.

In 2022, EcoVadis awarded Atos a "Platinum" certificate and recognized its efforts in terms of Ethics and Human Rights with a score of 80/100 in both respective sections.

In order to achieve this ambition, Atos has developed an Ethics & Compliance program encompassing its key stakeholders.

In meeting the challenges of an increasingly complex and constantly evolving business and regulatory environment, Atos targets the highest ethical standards and promotes them as a competitive advantage, likely to bring value to the business.

Atos' approach to Ethics and Compliance is to develop and monitor a coordinated program to prevent and detect risks in the following regulatory areas: (i) anti-corruption, (ii) trade regulations and export control, (iii) antitrust, and (iv) the Duty of Vigilance.

5.4.7.1.2 Ethics and Compliance governance

To ensure the effectiveness of its compliance program, Atos has set up a multi-layered governance combining a global and local approach from the highest level of the organization to the heart of the operations.

A - Tone from the top: Board of Directors, Ethics Advisory Body and Group Management Committee

The Board of Directors oversees the development of the compliance program, notably through the annual reporting of the Senior Executive Vice President in charge of strategic projects and all support functions of the Group and Chief Compliance Officer, and endorses the key elements of the program, such as the Code of Ethics.

The Chief Compliance Officer also reports on a half-year basis to the Audit Committee and an informal communication channel exists between the Chief Compliance Officer and the Chairman of the Audit Committee.

The Board of Directors has appointed an Ethics Advisory Body ("*Collège des déontologues*") composed of independent and highly expert external professionals to advise the Group management on complex, sensitive and/or strategic compliance issues for the Group. The Ethics Advisory Body meets as often as necessary, generally once or twice a year. In 2022, the Ethics Advisory Body met to further discuss the project to revise the Group Ethics Alert System notably in light of the newapplicable laws resulting from the transposition of the Directive (EU) 2019/1937 on the protection of whistleblowers.

To ensure compliance is fully embedded in Atos' culture, the Group Management Committee (GMC) determines the direction and priorities for compliance, on the basis of the quarterly reporting of the Chief Compliance Officer.

B - Compliance community: Group Compliance, Compliance Officers (RBU and Functions) and General Counsels

The compliance program is developed at global level, to ensure consistency and therefore improve effectiveness throughout the Group.

The Group Compliance Team conducts legal watch to ensure increasingly frequent changes in laws and regulations applicable to the Group are well anticipated and managed, particularly in terms of international sanctions as 2022 has been particularly prolific in this regard considering the geopolitical conflicts that have shaken the globe. In order to adapt the compliance program, when local laws so require, the Group Compliance Team relies on the Compliance Officers and General Counsels in the regions to adapt the compliance initiatives locally, in order to ensure that Atos complies with applicable laws in all countries where it operates. This is why the close cooperation and two-way communication between Group Compliance and Compliance Officers and General Counsels is so important to the effectiveness of the program.

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) supports Compliance Officers within the RBUs and Global Functions, (iv) undertakes the Group Corruption Risk Mapping, develops and follows up the related mitigation plans, (v) launches, leads and supports global internal investigations.

Compliance Officers within the RBUs and Global Functions are key in the compliance organization. They work in close cooperation with the General Counsels, who bring the legal support needed. They all meet as a virtual community with Group Compliance at least once a month to share best practice and ensure full alignment on compliance initiatives. Compliance Officers are in charge of supporting Senior Managers notably to promote a culture of compliance and integrity in their organization, to monitor the implementation of compliance initiatives, provide compliance training, collect and investigate local alerts and compliance issues raised to their attention.

C - Senior managers

Senior Managers are responsible for the effective implementation of the compliance program within their organization. Thus, they are responsible for:

- structuring the compliance function within their organization: they approve the appointment of the Compliance Officer on the proposal of the General Counsel, before validation by the Group Compliance Team;
- ensuring the effective implementation within their organization of all compliance directives, policies, 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.

5.4.7.1.3 Ethics and Compliance program and key initiatives

To ensure the effectiveness of its compliance program, 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.

In 2022, key compliance initiatives focused on:

- the further improvement of the Corruption Risk Mapping methodology in cooperation with the Group Internal Control & ERM Team, using external consultancy support;
- the further strengthening of the compliance due diligence process on third parties (including suppliers, clients and business partners) and further improvements to reach a higher level of control on key operational processes, notably through the implementation of a new screening tool;
- the close monitoring of compliance with international sanctions and embargoes, in particular with regard to restrictions imposed on Russia and Belarus and the ban imposed by the US on telecommunications equipment from China's Huawei and ZTE technologies;
- the revision of the Atos Group Alert System in line with the recent changes in the legal and regulatory framework further to the adoption of the Directive (EU) 2019/1937 on the protection of whistleblowers, including the revision of the Atos Group Alert System Policy, the development of a new internal investigation guide and the deployment of a new tool to improve the collection and management process of the alerts in all countries outside Europe and China;
- the global roll out of the Financial Integrity training, which all employees in the Group have been requested to complete;
- the development of antitrust compliance guidelines on a range of subjects, including joint tendering and vertical relationships.

5.4.7.2 Ethics and Compliance Program

Atos has put in place a robust compliance program, in line with highest ethical standards and best practice. Adopting a risk management approach, the program consists in identification and assessment measures (5.4.7.2.1), preventative measures (5.4.7.2.2), detective measures (5.4.7.2.3) and monitoring measures (5.4.7.2.4).

5.4.7.2.1 Ethics and Compliance Identification and Assessment Measures

[GRI 2-23], [GRI 2-24]

A - Corruption Risk Mapping

In 2022, Atos initiated the update of its Corruption Risk Mapping exercise and took this opportunity to further improve the Corruption Risk Mapping methodology with the main objectives to:

- ensure internal stakeholders involved in the exercise provide a representative view of the Group processes covering all business lines and geographies;
- refine the corruption risks identification process through a bottom-up approach for both global functions and the regions;
- enhance the inherent and residual risk evaluation methodology using objective criteria;
- ensure corruption risks are assessed, prioritized and action plans are developed at the right level in the organization.

The Corruption Risk Mapping revised methodology relies on a staged approach unfolding in four main limbs:

- **identification of business activities and processes identification;**
- **definition of corruption risks and scenarios**, with the indication of the processes concerned, the possible means of corruption 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, will be presented to the Group Management Committee and to the Audit Committee in 2023. 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.

B - Legal Risk Mapping

Every second year, Atos conducts a Legal Risk Mapping (LRM) process, which is fully integrated into the Enterprise Risk Management (ERM) process. The aim of this exercise is to focus on the legal risks to provide a finer assessment than what is achieved through the ERM. The last LRM exercise was conducted in 2021 where the framework of the LRM was reviewed with the objective to address the requirement under the French Duty of Vigilance law 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. For further information, please refer to Section 7.1.1 Entreprise risk management (ERM) below in the URD.

5.4.7.2.2 Ethics and Compliance Preventative Measures

A - Code of Ethics

[GRI 2-23], [GRI 2-24]

The Code of Ethics introduces Atos' commitment to comply with the highest standards of business integrity and ethics, as well as applicable laws and regulations in all countries.

It is a key preventative measure, as it covers a wide range of compliance topics and guides employees for ethical decision-making. It is supplemented by the Atos Partners' Commitment to Integrity which sets the ethical commitments expected from third parties contracting with Atos.

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 in the whole Group (Germany was granted approval in 2022, further to the consultation process with employees' representatives). The Code of Ethics includes a foreword from the Chairman of the Board setting the tone from the top. It links the ethical commitments to Atos' purpose ("raison d'être"), covers a wider range of topics like inclusion in the workplace, human rights, data protection and the environment, and provides for a comprehensive anticorruption code of conduct in line with the latest version of the Corruption Risk Mapping. As such, the Code of Ethics formalizes the Atos zero-tolerance policy towards corruption. It has been endorsed by the Board of Directors.

In order to ensure full awareness and understanding of the Code of Ethics, all employees are now required to take the mandatory training dedicated to the Code of Ethics on an annual basis to ensure it remains in the forefront of their minds. In most RBUs, the Code of Ethics is specifically referred to in employment contracts and associated documentation in order to ensure full awareness by employees end effective enforcement. In addition, KPIs have been established in relation to employees' training on the Code of Ethics. For further information, please refer to the paragraph dedicated to the "Communication and training strategy" below.

B - Global Ethics & 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.

C - Communication and training strategy

[GRI 2-23], [GRI 2-24]

Communication campaigns and training sessions are key to ensuring that policies, tools and other resources are known and understood by employees across the Group, which is the condition of their effectiveness.

Communication

The Group Compliance Team has developed an annual communication plan including both: (i) regular communications such as newsletters and campaigns to celebrate external events like the UN Anticorruption Day, and (ii) messages based around internal news and events, to best capture employees' attention and ensure they remain aware.

Every two months, the Group Compliance Team sends a bulletin to approximately 1,000 managers, including all CEOs, Senior Managers, Compliance Officers and General Counsels worldwide to share: (i) internal initiatives and best practice for Senior Managers to be aware of and communicate in their organization, and (ii) highlights of the latest external developments in compliance globally and the lessons learnt for Atos from these external events.

On December 9, 2022, as part of the UN International Anti-corruption Day celebration, the Group Compliance Team, supported by all Compliance Officers, organized a worldwide campaign which included a video message from the Group General Counsel to all employees, messages from RBU heads to the employees in their scope, and a quiz designed to engage employees' attention and re-enforce learning about the importance of always acting ethically.

Trainings

- Code of Ethics

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 annually. This requirement is to ensure that all employees have an up-to-date knowledge of the principles set in the Code of Ethics.

In 2022, 89.1% of employees completed the e-learning on the Code of Ethics. [GRI 205-2]

The training was updated in 2021, to follow the developments of the new Code of Ethics and reflect an interactive approach combining lessons and actual scenarios with a final test. It covers all themes 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.

To complement the mandatory e-learning on the Code of Ethics, ETO^{2}S ("Ethics in Tier One Organization School") live training sessions are organized by Group Compliance and the Compliance Officers, throughout the Group targeting managers, in order to train them specifically on how to set the right tone on anti-corruption, international sanctions and export control, the Atos Group Ethics Alert system, and antitrust.

- Doing Business Without Bribery

In order to ensure a deeper understanding of the corruption risks by the most exposed employees, Atos uses the e-learning module "Doing Business Without Bribery" developed by Transparency International. It provides a very practical approach in an operational context and is made available to all employees.

- Compliance Officers' Induction Program

Once appointed, each Compliance Officer is trained by the Group Compliance Team about the key compliance measures and their role as a member of the Compliance Officer network. The program cover topics such as anti-corruption, conflict of interest, antitrust, international sanctions, third party due diligence and the assessment of compliance risks.

- Export Control trainings

In 2022, the Group Compliance Team has increased awareness of international sanctions and export controls to the employees most concerned with the Russian invasion of Ukraine, to ensure compliance with new sanctions as they were introduced. This included a training given by external counsel to Legal, Sales and Procurement teams.

- Financial Integrity training

As part of the comprehensive action plan announced in April 2021 to enhance its preventive controls and processes, Atos rolled out in 2021 an e-learning dedicated to financial integrity to all employees in North America. The objective was to educate them on all aspects of financial integrity, teaching them how to identify red flags in order to ensure the right behavior at all levels of the organization. Following the successful completion of this training in North America, the training has been extended beyond Nort America and rolled out for all employees in the Group during 2022.

D - Due diligence on third parties

Due diligence is key to prevent compliance risks associated with third parties, as it allows a proper risk assessment to be conducted and appropriate risk mitigation measures to be implemented prior to entering into contract.

- Clients, prospects and suppliers

One of the key compliance improvement project in 2022 was the revision of the third-party due diligence processes for clients, prospects and suppliers, which is now supported by a market-leading screening tool. The design of the end-to-end sales operations and procurement processes have been revised to include a preliminary risk assessment based on risk factors relevant to Atos and then, depending on the outcome, the screening and categorization of the outcomes and associated risk mitigation actions.

With the scope of the screening tool including international sanctions, corruption, a detailed range of criminal and civil legislative breaches, and the identification of human rights abuses to comply with the duty of Vigilance obligations, as well as adverse media, the compliance check delivers an updated information on third parties allowing to take appropriate decisions in light of the risk assessed.

- Business partners

As part of its day-to-day activities, Atos relies on an effective business partner network in response to a need for skills or resources that are not available within the Group.

With a view to ensure that the compliance risks associated with its business partners are appropriately and effectively covered, Atos has developed a dedicated policy (Business Partner Policy) which is applied throughout the Group to all potential new or already existing business partners qualifying either as a business finder, business consultant, lobbyist, custom broker, reseller & distributor, consortium partner or alliance partner.

The main principles of the Business Partner policy are organized around: (i) a pre-assessment of the opportunity for which the business partner is involved, (ii) data gathering and analysis of the business partner activity and legal framework, (iii) a compliance risk evaluation based on the pre-assessment and background checks performed through an automated tool), (iv) dedicated approval workflows to ensure the business partner is assessed at the right level of the organization in light of the compliance risk it represents; and (v) a monitoring of the business partner activity during its contractual relationship with Atos.

5.4.7.2.3 Ethics & Compliance Detective measures

Group Ethics Alert System

[GRI 2-26]

Atos has a Group Ethics Alert System in place to enable employees across the Group, as well as third parties, to report any matter of concern in relation to potential breaches of the Code of Ethics, or applicable laws or regulations.

In accordance with the Group Alert System Policy, the first step upon receipt of any compliance alert is the analysis of its admissibility and decision as to whether an internal investigation should be launched [GRI 2-16]. Anonymous alerts are considered, unless prohibited by local laws. Atos guarantees the protection of the confidentiality of all information exchanged as part of the processing of the alert, including the identity of the whistleblower and of any other person involved. Precautionary measures are also taken to prevent any conflict of interest, and therefore ensure impartiality in the conduct of the investigation.

In 2022, Atos initiated the deployment across the Group, except in Europe and the APAC region, of a tool to support the whistleblowing system to improve the processing, reporting and follow-up of alerts. The use of the tool supporting the whistleblowing system remains an option to a whistleblower who may always report its concerns through any means. For further information about the Group Ethics Alert System, please refer to Section 5.4.8.5 "Alert mechanism" in the Vigilance Plan section below.

Compliance Officers report half-yearly to the Group Compliance Team statistics and key data on the alerts raised and investigated locally.

In 2022, 73 compliance alerts were reported and monitored within the Group [GRI 2-16].

Accounting measures

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).

In 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.

The task force has also initiated a project with Atos IT to select a tool which will facilitate the automation of the new control processes.

5.4.7.2.4 Ethics and Compliance program monitoring

The monitoring of the compliance program is managed in cooperation by Group Compliance and Group Internal Control & ERM.

The Book of Internal Control (BIC) identifies the key controls to be executed by the 1st line of defense as well as the control procedures for the 2nd line of defense within each Atos Key Transversal Process, and Key Transversal Activity.

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.

In 2022, no significant fine for non-compliance with laws and regulations was levied against the Group [GRI 2-27]. No client or supplier claim related to Atos legal compliance fields was levied against the Group [GRI 205-3].

For further information about the monitoring and internal control procedures, please refer to Section 7.4 Internal control of this document.

5.4.8 Vigilance Plan

In 2017, the Duty of Vigilance law came into force in France and introduced a new legal framework by which French authorities could hold corporations accountable for serious impacts on Human Rights and fundamental freedoms, on the Health and Safety of individuals and on the Environment, resulting from the activities of Atos, its subsidiaries and the subcontractors and suppliers with whom they have an established business relationship.

As an eligible company, Atos is required to implement a vigilance plan and report on the actions taken in accordance. The vigilance plan discloses key features of the management systems in place in terms of vigilance, which include, but are not limited to, risk mapping, evaluation procedures, mitigation actions, alert mechanisms, and monitoring systems on the effective and efficient implementation of measures.

Atos' vigilance plan (the **"Vigilance Plan"**) is structured around: (i) the scope (5.4.8.1) and the governance (5.4.8.2) of the plan, (ii) the measures relating to the risk mapping, the evaluation procedures and mitigation actions for Atos' own activities (5.4.8.3) and its supply chain (5.4.8.4), (iii) the alert mechanism (5.4.8.5) and the monitoring system in place to evaluate the performance of the plan (5.4.8.6). The plan also displays a cross-reference table to better link the vigilance plan with the other parts of the Universal Registration Document (5.4.8.7).

5.4.8.1 Scope

Group & Subsidiaries

The scope of the Vigilance Plan covers all Atos Group entities, with the exception of new entities acquired in 2022. The integration of these entities in the Vigilance Plan relies on the pre-acquisition assessment of their exposure to risks related to Human Rights and fundamental freedoms, Health & Safety and the Environment and their current responses, and requires onboarding to ensure an alignment with Atos' requirements and practices in the short and medium term.

Supply Chain

The scope of the Vigilance Plan covers suppliers and subcontractors with whom Atos has an established business relationship. In 2022, it is limited to Atos' Tier-one (direct) suppliers.

Atos' Procurement approach is presented in Section 5.4.6 "Suppliers CSR performance", along with the spend by category and by country.

5.4.8.2 Governance

General presentation of the governance of the Vigilance Plan

The Chief Compliance Officer is responsible for the development of the Vigilance Plan, as well as the publication of its results.

The Group Compliance Team, placed under the Chief Compliance Officer's supervision, monitors the effective implementation of the Vigilance Plan, relying on the contributions of the following key stakeholders:

- Group Corporate Social Responsibility (CSR) Team;
- Group Human Resources Team, Global Corporate Expertise, Employee Experience, Diversity Team;
- Group Safety & Security Team;
- Group Procurement Team.

The Group Compliance Team also relied on the UK teams involved in Atos' response to the UK Modern Slavery Act to leverage on areas of convergence, especially regarding the management of Human Rights risks.

5.4.8.3 Own Activities

5.4.8.3.1 Risk Mapping

- 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 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' risks relating to Human Rights are identified and assessed through the Legal Risk Mapping (LRM), which is conducted every second year within a methodology similar to the one used for the Enterprise Risk Management exercise, detailed in Section 7.1.1 "Enterprise risk management (ERM)"). Further information on the LRM is provided in Section 5.4.7.2.1 "Ethics and Compliance Identification and Assessment Measures".

- Environment

Atos' risks related to Environment are identified by internal experts with the support of external experts using a combination of analysis, tools and processes, including the Enterprise Risk Management (ERM) which covers main environmental matters. The identification and assessment of risks' methodology is detailed in Section 5.2.3 "Risks and opportunities related to Environment".

- Health and Safety

Atos' risks related to employee safety are identified and assessed through the LRM process which covers the risks of harming people's health from a psychological, chemical or physical standpoint. In addition, Atos has developed a robust risk assessment methodology in order to assess the inherent site-risks based on four assets: people, hardware, software and the site itself. The risk mapping is updated annually and performed on each new site entering the scope. The methodology is in line with the ISO 27005 and ISO 27001 standards, which is monitored as well as its implementation by an external auditor as part of the Group's certification to the ISO 27001 standard.

5.4.8.3.2 Evaluation procedures

Atos is subject to an annual assessment conducted by EcoVadis regarding its policies, actions, and performance disclosure. This assessment focuses on four areas: the Environment, Labor and Human Rights, Sustainable Procurement, and Ethics. It allows to identify Atos' strengths and potential areas for improvement in each of these areas.

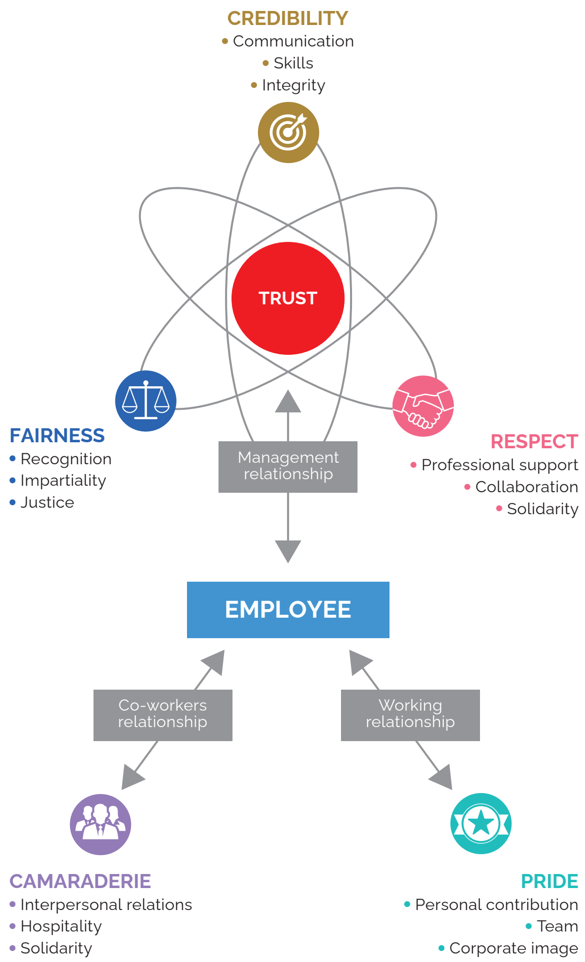
Since 2020, Atos has been awarded with the highest distinction, which is the "Platinum" level 1. Atos' efforts in the Environment area have been particularly recognized, going from a score of 90 last year to reach 100/100 in 2022. In Labor and Human Rights, Ethics and Sustainable Procurement, Atos' score reached 80/100.

- Human Rights

As stated above, Atos is subject to an assessment conducted by EcoVadis in terms of Human Rights. After reviewing all Atos policies dedicated to labor practices topics (on health and safety, diversity, equity and inclusion, working conditions, structured social dialog, career management and training and major labor issues), and to human rights topics (child and forced labor, discrimination, human trafficking, debt bondage criteria, endorsement of the United Nations Global Compact; etc.) and the actions that have been put in place, EcoVadis highlighted the strengths of the Atos program and detailed the areas where improvements could be done with different levels of priority (from low to high). This evaluation then helps Atos to determine the development paths that need to be taken.

Besides, the "Employee Experience" program provides an evaluation on the Atos internal working conditions. It includes wellbeing, diversity and inclusion, social value, life@work and employee experience with clients. Atos is in a continuous improvement mode regarding the working conditions of its employees.

This program is assessed every year since 2010 through the Great Place to Work® Survey.



This global survey, managed by the Great Place to Work Institute® (GPTW), helps Atos determine employees' expectations. It is structured around five dimensions: Credibility, Respect, Fairness, Pride and Camaraderie. Please refer to Section 5.3.7 "Employees Engagement" and for more details to Section 5.3.7.4 "Awareness and involving employees" which provides all data related to the Great Place to Work® Survey for Atos.

- Environment

Evaluation procedures related to Environment are summed up in the Section 5.2.3.1 "Requests regarding climate change disclosures", and further detailed across in Section 5.2 "Environment".

- Health and Safety

Health and Safety is managed locally and governed by each Country Cluster or Country in line with the local legislation, norms and standards applicable such as the ISO 45001:2018 standards. For more details, please refer to Section 5.3.4 "Employees Health, Safety and Wellbeing at work".

A network of Country Safety and Security Officers (CSSO) ensures the deployment of actions plans at country level working closely with Site Security Advisors (SSA) in charge of applying policies at site level. In case of non-conformity, SSA must report to CSSO to put measures in place and support site managers on continuous improvement plans.

5.4.8.3.3 Mitigation Actions

[GRI 2-25]

In order to prevent serious impacts on Human Rights, Health & Safety of the individuals and Environment, Atos has implemented tailored prevention and mitigation measures. The table below associates for each risk category, the mitigation measures taken by Atos and displays for each of them their nature (policy, statement, program, certification or tool) and a short description with a reference to the section in this Universal Registration Document where further details can be found, when applicable.

The Covid-19 pandemic highlighted Atos' strong culture of social responsibility guided by people care as well as health and safety. From the beginning of the pandemic till date, the Group has enabled its workforce to work safely and efficiently from home and supported remote collaboration. For further information in this respect, please refer to health and safety indicators in the Section 5.3.9 "Social Non-Financial Performance Indicators".

Nature of risks	Major Risks		Mitigation Actions
			This list focuses on global policies pertaining to human rights. They are not exclusive of other local policies as applicable.
	**Human Rights**	Policy	• Code of Ethics, which encompasses Atos principles of ethical responsibility and promotes a culture of ethics and integrity, please see 5.4.7.2.2 "Ethics & Compliance Preventive Measures". A revised version of the Code of Ethics was launched in 2021. • Atos' Partners Commitment to Integrity, which sets out Atos' ethical commitments and expectations towards third parties, please see 5.4.7.2.2 "Ethics & Compliance Preventative Measures". • Global Ethics and Compliance Policy, which supplements the Code of Ethics as part of the framework of the Atos Compliance Management System, designed to provide guidance and ensure that Atos operates in an ethical manner, please see 5.4.7.2.2 "Ethics & Compliance Preventive Measures". • Atos Dignity at Work and Prevention of Sexual Harassment Policy, which provides guidance as to matters related to dignity at work and harassment, so that employees are aware of the support available. • Group Data Protection Policy, please see 5.4.4 "Security and Data Protection". • Atos Security Incident Management Policy according to ISO 27001 certification, which establishes the organizational structure for event or incident response, please see 5.4.5 "Ethical and Trustworthy Management of Data".
		Statement	• Conflict Minerals Statement, which outlines the measures implemented by Atos to reduce the risks associated with "Conflict Minerals" throughout its supply chain; please see 5.2.5.1 "Hardware energy challenges". • Atos Human Rights Policy Statement, which sets up Atos' commitment to protect Human Rights in all its sphere of influence; please see 5.4.9 "Human Rights". • Atos UK Modern Slavery Act Statement, which sets the measures taken by Atos UK entities to ensure that slavery and human trafficking are not taking place in their supply chains and in any parts of their business; please see online version https://atos.net/en-gb/united-kingdom/we-are-atos/key-regulatory-documents.
		Program	• Atos Employee Experience Program, please see 5.3.7 "Employee Engagement". • Atos Gender Equity Program, which aims at attaining gender balance and advancement of women into senior positions; please see 5.3.5 "Diversity". • Diversity and Inclusion at Atos, which focuses on the 4 pillars: gender, generations, accessibility, and culture; please see 5.3.5 "Diversity". • Code of Ethics mandatory training and ETO^{2}S virtual classroom training for managers, please see 5.4.7.2.2 "Ethics & Compliance Preventive Measures".
		Tool	• Conflict Minerals – Due diligence supporting tool Silicon Expert. • Business Partner Tool – Business Partners' due diligence supporting tool. • Code of Ethics e-learning platform.

Nature of risks	Major Risks		Mitigation Actions
	Health of employees	Certification	• Certification according to the ISO 45001:2018, please see 5.3.4 "Employees Health, Safety and Wellbeing".
	Safety of the workplace	Policy	• Atos Safety Policy, which covers all internal/external and human/natural threats which can impact Atos staffs, sub-contractors, clients and visitors anytime and anywhere. • Atos Physical & 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 disasters, and the Covid-19 threat which was included in 2020. • 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 travelers; Safety and Emergency Response Tool (SERT), internal tool for all employees; Emergency numbers.
		Certification	• ISO 27001:2018 certification (Atos Group Level).
	The Environment	Policy	• Environmental Management System, please see 5.2.2.3 "Environmental Management System and ISO 14001 Certification". • Environmental Policy, which provides high-level principles over the short and long term, applicable to all Atos' entities and operations, all office sites and datacenters regardless of their location and regarding the Group's main environmental challenges. • For further details see Section 5.2.3.2 "Main climate-related risks".
		Program	• Environmental Program and Environmental Management System action plans. • Book of environmental guidelines per challenge. • Decarbonization program. • For further details see Section 5.2.3.2 "Main climate-related risks".
		Tool	• CSR Materiality and risks assessments including the Enterprise Risk Management which covers the main environment risks. • CSR Data collection and KPIs tracking. • Mandatory Environmental Program & EMS training. • For further details see Section 5.2 "Environment".
		Certification	• ISO 14001:2015 certification (Atos main sites), please see 5.2.2.3 "Environmental Management System and ISO 14001 Certification".

5.4.8.4 Suppliers

The largest countries representing 81% of Atos spend are under control in terms of sustainability and are all located in Europe and North America. For more information, please see section 5.4.6 "Suppliers CSR performance".

5.4.8.4.1 Risk assessment

In 2022, the Group Procurement Department conducted a risk assessment for all its purchasing categories (covering 97% of the international perimeter), considering risks related to Environment, Labor and Human Rights, Ethics and Sustainable Procurement areas.

The risk assessment includes category risk and country risk levels (the latest based on corruption, international sanctions, anti-money laundering and combating the financing of terrorism (AML/CFT) regulations and human rights dimensions). During the supply chain spend analysis, multiple suppliers have been selected for further action in case their spend category risk was severe or high and the related country risk was very high, high or medium. All such suppliers fulfilling such criteria have further been assessed for compliance risk through Compliance Catalyst and they remain under constant monitoring.

Overall, 90% of the total spend has been identified as being sourced from non-risky countries.

Atos works closely with EcoVadis to identify potential conflict minerals risks in the supply chain. Atos is mostly indirectly exposed to these risks but some purchasing categories such as storage, personal computers and peripherals, network and security products and servers imply high sourcing risk if they are purchased from high-risk countries.

5.4.8.4.2 Evaluation procedures

To ensure ethical and compliant activities, Atos focuses a significant portion of its spend on large Tier-One (direct) suppliers and has them assessed by EcoVadis on their corporate responsibility performance. In 2022, 70% of the total Group spend has been assessed by EcoVadis or alternative CSR assessments. For more information, please see Section 5.4.6 "Suppliers CSR performance".

CSR risk assessment:
70% of total Atos Group spend with suppliers assessed (by EcoVadis or Alternative assessments) in 2022

Spend with environmentally committed suppliers:
55.5% of total Atos Group spend with green/amber suppliers

Decarbonization clause:
include in **all** existing/new contracts and RfPs/RfQs if
- The annual spend is expected to reach **minimum 2m€**
- Contract term or business relationship is for **minimum 2 years**

Refining our scope 3 supply chain emissions:
CO2 data collected from green suppliers to cover **79%** of green supplier spend

To fulfil its decarbonization ambition, Atos started to combine in 2021 the EcoVadis assessment Environmental results with their internal decarbonization rating methodology to gain further insight on its suppliers' environmental practices, especially their level of maturity regarding carbon management. Based on the EcoVadis Environment theme score or the Atos internal decarbonization rating, suppliers are classified green, amber or red.

Over the lifetime of the contract, Atos' top managed suppliers are reviewed as part of the "Supplier Performance Management QCDIMS" evaluation procedure that considers quality, cost, delivery, innovation, management and sustainability dimensions. The sustainability dimension includes EcoVadis score and decarbonization score. The sustainability dimension weighs 20% in the final score to drive sourcing decision-making process. Each of the reviewed suppliers has a scorecard and low performance scoring can lead to specific actions to be taken.

Suppliers and subcontractors proposed by Atos in the context 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.

In the future, Atos aims to go beyond the assessment of its top 250 suppliers and look at smaller suppliers that may have a potential high-risk profile.

For more information, please see Section 5.4.6.1 Monitoring of CSR risk in the supply chain.

5.4.8.4.3 Mitigation Actions

[GRI 2-25]

In addition to the mandatory training on the Code of Ethics, Atos buyers are trained on the Procurement Code of Conduct when they start 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 deeply revised in 2021.

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 with its supply chain and that they may be requested to be assessed by EcoVadis at least every second year in the areas of Environment, Labor and Human rights, Ethics and Sustainable Procurement,

In addition, Atos' standard terms and conditions for Procurement have been updated in 2021. They contain a comprehensive clause whereby Atos' suppliers:

- commit to comply with all applicable laws and standards regarding Human Rights, Health/Safety, Environmental and Labor Requirements;
- undertake to avoid causing or contributing to adverse impacts as concerns Human Rights, Health/Safety, Environmental and Labor Requirements under the contract, and to notify Atos and address such impacts, should they occur;
- acknowledge that any breach of that clause will be a material breach, which shall entitle Atos to terminate the contract.

For more information, please see Section 5.4.6.1 "Monitoring of CSR risk in the supply chain".

The decarbonization of the supply chain is an important challenge for Atos which has recently increased the monitoring of its suppliers' carbon maturity. For more information, please see Section 5.2.4.6 "Decarbonization of Atos' supply chain".

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 & 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 Silicon Export 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.

Silicon expert delivers an environmental compliance management system and database providing information on over 300 million parts from over 15,000 manufacturers.

5.4.8.5 Alert mechanism

The Group Ethics Alert System enables both internal and external users to report any matter of concern in relation to potential breaches of the Code of Ethics, or applicable laws or regulations, relating to Human Rights, Health and Safety and the Environment. For further information about the Group Ethics Alert System, please see Section 5.4.7.2.3 "Ethics and Compliance Detective Measures".

In 2021, Atos has coordinated a concertation process with the unions on the Group Ethics Alert System, in accordance with the French Duty of Vigilance law. The purpose of the process was to (i) collect the suggestions from the unions on how to improve the existing system notably in terms of accessibility, efficiency and transparency, and (ii) share views and reflect on which suggestions could be retained in the project of revision of the System.

In 2022, further to this concertation process, Group Compliance kept on going with the revision of the Group Ethics Alert System, working jointly with Group Data Protection and Global Human Resources. The revision focused both on the processes and policies sides, in order to have the most up-to-date technology for managing alerts and align the Group's policies and guidelines on the highest and most recent standards resulting from the adoption and transposition of the EU Whistleblowing Directive in EU countries' legislations.

As from September 2022, the new tool supporting the whistleblowing system has been rolled throughout the Group, except in Europe and the APAC region, where it is planned for 2023, subject to the European Workers' Councils consultation, and local consultation processes where needed in Europe. The launch of the new tool has been communicated using an animation showing employees how to use the new system.

The revised Atos Group Alerts System Policy and Investigation Guidelines have been submitted to the Ethics Advisory Body ("Collège des Déontologues") which provided their expert opinion on the ethical matters surrounding whistleblowing systems and policies.

5.4.8.6 Monitoring system

Methodology

The Group Compliance Team oversees the reporting and monitoring of the compliance alerts. Compliance Officers report annually to the Group Compliance Team statistics and key data on the alerts raised and investigated locally. Such data, which are consolidated and processed on a no name basis provide valuable information about potential patterns and are a key part of the Group's continuous improvement cycle. Please see the "Group Alert System" paragraph in Section 5.4.7.2.3 "Ethics & Compliance Detective Measures" for more details.

The Group CSR Procurement Team has developed an indicator to monitor the supply chain related to the spend covered by suppliers that have been recently assessed by EcoVadis. EcoVadis Suppliers Evaluations are monitored on a monthly basis, please see Section 5.4.6 "Suppliers CSR performance".

Results

The data resulting from the monitoring of the compliance alerts are reported to the Board of Directors through the presentation of the Annual Compliance Review, available online on https://atos.net/en/about-us/corporate-responsibility-and-sustainability/ethics.

In 2022, 73 alerts were reported to local Compliance Officers or through the Alert System, at local or global level.

Since 2020, in addition to compliance alerts, specific KPIs are followed to monitor Atos' duty of vigilance response.

KPI	Nature	Monitoring cool	N-1	N	Evolution N-1/N	URD Reference
% of employees trained on the Code of Ethics		Success Factor	88%	89.1%	+1.1%	5.4.7.2.2
% of employees trained on the Diversity & Inclusion learning programs		Success Factor	8.6%	10%	+1.4%	N.A
Percentage of offices and datacenters ISO 14 001 certified or in the process of being certified or in the process of being certified		Across	90%	88%	-2%	5.2.2.3
Number of sites certified with a recognized Health and Safety management system		Internal platform	38	39	+1	N.A
Number of suppliers with corrective action initiation requested by Atos (for suppliers with an EcoVadis score < 40)".		EcoVadis	47	29	-18	N.A

5.4.8.7 Cross-reference table

The cross-reference table below identifies the information constituting Atos' Vigilance Plan and its implementation as required by article L. 225-102-4 of the French Commercial Code.

	Human Rights	Health & Safety	The Environment
Vigilance measures	URD Reference	URD Reference	URD Reference
Risk Mapping	7.2.5.1	7.2.1.1	7.2.5.2
Evaluation Procedures	5.3.1 5.3.5 5.3.4.3 5.3.7.5 5.4.6 5.3.9	5.3.4.2	5.2 5.2.3.1
Mitigations Actions	5.3.1 5.3.5 5.3.7.3 5.4.6 5.4.9, 5.4.4 (Section on Security & Data protection) 5.4.5	5.3.4	5.2.2.3 5.2.3.1
Alert Mechanism	5.4.7.2.3	5.4.7.2.3	5.4.7.2.3
Monitoring System	5.4.7.2.4	5.3.4	5.2.3.1

5.4.9 Human Rights

[GRI 2-24]

Since 2021, the Group has improved the measures adopted as part of its Vigilance plan, including, but not limited to, risk mapping, evaluation procedures, mitigation actions, alert mechanisms, and monitoring systems. The measures in place to prevent human rights potential infringements are implemented to cover Atos' own activities and its supply chain. For further information about these measures, please refer to Section 5.4.8 "Vigilance Plan".

5.4.10 EU Taxonomy

5.4.10.1 Regulatory Framework

In 2021, the European Commission introduced the EU Taxonomy for sustainable activities (EU Regulation 2020/852 of the European Parliament and of the Council dated June 18, 2020, the "Taxonomy Regulation"), with the goal of directing investments towards sustainable projects and activities. To comply with the Taxonomy Regulation, companies must report the degree to which the activities in which they are engaged are in alignment with this specific Taxonomy-defined economic activities which are formally considered to be sustainable, with reference to six environmental objectives defined in the Taxonomy Regulation as follows:

- climate change mitigation (Objective 1);
- climate change adaptation (Objective 2);
- sustainable use and protection of water and marine resources (Objective 3);
- transition to a circular economy (Objective 4);
- pollution prevention and control (Objective 5);
- the protection and restoration of biodiversity and ecosystems (Objective 6).

Taxonomy-defined economic activities must make a significant contribution to one or more of the environmental objectives (complying with substantial contribution criteria established by the Taxonomy Regulation), while at the same time it must not significantly harm any of the other environmental objectives. Finally, the Taxonomy-defined economic activities must also be carried out in compliance with "Minimum Safeguards" laid out in the Taxonomy Regulation [(1)].

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. To do so, Atos has conducted a thorough analysis of its portfolio, engaging various internal experts from the business, finance and CSR departments to analyze eligibility and alignment of Atos activities to the Taxonomy Regulation and collecting the relevant financial data presented in this Section.

5.4.10.2 Reporting scope

Revenue, Capital Expenditures (CapEx) and Operating Expenditures (OpEx) considered for this reporting cover all the activities across the Atos Group and correspond to the scope of consolidation as described in section 6 Financial statements.

5.4.10.3 Taxonomy-eligible activities carried out by the Atos Group

5.4.10.3.1 In terms of revenue

The EU Taxonomy currently defines a large number of specific economic activities that impact climate change mitigation and climate change adaptation. This list of activities covers a broad range of different industries, and two of these activities have been identified as being relevant for the IT industry. Atos has performed a thorough analysis of its portfolio against such economic activities and has identified the following which apply to the Group and are therefore Taxonomy-eligible as per the Taxonomy Regulation:

Sector	Objective	Activity	Description	Atos activities
Information and communication	Climate change mitigation (Objective 1)	8.1 Data processing, hosting and related activities	Storage, manipulation, management, movement, control, display, switching, interchange, transmission or processing of data through data centres including edge computing	Atos provides **data centers and hosting services** for its clients.
Information and communication	Climate change mitigation (Objective 1)	8.2 Data-driven solutions for GHG emissions reductions	Development or use of 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.	• Atos designs and implements **decarbonization solutions** to reduce the GHG emissions of its clients. • Atos' **High Performance Computing** offering has been developed to provide energy efficiency features.

1) *Article 18 of the Regulation*

Following the full analysis of its portfolio, Atos considers that the following Group activities are not eligible under the Taxonomy Regulation (further developments or expansion of the Taxonomy Regulation in the coming years may also expand or modify the scope of eligible and non-eligible Atos activities). The following list of non-eligible activities is indicative and not limited to:

- industry solutions
- cybersecurity and mission-critical products and solutions
- advanced computing products and solutions
- Data, Analytics, AI and Automation services and solutions
- application services
- cloud transformation services and solutions
- communication, collaboration, and workplace services and solutions
- digital transformation consulting services
- infrastructure services.

For more information on these activities please refer to section 2 Organization & Business Offering.

5.4.10.3.2 In terms of Capital Expenditures (CapEx)

Capital expenditures made by the Group in 2022 have been identified with respect to the following activities in the context of the climate change mitigation objective (Objective 1):

(i) Economic activity 8.1 - Data centers and hosting activities (already mentioned in section 5.4.10.3.1 above in the context of the revenue KPI);

(ii) Economic activity 8.2 - High Performance Computing (already mentioned in section 5.4.10.3.1 above in the context of the revenue KPI);

(iii) Economic activity 7.7 – Acquisition and Ownership of buildings, mostly corresponding to our economic ownership as lessee with the right-of-use.

5.4.10.3.3 In terms of Operating Expenditures (OpEx)

Deriving from the OpEx as documented (see Chapter 6 Financial statements) and considering taxonomy-defined cost categories, the denominator for the OpEx KPI will sum up to an amount of € 630 million. The OpEx as under the taxonomy definition amounting to less than 6% of the Group's total OpEx, it is not representative of Atos' business model. The OpEx indicators (whether Taxonomy-eligible or Taxonomy-aligned) are therefore considered as immaterial.

5.4.10.4 Analysis of the alignment of Taxonomy-eligible activities

In accordance with Article 3 of the Taxonomy Regulation, the Group has analyzed whether the Taxonomy-eligible activities identified in section 5.4.10.3 above are also environmentally sustainable (i.e. Taxonomy-aligned activities) by assessing:

1. their compliance with "Minimum Safeguards" applicable to all Taxonomy-eligible activities as identified by the Taxonomy Regulation;

2. their respective compliance with the applicable substantial contribution criteria as defined in the Delegated Regulation of the Commission 2021/2139 dated June 4, 2021;

3. their respective compliance with the "Do No Significant Harm" criteria as defined in the Delegated Regulation of the Commission 2021/2139 dated June 4, 2021

The outcome of this analysis for each identified Taxonomy-eligible activity is hereafter detailed.

5.4.10.4.1 "Minimum safeguards" applicable to all Group Taxonomy-eligible activities

Pursuant to article 18 of the Taxonomy Regulation, "Minimum Safeguards" are common to all Taxonomy-eligible activities and require alignment with:

1. the OECD Guidelines for Multinational Enterprises;

2. the UN Guiding Principles on Business and Human Rights;

3. the declaration of International Labor Organization on fundamental principles and rights at work; and

4. the International Bill of Human Rights.

Accordingly, Atos has performed an analysis of the "Minimum Safeguards" criteria in terms of Human Rights/Labors. 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 [1]). Though there is no specific mention of the OECD Guidelines for multinational enterprises in Atos' public documentation, Atos respects and has developed strong internal processes that embrace and build on the principles covered in the guidelines. As a European company, Atos is complying with national laws covering in depth and detailing how to ensure that these principles are implemented within private companies. Please refer to section 5. Corporate Social Responsibility which details how Atos implements the 15 recommendations made by the OECD to enterprises in their guidelines [2].

In addition, 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":

(i) Human Rights

- Atos has established a human rights due diligence process (as outlined in the UNGPs and OECD Guidelines for MNEs) ;
- Atos has not been found in breach of labor law or human rights ;
- No OECD National Contact Point has engaged a case with Atos ;
- The Business & Human Rights Resource Center has not taken up any allegation against the company.

(ii) Corruption

- Atos has anti-corruption processes in place (see Ethics & Compliance section in the URD for full description) ;
- Neither Atos nor senior management have been finally convicted in court on corruption (see related KPI).

(iii) 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), internal guidelines) ;
- Neither Atos nor senior management have been finally convicted in court on violating competition laws.

(iv) Taxation

- Atos is committed to full compliance with tax regulation and standards;
- 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. Some of the Group's positions may be challenged by an administration during tax audits. In such case, Atos may have to defend its interest and conduct contentious proceedings.

Consequently, all the Taxonomy-eligible activities carried out by Atos are aligned with the "Minimum Safeguards" set by the Taxonomy Regulation.

1) *https://atos.net/wp-content/uploads/2018/05/atos-human-rights-policy-statement.pdf*
2) *(pages 19 - 20) https://www.oecd.org/daf/inv/mne/48004323.pdf*

5.4.10.4.2 Taxonomy-aligned activities

Economic activity 8.2 - High Performance Computing

Atos' High Performance Computing Offering is Taxonomy-aligned with respect to the climate change mitigation objective (Objective 1), as per Article 3 of the Taxonomy Regulation. In addition to complying with the "Minimum Safeguards" (section 5.4.10.4.1 above) the detailed analysis of the compliance with the substantial contribution criteria and the "Do No Significant Harm" criteria is reproduced in the tables below.

Compliance with substantial contribution criteria under climate change mitigation objective (Objective 1)

Substantial Contribution Criteria for activity 8.2	Compliance by Atos
The ICT solutions are predominantly used for the provision of data and analytics enabling GHG emission reductions.	**YES – CRITERIA VALIDATED** Atos High Performance Computing offering (HPC) pursues sustainability with a holistic approach that covers multiple dimensions. Dimensions that leverage data and analytics to improve sustainability are highlighted below: 1 Eco design (design for green) 2 Eco architecture (efficiency) 3 Smart Energy Management 4 Smart Performance Management 5 Smart Data Management 6 Smart Management Center 7 AI Augmented HPC 8 Hybrid Computing 9 Cognitive Data Center 10 Additional research domains The use of the HPC itself is a source of GHG reduction due to their efficiency. This is due to the fact that to do the same calculations (run an application) on HPC machines consumes less energy and therefore less CO2 than if the application was ran on a different alternative source of compute. In addition to the HPC machines themselves leveraging data and analytics to be sustainable (including GHG emission reductions), clients use these machines to support processes and activities that themselves enable GHG emissions reductions. In that context, HPC are used in the context of 3d simulations for automobile crash tests and complex fluid dynamic simulations of airflow around aircraft engines. Many of the 3D simulations reduce the number of physical tests and prototypes that need to be created therefore reducing energy costs. HPC are also used in the weather forecasting industry to predict weather and follow storm paths. They are also used to support Gene mapping.
Where an alternative solution/technology is already available on the market, the ICT solution demonstrates substantial life-cycle GHG emission savings compared to the best performing alternative solution/technology. Lifecycle GHG emissions and net emissions are calculated using Recommendation 2013/179/EU or, alternatively, using ETSI ES 203 199, ISO 14067:2018 or ISO 14064-2:2019. Quantified lifecycle GHG emission reductions are verified by an independent third party which transparently assesses how the standard criteria, including those for critical review, have been followed when the value was derived.	**YES – CRITERIA VALIDATED** Atos High Performance Computing offering (HPC) delivers performance and energy efficiencies compared to previous HPC generations. Cloud computing is not able to deliver the levels of compute performance provided by these HPC machines and as such do not represent an alternative solution.

5

Do No Significant Harm Criteria under climate change mitigation objective (Objective 1)

Objective	DNSH for activity 8.2	Compliance by Atos
Climate Change adaptation (Objective 2)	The activity complies with the criteria set out in Appendix A to Annex I of the Delegated Regulation of the Commission 2021/2139 dated June 4,2021	**YES - CRITERIA VALIDATED** LCA (Life Cycle Assessment) is currently being implemented on the Group's products for assessing environmental impacts
Substantial Use and Protection of water and marine resources (Objective 3)	N/A	
Transition to Circular Economy (Objective 4)	The equipment used meets the requirements set in accordance with Directive 2009/125/EC for servers and data storage products. The equipment used does not contain the restricted substances listed in Annex II to Directive 2011/65/EU, except where the concentration values by weight in homogeneous materials do not exceed those listed in that Annex. A waste management plan is in place and ensures maximal recycling at end of life of electrical and electronic equipment, including through contractual agreements with recycling partners, reflection in financial projections or official project documentation. At its end of life, the equipment undergoes preparation for reuse, recovery or recycling operations, or proper treatment, including the removal of all fluids and a selective treatment in accordance with Annex VII to Directive 2012/19/EU.	**YES -CRITERIA VALIDATED** The Atos Group complies with these EU directives
Pollution prevention and control (Objective 5)	N/A	
Protection and restoration of biodiversity and ecosystems (Objective 6)	N/A	

5.4.10.4.3 Taxonomy-eligible but not environmentally sustainable activities (Taxonomy-eligible but not aligned)

Economic activity 8.1 - Data centers and hosting activities

One of the cumulative substantial contribution criteria applicable to the economic activity "8.1 Data processing, hosting and related activities" in the context of the climate change mitigation objective, is that "*The global warming potential (GWP) of refrigerants used in the data center cooling system does not exceed 675*".

In 2022, Atos was not in a position to track the detailed inventory of refrigerants cooling solutions and the amount of global warming potential (GWP) for each of its own operated data center. Atos will explore how to set up such reporting across its own operated data centers in the near future and perform a full assessment on global warming potential (GWP) for its data centers and assess alignment with Taxonomy.

Therefore, the Atos activities which are eligible under Economic activity "8.1 Data processing, hosting and related activities" in the context of the climate change mitigation objective (Objective 1) do not meet one of the substantial contribution criteria and are therefore not aligned as per the EU Taxonomy classification.

Economic activity 8.2 - Decarbonization solutions

The portfolio of services offered by the Net Zero Transformation Practice ("NZT Practice") at Atos consist of climate advisory, carbon offsetting and digital decarbonization assessment services delivered by the Company's climate consultancy EcoAct. These consultancy services and its technical tools support companies across industries to measure and manage emissions and devise strategies essential to enable the reduction of emissions.

One of the cumulative substantial contribution criteria for the economic activity "8.2 Data-driven solutions for GHG emissions reductions", in the context of the climate change mitigation objective (Objective 1) is that "*Where an alternative solution/technology is already available on the market, the ICT solution demonstrates substantial life-cycle GHG emission savings compared to the best performing alternative solution/technology.*"

To this date, Atos has not undertaken a review of its solutions against the best practice alternatives on the market. Therefore, no current quantification of emissions savings has been undertaken .

Therefore, the Decarbonization Solutions (NZT Practice) which are eligible under Economic activity "8.2 Data-driven solutions for GHG emissions reductions" in the context of the climate change mitigation objective (Objective 1) could not be properly assessed under the technical screening criteria and are therefore not aligned as per the EU Taxonomy classification.

Eventually, Atos is investigating the integration of further activities that may increase the granularity of its NZT Practice activities such as :

(i) Engineering activities and related technical consultancy dedicated to adaptation to climate change;

(ii) Close to market research, development and innovation.

Economic activity 7.7 - Decarbonization solutions

The substantial contribution criteria applicable to economic activity "7.7 Acquisition and ownership of buildings", in the context of the climate change mitigation objective (*Objective 1*) require an analysis to be carried out per building on a case-by-case basis. In 2022, the Group was not in position to proceed to a differentiated analysis. Therefore, the activity carried out by Atos, which is eligible under Economic activity "7.7 Acquisition and ownership of buildings" in the context of the climate change mitigation objective (*Objective 1*) is not aligned as per the EU Taxonomy classification.

The Group is working to set up and implement the appropriate processes in order to carry out a differentiated analysis, per building, in the near future.

5.4.10.5 Taxonomy indicators

Revenue indicator

The revenue ratio is calculated as the share of revenue derived from products or services associated with Taxonomy-eligible or Taxonomy-aligned economic activities (numerator) divided by Atos' total revenue (denominator) as reported in the consolidated financial statements (see section 6 Financial Statements).

With respect to economic activity "8.1 Data Processing, Hosting and related actvities" the Group considered only the revenue generated by its own data centers as Taxonomy-eligible, however not as Taxonomy-aligned as the substantial contribution criteria is not met (see also section 5.4.10.4.3).

With respect to economic activity "8.2 Data-driven solutions and for GHG emissions reductions" :

(i) The Group evaluated the revenue from its energy efficient HPC (High-Performance Computing) hardware as Taxonomy-aligned, with exception of the maintenance-related revenue as not directly contributing to decrease GHG emissions (see section 5.4.10.4.3) ;

(ii) The Group evaluated the revenue from its Decarbonization Solutions (NZT Practice) as Taxonomy-eligible, however not as Taxonomy-aligned as the substantial contribution criteria is not met (see section 5.4.10.4.3.).

Revenue

Economic Activities (1)	Codes (2)	Absolute Revenue (3)	Proportion of Revenue (4)	Substantial contribution criteria: Climate change mitigation (5)	Substantial contribution criteria: Climate change adaptation (6)	DNSH criteria ("does not significantly harm"): Climate change mitigation (11)	DNSH: Climate change adaptation (12)	DNSH: Water and marine resources (13)	DNSH: Circular economy (14)	DNSH: Pollution (15)	DNSH: Biodiversity and ecosystems (16)	Minimum safeguards (17)	Taxonomy-aligned proportion of Revenue, year N (18)	Taxonomy-aligned proportion of Revenue, year N-1 (19)	Category (enabling activity or) (20)	Category '(transitional activity)' (21)
		Currency	*%*	*%*	*%*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Percent*	*Percent*	*E*	*T*
A. TAXONOMY-ELIGIBLE ACTIVITIES																
A.1 Environmentally sustainable activities (Taxonomy-aligned)																
Data-Driven Solutions for GHG emissions reductions	8.2	281	2.5%	100%		Y	Y	Y	Y	Y	Y	Y	**2.5%**	2.6%	E	
High-Performance Computing (HPC)	8.2	281	2.5%	100%		Y	Y	Y	Y	Y	Y	Y	**2.5%**	2.6%	E	
Revenue of environmentally sustainable activities (Taxonomy-aligned) (A.1)		281	2.5%	100%		Y	Y	Y	Y	Y	Y	Y	**2.5%**	4.4%		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																
Data Processing, hosting and related activities	8.1	160	1.4%													
Data Centers and Hosting	8.1	160	1.4%													
Data-Driven Solutions for GHG emissions reductions	8.2	68	0.6%													
Decarbonization solutions	8.2	68	0.6%													
Revenue of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		228	2.0%													
TOTAL (A.1 + A.2)		**510**	**4.5%**													
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																
Revenue of Taxonomy-non-eligible activities (B)		10 831	95.5%													
TOTAL (A + B)		**11 341**	**100.0%**													

CapEx indicators

In accordance with the Taxonomy Regulation, the denominator for CapEx comprises the acquisition of intangible assets and tangible assets, the acquisition of Right-of-use, and the acquisitions related to business combinations effected in 2022.

The numerator includes CapEx pertaining to Atos' HPC activity (comprising mostly of investments in R&D) which is Taxonomy aligned and reported under activity "8.2. Data-driven solutions for GHG emissions reductions". Regarding Taxonomy eligible but not aligned activities, the numerator includes the CapEx for Atos' Data Centers and Hosting activities (including the right-of-use for IT equipment) reported under activity "8.1 Data processing, hosting" and the increase in Atos' right-of-use real estate reported under activity "7.7 Acquisition and ownership of buildings".

CapEx

Economic Activities (1)	Codes (2)	Absolute CapEx (3)	Proportion of CapEx (4)	Substantial contribution criteria: Climate change mitigation (5)	Substantial contribution criteria: Climate change adaptation (6)	DNSH criteria ("does not significantly harm"): Climate change mitigation (11)	DNSH: Climate change adaptation (12)	DNSH: Water and marine resources (13)	DNSH: Circular economy (14)	DNSH: Pollution (15)	DNSH: Biodiversity and ecosystems (16)	Minimum safeguards (17)	Taxonomy-aligned proportion of CapEx, year N (18)	Taxonomy-aligned proportion of CapEx, year N-1 (19)	Category (enabling activity or) (20)	Category '(transitional activity)' (21)
		Currency	*%*	*%*	*%*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Percent*	*Percent*	*E*	*T*
A. TAXONOMY-ELIGIBLE ACTIVITIES																
A.1 Environmentally sustainable activities (Taxonomy-aligned)																
Data-Driven Solutions for GHG emissions reductions	8.2	30	3.7%	100%		Y	Y	Y	Y	Y	Y	Y	**3.7%**	3.5%	E	
High-Performance Computing (HPC)	8.2	30	3.7%	100%		Y	Y	Y	Y	Y	Y	Y	**3.7%**	3.5%	E	
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		30	3.7%	100%		Y	Y	Y	Y	Y	Y	Y	**3.7%**	6.8%		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																
Data Processing, hosting and related activities	8.1	68	8.2%													
Data Centers and Hosting	8.1	68	8.2%													
Acquisition and ownership of buildings	7.7	223	27.0%													
Right-of-use real estate	7.7	223	27.0%													
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		291	35.3%													
TOTAL (A.1 + A.2)		**321**	**38.9%**													
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																
CapEx of Taxonomy-non-eligible activities (B)		504	61.1%													
TOTAL (A + B)		**825**	**100%**													

OpEx indicators

For more details see section 5.4.10.3.3

Opex

Economic Activities (1)	Codes (2)	Absolute OpEx (3)	Proportion of OpEx (4)	Substantial contribution criteria: Climate change mitigation (5)	Substantial contribution criteria: Climate change adaptation (6)	DNSH criteria ("does not significantly harm"): Climate change mitigation (11)	DNSH: Climate change adaptation (12)	DNSH: Water and marine resources (13)	DNSH: Circular economy (14)	DNSH: Pollution (15)	DNSH: Biodiversity and ecosystems (16)	Minimum safeguards (17)	Taxonomy-aligned proportion of OpEx, year N (18)	Taxonomy-aligned proportion of OpEx, year N-1 (19)	Category (enabling activity or) (20)	Category '(transitional activity)' (21)
		Currency	*%*	*%*	*%*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Percent*	*Percent*	*E*	*T*
A. TAXONOMY-ELIGIBLE ACTIVITIES																
A.1 Environmentally sustainable activities (Taxonomy-aligned)																
N/A	N/A	0	0%	0%	0%								**0%**	N/A		
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	0%	0%								**0%**	N/A		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																
N/A	N/A	0	0%													
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned) (A.2)		0	0%													
TOTAL (A.1 + A.2)		**0**	**0%**													
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																
OpEx of Taxonomy-non-eligible activities (B)		630	100%													
TOTAL (A + B)		**630**	**100%**													

5.4.11 Tax Policy

Tax compliance

Atos is committed to full compliance with tax law and practice in countries where the Group operates. In this respect, Atos pays taxes in the jurisdictions where business activities generate profits and value is created. This responsible behavior is achieved in accordance with domestic and international rules and standards as well as applying the Organization of Economic Cooperation and Development principles to transactions within the Group.

As a matter of principle, Atos does not encourage nor promote tax evasion and the Group does not engage in aggressive tax planning schemes aiming at evading taxes.

Tax risk management

Given its global presence and the international nature of its activities, the Group is exposed to tax risks relating mainly to the various, complex and constantly changing tax regulations to which it is subject.

Atos seeks to reduce the level of tax risk arising from its operations by ensuring that great care is applied in relation to all processes which could affect compliance with its tax obligations.

The Group has implemented internal processes to limit tax risks. Towards tax management, the Group takes benefits of available tax incentives, reliefs and exemptions in line with tax legislation and the business of the Group.

In the frame of its M&A activities, Atos performs tax due diligences and, during the integration phase of the newly acquired entities, aligns their practices with the Group's tax policy when necessary.

Regarding reorganization projects, Atos Tax Department and its external tax advisors are fully involved to monitor the associated tax consequences.

Governance

The Tax Department, under the responsibility of the Group Chief Financial Officer, is made up of trained tax experts qualified by expertise (notably in transfer pricing, M&A and reporting) and situated either at Group headquarters or according to geography, who ensure the application of tax law and follow the development of tax standards. Whenever the complexity of given laws or situations requires it, Atos uses external advisors to ensure that the appropriate tax treatment is adopted.

In addition, the Tax Department maintains close relationships with the various internal stakeholders to ensure that tax issues are taken into account and that the applicable regulations are applied consistently.

Tax transparency

Atos encourages relationships with tax administrations based on exchange and mutual respect.

Where tax law is subject to interpretation, the Group may seek a written opinion from the relevant tax authority to support the decision-making process or may engage transparent discussions to secure alignment on interpretation of tax rules.

If, during tax audits, the Group's positions are challenged by an administration, Atos may have to defend its interest and conduct contentious proceedings.

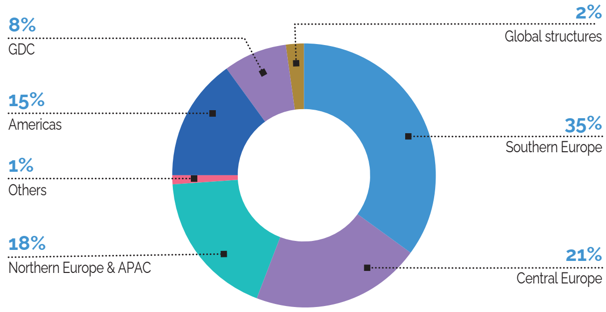
The Group meets its obligation in respect of the "country-by-country reporting" (CbCR), transfer pricing documentation in view of the applicable law and OECD guidelines and monitors the rules relating to the mandatory disclosure requirements.

Allocation of taxes and social contributions

[GRI 201-1]

In 2022 the Group expenses related to taxes and social contributions amount to €1,029 million.

The allocation by geography is detailed below:



Financial assistance received from government

[GRI 201-4]

In 2022, Atos received a total amount of €96 million in financial assistance from governments, including:

- tax relief and tax credits;
- subsidies;
- investment grants, research and development grants, and another relevant types of grant;
- awards;
- royalty holidays; and
- other financial benefits received from any government for any operation.

5.4.12 Policy influence

Atos, as a corporate citizen, may have the opportunity to discuss with decision makers and legislators and participate in public policy matters. In all circumstances, Atos maintains transparency and integrity and complies with local laws, in particular with respect to disclosing or registration requirements aimed at ensuring transparency.

Atos is registered in the Transparency Register established by the European Parliament and the European Commission, to ensure transparency of the decision-making process relating to European policies by allowing for per scrutiny and ensuring that the EU institutions are accountable.

As registrant, Atos commits to abide by the principles of the Transparency Register's Code of Conduct setting the standards of behavior to be adopted in all relations with the EU institutions.

In France, Atos is registered in the Transparency Register established by the "Haute Autorité pour la Transparence de la Vie Publique (HATVP)", where affiliations to French professional associations and activities similar to lobbying actions towards French public officials are declared.

Atos prohibits payments to political parties or organizations, as well as any indirect financing of political activities. All contributions made by Atos are part of its philanthropic activities and performed consistently with the Atos purpose ("raison d'être") and commitments to improve access to education and knowledge equality, increase the skills and employability of youth, and work to include disadvantaged communities into the digital world.

Details about Atos' philanthropic contributions in 2022 are available in Section 5.3.8 "Corporate Community Investments".

5.4.13 Governance Non-Financial Performance Indicators

[GRI 3-3 Customer Privacy], [GRI 3-3 Anti-corruption], [GRI 3-3 Client satisfaction and delivery capability], [GRI 3-3 Corporate governance], [GRI 3-3 Research & Innovation], [GRI 205-1], [GRI 205-2], [GRI 205-3], [GRI 2-29], [GRI 418-1], [A10], [A12], [A3], [A17]

The following table provides issues and indicators relevant to the Company business in the governance dimension, aligned to the disclosures from the GRI Sustainability Reporting Standards, and aligned to the Sustainability Accounting Standards Board (SASB) standards for the "Software & IT Services" industry.

The code of the standards intends to help Atos stakeholders to locate indicators of interest across Atos monitoring performance. It does not represent a complete overview of Atos reporting or practices.

Governance Dimension

		2022	2021	2020	2022 Perimeter (%)		2021 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 separeted? (Y/N)	Y	Y	Y	-	100%	-	100%
GRI 2-18	Attendance rate at Board meetings (%)	96.50%	96.76%	95.61%	-	100%	-	100%
LFR.150	Number of members of the Board of Directors/Supervisory Board	14	13	13	-	100%	-	100%
LFR.150.1	Number of independent members of the Board of Directors	8	6	6	-	100%	-	100%
GRI 405-1	Percentage of female in Governance bodies (Board of Directors)	57%	46%	46%	-	100%	-	100%
G.Q11	Number of employee representatives among the Board	3	3	3	-	100%	-	100%
LFR.162	Number of Board members of different nationality than the Company headquarters	8	7	6	-	100%	-	100%
LFR.197	Share capital held by members of the Board of Directors (%)	0.03%	0.03%	0.1%	-	100%	-	100%
G.Q116	Number of members within the Group Executive Board	10	20	20	100%	-	100%	-
GRI 405-1_c16; SASB TC-SI-330a.3; G.Q605	Share of women in the Group Executive Board	20%	15%	5%	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 to 10)	8.64	8.61	8.5	-	48%	-	54%
GRI 2-29	Net Promoter Score for our top clients	61%	57%	60%	-	43%	-	73%
GRI 2-29	Net Promoter Score for all clients	66%	65%	65%	-	51%	-	59%
A10	**Initiatives regarding innovative services / product developments**							
A10_c1	Client innovation workshops delivered	230	494	424	-	100%	-	100%
A27_A	Investment in Research and Development per year *(in € million)*	235	235	235	-	100%	-	100%
A27_B	Number of patents fulfilled during the reporting year	65	86	82	-	100%	-	100%

		2022	2021	2020	2022 Perimeter (%)		2021 Perimeter (%)	
Standard code	Indicator Name	Group	Group	Group	Per employee	Per revenue	Per employee	Per revenue
A10_c2.1	Clients perception to the innovation of Atos people in the customer satisfaction surveys (average score from 1 to 10)	8.13	8.08	7.63	-	43%	-	49%
A10_c2.2	Clients perception to the Atos innovation in the customer satisfaction surveys (average score from 1 to 10)	8.17	8.05	7.63	-	43%	-	47%
A12	**Business partners & ecosystem**							
A23	New business generated with partners (%)	67%	67%	67%	-	100%	-	100%
A12_A	Number of startups active during the reporting period	14	20	14	-	100%	-	100%
A3	**Data Security Incidents**							
A3_c2	Percentage of Open Security Incidents open vs closed (%)	4.1%	3.1%	3.8%	100%	-	100%	
A3_c3	Percentage of employees who successfully performed the CyberSecurity & Security E-learning	91%	95%	97%	90%	-	97%	
A3_c4	Percentage of employees who successfully performed the Data Protection E-learning	90%	88%	94%	90%	-	97%	
A3_c5; SASB TC-SI-230a.2	Percentage of compliance to malicious code prevention	100%	100%	100%	100%	-	100%	
A3_c9; SASB TC-SI-230a.2	Percentage of coverage of ISO 27001 certifications	97%	98%	100%	100%	-	100%	
A3_c10	Percentage of employees in situ for greater than 8 weeks with enforced Two Factor Authentication	99%	Not disclosed	Not disclosed	100%	-	100%	
SASB TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Qualitative	Qualitative	Qualitative	-	100%	-	100%
SASB TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Qualitative	Qualitative	Qualitative	-	100%	-	100%
GRI 418-1, SASB TC-SI-220	**Customer Privacy**							
SASB TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Qualitative	Qualitative	Qualitative	-	100%	-	100%
SASB TC-SI-220a.2	Number of users whose information is used for secondary purposes	0	0	0	-	100%	-	100%
GRI 418-1_A1, SASB TC-SI-220a.3	Total amount of fines exceeding €300 thousand paid by the Company and resulting as the final and not appealable outcome of a legal 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 strategic suppliers assessed by EcoVadis	190	149	154	-	100%	-	100%
A17_A_c1	Percentage of strategic suppliers evaluated by EcoVadis	76%	61%	62%	-	100%	-	100%
A17_A_c2	Total spend evaluated by EcoVadis and alternative assessments *(in € million)*	4,523	3,592	3,420	-	100%	-	100%
A17_A_c3	Total percentage of spend assessed by EcoVadis and alternative assessments	70%	68%	63%	-	100%	-	100%

Standard code	Indicator Name	2022 Group	2021 Group	2020 Group	2022 Perimeter (%) Per employee	2022 Perimeter (%) Per revenue	2021 Perimeter (%) Per employee	2021 Perimeter (%) Per revenue
GRI 204-1	**Proportion of spending on local suppliers**							
GRI 204-1_A_c1	Percentage of local spending	85%	79%	82%	-	100%	-	100%
GRI 205-1	**Operations assessed for risks related to corruption**							
GRI 205-1_c1	Number of "alerts" reported through Whistle blowing systems	73	73	78	-	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	95,125	91,134	95,548	97%	-	96%	-
GRI 205-2_E_c1	Percentage of employees who successfully completed the Code of Ethics' elearning	89%	88%	98%	97%	-	96%	-
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 from governments**							
GRI 201-4_A_c1	Financial assistance from governments *(in € million)*	96	86	106	-	100%	-	100%

Governance Dimension:

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).

A10: see the methodological note in "Scope of the report": Detailed information related to Client Innovation Workshops [A10]

A10_c2: Since 2021 the Client Satisfaction surveys include two questions related to the perception of innovation at Atos while in previous year there were an unique question for the topic.

GRI 405-1 regarding "Percentage of female in Governance bodies (Board of Directors)": 57.1% (8 out of 14). 54.6% (6 out of 11) pursuant to the legal ratio. In accordance with art. L. 225-23 and L. 225-27-1 of the French Commercial Code, the Director representing the Employee shareholders and the Employee Directors are not taken into account to determine the ratio of gender diversity on the Board of Directors.

GRI 405-1_c16; SASB TC-SI-330a.3; G.Q605: The indicator for the share of women in the Group Executive Board use a group which is composed by 10 members of which two are women, increasing the percentage from 15% in 2021 to 20% in 2022. 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 assessment 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.

5.5 Non-Financial Performance Statement

Since 2010, Atos performs a yearly Materiality Assessment to identify main non-financial challenges for the Company taking into account stakeholders' expectations. From the materiality analysis, a set of non-financial risks and opportunities are identified and aligned with the overall risk identification process in Atos (Enterprise Risk Management (ERM) detailed in section 7.1.1). The table below presents the Non-Financial Performance Statement, namely the references to easily find the Business Model of Atos, its non-financial risks and opportunities, the policies and mitigation actions to address them and the main Key Performance Indicators (KPIs) used to monitor its implementation. The overall approach follows up the principles of International Integrating Reporting Committee (IIRC), from the Company strategy setting into operations.

NFPS Themes	Description	Related Section
Business Model	Based on the multi-capital IIRC model, Atos presents its value creation over time.	2022 Universal Registration Document, Group overview / Business model
Risks Assessment	With an integrated approach, Atos presents its overall set of Risks, including the non-financial ones.	2022 Universal Registration Document, 7 Risks analysis, 5.2.3, 5.4.6.1, 5.4.7.2, 5.4.8.3, 5.4.8.4

Atos Challenges	Non-Financial Risks	Relevant for Atos	Related Opportunities	Descriptions	Policies & Mitigation Actions	Main KPIs
Environment	Natural disasters & extreme events	X	Resilience of sites and activities to host critical IT services	As a result of an exposure to the environmental disasters (flood, hurricanes, fires, extreme pollution, etc.) intensified by climate changes, the Company could be materially adversely affected if the organization is not effectively prepared to face/or recover from the effects of the disasters.	2022 Universal Registration Document 5.2.3.2 Main climate-related risks	A20_A Natural disasters
	Energy & carbon emissions, Potential changes in regulations linked to Climate change	X	Operational efficiency & cost reduction, Attractiveness of eco-friendly offers and promotion of sustainable solutions	Committing to reduce energy consumption & carbon footprint and following the recent International Climate Agreements the Company could be materially adversely affected if it fails to rapidly scale up its reduction efforts.	2022 Universal Registration Document 5.2.3 Risks and opportunities related to environment	GRI 302 Energy, GRI 305 Emissions, GRI 201-2 Energy and carbon (new constraints, new limits, new taxes)
	Circular economy	NFPS	Positive impact for the planet	The finitude of resources, especially the rare raw materials used in electrical components, constitute a challenge for the industry, which will have to adapt and develop new solutions linked with eco-design and management of end-of-life products.	2022 Universal Registration Document 5.2.7.1 Waste and e-waste, circular economy and recycling activities	A19 Waste Electrical and Electronic Equipment (WEEE)
	Animal welfare	NFPS	N/A			
	Responsible food	NFPS	N/A			
	Waste and food insecurity	NFPS	N/A			

Atos Challenges	Non-Financial Risks	Relevant for Atos	Related Opportunities	Descriptions	Policies & Mitigation Actions	Main KPIs
Social	Key People retention & acquisition	X	People engagement	Within a highly competitive labor market and as most of the Group's value is based on Human capital, the Company could be materially adversely affected if it fails to: - acquire the Talents and digital experts - retain and motivate essential qualified staff - achieve up/reskilling of the employees - meet the expectations regarding wellbeing at work, personal development, fair and attractive Company culture.	2022 Universal Registration Document 5.3.2 Talent attraction and retention	GRI 404-3 Career development monitoring GRI 401-1 Employee Hiring GRI 401-1 Percentage of juniors recruited
	Skills enhancement & performance	X	People's career development		2022 Universal Registration Document 5.3.3. Skills management and development	GRI 404-1 Average training hours per employee GRI 404-2 Programs for upgrading employee skills
	People Care & Health	X	Collaborative environment and being a responsible employer by leveraging wellbeing at work	Wellbeing at work allowing personal development and developing a fair and attractive Company culture remain important, especially when working conditions are modified with work from home becoming standard due to the pandemic.	2022 Universal Registration Document 5.3.4 Employees Health, Safety and Wellbeing at work	A2 Employee satisfaction GRI 403-9 Global absenteeism rate
	Collective agreements their impacts on the Company's economic performance and the employees' working conditions	NFPS	Being a responsible employer	As a result of being internationally located, the Company could be materially adversely affected if it fails to protect its employees.	2022 Universal Registration Document 5.3.7 Employee Engagement	GRI 2-30 Collective bargaining agreements
	Fight against discrimination and promote diversity	NFPS		Being exposed internationally with violations of human rights, the Company could be materially adversely affected if it fails to maintain the business integrity and ethical behavior.	2022 Universal Registration Document, 5.3.5 Diversity, 5.3.6 Accessibility and Digital Inclusion	GRI 405-2 Salary rate between women and men; GRI 405-1 Diversity and Equal opportunity; GRI 401-2 Percentage of employees participating in Disability benefits
	Social commitments in favor of sustainable development	NFPS		Committing to encourage sustainable actions, the Company could be materially adversely affected if it fails to rapidly scale up its reduction efforts.	2022 Universal Registration Document 5.1.4 Atos stakeholders' approach and engagement	LFR.173 Sustainability policy rely on the UN 17 Sustainable Development Goals

Atos Challenges	Non-Financial Risks	Relevant for Atos	Related Opportunities	Descriptions	Policies & Mitigation Actions	Main KPIs
Governance	Cyber attacks	X	Cyber and advanced security offering	As a result of the international exposure of the Group, the sensitivity of activities, and increasing sophistication of cyber-crime, the Company could be materially adversely affected if it fails to timely prevent and react to cyber-attacks, maintain availability or continuity in services for internal and external business activities.	2022 Universal Registration Document 7.2.2 IT Security risks: Cyber-attack, systems security and data protection	A3 Data security incidents
	Systems security (reliability & continuity)	X				A3 Data security incidents
	Client's data protection	X	Operational excellence / Reputation resilience / Legal & internal control mechanisms / Trust & compliance throughout the value chain	Controlling and processing data being the core of Atos business, the Company could be materially adversely affected if it fails to protect Client's data and therefore to comply with Data Protection requirements.	2022 Registration Document 5.4.4 Security and data protection, 5.4.5 Ethical and trustworthy management of data, 7.2.2.3 Data protection	GRI 418-1 Customer Privacy
	Client relationship, delivery quality	X	Qualitative delivery quality and competitive advantage	As a result of evolving client preferences and IT services being a critical element for the performance of clients' business development, the Company could be materially adversely affected if it fails to adequately deliver and manage client relationship	2022 Universal Registration Document 7.2.3 Operational and financial risks: Delivery quality, customer relationship, financial rating & financial performance	GRI 2-29 Client satisfaction and delivery capability
	Market environment	X	Powerful eco-system	The activity of the Group is depending on the demand fluctuation in the different markets of its clients. Volatile, negative, or uncertain economic conditions and patterns of economic growth in the markets Atos serves could adversely affect client demand for Atos' services and solutions.	2022 Universal Registration Document 7.2.4.1. Market environment, 5.4.3 Research and Innovation	A12 Business partners & Ecosystem
	Innovation & client digital transformation	X	Sustainable digital transformation and Business reinvention	As a result of the swift evolution of disruptive new and emerging technologies, the Company could be materially adversely affected if it fails to develop and innovate at the speed required to take advantage from innovations, digitalization, new patent creation and registration.	2021 Universal Registration Document 7.2.4.2 Innovation and Intellectual property, 7.2.4.3. Customer digital transformation and business model disruption	A10 Initiatives regarding innovative services / Product developments
	Regulation and compliance	X	Operational excellence / Reputation resilience / Legal & internal control mechanisms / Trust & compliance throughout the value chain	As a result of regular local and global changes in laws and regulations in multiple areas, the Company could be materially adversely affected if it fails to timely comply with them.	2022 Universal Registration Document 5.4.7 Ethics and Compliance,5.4.8 Vigilance Plan, 7.2.5.1 Regulation and compliance	GRI 2-27 Compliance with laws and regulations

Atos Challenges	Non-Financial Risks	Relevant for Atos	Related Opportunities	Descriptions	Policies & Mitigation Actions	Main KPIs
Governance	Bribery & corruption	X	Reputation resilience / Legal & internal control mechanisms / Trust & compliance throughout the value chain	Being exposed internationally with evolving regulations, the Company could be materially adversely affected if it fails to maintain the business integrity and ethical behavior.		GRI 205-1 Operations assessed for risks related to corruption, GRI 205-3 Actions taken in response to incidents of corruption
	Human rights	NFPS		Being exposed internationally with violations of human rights, the Company could be materially adversely affected if it fails to maintain the business integrity and ethical behavior.	2022 Universal Registration Document 5.4.9 Human Rights	A17 Supplier Screening
	Tax evasion	NFPS	Reputation resilience / Legal & internal control mechanisms	As a transnational Group, the Company could be materially adversely affected if the organization is not effectively prepared.	2022 Universal Registration Document 5.4.11 Tax Policy	GRI 201-1 Allocation of taxes

X: Relevant risk for Atos.

NFPS: Compliant with French Non-Financial Performance Statement (DPEF), but not identified as a main non-financial risk for Atos.

N/A: Not Applicable to Atos, not relevant for its activity.

5.6 Information about the report

5.6.1 Scope of the report

[GRI 2-4], [GRI 2-5],

This section describes the scope of Atos 2022 Universal Registration Document and the guidelines on which it is based. It also addresses how Atos reports according to globally accepted reporting standards, and the process used to obtain the information presented in this report. The external assurance is disclosed in section 5.6.2 [GRI 2-5].

5.6.1.1 French legal requirements related to the Corporate Responsibility reporting

With the *Déclaration Performance Extra Financière* (DPEF), French companies must report a greater amount of information related to corporate responsibility.

With the materiality methodology, Atos has defined objectively and according to the practices of reporting within IT sector the list of information which is "material" and needs to be reported, and the list of the one for which a justification of its omission must be given.

This methodology ensures to the external auditors, who will certify the presence of the information and the fairness of the justification, to release their audit report in accordance with the French law.

5.6.1.2 Respect of the AA1000 standard

Atos uses the AA1000 SES (2015) standard as framework to structure its stakeholder dialogue, in alignment with the following principles:

Inclusivity

Collecting and integrating the opinions of Atos stakeholders is key in defining Atos materiality assessment and main challenges. To ensure the Atos Corporate Responsibility strategy meets the expectations of its stakeholders (employees, clients, partners, suppliers and shareholders), regular meetings, discussions, and surveys are organized to share views and receive input relating to different areas of concern. The aim is to work together and by doing so to create a more sustainable environment for Atos, its main partners and the community as a whole. The working meetings with the *Societas Europeas Council* (SEC) remains as an important component of the regular consultation process.

Materiality

The sustainability challenges considered to be the most significant for Atos activities are selected on a yearly basis. Atos materiality assessment process is described thoroughly in section 5.1.5. The materiality assessment is established based on Atos' stakeholders' expectations as well as Atos' internal prioritization which is developed based on objective criteria related to its markets, opportunities and actions.

Responsiveness

Since 2013 (2012 results) the Atos Registration Document has contained the extra-financial KPIs that Atos monitors, highlighting the sustainability challenges and focusing on the material KPIs. Since 2013, Atos has had a steady commitment to adhere to Integrated Reporting international principles. Atos aims to have a constructive reporting environment to articulate its strategy in order to drive performance internally and better explain to investors the value creation over time.

Impact

Since 2018 (2017 results) Atos has carried out an impact valuation assessment with the objective to measure the most relevant externalities. This analysis seeks to explain the most relevant impacts that Atos is monitoring, measuring and accountable for in terms of how their actions affect their broader ecosystems.

5.6.1.3 Alignment with GRI Sustainability Reporting Standards and Sustainability Accounting Standards Board (SASB)

[GRI 3-3 Anti-Corruption], [GRI 3-3 Energy], [GRI 3-3 Emissions], [GRI 3-3 Employment], [GRI 3-3 Training and Education], [GRI 3-3 Occupational Health and Safety], [GRI 3-3 Customer Privacy],[GRI 3-3 Client satisfaction and delivery capability], [GRI 3-3 Corporate governance], [GRI 3-3 Research & Innovation]

In 2020, Atos conducted a new material analysis with a third party and aligned with GRI Standards in order to confirm the prioritization of its sustainability issues.

The interviews conducted by the expert third party evaluated the importance of each topic in relation to its significance for Atos' business strategy, its relationship to existing regulations as well as its link with targets set by the Atos Group.

Material issues are validated by the members of the Corporate Social Responsibility Program and approved by the Group Management Committee.

The materiality matrix presented in section 5.1.5 emphasizes the prioritization of Atos' corporate responsibility matters and restructures the disclosed information into the ESG dimensions of Environment, Social and Governance.

Atos reports in accordance with the GRI Standards here is this Universal Registration Document providing information on general disclosures, on the management approach for each material topic and on the requirements of the GRI topic-specific disclosures that match with the material topic identified in the last materiality analysis.. Additionally, other relevant Atos-specific indicators are also disclosed. Atos also use the industry-specific sustainability accounting standards for Software and IT services developed by SASB, for additionally identify a set of ESG issues most likely to impact the financial condition of the Company. With those main frameworks and other best practices, Atos aims to demonstrate that the non-financial performance disclosures are accurate and extensive in line with the requirements of the GRI Standards and SASB Standard.

Atos has applied the "Guidance on Defining Report Content" following the Principles of Materiality, Stakeholder Inclusiveness, Sustainability Context and Completeness.

Atos is committed to transparent and public reporting on sustainability. This report covers the period from January 1, 2022, to December 31, 2022, in a comparable period (one year) to the previous 2021 report. [GRI 2-3]

5.6.1.4 Process for defining report content

The selection of the corporate responsibility topics and indicators is aligned with Atos' business strategy and based on a materiality assessment (See section 5.1.5). Atos' Corporate Responsibility strategy includes a prioritization of topics which is an essential requirement for the internal foundation of the Corporate Social Responsibility Program follow up. At the same time the Atos CSR experts align the reporting to the "Software & IT Services" industry standard of the Sustainability Accounting Standards Board (SASB), using the advantage that a sector-specific standard could provide to Atos stakeholders focusing on disclosures and sector-specific indicators.

The GRI Content Index table can be found in the Atos webpage. It states which subjects have been considered applicable and then included in the report. The required profile information and an overview of the management approach for each indicator category is also provided.

Reporting scope for the indicators resulting from the materiality study

[GRI 2-2]

The Corporate Responsibility perimeter (entities under scope) includes the same entities included in the consolidated financial scope on December 31, 2022.

Atos obtains its Corporate Responsibility data from internal measurement and from external sources (third parties).

For the year 2022, the Atos Group is organized as indicated in Note 18 "Consolidation scope as of December 31, 2022: main entities". [GRI 2-2]

On the basis of this context, the perimeter (countries under scope) of the indicators does not vary significantly from the 2021 reporting period. The table of indicators at the end of the Environmental, Social and Governance sections specify the perimeter associated to each indicator.

5.6.1.5 Methodological detailed information

Detailed information related to the restatements of information

[GRI 2-4]

No restated information from last year, on Fiscal Year (FY) 2022 reporting.

Detailed information regarding GHG emissions reporting, Scopes and KPIs

[GRI 305-1], [GRI 305-2], [GRI 305-3], [GRI 305-4], [GRI 305-5]

Atos is applying the GHG protocol methodology for all GHG Scopes (Scopes 1, 2, 3). The GHG protocol, developed by the World Resources Institute (WRI) and the World Business Council on Sustainable Development (WBCSD), sets the global standard for how to measure, manage, and report greenhouse gas emissions. [GRI 305-1_E, GRI 305-2_D, GRI 305-3_F, GRI 305-5_D]

The reporting period covers the calendar year (January 1 to December 31). [GRI 2-3]

The chosen consolidation approach for emissions is based on operational control.

The Group overall perimeter can progressively change to include acquisitions and exclude divestitures or to include or exclude products/services and activities. Small subsidiaries that recently joined the Group were not yet covered by the 2022 carbon reporting: Cloudreach, Mavenwave, Z_Data, CryptoVision. As well the geographical perimeter can progressively change to include or exclude additional countries. [GRI 305-1_D]

As defined within the GHG Protocol, Atos emissions are sub-categorized between Scopes 1, 2 and 3.

The gases included in Scope 1 [GRI 305-1_A], in Scope 2 [GRI 305-2_B] and in Scope 3 [GRI 305-3_A, GRI 305-4_D, GRI 305-4_B] are CO_2e.

Atos is not producing any biogenic CO_2 emissions. [GRI 305-1_C, GRI 305-3_C]

The data collection related to the environmental indicators involves all the Regional Business Units. In 2022, with few exceptions, countries provided the necessary information to calculate a reliable estimation of their energy consumption and carbon footprint.

As indicated in footnoted to indicators GRI 305-4, the GHG emissions intensity for the operational perimeter (Intensity of Atos Carbon Operational Perimeter), which is calculated with the data provided by a certain number of countries, the denominator used is 109,793 employees and €11,305 million of revenue which represents a company's coverage of 99% of the total employees and revenue. Despite of this, the intensity of all GHG emissions, is calculated with the total number of employees (109,800) and the total revenue (€11,341 million) which represent a company's coverage of 100% per employee and revenue.

The conversion factors have been adjusted to the type of fossil energy consumed (fuel oil, diesel, gas) and according to the countries for electricity and district heating.

Location-based conversion factors are based on Defra and the International Energy Agency (IEA).

Market-based conversion factors used for renewable energy and Renewable Energy Certificates (RECs) are set to zero. The methodology put in place in 2021 to estimate emissions related to refrigerants has not changed in 2022. In 2022, only the premises considered (office and data centers) have been updated.

Since 2021, to clarify the reporting and to be better aligned with the GHG Protocol guidelines all emissions related to energy consumption previously reported in Scope 3 are reported in Scope 1 (all fossil fuel emissions) and in Scope 2 (all electricity and district heating emissions). Previous years were recalculated and reported accordingly.

As indicated in footnotes to indicators GRI 305-4, GRI 305-5, the Atos' "Carbon Operational Perimeter" includes emissions under control or direct influence. All emissions from Scope 1 (fossil fuel regardless of whether it is purchased by Atos or by the landlord, Atos car fleet and refrigerants) and emissions from Scope 2 (electricity and district heating regardless of whether it is purchased by Atos or by the landlord) and emissions from Scope 3 category 6 (business travel). An external audit covers the full Atos' Carbon Operational Perimeter with a quantitative validation on scopes 1, 2 and 3 category 6.

Detailed information on the evolution of calculations carried out and methodologies used for GHG emission KPIs

The carbon accounting uncertainties are widely described by the GHG Protocol, the IPCC and by all carbon organizations and experts [1]. These uncertainties are linked to the existing accounting tools and methodologies, to the conversion rates from energy to carbon emissions or to the cascading estimations made along the subcontracting chains. For this reason, the results must be considered with the necessary hindsight and progress must be analyzed considering developments over several years. This state of affairs concerns all market players and is not specific to Atos.

Regularly, new methodologies are published by these organizations and carbon experts in order to be in-line with the latest science, advance carbon accounting, reduce uncertainties and improve the overall reliability of results. Atos is also taking an active part in these developments, for example by developing carbon data platforms and in 2020, Atos acquired the specialist consulting firm EcoAct and has now in house some of the best carbon experts on the market.

Concretely, the years to come will continue to bring more accurate methodologies, refined conversion factors, improved data sources and actual data from new carbon assessments and this will guarantee the best possible results both at the global and local level. For example, between 2019 and 2022, at 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 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;
- the use of the latest annual carbon data released by Atos suppliers (e.g., audited and published in their own annual reports);
- the level of precision for the emissions reported by many contributors to Atos Scope 3 emissions (clients, partners, suppliers…);
- the capacity of the suppliers to deliver specific data for the specific goods and services Atos purchases (e.g., following new CO_2 results of life cycle assessments);
- the gradual replacement of the products and services Atos uses by new products and services with lower carbon footprint;
- in addition, Atos' emissions can be impacted by the Group's acquisitions or divestitures. To compare different years on equivalent perimeters, it can be necessary to reintegrate or exclude the absolute emissions associated with these transformations.

As demonstrated through the progress made between 2019 and 2022, Atos makes its best effort in the accounting and reporting of its GHG emissions. Atos uses recognized data sources and conversion factors such as Ademe or IEA and strives to apply the best methodologies currently available.

The data sources, the methods used, and the calculations performed by Atos are shared each year with an external auditor. To date, carbon data has passed a quantitative audit including category 6 of scope 3, and the rest of Scope 3 was verified through a qualitative review.

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1) *See GHP Protocol guidelines: "Corporate Value Chain (Scope 3) Accounting and Reporting Standard". See all occurrences of "uncertainty" in the document and see Section B. Uncertainty in Scope 3 Emissions.*

Detailed information regarding Science-Based targets and KPI baselines realignment

[GRI 305-1], [GRI 305-2], [GRI 305-3], [GRI 305-4]

The Science-Based Targets initiative (SBTi) is a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World-Wide Fund for Nature (WWF). The SBTi defines and promotes best practice in science-based target setting and independently assesses companies' targets.

Science-based targets are emissions reduction targets in line with what the latest climate science says is needed to meet the goals of the Paris Agreement - to limit global warming to well-below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C. Science-based targets are emissions reduction goals in line with what the latest climate science says is needed to prevent the worst impacts of climate change. Science-based targets show companies how much and how quickly they need to reduce their greenhouse gas emissions in order to be consistent with keeping warming below the most dangerous levels.

The rapid transformations ongoing in the Atos Group both internally and externally (acquisitions or divestitures) have a direct impact on its energy and carbon emissions. New changes in geographic areas (with specific local energy mix), in activities and production capacities or in intensity profiles (e.g., new industrial business versus services) must be considered. To accommodate these changes, stay in line with the reality of the Company and compare similar scopes, Atos can realign its absolute and intensity baselines. Concretely, to be able to compare the different years over an equivalent perimeter, it can be necessary to reintegrate or exclude the emissions associated with these transformations. No realignments were done in 2021 and 2022.

Detailed information regarding Atos 2021 Sustainability-Linked Instrument Framework amendments to the KPI-SPT Reference Base

As mentioned in the 2021 Sustainability-Linked Financing Framework, "We reserve ourselves the right to conduct amendments to the KPI-SPT Reference Base, in case of any M&A activities or changes to the calculation methodology for the KPI, which are appropriate in light of such activity or change and the nature of the KPI. The adjustment mechanism allows for a revision of the KPI-SPT Reference Base from which the SPT derives by an amount up to the ratio of the change in relative tCO_2e Atos records as a result of the acquisition, merger, divestment, significant changes in data due to better data accessibility and/or changes in the calculation methodology as detailed in Atos 2021 URD Section 5.2.5.1 (Reduction of carbon emissions). In addition, new products/services and activities may trigger a re-baselining. The purpose of this mechanism is to (i) ensure that a development of the Atos Group through M&A activity is not preventing Atos from achieving its set sustainability performance target, (ii) allow the inclusion of newly acquired businesses in the scope of Atos' ambitious reduction targets and (iii) cater for evolution in the principles and standards which govern the items which are included in the KPI and to ensure alignment of the monitoring of KPI and disclosure and reporting standards to which Atos is subject. In case of changes to the Framework, the KPI and SPT set out in this Framework will remain applicable throughout the tenor of any Sustainability-Linked Instrument issued under this Framework in the form prevailing at the time of issuance of the respective Sustainability Linked Instrument, regardless of any subsequent changes to Atos' sustainability strategy or changes and future updates of the Framework, independent of whether they are driven by changes in the relevant principles or Atos' corporate decisions.

Atos 2021 Sustainability-Linked Financing Framework is available on Atos website [1].

Detailed information regarding energy indicators

[GRI 302-3]

For energy and travel emission sources, site related data are collected at site level, and then consolidated with travel data collected at country level. The data is then consolidated at the level of the Regional Business Unit and then at the Global level.

Atos does not sell electricity, heating, cooling, or steam to third parties.

For the energy intensity ratios, the types of energy included are: electricity, gas, district heating, backup generator fuel (diesel and fuel oil).

The energy intensity ratio per employee is calculated by dividing the absolute energy consumption during the reporting year (the numerator) by the total headcount registered at the end of the financial year (as on December 31) for all countries within the scope.

The energy intensity ratio per million-euro revenue is calculated by dividing the absolute energy consumption during the reporting year (the numerator) by the revenue metric expressed in million of euros (the denominator) produced by the organization, in the same reporting year. The Energy intensity expresses the energy required per unit of activity. The denominator for revenues is the complete organization, however, reporting is restricted to the list of countries included into the Office and Datacenter scope for 2022. Within that scope, the revenue is corresponding to the turnover generated by all countries under analysis during the year (reporting period: January 1 to December 31).

1) *https://atos.net/content/investors-documents/2021/atos-slf-framework.pdf*

Detailed information related to Human Resources indicators

[GRI 3-3 Employment], [GRI 3-3 Training and education]

All the Human Resources indicators derived from the HR Information System (GRI 401-1, GRI 401-2, GRI 401-3, GRI 404-1, GRI 404-2, GRI 404-3, GRI 405-1, GRI 405-2, GRI 202-1, GRI 202-2, and A6) are based on an extraction made in January 2022. Due to late and retroactive entries on staff movements into the HR Information System, the actual situation as of December 31 is different from the one presented through the HR dedicated indicators. This difference however remains limited: it is about 1% of the total workforce at the end of the period.

Detailed information related to ISO 27001 Audits

[A3]

The percentage coverage of ISO 27001 certifications demonstrates the number of applicable units that maintained ISO 27001certification (MSC [1]) or are currently in onboarding process for ISO 27001 MSC in relation to the number of all Atos applicable units. A unit is a legal entity at particular location.

An applicable unit is a unit with 500 of more employees or which has client or legal requirements to maintain ISO 27001 certification.

The objective is to ensure that the 75% of all applicable Atos' units maintain current ISO 27001 certification in the reporting year, which ensure compliance with the ISO Information Security Management Standard and demonstrates high level of security, data protection and client privacy approach at Atos.

Detailed information related to Client Innovation Workshops (CIW)

[A10]

The Client Innovation Workshop indicator requires two conditions:

- be an Innovation Workshop, a StratHack [2] or a Multi-Client Event [3];
- be delivered to clients with the support and involvement of the Atos Scientific Community [4] members. At least one Scientific Community member should be present in a given CIW.

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1) *Multisite Certification or local certification*
2) *StraHacks (for Strategic Hackathons) are Innovation Workshops with C-level participants*
3) *Multi-Client Events are Innovation Workshops with several clients*
4) *The Atos Scientific Community is a global network that comprises 160+ of the top scientists, engineers and forward thinkers from across the Group, with a rich mix of skills and backgrounds. Its members are involved in research activities that aim to demonstrate how technologies will influence the business of clients in the near future. They support, amongst others, patent creation and development of cutting-edge proofs of concept*

5.6.2 Report of one of the Statutory Auditors, appointed as independent third party, on the verification of the consolidated non-financial performance statement

[GRI 2-5]

Year ended December 31, 2022

This is a free English translation of the report by one of the Statutory Auditors issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders' Meeting,

In our capacity as Statutory Auditor of Atos S.E (hereinafter the "Company"), appointed as independent third party ("third party") and accredited by the French Accreditation Committee (COFRAC) under number 3-1886 rév. 0 (Cofrac Inspection Accreditation, scope available at www.cofrac.fr), we have conducted procedures to express a limited assurance conclusion on the historical information (observed or extrapolated) in the consolidated non-financial performance statement, prepared in accordance with the Company's procedures (hereinafter the "Guidelines"), for the year ended December 31, 2022 (hereinafter the "Information" and the "Statement", respectively), presented in the Group management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*code de commerce*).

Conclusion

Based on our procedures as described in the section "Nature and scope of procedures" and the evidence we have obtained, no material misstatements have come to our attention that cause us to believe that the non-financial performance statement does not comply with the applicable regulatory provisions and that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines.

Preparation of the non-financial performance statement

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of the Information enables the use of different but acceptable measurement techniques that may impact comparability between entities and over time.

Accordingly, the Information must be read and interpreted with reference to the Guidelines, summarised in the Statement and available on request from the company's headquarters.

Limits inherent in the preparation of the information relating to the Statement

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

Responsibility of the Company

The Board of Directors is responsible for:

- selecting or determining the appropriate criteria for the preparation of the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented with respect to these risks as well as the outcomes of these policies, including key performance indicators and the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- implementing such internal control as it determines is necessary to enable the preparation of Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by applying the Company's Guidelines as referred to above.

Responsibility of the Statutory Auditor appointed as independent third party

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e. the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information."

As it is our responsibility to issue an independent conclusion on the information prepared by management, we are not authorised to participate in the preparation of the Information, as this could compromise our independence.

It is not our responsibility to provide a conclusion on:

- the Company's compliance with other applicable legal and regulatory provisions (particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy), the duty of vigilance and the fight against corruption and tax evasion);
- the fairness of information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- the compliance of products and services with the applicable regulations.

Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with our audit verification programme in application of Articles A. 225-1 *et seq.* of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement and with the international standard ISAE 3000 (revised - Assurance engagements other than audits or reviews of historical financial information).

Independence and quality control

Our independence is defined by Article L. 822-11-3 of the French Commercial Code and French Code of Ethics for Statutory Auditors (*Code de déontologie*). In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

Means and resources

Our work engaged the skills of seven people between November 2022 and March 2023 and took a total of seventeen weeks.

To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted around ten interviews with people responsible for preparing the Statement.

This work involved the use of information and communication technologies allowing the work and interviews to be carried out remotely, without hindering the good execution of the verification process.

Nature and scope of procedures

We planned and performed our work taking account of the risk of material misstatement of the Information.

We consider that the procedures conducted in exercising our professional judgement enable us to express a limited assurance conclusion:

- We familiarized ourselves with the activities of all companies in the consolidation scope and the description of the principal risks.
- We assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, neutrality and clarity, taking into account, where appropriate, best practices within the sector.
- We verified that the Statement covers each category of information stipulated in section III of Article L. 225-102-1 governing social and environmental affairs, respect for human rights and the fight against corruption and tax evasion.
- We verified that the Statement provides the information required under Article R.225-105 II of the French Commercial Code where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under Article L.225-102-1 III, paragraph 2 of the French Commercial Code.
- We verified that the Statement presents the business model and a description of the principal risks associated with the activities of all the consolidated entities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks.

- We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented; and
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important (1). Our work was carried out on the consolidating entity.
- We verified that the Statement covers the consolidated scope, i.e. all companies within the consolidation scope in accordance with Article L. 233-16, with the limits specified in the Statement.
- We obtained an understanding of internal control and risk management procedures implemented by the Company and assessed the data collection process aimed at ensuring the completeness and fairness of the Information.
- For the key performance indicators and other quantitative outcomes (2) that we considered to be the most important, we implemented:
  - analytical procedures that consisted in verifying the correct consolidation of collected data as well as the consistency of changes thereto;
  - substantive tests, on a sample basis and using other selection methods, that consisted in verifying the proper application of definitions and procedures and reconciling data with supporting documents. These procedures were conducted for a selection of contributing entities (3) and covered between 15% and 25% of the consolidated data (headcount, total energy consumption and GHG emissions) selected for these tests.
- We assessed the overall consistency of the Statement in relation to our knowledge of the entire Company.

The procedures conducted in a limited assurance review are substantially less in scope than those required to issue a reasonable assurance opinion in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*); a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, March 10th 2023

One of the Statutory Auditors,

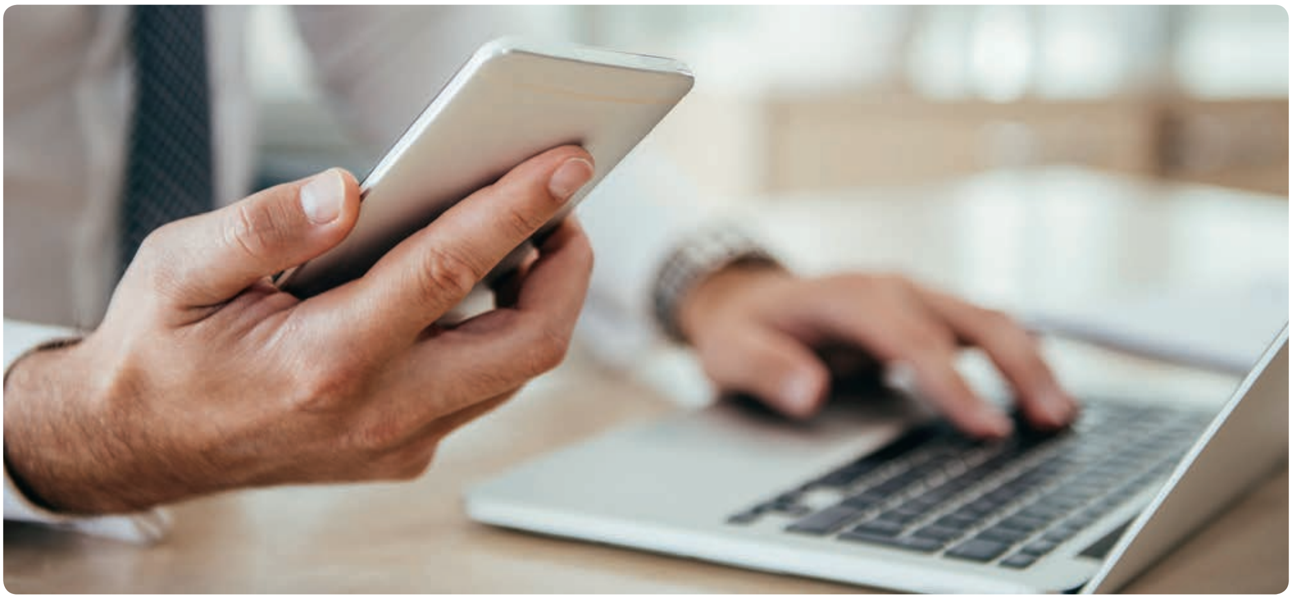
Deloitte & Associés

Jean François Viat	**Erwan Harscoet**
Partner, Audit	Partner, Sustainability Services

1) ***Selected qualitative information:*** *existence of actions and policies to promote safety and security in the organization, existence of talent retention programs, implementation of GHG emission assessment of scope 3b.*

2) ***Selected quantitative information:***
Environmental indicators : Total direct and indirect energy intensity by employee (Mwh per employee), Total direct and indirect energy intensity by revenue (Mwh per € million), Greenhouse Gas Emissions Scope 1 (in tCO2e), Greehouse Gas Emissions Scope 2 (in tCO2e), Total km travelled by Plane, Total km travelled by Train, Total km travelled by Car, Total km travelled by Taxi, GHG intensity by Employee on Atos Carbon Operational Perimeter (tCO2e/employee), GHG intensity by revenue on Atos Carbon Operational Perimeter (tCO2e/€ million), Offsetting of Atos Carbon Operational Perimeter (%).
Social indicators: average hours of training per employee, number of digital certifications obtained per year, Total number of employees recruited (excluding acquisitions), total employee turnover rate (%), percentage of females within Atos, Overall salary rate between women and men in Annual Basic Salary, Overall salary rate between women and men in Total Remuneration, Absenteeism rate (%), Percentage of employees covered by collective bargaining agreements, Number of employees leaving employment during the reporting period, number of employees at the end of the reporting period (legal staff).
Other indicators: percentage of employees who successfully completed the Code of Ethics' e learning, Percentage of strategic suppliers evaluated by Ecovadis or alternative assessments, Total percentage of spend assessed by Ecovadis and alternative assessments.

3) *Audited entities: Atos UK, Atos Hong Kong and Atos Poland*



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, 2022

This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.

This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the information concerning the Group presented in the management report.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the annual general meeting of Atos S.E.,

Opinion

In compliance with the engagement entrusted to us by the annual general meetings, we have audited the accompanying consolidated financial statements of Atos S.E. ("Atos", the "Company" or the "Group") for the year ended December 31, 2022.

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, 2022 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (*code de commerce*) and the French Code of Ethics (*code de déontologie*) for statutory auditors for the period from January 1, 2022 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.823-9 and R.823-7 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.

Revenue recognition on long term fixed-price contracts

Note 3 "Revenue, trade receivables, contract assets and contract costs", note 5 "Other operating income and expenses (Other items)", note 12 "Provisions" to consolidated financial statements

Key Audit Matter	Our audit approach
Regarding fixed-price contracts performed over the course of several years, particularly related to consulting and system integration activities, revenues are recognized, in accordance with IFRS 15 'Revenue from contracts with customers' based on the transfer of the control of the service provided. For multi-element service contracts, which may be a combination of different services, revenue is recognized separately for each performance obligation when the control is transferred to the customer. Revenue recognized depends on fair value of the performance obligation and its allocated transaction price. Total contract costs and expected remaining costs are subject to regular monitoring and estimate to determine the stage of completion and the margin to be recognized. If these estimates indicate that the contract will be unprofitable, the entire estimated loss for the remainder of the contract is recorded immediately through a provision for onerous contracts. We consider revenue recognition on long-term contracts and the associated costs as a key audit matter as identification of performance obligations and related allocations of the transaction price requires judgment from management. When revenue is recognized on the basis of costs incurred, the completion degree relies on operational assumptions and estimates which impact the Group consolidated revenue and operating margin.	We have updated our understanding of the internal control environment relating to the monitoring of contracts , costs estimates and margin, in particular controls relating to the costs incurred on contract and those relating to the costs to complete. For a number of contracts that were selected based upon quantitative and qualitative criteria (notably, contracts that experienced technical difficulties or low profitability), we performed the following procedures: • For new contracts, – When contracts included multiple elements, we corroborated the analysis and accounting treatment retained (allocation of the transaction price to the different performance obligations identified, and definition of recognition conditions of the revenue recognized for each performance obligation) with contractual terms and our understanding of the services provided ; – We corroborated initial budget margin to the financial data within the signed contract and the associated costs estimation. • For contracts in progress, we performed the following procedures on the completion degree when revenue is recognized over time on the basis of costs incurred: – we reconciled the financial data (revenue, billing and work-in-progress) included in the work progress spreadsheet that is updated monthly by the financial controller to the accounting records; – we corroborated the amount of costs incurred, notably hours per project with the data from the timesheet application system; – we analyzed standard hourly rates' calculation methodology; – we performed interviews with financial controllers and / or operational managers to assess the estimated costs yet to be incurred and the percentage of completion on the contract, which is the basis on which revenue and margin is recognized, we have furthermore analyzed the appropriateness of these estimates by comparing the forecasted data with the actual performance of the contract; – we analyzed assumptions used by management to determine the loss recognized for onerous contracts and confirmed these assumptions with historical performance on the contract and the the performance to be achieved and the corresponding estimates made.

Goodwill and other fixed assets valuation including the assets classified as held for sale.
Note 1.1 "Contemplated disposal of the Unified Communications & Collaboration business", Note 5 "Other operating income and expense", Note 8 "Goodwill and fixed assets", Note 9 "Leases" to consolidated financial statements

Key Audit Matter	Our audit approach
As of December 31, 2022, the net carrying value of fixed assets amounts to €7,530 million, namely 46% of the total assets. The fixed assets comprise goodwill (€5,305 million), intangibles assets (€919 million), tangible assets (€414 million), as well as right-of-use assets (€892 million). The net carrying value of goodwill and other fixed assets classified as held for sale amounts to €543 million. Goodwill and other fixed assets are tested for impairment when there is any indication that they may be impaired. This test is performed at least annually for goodwill. With regards to the contemplated separation of the Group and the ongoing disposals of activities: • The Group deemed that at December 31, 2022 SpinCo (Evidian) did not meet the IFRS 5 criteria to be classified as held for sale and discontinued operations; • The Group determined that the Unified Communications & Collaboration disposal and the sale of its Italian operations (Atos Italia S.p.a) met the held for sale classification criteria at the end of December 2022 considering the advanced negotiations with their respective buyers. The assets and liabilities related to these disposal groups are classified as held for sale and measured at fair value less costs to sell ; The cash-generating units (CGUs) correspond to the Regional Business Unit (RBU) in which the Atos Group operates. The annual impairment test is based on the fair value less costs to sell of each CGU, determined on the basis of a multicriteria approach, including Discounted Cash Flows (DCF) and trading multiples. The recoverable values are determined based on particularly sensitive forward-looking assumptions and other estimates. We considered the valuation of goodwill and other fixed assets as a key audit matter, given the weight of these assets in the consolidated statement of financial position, the importance of management's judgment in determining cash flow assumptions, discount rates and long-term average growth rate, as well as the sensitivity of the valuation of their recoverable value to these assumptions.	As part of our audit, we examined the process implemented by the Group regarding the performance of impairment tests. We assessed whether the methodology used by management complies with the accounting standards, including the CGU definition, the net assets allocation and the models used to determine the recoverable amounts. We performed the following procedures, on the impairment tests for each CGUs: • we assessed the appropriateness of the assumptions and the methodology used by the Group with the assistance of external advisors in the multicriteria approach to determine the fair value less cost to sell; • we reconciled the cash-flow projections with the revised mid-term plan of the Group ; • we analyzed the overall consistency of assumptions used (including the estimation of the perpetual growth rate), especially through interviews with the management and future growth prospects; • we assessed, with the support of our valuation specialists, the appropriateness of the valuation models including the discount rates used in relation with market benchmarks. For the Unified Communications & Collaboration group and the Italian operations (Atos Italia S.p.a), we assessed the appropriateness of the assumptions used by management to determine their fair value less costs to sell on the basis of the advanced negotiations related to these ongoing disposals. We verified the arithmetical accuracy of the valuations used by the Group. We performed our own sensitivity calculations and compare them to the analysis performed by management. We verified the information disclosed in the notes to the consolidated financial statements, including assumptions used and the sensitivity analysis is appropriate.

Litigations

Note 16 "Litigations" to consolidated financial statements

Key Audit Matter	Our audit approach
The Group is engaged in legal proceedings for a litigation mainly concerning intellectual property rights against TriZetto Group and Cognizant Technology Solutions (Cognizant/TriZetto) in the United States of America, the status of which as at December 31, 2022 is described in note 16 to the consolidated financial statements. On October 27, 2020, a jury in the United States District Court for the Southern District of New York found Syntel, which is now a subsidiary of Atos, liable for trade secrets misappropriation and copyright infringement and specified approximately $855 million in damages, due to Cognizant and its subsidiary TriZetto. On April 20, 2021, the United States District Court for the Southern District of New York granted in part the post-trial motion filed by Syntel. The Court reduced the jury's $855 million damages award to $570 million and denied Cognizant and TriZetto's request for an additional $ 75 million in pre-judgment interest. The Court also found that the jury' $570 million punitive damages award was excessive and should be reduced to $285 million. On May 26, 2021, Syntel appealed the portion of the jury's verdict affirmed by the Court. The oral argument in the Court of Appeals took place on September 19, 2022. The appeal process typically takes 18 months or more. We considered this matter to be a key audit issue because of the uncertainty of the outcome of the proceedings, the high degree of estimation and judgement used by management, and the potential materiality to consolidated net income and equity if these estimates were to change.	In order to obtain a sufficient understanding of the existing litigations and claims and the related judgements, we interviewed management and analysed the procedures implemented by the Group to identify disputes. With regard to the Cognizant/TriZetto litigation, we : • conducted interviews with Group management to assess the current status of the ongoing litigation; • consulted available procedural elements and other relevant information concerning the litigation and the likelihood and possible impact of the risk; • performed a critical review of the estimates and positions taken by management; • assessed whether the latest developments have been taken into account. We also assessed whether the disclosures in note 16 to the consolidated financial statements are appropriate.

Valuation of defined benefits plans
Note 11 "Pension plans of other long-term benefits" to the consolidated financial statements

Key Audit Matter	Our audit approach
Certain employees and former employees of the Group benefit from defined benefit pension plans, some of which (notably in the United Kingdom, Germany, the United States and Switzerland) can be prepaid through plan assets (pension funds or insurance companies). The net obligations recognized in the Group balance sheet in respect of pension plans amount to € 579 million at December 31, 2022. The Group amends on a regular basis, by collective agreement or options to beneficiaries, the lump sum payments or annuities rights of certain plans. The main amendments performed in 2022 and their related impacts are disclosed in note 11 to the consolidated financial statements. We have considered the valuation of defined benefit pension plans as a key audit matter, based on: • the technical expertise required to assess inflation, discount, and longevity assumptions underlying the valuation of the plans, and the impacts that could result from a change in those assumptions on the recognized obligations; • the estimates related to beneficiaries' behaviors made by management to assess the impact of certain plan amendments, which could lead to significant impacts in operating margin, in case of variances with actual behaviors observed.	We reviewed the pension plans valuation process, and the methodology used by the Group to set up the underlying actuarial assumptions. With the support of our actuarial experts: • we assessed the actuarial assumptions used, in particular the consistency between the financial (inflation and discount rates) and demographic (mortality table) assumptions, in comparison with market indices and benchmarks, and; • for the plans we considered as the most significant, we reviewed the independent actuaries reports. We also reconciled the fair-value of plan assets with their market value (listed shares, bonds, swaps) or other external reports (real estate, unlisted shares, investments in infrastructure projects). We also verified that the recorded amendments of rights reflected the agreements signed with the beneficiaries of the plans. For amendments implying estimates on the beneficiaries' behaviors, we corroborated those estimates with the ones observed on similar plan amendments. Then, we verified that the information disclosed on the note 11 to the consolidated financial statements, in particular the description and changes on plans, the actuarial assumptions, and the sensitivity analysis disclosed, was appropriate.

Deferred tax assets recognition on tax loss carryforward
Note 7 "Income tax" to the consolidated financial statements

Key Audit Matter	Our audit approach
Deferred tax assets are recognized on tax loss carry-forwards when it is probable that taxable profit will be available against which the tax loss carry-forwards can be utilized. Estimates of taxable profits and utilizations of tax loss carry-forwards were prepared on the basis of profit and loss forecasts as prepared by Management. Duration of forecasts depends on local specificities. Deferred assets on tax losses carryforward amount to € 216 million as of December 31, 2022. The deferred tax assets on tax losses carryforward amount to € 6,492 million in basis, as of December 31, 2022, of which only a part is recognized with respect to estimated use. Unrecognized deferred assets on tax losses carryforward amounts to € 1 106 million as of December 31, 2022. We identified this issue as a key audit matter due to the particularly high level of tax loss carryforward that can be recognized, and the importance of Management judgment in taxable profits estimated and in tax loss carryforward use.	Our audit approach consisted in assessing, with the assistance of our tax experts, the probability of the Group making future use of the tax loss carryforward generated to date, particularly in regard to: • deferred tax liabilities in the same tax jurisdiction, that could be offset against deferred tax assets with the same maturity; and • the Group's ability to generate future taxable profits in the relevant tax jurisdiction in order to use prior-year tax losses recognized as deferred tax assets. We reviewed the appropriateness of main data and assumptions on which relies tax forecasts underlying the recognition and recoverability of deferred tax assets on tax loss carryforward. We also assessed the appropriateness of information disclosed relating to deferred tax assets in respect of tax losses carried forward in the note 7 to consolidated financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the management report of the Board of Directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement required by Article L.225-102-1 of the French Commercial Code (*code de commerce*) is included in the information pertaining to the Group presented in the management report, being specified that, in accordance with the provisions of Article L.823-10 of the code, we have not verified the fair presentation and the consistency with the consolidated financial statements of the information contained therein. This information should be reported on by an independent third party.

Report on Other Legal and Regulatory Requirements

Format of the presentation of the consolidated financial statements intended to be included in the Annual Financial Report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (*code monétaire et financier*), prepared under the responsibility of the Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 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.

Due to technical limitations involved in the microdata tags of the consolidated financial statements in accordance with the European Single Electronic Format for reporting, the content of certain tags in the notes to the consolidated financial statements may not be displayed identically to the consolidated financial statements attached to this report.

Furthermore, we have no responsibility to verify that the consolidated financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We have been appointed as statutory auditors of the Company by your General Shareholders' meetings held on December 16, 1993 for Deloitte & Associés, and on October 31, 1990 for Grant Thornton.

As at December 31, 2022, Deloitte & Associés was in its 29th year mandate, of total uninterrupted engagement, and for Grant Thornton in its 32st year mandate, total uninterrupted engagement, and for both statutory auditors, on 27 years of exercise of mandate 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 Audit 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. 823-10-1 of the French Commercial Code (*code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit 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 Audit 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 Audit 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.822-10 to L.822-14 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 Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense and Neuilly-sur-Seine, March 20, 2023

The Statutory Auditors

French original signed by

Deloitte & Associés	**Grant Thornton**
Jean François Viat	Virginie Palethorpe

6.1.2 Consolidated income statement

(in € million)	Notes	12 months ended December 31, 2022	12 months ended December 31, 2021
Revenue	Note 2	11,341	10,839
Personnel expense	Note 4.1	-5,692	-5,269
Operating expense	Note 4.2	-5,293	-5,187
Operating margin		356	383
% of revenue		**3.1%**	**3.5%**
Other operating income and expense	Note 5	-1,151	-3,151
Operating income (loss)		-795	-2,768
% of revenue		**-7.0%**	**-25.5%**
Net cost of financial debt	Note 6.1	-29	-25
Other financial expense	Note 6.1	-289	-290
Other financial income	Note 6.1	143	164
Net financial income (expense)	**Note 6.1**	**-175**	**-151**
Net income (loss) before tax		-970	-2,919
Tax charge	Note 7	-46	-39
Share of net profit (loss) of equity-accounted investments	Note 10	4	0
Net income (loss)		-1,012	-2,959
Of which:			
• attributable to owners of the parent		-1,012	-2,962
• non-controlling interests	Note 14.3	0	3

(in € million)	Notes	12 months ended December 31, 2022	12 months ended December 31, 2021
Net income (loss) - Attributable to owners of the parent		-1,012	-2,962
Weighted average number of shares		110,641,457	109,581,755
Basic earnings per share	Note 14.1	-9.14	-27.03
Diluted weighted average number of shares		110,641,457	109,581,755
Diluted earnings per share	Note 14.1	-9.14	-27.03

6.1.3 Consolidated statement of comprehensive income

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Net income (loss)	**-1,012**	**-2,959**
Other comprehensive income		
• To be reclassified subsequently to profit or loss (recyclable)	**234**	**393**
Change in fair value of cash flow hedge instruments	-3	8
Exchange differences on translation of foreign operations	236	389
Deferred tax on items to be reclassified to profit or loss	1	-4
• Not reclassified to profit or loss (non recyclable)	**111**	**243**
Actuarial gains and losses on defined benefit plans	149	349
Deferred tax on items not reclassified to profit or loss	-38	-106
Total other comprehensive income (loss)	345	636
Total comprehensive income (loss) for the period	-668	-2,323
Of which:		
• attributable to owners of the parent	-668	-2,326
• non-controlling interests	0	3

6.1.4 Consolidated statement of financial position

(in € million)	Notes	December 31, 2022	December 31, 2021
ASSETS			
Goodwill	Note 8.1	5,305	5,105
Intangible assets	Note 8.2	919	1,089
Tangible assets	Note 8.3	414	421
Right-of-use assets	Note 9	892	1,072
Equity-accounted investments	Note 10	8	4
Non-current financial assets	Note 6.3	171	840
Non-current financial instruments	Note 6.6	13	-
Deferred tax assets	Note 7.4	294	189
Total non-current assets		**8,017**	**8,720**
Trade accounts and notes receivable	Note 3.2	2,603	2,583
Current taxes		64	76
Other current assets	Note 4.4	1,485	1,430
Current financial instruments	Note 6.6	18	14
Cash and cash equivalents	Note 6.2	3,331	3,372
Total current assets		**7,501**	**7,476**
Assets held for sale	Note 1	876	623
Total assets		**16,394**	**16,819**

(in millions d'euros)	Notes	December 31, 2022	December 31, 2021
LIABILITIES AND SHAREHOLDERS' EQUITY			
Common stock	Note 14.2	111	111
Additional paid-in capital		1,499	1,498
Consolidated retained earnings		3,195	5,790
Net income (loss) attributable to the owners of the parent	Note 14.1	-1,012	-2,962
Equity attributable to the owners of the parent	**Note 14.2**	**3,793**	**4,437**
Non-controlling interests	Note 14.3	7	6
Total shareholders' equity		**3,799**	**4,444**
Provisions for pensions and similar benefits	Note 11	639	944
Non-current provisions	Note 12	496	657
Borrowings	Note 6.4	2,450	2,750
Derivative liabilities	Note 6.6	13	40
Deferred tax liabilities	Note 7.4	148	67
Non-current lease liabilities	Note 9	704	894
Other non-current liabilities		1	1
Total non-current liabilities		**4,451**	**5,352**
Trade accounts and notes payable	Note 4.3	2,187	2,003
Current taxes		63	61
Current provisions	Note 12	245	137
Current financial instruments	Note 6.6	11	4
Current portion of borrowings	Note 6.4	2,412	1,849
Current lease liabilities	Note 9	309	360
Other current liabilities	Note 4.5	2,260	2,131
Total current liabilities		**7,487**	**6,546**
Liabilities related to assets held for sale	Note 1	656	477
Total liabilities and shareholders equity		**16,394**	**16,819**

6.1.5 Consolidated cash flow statement

(in € million)	Notes	12 months ended December 31, 2022	12 months ended December 31, 2021
Net income (loss) before tax		-970	-2,919
Depreciation of assets	Note 4.2	275	325
Depreciation of right-of-use	Note 4.2	372	376
Net addition (release) to operating provisions		7	1
Net addition (release) to financial provisions		23	7
Net addition (release) to other operating provisions		-182	999
Amortization of intangible assets (PPA from acquisitions)	Note 5	140	151
Impairment of goodwill and other non current assets	Note 5	177	1,490
Losses (gains) on disposals of non current assets		160	32
Net charge for equity-based compensation		19	32
Unrealized losses (gains) on changes in fair value and other		-27	80
Net cost of financial debt	Note 6.1	29	25
Interest on lease liability	Note 6.1	22	15
Net cash from (used in) operating activities before change in working capital requirement and taxes		46	613
Tax paid		-59	-81
Change in working capital requirement		440	-153
Net cash from (used in) operating activities		427	379
Payment for tangible and intangible assets		-251	-272
Proceeds from disposals of tangible and intangible assets		6	9
Net operating investments		**-245**	**-263**
Amounts paid for acquisitions and long-term investments		-279	-297
Cash and cash equivalents of companies purchased during the period		11	35
Net proceeds from disposals of financial investments		226	-
Cash and cash equivalents of companies sold during the period		-24	-2
Dividend received from entities consolidated by equity method		0	2
Increase (decrease) in other non-current financial assets*		60	-131
Net long-term financial investments		**-6**	**-393**
Net cash from (used in) investing activities		-251	-656
Common stock issued		1	23
Capital increase subscribed by non-controlling interests		6	-
Purchase and sale of treasury stock		-2	-58
Dividends paid		-9	-98
Dividends paid to non-controlling interests		-2	-3
Lease payments	Note 6.5	-405	-391
New borrowings	Note 6.5	1,850	1,710
Repayment of current and non-current borrowings	Note 6.5	-1,632	-856
Net cost of financial debt paid	Note 6.5	-29	-25
Other flows related to financing activities	Note 6.5	-81	-1
Net cash from (used in) financing activities		-304	300
Increase (decrease) in net cash and cash equivalents		**-127**	**24**
Opening net cash and cash equivalents		3,239	3,142
Increase (decrease) in net cash and cash equivalents	Note 6.5	-127	24
Impact of exchange rate fluctuations on cash and cash equivalents	Note 6.5	78	73
Closing net cash and cash equivalents	Note 6.5	3,190	3,239

** €60 million corresponded to the reimbursement of the excess funding of the German restructuring plan launched in 2021 and closed before completion at the end of 2022.*

6.1.6 Consolidated statement of changes in shareholders' equity

(in € million)	Number of shares at period end *(thousands)*	Common Stock	Additional paid-in capital	Consoli-dated retained earnings	Net income (loss)	Total	Non controlling interests	Total share-holders' equity
At December 31, 2020	109,993	110	1,476	4,724	550	6,861	10	6,871
Common stock issued	737	1	22	-		23		23
Appropriation of prior period net income (loss)				550	-550	-		-
Dividends paid				-98		-98	-3	-101
Equity-based compensation				32		32		32
Changes in treasury stock				-58		-58		-58
Other				4		4	-4	-1
Transactions with owners	737	1	22	429	-550	-98	-7	-105
Net income (loss)				-	-2,962	-2,962	3	-2,959
Other comprehensive income (loss)				636		636	0	636
Total comprehensive income (loss) for the period	-	-	-	636	-2,962	-2,326	3	-2,323
At December 31, 2021	110,730	111	1,498	5,790	-2,962	4,437	6	4,444
Common stock issued	221		1			1		1
Appropriation of prior period net income (loss)				-2,962	2,962	-		-
Dividends paid				-0		-0	-2	-3
Equity-based compensation				23		23		23
Changes in treasury stock				-2		-2		-2
Other				1		1	3	4
Transactions with owners	221	-	1	-2,940	2,962	23	1	23
Net income (loss)				-	-1,012	-1,012	0	-1,012
Other comprehensive income (loss)				345		345	-0	344
Total comprehensive income (loss) for the period	-	-	-	345	-1,012	-668	0	-668
At December 31, 2022	110,951	111	1,499	3,195	-1,012	3,793	7	3,799

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 NYSE Euronext Paris market under ISIN code FR0000051732. The shares are not listed on any other stock exchange. The Company is administrated by a Board of Directors.

Atos is a global leader in digital transformation and is the European number one in cloud, cybersecurity and high-performance computing. Atos provides end-to-end vertical solutions, smart data platforms and infrastructure solutions, working closely with global technology partners and leveraging innovations in business platforms, customer experience and digital workplace, artificial intelligence and hybrid cloud.

The consolidated financial statements of the Group comprise the Group parent company, its subsidiaries and the Group interests in associates and jointly controlled entities (together referred to as the "Group").

The Atos Group did not change its corporate name compared to the previous period.

These consolidated financial statements were approved by the Board of Directors on February 28, 2023. 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, 2022 have been prepared in accordance with the international accounting standards endorsed by the European Union and whose application was mandatory as at December 31, 2022.

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 International Financial Reporting Interpretations Committee (IFRIC).

Accounting policies applied by the Group comply with those standards and interpretations.

At December 31, 2022, the Group applied the same accounting policies and measurement methods as were applied in its consolidated financial statements for the year ended December 31, 2021, with the exception of changes required by the enforcement of new standards and interpretations presented hereafter.

New standards and interpretations applicable from January 1, 2022

The new standards, interpretations or amendments whose application was mandatory for the Group effective for the fiscal year beginning January 1, 2022 had no material impact on the consolidated financial statements:

- Amendment to IAS 16 – Property, Plant and Equipment: Proceeds before Intended Use;
- Amendment to IAS 37 – Onerous contracts – Cost of fulfilling a contract;
- Amendments to IFRS 3 – Reference to the Conceptual Framework;
- Annual improvements to IFRS Standards 2018-2020;
- IFRIC decision – principal versus Agent: Software reseller (IFRS 15 Revenue from contracts with customers);
- IFRIC decision – Demand Deposits with restrictions on use arising from a contract with a third party (IAS 7 Statement of cash flows);
- IFRIC decision – Lessor forgiveness of lease payments (IFRS 9 Financial instruments and IFRS 16 Leases).

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, 2022 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.

The IFRS IC decision issued in April 2021 regarding "Configuration or customization costs in a Cloud Computing Arrangement" had no material impact on the consolidated financial statements of the Group.

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 (Note 3 – Revenue, trade receivables, contract assets, contract liabilities and contract costs, and Note 12 – Provisions);
- Business combinations: fair value of the consideration transferred (including contingent consideration) and fair value of the assets acquired and liabilities assumed (Note 1 – Changes in the scope of consolidation);
- Impairment test of goodwill and other fixed assets: key assumptions underlying recoverable amounts (Note 8 – Goodwill and fixed assets);
- Recognition and measurement of deferred tax assets: availability of future taxable profits against which deductible temporary differences and tax losses carried forward can be utilized (Note 7 – Income tax);
- Recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of outflow of resources with no counterpart, estimates and judgments regarding the outcome of disputes in progress and, more generally, estimates regarding all provisions and contingent liabilities (Note 12 - Provisions and Note 16 - Litigations);
- Measurement of defined benefit obligations: key actuarial assumptions (Note 11 - Pension plans and other long-term benefits);
- Lease liabilities and right-of-use assets: assessment of the lease term and incremental borrowing rates used (Note 9 – Leases);
- Financial assets: estimate and judgment relating to the recoverability of accounts receivable (Note 3 – Revenue, trade receivables, contract assets, contract liabilities and contract costs) and other financial assets.

Estimates on long-term contracts have been reviewed taking into consideration potential loss-making situations or risks of recoverability on contract assets and contract costs. The expected credit loss valuation has also been reviewed to consider potential increased bankruptcy risk of customers.

Effects of climate-related matters on financial statements

In preparing the consolidated financial statements, the impact of climate change has been considered by Atos, particularly in the context of the disclosures required in the Corporate Social Responsibility section of the Universal Registration Document. There has not been any material impact on judgments and estimates arising from those considerations, consistent with the assessment made by Atos that climate change is not expected to have a meaningful impact on the viability of the Group in the medium term.

In addition, in November 2021, the Group issued a sustainability-linked bond (refer to Note 6). The coupon of the last three years will be unchanged if Atos achieves the following Sustainability Performance Target ("SPT"): reduction in 2025 of Atos annual GreenHouse Gas CO2 emissions (Scopes 1, 2 and 3) by 50% compared to 2019. In case the SPT is not met, the last three coupons shall be increased by 0.175%.

Finally, starting with the 2020 performance share plan, an objective of carbon dioxide reduction is included in the performance criteria (see Note 5). This indicator measures the percentage of CO2 emission variation per € million of revenue (tCO2/€ million) over a 3-year period.

Significant accounting policies

Financial assets classification and business model

IFRS 9 defines three approaches to classify and measure financial assets based on their initial recognition:.

- Amortized cost;
- Fair value through other components of comprehensive income;
- Fair value through income statement.

Financial assets are classified according to these three categories by reference to the business model the Group uses to manage them, and the contractual cash flows they generate.

Loans, receivables and other debt instruments considered "basic lending arrangements" as defined by IFRS 9 (contractual cash flows that are solely payments of principal and interest) are carried at amortized cost when they are managed with the purpose of collecting contractual cash flows, or at fair value through other components of comprehensive income when they are managed with the purpose of collecting contractual cash flows and selling the asset, while debt instruments that are not "basic lending arrangements" or do not correspond to these business models are carried at fair value through income statement. Equity instruments are carried at fair value through income statement or, under an irrevocable option, at fair value through other comprehensive income.

The business model of the Group is to collect its contractual cash flows for its trade receivables.

Trade receivables can be transferred to third parties (banks) with conditions of the transfers meeting IFRS 9 requirements, meaning transfer of contractual cash flows and transfer of substantially all risks and rewards are achieved. Those trade receivables are in that case derecognized, further to the analysis of the actual transfer of risks, the non-materiality of any dilution risk based on experience, and the absence of continuing involvement.

Current and non-current assets and liabilities

Assets and liabilities classified as current are expected to be realized, used or settled during the normal cycle of operations. All other assets and liabilities are classified as non-current. Current assets and liabilities, excluding the current portion of borrowings, lease liabilities and provisions, and current financial instruments represent the Group working capital requirement.

Foreign currency translation

The presentation currency is the euro, which is the Group functional currency.

Financial statements denominated in foreign currencies

The financial statements of consolidated companies are prepared in their functional currency, corresponding to the currency of the primary economic environment in which they operate. The financial statements of foreign operations whose functional currency is not the euro are translated into euros as follows:

- assets and liabilities are translated at the closing exchange rate;
- income and expense are translated at the average exchange rate for the period;
- the resulting translation gains and losses are recognized in other comprehensive income on the line "Exchange differences on translation of foreign operations". When all or part of the investment in the foreign operation is derecognized (i.e., when the Group no longer exercises control, joint control or significant influence over the company) the share of accumulated foreign currency translation adjustments is recycled to profit or loss.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity have been treated as assets and liabilities of that foreign entity and translated into euros at the closing date.

The Group does not have any entity operating in a hyperinflationary economy except Argentina and Turkey. Argentina is a hyperinflationary economy since July 1, 2018 and Turkey since April 1, 2022. As such, all income statement items from Argentinian and Turkish entities have been restated from inflation in accordance with IAS 29.

Foreign currency transactions

Foreign currency transactions are translated into the functional currency using the exchange rate prevailing at the dates of the transactions. At closing date, the corresponding receivables and payables are translated using the closing exchange rate.

The resulting foreign exchange gains and losses are recognized in financial income and expense under the heading "Other financial income and expense", except where hedge accounting is applied as explained in Note 13 – Fair value and characteristics of financial instruments.

6.1.7.3 Financial risk management

TThe Group activities are exposed to a variety of financial risks including liquidity risk, interest rate risk, credit risk and currency risk. Financial risk is managed by the Group Treasury department and involves minimizing potential adverse effects on the Group financial performance.

Liquidity risk

Liquidity risk management involves maintaining sufficient cash and marketable securities and ensuring the availability of funding through an adequate amount of committed credit facilities.

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

Credit facilities are subject to financial covenants that are carefully followed by the Group Treasury department.

An analysis of the maturity of financial liabilities is disclosed in Note 6.4 – Financial liabilities.

The continuity of operations relies in particular on the liquidity of the Group, which is secured by the financing structure currently in place. The contemplated spin-off project remains conditional upon the implementation of a new financing for both SpinCo and TFCo.

Interest rate risk

Interest rate risk arises mainly on borrowings. The management of exposure to interest rate risk encompasses two types:

- 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 assets and liabilities should interest rates increase.

The main objective of managing overall interest rate risk on the Group debt is to minimize the cost of debt and to protect the Group against fluctuations in interest rates by swapping to fixed rate a portion of the floating-rate financial debt. Derivative instruments used to hedge the debt are swap contracts entered with leading financial institutions.

Credit risk

The Group has no significant concentrations of credit risk. The client selection process and related credit risk analysis is fully integrated within the global risk assessment conducted throughout the life cycle of a project.

Derivative counterparts and cash transactions are limited to high-credit quality financial institutions.

Currency risk

Atos Group policy promotes natural hedge positions in which costs and revenues are denominated in the same currency.

Nevertheless, the Group financial performance can be influenced by fluctuations in exchange rates considering the growing portion of the external business involving offshore cost centers based mostly in India and Central Europe.

The Group has established a policy for managing foreign exchange positions resulting from commercial and financial transactions denominated in currencies different from the local currency of the relevant entity. According to this policy, any material exposure must be hedged as soon as it is known. In order to hedge its foreign exchange rate exposure, the Group uses a variety of financial instruments, mainly forward contracts and foreign currency swaps.

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 these bonds is linked to the evolution of Worldline share price. The reference exchange price was 71.55 € at issuance date.

Subsequent to the disposal in June 2022 of its entire stake in Worldline, Atos entered into a derivative transaction to hedge this exposure to the fluctuations of Worldline share price (see Note 6.3).

6.1.7.4 Alternative Performance Measures

Operating margin

Operating margin is equal to revenue less personnel and operating expense. It is calculated before Other Operating Income and Expense as defined below.

Other Operating Income and Expense

Other operating income and expense include:

- The amortization and impairment of intangible assets recognized as part of business combinations such as customer relationships, technologies and goodwill;
- When accounting for business combinations, the Group may record provisions in the opening statement of financial position for a period of 12 months beyond the business combination date. After the 12-month period, unused provisions arising from changes in circumstances are released through the income statement under "Other operating income and expense";
- The cost of acquiring and integrating newly controlled entities, including earn out with or without presence conditions;
- The net gain or losses on disposals of consolidated companies or businesses;
- The fair value of shares granted to employees including social contributions;
- The reorganization and rationalization expense relating to business combinations or qualified as unusual, infrequent and abnormal. When a restructuring plan qualifies for Other Operating Income and Expense, the related real estate rationalization & associated costs regarding premises are presented on the same line;
- The curtailment effects on restructuring costs and the effects of plan amendments on defined benefit plans resulting from triggering events that are not under control of Atos management;
- The net gain or loss on disposals of tangible and intangible assets that are not part of Atos core-business such as real estate;
- Other unusual, abnormal and infrequent income or expense such as major disputes or litigation.

Normalized net income (loss)

The normalized net income (loss) attributable to the owners of the parent is the net income (loss) attributable to the owners of the parent before Other Operating Income and Expense and Net gain (loss) on financial instruments related to Worldline shares, net of taxes.

Normalized earnings (loss) per share

The normalized earnings (loss) per share are calculated by dividing the normalized net income (loss) attributable to owners of the parent by the weighted-average number of common shares outstanding during the period, excluding treasury shares.

Net cash (or net debt)

The net cash (or net debt) comprises total borrowings (bonds, short-term and long-term loans, securitization and other borrowings), short-term financial assets and liabilities bearing interest with a maturity of less than 12 months, less cash and cash equivalents. Liabilities associated with lease contracts and derivatives are excluded from the net debt.

Free Cash Flow

The free cash flow represents the change in net cash or net debt, excluding equity changes, share buyback, dividends paid to shareholders and non-controlling interests, net acquisition or disposal of companies or businesses.

6.1.7.5 Main events

New organization and contemplated separation of the Group into two publicly listed companies

On February 10, 2022, Atos announced a change in governance. Starting from the first semester of 2022, the Group was governed around three business lines, replacing the former Industries, and the five Regional Business Units were grouped into four.

The three business lines were defined as follows:

- Tech Foundations, focused on designing, building and managing complex and vital information systems worldwide and positioned on the infrastructure and private cloud market;
- Digital, positioned on the fast-growing market supported by the shift to the cloud and an increasing demand for digital transformation, through a strong partnership with hyperscalers and market leading software vendors;
- Big Data and Security, specialized in secure data intelligence, through two activities: Digital Security and Advanced Computing.

On June 14, 2022, Atos announced that it was studying a separation into two publicly listed companies:

- SpinCo (Evidian) would bring together Atos Digital and Big Data and Security business lines;
- TFCo (Atos) would be composed of Atos Tech Foundations business line.

In the contemplated scenario, Atos shareholders would retain their current shares of Atos and would receive SpinCo shares as in-kind distributions. SpinCo would be listed on the Euronext Paris stock exchange. After completion of the envisaged transaction, it is currently contemplated that Atos shareholders would hold 100% of TFCo and 70% of SpinCo.

The Group further indicated that the objective would be to complete the separation into two entities, involving a prior reorganization of the Group, during the second quarter of 2023, and to complete the listing and distribution of SpinCo shares in the course of the second semester of 2023.

The project remains conditional on general market conditions and would be subject to customary processes, including governance bodies and shareholders' approval, but also to the financing of TFco and SpinCo.

Considering the stage of the project, Atos deemed that at December 31, 2022 SpinCo did not meet the IFRS 5 criteria to be classified as held for sale and discontinued operations.

The contemplated project does not have any consequence on the segment information for the consolidated financial statements at December 31, 2022.

New financing structure

On July 29, 2022, Atos announced a new financing structure to support the envisioned transformation plan as follows:

- a € 1.5 billion term loan ("Term Loan A") with an initial duration of 18 months and two extension periods of 6 months each;
- a € 0.3 billion bridge loan ("Term Loan B") with an initial duration of 12 months and one extension period of 6 months. Its purpose is to pre-finance assets disposals;
- The amount of the existing revolving credit facility (signed in 2018) was reduced from € 2.4 billion to € 0.9 billion.

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

Sale of the residual stake in Worldline

On June 14, 2022, Atos completed the sale of its entire stake in Worldline of ca. 7.0 million shares representing ca. 2.5% of Worldline share capital. The sale was carried out by way of an accelerated book building to institutional investors.

Atos has concomitantly 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.

As a result of these transactions, Atos raised net proceeds of € 219 million and is no longer a shareholder of Worldline.

Accounting consequences are described in Note 6.

Ongoing disposal of Atos Italia S.p.A.

As part of the divestiture program communicated by the Group, on November 17, 2022, Atos announced that it had entered into exclusive negotiations with Lutech S.p.A., an Italian provider of IT services and solutions for the sale of its Italian operations with a 100% cash consideration. The perimeter of the proposed transaction does not include the EuroHPC business in Italy, nor the Unified Communications & Collaboration Italian operations. The proposed transaction is subject to the consultation of the relevant employee representative bodies and other customary regulatory approvals, and is expected to close during the first half of 2023.

Consequences of Russia invasion of Ukraine

Since the outbreak of the conflict, Atos has evaluated and reduced its operations in Russia in line with international sanctions and confirmed early April 2022 a managed exit out of its Russian-based operations.

Atos used to deliver digital services to its client worldwide base from Russia. Services previously delivered from Russia were moved to other countries, including India and an expanded Turkish SAP Centre of Excellence.

In addition, as early as April, Atos entered into a disposal process of its Russian subsidiary. This disposal was completed in September 2022 (see Note 1). Impacts of Russia invasion of Ukraine on the consolidated financial statements are limited to the accounting consequences of the disposal.

Hyperinflation in Turkey

Since April 1, 2022, Turkey is considered a hyperinflationary economy. The application of IAS 29 provisions did not result in any material impact for Atos at December 31, 2022.

6.1.7.6 Notes to the consolidated financial statements

Note 1 Changes in the scope of consolidation

Basis of consolidation

Subsidiaries

Subsidiaries are entities controlled directly or indirectly by the Group. Control by the Group over its subsidiaries is based on its exposure or entitlement to variable income resulting from its investment in those entities, as well as its ability to exercise power over the entity in such a way as to influence the amount of the returns it receives. The existence and effect of potential voting rights that are currently exercisable or convertible, the power to appoint the majority of the members of the governing bodies and the existence of veto rights are considered when assessing whether the Group controls another entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date on which control ceases. In the event of a change in the percentage of the Group interest in a subsidiary without loss of control, the change is recognized as a transaction between shareholders.

Non-controlling interests in the net assets of consolidated subsidiaries are presented on a separate line of equity under "non-controlling interests." Non-controlling interests include the amount of minority interests as of the acquisition date and the amount represented by minority interests in the change in equity since that date.

Joint ventures and associates

An associate is an entity over which the Group exercises significant influence. Significant influence is the power to influence the making of key financial and operational decisions within the entity, without this demonstrating control or joint control of the Group

A joint venture is a joint arrangement in which the parties, who exercise joint control, are entitled to a share of the net assets of the joint venture. Joint control is demonstrated when, on the basis of the rights granted by the agreement, decisions on the relevant activities of the entity require the unanimous agreement of the parties.

The factors taken into account to demonstrate significant influence or joint control are similar to those used for analyzing the Group control over its subsidiaries. Joint ventures and associates are accounted for using the equity method.

Joint operations

A joint operation is a partnership in which the partners (joint owners), who exercise joint control over the entity, have direct rights over the assets of the entity, and obligations in respect of its liabilities. As a co-investor, the Group recognizes the relevant assets and liabilities line by line, as well as the income and expense related to its interests in the joint operations.

Business combinations

A business combination may involve the purchase of another entity's shares, the purchase of all the net assets of another entity or the purchase of some of the net assets of another entity that together form one or more businesses.

Major services contracts involving staff and asset transfers that enable the Group to develop or significantly improve its competitive position within a business or a geographical sector are accounted for as business combinations when fulfilling the definition of a business under IFRS 3.

Valuation of assets acquired, and liabilities assumed of newly acquired subsidiaries

Business combinations are accounted for according to the acquisition method. The consideration transferred in exchange for control of the acquired entity is measured at fair value. It is calculated, at the date of the acquisition, as the sum of the fair values of the assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree.

Direct transaction costs related to a business combination are charged to the income statement when incurred and presented as part of Other Operating Income and Expense.

Non-controlling interests may, on the acquisition date, be measured either at fair value or based on their stake in the fair value of the identifiable assets acquired and liabilities assumed of the acquired entity. The choice of measurement methodology is made on a transaction-by-transaction basis.

All the assets, liabilities and contingent liabilities of the acquired subsidiary are measured at their fair value in the opening statement of financial position at acquisition date. The opening statement of financial position is adjusted, when necessary, during the 12 months following the acquisition date.

In step acquisitions, any equity interest held previously by the Group is remeasured at fair value at the acquisition date (i.e. the date when the Group obtains control) and the resulting gain or loss is recognized in Other Operating Income and Expense.

If control in a subsidiary is lost, any gain or loss is recognized in Other Operating Income and Expense. Furthermore, if an investment in the entity is retained by the Group, it is re-measured to its fair value and any gain or loss is also recognized in Other Operating Income and Expense.

Purchase of non-controlling interests and sale of interests in a subsidiary

Transactions with non-controlling interests, without impact on control, are treated as transactions with group shareholders and are recorded in equity.

Assets held for sale/distribution and discontinued operations

When the carrying amount of a non-current asset or disposal group is expected to be recovered principally through a sale/distribution transaction rather than through continuing use, it is presented separately in the Group consolidated statement of financial position under "Assets held for sale". Any related liabilities are also reported on a separate line under "Liabilities related to assets held for sale".

For the reclassification to be made:

- the sale must be highly probable;
- management must be committed to a plan to sell the asset (or disposal group); and
- the asset (or disposal group) must be available for immediate sale in its present condition.

Assets (or disposal groups) held for sale and associated liabilities are measured at the lower of their carrying amount and fair value less costs to sell/distribute. Depreciation of the assets ceases when it is reclassified as held for sale.

A discontinued operation is a component of the Group that either has been disposed of, or is classified as held for sale, and:

- represents a separate major line of business or geographical area of operations, or is a part of a single coordinated plan to dispose of a separate major line of business or geographical area of operations; or
- is a subsidiary acquired exclusively with a view to resale.

The post-tax profit or loss of the discontinued operation and related disposal gains or losses are presented as a single amount on a separate line of the income statement, with a restatement of the prior year as a comparative. Cash flows from discontinued operations are also reported separately in the Group consolidated statement of cash flows.

The list of main consolidated companies at December 31, 2022 is presented in Note 18.

1.1 - Acquisition of Cloudreach

On January 3, 2022, Atos acquired Cloudreach, a leading multi-cloud services company specializing in public cloud application development and cloud migration, with strong partnerships with all three hyperscalers. Through this acquisition, Atos welcomes over 600 highly skilled cloud professionals to further strengthen its global cloud expertise.

Cloudreach was incorporated in 2009 and is headquartered in London with additional offices in the USA, Canada, the Netherlands, Germany, France, Switzerland and India. Cloudreach is reported mainly in the RBUs Northern Europe & APAC and Americas.

The consideration transferred was € 252 million leading to the recognition of a € 248 million goodwill.

Had the acquisition of Cloudreach occurred on January 1, 2022, the twelve-month revenue and operating margin would have been € 93 million and € -11 million, respectively.

1.2 - Contemplated and completed disposals

Unified Communications & Collaboration business

In 2021, Atos announced the contemplated disposal of the Unified Communications & Collaboration business and determined that this disposal group met the held for sale classification criteria at the end of September 2021.

In accordance with IFRS 5, Atos considered the held for sale classification remained appropriate as at December 31, 2022 considering the stage of negotiations reached in January 2023 (see Note 19).

Atos Italia S.p.A.

As described in 6.1.7.5, Atos announced on November 17, 2022, that it had entered into exclusive negotiations for the sale of its Italian operations. The Group determined that this disposal group met the held for sale classification criteria as at the date of announcement considering the advanced negotiations with Lutech S.p.A. and the expected closing of the transaction during the first semester of 2023.

Major classes of assets and liabilities related to the two contemplated disposals and classified as held for sale at December 31, 2022 can be presented as follows:

(in € million)	December 31, 2022
ASSETS	
Goodwill	346
Intangible assets	156
Tangible assets	12
Right-of-use assets	29
Non-current financial assets	4
Deferred tax assets	43
Total non-current assets	**589**
Trade accounts and notes receivable	172
Current taxes	10
Other current assets	105
Total current assets	**286**
TOTAL ASSETS	**876**

(in € million)	December 31, 2022
LIABILITIES	
Provisions for pensions and similar benefits	129
Non-current provisions	28
Deferred tax liabilities	39
Non-current lease liabilities	14
Total non-current liabilities	**210**
Trade accounts and notes payable	215
Current taxes	4
Current provisions	15
Current lease liabilities	8
Other current liabilities	203
Total current liabilities	**446**
TOTAL LIABILITIES	**656**

Cumulated expense recognized in other comprehensive income (loss) amounted to € 54 million.

The measurement of those disposal groups at fair value less costs to sell resulted in a total of € 80 million impairment of goodwill recorded as part of Other operating income and expense in 2022.

Atos Russian operations

As described in 6.1.7.5, Atos launched the process of selling its Russian activities in April 2022 and completed the disposal on September 19, 2022. The disposal resulted in a € 37 million loss recorded as part of Other operating income and expense in 2022.

1.3 - Acquisitions in 2021

In Fidem: On January 19, 2021, Atos acquired In Fidem, a Canada-based specialized cybersecurity consulting firm, with expertise in cloud security, digital identity, risk management, security operations, digital forensics and cyber breach response. In Fidem is reported in the RBU Americas.

Motiv: On February 17, 2021, Atos acquired the largest independent Managed Security Services (MSS) provider in the Netherlands. Motiv is reported in the RBU Northern Europe & APAC.

Profit4SF: On February 17, 2021, Atos acquired Profit4SF, a Dutch-based technology and management consulting company specializing in salesforce enterprise implementations for its customers across the Netherlands. Profit4SF is reported in the RBU Northern Europe & APAC.

Ipsotek: On May 28, 2021, Atos acquired Ipsotek, a leading AI enhanced video analytics software provider. Ipsotek is reported in the RBU Northern Europe & APAC.

Processia: On June 1, 2021, Atos acquired Processia, a Product Lifecycle Management (PLM) system integrator and Dassault Systèmes Global Service Partner. Processia is reported in the RBU Americas.

Ideal Group: On July 26, 2021, Atos acquired Ideal Group, a Product Lifecycle Management (PLM) system integrator and platinum-level solution partner of Siemens Digital Industries Software. Ideal Group is reported in the RBU Northern Europe & APAC.

Nimbix: On July 30, 2021, Atos acquired Nimbix, a global leading high-performance computing (HPC) cloud platform provider based in the US, to strengthen its HPC offering. Nimbix is reported in the RBU Americas.

Visual BI: On August 31, 2021, Atos acquired Visual BI, one of the leading and fastest growing firms focusing exclusively on Cloud Data Analytics and Business Intelligence in the US. Visual BI is reported in the RBU Americas.

Cryptovision: On August 31, 2021, Atos acquired Cryptovision, a leader in state-of-the-art cryptographic products and solutions for securing digital identities. Cryptovision is reported in the RBU Central Europe.

DataSentics: On November 30, 2021, Atos acquired DataSentics, a Czech Republic-based data science company specializing in the development of Artificial Intelligence & Machine Learning (AI/ML) business solutions and products. DataSentics is reported in the RBU Central Europe.

AppCentrica: On November 30, 2021, Atos acquired AppCentrica, a Canadian-based technology and management consulting company specializing in Cloud Application and Salesforce services. AppCentrica is reported in the RBU Americas.

Total consideration transferred for these acquisitions was € 334 million. The purchase price allocation of these acquisitions led to the recognition of intangible assets for € 24 million (customer relationships, backlog and technology) and of a € 292 million goodwill.

Had those acquisitions occurred on January 1, 2021, the twelve-month revenue and operating margin for 2021 would have been € 140 million and € 12 million, respectively.

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. Each Regional Business Unit is managed by a dedicated member of the General Management Committee.

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".

On February 10, 2022, the Group announced a change in governance: starting from the first semester 2022, the Group is organized around three business lines, replacing the former Industries, and the five Regional Business Units (RBUs) are grouped into four.

The three Business Lines are:

- Tech Foundations, that bundles Atos asset-intensive activities and regroups activities reaching maturity such as Data Centre & Hosting, Digital Workplace, Unified Communications & Collaboration (UCC), as well as Business Process Outsourcing (BPO);
- Digital, a skills and capabilities-driven service business that serves Atos customers in Digital, Cloud and Decarbonization and help them succeed in their digital transformation; and
- Big Data & Security (BDS), a high-growth, R&D-intensive business that focuses on Cybersecurity products & services, High performance & Edge computing and Mission critical systems.

The four Regional Business Units are:

- Americas: former North America and the South America cluster of the former Growing Markets RBU;
- Northern Europe & APAC: former Northern Europe and the Asia Pacific cluster of the former Growing Markets RBU;
- Central Europe; and
- Southern Europe

Corporate and Other regroups Corporate functions, Global Delivery Centers and the other countries previously reported in the former Growing Markets RBU.

Regional Business Units remain the key components reviewed by the chief operating decision maker.

As a result, and for IFRS 8 requirements, Regional Business Units remain the disclosed operating segments.

Regional Business Units are now made of the following countries:

Operating segments	
Americas	Argentina, Brazil, Canada, Chile, Colombia, Guatemala, Mexico, Peru, the United States of America and Uruguay.
Northern Europe & APAC	Australia, Belgium, China, Denmark, Estonia, Finland, Hong Kong, India, Ireland, Japan, Lithuania, Luxembourg, Malaysia, New Zealand, Norway, Philippines, Singapore, Sweden, Taiwan, Thailand, the Netherlands, the United Kingdom and South Korea.
Central Europe	Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Germany, Greece, Hungary, Poland, Israel, Romania, Serbia, Slovakia and Switzerland.
Southern Europe	Andorra, France, Italy, Portugal and Spain.
Corporate and Other	AbuDhabi, Algeria, Benin, Burkina Faso, Egypt, Gabon, Ivory Coast, Kenya, Lebanon, Madagascar, Mali, Mauritius, Morocco, Namibia, Qatar, Saudi-Arabia, Senegal, South Africa, Tunisia, Turkey, UAE as well as Corporate functions and Global Delivery Centers (GDC).

Each Business Line is represented in each RBU.

Inter-segment transfers or transactions are entered into under the normal commercial terms and conditions that would also be available to unrelated third parties. The revenues from each external contract amounted to less than 10% of the Group revenue.

The operating segment information for the periods was the following:

(in € million)	Americas	Northern Europe & APAC	Central Europe	Southern Europe	Corporate and Other	Elimi-nation	Total Group
12 months ended December 31, 2022							
External revenue by segment	**2,866**	**3,199**	**2,588**	**2,420**	**269**		**11,341**
% of Group revenue	25.3%	28.2%	22.8%	21.3%	2.4%		100.0%
Inter-segment revenue	110	190	206	127	1,332	-1,966	-
Total revenue	2,975	3,389	2,795	2,547	1,601	-1,966	11,341
Segment operating margin	**222**	**115**	**-10**	**106**	**-78**		**356**
% of margin	7.7%	3.6%	-0.4%	4.4%	-29.0%		3.1%
Total segment assets as at December 31, 2022	**4,134**	**2,982**	**1,267**	**2,125**	**1,321**		**11,829**
Other information on income statement							
Depreciation of assets	-57	-71	-63	-34	-50		-275
Depreciation of right of use	-105	-117	-77	-43	-30		-372
Other information							
Capital expenditure	46	40	66	71	30		251
Net (debt) cash	748	-131	120	284	-2,470		-1,450
Year end headcount	18,163	16,028	12,562	17,033	47,011		110,797

(in € million)	Americas	Northern Europe & APAC	Central Europe	Southern Europe	Corporate and Other	Elimi-nation	Total Group
12 months ended December 31, 2021*							
External revenue by segment	**2,544**	**3,059**	**2,588**	**2,418**	**230**		**10,839**
% of Group revenue	23.5%	28.2%	23.9%	22.3%	2.1%		100.0%
Inter-segment revenue	84	180	207	118	1,263	-1,852	-
Total revenue	2,628	3,239	2,795	2,536	1,493	-1,852	10,839
Segment operating margin	**263**	**84**	**34**	**54**	**-51**		**383**
% of margin	10.3%	2.7%	1.3%	2.2%	-22.4%		3.5%
Total segment assets as at December 31, 2021	**3,873**	**3,025**	**1,553**	**2,481**	**1,626**		**12,559**
Other information on income statement							
Depreciation of assets	-72	-77	-90	-50	-34		-325
Depreciation of right of use	-88	-131	-81	-48	-28		-376
Other information							
Capital expenditure	60	45	90	56	22		272
Net (debt) cash	821	165	197	271	-2,679		-1,226
Year end headcount	18,354	15,672	13,962	17,131	44,016		109,135

(*) *Figures presented are restated to reflect the new composition of the RBU.*

External revenue for France amounted to € 1,800 million in 2022.

The assets detailed above by segment are reconciled to total assets as follows:

(in € million)	December 31, 2022	December 31, 2021
Total segment assets	**11,829**	**12,559**
Tax assets	358	265
Cash & Cash Equivalents	3,331	3,372
Assets held for sale	876	623
Total Assets	**16,394**	**16,819**

Since the first half of 2022, the Group started reporting revenue according to the two new contemplated perimeters: Tech Foundations and Evidian.

For the year ended December 31, 2022, revenue associated with those perimeters were broken down as follows:

(in € million)	Tech Foundations perimeter	Evidian perimeter	Total Group
12 months ended December 31, 2022			
External revenue by perimeter	6,026	5,315	11,341
% of Group revenue	53.1%	46.9%	100.0%

For the year ended December 31, 2021, revenue associated with those perimeters could have been broken down as follows:

(in € million)	Tech Foundations perimeter	Evidian perimeter	Total Group
12 months ended December 31, 2021			
External revenue by perimeter	**5,947**	**4,892**	**10,839**
% of Group revenue	54.9%	45.1%	100.0%

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 revenues relating to these activities are 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. Invoiced 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 Atos 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 - 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 & 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 a right to payment arising from the contract or local regulations for costs incurred including a reasonable margin. In this specific case, revenue is recognized over time.

Disaggregated revenue by Region and perimeter is presented in Note 2.

3.2 - Trade accounts and notes receivable, contract assets, contract liabilities and contract costs

(in € million)	December 31, 2022	December 31, 2021
Contract assets	1,168	1,393
Trade receivables	1,413	1,309
Contract costs	101	93
Expected credit loss allowance	-79	-213
Trade accounts and notes receivable	**2,603**	**2,583**
Contract liabilities	-974	-849
Net accounts receivable	**1,629**	**1,734**
Number of days' sales outstanding (DSO)	**41**	**44**

In 2022, net contract assets decreased by € 350 million, reflecting better conversion of contract assets into trade receivables, as well as advance payments received on HPC contracts.

The average credit period on sale of services is between 30 and 60 days depending on the countries. 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 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 decreased from 44 days at December 31, 2021 to 41 days at December 31, 2022.

Transfer of trade receivables

As of December 31, 2022, € 862 million of trade receivables were transferred to third parties with conditions of the transfers meeting IFRS 9 requirements, meaning transfer of contractual cash flows and transfer of substantially all risks and rewards are achieved. Those trade receivables were therefore derecognized in the statement of financial position as of December 31, 2022. The € 862 million included € 76 million in the US where Atos only sold 95% of the right to cash flows and then derecognizes 95% of the receivables.

The level of trade receivables sold with no recourse to banks with transfer of risks as defined by IFRS 9 increased by € 28 million compared to December 31, 2021. DSO has been positively impacted by the sale of receivables on large customer contracts by 23 days, slightly lower than at December 31, 2021.

Ageing of trade receivables past due

(in € million)	December 31, 2022	December 31, 2021
Current	1,199	1,099
1-30 days overdue	119	67
31-60 days overdue	32	27
Beyond 60 days overdue	64	116
Total	**1,413**	**1,309**

Movement in expected credit loss allowance

(in € million)	December 31, 2022	December 31, 2021
Balance at beginning of the year	-213	-109
Impairment losses recognized	-12	-173
Amounts written off	6	57
Impairment losses reversed	147	6
Impact of business combinations	-0	-0
Reclassification to assets held for sale	1	12
Other reclassification and exchange differences	-8	-5
Balance at end of the year	**-79**	**-213**

Impairment losses reversed of € 147 million mainly related to the write-off of trade receivables and contract assets for which bad debt reserves were recognized in 2021 on two American customers.

Note 4 Operating items

4.1 - Personnel expense

(in € million)	12 months ended December 31, 2022	% Revenue	12 months ended December 31,2021	% Revenue
Wages and salaries	-4 733	41,7%	-4 245	39,2%
Social security charges	-890	7,8%	-956	8,8%
Tax, training, profit-sharing	-72	0,6%	-70	0,6%
Net (charge) release to provisions for staff expense	-0	0,0%	1	0,0%
Net (charge) release of pension provisions	3	0,0%	1	0,0%
TOTAL	**-5 692**	**50,2%**	**-5 269**	**48,6%**

4.2 - Non-personnel operating expense

(in € million)	12 months ended December 31, 2022	% Revenue	12 months ended December 31,2021	% Revenue
Subcontracting costs direct	-2,155	19.0%	-1,951	18.0%
Hardware and software purchase	-1,151	10.1%	-1,243	11.5%
Maintenance costs	-535	4.7%	-532	4.9%
Rent expense	-11	0.1%	-11	0.1%
Telecom costs	-207	1.8%	-212	2.0%
Travelling expense	-69	0.6%	-45	0.4%
Professional fees	-222	2.0%	-214	2.0%
Other expense	-381	3.4%	-355	3.3%
Subtotal expense	**-4,732**	**41.7%**	**-4,564**	**42.1%**
Depreciation of assets	-275	2.4%	-325	3.0%
Depreciation of right-of-use	-372	3.3%	-376	3.5%
Net (charge)/release to provisions	-3	0.0%	-2	0.0%
Gains/(Losses) on disposal of assets	-6	0.1%	-1	0.0%
Trade receivables write-off	-6	0.1%	-24	0.2%
Capitalized production	102	-0.9%	106	-1.0%
Subtotal other expense	**-561**	**4.9%**	**-622**	**5.7%**
TOTAL	**-5,293**	**46.7%**	**-5,187**	**47.9%**

Rent expense corresponds to short-term lease contracts and low value assets (see Note 15).

4.3 - Trade accounts and notes payable

(in € million)	December 31, 2022	December 31, 2021
Trade accounts and notes payable	2,187	2,003
Net advance payments	-28	-40
Prepaid expense and advanced invoices	-569	-603
TOTAL	1,590	1,359
Number of days' payable outstanding (DPO)	85	78

The increase in trade payables is due to exceptional costs linked to the Group transformation plan.

4.4 - Other current assets

(in € million)	December 31, 2022	December 31, 2021
Inventories	157	125
State - VAT receivables	280	284
Prepaid expense and advanced invoices	569	603
Other receivables & current assets	452	378
Net advance payments	28	40
TOTAL	1,485	1,430

4.5 - Other current liabilities

(in € million)	December 31, 2022	December 31, 2021
Employee-related liabilities	445	392
Social security and other employee welfare liabilities	157	161
VAT payables	411	447
Contract liabilities	974	849
Other operating liabilities	273	282
TOTAL	2,260	2,131

Employee-related liabilities included € 72 million of signed settlements with employees in connection with the former restructuring plan in Germany, compared to € 43 million at December 31, 2021.

Note 5 Other operating income and expense

Other Operating Income and Expense is an Alternative Performance Measure and is defined in section 6.1.7.4.

Equity-based compensation

Performance shares are granted to management and certain employees at regular intervals. Those equity-based compensation schemes are measured at fair value at the grant date considering market-based performance condition, when applicable.

The fair value of such plans are recognized in "Other operating income and expense" over the vesting period with the offsetting credit recognized in equity. The service and non-market performance conditions are taken into account in estimating the number of awards that are expected to vest, with a true-up to the number ultimately satisfied.

When an equity-based compensation is settled into cash, the plan is measured at the fair value of the liability at each reporting date so that it ultimately equals the cash payment on settlement date.

Employee share purchase plans offer employees the opportunity to invest in Group shares at a discounted price. Shares are subject to a five-year lock-up period. Fair values of such plans are measured considering:

- the share price at the attribution date;
- the percentage of discount granted to employees;
- the attribution of free shares for the first subscribed shares according to the matching share plan;
- the consideration of the five-year lock-up restriction to the extent it affects the price that a knowledgeable, willing market participant would pay for that share; and
- the grant date.

Fair value of such plans is fully recognized in "Other operating income and expense" at the end of the subscription period.

Social contributions linked to equity-based compensation schemes are also presented as "Other operating income and expense".

The following table presents "Other operating income and expense" by nature:

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Staff reorganization	-352	-312
Rationalization and associated costs	-69	-81
Integration and acquisition costs	-30	-44
Amortization of intangible assets (PPA from acquisitions)	-140	-151
Equity-based compensation	-25	-34
Impairment of goodwill and other non-current assets	-177	-1,490
Other items	-359	-1,039
TOTAL	**-1,151**	**-3,151**

In addition to the cost of workforce adaptation measures already planned at the beginning of 2022 and mostly executed over the first half of the year, staff reorganization expense of € 352 million included € 266 million of costs related to Atos envisioned transformation plan. Such costs included the first restructuring and reskilling actions taken by both Tech Foundations and Evidian, as well as costs linked to the preparation of the envisioned separation into two public entities. Staff reorganization expense also comprised a € 60 million release of provision in connection with the German restructuring plan launched in 2021 and closed at the end of 2022 before completion, as this plan was superseded by a new plan with similar measures as part of Atos transformation plan and announced at the end of December; a € 62 million provision was accrued to cover the currently identified perimeter.

The € 69 million rationalization and associated costs primarily resulted from the closure of office premises and data center consolidation, mainly in North America, France and Germany.

Integration and acquisition costs decreased to € 30 million and included mainly the cost of integration of Cloudreach, as well as the cost of retention schemes from 2020 and 2021 acquisitions.

In 2022, the amount related to the amortization of intangible assets recognized in Purchase Price Allocation exercises decreased to € 140 million compared to € 151 million in 2021, mainly as a result of impairment charges recorded at the end of 2021.

The € 140 million amortization charge of Purchase Price Allocation intangible assets in 2022 were mainly composed of:

- € 66 million of Syntel customer relationships and technologies amortized over 12 years starting November 1, 2018;
- € 17 million of SIS customer relationships amortized over 12 years starting July 1, 2011;
- € 16 million of Bull customer relationships and patents amortized over respectively 9 years and 7 to 10 years starting September 1, 2014;

- € 11 million of Anthelio customer relationships amortized until February 2026.

A customer relationship related to the Anthelio acquisition was impaired for € 34 million in 2022.

The equity-based compensation expense decreased from € 34 million in 2021 to € 25 million in 2022, reflecting the lower fair values of the 2021 and 2022 performance share plans compared to the plans delivered in 2021 (2018 plans), together with an under achievement of the performance on the 2019 plans and a high level of forfeitures in 2022.

Impairment of goodwill and other non-current assets amounted to € 177 million and mainly comprised:

- € 80 million of impairment of goodwill related to the Unified Communications & Collaboration business (see Notes 1 and 8); and
- € 97 million of impairment of other non-current assets (intangible and right-of-use assets) (see Notes 8.2 and 9).

In 2022, other items totaled € 359 million compared to € 1,039 million in 2021. They included a one-off impact of € 210 million from Tech Foundations addressing some of its largest underperforming contracts, mainly a large BPO contract that was early terminated in January 2023 (see Note 19) and the loss on the disposal of Atos Russian activities in September 2022 for € 37 million. The balance comprised the effects of settlements on customer and vendor contracts, as well as pension and early retirement programs in Germany, the UK and France.

Equity-based compensation

The € 25 million expense recorded within other operating income and expense relating to equity-based compensation (€ 34 million in 2021) was mainly made up of:

- € 21 million related to performance share plans granted from 2019 to 2022 of which € 8 million related to the 2022 performance share plans;
- € 4 million related to the cash-settled incentive plan implemented in the first half of 2022

The equity-based compensation plans are detailed by year and by nature as follows:

By year

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Plans 2022*	12	-
Plans 2021	7	7
Plans 2020	8	26
Plans 2019	0	-9
Plans 2018	-1	9
Plans 2017	-	1
TOTAL	**25**	**34**

** including the cash-settled plan attributed in 2022.*

By category of plans

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Performance share plans	21	31
Stock option plan	-0	0
Employee share purchase plan	0	2
Cash-settled incentive plans	4	-
TOTAL	**25**	**34**

Performance share plans

In 2022, Atos implemented three new performance share plans, one of them having three vesting tranches:

Board of directors meeting date	May 18, 2022	June 13, 2022
Number of shares granted	264,000	39,000
Share price at grant date *(€)*	23.4	18.8
Vesting date	May, 18 2025	June, 18 2025
Expected life *(years)*	3	3
Expected dividend yield *(%)*	1.74	1.74
Fair value of the instrument *(€)*	**19.27**	**14.91**
2022 expense recognized *(in € million)*	**0**	**0**

Board of directors meeting date	May 18, 2022	May 18, 2022	May 18, 2022
Number of shares granted	309,560	309,703	619,352
Share price at grant date *(€)*	23.4	23.4	23.4
Vesting date	May, 18 2023	May, 18 2024	May, 18 2025
Expected life *(years)*	1	2	3
Expected dividend yield *(%)*	1.74	1.74	1.74
Fair value of the instrument *(€)*	**21.56**	**21.19**	**20.82**
2022 expense recognized *(in € million)*	**4**	**2**	**2**

Rules governing the performance share plans in the Group are as follows:

- To receive the share, the grantee must generally be an employee or a corporate officer of the Group or an employee of a company related to Atos;
- Vesting is generally conditional upon both the continued employment and the achievement of performance criteria, financial and non-financial ones that vary according to the plan rules such as:
  - internal financial performance criteria including Group revenue growth, Group Operating Margin and Group Free Cash Flow (FCF);
  - internal and external social and environmental responsibility performance criteria;
  - an external stock market performance criterion;
- The vesting period varies according to the plan rules but never exceeds 3 years;
- The lock-up period ranges from 0 to 2 years.

Main previous plans impacting 2022 consolidated income statement are detailed as follows:

Board of directors meeting date	July 24, 2020	July 24, 2021
Number of shares granted	870,630	862,100
Share price at grant date *(€)*	75.0	41.2
Vesting date	July 24, 2023	July 24, 2024
Expected life *(years)*	3	3
Expected dividend yield *(%)*	2.07	2.09
Fair value of the instrument *(€)*	**68.74**	**39.67**
2022 expense recognized *(in € million)*	**6**	**7**

Board of directors meeting date	July 24, 2019	October 23, 2019
Number of shares granted	907,500	12,000
Share price at grant date *(€)*	69.8	63.6
Vesting date	July 24, 2022	October 23, 2022
Expected life *(years)*	3	3
Expected dividend yield *(%)*	2.07	2.07
Fair value of the instrument *(€)*	65.55	59.77
2022 expense recognized *(in € million)*	0	0

Upon the recommendation of the Nomination Committee, the Board of Directors decided to revise the financial targets for the performance share plans granted in 2020 and 2021 respectively, applicable to all beneficiaries of these plans.

The purpose of that revision was to align the performance targets of these performance share plans with the mid-term plan announced to the market on June 14, 2022.

Stock option plans

In 2019, Atos implemented a stock option plan detailed as follows:

Board of directors meeting date	July 24, 2019
Number of stock options initially granted	209,200
Share price at grant date *(€)*	77.9
Strike price *(€)*	80.1
Vesting date	July 24, 2022
Expected maturity of the plan *(years)*	3
Expected dividend yield *(%)*	2.07
Fair value of the instrument *(in €)*	6.67
2022 expense recognized *(in € million)*	0

The change in outstanding share options for Atos SE during the period was the following:

	December 31, 2022		December 31, 2021	
(in € million)	Number of shares	*Weighted* average strike price *(in €)*	Number of shares	*Weighted* average strike price *(in €)*
Outstanding at the beginning of the year	**137,000**	**77.9**	**162,900**	**77.9**
Granted during the year			-	-
Forfeited during the year	-39,000	77.9	-25,900	77.9
Exercised during the year				-
Expired during the year	-98,000	77.9	-	-
Outstanding at the end of the year	**-**	**77.9**	**137,000**	**77.9**
Exercisable at the end of the year, below year-end stock price*	-	-	-	-

(*) Stock price : € 9.01 at December 31, 2022 and € 37.39 at December 31, 2021.

The vesting of the stock-options plan dated July 24, 2019 was subject to the relative performance of the Atos SE share compared to the performance of a basket consisting of indexes and shares, measured on the basis of the average of the opening share price (dividends reinvested) during the trading days of the calendar quarter preceding the grant date and the vesting date of the options.

During its meeting held on July 26, 2022, the Board of Directors validated the non-achievement of the performance condition of the stock options plan dated July 24, 2019. All outstanding stock options were thus forfeited.

Employee share purchase plans

In 2022, the Group implemented no employee share option plan.

Cash-settled incentive plan

In 2022, Atos implemented an equity-based compensation plan for the beneficiaries of the performance share plans granted in 2019. Subject to their continued employment, the value of the plan based on the value of Atos SE share on the vesting date (July 24, 2022) was settled in cash in September 2022.

The related expense amounted to € 4 million.

Note 6 Financial assets, liabilities and financial result

6.1 - Financial result

Net financial expense amounted to € 175 million for the period (compared to € 151 million in the prior year) and was composed of a net cost of financial debt of € 29 million and of other financial expense of € 146 million.

Net cost of financial debt

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Interest income	70	30
Interest expense	-99	-55
Net cost of financial debt	**-29**	**-25**

Net cost of financial debt was € 29 million (compared to € 25 million in 2021) and resulted from the following elements:

- Excluding the OEB, the average gross borrowing of € 5,557 million compared to € 3,944 million in 2021 bearing an average expense rate of 0.92% compared to 0.94% last year. The average gross borrowing expense was mainly explained by:
  - the used portion of the syndicated loan combined with the Negotiable European Commercial Papers (NEU CP), the Negotiable European Medium-Term Note program (NEU MTN) for an average of € 2,067 million (compared to an average of € 1,418 million in 2021) and the Term Loans starting in July 2022 bearing an effective interest rate of -0.43%, benefiting from the attractive remuneration applied to the NEU CP;
  - a € 300 million bond issued in October 2016 bearing a coupon rate of 1.44%;
  - a € 750 million bond issued in November 2018 bearing a coupon rate of 1.75%;
  - a € 700 million bond issued in November 2018 bearing a coupon rate of 0.75% (fully repaid in May 2022);
  - a € 350 million bond issued in November 2018 bearing a coupon rate of 2.50%;
  - a € 800 million sustainability-linked bond issued in November 2021 bearing a coupon rate of 1.00%;
  - other sources of financing, for an average of € 290 million, bearing an effective interest rate of 1.34%.
- the average gross cash varied from € 2,021 million in 2021 to € 2,450 million in 2022 bearing an average income rate of 0.91%, compared to 0.61% in 2021. The average income rate increase is explained by a better remuneration on the deposits and Money Market Funds, from € 12 million in 2021 to € 22 million in 2022.

Other financial income and expense

On June 14, 2022, Atos completed the sale of its entire stake in Worldline.

The sale transaction resulted in a loss of € 109 million recognized in the income statement as part of "Other financial income and expense".

Concomitantly to the sale, Atos entered into a derivative transaction to hedge its residual exposure to Worldline shares related to the outstanding exchangeable bonds due in 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 as part of "Other financial income and expense".

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Foreign exchange income (expense)	4	-1
Fair value gain (loss) on forward exchange contracts	-2	2
Net gain (loss) on financial instruments related to Worldline	-83	-81
Interest on lease liability	-22	-15
Other income (expense)	-43	-31
Other financial income and expense	**-146**	**-126**
Of which:		
• other financial expense	-289	-290
• other financial income	143	164

Other financial expense amounted to € 146 million compared to € 126 million in 2021 and was mainly composed of:

- a net loss of € 83 million made of the net loss from the disposal of the residual interest in Worldline, the change in value of the OEB derivative and the derivative to hedge the residual exposure to Worldline shares, both measured at fair value through profit and loss under IFRS 9;
- lease liability interest of € 22 million compared to € 15 million in 2021. This variation mainly resulted from the increase in discount rates;
- pension related financial expense of € 16 million, an increase compared to € 10 million in 2021 due to the increase in interest rates across all geographies. The pension financial cost represented the difference between interest costs on pension obligations and the return on plan assets;
- a net foreign exchange gain (including hedges) of € 3 million compared to € 1 million in 2021.

6.2 - Cash and cash equivalents

Cash and cash equivalents include cash at bank and financial instruments such as money market securities. Such financial instruments are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value. They are held for the purpose of meeting short-term cash commitments and have a short maturity, in general three months or less from the date of acquisition. Some instruments, such as term deposits, that have at inception a longer maturity but provide for early withdrawal and a capital guarantee may also be classified as cash equivalents under certain circumstances. Money market securities are recognized at their fair value. Changes in fair value are recorded in the income statement under "Other financial income and expense".

For entities having subscribed to the Group cash pooling agreement, the cash/debt positions which are linked to this agreement are mutualized and only the net position is presented in the consolidated statement of financial position.

The cash and cash equivalents are held with bank and financial institutions counterparts, the majority of which are rated A- to AA-. Impairment on cash and cash equivalents is calculated based on a default probability.

(in € million)	December 31, 2022	December 31, 2021
Cash in hand and short-term bank deposit	3,256	3,313
Money market funds	75	59
TOTAL	**3,331**	**3,372**

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.

6.3 - Non-current financial assets

(in € million)	December 31, 2022	December 31, 2021
Pension prepayments	28	261
Fair value of non-consolidated investments, net of impairment	5	347
Other*	138	232
TOTAL	**171**	**840**

(*) *"Other" includes loans, deposits, guarantees and up-front and underwriting fees related to past acquisitions amortized over the duration of the debt instrument.*

The decrease in the fair value of non-consolidated investments for € 342 million corresponded to the disposal of the retained interest in Worldline on June 14, 2022. As a result of that disposal, Atos is no longer a shareholder of Worldline.

Changes in "other" included a decrease of € 115 million related to the funding of the German restructuring plan announced in July 2021. This decrease corresponded to a € 55 million reclassification to current assets and a € 60 million reimbursement of the unused funding of the plan.

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6.4 - Financial liabilities

Borrowings

Borrowings are initially recognized at fair value, net of debt issuance costs. Borrowings are subsequently measured at amortized cost. The calculation of the effective interest rate considers interest payments and the amortization of debt issuance costs.

Debt issuance costs are amortized in financial expense over the life of the loan though the use of the amortized cost method. The residual value of issuance costs for loans derecognized is fully expensed on the date of derecognition.

Bank overdrafts are recorded in the current portion of borrowings.

Derivatives

Derivative instruments are recognized as financial assets or liabilities at their fair value. Any change in the fair value of these derivatives is recorded in the income statement as a financial income or expense, except when they are eligible for hedge accounting.

The market value of derivative financial instruments is provided by the financial institutions involved in the transactions or calculated using standard valuation methods that factor market conditions as of the end of the reporting period.

The Group has identified three financial instrument categories based on the two valuation methods used (listed prices and valuation techniques). In accordance with IFRS, this classification is used as a basis for presenting the characteristics of financial instruments recognized in the statement of financial position at fair value through income as of the end of the reporting period:

- Level 1 category: financial instruments quoted on an active market;
- Level 2 category: financial instruments whose fair value is determined using valuation techniques drawing on observable market inputs;
- Level 3 category: financial instruments whose fair value is determined using valuation techniques drawing on non - observable inputs (inputs whose value does not result from the price of observable market transactions for the same instrument or from observable market data available as of the end of the reporting period) or inputs which are only partly observable.

Term loans of €1.8 billion and revolving credit facility of € 0.9 billion

On July 29, 2022, Atos announced a new financing structure to support the envisioned transformation plan as follows:

- a € 1.5 billion term loan ("Term Loan A") with an initial duration of 18 months and two extension periods of 6 months each;
- a € 0.3 billion bridge loan ("Term Loan B") with an initial duration of 12 months and one extension period of 6 months. Its purpose is to pre-finance assets disposals;
- The amount of the existing revolving credit facility (signed in 2018) was reduced from € 2.4 billion to € 0.9 billion.

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

Repayment of the € 700 million bond

On May 9, 2022, the € 700 million bond issued in November 2018 bearing a coupon rate of 0.750% was fully repaid. .

Issuance of a € 800 million sustainability-linked bond

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

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

Issuance of a € 500 million bond exchangeable in Worldline shares

Atos issued on November 2019 bonds due in 2024 for an aggregate nominal amount of € 500 million. The bonds will be exchangeable into Worldline shares, at a premium of 35% above the placing price of the Equity placement. The bonds will not bear interest and have a maturity of 5 years (except in case of early redemption). The bonds have been offered at a price of 108.875% of the principal amount and will be redeemed at their principal amount of maturity, corresponding to an annual yield to maturity of -1.7%.

In accordance with IFRS 9, a derivative liability was initially booked corresponding to the value of a call option on Worldline shares (Level 2 category) at the issuance of the bond. The net change in the fair value of the derivative liability between December 31, 2021 and December 31, 2022 of € 26 million was recorded in income statement as part of the financial result leading to a total value in the consolidated statement of financial position of € 13 million at December 31, 2022 (see Note 13).

The call option derivative component value is indexed to Worldline shares price and other criteria. At issue date, the reference exchange price of Worldline shares was € 71.55. At December 31, 2022, the Worldline share price was € 36.53.

In June 2022 subsequent to the disposal of its entire stake in Worldline, Atos entered into a derivative transaction to hedge this exposure to the fluctuations of worldline share price (see note 6.1).

(in € million)	December 31, 2022 Current	Non-current	Total	December 31, 2021 Current	Non-current	Total
Bonds	300	1,900	2,200	700	2,200	2,900
Optional exchangeable bond	-	500	500	-	500	500
Banks loans and commercial papers	1,930	50	1,980	979	50	1,029
Other borrowings	182	-	182	170	-	170
Total borrowings	**2,412**	**2,450**	**4,862**	**1,849**	**2,750**	**4,599**

Borrowings in currencies

The carrying amounts of the Group borrowings were denominated in the following currencies:

(in € million)	EUR	Other currencies	Total
December 31, 2022	**4,680**	**182**	**4,862**
December 31, 2021	4,429	170	4,599

Fair value and effective interest rate of financial debt

The fair value of bank loans and commercial papers, which are primarily composed of variable interest rate loans, is considered to be equal to their carrying value. For other elements of borrowings, the carrying value is considered the best estimate of fair value, the difference between the fair value and the carrying value being not material.

Non-current borrowings maturity

(in € million)	2024	2025	2026	2027	>2027	Total
Bonds	-	750	-	-	1,150	1,900
Optional exchangeable bond	500	-	-	-	-	500
Banks loans and NEU CP	-	-	50	-	-	50
Other borrowings	-	-	-	-	-	0
December 31, 2022	**500**	**750**	**50**	**0**	**1,150**	**2,450**

(in € million)	2023	2024	2025	2026	>2026	Total
Bonds	300	-	750	-	1,150	2,200
Optional exchangeable bond	-	500	-	-	-	500
Banks loans and NEU CP	-	-	-	50	-	50
Other borrowings	-	-	-	-	-	0
December 31, 2021	**300**	**500**	**750**	**50**	**1,150**	**2,750**

Assumptions retained regarding the presentation of the maturity of non-current borrowings

The valuation of financial liabilities was conducted based on:

- exchange rates prevailing as of December 31, 2022;
- interest rates presented hereafter

The effective interest rates in 2022 were as follows:

(in € million)	Carrying value	Fair value	Effective interest rate
Bonds	2,200	2,200	-1.27%
Optional exchangeable bond	500	500	0.95%
Banks loans and commercial papers	1,980	1,980	-0.43%
Other borrowings	182	182	
Total borrowings	**4,862**	**4,862**	

6.5 - Change in net debt

Financial liabilities changes and net debt (cash) changes reconcile to the cash flow statement as follows:

(In € million)	Bonds	Optional exchangeable bond	Bank loans and commercial papers	Other borrowings excl. overdraft	Total borrowings	Cash & cash equivalents	Over draft	Total net cash & cash equivalents	Short-term financial assets (liabilities)*	Net debt (cash)	Lease liabilities
At January 1, 2022	2,900	500	1,029	37	4,466	3,372	-133	3,239	2	1,226	1,254
Lease payments	-	-	-	-	-	-405	-	-405	-	405	-405
New borrowings	-	-	1,850		1,850	1,850	-	1,850	-	-	-
Repayment of current and non-current borrowings	-700	-	-899	-33	-1,632	-1,632	-	-1,632	-	-	-
Net cost of financial debt paid	-	-	-	-	-	-29	-	-29	-	29	-
Other flows related to financing activities	-	-	-	1	1	-81	-	-81	82	1	-
Other cash flow changes	-	-	-	36	36	194	-23	171	-2	-133	-
Cash flows impacts	-700	-	952	4	255	-103	-23	-127	80	302	-405
Change in lease liabilities	-	-	-	-	-	-	-	-	-	-	136
Interest on lease liability	-	-	-	-	-	-	-	-	-	-	22
Impact of exchange rate fluctuations	-	-	-	0	0	63	15	78	-1	-77	20
Reclassification to assets held for sale	-	-	-	-	-	-	-	-	-	-	-14
Other changes	-	-	-	0	0	63	15	78	-1	-77	164
At December 31, 2022	2,200	500	1,980	41	4,722	3,331	-141	3,190	81	1,450	1,013
Non-current portion	1,900	500	50		2,450			-		2,450	704
Current portion	300		1,930	41	2,272	3,331	-141	3,190	81	-1,000	309

(*) Short-term financial assets and liabilities bearing interests with maturity of less than 12 months.

(in € million)	December 31, 2022	December 31, 2021
Cash and cash equivalents	3,331	3,372
Overdrafts	-141	-133
Net cash and cash equivalents	**3,190**	**3,239**

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, 2022 the breakdown of assets was the following:

(in € million)	Loans and receivables at amortized cost	Fair value through other comprehensive income	Fair value through profit and loss	Derivative related assets
Non-current financial instruments	-	-	-	13
Trade accounts and notes receivable	2,603	-	-	-
Other current assets*	732	-	-	-
Current financial instruments	-	-	-	18
Cash and cash equivalents	-	-	3,331	-
Total	**3,335**	**-**	**3,331**	**31**

(*) excluding inventories, prepaid expense, advanced invoices and net advance payments.

As at December 31, 2021, 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	1	-	-	-
Trade accounts and notes receivable	2,583	-	-	-
Other current assets*	662	-	-	-
Current financial instruments	-	-	-	14
Cash and cash equivalents	-	-	3,372	-
Total	**3,246**	**-**	**3,372**	**14**

(*) excluding inventories, prepaid expense, advanced invoices and net advance payments.

As at December 31, 2022 the breakdown of liabilities was the following:

(in € million)	Financial Liabilities designated at fair value through profit or loss	Financial Liabilities – Measurement at amortized cost	Derivative related liabilities	Other
Borrowings	-	2,450	-	-
Derivative liabilities	-	-	13	-
Non-current financial instruments	-	-	-0	-
Trade accounts and notes payable	-	2,187	-	-
Current portion of borrowings	-	2,412	-	-
Current financial instruments	-	-	11	-
Total	**-**	**7,049**	**24**	**-**

As at December 31, 2021 the breakdown of liabilities was the following:

(in € million)	Financial Liabilities designated at fair value through profit or loss	Financial Liabilities – Measurement at amortized cost	Derivative related liabilities	Other
Borrowings	-	2,750	-	-
Derivative liabilities	-	-	40	-
Non-current financial instruments	-	-	0	-
Trade accounts and notes payable	-	2,003	-	-
Current portion of borrowings	-	1,849	-	-
Current financial instruments	-	-	4	-
Total	**-**	**6,601**	**44**	**-**

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 (other durations may apply due to local specificities).

Deferred tax liabilities are recorded for all taxable temporary differences of subsidiaries, associates and partnerships, unless Atos is in a position to control the timing of reversal of the temporary differences and it is probable that such reversal will not take place in the foreseeable future.

Deferred tax assets and liabilities are netted off at the taxable entity level, when there is a legal right to offset.

7.1 - Current and deferred taxes expense

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Current tax	-85	-78
Deferred tax	39	39
Total	**-46**	**-39**

7.2 - Effective tax rate

The difference between the French standard tax rate and the Effective Tax Rate (ETR) is explained as follows:

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Profit (loss) before tax	-970	-2,919
French standard tax rate	25.8%	28.4%
Theoretical tax income (expense) at French standard rate	**251**	**829**
Impact of permanent differences	-62	-366
Differences in foreign tax rates	-2	-47
Movement on recognition of deferred tax assets	-284	-446
Equity-based compensation	-5	-8
Change in deferred tax rates	22	-15
Taxes not based on taxable income	34	25
Withholding taxes	-5	-1
French Tax credit	9	10
Other	-4	-20
Group tax income (expense)	**-46**	**-39**
Effective tax rate	-4.7%	-1.3%

The income tax charge for 2022 was € 46 million with a loss before tax of € 970 million. The Effective Tax Rate (ETR) was -4.7% compared to -1.3% in 2021. The tax charge included movement in recognition of deferred tax assets for a net amount of € 284 million.

7.3 - Restated effective tax rate

After restating the unusual items, the restated profit before tax was € 264 million, the restated tax charge was € 296 million and the restated effective tax rate was 112.1%.

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Profit (loss) before tax	-970	-2,919
Other operating income and expense	-1,151	-3,151
Net gain (loss) on financial instruments related to Worldline shares	-83	-81
Profit (loss) before tax excluding unusual items	264	313
Tax impact on unusual items	250	486
Group tax income (expense)	-46	-39
Total of tax income (expense) excluding tax on unusual items	-296	-525
Restated effective tax rate	112.1%	168.0%

7.4 - Deferred taxes assets and liabilities

(In € million)	December 31, 2022	December 31, 2021
Deferred tax assets	294	189
Deferred tax liabilities	148	67
Net deferred tax	146	122

7.5 - Breakdown of deferred tax assets and liabilities by nature

(in € million)	Tax losses carry forward	Intangible assets recognized as part of PPA	Fixed assets	Pensions	Other	Total
December 31, 2020	242	-202	6	239	-98	187
Charge to profit or loss for the year	-90	48	16	-11	76	39
Change of scope	3	-7	-1	4	-3	-3
Charge to equity	0	-	0	-106	-4	-110
Reclassification	7	-0	-2	8	-4	8
Reclassification to assets held for sale	-8	10	4	-18	11	-2
Exchange differences	5	-10	4	-	4	3
December 31, 2021	158	-161	28	115	-18	122
Charge to profit or loss for the year	27	52	-7	2	-36	39
Change of scope	29	-7	0	0	3	25
Charge to equity	-0	-0	-	-38	3	-35
Reclassification	-3	5	-1	10	-11	-1
Reclassification to assets held for sale	-	0	-1	-0	-2	-3
Exchange differences	5	-6	-3	1	1	-2
December 31, 2022	216	-116	16	89	-60	146

7.6 - Tax losses carry forward schedule (basis)

(in € million)	December 31, 2022 Recognized	Unrecognized	Total	December 31, 2021 Recognized	Unrecognized	Total
2022	-	-	-	2	36	38
2023	1	2	3	2	1	3
2024	1	1	2	-	4	4
2025	6	3	9	4	2	7
2026	7	2	9	-	-	-
Tax losses available for carry forward for 5 years and more	**128**	**35**	**163**	**51**	**32**	**83**
Ordinary tax losses carry forward	143	44	186	59	76	135
Evergreen tax losses carry forward	1,108	5,197	6,305	623	4,350	4,973
Total tax losses carry forward	**1,251**	**5,241**	**6,492**	**682**	**4,425**	**5,108**

In 2022, the countries with the largest tax losses available for carry forward were Germany (€ 2,266 million, compared to €1,899 million in 2021), France (€ 1,966 million, compared to € 1,740 million in 2021), the United Kingdom (€ 1,120 million, compared to € 491 million in 2021), the United States (€ 387 million, compared to € 288 million in 2021), the Netherlands (€ 176 million, compared to € 279 million in 2021), Brazil (€ 82 million in 2022 and 2021), Spain (€ 90 million, compared to € 74 million in 2021), Austria (€ 78 million, compared to € 58 million in 2021), Switzerland (€ 64 million, compared to € 36 million in 2021) and Belgium (€ 58 million, compared to € 7 million in 2021).

€ 193 million of tax losses available for carry forward are related to the Unified Communications & Collaboration business which is classified as held for sale (see Note 1).

7.7 - Deferred tax assets not recognized by the Group

(in € million)	December 31, 2022	December 31, 2021
Tax losses carry forward	1,106	930
Temporary differences	457	424
Total	**1,563**	**1,354**

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 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 Regional Business unit level as RBU are 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 pro rata the other assets of the CGU.

Impairment losses recognized on goodwill cannot subsequently be reversed.

When a CGU or part of a CGU is sold, the share of goodwill corresponding to the scope disposed of is taken into account in the carrying amount of its net assets used to determine the gain or loss realized. The share of goodwill is measured based on the relative value of the scope transferred within the CGU or group of CGUs.

Following the announcement made on February 10, 2022 (see Note 2), the four Regional Business Units are henceforth:

- Americas: former North America and the South America cluster of the former Growing Markets RBU;
- Northern Europe & APAC: former Northern Europe and the Asia Pacific cluster of the former Growing Markets RBU;
- Central Europe;
- Southern Europe.

Goodwill of the former Growing Markets RBU was reallocated to Americas for € 16 million and Northern Europe & APAC for € 245 million, based on the respective fair values of each sub-region (South America and APAC).

Carrying values of goodwill by RBU are presented as follows:

(in € million)	December 31, 2022	December 31, 2021*
Americas	2,841	2,649
Northern Europe & APAC	1,480	1,169
Central Europe	250	174
Southern Europe	579	780
Other	155	333
Total	**5,305**	**5,105**

(*) restated to reflect the new composition of RBUs

(in € million)	December 31, 2021	Change	Exchange differences and other	Reclassification to assets held for sale	December 31, 2022
Gross value	6,761	259	139	-202	6,956
Impairment loss	-1,656	-85	10	80	-1,652
Carrying amount	**5,105**	**174**	**148**	**-122**	**5,305**

Over 2022, goodwill increased from € 5,105 million to € 5,305 million, mainly due to the following:

- a € 248 million goodwill related to the acquisition of Cloudreach (as described in Note 1), mainly affecting Northern Europe & APAC;
- a € -122 million reclassification to assets held for sale, including a € 202 million goodwill for Atos Italian operations and a € -80 million goodwill impairment for Unified Communications & Collaboration business, affecting respectively Southern Europe and Central Europe;
- a € 148 million foreign exchange impact coming mainly from goodwill denominated in USD.

(in € million)	December 31, 2020	Change	Exchange differences and other	Reclassification to assets held for sale	December 31, 2021
Gross value	6,705	256	273	-473	6,761
Impairment loss	-565	-1,325	-16	249	-1,656
Carrying amount	**6,140**	**-1,069**	**257**	**-224**	**5,105**

Over 2021, goodwill decreased from € 6,140 million to € 5,105 million, mainly due to the following:

- € 192 million impairment related to the infrastructure legacy business, mainly affecting Central Europe (€ 158 million) and, to a lesser extent, North America (€ 26 million) and Southern Europe (€ 8 million);
- € 883 million impairment related to other legacy acquisitions as a consequence of the revised mid-term plan, in North America (€ 645 million) and Central Europe (€ 238 million);
- € 224 million related to the Unified Communications & Collaboration activity, mainly affecting Central Europe goodwill, reclassified t[2]o assets held for sale and including an impairment of € 249 million based on a fair value less costs to sell; and
- the acquisitions of the year and minor adjustments on the opening statement of financial position on acquisitions of 2020, as described in Note 1.

To perform the impairment tests, the recoverable value was determined based on the fair value less costs to sell that the Group categorized within Level 3 of the fair value hierarchy, according to IFRS 13. Fair values were determined based on a multicriteria approach, including Discounted Cash Flows (DCF) and trading multiples.

Discounted Cash Flows calculations were based on the revised mid-term plan prepared by the Group for the announcement made to the market on June 14, 2022. The revised mid-term plan covers the period 2023-2026, extrapolated to 2030 and is conditional upon the Group achieving its transformation plan.

Assumptions used were the following:

- the terminal value is calculated beyond the horizon of the mid-term plan, using an estimated perpetual growth rate ranging from 2.0% to 2.1% (compared to 2.0% in 2021). Although sometimes exceeding the long-term average growth rate for the countries in which the Group operates, these rates reflect the specific perspectives of the IT sector; and
- discount rates are determined by RBU based on the Group weighted average cost of capital and adjusted to consider specific tax rates and country risks relating to each geographical area.

Discount rates used are presented below:

	2022 discount rates
Americas	11.8%
Northern Europe & APAC	13.0%
Central Europe	8.5%
Southern Europe	12.3%
Other	17.9%

Discount rates used at December 31, 2021 based on the previous geographical organization were the following:

	2021 discount rates
North America	9.5%
Northern Europe	8.3%
Central Europe	8.1%
Southern Europe	8.2%
Growing Markets	11.2%

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 arising from the DCF method to determine the value of those parameters for which the enterprise value determined based on the multicriteria approach equals the net carrying value.

The results are presented below:

(in basis points)	Increase (decrease) in the discount rate	Increase (decrease) in the perpetual growth rate	Increase (decrease) in the operating margin rate
Americas	50	-90	-90
Northern Europe & APAC	2,160	na	-1,110
Central Europe	na	na	-390
Southern Europe	50	-80	-40
Other	na	na	-1,220

na: significantly negative discount rates and perpertual growth rates were not considered meaningful.

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 technical 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 licences	Other intangible assets	Total
Gross value				
December 31, 2021	**1,312**	**613**	**333**	**2,258**
Additions	-	44	5	49
Impact of business combinations	-	2	0	2
Intangible assets recognized as part of a Purchase Price Allocation	15	1	10	26
Capitalized costs	-	-	46	46
Disposals	-12	-85	-41	-139
Exchange differences & Others	62	21	-46	38
Reclassification to assets held for sale	-5	-2	-16	-23
December 31, 2022	1,372	594	292	2,257
Accumulated depreciation				
December 31, 2021	**-758**	**-238**	**-173**	**-1,169**
Amortization charge of the year	-2	-37	-29	-68
Amortization of intangible assets recognized as part of a Purchase Price Allocation	-97	-33	-10	-140
Amortization of capitalized costs	-	-	-28	-28
Disposals	12	83	39	134
Impairment	-33		-35	-68
Exchange differences and others	-35	-9	35	-8
Reclassification to assets held for sale	6	1	2	9
December 31, 2022	-907	-233	-199	-1,339
Net value				
December 31, 2021	**553**	**375**	**160**	**1,089**
December 31, 2022	465	361	92	919

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(in € million)	Customer relationships	Trademarks, Software and licences	Other intangible assets	Total
Gross value				
December 31, 2020	**1,330**	**688**	**526**	**2,545**
Additions	-	34	4	38
Impact of business combinations	-	1	1	2
Intangible assets recognized as part of a Purchase Price Allocation	32	9	16	57
Capitalized costs	-	-	57	57
Disposals	-	-82	-106	-188
Exchange differences & Others	71	14	22	107
Reclassification to assets held for sale	-121	-51	-187	-359
December 31, 2021	**1,312**	**613**	**333**	**2,258**
Accumulated depreciation				
December 31, 2020	**-665**	**-281**	**-207**	**-1,153**
Amortization charge of the year	-3	-31	-28	-63
Amortization of intangible assets recognized as part of a Purchase Price Allocation	-109	-32	-10	-151
Amortization of capitalized costs	-	-	-57	-57
Disposals	-	72	58	130
Impairment	-34	-	-	-34
Exchange differences & Others	-31	1	-29	-59
Reclassification to assets held for sale	84	34	100	217
December 31, 2021	**-758**	**-238**	**-173**	**-1,169**
Net value				
December 31, 2020	**665**	**407**	**319**	**1,391**
December 31, 2021	**553**	**375**	**160**	**1,089**

In 2022, the amount related to the amortization of intangible assets recognized in purchase price allocation exercises decreased to € 140 million compared to € 151 million in 2021.

The € 140 million amortization charge of Purchase Price Allocation intangible assets in 2022 were mainly related to Syntel, SIS, Bull and Anthelio customer relationships. A customer relationship related to the Anthelio acquisition was impaired for € 34 million in 2022 (see Note 5).

Internally developed software was also impaired for € 35 million following a review of the software portfolio of the Group.

The gross book value of customer relationships for € 1,372 million at December 31, 2022 presented above, mainly included:

- € 548 million related to the Syntel acquisition in 2018;
- € 354 million related to the Siemens IT Solutions and Services acquisition in 2011;
- € 153 million related to the Xerox ITO acquisition in 2015;
- € 87 million related to the Anthelio acquisition in 2016;
- € 37 million in connection with the Maven Wave acquisition in 2020.

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 disposal of an item of property, plant and equipment 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, 2021	**288**	**83**	**70**	**442**
Additions	16	136	19	170
Impact of business combination	1	2	0	3
Disposals	-6	-24	-7	-36
Exchange differences and others	8	63	-20	52
Reclassification to assets held for sale	1	-58	0	-57
December 31, 2022	**309**	**202**	**62**	**573**
Accumulated depreciation				
December 31, 2021	**-151**	**127**	**3**	**-20**
Depreciation charge for the year	-23	-115	-9	-147
Disposals	0	14	1	16
Exchange differences and others	-5	-49	-6	-60
Reclassification to assets held for sale	-1	53	0	52
December 31, 2022	**-180**	**30**	**-10**	**-160**
Net value				
December 31, 2021	**138**	**211**	**73**	**421**
December 31, 2022	**129**	**233**	**52**	**414**

(in € million)	Land and buildings	IT equipments	Other tangible assets	Total
Gross value				
December 31, 2020	**316**	**258**	**110**	**682**
Additions	21	88	35	144
Impact of business combination	1	3	4	8
Disposals	-78	-239	-37	-354
Exchange differences and others	30	54	-30	54
Reclassification to assets held for sale	-2	-80	-12	-95
December 31, 2021	**288**	**83**	**70**	**442**
Accumulated depreciation				
December 31, 2020	**-164**	**-1**	**-4**	**-168**
Depreciation charge for the year	-25	-125	-14	-164
Disposals	71	231	30	332
Exchange differences and others	-7	-35	-8	-50
Impairment	-28	-18	-10	-56
Reclassification to assets held for sale	2	76	9	87
December 31, 2021	**-151**	**127**	**3**	**-20**
Net value				
December 31, 2020	**153**	**257**	**105**	**514**
December 31, 2021	**138**	**211**	**73**	**421**

Tangible assets of the Group include mainly IT equipment used in production centers, in particular datacenters and software factories. Atos policy is to rent its premises. Therefore, land and building assets include mainly the technical infrastructure of the Group datacenters.

Note 9 Leases

Existence of a lease

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period in exchange of consideration. Lease liabilities and right-of-use assets are recognized at the lease commencement date.

The Group does not recognize short term leases (less than 12 months) and leases for which the underlying asset is of a low value except when those assets are subleased to end customers. Such leases are expensed directly and future commitments to pay rents are presented as off-balance sheet commitments.

Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using incremental borrowing rates since implicit rates are not readily available. Those rates have been determined for all currencies of the Group by geography and by maturity. The incremental borrowing rates are calculated by taking for each currency a reference market index quotation and adding up a spread corresponding to the cost of financing that would be applied by a lender to any subsidiary of the Atos Group.

The lease liability is subsequently increased by the interest cost on the lease liability and decreased by lease payments made. It is remeasured when there is a change in the future lease payments arising from a change in an index or rate, a change in estimate of the amount expected to be payable under a residual value guarantee, or changes in the assessment of whether an extension option is reasonably certain to be exercised or a termination option is reasonably certain to be exercised, resulting from a decision of the Group.

Right-of-use asset

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred, less any lease incentive received.

Real estate leases

The Group leases most of its offices and strategic production sites such as data centers. Terms and conditions of those lease contracts can be very heterogeneous depending on the nature of the sites and local regulations. Those leases have terms between 2 to 20 years.

The Group is applying judgment to determine the lease term for some real estate lease contracts in which it is a lessee and that include renewal or early termination options analyzing whether those sites, mainly offices and data centers, are strategic or not. In most cases, the Group retains the earliest date when the Group can exit its lease commitment without paying any significant penalty.

IT equipment and company cars

The Group leases IT equipment for its own use or to deliver its services to end customers (computers, servers). Those leases are entered for terms between 3 to 5 years.

Deferred tax treatment

Deferred tax is applied to IFRS 16 entries based on local applicable tax rates.

Right-of-use assets

(in € million)	Land and buildings	IT equipments	Cars and others	Total
Gross value				
December 31, 2021	**1,241**	**522**	**86**	**1,849**
Increase	223	285	20	528
Impact of business combination	0	-	-	0
Decrease	-216	-300	-27	-543
Exchange differences and others	8	18	-7	19
Reclassification to assets held for sale	-22	-1	-7	-30
December 31, 2022	**1,235**	**524**	**65**	**1,824**
Accumulated depreciation				
December 31, 2021	**-472**	**-258**	**-48**	**-777**
Depreciation charge for the year	-185	-167	-21	-372
Decrease	76	139	25	240
Exchange differences and others	-5	-10	0	-15
Impairment	-17	-		-17
Reclassification to assets held for sale	6	0	3	10
December 31, 2022	**-597**	**-294**	**-41**	**-932**
Net value				
December 31, 2021	**770**	**264**	**38**	**1,072**
December 31, 2022	**638**	**229**	**24**	**892**

(in € million)	Land and buildings	IT equipments	Cars and others	Total
Gross value				
December 31, 2020	**1,119**	**463**	**81**	**1,663**
Increase	295	270	27	592
Impact of business combination	-	-	0	0
Decrease	-181	-230	-21	-432
Exchange differences and others	25	22	1	48
Reclassification to assets held for sale	-16	-3	-2	-22
December 31, 2021	**1,241**	**522**	**86**	**1,849**
Accumulated depreciation				
December 31, 2020	**-314**	**-174**	**-40**	**-528**
Depreciation charge for the year	-190	-161	-25	-376
Decrease	82	100	16	197
Exchange differences and others	-12	-11	-0	-23
Impairment	-47	-12		-60
Reclassification to assets held for sale	10	1	2	12
December 31, 2021	**-472**	**-258**	**-48**	**-777**
Net value				
December 31, 2020	**805**	**289**	**41**	**1,135**
December 31, 2021	**770**	**264**	**38**	**1,072**

In 2021, right-of-use assets were impaired for € 60 million, including € 38 million in connection with the impairment test conducted on the infrastructure legacy business.

Lease liabilities

(in € million)	December 31, 2022
Maturing in one year or less	309
Maturing in 1-2 years	205
Maturing in 2-3 years	138
Maturing in 3-4 years	106
Maturing in 4-5 years	81
Maturing in more than 5 years	173
Total	**1,013**

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, 2021	Disposal	Net results	Exchange differences and other	December 31, 2022
Miscellaneous	4		4	-0	8
TOTAL	**4**	**-**	**4**	**-0**	**8**

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".

After the reclassification to liabilities related to assets held for sale (see Note 1), the total amount recognized in the Group statement of financial position in respect of pension plans was € 579 million at December 31, 2022 compared to € 647 million at December 31, 2021. The total amount recognized for other long-term employee benefits was € 32 million at December 31, 2022 compared to € 36 million at December 31, 2021.

The amounts recognized in the balance sheet consisted of:

(in € million)	December 31, 2022	December 31, 2021
Prepaid pension asset	28	261
Accrued liability – pension plans [a]	-607	-908
Total Pension plan	**-579**	**-647**
Accrued liability – other long-term employee benefits [b]	-32	-36
Total accrued liability [a] + [b]	**-639**	**-944**

Pension plans

The Group pension obligations are located predominantly in the United Kingdom (59% of Group total obligations), Germany (24%), Switzerland (7%) and France (6%).

Characteristics of significant plans and associated risks

In the United Kingdom, these obligations are generated by legacy defined benefit plans, the majority of which have been closed to further accrual or new entrants. Plans are final pay plans and are subject to the UK regulatory framework where funding requirements are determined by an independent actuary based on a discount rate reflecting the plan expected return on investments. Recovery periods are agreed between plans trustees and the sponsoring companies and may run up to 20 years if appropriate securities are provided by sponsors. Most of the plans are governed by a sole independent trustee.

The current asset allocation across United Kingdom plans is 87% fixed income, 13% equities and other assets and may vary depending on the particular profile of each plan. Interest rate and inflation exposures are cautiously managed through investment in Gilts, Indexed-Linked and interest rate swaps. The fixed income allocation comprises a significant exposure to investment grade credits and the equity allocation is well diversified geographically.

Plans do not expose the Group to any specific risk that are unusual for these types of benefit plans. Typical risks include increase in inflation, longevity and a decrease in discount rates and adverse investment returns.

In Germany, most of the liabilities relate to pension entitlements that were transferred to the Group with the acquisition of SIS in 2011. Plans cover multiple legal entities in Germany and are subject to the German regulatory framework, which has no funding requirements but does include compulsory insolvency insurance (PSV). Plans are partially funded however, using a Contractual Trust Agreement (CTA). The CTA is governed by a professional independent third party. The investment strategy is set by the Investment Committee composed of employer representatives. The assets allocation related to the largest German schemes is 68% fixed income, 14% return seeking assets and other assets and 18% property. The assets allocation related to the other scheme is more in line with the lower interest rate sensitivities of the schemes and are predominantly invested in investment grade credits and, to a lesser extent, in balanced funds and European high yield.

In Switzerland, the obligations are generated by legacy defined benefit plans, exceeding the minimum benefit requirements under Swiss law (BVG). Pension contributions are paid by both the employees and the employer and are calculated as a percentage of the covered salary. The rate of contribution depends on the age of the employee. Upon retirement, the employees' individual savings capital is multiplied by the conversion rate, as defined by the pension fund regulations, and can be paid out as either a lifetime annuity or a lump-sum payment. In the event of disability, the pension plan pays a disability pension until the ordinary retirement age.

Atos recognized all actuarial gains and losses and asset ceiling effects generated in the period in "Other comprehensive income".

Events in 2021

In the UK, as part of the work carried out by the Trustee of the 2019 Scheme in preparing to implement Guaranteed Minimum Pension ("GMP") equalization, some discrepancies were identified between the scheme's historical administration practices in relation to the treatment of GMP and the approach strictly required under the rules of the 2019 Scheme (and predecessor legacy schemes). Discussions have been ongoing between the Trustee and Atos to agree the process for making adjustments to members' benefits as a result of these historical practices. The impact of adjusting members' future pension payments to correct the issues identified and the impact of past over-payments which the Trustee will seek to recoup from members led to a reduction in obligation (past service credits) of € 23 million recognized as other operating income.

In parallel, the Government in the UK published in February 2021, its response to its consultation on the approach public sector pension schemes will take to address discrimination issues identified as part of the McCloud judgement arising from benefit changes introduced in 2015. Atos UK Ltd is currently considering its own approach to addressing potential discrimination issues in its scheme as a result of the changes it introduced in April 2015 to mirror public sector benefits. Even if any decision on how to proceed has not been finalized yet, the expected adjustments to affected members' benefits, based on initial calculations carried out, led to an increase in the obligation (past service costs) of € 6 million recognized as other operating expense.

The Corporate bond interest rate markets for all major zone/ countries remained volatile this year but spot rates as at December 31, 2021 significantly raised compared to those for the previous financial year. This led to a decrease in the obligation of about € 175 million combined with very positive returns on equity markets. The resulting decrease in the net pension liability is recognized through other comprehensive income.

The IFRS Interpretation Committee (IFRIC) decided to change the rules for attributing benefits to periods of service for defined benefit plans that meet the following conditions:

- Employees are entitled to a lump sum benefit payment when they reach the retirement age, provided they are employed by the entity at that date;
- The amount of the retirement benefit to which an employee is entitled depends on the length of employee service with the entity before the retirement age and is capped at a specified number of consecutive years of service.

For these plans, benefit rights are no longer spread over the entire period from the entry date in the entity to the retirement date but rather over the period of service preceding the retirement age for which the capped benefit rights are achieved.

Two retirement indemnity plans (France and Greece) are in the scope of the IFRIC decision. The impact resulted in a decrease in the employer's obligations for a total amount of € 8 million recognized through other comprehensive income.

Events in 2022

In the UK, 230 active employees were readmitted, on 1 September 2022, to the Civil Service Pension Arrangements ("CSPA") for future service. Employees' past service benefits in relation to service up to August 31, 2022 remained with the 2019 Scheme but employees will subsequently be offered the option of transferring these benefits into the CSPA (planned for 2023). Therefore future service accrual from September 1, 2022 had no impact on the obligations for these members but did cause a reduction in operating costs for the remainder of the year. In addition, a bulk transfer and a closure exercise for six former employees in total, resulted in a reduction in the operating costs for part of the year. The total reduction in operating costs regarding these events amounted to €3 million, recognized for half as operating margin and for half as financial result.

In France, the Syntec federation signed with the main unions the so-called modernization amendment to the national collective bargaining agreement which clarifies, among other things, the pay items that should be included when calculating the lump sum payments for retiring employees. This clarification led to an increase in the obligations in respect of retirement indemnities for an amount of €6 million, recognized as other operating expense.

Components of net periodic cost

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Service cost (net of employees contributions)	47	50
Past service cost, Settlements	4	-17
Administration costs	2	2
Operating expense	**53**	**36**
Interest cost	99	69
Interest income	-83	-60
Financial expense	**16**	**10**
Net periodic pension cost – Total expense (profit)	**68**	**46**

Change in defined benefit obligation

(in € million)	December 31, 2022	December 31, 2021
Total Defined Benefit Obligation at January 1	4,263	5,102
Exchange rate impact	-56	229
Service cost (net of employees contributions)	47	50
Interest cost	99	69
Past service cost, Settlements	4	-17
Business combinations (disposals)	6	1
Employees contributions	6	6
Benefits paid	-204	-211
Actuarial (gain) loss - change in financial assumptions	-1,432	-175
Actuarial (gain) loss - change in demographic assumptions	-10	-30
Actuarial (gain) loss - experience results	115	-11
Reclassification to liabilities held for sale	174	-752
Defined benefit obligation at December 31	3,011	4,263

Between December 31, 2021 and December 31, 2022, long-term government bond rates as well as credit spreads have increased significantly across the main markets. The increase in nominal rates was mainly due to a sharp increase in inflation expectations combined with a change in central banks policy to limit inflation.

As a result, discount rates recorded increases from +2.85% in the UK to +1.95% in Switzerland. The increase in the discount rate recorded in the Eurozone (long-term rates) and in the US was at +2.70% and +2.40% respectively. These increases were due predominantly to long-term government bond rates variation and to a lesser extent to a widening of credit spreads.

Overall, the change in financial assumptions to reflect market conditions led to a decrease of 34% in the Group pension obligations (1.4 billion euros).

The weighted average duration of the liability is about 14 years.

Change in plan assets

(in € million)	December 31, 2022	December 31, 2021
Fair value of plan assets at January 1	3,616	3,898
Exchange rate impact	-58	228
Actual return on plan assets	-1,081	195
Employer contributions	19	17
Benefits paid by the funds	-165	-170
Business combinations (disposals)	6	0
Employees contributions	6	6
Administration costs	-9	-3
Reclassification to liabilities held for sale	106	-555
Fair value of plan assets at December 31	2,440	3,616

As the interest rate and inflation exposures were cautiously managed with hedging instruments (long-dated government bonds and swaps), the decrease in the pension obligations due the increase in discount rates led to a decrease in the value of the fund assets.

Reconciliation of prepaid (accrued) benefit cost

(in € million)	December 31, 2022	December 31, 2021
Funded status	-571	-647
Asset ceiling limitations recognized in Other Comprehensive Income	-8	0
Prepaid (accrued) pension cost	-579	-647

Reconciliation of the net amount recognized (all plans)

(in € million)	December 31, 2022	December 31, 2021
Net amount recognized at beginning of year	-647	-1,204
Net periodic pension cost	-68	-46
Benefits paid by employer	39	41
Employer contributions	19	17
Business combinations (disposals)	0	-1
Asset ceiling limitations recognized in Other Comprehensive Income	-8	0
Amounts recognized in Other Comprehensive Income	157	349
Other (exchange rate)	-1	-1
Reclassification to liabilities held for sale	-69	197
Net amount recognized at end of year	-579	-647

The development in the main countries was as follows:

(in € million)	UK schemes	German schemes	Other schemes
Net amount recognized at beginning of year	**192**	**-532**	**-307**
Net periodic pension cost	-7	-20	-42
Benefits paid by employer & employer contributions	10	8	39
Amounts recognized in Other Comprehensive Income	-172	290	30
Other (exchange rate and reclassification)	-3	-3	4
Reclassification to the liabilities held for sale		-78	9
Net amount recognized at end of year	**21**	**-334**	**-266**

(in € million)	UK schemes	German schemes	Other schemes
Defined benefit obligation at December 31	-1,764	-724	-524
Fair value of plan assets at December 31	1,784	390	266
Asset ceiling limitation at December 31	-	-	-8
Net amount recognized at end of year	**21**	**-334**	**-266**

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, 2022	December 31, 2021	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Discount rate	4.85%	2.0%	3.8% ~ 4.0%	1.0% ~ 1.3%	2.25%	0.30%	5.0%	2.6%
Salary increase	2.9%	2.5%	2.5% ~ 2.95%	2.0% ~ 2.2%	2.25%	1.0%	na	na
Inflation assumption	RPI: 3.20% CPI: 2.55%	RPI: 3.30% CPI: 2.60%	2.2%	1.45%	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 of the significant plans to the discount rate and inflation rate assumptions is as follows:

	Discount rate +25bp	Inflation rate +25bp
United Kingdom main pension plans	-3.0%	+2.1%
German main pension plans	-3.8%	+0.7%

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, 2022	December 31, 2021
Equity	13%	13%
Bonds / Interest Rate Swaps	68%	71%
Real Estate	13%	9%
Cash and Cash equivalent	2%	3%
Other	4%	4%

Of these assets, 82% are valued on market value, 15% relate to property, private equity and infrastructure investments where valuations are based on the information provided by the investment managers, and 3% 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 statement of financial position

The net asset of € 28 million mostly related to the Atos 2019 Pension Scheme in the United Kingdom and was supported by appropriate refund expectations according to IFRIC 14.

Net pension impact on income statement

The net impact of defined benefit pension plans on Group financial statements can be summarized as follows:

(in € million)	12 months ended December 31, 2022	12 months ended December 31, 2021
Operating margin	-49	-52
Other operating income and expense	-4	16
Financial result	-16	-10
Total (expense) profit	**-68**	**-46**

Other long-term employee benefits

Net liabilities related to other long-term employee benefits were € 36 million at December 31, 2021. They decreased to € 32 million at December 31, 2022 mainly due to the reclassification of some liabilities in respect of benefits identified as short-term benefits.

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, 2021	Business combinations	Addition	Release used	Release unused	Other*	Reclassification to liabilities held for sale	December 31, 2022	Current	Non-current
Reorganization	169	-	93	-86	-63	-1	3	116	75	41
Rationalization	7	0	1	-1	-1	0	-0	7	1	6
Project commitments	584	-	173	-94	-57	-16	-27	563	141	422
Litigations and contingencies	34	11	18	-5	-15	5	6	55	29	26
Total provisions	**794**	**11**	**286**	**-186**	**-136**	**-12**	**-17**	**741**	**245**	**496**

(*) Other movements mainly consist of currency translation adjustments

(in € million)	December 31, 2020	Business combinations	Addition	Release used	Release unused	Other*	Reclassification to liabilities held for sale	December 31, 2021	Current	Non-current
Reorganization	79	-	145	-41	-6	0	-8	169	27	142
Rationalization	9	0	3	-1	-3	0	-1	7	2	6
Project commitments	23	1	578	-19	-4	6	-0	584	92	491
Litigations and contingencies	54	0	12	-5	-9	0	-18	34	16	18
Total provisions	**165**	**1**	**737**	**-66**	**-23**	**7**	**-27**	**794**	**137**	**657**

(*) Other movements mainly consist of currency translation adjustments

Reorganization

Additions mainly included a € 62 million provision related to the new German restructuring plan announced at the end of December 2022 and that was to supersede the previous plan closed before completion at the end of the year. The closing of this plan resulted in a € 60 million release for unused provision.

Project commitments

Increase in project commitment provisions comprised the expected future cash out arising from the exit from certain underperforming contracts for € 31 million, additional losses on two major loss making contracts in Northern Europe for € 71 million.

Unused provisions mostly related to a risk assessed at the end of 2021 on customer contracts arising from a significant increase in a vendor cost, the contract of which was eventually successfully renegotiated.

Litigations and contingencies

Contingency provisions amounted to € 50 million as at December 31, 2022. They were composed of a number of long-term litigation issues, such as non-income tax contingencies and social disputes, guarantees given on disposals and other disputes with clients and suppliers, notably in South America.

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 "items recognized directly in equity". The change in value of the ineffective portion is recognized in "Other financial income and expense". Amounts deferred in equity are taken to the income statement at the same time as the related hedged cash flow.

The Group uses forward foreign exchange contracts to hedge the variability of cash flows arising from changes in foreign exchanges rates on sales and purchases in foreign currencies.

The Group designates only the spot element of the forward exchange contract as the hedging instrument in cash flow hedging relationships for highly probable transactions. Under IFRS 9, the Group has elected to separately account for the forward points as a cost of hedging. Consequently, the changes in forward points are recognized in other comprehensive income and accumulated in a cost of hedging reserve as a separate component within equity and accounted for subsequently in the income statement as gain and losses accumulated in the cash flow hedge reserve as part of the underlying covered transaction.

	December 31, 2022		December 31, 2021	
(in € million)	Assets	Liabilities	Assets	Liabilities
Forward foreign exchange contracts	18	-11	14	-4
Forward interest rate contracts	-	-	-	0
Analysed as:				
• Non-current	-	-	-	0
• Current	18	-11	14	-4

The fair value of financial instruments is provided by independent counterparties.

Concomitantly with the disposal of its residual interest in Worldline, Atos entered into a derivative transaction to hedge its residual exposure to Worldline share price related to the outstanding exchangeable bonds due 2024, which were issued in 2019 (see Note 6.4).

The premium paid on the derivative transaction was recognized on the balance sheet as a derivative asset and subsequently remeasured in accordance with IFRS 9 at fair value through the income statement.

In the consolidated statement of financial position at December 31, 2022, the value of the derivative asset was € 13 million and offset the value of the derivative liability corresponding to the derivative component embedded in the bond exchangeable in Worldline shares. Those are reported as non-current derivatives in the consolidated statement of financial position.

Interest rate risk

Bank loans, commercial papers and the term loan arranged at floating rates amounted to € 979 million in 2021 and € 1,930 million in 2022, exposing the Group to cash flow interest rate risk.

The Group may mitigate its interest rate exposure using interest rates swap contracts with financial institutions in order to fix the rate of a portion of the floating-rate financial debt.

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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 € 1,300 million as at December 31, 2022. A 1.0% decrease in short-term reference rates in Euro would reduce income from interest by € 13 million in theory assuming the structure (cash/floating debt/hedges) remains stable for the full period of the year.

	Exposure		
(in € million)	Less than 1 year	More than 1 year	Total
Bank loans & NEU CP	-1,930	-	-1,930
Other	-41	-	-41
Total liabilities	**-1,971**	**-**	**-1,971**
Cash and cash equivalents	3,331	-	3,331
Overdrafts	-141	-	-141
Total net cash and cash equivalents*	**3,190**	**-**	**3,190**
Short-term financial assets (liabilities)	**82**	**-**	**82**
Net position before risk management	1,300	-	1,300
Hedging instruments	0	-	0
Net position after risk management	**1,300**	**-**	**1,300**
Bonds	-300	-1,900	-2,200
Optional exchangeable bond	-	-500	-500
NEU MTN at fixed rate	-	-50	-50
Total net debt/cash after risk management	**1,000**	**-2,450**	**-1,450**

(*) Overnight deposits (deposit certificates) and money market securities and overdrafts

Liquidity risk

On July 29, 2022, Atos announced a new financing structure to support the transformation plan as follows:

- a € 1.5 billion term loan ("term loan A") with an initial duration of 18 months and two extension periods of 6 months each;
- a € 0.3 billion bridge loan ("term loan B") with an initial duration of 12 months and one extension period of 6 months. Its purpose is to pre-finance assets disposals;
- The amount of the existing revolving credit facility (signed in 2018) was reduced from €2.4 billion to € 0.9 billion.

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

The calculation at December 31, 2022 presented here below is adjusted for IFRS 16 impacts for an amount of € 405 million.

Nature of ratios subject to covenant	Covenant	12 months ended December 31, 2022	12 months ended December 31, 2021
Leverage ratio (net debt/OMDA)*	not greater than 3.75	2.36	1.74

(*) OMDA: Operating margin before non cash items

On May 9, 2022, the € 700 million bond issued in November 2018 bearing a coupon rate of 0.750% was fully repaid.

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

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

On February 4, 2020, Atos sold part of its retained interest by selling ca. 23.9 million Worldline shares through an Accelerated Bookbuilding Offering on the market for € 1,402 million, net of disposal costs and tax.

On October 30, 2019, Atos announced the disposal of Worldline share capital (€ 780 million through a private placement by way of an Accelerated Book building Offering (ABO)) and the issuance of € 500 million zero coupon bonds exchangeable into Worldline shares with a maturity of 5 years and an exchange premium of 35%. Total gross proceeds for Atos was € 1,280 million for the combined transactions.

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

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

There are no financial covenants attached to this bond. The rating agency Standard and Poor's assigned a rating of BBB+ to the three tranches, subsequently to the rating of Atos at the time of issuance of the bond. On December 17, 2020, Standard and Poor's reaffirmed BBB+ / Stable rating for Atos. On September 20, 2021, Standard and Poor's downgraded Atos rating to BBB- / outlook stable, and further downgraded it to BB / Outlook negative on July 13, 2022.

On October 11, 2018, Atos signed with a number of major financial institutions a five-year € 2.4 billion revolving credit facility (the Facility) maturing in November 2023 with an option for Atos to request the extension until November 6, 2025, in two times. Atos exercised the second option on 2020 to extend the maturity of the Facility until November 6, 2025. The Facility is available for general corporate purposes and replaced the previous € 1.8 billion facility signed in November 2014.

On May 4, 2018, Atos implemented a Negotiable European Medium-Term Note program (NEU MTN) in order to optimize financial expense and improve Group liquidity management, for an initial maximum amount of € 600 million.

On June 2, 2017, Atos implemented a Negotiable European Commercial Paper program (NEU CP) in order to optimize financial expense and improve Group liquidity management, for an initial maximum amount of € 900 million raised to € 1.8 billion in October 2018. On December 10, 2019 the maximum amount of € 1.8 billion was increased to € 2.4 billion.

On October 29, 2016, Atos issued a Euro private placement bond of € 300 million with a seven-year maturity and with a 1.444% fixed interest rate (unrated). There are no financial covenants attached to this bond.

Currency exchange risk

Atos operates in 71 countries. However, in most cases, Atos invoices in the country where the Group renders the services, thus limiting the foreign exchange risk. Where this is not the case, the Group generally uses hedging instruments such as forward contracts or foreign currency swaps to minimize the risk.

The 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)	2022	2021	2022	2021	2022	2021
Assets	305	157	8	57	417	237
Liabilities	479	39	6	46	242	122
Foreign exchange exposure before hedging	-174	118	2	11	175	114
Hedged amounts	-649	-455	-122	-71	-111	-92
Foreign exchange impact after hedging	**-823**	**-337**	**-120**	**-60**	**64**	**22**

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% increase and decrease of the sensitive currency against the relevant functional currency of each subsidiary. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 5% increase in foreign currency rates.

	EUR		GBP		USD	
(in € million)	2022	2021	2022	2021	2022	2021
Income Statement	-41	-17	-6	-3	3	1

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, 2022, 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:

Instruments *(in € million)*	December 31, 2022		December 31, 2021	
	Fair value	Notional	Fair value	Notional
Cash flow hedge				
Foreign exchange				
Forward contracts CHF	0	-7	0	-17
Forward contracts CNY	0	7	0	4
Forward contracts GBP	0	-5	0	0
Forward contracts INR	-5	183	6	138
Forward contracts MAD	0	27	0	11
Forward contracts MXN	3	31	0	24
Forward contracts MYR	0	1	0	1
Forward contracts PHP	-1	29	0	25
Forward contracts PLN	7	176	-3	119
Forward contracts RON	3	92	0	53
Forward contracts RUB	0	0	0	10
Forward contracts USD	-1	243	7	182

Instruments *(in € million)*	December 31, 2022		December 31, 2021	
	Fair value	Notional	Fair value	Notional
Trading and fair value hedge				
Foreign exchange				
Forward contracts CHF	0	-5	0	-10
Forward contracts GBP	0	-2	0	-2
Forward contracts INR	0	17	0	3
Forward contracts MAD	0	7	0	20
Forward contracts PHP	0	1	0	1
Forward contracts PLN	1	32	-1	39
Forward contracts RON	0	2	0	18
Forward contracts USD	1	47	0	0

The net amount of the cash flow hedge reserve at December 31, 2022 was € 4 million (net of tax), with a variation of € -3 million (net of tax) over the year.

Note 14 Shareholders' equity

14.1 - Earnings (loss) per share

Basic earnings (loss) 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 (loss) 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, 2022	12 months ended December 31, 2021
Net income (loss) – Attributable to owners of the parent [a]	-1,012	-2,962
Impact of dilutive instruments	-	-
Net income (loss) restated of dilutive instruments - Attributable to owners of the parent [b]	-1,012	-2,962
Average number of shares outstanding [c]	110,641,457	109,581,755
Impact of dilutive instruments [d]	-	-
Diluted average number of shares [e]=[c]+[d]	110,641,457	109,581,755
(in €)		
Basic Earning (loss) per Share [a] / [c]	-9.14	-27.03
Diluted Earning (loss) per Share [b] / [e]	-9.14	-27.03

No significant share transactions occurred subsequently to the 2022 closing that could have a dilutive impact on earnings (loss) per share calculation.

14.2 - Equity attributable to the owners of the parent

Treasury shares

Atos shares held by the parent company are recorded at their acquired cost as a deduction from consolidated shareholders' equity. In the event of a disposal, the gain or loss and the related tax impacts are recorded as a change in consolidated shareholders' equity.

Capital increase

In 2022, Atos SE increased its share capital by incorporating additional paid-in capital and common stock for € 0.7 million related to the issuance of 221,120 new shares.

As at December 31, 2022, Atos SE issued share capital amounted to € 111 million, divided into 110,951,542 fully paid-up common stock of € 1.00 par value each.

14.3 - Non-controlling Interests

Non-controlling interests purchase commitments

The Group can take commitments to repurchase the non-controlling interests of shareholders of certain subsidiaries. The strike price of these put options may be set or determined according to a predefined calculation formula, and the options may be exercised at any time or on a specific date.

The Group records a financial liability at the present value of the strike price in respect of the put options granted to holders of non-controlling interests in the entities concerned. The offsetting entry for this financial liability differs depending on whether the non-controlling shareholders have maintained present access to the economic benefits of the entity. In the case of present access to the entity's economic benefits, non-controlling interests are maintained in the statement of financial position and the liability is recognized against equity attributable to owners of the parent. Where access to the entity's economic benefits is no longer available by virtue of the put option, the corresponding non-controlling interests are derecognized.

The difference between the liability representing the commitment to repurchase the non-controlling interests and the carrying amount of derecognized non-controlling interests is recorded as a deduction from equity attributable to owners of the parent. Subsequent changes in the value of the commitment are recorded by an adjustment to equity attributable to owners of the parent.

(in € million)	December 31, 2021	Net Income	Dividends Paid	Scope changes	Other	December 31, 2022
Miscellaneous	6	0	-2	-	3	7
Total	**6**	**0**	**-2**	**-**	**3**	**7**

(in € million)	December 31, 2020	Net Income	Dividends Paid	Scope changes	Other	December 31, 2021
Miscellaneous	10	3	-3	0	-4	6
Total	**10**	**3**	**-3**	**0**	**-4**	**6**

Since the loss of control of Worldline on 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, 2022	Maturing			December 31, 2021
		Up to 1 year	1 to 5 years	Over 5 years	
Leases of low value and short term leases	18	11	8	-	31
Non-cancellable purchase obligations*	476	149	327	0	470
of which > 5 years	116	32	84	0	238
Total commitments given	**495**	**159**	**335**	**0**	**501**
Financial commitments received (Syndicated Loan)**	2,020	300	1,720	-	2,320
Total commitments received	**2,020**	**300**	**1,720**	**-**	**2,320**

(*) of which € 31 million related to the Unified Communications & Collaboration activity reclassified to assets held for sale.
(**) Maturities are indicated before extension options.

Financial commitments received referred to the non-utilized parts of the Term Loan A, Term Loan B and revolving credit facility (see Note 13).

15.2 - Commercial commitments

(in € million)	December 31, 2022	December 31, 2021
Bank guarantees	**357**	**372**
• Operational - Performance	232	223
• Operational - Bid	7	9
• Operational - Advance Payment	83	116
• Financial or Other	35	24
Parental guarantees	**5,767**	**5,084**
• Operational - Performance	5,654	4,991
• Financial or Other	113	93
Pledges	**5**	**6**
Total	**6,129**	**5,462**

For various large long-term contracts performed by its subsidiaries, the Group provides performance guarantees to its clients. These guarantees amounted to € 5,654 million as of December 31, 2022, compared with € 4,991 million at the end of December 2021. The € 663 million variation compared to last year was mainly due to the issuance of € 500 million parental guarantees by Atos SE to support the obligations of two subsidiaries in the delivery of services in connection with two major contracts signed in December 2022 for a client based in Switzerland, and to a lesser extent to some guarantees provided to the benefit of customers in France and Denmark.

In addition, in relation to the multi-currency revolving credit facility with a final maturity date on November 6, 2025, Atos SE issued a parental guarantee for the benefit of the consortium of banks represented by BNP Paribas in order to guarantee up to € 660 million (unchanged amount) the obligations of its two subsidiaries: Atos Telco Services B.V. and Atos International B.V.

In connection with the Cognizant/TriZetto litigation (see Note 16), the Board of Directors of Atos SE approved on March 25, 2021 indemnity agreements benefiting insurance companies which syndicated the supersedeas bond for a total amount of $570,710,384, provided for the appeal of the case and approved by the U.S. District Court for the Southern District of New York.

In the framework of the Atos pension schemes rationalization plan in the UK aiming to a more efficient structure, the Board of Directors of Atos SE, on July 22, 2018, gave consent to the grant of a parental guarantee to the Atos Pension Schemes Limited as trustee of the new Atos UK 2019 Pension Scheme set up on November 1, 2019. Under this guarantee, Atos SE guarantees the obligations of the sponsoring employers vis-à-vis the pension scheme. On December 22, 2020, the guarantee has been confirmed and extended to take into consideration the merger of the Atos 2011 Pension Trust into the Atos UK 2019 Pension Scheme and the transfer of the related liabilities. The new total estimated amount of the guarantee was £ 446 million (€ 506 million).

Note 16 Litigations

The Group is regularly involved in various claims and legal proceedings arising in the ordinary course of business. While the Group does not expect that the ultimate resolution of any existing claims and proceedings (other than the specific matters described below, if decided adversely), individually or in the aggregate, will have a material adverse effect on its financial position, an unfavorable outcome in some or all of these proceedings could have a material adverse impact on results of operations or cash flows for a particular period. This assessment is based on the current understanding of relevant facts and circumstances. As such, the Group view of these matters is subject to inherent uncertainties and may change in the future.

Moreover, since the Group includes a great many entities located in other countries, it is regularly audited by tax authorities. Several audits and tax-related proceedings or disputes have been initiated or are currently being conducted by those authorities or in the courts, but none are expected to give rise to or has given rise to material tax expense that could have a significant impact on the financial statements as the Group considers that it has sound means of defense and that it employs the legal procedures available to it to prevent any unfavorable outcome. outcome.

TriZetto

In 2015, Syntel initiated a lawsuit against the TriZetto Group and Cognizant Technology Solutions, stating claims for breach of contract, intentional interference with contractual relations and misappropriation of confidential information. In response to the complaint, TriZetto and Cognizant asserted various counterclaims, including claims against Syntel for copyright infringement and trade secret misappropriation.

On October 27, 2020, a jury in the U.S. District Court for the Southern District of New York found Syntel, which was acquired by Atos in 2018, liable for trade secret misappropriation and copyright infringement and specified approximately $ 855 million in damages in favor of Cognizant and TriZetto, of which $ 570 million of punitive damages.

On April 20, 2021, the United States District Court for the Southern District of New York granted in part the post-trial motion filed by Syntel. The Court reduced the jury's $ 855 million damages award to $ 570 million and denied Cognizant and TriZetto's request for an additional $ 75 million in pre-judgment interest.

In its decision, the Court held that sufficient evidence existed to support the jury's verdict of trade secret misappropriation and that the jury's award of $ 285 million in compensatory damages was not contrary to law. However, the Court found that the jury's $ 570 million punitive damages award was excessive and should be reduced to $ 285 million. Trizetto agreed to this reduction. The Court also issued an injunction prohibiting future use by Syntel of the specific trade secrets at issue in the trial.

While the Company supports the Court's decision to significantly reduce the punitive damages at issue and prevent a further windfall to Cognizant and TriZetto in the form of pre-judgment interest, Syntel appealed the portion of the jury's verdict affirmed by the Court. Among other concerns, the Company continues to consider the amount of damages grossly out of proportion to the acts complained of, and that the maximum amount of damages legally available to TriZetto in this case is approximately $ 8.5 million. The appeal was

filed with the U.S. Court of Appeals for the Second Circuit on May 26, 2021 and briefing was completed on December 23, 2021. The oral argument in the Court of Appeals took place on September 19, 2022.

The appeal process typically takes 18 months or more. No payment of damages will have to be made before the appeal decision but Syntel was required to post a supersedeas bond for approximately the remaining damages amount at the time the appeal was filed (see Note 15).

Note 17 Related party transactions

Related parties are defined as follows:

- entities which are controlled directly by the Group, either solely or jointly, or indirectly through one or more intermediary controls. Entities which offer post-employment benefits in favor of employees of the Group, or entities which are controlled or jointly owned by a member of the key management personnel of the Group as defined hereafter; and
- key management personnel of the Group defined as persons who have the authority and responsibility for planning, directing and controlling the activity of the Group, namely members of the Board of Directors, as well as members of the Executive Board.

Transactions between Atos and its subsidiaries, which are related parties of the Group, have been eliminated in consolidation and are not disclosed in this note.

Transactions between the related parties

The main transactions between the related entities are composed of:

- The reinvoicing of the premises;
- The invoicing of delivery services such as personnel costs or use of delivery infrastructure;
- The invoicing of administrative services; and
- The interest expense related to the financial items.

These transactions are entered into at market conditions.

At December 31, 2022, 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, 2022	12 months ended December 31, 2021
Short-term benefits	12	13
Employer contributions & other taxes	3	4
Post-employment benefits	0	0
Equity-based compensation: stock options & free share plans	3	9
Total	**18**	**26**

Short-term benefits include salaries, bonuses and fringe benefits. 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, 2022: main entities

	% of Interest	Consolidation method	% of Control	Address
HOLDING COMPANIES				
Atos SE		Group Parent Company		80, quai Voltaire - 95870 Bezons, FRANCE
Atos International B.V.	100	FC	100	Burgemeester Rijnderslaan 30, 1185 MC Amstelveen, THE NETHERLANDS
Saint Louis Ré SA	100	FC	100	74, rue de Merl - L2146 Luxembourg, FRANCE
Atos International SAS	100	FC	100	80, quai Voltaire - 95870 Bezons, FRANCE
Bull SA	100	FC	100	68, Rue Jean Jaurès - 78340 Les Clayes-sous-Bois, FRANCE
FRANCE				
Atos France	100	FC	100	80, quai Voltaire - 95870 Bezons
Atos Worldgrid SAS	100	FC	100	80, quai Voltaire - 95870 Bezons
Yunano SAS	100	FC	100	80, quai Voltaire - 95870 Bezons
Bull SAS	100	FC	100	68, Rue Jean Jaurès - 78340 Les Clayes-sous-Bois
Agarik SAS	100	FC	100	80, quai Voltaire - 95870 Bezons
Avantix SAS	100	FC	100	655, avenue Galilée - 13794 Aix en Provence
Evidian SA	100	FC	100	68, Rue Jean Jaurès - 78340 Les Clayes-sous-Bois
Air Lynx SAS	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
EcoAct SAS FR	100	FC	100	35, rue de Miromesnil - 75008 Paris
Edifixio SAS	100	FC	100	80, quai Voltaire - 95870 Bezons
GERMANY				
Atos Information Technology GmbH	100	FC	100	Otto-Hahn-Ring, 6 - 81739 Munich
CHG Communications Holding GmbH	100	FC	100	Otto-Hahn-Ring, 6 - 81739 Munich
Unify Funding GmbH	100	FC	100	Otto-Hahn-Ring, 6 - 81739 Munich
Atos IT Dienstleistung und Beratung Gmbh	100	FC	100	Bruchstrasse, 5 - 45883 Gelsenkirchen
Atos International Germany Gmbh	100	FC	100	Otto-Hahn-Ring, 6 - 81739 Munich
Applied International Informatics GmbH	100	FC	100	Torstraβe, 49 - 10119 Berlin
Bull GmbH	100	FC	100	Von-der-wettern-straße, 27 - 51149 Cologne
Science + computing AG	100	FC	100	Hagellocher Weg, 73 - 72070 Tübingen
Energy4u GmbH	100	FC	100	Albert-Nestler Straße, 17 - 76131 Karlsruhe
Atos Support GmbH	100	FC	100	The Squaire, Am Flughafen 14 - 60549 Frankfurt am Main
Atos IT Services GmbH	100	FC	100	Stinnes-Platz, 1 - 45 472 Mülheim an der Ruhr
Unify Communications and Collaboration GmbH & Co. KG (*)	100	FC	100	Otto-Hahn-Ring, 6 - 81739 Munich

	% of Interest	Consolidation method	% of Control	Address
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
Unify GmbH & Co. KG (*)	100	FC	100	Otto-Hahn-Ring, 6 - 81739 Munich
Unify Deutschland Holding GmbH	100	FC	100	Otto-Hahn-Ring, 6 - 81739 Munich
cv cryptovision GmbH	100	FC	100	Munscheidstr. 14 - 45886 Gelsenkirchen
The Netherlands				
Atos Nederland B.V.	100	FC	100	Burgemeester Rijnderslaan, 30 - 1185 MC Amstelveen
Atos Telco Services B.V.	100	FC	100	Burgemeester Rijnderslaan, 30 - 1185 MC Amstelveen
Motiv IT Masters B.V.	100	FC	100	(3402 PL) Ijsselstein - Utrechtseweg 34 e
OTHER EUROPE - MIDDLE EAST - AFRICA				
Algeria				
Bull Algerie	100	FC	100	Rue Yehia El-Mazouni, 16, El Biar - Algiers
Austria				
Atos IT GmbH	100	FC	100	Siemensstraße, 92 - 1210 Vienna
Atos IT Solutions and Services GmbH	100	FC	100	Siemensstraße, 92 - 1210 Vienna
TSG EDV-Terminal Service GmbH	99	FC	100	Modecenterstraße, 1 - 1030 Vienna
SEC Consult Austria	100	FC	100	14, 1. Stock Komarigasse - 2700 Wiener Neustadt
Belgium				
Atos Belgium SA/NV	100	FC	100	Da Vincilaan, 5 - 1930 Zaventem
Bulgaria				
Atos IT Solutions and Services EOOD	100	FC	100	1000 Sofia, Oborishte Region, 2 Maria Luiza Blvd, TZUM Business Center, 4th floor
Ivory Coast				
Bull Cote d'Ivoire	100	FC	100	31, avenue Noguès - 01 BP 1580 Abidjan 01
Denmark				
Atos IT Solutions and Services A/S	100	FC	100	Dybendalsvaenget, 3 - 2630 Taastrup
Croatia				
Atos IT Solutions and Services d.o.o	100	FC	100	Heinzelova, 69 - 10000 Zagreb
Czech Republic				
Atos IT Solutions and Services s.r.o.	100	FC	100	Doudlebská, 1699/5 - 14000 Praha 4
DataSentics AS	100	FC	100	Washingtonova, 1599/17, Nové Město - 11000 Praha 1
Gabon				
Bull Gabon	100	FC	100	Immeuble Abiali, ZI d'Oloumi - BP 2260 Libreville
Greece				
Atos Greece SA	100	FC	100	Irakleio Avenue, 455, N. Iraklio - 14122 Athens
Finland				
Atos IT Solutions and Services oy	100	FC	100	Kalkkipellontie, 6 - 026050 Espoo
Ideal Product Data Oy	100	FC	100	Jaakonkatu 2 - 01620 Vantaa

	% of Interest	Consolidation method	% of Control	Address
Hungary				
Atos Magyarország Kft	100	FC	100	1138 Budapest, Vaci ut 121-127. Vaci greens D Building, 4th floor
Ireland				
Atos IT Solutions and Services Limited	100	FC	100	Level 5, Block 4, Dundrum Town Centre, Sandyford Road - Dublin 16
Italy				
Atos Italia S.p.A.	100	FC	100	Via Caldera, no. 21 - 20158 Milan
Lebanon				
Bull SAL	100	FC	100	Rue Jal el Dib, 69 - Secteur 1 - BP 60208 Beyrouth
Lithuania				
UAB "Bull Baltija"	100	FC	100	Gostauto Street, 40 - 01112 Vilnius
Luxembourg				
Atos Luxembourg PSF SA	100	FC	100	1, rue Edmond Reuter Contern - 5326 Luxembourg
Madagascar				
Bull Madagascar SA	100	FC	100	12, rue Indira Gandhi, Tsaralalana, BP 252 Antananarivo
Morocco				
Atos IT Services SARL	100	FC	100	Espace les Palmiers, angle avenues Mehdi Benbaraka et Annakhil - Hayryad Rabat
Atos ITS Nearshore Center Maroc SARL	100	FC	100	Boulevard Al Qods, Quartier Sidi Maarouf, Casanearshore - 1100 Casablanca
Bull Maroc	100	FC	100	Boulevard Al Qods, Quartier Sidi Maarouf, Casanearshore - 1100 Casablanca
Namibia				
Bull Information Technology Namibia Pty. Ltd.	100	FC	100	C/o Deloitte & Touche, Namdeb Center, Bulow street, 10 - PO Box 47 Windhoek
Poland				
Atos Polska SA	100	FC	100	Krolewska, 16 - 00-103 Warsaw
Atos Poland Global Services Sp Zoo	100	FC	100	Ul. Krolewska 16 - 00-103 Warszawa
Portugal				
Atos Soluções e Serviços para Tecnologias de Informação, Unipessoal, Ltda	100	FC	100	Avenida José Malhoa 16 - Piso sétimo B2 - Edificio Europa. Distrito: Lisboa, Concelho: Lisboa, freguesia: Campolide - 1070 159 Lisbon
Romania				
Atos IT Solutions and Services s.r.l.	100	FC	100	Calea Floreasca, 169A, Sector 1 - 014459 Bucharest
Atos IT Solutions Romania SRL	100	FC	100	Calea Floreasca, 169A, Sector 1 - 014459 Bucharest
Atos Convergence Creators GmbH S.R.L	100	FC	100	Municipiul Braşov, Strada MIHAIL KOGĂLNICEANU, Nr. 21, Bloc C6, Judet Braşov
Senegal				
Bull Senegal	100	FC	100	Cité Keur Gorgui, Immeuble Khadimou Rassoul - BP 3183 Dakarl
Serbia				
Atos IT Solutions and Services d.o.o.	100	FC	100	Danila Lekica Spanca 31 - 11070 Beograd
South Africa				
Atos (PTY) Ltd	74	FC	100	Woodlands Office Park, Ground Floor Building 32 - 2144 Woodlands

	% of Interest	Consolidation method	% of Control	Address
Spain				
Atos Consulting Canarias SA	100	FC	100	Calle Subida al Mayorazgo, 24b - 38110 Santa Cruz de Tenerife
Atos Spain SA	100	FC	100	Albarracin, 25 - 28037 Madrid
Atos IT Solutions and Services Iberia SL	100	FC	100	Ronda de Europa, 5 - 28760 Madrid
Atos Worldgrid SL	100	FC	100	Calle Isabel Torres, 19 Edificio Cisga - 39011 Santander
MSL Technology SL	100	FC	100	C/ Marques de Ahumada, 7 - 28028 Madrid
Slovakia				
Atos IT Solutions and Services 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				
Atos AG	100	FC	100	Freilagerstrasse, 28 - 8047 Zürich
Turkey				
Atos Bilisim Danismanlik ve Musteri Hizmetleri Sanayi ve Ticaret A/S	100	FC	100	Yakacık Caddesi, No 111 - 18 - 34870, Kartal, Istanbul
United Arab Emirats - Dubai				
Atos Origin FZ LLC	100	FC	100	Office G20, Building DIC-9 Dubai Internet City - PO Box.500437
ATOS FZ LLC Dubai Branch	100	FC	100	The Galleries Building, No2 Level 2 - 500437 Downtown Jebel
Paladion Sharjah (Branch)	100	FC	100	Saif Suite X4 - 03 and SAIF Office P8-05-58, Sharjah Airport International Free Zone, Sharjah, Sharjah, 120398
Qatar				
Atos Qatar Llc	100	FC	100	Sheikh Suhaim bin Hamad Street - No.89858 Doha
Egypt				
Atos IT SAE	100	FC	100	50, Rue Abbass El Akkad, Nasr city - Cairo
Saoudi Arabia				
Atos Saudi LLC	49	EM	49	P. O. Box # 8772 - Riyadh-11492
The United Kingdom				
Atos Consulting Limited	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Atos IT Services Limited	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Atos IT Services UK Limited	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Atos UK IT Holdings Limited	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Shere Limited	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Atos BPS Ltd	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Atos UK Holdings Ltd	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Atos International IT Holdings Ltd	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Engage ESM holding LTD	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London

	% of Interest	Consolidation method	% of Control	Address
Engage ESM LTD	100	FC	100	High holborn, 71, Mid City Place Second Floor - WC1V6EA London
Carbon Clear LTD	100	FC	100	70-78, York Way,UnitA N1 9AG - London
Ipsotek Ltd.	100	FC	100	Acre House, 11-15 William Road, NW1 3ER - London
Cloudreach Europe Limited	100	FC	100	3rd Floor Saffron House 6-10 Kirby Street, London, EC1N 8TS
ASIA PACIFIC				
Australia				
Atos (Australia) Pty. Ltd	100	FC	100	Mountain Highway, 885 - 3153 Bayswater Victoria
China				
Atos Information Technology (Nanjing) Co., Ltd	100	FC	100	Floor 12, Building 1B Powerise accelerator, High Tech zone Software park - Nanjing Jiangsu Province
Atos Information Technology (China) Co. Ltd	100	FC	100	Room 05.161, Floor 5, Building E No.7, Zhonghuan Nanlu Wangjing - Chaoyang District Beijing
Atos Worldgrid Information Technology (Beijing) Co. Ltd	100	FC	100	Room 05.162, Floor 5, Building E No.7, Zhonghuan Nanlu Wangjing - Chaoyang District Beijing
RTS Information Consulting (Chengdu) Co. Ltd	100	FC	100	Room 108-109, 1st floor, Building B2, Tianfu Software Park, High Tech Zone - Chengdu Sichuan Province
Hong Kong				
Atos Information Technology HK Ltd	100	FC	100	8/F Octa Tower - 8 Lam Chak Street - Kowloon Bay
Bull Information Systems (Hong Kong) Limited	100	FC	100	RM 1401 - Hutchison House - 10, Harcourt Road
India				
Atos India Private Limited	100	FC	100	Godrej & Boyce Complex - Plant 5 - Pirojshanagar - LBS Marg Vikhroli(W) - Mumbai - 400079
Atos IT Services Private Limited	99.99	FC	100	Innovator Building - International Tech Park - Whitefield Road - 560066 Bangalore - Karnataka
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
State street Syntel Services Pvt Ltd (**)	100	FC	100	4/5th floor, Building No.4, Mindspace -Navi Mumbai, Thane-Belapur road, Airoli-400708
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	Level 6, 10/11 Dr. Radhakrishnan Salai Mylapore - Chennai 600004
Japan				
Atos KK	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
Mauritius				
State street Syntel Services Mauritus Ltd (**)	100	FC	100	C/o SGG Corporate Services (Mauritius) Ltd 33, Edith Cavell Street - Port Louis, 11324
Philippines				
Atos Information Technology Inc.	99.94	FC	100	23/F Cyber One Building - Eastwood City - Cyberpark - 1110 Libis, Quezon City

	% of Interest	Consolidation method	% of Control	Address
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
Taïwan				
Atos (Taiwan) Ltd	100	FC	100	5F, No 100 Sec 3, Min Sheng E. Road - Taipei
Thaïland				
Atos IT Solutions and Services Ltd	100	FC	100	2922/339 Charn Issara Tower II - 36th Floor - New Petchburi Road - Bangkapi - Huay Kwang - 10310 Bangkok
AMERICAS				
Argentina				
Atos Argentina SA	100	FC	100	Cnel. Manuel Arias 3751, piso 18, PB, C.A.B.A.- C1430DAL, 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 Pauolo
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 Pauolo
Bull Ltda.	100	FC	100	Avenida das Nacoes Unidas, 12901 - Torre Norte, 19 Andar, PARTE B - Brooklin, CEP 04578-910, na Cidade de Sao Pauolo
Canada				
Atos Inc.	100	FC	100	6375 Shawson Drive - L5T 1S7 Mississauga - Ontario
Atos Service Digitaux Québec Inc	100	FC	100	415, Rue Saint-Antoine cuest Bureau, 400 Montréal - Québec H2Z 2B9
Processia Solutions Inc.	100	FC	100	3131, St-Martin ouest, Laval - QC H7T 2Z5
AppCentrica Inc	100	FC	100	3 Church Str, suite 600, Toronto - Ontario M5E 1M2
Colombia				
Atos IT Solutions and Services S.A.S	100	FC	100	Autopista Norte Carrera 45 N° 108-27 Torre 2 oficina 1505 - Bogotá
Mexico				
Atos Global Delivery Center México, S. de R.L. de C.V.	100	FC	100	Sevilla No. 40 Piso 3 - Colonia Juarez delgation Cuauhtemoc - 06600 Ciudad de Mexico
The United States of America				
Atos IT Solutions and Services Inc.	100	FC	100	4851 Regent Boulevard - Irving, TX 75063
Atos IT Outsourcing Services, LLC	100	FC	100	4851 Regent Boulevard - Irving, TX 75063
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
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

	% of Interest	Consolidation method	% of Control	Address
Atos Digital Health Solutions	100	FC	100	2500 Weschester Ave - 3rd Floor - Purchase New York 10577
Pyramid Healthcare Solutions Inc.	100	FC	100	One Lincoln Centre, Suite 200 - 5400 LBJ Freeway TX 75240 Dallas
Evidian Systems Inc.	100	FC	100	285 Billerica Road, Suite 200 - Chelmsford, MA 01824-4174
Unify Inc	100	FC	100	1630 Corporate Court - Irving - Texas 75038
Engage ESM Inc.	100	FC	100	4851, Regent Boulevard - Floors 1, 3 & 4 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	2323 Bryan St. Suite 1520 MS 108
VisualBI Solutions Inc.	100	FC	100	5920 Windhaven Parkway, Plano, TX 75093
Cloudreach Inc.	100	FC	100	9 E. Loockerman Street, Suite 311, Dover, 19901
Cloudamize Inc.	100	FC	100	9 E. Loockerman Street, Suite 311, Dover, 19901
Uruguay				
Bull Uruguay SA	100	FC	100	Av. Dr Luis A. de Herrera, 2802 - 1160 Montevideo

(*) The Group has an interest in five German companies, which are fully consolidated into these Group financial statements. The companies have made use of the stipulations available under § 264b of the German Commercial Code (HGB). It exempts these legal entities from the requirement to disclose separate audited financial statements as of 31 December 2022, since they are included in the Consolidated Financial Statements of the ultimate parent company (Atos S.E.) and such Consolidated Financial Statements for the full year of 2022 are registered with the trade register of the particular entity.

(**) Atos owns 49% of the shares of State Street Syntel Services (Mauritius) Ltd, which owns 100% of State Street Syntel Services Pvt Ltd. The joint arrangement between the Atos Group and the State Street group has been qualified as joint operation under IFRS 11. Under IFRS 11.21, a joint operator shall account for the assets, liabilities, revenues and expenses relating to its interest in a joint operation in accordance with the IFRSs applicable to the assets, liabilities, revenues and expenses. The rights and obligations of the two Joint operators are defined in the Master Service Agreement signed between both parties and the shareholders agreement. The JVs set up with State Street group and Atos Group are committed to deliver IT services to the State Street group as per the Master Service Agreement. Atos is entitled to 100% of the financial outcome of the contract and has to bear all liabilities. Therefore, Atos obligations are to ensure the settlement of JVs liabilities, ensure that state street receives the promised services. The Atos Group is entitled in counterpart to recognize revenue related to the services rendered to the State Street group accounted for in accordance with IFRS 15.

Note 19 Subsequent events

On January 18, 2023, the UK National Employment Savings Trust ("NEST") and Atos have ended, by mutual agreement, the contract under which Atos was to develop and run business processes for the schemes operated by the public Nest Corporation of the Department for Work and Pensions. The accounting consequences of the termination have been considered when preparing Atos annual consolidated financial statements for the year ended December 31, 2022.

On January 24, 2023, Atos announced that it has entered into exclusive negotiations with Mitel Networks for the sale of its Unified Communications & Collaboration Services business.

Note 20 Auditors' fees

(in € thousand and %)	Grant Thornton				Deloitte			
	Grant Thornton		Other Grant Thornton member firms		Deloitte & Associés		Other Deloitte member firms	
	Fees	%	Fees	%	Fees	%	Fees	%
Audit and limited review of individual and consolidated financial statements								
Parent company	1,035	59%	-	0%	1,229	48%	-	0%
Subsidiaries	717	41%	3,802	75%	1,218	48%	1,124	76%
Sub-total Audit	**1,752**	**100%**	**3,802**	**75%**	**2,447**	**96%**	**1,124**	**76%**
Non audit services*								
Parent company	-	0%	-	0%	103	4%	-	0%
Subsidiaries	4	0%	1,292	25%	-	0%	347	24%
Sub-total Non Audit	**4**	**0%**	**1,292**	**25%**	**103**	**4%**	**347**	**24%**
Total fees 2022	**1,756**	**100%**	**5,093**	**100%**	**2,550**	**100%**	**1,471**	**100%**

(*) *In 2022, non audit services related to services provided at the Company's request and notably corresponded to (i) certificates and reports issued as independent third party on human resources, environmental and social information pursuant to article of the French Commercial Code, and (ii) tax services, authorized by local legislation, in some foreign subsidiaries*

(in € thousand and %)	Grant Thornton				Deloitte			
	Grant Thornton		Other Grant Thornton member firms		Deloitte & Associés		Other Deloitte member firms	
	Fees	%	Fees	%	Fees	%	Fees	%
Audit and limited review of individual and consolidated financial statements								
Parent company	931	56%	0	0%	1,198	48%	0	0%
Subsidiaries	711	42%	3,207	72%	1,251	50%	991	78%
Sub-total Audit	**1,642**	**98%**	**3,207**	**72%**	**2,449**	**99%**	**991**	**78%**
Non audit services*								
Parent company	25	1%	0	0%	32	1%	0	0%
Subsidiaries	6	0%	1,245	28%	0	0%	273	22%
Sub-total Non Audit	**31**	**2%**	**1,245**	**28%**	**32**	**1%**	**273**	**22%**
Total fees 2021	**1,673**	**100%**	**4,453**	**100%**	**2,481**	**100%**	**1,264**	**100%**

(*) *In 2021, non audit services related to services provided at the Company's request and notably corresponded to (i) certificates and reports issued as independent third party on human resources, environmental and social information pursuant to article of the French Commercial Code, and (ii) tax services, authorized by local legislation, in some foreign subsidiaries*

6.2 Parent company summary financial statements

6.2.1 Statutory auditors' report on the financial statements for the year ended December 31, 2022

This is a translation into English of the statutory auditors' report on the financial statements issued in French and it is provided solely for the convenience of English-speaking users.

This statutory auditors' report includes information required by French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders' Meeting of Atos S.E.,

Opinion

In compliance with the engagement entrusted to us by your general meetings, we have audited the accompanying financial statements of Atos S.E. for the year ended December 31, 2022.

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, 2022 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, 2022 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L. 823-9 and R. 823-7 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" of consolidated financial statements and Note 2 "Financial fixed assets"

Key Audit Matter	Our audit approach
As of December 31, 2022, Participating interests are recorded on the balance sheet at a net book value of €8,812 million, or 73% of total assets. Participating interests are initially booked at their acquisition cost. A provision for impairment is recognized when the acquisition cost exceeds the value in use, determined as follows: • • for operating subsidiaries: based on the enterprise value determined according to a multicriteria approach, including (i) discounted cash flows (DCF) based on the Group's medium-term plan, and (ii) market multiples; • • for non-operating subsidiaries (holding companies): based on their net equity and their share in the adjusted net assets of their subsidiaries, if any. A provision for the impairment of participating interests, net of reversals, in the amount of €540 million was recorded for 2022. 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, in particular for assumptions used to determine discounted cash flows and market multiples used.	Our assessment of the valuation of participating interests is based on the process implemented by the Company to determine their value-in-use. We performed the following procedures: • for valuations based on enterprise value determined using a multicriteria approach: – we assessed, with the assistance of our valuation specialists, the appropriateness of the valuation methodology, market multiples and the assumptions underlying the forecasts in the revised medium-term plan, adopted by the Group, in the multicriteria approach, – we obtained the cash flow forecasts of the entities concerned and reconciled them with the mid-term financial plan per Cash Generating Unit (CGU) approved by Management, and used for goodwill impairment testing in the consolidated financial statements, – we analyzed the consistency of the assumptions used, primarily through discussions with Management, and future growth prospects; • for valuations based on their net worth and their share in the adjusted net assets of subsidiaries, we verified the consistency of their net worth and shares held by your Company with the financial statement of the different entities.

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 Article 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 identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Other Legal and Regulatory Verifications or Information

Format of presentation of the financial statements intended to be included in the annual financial report

We also verified, in accordance with professional standards for statutory audit procedures to be carried out on parent company and consolidated financial statements presented in the single electronic reporting format, that the presentation of parent company financial statements to be included in the annual financial report referred to in section I of Article L. 451-1-2 of the French Monetary and Financial Code (*code monétaire et financier*), prepared under the responsibility of the Chief Executive Officer, complies with the format specified in Commission Delegated Regulation (EU) 2019/815 of December 17, 2018.

Based on our work, we conclude that the presentation of the parent company financial statements to be included in the annual financial report complies, in all material aspects, with the single electronic reporting format.

It is not our responsibility to verify that the parent company financial statements ultimately included by your Company in the annual financial report filed with the AMF correspond to those on which we performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of the Company by your general meetings of December 16, 1993 for Deloitte & Associés, and October 31, 1990 for Grant Thornton

As at December 31, 2022, Deloitte & Associés and Grant Thornton were in the 29^{th} and 32^{nd} year of total uninterrupted engagement, which is the 27^{th} year for both firms since the securities of the Company were admitted to trading on a regulated market.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Accounts Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 823-10-1 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. 822-10 to L. 822-14 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 19, 2023

The Statutory Auditors

Deloitte & Associés	**Grant Thornton**
Jean-François Viat	*French member of Grant Thornton International*
	Virginie Palethorpe

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, 2022

This is a free translation into English of the statutory auditors' special report on regulated agreements that is issued in the French language and is provided solely for the convenience of English-speaking users. This report on regulated agreements should be read in conjunction with, and is construed in accordance with, French law and professional auditing standards applicable in France.

To the Shareholders' Meeting of Atos S.E.,

In our capacity as Statutory Auditors of your Company (the "Company"), we hereby report to you on regulated agreements with third parties.

The terms of our engagement require us to communicate to you, based on information provided to us, the principal terms and conditions of those agreements brought to our attention or which we may have discovered during the course of our audit, as well as the reasons justifying that such agreements and commitments are in the Company's interest, without expressing an opinion on their usefulness and appropriateness or identifying other such agreements, if any. It is your responsibility, pursuant to Article R. 225-31 of the French Commercial Code (*code de commerce*), to assess the interest involved in respect of the conclusion of these agreements and commitments for the purpose of approving them.

Our role is also to provide you with the information provided for in Article R. 225-31 of the French Commercial Code in respect of the performance of the agreements, already authorized by the Shareholders' Meeting and having continuing effect during the year, if any.

We conducted the procedures we deemed necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes)* relating to this engagement. These procedures consisted in agreeing the information provided to us with the relevant source documents.

AGREEMENTS SUBMITTED FOR APPROVAL TO THE SHAREHOLDERS' MEETING

Agreements authorized and concluded during the year

In accordance with Article L. 225-40 of the French Commercial Code, the following agreement entered into during the year and previously authorized by the Board of Directors, has been brought to our attention.

Agreement with Mr. Rodolphe Belmer related to the end of his terms of office as Chief Executive Officer and Director of the Company

During a meeting on June 13, 2022, your Board of Directors, after duly noting Mr. Rodolphe Belmer's resignation from his terms of office as Chief Executive Officer and Director with effect from September 30, 2022 at the latest, authorized the signing of an agreement between Mr. Rodolphe Belmer and the Company to organize the conditions of the end of his terms of office (the "Agreement"). The Agreement was signed on June 14, 2022 and Mr. Rodolphe Belmer's terms of office expired on July 13, 2022, with his departure effective on that date.

This agreement places an obligation on Mr. Rodolphe Belmer to cooperate with and assist the Company to allow for an orderly transition of executive management both internally and with respect to stakeholders until his effective departure from the Group. The agreement also includes a mutual non-disparagement obligation for Mr. Rodolphe Belmer and the Company.

Finally, the agreement set out the financial terms of the termination of Mr. Rodolphe Belmer's duties:

- **Fixed compensation**

  Mr. Rodolphe received his fixed monthly compensation until the date at which his departure took effect (received on a pro rata basis in the case of his departure mid-month). The amount paid in this respect for 2022 was €642,857.

- **Variable compensation**

  Mr. Rodolphe Belmer may receive:

  - for the first half of 2022, up to 100% of the target variable compensation for the half-year (i.e. €600,000) taking into account the achievement of qualitative criteria set by the Board of Directors (i.e. the preparation and validation of a medium-term strategic plan by the Board of Directors and the presentation of this plan during an investors day). During a meeting on July 26, 2022, at the recommendation of the Remuneration Committee, your Board of Directors set the variable compensation granted to Mr. Rodolphe Belmer in respect of the first-half of 2022 at €600,000 gross (i.e. 100% of the target variable compensation), after validating the achievement of the qualitative criteria;
  - For the period between July 1 and the date at which his departure took effect, 100% of the target variable compensation for the half-year pro rata to his presence within the Company, subject to the achievement of qualitative criteria to be approved by the Board of Directors in relation to the success of the executive management transition. These new qualitative criteria were to replace the criteria previously used by the Board of Directors and should have been subject to a vote by the Shareholders' Meeting. During a meeting on July 26, 2022, your Board of Directors, taking into account the effective departure of Mr. Rodolphe Belmer on July 13, 2022 and the absence of performance to assess over such a short period, stated that there was no reason to set performance conditions, and that no variable compensation would be owed to Mr. Rodolphe Belmer for the second half of 2022.

  The payment of the variable compensation for the first half-year will be subject to a vote by the Annual Shareholders' Meeting approving the financial statements for the year ended December 31, 2022.

- **Severance pay**

  As Mr. Rodolphe Belmer's departure was forced by the complete redefining of Atos SE's strategy leading to a possible change in Atos' components by separating the Group's activities and therefore leading to a complete redefining of the scope, substance, duties and missions of executive management, he will receive a severance pay package of €1,800,000 (corresponding, taking into account the specific circumstances, to 9 months of theoretical gross monthly compensation (fixed and target variable)).

As agreed with Mr. Rodolphe Belmer, the amount of severance pay was lower than that approved by the Shareholders' Meeting in accordance with Article L. 22-10-8 of the French Commercial Code (*code de commerce*). The compensation policy stipulates that the compensation can be a maximum of 200% of the theoretical gross annual compensation (fixed and target annual variable).

The payment of this severance pay will be subject to a vote by the Annual Shareholders' Meeting approving the financial statements for the year ended December 31, 2022.

- **Long-term compensation**

  Mr. Rodolphe Belmer will not receive any long-term compensation after his departure, the presence condition not being met for all the components of long-term compensation granted.

- **Benefits in kind**

  From his effective departure, Mr. Rodolphe Belmer will no longer benefit from a company car with driver, nor from the health insurance plans in force within Atos.

It is specified that the provisions of the agreement are in line with the compensation policy approved by the Shareholders' Meeting of May 18, 2022.

Reasons justifying that the Agreement is in the Company's interest: Your Board of Directors considered that signing the Agreement enables the Company to protect its interests during the departure of its executive manager, by providing in particular the commitments given by Mr. Rodolphe Belmer to ensure the orderly transition of executive management.

AGREEMENTS ALREADY APPROVED BY THE SHAREHOLDERS' MEETING

Agreements approved in prior years whose implementation continued during the year

Pursuant to Article R. 225-30 of the French Commercial Code (*code de commerce*), we have been informed that the following agreements, already approved by the Shareholders' Meeting in previous years, continued during the year.

Customer Relationship Agreements 2.0 concluded with three entities of the Siemens Group, including Siemens AG

Person concerned: Mr. Cedrik Neike, Director of the Company until May 18, 2022 and member of the Management Board of Siemens AG

The Board of Directors' meeting of September 22, 2020 previously authorized the signing of three Customer Relationship Agreements 2.0 between Atos SE and the Siemens Group, signed on the same day, with the following main features:

(i) three 5-year contracts signed by Atos SE respectively with (i) Siemens AG, (ii) Siemens Gas and Power GmbH & Co KG, and (iii) Siemens Healthineers AG

(ii) new volume commitments of the Siemens group for a total amount of 3 billion euros

(iii) extension of the scope to cover Digital Workplace, Application Modernization, Digital Platforms and End-to-End Integration and Security to support Siemens' strategic digital objectives, such as its service modernization, data exploitation and cloud transformation.

Pursuant to their contractual stipulations, these agreements were implemented in 2022.

Lock-Up Agreement entered into with Siemens Pension Trust e.V.

Person concerned: Mr. Cedrik Neike, Director of the Company until May 18, 2022 and member of the Siemens AG Management Board

On May 20, 2011, Atos SE, Siemens AG and Siemens Beteiligungen Inland GmbH ("Siemens Inland") entered into a lock-up agreement (hereafter the "Lock-Up Agreement") which provides for a lock-up undertaking of Siemens AG and Siemens Inland on the participating interests held by Siemens Inland in the share capital of Atos SE (12,483,153 shares) until June 30, 2016 (hereafter the "Lock-Up Period"). Siemens Inland transferred this shareholding in the share capital of Atos SE to Siemens AG in December 2013.

At the end of the Lock-Up Period, the Lock-Up Agreement also provided that if Siemens AG or Siemens Inland wished to sell their shares, they undertook to do so in an orderly manner, within the limit of a number of shares sold per trading day which may not exceed 20% of the average daily volume of Atos SE shares traded on Euronext Paris during the 30 days prior to the date of the proposed sale. Block sales were not affected by this restriction, it being specified however that if Siemens AG or Siemens Inland received a bona fide offer from a competitor of Atos SE, they would first have to allow Atos SE to acquire, or have acquired by a strategic investor, all the Atos SE shares concerned, under the conditions and at the price offered. Atos SE would have five business days to accept this offer to purchase from the date of its receipt by Atos SE.

The above mentioned commitments to sell in an orderly manner and to make a tender offer should immediately and automatically terminate in the event of (i) a public offer for the shares of Atos SE accepted by the Board of Directors of Atos SE and having received a compliance decision from the *Autorité des marchés financiers* (AMF), or (ii) a change of control of Atos SE, i.e. if a person or group of persons acting in concert comes to hold 30% or more of the share capital or voting rights of Atos SE, or (iii) the disposal by Atos SE of a significant portion of its assets or activities representing 33% of the revenues of the previous financial year, if Siemens has not given its consent to such disposal.

The Lock-Up Agreement should also terminate on the day Siemens AG, Siemens Inland or their affiliates cease to hold a number of Atos SE shares representing more than 5% of the share capital of Atos SE (on an undiluted basis).

In the context of the strengthening of the partnership between Atos and Siemens, as announced by the parties in July 2015, Atos SE, Siemens AG and Siemens Inland entered, on October 30, 2015, into an agreement called "Amendment to the Lock-Up Agreement", subject to the condition precedent of the authorization by the Board of Directors of the Company held on November 3, 2015, for the purpose of amending the Lock-Up Agreement as follows:

(i) extend the maturity date of the Lock-Up Period until September 30, 2020 (i.e., an additional lock-up period of 4 years and 3 months);

(ii) provide for the possibility for Siemens AG or Siemens Inland, as from July 1, 2016, to transfer the shares to two Siemens employees' pension funds named Siemens Pension Trust e.V. and BSAV-Trust e.V. (or to any investment fund or investment vehicle in which - directly or indirectly - either or both of these pension trusts invest their assets provided that these pension trusts are the only investors), subject to such transferee agreeing to abide by the Lock-Up Agreement.

Thus, on March 27, 2018, in connection with the funding of a pension plan by Siemens AG, Siemens AG transferred, off-market, to Siemens Pension-Trust eV that it controls its entire financial interests in the Company, corresponding to 12,483,153 Atos SE shares. As part of the transfer mentioned above, Siemens Pension-Trust eV signed on March 23, 2018 an act entitled "Joinder Agreement" under which Siemens Pension-Trust eV agreed to be bound by all terms and conditions of the Lock-up Agreement.

Following the expiry on September 30, 2020 of the holding commitment under the Lock-up Agreement and given that Siemens Pension Trust e.V. is acting independently with respect to its status and is not legally controlled by Siemens AG, the 10,665,713 Atos S.E. shares held by Siemens Pension Trust e.V. at December 31, 2022 were included in the free float.

The Board of Directors authorized this agreement at its meeting of November 3, 2015 and therefore satisfied the condition precedent. This agreement was approved by the Shareholders' Meeting on May 26, 2016.

This agreement continued in 2022 with regard to the aforementioned commitments to sell the shares in an orderly manner and make a tender offer at the end of the Lock-up Period.

As a result of Siemens Pension Trust e.V. holding less than 5% of the share capital and voting rights as of October 28, 2022, the Lock-up Agreement and all its commitments terminated as of right.

Paris–La Défense and Neuilly-sur-Seine, April 19, 2023

The Statutory Auditors

Deloitte & Associés	**Grant Thornton**
Jean-François Viat	*French member of Grant Thornton International*
	Virginie Palethorpe

6.2.3 Atos SE Financial statement

As of December 31, 2022, the Group issued common stock amounted to € 110.95 million comprising 110,951,542 fully paid-up shares of € 1 per value each. Atos shares are traded on the Paris Euronext market under ISIN FR0000051732. The shares are not listed on any other stock exchange. Atos SE is the only listed company of the Group.

Balance sheet

		December 31, 2022			December 31, 2021
(in € thousand)	Notes	Gross	Net	Amortization/ Depreciation	Net
Assets					
Intangible fixed assets	Note 1	11,3918	-113,918		-
Tangible fixed assets		-	-	-	-
Participating interests	Note 2	10,452,188	-1,640,004	8,812,183	9,443,112
Other participating interests	Note 2				6,624
Other long-term investments	Note 2	529		529	
Total fixed assets		**10,566,634**	**-1,753,922**	**8,812,712**	**9,449,736**
Advances and down payments		635		635	635
Trade accounts and notes receivable	Note 3	113,165		113,165	40,927
Other receivables	Note 3	1,011,023	-13,418	997,605	966,995
Cash and cash equivalent	Note 4	2,159,057	-1,367	2,157,691	1,549,778
Total current assets		**3,283,881**	**-14,785**	**3,269,096**	**2,558,335**
Prepayments, deferred expenses	Note 5	34,218		34,218	40,002
Total assets		**13,884,733**	**1,768,707**	**12,116,026**	**12,048,074**

(in € thousand)	Notes	December 31, 2022	December 31, 2021
Liabilities and shareholders' equity			
Common stock		110,952	110,730
Additional paid-in capital		1,630,225	1,629,568
Legal reserves		11,076	11,073
Other reserves and retained earnings		4,064,629	4,808,710
Net income for the period		-700,677	-744,081
Shareholders' equity	**Note 6**	**5,116,205**	**5,816,001**
Provisions for contingencies and losses	Note 7	273,700	569
Borrowings	Note 8	4,673,362	4,430,294
Trade accounts payable	Note 9	102,155	27,770
Other liabilities	Note 9	1,950,466	1,771,858
Total liabilities		**6,999,684**	**6,230,491**
Unrecognised exchange gains, deferred income	Note 10	137	1,582
Total liabilities and shareholders' equity		**12,116,026**	**12,048,074**

Income statement

(in € thousand)	Notes	December 31, 2022	December 31, 2021
Revenue	Note 11	124,413	122,353
Other income		1,783	4,301
Total operating income		126,196	126,654
Purchases and external expenses		-28,797	-26,938
Taxes		-820	-907
Remuneration and social charges		-3,214	-434
Depreciation amortization and provisions		-13,418	
Other expenses	Note 12	-3,202	-9,508
Total operating expenses		-49,452	-37,787
Operating margin		76,744	88,866
Net financial result	Note 13	-870,959	-605,848
Net income on ordinary activities		-794,215	-516,981
Non-recurring items	Note 14	88,924	-228,946
Employee profit sharing			
Corporate income tax	Note 15	4,614	1,847
Net income for the period		**-700,677**	**-744,081**

6.2.4 Notes to the Atos SE statutory financial statements

Atos SE Activity

Atos SE main activities are:

- the management of the Atos trademark;
- the management of Group participating interests;
- the management of Group financing activities.

Revenue consists mainly of trademark fees received from Group subsidiaries.

The company Atos SE is the parent company of the Atos Group and consequently establishes consolidated financial statements.

Highlights

During 2022, Atos SE governance has been modified.

On June 14, 2022, the Board of Directors of the Atos Group decided to study a project to separate the historical activities of Atos (Tech Foundations), on the one hand, and its Big Data and Cybersecurity (BDS) and Digital activities, on the other hand, through two independent listed companies.

On July 13, 2022, the Board of Directors appointed Mr. Nourdine Bihmane and Mr. Philippe Oliva as Chief Executive Officers and Ms. Diane Galbe as Deputy Chief Executive Officer replacing Mr. Rodolphe Belmer.

On July 29, 2022, Atos SE obtained bank financing to plan the planned transformation plan.

Finally, during the 2022 financial year, Atos SE completed the sale of its entire stake in Worldline representing approximately 2.5% of Worldline's share capital.

Rules and accounting methods

The 2022 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, 2022.

Tangible assets

There are no tangible assets at December 31, 2022.

Financial assets

Financial assets consist of participating interests and other financial investments (loans and deposits).

Participating interests carried in the balance sheet are booked at their acquisition cost, including any transaction fees.

At each year end close, participating interests are valued at their value-in-use. A provision for impairment is set aside when the acquisition cost exceeds the value-in-use determined as follows:

- for operationnal subsidiaries ; entreprise value is determined based on a multicriteria approach, including (i) Discounted Cash Flows (DCF) wich are based on the mid-term plan of the Group, and (ii) trading multiples.
- for non-operationnal subsidiaries (holding entities), on the basis of their net equity and their share of the revalued net assets of their subsidiaries, if any.

Loans are mainly intra-Group transactions.

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, 2021	Acquisitions/ charges	Disposals/ reversals	December 31, 2022
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 straightline basis.

Note 2 Financial fixed assets

Change in financial fixed assets – Gross value

(in € thousand)	December 31, 2021	Acquisition	Decrease	December 31, 2022
Investments in consolidated companies	10,543,152	395	-91,360	10,452,188
Investments in non consolidated companies	-	-	-	-
Other investments	6,624		6,624	
Total Investments	**10,549,776**	**395**	**-97,983**	**10,452,188**
Intercompany loans and accrued interests	-	-	-	-
Others		529		529
Total Other financial assets		**529**		**529**
Total	**10,549,776**	**924**	**-97,983**	**10,452,716**

Acquisition/diminution of participating interest and other movements

In the course of the year, Atos SE increased the capital of Atos Investissement 21 for € 0.3 million.

The decrease of the participating interests corresponds to the Atos Consulting and Atos Management France shares sales to Atos France for respectively € 16.53 million and € 74.82 million.

The decrease of other investments for € 6.6 million correspond to the sale of Worldline shares representing a 2.5% ownership.

Change in financial fixed assets – Impairment

(in € thousand)	December 31, 2021	Depreciation	Release	December 31, 2022
Investments in consolidated companies	-1,100,040	-622,884	82,920	-1,640,004
Investments in non consolidated companies	-		-	-
Other investments	-		-	
Total	**-1,100,040**	**-622,884**	**82,920**	**-1,640,004**

The release of the period corresponds manly to the impact of the Atos Consulting and Atos Management France Share sales to Atos France € 69,97 million and a release of provision on Atos International B.V. participating interests for € 12.9 million.

The depreciation of the period corresponds mainly to Atos France for € 356,1 million, Bull SA for € 99,7 million, Atos Spain SA for € 106,9 million and Atos Investissement 10 for € 55,7 million.

Net value of the financial fixed assets

(in € thousand)	Gross amount	Depreciation	Net value
Investments in consolidated companies	10,452,188	-1,640,004	8,812,183
Investments in non consolidated companies	-	-	-
Other investments			
Investments	**10,452,188**	**-1,640,004**	**8,812,183**
Loans and accrued interests	-	-	-
Others	-	-	-
Other financial assets	**-**	**-**	**-**
Total	**10,452,188**	**-1,640,004**	**8,812,183**

Main subsidiaries and investments

(in € thousand)	% interest	Gross value at December 31, 2022	Net value at December 31, 2022	Loans and advances made by the Company not refunded	Sureties and guaranties made	Dividends received
SUBSIDIARIES (over 50% interest)						
French subsidiaries						
Atos France	100	356,054	0		319,501	
Atos Participation 2	100	30,616	16,129			
Atos International	100	142,983	34,316		97,569	
Bull SA	100	1,340,186	1,240,523			
Atos Investissement 10	100	88,899	0			
Atos Investissement 12	100	62	25			
Atos Meda	100	8,840	8,840			
Atos Investissement 19	100	59	59			
Atos Investissement 20	100	37	0			
Atos Investissement 21	100	368	37			
Atos Worldgrid	100	32,328	32,328		25,287	
Foreign subsidiaries						
St Louis Ré, Benelux	100	2,174	2,174		36,700	
Atos Spain SA	100	128,121	21,134		86,936	
Atos Information Technology GmbH	100	585,747	0		1,232,882	
Atos International BV, Pays Bas	100	7,682,179	7,451,904		12,452	
Atos Bilisim, Turquie	81	22,276	4,016		10,000	
Atos Customer Serv Turquie	92	199	199		5,000	
SUBSIDIARIES (10 to 50% interest)						
Canopy uk	11	30,245	311			
Group technic informatic, Spain	33	751	143			

(in € thousand)	
Total equity from French subsidiaries	1,860,422
Total equity from foreign subsidiaries	6,312,751
Total net income from French subsidiaries	-73,830
Total net income from foreign subsidiaries	-300,967

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Note 3 Trade accounts, notes receivable and other receivables

Trade accounts, notes receivable and other receivables

(in € thousand)	Gross amount December 31, 2022	Depreciation	Net value December 31, 2022	Net value December 31, 2021
Trade accounts and notes receivable and doubtful debtors	40,384	-	40,384	37,823
Invoices to be issued	72,781	-	72,781	3,104
Trade accounts and notes receivables	**113,165**		**113,165**	**40,927**
State and income tax	18,148	-	18,148	6,687
VAT receivable	13,462	-	13,462	4,049
Intercompany current account	977,666	-13,418	964,248	955,718
Other debtors	1,747	-	1,747	541
Other debtors	**1,011,023**	**-13,418**	**997,605**	**966,995**
Total	**1,124,188**	**-13,418**	**1,110,770**	**1,007,922**
Of which operating		-		

The trade accounts and doubtful debtors mainly include intra-Group receivables. The "invoices to be issued" mainly relates to intercompany invoicing of Trademark Fees for € 0.8 million and non-current items for € 72.0 million.

Intercompany current accounts include mainly receivable as part of the cash pooling.

Maturity of trade accounts receivable and other debtors

(in € thousand)	Gross amount at December 31, 2022	Up to 1 year	1 to 5 years
Trade accounts and notes receivable and doubtful debtors	40,384	40,384	-
Invoices to be issued	72,781	72,781	-
State and income tax	18,148	18,148	-
VAT receivable	13,462	13,462	-
Intercompany current account	977,666	977,666	-
Other debtors	1,747	1,747	-
Total	**1,124,188**	**1,124,188**	**-**

Accrued income

(in € thousand)	December 31, 2022	December 31, 2021
Accrued income included in Receivable accounts		
Other receivables	403	447
TOTAL	**403**	**447**

Note 4 Cash and cash equivalents

Cash and cash equivalents and mutual funds

(in € thousand)	Gross amount at December 31, 2022	Depreciation	Net value December 31, 2022	Net value December 31, 2021
Mutual funds	-	-	-	-
Treasury stocks - owned shares	3,414	-1,367	2,047	6,791
Short Term Bank deposits		-		125,000
Cash at bank	2,155,644	-	2,155,644	1,417,987
Total	**2,159,057**	**-1,367**	**2,157,691**	**1,549,778**

Movement in Treasury stocks-owned shares

As at December 31, 2022, the Company owned 227,146 Atos SE shares which amounted to 0.20% of the share capital with a portfolio value of € 2,047,039.75, based on December 31, 2022 market price, and with a book value of € 3,413,840.77. These shares were purchased in the context of a share buyback program and were assigned to the allocation of shares to employees or corporate officers of the Company or its group and correspond to the hedging of its undertakings under the performance shares plans or share purchase plans.

From January 1, 2022 to December 31, 2022 the Company transferred 139,480 shares of the Company to beneficiaries of LTI (Long term Incentives) plans.

Short term bank deposits

Depending on market conditions and short-term cash flow expectations, Atos SE from time to time invests in money market funds or bank deposits with a maturity period not exceeding three months.

Note 5 Prepayments and deferred expenses

(in € thousand)	December 31, 2022	December 31, 2021
Redemption premiums of bonds	7,663	9,249
Prepaid expenses	11,257	15,031
Deferred expenses	15,299	15,722
TOTAL Deferred expenses	**34,218**	**40,002**

The redemption premiums of bonds, for an amount of € 7.6 million, are related to the € 1,800 million bonds (reimbursement of € 700 million during 2022) emitted in November 2018 for € 1.9 million and of € 5.7 million related to the sustainability-linked bond issued in November 2022.

The amounts are deduction made of the amortization (amortization on a straight-line basis depending on the maturities).

The prepaid expenses relate to the payment of the Marketing right of the 2024 Paris Olympic games for € 11.0 million.

The deferred expenses consist of fees amortization related to:

- the syndicated loan for € 1.5 million;
- the € 1,100 million 2018 bonds for € 1.6 million;
- the € 300 million 2016 bonds for € 0.1 million;
- the € 500 million 2019 zero coupon convertible bond for € 2.2 million;
- the € 50 million 2019 NEU MTN (Negotiable European Medium-term Note) for € 0.2 million;
- the € 800 million 2021 sustainability-linked bond for € 3.5 million;
- the € 600 million 2022 term loan for € 6.2 million.

Note 6 Shareholders' equity

Common stock

	December 31, 2022	December 31, 2021
Number of shares	110,951,542	110,730,332
Nominal value *(in €)*	1	1
Common stock (in € thousand)	**110,952**	**110,730**

Capital ownership structure over three years

	December 31, 2022		December 31, 2021		December 31, 2020	
	Shares	%	Shares	%	Shares	%
Siemens Pension Trust e.V[1].			10,665,713	9.63%	12,483,153	11.3%
JP Morgan Chase & Co[2]	7,587,586	6.84%				
Employees	3,006,444	2.71%	3,372,846	3.05%	2,445,817	2.2%
Board of Directors	33,221	0.03%	33,665	0.03%	89,442	0.1%
Treasury stock	227,146	0.20%	181,626	0.16%	53,265	-
Others[3]	100,097,145	90.22%	96,476,482	87.13%	94,921,489	86.3%
Total	**110,951,542**	**100%**	**110,730,332**	**100,0%**	**109,993,166**	**100.0%**

1 Following the crossing, downward, by Siemens Pension -Trust e.V., on October 28, 2022, of the 5% threshold of the Company's capital and voting rights, their holding is included in "others"

2 On the basis of the threshold crossing statement dated September 8, 2022 (n°222C2178)

3 Includes all shareholders holding less than 5% of the share capital

Shareholders' agreements

As a reminder, on the occasion of the acquisition by the Company from Siemens of Siemens' former subsidiary SIS, the Siemens group committed to keep its shareholding in the Company, amounting to 12,483,153 shares, until June 30, 2016 (the "Lock-Up Agreement"). This lock-up commitment was extended to September 30, 2020, pursuant to an amendment to the Lock-up Agreement entered into on October 30, 2015 between Siemens AG, the Company and Siemens Beteiligungen Inland GmbH, in the context of the strengthening of the alliance between both Siemens and Atos. Under this agreement, Siemens nevertheless retained the possibility, as from July 1, 2016, to transfer its shareholding in the Company to two Siemens employees pension funds named Siemens Pension Trust e.V. and BSAV-Trust e.V., provided that such pension trust agree to abide by the terms and conditions of the Lock-Up Agreement, and that when exercising the right to suggest a representative to be elected to the Atos Board of Directors, it shall always suggest an active member of the Management Board of Siemens.

On March 27, 2018, in connection with the financing by Siemens AG of a pension plan, Siemens AG transferred, off the market, the entirety of its shareholding in the Company, i.e. 12,483,153 Atos SE shares, to Siemens Pension-Trust e.V.In connection with the above-mentioned transfer of shares, Siemens Pension Trust e.V. executed a Joinder Agreement on March 23, 2018 under which Siemens Pension Trust e.V. agreed to be bound by the terms and conditions of the Lock-Up Agreement, as mentioned hereabove.

The Lock-up Agreement also provided, among other things, that at the end of the lock-up commitment, Siemens Pension Trust e.V. should commit to sell its Atos SE shares in an orderly manner.

Following the crossing downwards, on October 28, 2022, by Siemens Pension Trust e.V. of the 5% thresholds of the Company's share capital and voting rights, the Lock-Up Agreement has been automatically terminated, along with all its commitments.

The Company has not received notice of any other 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 Group's shares which are owned by employees are mainly managed by Group mutual funds (FCPE). 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, 2022, the shareholding of current and former Atos Group employees into Atos SE represented an overall 2.71% of the share capital.

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 22nd resolution of the Annual General Meeting of May 18, 2022 renewed in favor of the Board of Directors, the authorization to trade in the Group's shares, in connection with the implementation of a share buyback program.

These purchases may be carried out:

- to ensure liquidity and an active market of the Company's shares through an investment services provider acting independently in the context of a liquidity contract, in accordance with the market practice accepted by the AMF;
- to attribute or sell these shares to the executive officers and Directors or to the employees of the Company and/or to the current or future affiliated companies, under the conditions and according to the terms set or accepted by applicable legal and regulatory provisions in particular in connection with (i) profit-sharing plans, (ii) the share purchase option regime laid down under articlesL. 22-10-56 and L. 225-177 et seq. of the French Commercial Code, and (iii) free awards of shares in particular under the framework set by articles L. 22-10-59, L. 22-10-60 and L. 225-197-1 et seq. of the French Commercial Code and (iv) French or foreign law shareholding plans, in particular in the context of a company savings plan, as well as to carry out all hedging operations relating to these operations, under the terms and conditions set by market authorities and at such times as the Board of Directors or the person acting upon its delegation so decides;
- to remit the shares acquired upon the exercise of the rights attached to securities giving the right, whether immediate or deferred, by reimbursement, conversion, exchange, presentation of a warrant or any other way, to the attribution of shares of the Company, as well as to carry out all hedging operations relating to the issuance of such securities, under the conditions set by market authorities and at such times as the Board of Directors or the person acting upon its delegation so decides;
- to keep them and subsequently use them in payment or exchange or other in the context of potential external growth operations; or
- to cancel them as a whole or in part through a reduction of the share capital authorized by the General Meeting, in particular pursuant to the 17th resolution of the Annual General Meeting held on May 12, 2021.

This authorization shall be used at any time except during public offers on the shares of the Company.

This authorization will also enable the Company to trade in its own shares for any other purpose in accordance with the regulations in force or which would be presumed to be legitimate by the applicable legal and regulatory provisions or which would be recognized as a market practice by the AMF. In such a case, the Company would inform its shareholders by way of a press release.

The purchase of shares shall not exceed, at any time, a maximum number of shares representing 10% of the share capital of the Company, at any time, this percentage being applied to a share capital figure adjusted to reflect transactions affecting the share capital subsequent to the Annual General Meeting held on May 18, 2022, it being specified that where the shares are repurchased in the context of a liquidity contract, the number of shares taken into account in calculating the 10% limit will be the number of shares purchased minus the number of shares resold during the period of the authorization.

Acquisitions, sales and transfers or exchange of shares may be made by any means, subject to the limits authorized by the laws and regulations in force, on one or several occasion, on a regulated market or via a multilateral trading facility or a systematic internalizer or over the counter, including by public tender offering or by block purchases or sales (with no limit on the portion of the share repurchase program), and where required, by derivative financial instrument (traded on a regulated market or a multilateral trading facility via a systematic internalizer or over the counter) or by warrants or securities giving access to Company shares, or the implementation of optional strategies such as purchases or sales of purchase or sale options, or by the issuance of securities giving access to the Company's capital, by conversion, exchange, redemption, exercise of a warrant or any other means to Company shares held by this latter party, and when the Board of Directors or the person acting on the Board of Directors' authority, under conditions laid down in the law, decides in compliance with the relevant legal and regulatory provisions.

The maximum purchase price per share may not exceed € 120 (fees excluded).

The Board of Directors may adjust the aforementioned maximum purchase price in the event of incorporation of premiums, reserves or profits, giving rise either to an increase in the nominal value of the shares or to the creation and the free allocation of shares, as well as in the event of division of the nominal value of the share or share consolidation or any other transaction on equity, so as to take account of the impact of such transactions on the value of the shares.

As a result, the maximum amount of funds assigned to the share buyback program amounts to € 1,329,164,388 as calculated on the basis of the share capital as of the day of the Annual General Meeting.

This authorization was granted for a period of 18 months as from May 18, 2022.

Free Float

As at December 31, 2022	Shares	% of share capital	% of voting rights*
Employees	3,006,444	2.71%	2.71%
Board of Directors	33,221	0.03%	0.03%
Treasury stock	227,146	0.20%	0.20%
Free float	107,684,731	97.06%	97.06%
Total	**110,951,542**	**100%**	**100%**

*Theoretical voting rights in accordance with Article 223-11 of the AMF General Regulation.

Atos updated its level of free float following the expiration, on September 30, 2020, of the lock-up commitment pursuant to the Lock-up Agreement between Atos SE and Siemens Pension-Trust e.V. (SPT). Considering that SPT acts independently with regard to its status, and is not legally controlled by Siemens AG, the Atos shares owned by SPT, were included in the free float. It is specified in this respect, that on October 28, 2022, SPT declared that it had crossed the thresholds of 5% of the Company's share capital and voting rights and held on the same date 5,353,137 ATOS SE shares representing as many voting rights, i.e. 4.82% of the capital (1).

The 7,587,586 Atos shares held by JP Morgan Chase & Co., representing 6.84% of the Company's share capital (2), were also included in the free float as this stake was analyzed as unstable by Atos. As such, it is specified that JP Morgan Chase & Co. declared that it had crossed, on February 6, 2023, the thresholds of 5% of the Company's share capital and voting rights and no longer held shares of the Company on that date (3).

Stakes owned by the employees and the management as well as treasury shares, are also excluded from the free float.

The Company's shares which are owned by employees are managed by Group mutual funds (FCPE) or held in direct shareholding.

The Supervisory Boards of the Group mutual funds exercise the voting rights attached to the securities held within the funds. As at December 31, 2022, the shareholding of current and former Atos Group employees into Atos SE represented an overall 2.71% of the share capital.

As at December 31, 2022, with the exception of JP Morgan Chase & Co., no other shareholder had disclosed a shareholding of more than 5% of the Company's share capital.

Changes in shareholders' equity

(in € thousand)	December 31, 2021	Exercice of share options	Dividends	Appropriation of result	Capital increase	Net Income 2022	December 31, 2022
Common stock	110,730				221		110,952
Additional paid-in capital	1,629,568				657		1,630,225
Legal reserve	11,073				3		11,076
Other reserves							
Retained earnings	4,808,710			-744,081			4,064,629
Net income for the period	-744,081			744,081		-700,677	-700,677
Total of the shareholders' equity	**5,816,001**	**0**	**0**	**0**	**881**	**-700,677**	**5,116,205**

As at December 31, 2022, the Company's issued common stock amounted to € 110.9 million, divided into 110,951,542 fully paid-up shares of € 1.00 par value each.

Compared to December 31, 2021, the share capital was increased by the issuance of 221,210 new shares, broken down as follow:

- 33,367 new shares resulting from a capital increase reserved for employees located in the United Kingdom as part of the "Share Incentive Plan 2021";
- 184,963 new shares resulting from the acquisition and delivery of performance shares awarded on July 24, 2019 to certain employees and executives of the Group; and
- 2,880 new shares resulting from the acquisition and delivery of performance shares awarded on October 23, 2019 to an employee of the Group.

1) *Based on the threshold crossing declaration dated 2 November 2022 (No. 222C2435).*
2) *Based on the threshold crossing declaration dated 8 September 2022 (No. 222C2178).*
3) *Based on the threshold crossing declaration dated 2 November 2022 (No. 222C2435).*

Potential common stock

Based on 110,951,542 outstanding shares as of December 31, 2022 the common stock of the Group could be increased by 2,290,523 new shares, representing 2.06% of the common stock before dilution. This dilution could come from the exercise of stock subscription options granted to employees or from the acquisition of performance shares, as follows:

(in shares)	December 31, 2022	December 31, 2021	Change	% dilution
Number of shares outstanding	**110,951,542**	**110,730,332**	**221,210**	
From stock subscription options	0	137,000	-137,000	0%
From performance shares	2,279,353	2,605,563	-326,210	2.05%
Potential dilution	**2,279,353**	**2,742,563**	**-463,210**	**2.05%**
Total potential common stock	**113,230,895**	**113,472,895**		

As of July 26, 2022, the Board of Directors noted that the condition for the acquisition of these options, relating to the performance of the Atos SE share compared to the performance of a basket composed of indices and shares, measured on the basis of the average opening share price (with reinvestment of dividends) during the trading days of the calendar quarter preceding the date of grant (i.e. July 25, 2019) and the date of acquisition (i.e. 25 July 2022), was not satisfied. Therefore, all stock options granted under this 2019 plan are considered lapsed.

As a result, as of December 31, 2022, there are no stock options outstanding.

Note 7 Provisions

Provisions

(in € thousand)	December 31, 2021	Charges	Release used	Release unused	December 31, 2022
Subsidiary risk	-	273,556	-	-	273,556
Contingencies	569	-	426	-	143
Litigations	-	-	-	-	-
Total	**-**	**-**	**-**	**-**	**-**
Of which			-		
• operating	-	-	-	-	-
• financial	-	-	-	-	-
• exceptional				-	-

The subsidiary risks concern Atos France for € 153 million,Atos Information Technology GMBH for € 84 million and Atos Investissement 10 for € 36 million.

Note 8 Financial borrowings

Closing net debt

(in € thousand)		Up to 1 year	1 to 5 years	Over 5 years	Gross value December 31, 2022	Gross value December 31, 2021
Bank overdraft		-	-	-		-
Bonds		300,000	750,000	1,150,000	2,200,000	2,900,000
Convertible Bond		-	516,449	-	516,449	525,221
Bank loans		1,250,000	50,000	600,000	1,900,000	948,500
Other borrowings		-	2,768	36,457	39,225	40,037
Loan Interest to be paid		17,668	-	-	17,668	16,535
Borrowings		**1,567,688**	**1,319,217**	**1,786,457**	**4,673,362**	**4,430,294**
Short Term Bank deposits	Note 4	-	-	-	-	125,000
Bond redemption premium			995	6.667	7.662	9,249
Cash at bank	Note 4	2,155,644	-	-	2,155,644	1,417,987
Closing net debt		**-587,956**	**1,318,222**	**1,779,790**	**2,510,056**	**2,878,058**

Financial borrowings included mainly:

- bonds as detailed below for € 2,200 million:
  - in October 2016, a € 300 million bond, 7 years maturity (2023, up to one year at the end of 2022) with a fixed coupon of 1.444%,
  - in November 2018, a € 750 million bond, 6.5 years maturity (2025, between 1 and 5 years at the end of 2022) with a coupon of 1.75%,
  - in November 2018, a € 350 million bond, 10 years maturity (2028, over 5 years at the end of 2022) with a coupon of 2.5%,
  - in November 2021, a € 800 million sustainability –linked bond, 8 years maturity (2029, over 5 years at the end of 2022) with a coupon of 1.0%;
- convertible bonds issued on November 1,2019 due 2024 for an aggregate nominal amount of € 500 million, which will be exchangeable into Worldline shares at a premium of 35% above the placing price of the Equity Placement. The convertible bonds have been issued with a premium of € 44.375 million corresponding to the offering price of 108,875%;
- NEU MTN for € 50 million with a maturity in 2026, between 1 and 5 years at the end of 2022;
- NEU CP for € 1,250 million, maturity 2022 up to one year;
- profit-sharing for € 2.8 million.

Syndicated loan extended to 2025

In 2018, a credit facility was signed for € 2.4 billion, maturing in November 2023 with an option for Atos to request the extension of the Facility maturity date until November 2025.

This facility is used for the general needs of the Group and replaced the previous € 1.8 billion facility signed in November 2014.

The amount of the existing revolving credit facility (signed in 2018) was reduced on June 28, 2022 from € 2.4 billion to € 0.9 billion. The leverage ratio has been revised from 2.5 to 3.75.

Note 9 Trade accounts, notes payable and other liabilities

Maturity of trade accounts, notes payable and other liabilities

(in € thousand)	Gross amount December 31, 2021	Up to 1 year	1 to 5 years	Gross amount December 31, 2020
Trade accounts and notes payable	102,155	102,155	-	27,770
Social security and other employee welfare liabilities	503	503	-	35
VAT payable	12,013	12,013	-	848
Intercompany current account liabilities	1,931,764	1,931,764	-	1,757,631
Other liabilities	6,185	6,185	-	13,344
Other liabilities	1,950,466	1,950,466	-	1,771,858
Total	**2,052,622**	**2,052,622**	-	**1,799,728**

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
2022							
Accounts payable and liabilities	**102,155**	**10,234**	**91,921**	**102,155**	**-**	**14,073**	**88,082**
	100.0%				0.0%	13.8%	86.2%
Accounts payable	21,775	129	21,646	21,775	-	14,073	7,702
Invoices to be received	80,380	10,105	70,275	80,380	-	-	80,380
2021							
Accounts payable and liabilities	**27,770**	**10,679**	**17,091**	**27,770**	**-**	**9,880**	**17,890**
	100.0%				0.0%	35.6%	64.4%
Accounts payable	9,880	1	9,879	9,880	-	9,880	-
Invoices to be received	17,890	10,678	7,212	17,890	-	-	17,890

Deferred Expenses

(in € thousand)	December 31, 2022	December 31, 2021
Deferred Expenses included in the trade payable accounts		
Invoices to be received	80,380	17,890
Other liabilities	758	697
State and employee related liabilities	14,014	11,826
Total	**95,152**	**30,413**

Note 10 Unrecognized exchange gains and deferred income

The deferred income are mainly related to financial interests.

Note 11 Revenue

Revenue split

	December 31, 2022		December 31, 2021	
	(in € thousand)	(in %)	(in € thousand)	(in %)
Trademark fees	112,545	90.5%	110,595	90.4%
Re-invoicing	1,312	1.0%	749	0.6%
Parental guarantees	10,556	8.5%	11,009	9.0%
Total revenue by nature	**124,413**	**100.0%**	**122,353**	**100.0%**
France	21,638	17.4%	22,228	18.2%
Foreign countries	102,775	82.6%	100,125	81.8%
Total revenue by geographical area	**124,413**	**100.0%**	**122,353**	**100.0%**

Note 12 Other expenses

Expenses

(in € thousand)	December 31, 2022	December 31, 2021
Group functions expenses	-1,811	-8,232
Software and Patent	-64	-34
Directors' fees	-1,293	-1,239
Other expenses	-	-
Operating Foreign exchange loss	-34	-3
Total	**-3,202**	**-9,508**

Group functions expenses mainly include marketing, communication, Investor Relations and Human Resources expenses invoiced by Atos International SAS and other holdings subsidiaries to the Company including fees paid to the International Olympic Committee.

Note 13 Financial result

(in € thousand)	December 31, 2022	December 31, 2021
Dividends received	-	2,210
Intercompany current account interests	2,419	166
Investment banking revenues	-	-
Other financial income on Convertible Bond	13,053	10,095
Reversal of provisions on investments in consolidated companies	82,920	324,730
Reversal of financial provisions	4,421	2,628
Disposal of short-term investment	551	1,322
Foreign exchange gains	117	19
Total of the financial incomes	103,480	341,170
Interests on borrowings	-45,164	-31,959
Securitisation interests	-	-
Intercompany loans interests	-7,280	-
Provision for depreciation on investments in consolidated companies	-622,884	-851,304
Provision for depreciation of treasury stocks - owned shares	-4,319	-1,403
Provision for deferred expenses	-10,986	-5,297
Short term borrowing interests	-69	-2,350
Foreign exchange losses	-138	-51
Other financial expenses	-10,042	-54,653
Financial provision	-273,556	
Total of the financial expenses	-974,439	-947,017
Net financial result	**-870,959**	**-605,848**

Financial incomes

The depreciation on investments has been disclosed in the Note 2 Financial Assets and Note 7 Provision.

Financial expenses

The interests on borrowings are composed of:

- € 3.5 million on syndicated loan;
- € 36.0 million on bonds;
- €-2.9 million on NEU CP and MTN / Negociable European Commercial Paper - Medium Term Note.

The provision for deferred expenses is composed of € 3.9 million related to the syndicated loan and € 7.0 million to the bonds.

The other financial expenses are mainly related to the loss incurred on the delivery of the performance shares to the employees for an amount of € 6.7 million (€ 52.9 million in 2021) and a discount fee for the financing of the CIR (research tax credit) 2021 for an amount of € 2.3 million.

The depreciation on investments has been disclosed in the Note 2 Financial Assets and Note 7 Provision.

Note 14 Non-recrurring items

(in € thousand)	December 31, 2022	December 31, 2021
Selling price from disposal of financial investments	253,058	176,233
Other income	60,052	25,706
Provisions on receivables	425	
Total of non recurring income	**313,535**	**201,940**
Net book value of financial investments sold	-97,882	-398,695
Provisions for liabilities and charges		-569
Other expenses	-126,729	-31,622
Total of non recurring expenses	**-224,611**	**-430,886**
Non recurring items	**88,924**	**-228,946**

In 2022, the non-recurring incomes are mainly related to the disposal of the subsidiaries Atos Consulting and Atos Management France to Atos France for € -71.5 million and the disposal of Worldline shares for €+226,6 million.

- exceptional income mainly corresponds to the sale price of the shares for € 253.1 million,
- net book value of the shares sold for € 98.0 million.

The other non-recurring incomes are mainly composed of re-invoicing to the Group for € 60.1 million.

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	-	5
Total	**-**	**5**

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	-794,215		-794,215
Non recurring items and legal profit sharing	88,924		88,924
Tax charge	-	4,614	4,614
Total	**-705,291**	**4,614**	**-700,677**

The result of the fiscal consolidation is a loss of € 338.3 million and therefore no current tax charge related to 2022. Atos SE shows a global tax income of € 11.8 million and no tax would have been paid by the Company in the absence of French tax consolidation.

The loss for the financial year of the french tax consolidation group carried forward is € 481.5 million as of December 31, 2022.

Note 16 Off-balance sheet commitments

Commitments given

(in € thousand)	December 31, 2022	December 31, 2021
Performance Parental Guarantees	5,509,522	4,901,150
Bank guarantees[1]	70,583	60,025
Total	**5,580,108**	**4,961,175**

1 Borne by Atos SE

For various large long-term contracts, Atos SE provides performance guarantees to its clients. These guarantees amount to € 5,510 million as of December 31, 2022, compared with € 4,901 million at the end of December 2021. This increase of € 608 million compared to last year is mainly due to the issuance of some guarantees provided to the benefit of Switzerland, France and Denmark customers.

They also included € 500 million parental guarantees (presented in "Performance") issued by Atos SE to support the obligations of two subsidiaries in the delivery of services in connection with a major contract signed in December 2022.

In addition, Atos SE has given several of its subsidiaries (including Atos Information Technology GmbH) financial support guarantees, in particular to comply with local regulations.

Regarding the multi-currency revolving credit facility extended until November 2025, Atos SE has issued in favour of a consortium of banks represented by BNP Paribas to cover up to € 660 million (unchanged), the obligations of its subsidiaries: Atos Telco Services B.V. and Atos International B.V.

In connection with the acquisition of Unify Group, the Board of Directors of Atos SE, at its meeting on December 17, 2015, agreed to provide a 30-year guarantee to several beneficiaries in accordance with the regulations in place in Germany. The maximum amount of this guarantee amounts to € 225 million (of which € 191 million for Deutsche Treuinvest).

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 U.S. District Court for the Southern District of New York.

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 £ 446 million (€ 506 million).

Commitments received

(in € million)	December 31, 2022	December 31, 2021
Syndicated loan	820	2,320

The received financial commitment refers exclusively to the part non utilized at Group level of the € 0.9 billion revolving facility.

Note 17 Risk analysis

Market risks: fair value of financial instruments

Cash at bank and short-term deposits, trade accounts receivable, bank overdraft and trade accounts payable

Due to the short-term nature of these instruments, the Group considers that the book value constitutes a reasonable estimate of their market value as of December 31, 2022.

Long- and medium-term liabilities

As of December 31, 2022, Atos SE doesn't present a long- and medium-term liabilities related to the syndicated loan.

Liquidity risk

On July 29, 2022, Atos announced a new financing structure to support the envisioned transformation plan as follows:

- a € 1.5 billion term loan ("Term Loan A") with an initial duration of 18 months and two extension periods of 6 months each;
- a € 0.3 billion bridge loan ("Term Loan B") with an initial duration of 12 months and one extension period of 6 months. Its purpose is to pre-finance assets disposals;
- the amount of the existing revolving credit facility (signed in 2018) was reduced from € 2.4 billion to € 0.9 billion. The leverage ratio has been revised from 2.5 to 3.75.

On May 9, 2022, the € 700 million bond issued in November 2018 bearing a coupon rate of 0.750% was fully repaid

On November 4, 2021, Atos announced that it had successfully placed its first sustainability-linked bond ("SLB") for an amount of € 800 million with a maturity of 8 years and a coupon of 1.0%. The coupon for the last 3 years will remain unchanged if Atos reduces its greenhouse gas emissions (CO_2, Scopes 1, 2 and 3) by 50% between 2019 and 2025.

On October 11, 2018, Atos signed with a syndicate of financial institutions a new multi-currency revolving credit facility of € 2.4 billion with a maturity of five years (the "Facility"), maturing in November 2023 with an option to extend the maturity of the credit facility until November 2025 in two stages. Atos exercised the second option in 2020 to extend the maturity of the Facility until November 2025 to the tune of € 2,366 million (€ 34 million remaining due November 2024).

The revolving credit facility includes one financial covenant which under the terms is the consolidated leverage ratio (net debt divided by Operating Margin before Depreciation and Amortization) which may not be greater than 2.5 times.

This facility is used for the general corporate purpose: as of December 31, 2022, Atos SE has not used this facility.

Liquidity risk at December 31, 2022

Instruments	Fix/Variable	Line *(in € million)*	Maturity
Sustainability-linked bond	Fix	800	November 2029
Syndicated loan	Variable	900	November 2025
Term Loan A	Variable	1500	January 2024 *
Term Loan B	Variable	300	July 2023 *
Bond borrowing	Fix	300	October 2023
OEB	Fix	500	November 2026
Bond borrowing	Fix	750	May 2025
Bond borrowing	Fix	350	November 2028
NEU MTN	Fix	50	April 2026

*Before extension options: 2 x 6 months on Term Loan A and 1 x 6 months Term Loan B

On June 2, 2017, Atos implemented a Negotiable European Commercial Paper program (NEU CP) in order to optimize financial expenses and improve Group liquidity management, for an initial maximum amount of € 900 million raised to € 1.8 billion on October 17, 2018. On December 10, 2019 the maximum amount of € 1.8 billion was increased to € 2.4 billion.

Credit risk

The Group has a fully integrated process concerning credit risk. In its trade relations, the Group manages its credit risk with a portfolio of diversified customers and follow-up tools.

Financially, the Group monitors the credit risk on its investments and its market operations by rigorously selecting leading financial institutions and by using several banking partners. The Group thus considers its credit risk exposure as being limited.

Market risk

The Group monetary assets comprise receivables and loans, securities investments and cash at bank. Monetary liabilities comprise financial, operating and other liabilities.

Interest rate risk

The exposure to interest rate risk encompasses two types of risks:

- a price risk on fixed-rate liability, the Company is exposed to potential opportunity losses should interest rates fall. A change in interest rates would impact the market value of fixed-rate financial assets and liabilities. However, this loss of opportunity would not impact financial income and expenses as reported in the Company's Income Statement and, as such, future net income of the Company up to maturity of these assets and liabilities;
- a cash-flow risk on floating-rate financial assets and liabilities. The Company considers that a variation in rates would have little effect on floating-rate financial assets and liabilities.

Note 18 Related parties

There is no transaction made by the Company (trademark fees, financing operations and tax consolidation) that was not performed under market conditions.

Note 19 Subsequent events

No subsequent event has occurred since the closure of the accounts.

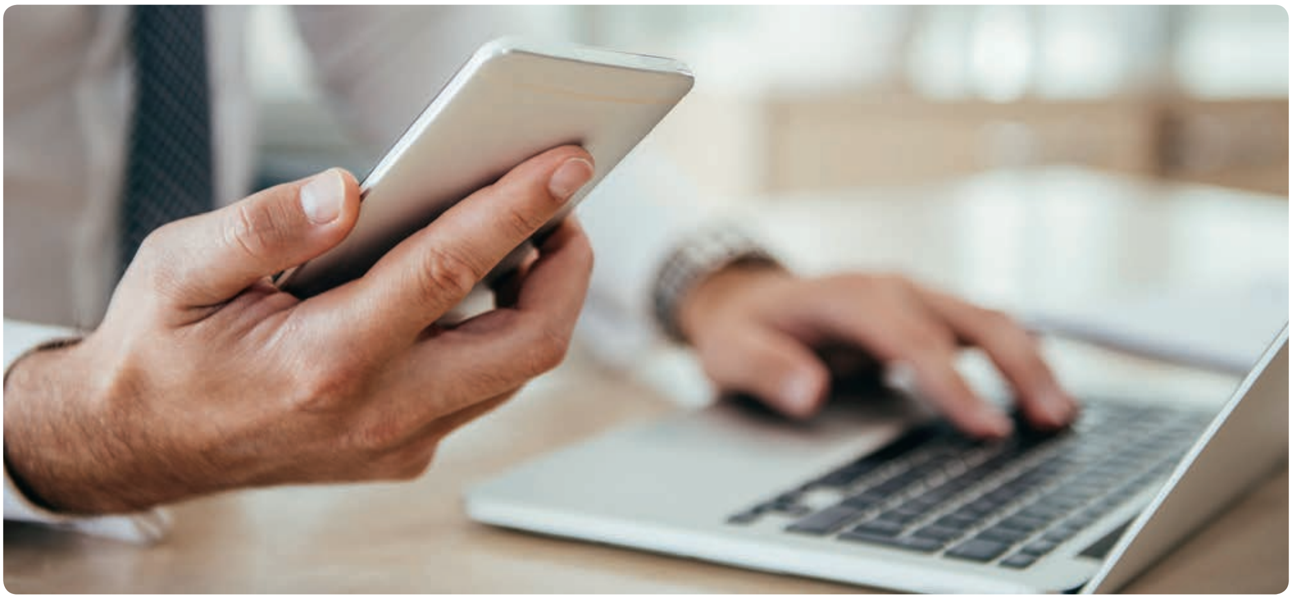
6.2.5 Atos SE financial summary for the last five years

(in € million)	December 31, 2022	December 31, 2021	December 31, 2020	December 31, 2019	December 31, 2018
I - Common stock at period end					
Common stock	110.9	110.7	109.9	109.2	106.9
Number of shares outstanding	110,951,542	110,730,332	109,993,166	109,214,914	106,886,219
Maximum number of shares that may be created by:					
conversion of convertible bonds					
exercise of stock subscription options	2,279,353	2,742,563	2,975,762	3,026,180	2,620,383
II - Income for the period					
Revenue.	124.4	122.4	124.1	141.1	145.6
Net income before tax. employee profit-sharing and incentive schemes. Depreciation. amortization and provisions	132.1	-214.7	1,504.4	3,548.3	114.6
Corporate income tax	4.6	1.8	-34.3	-26.2	26.3
Net income after tax, employee profit-sharing, depreciation, amortization and provisions	-700.1	-744.1	1,378.6	3,528.6	161.0
Dividend distribution	-	-	98.3	-	181.7
III – Per share data *(in €)*					
Net income after tax and employee profit-sharing but before depreciation. Amortization and provisions	1.2	-1.9	13.4	32.3	1.3
Net income after tax, employee profit-sharing, depreciation, amortization and provisions	-6.3	-6.7	12.5	32.3	1.5
Dividend per share	-	-	0.9	-	1.7
IV – Employees					
Average number of employees during the period	1.5	1	1	1.5	1.0
Total payroll for the period	1.6	0.4	2.0	2.1	2.8
Employee social security and welfare payments	0.7	0.1	0.5	0.4	0.7

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					
	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	3					103	0					848
Total amount of invoices concerned excluding VAT in K€	33	10,278	1,254	2,920	162	14,614	0	10,472	7,652	3,995	18,250	40,369
Total amount percentage of year expenses	0.1	32.2	3.9	9.1	0.5	45.7						
Percentage of year's sales excluding VAT							0.0	8.4	6.2	3.2	14.7	32.5
(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

[GRI 3-3]

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)

A risk mapping is revised regularly under the oversight of the Group Executive Board, addressing all risks from a strategic perspective.

Risk categories are identified based on research and analysis of the trends on the market, external risk studies, internal reporting on operational risks, CSR strategy and interviews with a panel of key managers and subject experts. Potential risks taken into account by ERM relate to:

- external factors (stakeholders' eco-system, external events and market environment);
- the organization (People, organization alignment);
- the business development (ability to innovate, go to market)
- services and products delivery (internal systems management, delivery and operations); and
- regulations and performance (laws and regulations, financial performance).

In 2022, nearly 400 top managers were involved via questionnaires and workshops, to collect their perception of the main risks, their relative importance (inherent risk) and mitigation effectiveness (residual risk).

Results are shared with Senior management and the Group Executive Board, and appropriate improvement plans for the main residual risks are designed and implemented at Regional and Group levels. The results are also presented to the Audit Committee of the Board of Directors.

This recurring process allows identifying evolutions year on year.

In parallel, other dedicated risk assessments are performed within departments such as Legal and Compliance (for example regarding anti-corruption), Security and Corporate Social Responsibility. These assessments are aligned with the Enterprise risk management exercise.

7.1.2 Business risk assessment and management

Atos has its business risk management approach reinforced during the last years, based on specific processes and organization.

7.1.2.1 Business risk management system

Atos Rainbow (Risk Assessment in Named Business Opportunities Worldwide) is a set of procedures and tools that provides a formal and standard approach to bid execution and contract monitoring. The Group operates a risk management system that facilitates the analysis (by identification and assessment) and treatment (by control and financing) of business risks throughout the life cycle of a project. This system is integrated with the control and approval process when entering new contracts. The objective is to ensure that the Group only bids for projects that can be delivered effectively and to provide an early warning system for any project that encounters challenges or diverges from its original targets. Specifically, the risk management process:

- identifies potential exposures, including technical, legal and financial risks that could have an impact during the life cycle of the project;
- evaluates, both qualitatively and quantitatively, the significance and materiality of any such exposures;
- ensures that appropriate and cost-effective risk controls or risk mitigation measures are initiated to reduce the likelihood and impact of negative outcomes on the project; and
- manages residual exposure through a combination of external risk transfer instruments and internal contingency reserves to minimize the exposure. All operational projects are monitored monthly at different levels (Business Lines, Regional Business Units or Group level, as the case may be) according to their size and risk exposure, using the Rainbow Delivery Dashboard, providing status on financial, delivery and technology, customer, legal, human resources and supplier KPI's.

Bids are also monitored on a constant basis at different levels (from Regional Business Units/Business Line to Global Business Line level) according to their size, using standardized review templates to bid phases (Pursuit, Strategy, Solution, Offer, Contract, Handover) to balance sales and risks while ensuring the re-use of experience/best practices and the adherence to Atos standards. The process is regularly reassessed with the aim of continuous improvement.

7.1.2.2 Business risk management organization of the Rainbow process

The control and approval process governing the bidding and contracting activities report to the Group Senior Vice-President for Bid Control and Business risk management, ensuring the capturing and ongoing tracking of risks identified at the bidding stage throughout the delivery cycle.

Bid Control and Business risk management report directly to the Group CFO, with the Bid Control Managers and Risk Managers in the Regional Business Units/Global Business Line reporting respectively to the Group Vice-President for Bid Control and Group Vice-President for Business risk management.

7.1.2.3 Group risk management Committee

A Group risk management Committee convenes on a monthly basis to review the most significant contracts and the sensitive ones. If needed weekly reviews can take place. The Committee is chaired by the Group CFO and led by the Senior Vice-President for Bid Control and Business risk management. Permanent members of the Committee include the Executive Vice-Presidents in charge of the Global Business Lines and the Regional Business Units and several other representatives from the Global Functions, including Finance and Legal. On a quarterly basis, the Audit Committee conducts a thorough review of all the major critical contracts considered to be at high risk. The Regional Business Units and the Risk Managers perform the continuous monitoring of contracts in deviation of their initial business case, based on both the Rainbow Delivery Dashboard which contains all financial, commercial, and operational KPIs and dedicated RAID (Risks, Assumptions, Issues, Dependencies) registers.

7.1.3 Insurance

Global insurance policies have been taken out with reliable international insurance companies, providing the Group with appropriate insurance coverage for its worldwide operations.

The most important global insurance programs are bought and managed centrally with renewal on January 1st for Commercial General Liability/Professional Indemnity (CGL/PI) insurance and Property Damage and Business Interruption insurance. In 2022, 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

The risk mapping exercise mentioned in 7.1.1 allowed the Group management to select, and rank in priority order, the risk factors specific to Atos which are the most material. It should be noted that the Group may be exposed to other non-specific risks that were potentially not identified or considered or risks whose impact on its business, financial condition and reputation may have been underestimated at the time of the filing of this document.

Critical risks for the Group are presented hereafter. They are classified by risk categories and by significance (in decreasing order of magnitude):

1. people risks;
2. IT security risks;
3. operational and financial risks;
4. go to market risks;
5. growing risks;

To connect these categories of enterprise risks with the classification of non-financial risks (i.e., the three top areas underlined through the Corporate Social Responsibility program – see 5.1.4), the table below presents their mapping:

Strategic risks	Non-financial Challenges	Reference to section 7	Reference to section 5
People Risks: • Key people retention & people care • Key people acquisition and labor market • Governance efficiency	**Social** **Governance**	7.2.1	5.3
IT Security risks: • Cyber attack • IT Systems security • Data protection	**Governance**	7.2.2	5.4.4
Operational and financial risks: • Delivery quality • Customer relationship (contract management/satisfaction) • Financial ratings & Financial performance	**Governance**	7.2.3	5.4.2
Go to Market risks: • Market environment • Innovation and intellectual property • Customer digital transformation and business model disruption	**Governance**	7.2.4	5.4.3
Growing risks: • Regulation and compliance • Environmental impact	**Governance** **Environment**	7.2.5	5.4.6 5.2

Atos carries out and updates yearly a comprehensive assessment of the risks related to the three main extra-financial areas identified as challenges under the Group's Corporate Social Responsibility program. The magnitude of these risks varies in terms of impact on Atos' business or results and/or likelihood of occurring. The chart below represents the combination of the identified 2022 extra-financial risks that could adversely affect the achievement of goals to create value as well as the potential opportunities that are open to Atos and to its clients to balance those risks, including their link to the sustainable development Goals defined by the United Nations.

Main risks related to Atos' three CSR challenges

Risks balanced by opportunities

Sustainable development goals (SDGs)

7.2.1 People risks: key people retention & people care, key people acquisition, 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 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.

7.2.1.1 Key people retention & people care

Risk	Mitigation actions
The success of the organization heavily depends on its ability to **retain key qualified people** and to use their competences for the benefit of customers. Atos may be unable to retain qualified employees, especially at a time when the labour market is increasingly active and when Atos is under pressure. The loss of personnel and the inability to replace them with equally qualified employees could increase operating costs, impair the Group's ability to perform under certain contracts, or prevent from gaining new business, which could have an adverse effect on its results of operations and cash flows. **Well-being** at work allowing personal development and developing a fair and attractive company culture remain important. If the Company culture does not address the evolving needs and desires of employees or falls behind those of competitors, the Group's employees may become less engaged, and their performance may decrease.	An **active follow-up of key people** (key contributors, top talents, high level experts) is implemented through a regular risk level status monitoring per key person including a weekly risk estimation update and a monthly detailed report. An end-to-end career management governance for key people has been reinforced, targeting 95% retention of key people with a digital application implementation to enhance on status tracking and communication. Dedicated sessions are also being held with managers and HR Business Partners of key people to increase their awareness and to drive them closer to their employees. Through the "We Are Atos" program, Atos creates a collaborative environment which is underpinned by development (including Individual Development Plans) and career mobility plans as well as initiatives to close the gender gap and encourage inclusiveness (for further details on those programs please refer to 5.3.7 "Employee Engagement").

7.2.1.2 Key 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, projects can't be staffed resulting in the business risk of not being able to deliver, properly service our clients or even grow its business. In addition Atos' lack of attractivity due to times of change and uncertain situation make it even harder to position the group as employer of choice in a candidate driven labour market.	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 devotion to 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 have been reorganized to meet the changing 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. The Red Carpet roll out has ensured a continuous candidate engagement post offer, which will help improve the offer to joining ratio. State of the art tooling including AI driven sourcing and ranking was also implemented to support hiring process.

7.2.1.3 Governance efficiency

Risk	Mitigation actions
Managing company strategic carve out program might distract internal resources that would simultaneously be required to achieve business objectives. If the Group is unable to ensure adequate **Governance efficiency** to ensure business continuity under tough economic conditions, especially at the time the two future parts of the Group are preparing their organizations, the Group's activity could suffer from people demobilization, which could have an adverse effect on its results of operations and cash flows.	More than 95% of Group employees already knew since July 2022 to which future company they would belong. Time to prepare the separation is made as short as possible in order to minimize disruption. Regular communications are made to all employees, for example in all hands calls, to clarify the way forward and maintain mobilization.

All these People initiatives allowed faster adaptation of people to client needs and led to greater mobility, which also helped to balance attrition.

7.2.2 IT Security risks: cyber-attack, systems security and data protection

[SASB TC-SI-230a.2]

7.2.2.1 Cyber attack

Risk	Mitigation actions
The visibility and worldwide presence of Atos and its clients may expose Atos to **attacks on its systems** that could compromise the security of data. The sensitivity of Atos' and of its customers' activities, the growing complexity of technical infrastructures, and the increasing sophistication of cyber-crime contribute to intensify this risk. An information breach or unauthorized access in or through the Atos systems and/or a loss of sensitive or confidential information could have a long and significant impact on the business operations. It could result in reputational damage, in losing the customers' confidence and thus in the loss of their business, as well as expose the Group to potential claims.	First answer to Cyber-attacks are protection and detection mechanisms. Atos uses best in class security solutions with multiple vendors strategy associated with tight monitoring by Big Data and Cybersecurity experts. In case the risk would materialize, crisis management is defined in the **Atos Crisis Management Policy**. In addition, Atos has established a **Cyber Emergency Policy** to ensure the implementation of a consistent methodology in case of any declared cyber emergency event. To minimize the impact of security incidents, improve the responsiveness and enforce the management of cybersecurity defences, Atos has implemented a **CSIRT (Computer Security Incident Response Team)** to manage all security events worldwide 24x7. In addition, the CSIRT provides forensic and threat management expertise. A **Threat Intelligence Team** is responsible for identifying and monitoring all published security vulnerabilities and reports to the Group Chief Security Officer. To further challenge its defences and adapt them to new threats, Atos initiated a bug bounty program in 2021, renewed in 2022, as well as enforced its "red team" activities to challenge Atos cyber defences. Further detail on mitigation actions is available on §5.4.4

7.2.2.2 Systems security

[SASB TC-SI-550a.2]

Risk	Mitigation actions
Being an IT company, **IT system breakdowns or disruptions** could also be highly detrimental both for the Group's internal operations and its customers. A failure in providing the appropriate and contractually required level of services and protection to customer environments and data could negatively impact the Group's ability to perform under its contracts, and could lead to customer data leakage, business disruption, high recovery costs in case of an incident, and customer loss of trust, with a significant impact on reputation.	IT production sites, offshore development centers, maintenance centers and data centers are specifically subject to **extensive administrative and technical procedures for safeguarding and monitoring**, covering physical and IT system access, energy supply breakdown or disruption, fire, regulation of extreme temperature changes, data storage and back-up, contingency and disaster recovery plans. To strengthen its defence capabilities and prevent unauthorized access to information, including personal data, and systems, Atos has deployed an **information security management system which is certified to the ISO 27001 standard**. To prevent and limit the risks of IT system breakdowns or disruptions caused, Atos has deployed a new **worldwide awareness training program** refreshed in 2022, mandatory for all employees within the Group and supported by fortnightly communications to all employees through the entire year 2022. Further detail on mitigation actions is available on §5.4.4

7.2.2.3 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. 88.1% of Atos employees were trained in 2022. Further detail on mitigation actions is also available on §5.4.5

7.2.3 Operational and financial risks: delivery quality, customer relationship, financial rating & financial performance

The IT services provided to customers may be a critical element for the performance of their commercial activities. Often, IT solutions also play a key role in the development of their businesses. Any inadequate implementation of sensitive IT systems or any deficiency in the performance of services, either related to delays or to unsatisfactory levels of services, may result in significant prejudicial consequences for clients and may result in deteriorated customer relationship (penalty claims or litigations). As a result, the risks related to delivery quality and client relationship are highly important for the Group in terms of impact and likelihood and are therefore proactively and closely monitored.

Below are some of the key risks that Atos manages in this area.

7.2.3.1 Delivery quality

Risk	Mitigation actions
The **quality of services and products delivered** by the Group may not be at the expected level, including due to reliance on third party products and/or product customization that Atos cannot fully control, or the Group may face significant delays or difficulties in providing the services or the products. If Atos is unable to meet contractual requirements or customer expectations, including due to inadequate assessment of the services that have been agreed to with customers, the Group may be subject to claims or penalties under its contracts, potentially leading to additional costs, overruns, and termination losses. In addition, the tensions over the entire supply chain echoing the health crisis and geopolitical pressures, resulting in delays or price inflation, could lead the Group to face difficulties in timely meeting its contractual commitments or responding to bids. This may lead to deferral of revenue and margin.	To prevent this from occurring, the Group seeks to minimize the risks related to the delivery quality through **rigorous review processes** (including a technical and delivery assessment of the solution) right from the offer stage. A dedicated process is in place, called Atos Rainbow (further detailed in section 7.1.2) under which proposals are reviewed, with an inventory of risks being kept for tracking purposes. This process also covers the execution phase of the contract, including updates of the risk registers and allowing proper risk management. To allow a higher productivity while securing a good level of delivery quality, Atos has built up a **framework for automation**. More and more use cases are now assessed, developed, and implemented. In order to limit the impact of potential disruption in the supply chain, Atos has a policy in place for diverse sourcing of equipment and criteria-based on assessment of the maturity of its main providers. In addition, the Group has developed long-term relationships with important suppliers enabling better access and predictability.

7.2.3.2 Customer relationship

Risk	Mitigation actions
In case delivery quality would not be correctly managed, there is a risk that **customer relationships** could be harmed, which might result in claims, penalties, recovery costs, deterioration of customer loyalty, failed renewals and lack of up-selling opportunities.	Since 2018, Group quality department is running a diagnostic in case of Net Promoter Score (NPS) downturn to understand the root causes and address them specifically if applicable. This enabled a recovery of the NPS. In the Quality and Customer Satisfaction Improvement Program (QCSIP) Atos is dealing with analyzing root-causes and develop improvement plans for those clients, which are rating significantly worse than in the last survey or where the Service Level agreements (SLA) were breached, or a Major Incident (MI) happened. To further strengthen Atos' operational excellence, a **Group Contract Management program** is deployed on major accounts to globalize and homogenize contract management activities, **combining legal risk assessment, contractual obligations, and performance management**. Taskforces are also set up in the event of delivery issues, aimed at responding quickly and adequately to such challenges.

7.2.3.3 Financial Rating & financial performance

Risk	Mitigation actions
The Group is rated publicly by the Standard & Poor's rating agency. On July 13, 2022, Standard & Poor's revised Atos rating to BB with negative outlook. A financial rating downgrade could adversely affect the Group's ability to raise funds and result in higher interest rates for future borrowings. It could also impact the Group's ability to win certain types of deals with customers, give contractual rights to certain counterparties or require the Group to provide additional collateral or financial guarantees, which could have an adverse effect on its business, financial position and results of operations. On July 27, 2022, and despite the new rating by Standard & Poor's, the Group announced it had successfully secured a new debt package, providing the Group with the funding it needs during the interim period before a potential separation into two listed companies. As part of this process, the net debt/ OMDA financial covenant was reset at 3.75x and will be tested annually. In case Group's results would not be strong enough to respect the financial covenant, it could face major issues, such as for example not being able to refinance the Group's businesses which would not allow realizing its separation.	Atos has implemented a strict financing policy which is reviewed by the Board Audit Committee, with the objective to secure and optimize the Group's liquidity management. 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. Financial obligations towards customers or other counterparties are also monitored in close coordination with the Group Legal Department. Following a cautious short-term financial policy, the Group did not make any short-term cash investment in risky assets. Please refer to the notes to the 2022 consolidated financial statements, and in particular to: • Note 6: financial assets, liabilities and financial result; • Note 13: fair value and characteristics of financial instruments; • Note 19: subsequent events.

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. The current inflation (for example on the cost of energy) might impair customers' profitability. As a result, clients may reduce or defer their spending under existing contracts with the Group or on new initiatives and technologies, and this may negatively affect the Group's business and results. In extreme cases, some clients may even go bankrupt, which would affect the Group's profitability and cash flows. Uncertain and volatile economic conditions may also make it more difficult for Atos to accurately forecast client demand and allocate resources effectively. Inflation could also negatively impact the profitability of the Group, especially on fixed price contracts.	The overall market risk is mitigated by the balanced industry and geographic coverage of the Group's activity. In an increasingly global market, Atos organization is naturally facing some degree of competitive risk. Atos is performing periodically **a review of the different markets to plan and adapt its activities**. This is further detailed in section of the Group Overview "Market sizing and competitive landscape" and new expected position of Atos. The collection of outstanding clients' receivables is closely monitored and tracked by the teams in the RBUs, the Global Business Lines and the Finance function. Focus is also done in the bidding phase on securing payments and improving payment terms.

7.2.4.2 Innovation and intellectual property

Risk	Mitigation actions
In a context of rapid technological evolution, accelerated digital shockwaves, rapid business transformation and emergence of new offers on the market, there is a risk for Atos to miss technological shifts. Atos needs to develop its capacity to explore new ideas and concepts and to free its **innovation** potential in terms of technology, business model and usages. Meanwhile protecting **intellectual property** against infringement might be necessary. The Company could be materially adversely impacted if it fails in any of these domains as it could result in the loss of opportunities, the inability to compete, and may impede access to more profitable or Growing Markets.	In the domain of technology innovation, Atos has deployed a **proactive strategy** under the supervision of the Chief Technology Officer, which involves a Scientific Community looking ahead for future trends, and a network of recognized "Experts". 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**, there is a risk that the organization is not able to timely adapt to this new market reality and to the related **business model disruption**. This might lead to inability to develop top line, loss of market share, including reputational impact and overall risk for the Company's future, but could also lead to loss of profitability, including some large restructuring costs, in case the Group would not adapt timely its cost structure.	From a strategic point of view, the considered split of the Group should allow each Company resulting from this split to better adapt to the transformation of the market on which they will operate. The Group is also considering acquisitions, disposals, and whenever necessary, reorganizations, as part of its strategy to adapt to technology evolution and to enhance its financial performance. In parallel, and to better adapt to customer demand, solutions have been defined per Industry and are pushed throughout the organization by subject matter experts and business developers. Regular coaching sessions are undertaken to maintain the adequate level of knowledge. The Group also relies upon adequate definition and readiness of its offerings and adequacy of the overall solutions portfolio.

7.2.5 Growing Risks: regulation and compliance, environmental impact

Those are risks with a potential material impact in the mid-term considering their fast evolution.

7.2.5.1 Regulation and compliance

Risk	Mitigation actions
Due to its business model delivering IT products and services throughout the world, Atos is subject to a wide array of stringent regulations, particularly in the following fields: anticorruption, antifraud, antitrust, controls on exports of dual-use goods, human rights, international sanctions, taxation, harassment, and discrimination. As a result of the surge of **local and global changes in laws and regulations** in multiple areas, implying changes in systems and organizations, the Company could be materially affected if it fails to timely comply with them and may be subject to claims, investigations, sanctions, fines, or other penalties. Significant sanctions could notably result in being excluded from public tenders and/or termination of public contracts.	To tackle Compliance risks, Atos' senior management promotes a strong culture of ethics & compliance. Atos relies on a four-stage risk management cycle, consisting of risk identification and assessment, prevention, detection, and monitoring, thus enabling a **continuous improvement cycle encapsulated in a dedicated compliance program**. Identification and prevention measures include the corruption risk mapping and the fraud risk mapping exercises, the Code of Ethics, internal policies, training and awareness program, as well as enhanced due diligence processes on third parties, which are now supported by a market-leading screening before signing any contract with a customer, prospect or supplier. Detection measures include the **Group Alert system**, as well as first level compliance controls. Further detail on mitigation actions is available in section 5.4.6

7.2.5.2 Environmental impact

Risk	Mitigation actions
The environmental risk is two-fold: the impact of our business on the environment and the impact of increasing environmental change and related regulations on the business. Consequently, Atos' main global environmental and climate-related risks concern: **potential changes in regulations linked to climate change** (ability to anticipate and mitigate); more frequent and more **extreme natural events and disasters** (level of resilience); and **energy and carbon** (new constraints, new limits, new taxes). If the Group is unable to manage these risks and to adapt to changes in environmental regulation, it could have an adverse effect on the Group's business.	The Group's main potential impacts, risks and opportunities are regularly evaluated through specific work and activities. At present, the predominant environmental aspects resulting from Atos' business activities concern the operation of its data centers, offices, and employee business travel in addition to impacts incurred from within the supply chain as well as the use of solutions and technologies that are deployed by the Group. Atos has committed to reducing its global impact and, as invited by the European Commission or the Task Force on Climate-related Financial Disclosures (TCFD), has also undertaken to better assess, anticipate and mitigate future changes. Further detail on mitigation actions is available in section 5.2.3.

7.2.6 Risks related to the qualification for limitation of scope issued by the statutory auditors relating to two U.S. subsidiaries

Risk	Mitigation actions
As part of their audit of the 2020 consolidated financial statements, the Group statutory auditors identified in two U.S. subsidiaries (Atos IT Solutions and Services Inc. and Atos IT Outsourcing Services LLC, representing 11% of 2020 consolidated revenues) certain matters relating to internal control weaknesses over financial reporting process and revenue recognition in accordance with IFRS 15 leading to several accounting errors, as well as risk of override of controls in this respect. The qualification for limitation of scope issued in this context by the statutory auditors was included in the statutory auditors' report on the consolidated financial statements for the year ended December 31, 2020. This situation and its consequences, as well as the implementation of the remediation and prevention plan, have resulted in investigative work and could give rise to further internal measures or to proceedings, in France or abroad.	The Group's financial processes are subject to a rigorous internal control system relating to accounting and financial information, as described in section 7.4.4 of this document. As soon as the Group became aware of potential internal control weaknesses, it hired external firms to perform additional work to obtain the necessary evidence that the financial reporting of the two relevant U.S. entities was free of material misstatements and an independent forensic investigation. On July 27, 2021, the Company announced that it had completed, with the support of external advisors, a detailed accounting review of the two relevant U.S legal entities. The work performed, which was reviewed by the auditors as part of their half-year procedures, did not reveal any material misstatement for the Group consolidated financial statements. In addition, the statutory auditors issued on July 29, 2022 an unqualified report on the Group half-year condensed consolidated financial statements closed at June 30, 2022 and on March 20, 2023 an unqualified opinion on the 2022 consolidated financial statements. In order to address the weaknesses identified, a comprehensive remediation and prevention plan was designed and implemented. The main actions set-up in the plan covered the following topics: preventive controls, guidelines and documentation, HR review, skilling and organization, and awareness and training. This comprehensive action plan has now been fully deployed and the new control management systems are in place and operate. Any investigation or proceeding is handled professionally by the Group, with appropriate support from external advisors, with a view to continuously improve internal business and control practices.

7.3 Claims and litigation

The Atos Group is a global business operating in 69 countries. In many of the countries where the Group operates there are no claims, and in others there is only a very small number of claims or actions involving the Group.

The current level of claims and litigation is attributable in part to self-insurance incentives and the vigorous promotion of the quality of the services performed by the Group as well as to the intervention of a fully dedicated Risk Management department, which effectively monitors contract management from offering through delivery and provides early warnings on potential issues. All potential and active claims and disputes are carefully monitored, reported and managed in an appropriate manner and are subject to legal reviews by the Group Legal Department.

During the second half of 2022 the Group has successfully put an end to several significant litigations through settlement agreements.

Group Management considers that sufficient provisions have been made.

The total amount of the provisions for litigation risks, in the consolidated accounts closed as of December 31, 2022 to cover for the identified major claims and litigations, added up to €63.6 million (including tax and commercial claims but excluding labor claims). The amount of provisions has increased of 10,3 million compared to the amount reported in the Amendment to the URD 2021, because, on the contrary to this Amendment, it also includes Unify cases".

7.3.1 Tax claims

The Group is involved in a number of routine tax claims, audits and litigations. Such claims are usually solved through administrative non-contentious proceedings.

Certain tax claims are in Brazil, where Atos is a defendant in a number of cases and a plaintiff in others. Such claims are typical for companies operating in this region. Proceedings in this country usually take a long time to be processed. In other jurisdictions, such matters are normally resolved by simple non-contentious administrative procedures.

Following the decision in a reported test case in the UK, there is substantial ongoing court claim against the UK tax authorities for a Stamp Duty re-imbursement. Following a judgment of the European Justice Court, Atos UK commenced proceedings in 2009 to recover a stamp duty paid in 2000 for an amount over €10 million. Various favourable decisions have been obtained in 2012, 2017 and 2022 but the case is still on-going.

The total provision for tax claims, as set forth in the consolidated financial statements as at December 31, 2022, was €25.3 million.

7.3.2 Commercial claims

There are a small number of commercial claims across the Group.

There is a number of significant on-going commercial cases in various jurisdictions that the Group has integrated as a result of several acquisitions, notably a litigation inherited from Syntel.

In October 2020, a jury found Syntel liable for trade secret misappropriation and copyright infringement and awarded Cognizant and TriZetto approximately $855 million in damages. Throughout the trial and in its post-trial motion, Syntel maintained that Cognizant and TriZetto had failed to meet their burden to show trade secret misappropriation and that their damages theories were improper as a matter of law.

In its decision, the Court held that sufficient evidence existed to support the jury's verdict of trade secret misappropriation and that the jury's award of $285 million in compensatory damages was not contrary to law. However, the Court found that the jury's $570 million punitive damages award was excessive and should be reduced to $285 million. TriZetto agreed to this reduction. The Court issued an injunction prohibiting future use by Syntel of the specific trade secrets at issue in the trial.

While Atos supports the Court's decision to significantly reduce the punitive damages at issue and prevent a further windfall to Cognizant and TriZetto in the form of pre-judgment interest, Atos appealed the portion of the jury's verdict affirmed by the Court. Among other concerns, Atos continues to consider the amount of damages grossly out of proportion to the acts complained of, and that the maximum amount of damages legally available to TriZetto in this case is approximately $8.5 million. The appeal was filed with the U.S. Court of Appeals for the Second Circuit on May 26, 2021.

According to the schedule set by the Court, Syntel filed its Opening Appeal Brief on September 2, 2021, TriZetto filed its Opposition Appeal Brief on December 2, 2021 and Syntel filed its Reply Appeal Brief on December 23, 2021. The oral argument in the Court of Appeals took place on September 19, 2022. The appeal process typically takes around 18 months.

The total provision for commercial claim risks, as set forth in the consolidated accounts closed as at December 31,2022, amounts to €38.3 million.

7.3.3 Labor claims

There are close to 111,000 employees in the Group and relatively few labor claims. In almost every jurisdiction there are no or very few claims. Latin America is the only area where there is a significant number of claims, but such claims are often of low value or inflated and typical for companies operating in this region.

The Group is respondent in a few labor claims of higher value, but in the Group's opinion most of these claims have little or no merit and are provisioned appropriately.

All of the claims exceeding €300,000 have been provisioned for an overall amount of €5,3 million as set forth in the consolidated financial statements as at December 31, 2022.

7.3.4 Representation & Warranty claims

The Group is a party to a limited number of representation & warranty claims arising out of acquisitions/disposals.

7.3.5 Miscellaneous

To the knowledge of the Company, there are no other administrative, governmental, legal or arbitration proceedings, pending or potential, over the past 12 months, likely to have or having had significant consequences on the Company's and the Group's financial position or profitability.

7.4 Internal control

The internal control system whose definition is stated in section 7.4.1 below and designed within Atos relies on the internal control reference framework prescribed by the AMF (Autorité des Marchés Financiers).

Internal control players are described in section 7.4.2.

The "general principles" section of the AMF framework has been used to describe in a structured manner the components of the internal control system of Atos — section 7.4.3. Specific attention has been given to the internal control system relating to accounting and financial information — section 7.4.4, in compliance with the application guide of the AMF.

7.4.1 Internal control definition and objectives

The internal control system designed throughout the Group aims to ensure:

- compliance with applicable laws and regulations;
- application of instructions and directional guidelines set by group management;
- correct functioning of the Company's internal processes to establish operational effectiveness and efficiency, the safeguarding of assets and the reliability of financial information.

One of the objectives of internal control procedures is to prevent and control risks of error and fraud.

As for any internal control system, this mechanism can only provide reasonable assurance and not an absolute guarantee against these risks.

7.4.2 Internal control system players

The main bodies involved in the implementation of internal control procedures at Atos in 2022 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, control internal and governance processes". The Audit Committee receives regular reports on the Internal Audit work plan, objectives of assignments, and associated results and findings.

In 2022, Group Internal Audit department confirms its certification by the French Institute for Internal Audit. 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 General Counsel, 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).

An updated version of the Book of Internal Control has been released and distributed throughout the Group in July 2022, to consider additional controls and some improvements in various processes. This framework will continue to evolve, according to growing maturity of processes and emerging risks (update at least once a year).

An IT control framework (part of the BIC) has been defined, detailing control activities related to client service. This framework is used by external auditors to issue "ISAE 3402" reports (1) for several Atos clients.

E – Monitoring

Monitoring of the internal control system is the responsibility of the Group and Local Management and is also supported by Internal Audit missions.

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 ensuring, through its reviews, that the internal control procedures are properly applied and supports the development of internal control procedures. Internal Audit also ensures that action plans are defined by Group and Local management, for continuously improving internal control processes.

In 2022, Internal Audit carried out a total of 29 audit assignments including adhoc engagements at the request of Group Executive Board, assessing the functioning of the internal control system and helping to improve and make processes more reliable: 19 in the domain of business and support functions and 10 related to IT and Operations. All assignments have been finalized either in 2022 or early 2023 by the issuance of an audit report including action plans to be implemented by the related units or country. In addition, 5 investigations were carried out jointly with Compliance department.

Twice a year, a full review of open recommendations is performed by Internal Audit with concerned owners, and critical, high & medium risk actions are reported up to the Group Management Committee and Audit Committee. For the year 2022, 96% of high and medium audit recommendations have been implemented in the due semester.

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 performed through the Finance Leadership Team meeting (FLT) that meets twice a month and is chaired by the Group CFO. In addition to Group CFO, it comprises CFOs from the Regional Business Units, Business Lines CFOs, the Group Heads of Treasury, Consolidation and Standards, Investors relations, Controlling & Reporting, Risk & Rainbow, Finance Internal Control, Finance Transformation, Financial Integration of Acquisitions and Sales Operations (and other Directors according to the agenda). It covers all relevant topics across the Global Finance organization.

Local finance teams having a direct reporting line to the Group Finance Function, as it is the case for the other support functions, reinforces the integration of the financial function, contributes to the full alignment of key finance processes and provides an appropriate support to operational entities of the Group.

The Group Finance department oversees the financial processes, especially through financial consolidation, monitoring of compliance matters and supplying expertise and control of the reported financial information.

B – Group Finance policies & procedures

Group Finance has drawn up a number of Group policies and procedures to control how financial information is recorded and processed in the subsidiaries. These policies and procedures are discussed with the statutory external auditors before issuance. They cover a number of elements:

- financial accounting policies cover Group reporting and accounting principles, guidelines on how financial information must be prepared, with common presentation and valuation standards. They also specify the accounting principles to be followed by Atos entities to prepare budgets, forecasts and to submit actual financial reporting required for Group consolidation purposes. Group Reporting Definitions (GRDs), internal guidelines for IFRS and accounting rules applicable in the Operations, are regularly updated;
- training and information sessions are organized regularly to disseminate these policies and procedures within the Group. A dedicated Intranet site is accessible to all Finance staff to facilitate the sharing of knowledge and issues raised by members of the Atos financial community;
- instructions and timetable: Financial reporting including budgets, forecasts and financial statements by subsidiary is performed in a standard format and within a timetable defined by specific instructions and procedures. Group Finance liaises with statutory auditors to coordinate the annual and half-year closing process.

C – Information systems

Information systems play a key role in the establishment and maintenance of a control system related to accounting and financial information. They have led to strongly structure the processes and have enabled automated preventive controls. They also provide ongoing monitoring and analysis capabilities.

An integrated ERP system supports the production of accounting and financial information in almost all the subsidiaries within the Group. Recently acquired entities are progressively migrated onto the standard ERP.

A single group reporting, and consolidation tool is used for financial reporting (operational management reporting and statutory data). Each subsidiary reports its financial statements on a standalone basis to be consolidated at Group level. There is no intermediary consolidation level and all accounting entries linked to the Group consolidation remain under the direct control of Group Finance. Off balance sheet commitments are reported as part of the mainstream financial information and are reviewed by Group Finance.

D – Monitoring and control

In addition to the financial processes defined, monitoring and control processes aims to ensure that accounting and financial information complies with all applicable policies, rules and instructions.

The Closing File (which is closely linked with the Book of Internal Control) has been deployed at local level across all RBUs. It requires the main subsidiaries to complete a standard electronic closing file on a quarterly basis to formalize key internal controls performed over financial cycles and provide appropriate back up to support closing positions. Templates created by Group Finance illustrate the expected level of control for the main items.

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 Remediation and prevention plan

In light of the internal control weaknesses reported in April 2021, the Group executive management, supported by the Finance, Compliance and Internal Control functions, has built a comprehensive program, reviewed on a weekly basis, as part of the remediation and prevention plan, strengthening the competencies and processes in the U.S., as well as the preventive controls across the Group.

The remediation and prevention plan, the design and implementation of which was closely supervised by the Audit Committee and the Board of Directors, was complemented with measures recommended by external advisers and includes the main following measures:

- Reinforcement and implementation of new preventive controls, including in particular running a monthly committee aimed at reviewing and approving non-standard journal entries, developing additional functionalities such as enhancing the approval workflow in the accounting portal used during the month end closing;
- Publication of enhanced guidelines and documentations. In particular, the Group accounting manual was updated, including new minimum documentation requirements by type of entry;
- Organizational changes were realized where required. These include hiring additional IFRS experts and strengthening dedicated internal control organization in each RBU;
- Increasing awareness through a series of communication actions, notably on the Group alert system;
- Implementation of appropriate HR measures, following a comprehensive HR review; and
- Development of dedicated trainings, in particular a training relating to financial integrity. This training program was prepared with input from external advisers and was completed by 100% of the employees in the U.S. before December 31, 2021. It was extended to all Atos employees in all geographies throughout 2022, and the 70% completion target was reached.

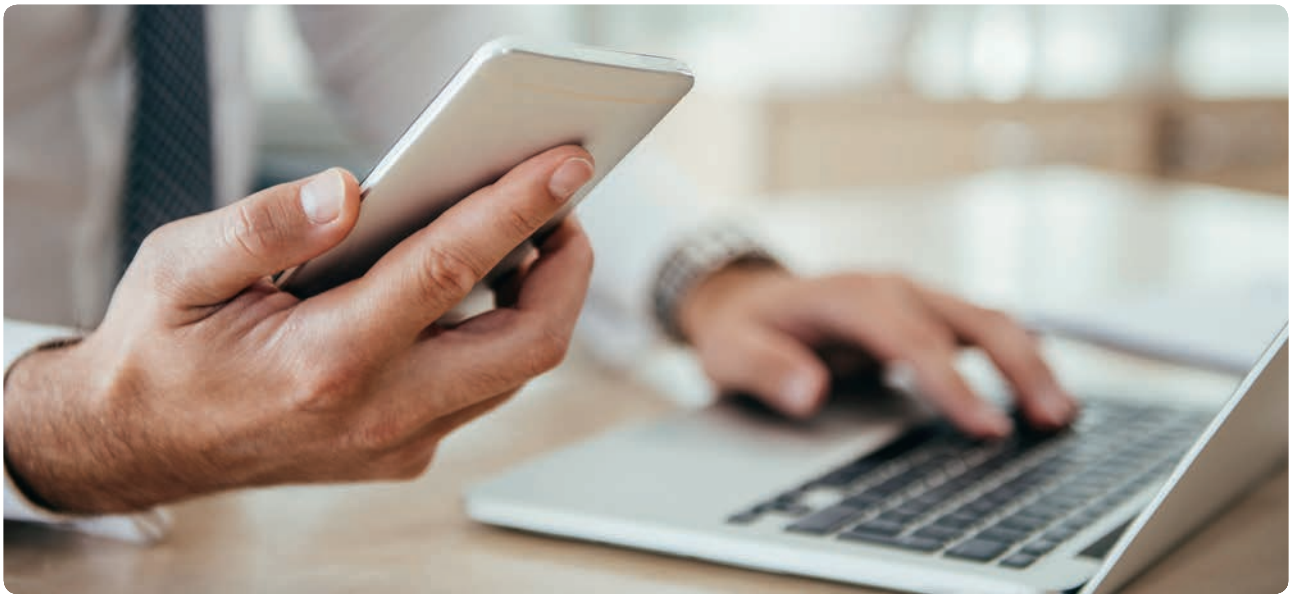
7.4.6 Outlook and related new procedures to be implemented

Main focus for 2023 will be to ensure that both companies resulting from the strategic separation project will keep an efficient Internal Control System in place during the transition period.

In parallel, transformation initiatives started earlier will pursue their effects to improve and streamline processes, with benefits for the Internal Control System. In particular, for the internal control improvement plan, the Finance department is committed to reinforce the first and second lines of defense by enforcing stringent procedures across the Group. Some more controls will have their evidences systematically centralized, easing the second line of defence controls. Recently acquired entities will also be integrated in the Atos internal control system.

Initiatives identified through the updated risk mapping will be monitored to ensure that proper attention is given to those topics.

The Internal Audit department will pursue the review program updated following the most recent risk assessment performed, and the follow-up of the implementation of its recommendations.



8

Common Stock Evolution and Performance

8.1 Basic data

8.1.1 Information on stock trading

The Company's shares have been admitted to trading on the Euronext Paris regulated market (Compartment A) since 1995, under ISIN code FR0000051732. Atos SE shares are eligible for SRD and PEA. The Company's shares are included in the SBF 120 index.

The main tickers are:

Source	Codes
Euronext	ATO
AFP	ATO
Bloomberg	ATO FP
Reuters	ATOS PA
Thomson	ATO FR

The Euronext sector classification is as follows:

Euronext : classification sectorielle ICB	
Industrie	9000, Technology
Supsecteur	9500, Technology
Secteur	9530, Software and Computer Services
Sous-secteur	9533, Computer Services

8.1.2 Free Float

Stakes owned by the employees and the management as well as treasury shares, are excluded from the free float.

As of December 31, 2022	Shares	% of share capital	% exercisable of voting rights[1]
Employees	3,006,444	2.71%	2.71%
Board of Directors	32,221	0.03%	0.03%
Treasury Stock	227,146	0.20%	0.20%
Free Float	107,684,731	97.06%	97.06%
Total	110,951,542	100.0%	100.0%

1 Theoretical voting rights in accordance with Article 223-11 of the AMF's General Regulations

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, 2022		December 31, 2021		December 31, 2020	
	Shares	%	Shares	%	Shares	%
Siemens Pension-Trust e.V.[1]	-	-	10,665,713	9.63%	12,483,153	11.3%
JP Morgan Chase & Co[2]	7,587,586	6.84%	-	-	-	-
Employees	3,006,444	2.71%	3,372,846	3.05%	2,445,817	2.20%
Board of Directors	33,221	0.03%	33,665	0.03%	89,442	0.1%
Treasury Stock	227,146	0.20%	181,626	0.16%	53,265	-
Others[3]	100,097,145	90.22%	96,476,482	87.13%	94,921,489	86.3%
Total	**110,951,542**	**100.0%**	**110,730,332**	**100.0%**	**109,993,166**	**100.0%**

1 Following the crossing downward by Siemens Pension-Trus e.V, on October 28, 2022, of the threshold of the Company's capital and voting rights, their holding is included in "Others"

2 On the basis of the threshold crossing statement dates September 8, 2022 (n°222C2178)

3 Includes all shareholders holding less than 5% of the share capital

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 at December 31, 2022, the shareholding of current and former Atos Group employees into Atos SE represented an overall 2.71% of the share capital.

As at December 31, 2022, except for JP Morgan Chase & Co, no other shareholder had disclosed a shareholding of more than 5% of the Company's share capital. However, since January 1, 2023, JP Morgan Chase & Co's shareholding in the Company, which is considered as part of the free-float, has fluctuated multiple times beyond and above the 5% threshold in the share capital and voting rights.

The treasury stock evolution is described below in section ***8.7.6 Treasury stock and liquidity contract***.

The threshold crossings which were disclosed in 2022 are described in section ***8.7.3 Threshold crossings***.

8.3 Dividend policy

[GRI 201-1]

As Net income Group share was negative in 2022, Atos Board of Directors decided, in its meeting held on February 28, 2023, to not propose a dividend to the next Annual General Meeting.

The Group intends to pursue its current policy in line with the pay-out ratio between 25% and 30% of Net income Group share.

During the past three fiscal periods, Atos SE paid the following dividends:

Fiscal period	Amount of the dividend
Distribution for the 2021 financial year	N/A
Dividend 2020 (paid in 2021)	€ 0.90
Distribution for the 2019 financial year	N/A

8.4 Shareholder documentation

In addition to the Universal Registration Document, the following information is available to shareholders:

- a half-year report;
- quarterly revenue;
- regular press releases, regulated information and general Group's information, available through the Atos website at atos.net.

8.5 Financial calendar

April 27, 2023 (Before Market Opening)	First Quarter 2023 revenue
July 26, 2023 (Before Market Opening)	First semester 2023 results

The Group intends to organize in 2023 prior to the envisaged seperation two Investor Days dedicated to Evidian and Tech foundations businesses (the date will be communicated subsequently).

8.6 Contacts

[GRI 2-3]

Institutional investors, financial analysts as well as individual shareholders can contact:

Thomas Guillois

Head of Investor Relations

thomas.guillois@atos.net

Requests for information can also be sent by email to **investors@atos.net**

8.7 Common stock

8.7.1 At December 31, 2022

As of December 31, 2022, the Company's issued common stock amounted to ca. €111 million, divided into 110,951,542 fully paid-up shares of €1.00 par value each.

Compared to December 31, 2021, the share capital was increased by the issuance of 221,210 new shares, split as follows:

- 33,367 new shares resulting from a capital increase reserved to employees located in the United Kingdom as part of the Share Incentive Plan 2021;
- 184,963 new shares resulting from the vesting and delivery of performance shares granted on July 24, 2019 to certain employees and executive officers of the Group; and
- 2,880 new shares resulting from the vesting and delivery of performance shares granted on October 23, 2019 to an employee of the Group.

8.7.2 Over the last five years

Year	Change in common stock	Date	New shares	Total number of shares	Common stock (in € million)	Additional paid in capital (in € million)	New common stock (in € million)
2018	Exercise of stock options	03/31/2018	153,130	105,598,479	0.2	4.9	105.6
	Payment of the dividend in shares	06/21/2018	1,063,666	106,662,145	1.1	110.7	106.7
	Exercise of stock options	06/30/2018	222,074	106,884,219	0.2	6.5	106.9
	Exercise of stock options	12/31/2018	2,000	106,886,219	0.0	0.1	106.9
2019	Capital increase reserved to employees[1]	02/28/2019	263,518	107,149,737	0.3	15.4	107.2
	Exercise of stock options	03/31/2019	5,667	107,155,404	0.0	0.3	107.2
	Payment of the dividend in shares	05/27/2019	2,039,710	109,195,114	2.0	124.5	109.2
	Exercise of stock options	06/30/2019	19,800	109,214,914	0.0	0.8	109.2
2020	Capital increase reserved to employees[2]	07/31/2020	778,252	109,993,166	0.7	36.9	109.9
2021	Capital increase reserved to employees[3]	0/28/2021	37,166	10,730,332	.7	21.8	110.7
2022	Capital increase reserved to employees[4]	3/21/2022	33,367	10,763,699	0.03	.8	10.8
	Capital increase resulting from the vesting and delivery of performance shares[5]	07/25/2022	184,963	110,948,662	0.2	N/A	110.9
	Capital increase resulting from the vesting and delivery of performance shares[6]	10/24/2022	2,880	110,951,542	0.003	N/A	111

1 Under the 20th resolution of the Annual General Meeting of May 24, 2018
2 Under the 20th resolution of the Annual General Meeting of April, 30 2019
3 Under the 18th resolution of the Annual General Meeting of May 12, 2021
4 Under the 19th resolution of the Annual General Meeting of May 12, 2021
5 Under the 21st resolution of the Annual General Meeting of April 30, 2019
6 Under the 21st resolution of the Annual General Meeting of April 30, 2019

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8.7.3 Threshold crossings

During the period between January 1, 2022 to December 31, 2022, the Group has been informed of the following legal thresholds' crossings:

- Bank of America Corporation declared having crossed upwards, on March 8, 2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market and an increase in the number of shares owned as a result of statutory assimilation). Bank of America Corporation declared holding, indirectly, 6.90% of the share capital and voting rights of the Company;

- Bank of America Corporation declared having crossed upwards, on April 14, 2022, indirectly, through companies it controls, the threshold of 10% of the share capital and voting rights of the Company (following the acquisition of Atos SE shares on the market and an increase in the number of shares owned as a result of statutory assimilation). Bank of America Corporation declared holding, indirectly, 10.39% of the share capital and voting rights of the Company;

- Bank of America Corporation declared having crossed downwards, on April 25, 2022, indirectly, through companies it controls, the threshold of 10% of the share capital and voting rights of the Company (following sales of Atos SE shares on the market and a reduction of the number of shares owned as a result of statutory assimilation). Bank of America Corporation declared holding, indirectly, 9.95% of the share capital and voting rights of the Company;

- UBS Group AG declared having crossed upwards, on May 11, 2022, directly and indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following the acquisition of Atos SE shares off market and an increase in the number of shares owned as a result of statutory assimilation). UBS Group AG. declared holding, directly and indirectly, 5.31% of the share capital and voting rights of the Company;

- UBS Group AG declared having crossed downwards, on May 13, 2022, directly and indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market). UBS Group AG declared not holding any share of the Company anymore;

- Bank of America Corporation declared having crossed upwards, on May 24, 2022, indirectly, through companies it controls, the threshold of 10% of the share capital and voting rights of the Company (following the acquisition of Atos SE shares on the market and an increase of the number of shares owned as a result of statutory assimilation). Bank of America Corporation declared holding, indirectly, 10.33% of the share capital and voting rights of the Company;

- UBS Group AG declared having crossed upwards, on May 24, 2022, directly and indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following the acquisition of Atos SE shares off market and an increase of the number of shares owned as a result of statutory assimilation). UBS Group AG. declared holding, directly and indirectly, 5.12% of the share capital and voting rights of the Company;

- UBS Group AG declared having crossed downwards, on May 25, 2022, directly and indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market). UBS Group AG declared not holding any share of the Company anymore;

- UBS Group AG declared having crossed upwards, on May 27, 2022, directly and indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following the acquisition of Atos SE shares off market and the increase of the number of shares owned as a result of statutory assimilation). UBS Group AG declared holding, directly and indirectly, 5.04% of the share capital and voting rights of the Company;

- UBS Group AG declared having crossed downwards, on May 30, 2022, directly and indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market). UBS Group AG declared not holding any share of the Company anymore;

- UBS Group AG declared having crossed upwards, on May 31, 2022, directly and indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following the acquisition of Atos SE shares off market and the increase of the number of shares owned as a result of statutory assimilation). UBS Group AG declared holding, directly and indirectly, 5.05% of the share capital and voting rights of the Company;

- UBS Group AG declared having crossed downwards, on June 1, 2022, directly and indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market). UBS Group AG declared not holding any share of the Company anymore;

- Bank of America Corporation declared having crossed upwards, on June 3, 2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following a change in the way it holds the ATOS shares, having came into possession of previously assimilated shares, in accordance with article 223-11-1 of the French Financial Market Authority General Regulation). Bank of America Corporation declared effectively holding, indirectly, 5.0001% of the share capital and voting rights holding and, with the assimilated shares, 10.77% of the share capital and voting rights of the Company;

- Bank of America Corporation declared having crossed downwards, on June 17, 2022, indirectly, through companies it controls, the threshold of 10% of the share capital and voting rights of the Company (following sales of Atos SE shares on the market and a reduction in the number of shares owned as a result of statutory assimilation). Bank of America Corporation declared holding, indirectly, 8.44 % of the share capital and voting rights of the Company;

- Bank of America Corporation declared having crossed downwards, on June 22, 2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following sales of Atos SE shares on the market and a reduction of the number of shares owned as a result of statutory assimilation). Bank of America Corporation declared holding, indirectly, 1.52 % of the share capital and voting rights of the Company;

- Bank of America Corporation declared having crossed upwards, on July 1, 2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market and an increase in the number of shares owned as a result of statutory assimilation). Bank of America Corporation declared holding, indirectly, 7.77 % of the share capital and voting rights of the Company;

- JP Morgan Chase & Co declared having crossed upwards, on July 27, 2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market and an increase in the number of ATOS SE shares held under an agreement with a third party (owner of said shares)). JP Morgan Chase & Co declared holding, indirectly, 5.19 % of the share capital and voting rights of the Company;

- JP Morgan Chase & Co declared having crossed downwards, on August 1, 2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares on the market). JP Morgan Chase & Co declared not holding any share of the Company anymore;

- JP Morgan Chase & Co declared having crossed upwards, on August 2, 2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market and an increase in the number of ATOS SE shares held under an agreement with a third party (owner of said shares)). JP Morgan Chase & Co declared holding, indirectly, 5.90% of the share capital and voting rights of the Company;

- Bank of America declared having crossed downwards, on August 10,2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following sales of Atos SE shares on the market and a reduction of the number of shares owned as a result of statutory assimilation). Bank of America declared holding, indirectly, 0.87% of the share capital and voting rights of the Company;

- JP Morgan Chase & Co declared having crossed downwards, on August 18, 2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares on the market). JP Morgan Chase & Co declared not holding any share of the Company anymore;

- JP Morgan Chase & Co declared having crossed upwards, on August 24, 2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market and an increase in the number of ATOS SE shares held under an agreement with a third party (owner of said shares)). JP Morgan Chase & Co declared holding, indirectly, 5.01% of the share capital and voting rights of the Company;

- JP Morgan Chase & Co declared having crossed downwards, on August 31, 2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares on the market). JP Morgan Chase & Co declared not holding any share of the Company anymore;

- JP Morgan Chase & Co declared having crossed upwards, on September 6, 2022, indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on the market and an increase in the number of ATOS SE shares held under an agreement with a third party (owner of said shares)). JP Morgan Chase & Co declared holding, indirectly, 6.84% of the share capital and voting rights of the Company;

- UBS Group AG, declared having crossed upwards, on September 7, 2022, directly and indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares off market and an increase in the number of shares owned as a result of statutory assimilation). UBS Group AG declared holding, directly and indirectly, 5.19% of the share capital and voting rights of the Company;

- UBS Group AG, declared having crossed downwards, on September 8, 2022, directly and indirectly, through companies it controls, the threshold of 5% of the share capital and voting rights of the Company (following sale of Atos SE shares off market). UBS Group AG declared not holding any share of the Company anymore;

- BlackRock Inc., acting on behalf of clients and funds which it manages, declared having crossed upwards, on October 4, 2022, the threshold of 5% of the share capital and voting rights of the Company (following an increase in the number of shares owned as a collateral). BlackRock Inc. declared holding 5.16% of the share capital and voting rights of the Company;

- BlackRock Inc., acting on behalf of clients and funds which it manages, declared having crossed downwards, on October 5, 2022, the threshold of 5% of the share capital and voting rights of the Company (following sales of Atos SE shares on the market and a reduction of the number of shares owned as a collateral). BlackRock Inc. declared holding 4.68% of the share capital and voting rights of the Company;

- Siemens Aktiengesellschaft declared having crossed downwards, on October 28, 2022, the threshold of 5% of the share capital and voting rights of the Company (following sales of Atos SE shares on the market). Siemens Aktiengesellschaft declared holding indirectly, via its employees' pension fund named Siemens Pension Trust e.V., 4.82% of the share capital and voting rights of the Company;

- BlackRock Inc., acting on behalf of clients and funds which it manages, declared having crossed upwards, on November 22, 2022, the threshold of 5% of the share capital and voting rights of the Company (following an acquisition of Atos SE shares on and off market and an increase in the number of shares owned as a collateral). BlackRock Inc. declared holding 5.60% of the share capital and voting rights of the Company;

- BlackRock Inc., acting on behalf of clients and funds which it manages, declared having crossed downwards, on November 23, 2022, the thresholds of 5% of the share capital and voting rights of the Company (following sales of Atos SE shares on market and a reduction of the number of shares owned as a collateral). BlackRock Inc. declared holding 4.54% of the share capital and voting rights of the Company;

- BlackRock Inc., acting on behalf of clients and funds which it manages, declared having crossed upwards, on November 24, 2022, the threshold of 5% of the share capital and voting rights of the Company (following an increase in the number of shares owned as a collateral). BlackRock Inc. declared holding 5.16% of the share capital and voting rights of the Company;

- BlackRock Inc., acting on behalf of clients and funds which it manages, declared having crossed downwards, on November 25, 2022, the threshold of 5% of the share capital and voting rights of the Company (following a reduction in the number of shares owned as a collateral). BlackRock Inc. declared holding 4.39% of the share capital and voting rights of the Company.

Name of entity notifying the threshold crossing	Date of reporting	Date of threshold crossing	Direction	Shares	% of share capital[1]	% of voting rights[2]	Reference of AMF publication
Bank of America	03/11/2022	03/08/2022	↑	7,644,854	6.90%	6.90%	222C0590
Bank of America	04/19/2022	04/14/2022	↑	11,509,827	10.39%	10.39%	222C0895
Bank of America	04/28/2022	04/25/2022	↓	11,020,008	9.95%	9.95%	222C0957
UBS Group AG	05/17/2022	05/11/2022	↑	5,883,972	5.31%	5.31%	222C1149
UBS Group AG	05/19/2022	05/13/2022	↓	0	0.00%	0.00%	222C1189
Bank of America	05/26/2022	05/24/2022	↑	11,444,210	10.33%	10.33%	222C1276
UBS Group AG	05/30/2022	05/24/2022	↑	5,669,720	5.12%	5.12%	222C1279
UBS Group AG	05/31/2022	05/25/2022	↓	0	0.00%	0.00%	222C1314
UBS Group AG	06/02/2022	05/27/2022	↑	5,578,330	5.04%	5.04%	222C1352
UBS Group AG	06/03/2022	05/30/2022	↓	0	0.00%	0.00%	222C1358
UBS Group AG	06/06/2022	05/31/2022	↑	5,590,273	5.05%	5.05%	222C1374
UBS Group AG	06/07/2022	06/01/2022	↓	0	0.00%	0.00%	222C1400
Bank of America	06/07/2022	06/03/2022	↑	11,930,319	10.77%[3]	10.77%	222C1417
Bank of America	06/22/2022	06/17/2022	↓	9,343,949	8.44%	8.44%	222C1581
Bank of America	06/29/2022	06/22/2022	↓	1,687,441	1.52%	1.52%	222C1683
Bank of America	07/05/2022	07/01/2022	↑	8,603,621	7.77%	7.77%	222C1740
JP Morgan Chase & Co	07/29/2022	07/27/2022	↑	5,757,425	5.19%	5.19%	222C1955
JP Morgan Chase & Co	08/03/2022	08/01/2022	↓	0	0.00%	0.00%	222C1995
JP Morgan Chase & Co	08/04/2022	08/02/2022	↑	6,542,239	5.90%	5.90%	222C2006
Bank of America	08/12/2022	08/10/2022	↓	961,413	0.87%	0.87%	222C2069
JP Morgan Chase & Co	08/23/2022	08/18/2022	↓	0	0.00%	0.00%	222C2092
JP Morgan Chase & Co	08/29/2022	08/24/2022	↑	5,556,921	5.01%	5.01%	222C2126
JP Morgan Chase & Co	09/05/2022	08/31/2022	↓	0	0.00%	0.00%	222C2161
JP Morgan Chase & Co	09/08/2022	09/06/2022	↑	7,587,586	6.84%	6.84%	222C2178
UBS Group AG	09/13/2022	09/07/2022	↑	5,763,419	5.19%	5.19%	222C2199
UBS Group AG	09/14/2022	09/08/2022	↓	0	0.00%	0.00%	222C2213
BlackRock, Inc.	10/05/2022	10/04/2022	↑	5,726,982	5.16%	5.16%	222C2309
BlackRock, Inc.	10/06/2022	10/05/2022	↓	5,197,658	4.68%	4.68%	222C2320
Siemens Aktiengesellschaft	11/02/2022	10/28/2022	↓	5,353,137	4.82%	4.82%	222C2435
BlackRock, Inc.	11/23/2022	11/22/2022	↑	6,209,907	5.60%	5.60%	222C2534
BlackRock, Inc.	11/24/2022	11/23/2022	↓	5,039,168	4.54%	4.54%	222C2544
BlackRock, Inc.	11/25/2022	11/24/2022	↑	5,724,774	5.16%	5.16%	222C2551
BlackRock, Inc.	11/28/2022	11/25/2022	↓	4,871,100	4.39%	4.39%	222C2561

1 On the date of threshold crossing

2 Including treasury shares on that date pursuant to article 223-11 I. al.2 of the Règlement Général de l'Autorité des Marchés Financiers (French Market Financial Market Authority General Regulations)

3 Declaration made following a change in the way it holds the shares and coming in actual possesion of 5,538,317 shares representing 5.0001% of the share capital i, accordance with article 223-11-1 of the Règlement Général de l'Autorité des Marchés Financiers (French Financial Market Authority General Regulations)

The Company was not informed of any other legal threshold crossing, in accordance with article L. 233-7 of the French Commercial Code, in 2022.

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

As a reminder, on the occasion of the acquisition by the Company from Siemens of Siemens' former subsidiary SIS, the Siemens group committed to keep its shareholding in the Company, amounting to 12,483,153 shares, until June 30, 2016 (the "Lock-Up Agreement"). This lock-up commitment was extended to September 30, 2020, pursuant to an amendment to the Lock-Up Agreement entered into on October 30, 2015 between Siemens AG, the Company and Siemens Beteiligungen Inland GmbH, in the context of the strengthening of the alliance between both Siemens and Atos. Under this agreement, Siemens nevertheless retained the possibility, as from July 1, 2016, to transfer its shareholding in the Company to two Siemens employees pension funds named Siemens Pension Trust e.V. and BSAV-Trust e.V., provided that such pension trust agree to abide by the terms and conditions of the Lock-Up Agreement, and that when exercising the right to suggest a representative to be elected to the Atos Board of Directors, it shall always suggest an active member of the Management Board of Siemens.

On March 27, 2018, in connection with the financing by Siemens AG of a pension plan, Siemens AG transferred, off the market, the entirety of its shareholding in the Company, i.e., 12,483,153 Atos SE shares, to Siemens Pension-Trust e.V. In connection with the above-mentioned transfer of shares, Siemens Pension Trust e.V. executed a Joinder Agreement on March 23, 2018 under which Siemens Pension Trust e.V. agreed to be bound by the terms and conditions of the Lock-Up Agreement, as mentioned hereabove.

The Lock-up Agreement also provided, among other things, that at the end of the lock-up commitment, Siemens Pension Trust e.V. should commit to sell its Atos SE shares in an orderly manner.

Following the crossing downwards, on October 28, 2022, by Siemens Pension Truest e.V. of the 5% threshold of the Company's share capital and voting rights, the Lock-up Agreement has been automaticaly terminated, along with all its commitments.

The Company has not received notice of any other 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 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, 2022, the shareholding of current and former Atos Group employees into Atos SE represented an overall 2.71% of the share capital.

To the Company's knowledge, there is no agreement capable of having a material effect, in case of public offer on the share capital of the Company.

8.7.6 Treasury stock and liquidity contract

Treasury Stock

As of December 31, 2022, the Company owned 227,146 shares which amounted to less than 0.20% of the share capital with a portfolio value of €2,046,585.46, based on December 30, 2022 market price, and with book value of €3,413,840.77. These shares were purchased in the context of share buyback program and are intended to be delivered to beneficiaries of performance shares plans, share purchase plans or other long-term incentive plans.

From January 1, 2022, to December 31, 2022, the Company has not made any purchase.

From January 1, 2022 to December 31, 2022, the Company transferred 139,480 shares of the Company to beneficiaries of long-term incentive (LTI) plans.

Liquidity Contract

Atos and Rothschild Martin Maurel entered into a liquidity contract on February 14, 2019, effective as from January 1, 2019.

This contract has been concluded following changes to the regulation applicable to liquidity contracts and is compliant with the AMF decision n° 2021-01 dated June 22, 2021 (the "AMF Decision"), effective since July 1, 2021.

The trading platform on which trades under the liquidity contract are made is Euronext Paris.

Pursuant to its provisions, situations or conditions leading to the suspension or termination of the liquidity contract are the following:

- the performance of the liquidity contract is suspended in the conditions set forth in article 5 of the AMF Decision;
- it can be suspended at Atos' request for technical reasons, such as the counting of shares benefiting from voting rights before a General Meeting or the counting of shares benefiting from a dividend before the ex-dividend date, and for a period of time specified by Atos.

The liquidity contract may be terminated at any time and without notice by Atos or by Rothschild Martin Maurel, subject to a one-month prior notice.

The transactions carried out in 2022 under the liquidity contract are as follows:

Cumulated gross flows as at December 31, 2022	Cumulative purchases	Cumulated sales
Number of shares	1,727,390	1,522,390
Average Sale/Purchase price	18.7925	20.9943
Total Amount of Purchases/Sales	32,462,143.29	31,961,628

Legal Framework

The 22nd resolution of the Annual General Meeting of May 18, 2022 renewed in favor of the Board of Directors, the authorization to trade in the Group's shares, in connection with the implementation of a share buyback program.

These purchases may be carried out:

- to ensure liquidity and an active market of the Company's shares through an investment services provider acting independently in the context of a liquidity contract, in accordance with the market practice accepted by the AMF;
- to attribute or sell these shares to the executive officers and Directors or to the employees of the Company and/or to the current or future affiliated companies, under the conditions and according to the terms set or accepted by applicable legal and regulatory provisions in particular in connection with (i) profit-sharing plans, (ii) the share purchase option regime laid down under articles L. 22-10-56 et seq. and L. 225-177 et seq. of the French Commercial Code, and (iii) free awards of shares in particular under the framework set by articles L. 22-10-59, L. 22-10-60 and L. 225-197-1 et seq. of the French Commercial Code and (iv) French or foreign law shareholding plans, in particular in the context of a company savings plan, as well as to carry out all hedging operations relating to these operations, under the terms and conditions set by market authorities and at such times as the Board of Directors or the person acting upon its delegation so decides;
- to remit the shares acquired upon the exercise of the rights attached to securities giving the right, whether immediate or deferred, by reimbursement, conversion, exchange, presentation of a warrant or any other way, to the attribution of shares of the Company, as well as to carry out all hedging operations relating to the issuance of such securities, under the conditions set by market authorities and at such times as the Board of Directors or the person acting upon its delegation so decides;
- to keep them and subsequently use them in payment or exchange or other in the context of potential external growth operations; or
- to cancel them as a whole or in part through a reduction of the share capital authorized by the General Meeting, in particular pursuant to the 17th resolution of the Annual General Meeting held on May 12, 2021.

This authorization shall be used at any time except during public offers on the shares of the Company.

This authorization is also intended to allow the Company to trade in its own shares for any other purpose in compliance with applicable regulation or which would subsequently enjoy a legitimacy presumption under the relevant legal and regulatory provisions or that may subsequently be admitted as market practice by the AMF. In such case, the Company shall inform its shareholders by press release.

The purchase of shares shall not exceed, at any time, a maximum number of shares representing 10% of the share capital of the Company, this percentage being applied to a share capital figure adjusted to reflect transactions affecting the share capital subsequent to the Annual General Meeting held on May 18, 2022, it being specified that where the shares are repurchased in the context of a liquidity contract, the number of shares taken into account in calculating the 10% limit will be the number of shares purchased minus the number of shares resold during the period of the authorization.

Acquisitions, sales and transfers or exchange of shares may be made by any means, subject to the limits authorized by the laws and regulations in force, on one or several occasion, on a regulated market or via a multilateral trading facility or a systematic internalizer or over the counter, including by public tender offering or by block purchases or sales (with no limit on the portion of the share buyback program), and where required, by derivative financial instrument (traded on a regulated market or a multilateral trading facility via a systematic internalizer or over the counter) or by warrants or securities giving access to Company shares, or the implementation of optional strategies, or by the issuance of securities giving access to the Company's capital, in compliance with the relevant legal and regulatory provisions.

The maximum purchase price per share may not exceed €120 (fees excluded).

The Board of Directors may adjust the aforementioned maximum purchase price in the event of incorporation of premiums, reserves or profits, giving rise either to an increase in the nominal value of the shares or to the creation and the free allocation of shares, as well as in the event of division of the nominal value of the share or share consolidation or any other transaction on equity, so as to take account of the impact of such transactions on the value of the shares.

As a result, the maximum amount of funds assigned to the share buyback program amounts to € 1,329,164,388 as calculated on the basis of the share capital as of the day of the Annual General Meeting.

This authorization was granted for a period of 18 months as from May 18, 2022.

Description of the share buyback program to be submitted to the approval of the next Annual General Meeting

In connection with the share buyback program (and within the limit of 10% of the share capital), it is expected to propose, during the next Annual General Meeting, the renewal of the authorization to purchase shares which was granted during the Annual General Meeting held on May 18, 2022, for 18 months.

In accordance with the AMF General Regulations (articles 241-1 et seq.), this description of the program is aimed at detailing the objectives and the terms and conditions of the new Company's share buyback program which will be subject to the authorization of the next Annual General Meeting.

The aims of this program are:

- to ensure liquidity and an active market of the Company's shares through an investment services provider acting independently in the context of a liquidity contract, in accordance with the market practice accepted by the AMF;
- to attribute or sell these shares to the executive officers and Directors or to the employees of the Company and/or to the current or future affiliated companies, under the conditions and according to the terms set or accepted by applicable legal and regulatory provisions in particular in connection with (i) profit-sharing plans, (ii) the share purchase option regime laid down under articles L. 22-10-56 et seq. and L. 225-177 et seq. of the French Commercial Code, and (iii) free awards of shares in particular under the framework set by articles L. 22-10-59, L. 22-10-60 and L. 225-197-1 et seq. of the French Commercial Code and (iv) French or foreign law shareholding plans, in particular in the context of a company savings plan, as well as to carry out all hedging operations relating to these operations, under the terms and conditions set by market authorities and at such times as the Board of Directors or the person acting upon its delegation so decides;
- to remit the shares acquired upon the exercise of the rights attached to securities giving the right, whether immediate or deferred, by reimbursement, conversion, exchange, presentation of a warrant or any other way, to the attribution of shares of the Company, as well as to carry out all hedging operations relating to the issuance of such securities, under the conditions set by market authorities and at such times as the Board of Directors or the person acting upon its delegation so decides;
- to keep them and subsequently use them in payment or exchange or other in the context of potential external growth operations; or
- to cancel them as a whole or in part through a reduction of the share capital.

This authorization would also allow the Company to trade in its own shares for any other purpose in compliance with applicable regulation or which would subsequently enjoy a legitimacy presumption under the relevant legal and regulatory provisions or that may subsequently be admitted as market practice by the AMF. In such case, the Company would inform its shareholders by press release.

This authorization would also allow the Company to trade in its own shares for any other purpose in compliance with applicable regulation or which would subsequently enjoy a legitimacy presumption under the relevant legal and regulatory provisions or that may subsequently be admitted as market practice by the AMF. In such case, the Company would inform its shareholders by press release.

This authorization may be used at any time, except during public offers on the shares of the Company.

The purchase of shares shall not exceed, at any time, a maximum number of shares representing 10% of the share capital of the Company, this percentage being applied to a share capital figure adjusted to reflect transactions affecting the share capital subsequently to the 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 shall be the number of shares purchased minus the number of shares resold during the period of the authorization.

Acquisitions, sales, and transfers or exchange of shares may be made by any means, subject to the limits authorized by the laws and regulations in force, on one or several occasion, on a regulated market or via a multilateral trading facility or a systematic internalizer or over the counter, including by public tender offering or by block purchases or sales (with no limit on the portion of the share buyback program), and where required, by derivative financial instrument (traded on a regulated market or a multilateral trading facility via a systematic internalizer or over the counter) or by warrants or securities giving access to Company shares, or the implementation of optional strategies 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 is set at € 120 (excluding taxes) per share and the number of shares which may be acquired is 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 subsequently to the General Meeting, theoretically 11,095,154 shares as calculated on the basis of the share capital as at December 31, 2022. The maximum amount of the funds assigned to the share buyback program is € 1,331,418,504, as calculated on the basis of the share capital on December 31, 2022. This maximum amount may be adjusted to take into account the share capital amount on the day of the General Meeting.

As from its authorization by the next Annual General Meeting, this program will be in force for a maximum duration of 18 months.

8.7.7 Potential common stock

Potential dilution

Based on 110,951,542 outstanding shares as of December 31, 2022, the common stock of the Group could be increased by 2,279,353 new shares, representing 2.05% 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, 2022	December 31, 2021	Change	% dilution
Number of shares outstanding	**110,951,542**	**110,730,332**	**221,210**	
From stock subscription options[1]	0	137,000	-137,000	0.00%
From performance shares/free shares	2,279,353	2,605,563	-326,210	2.05%
Potential dilution	**2,279,353**	**2,742,563**	**-463,210**	**2.05%**
Total potential common stock	**113,230,895**	**113,472,895**		

1 On July 25, 2022, the Board of Directors acknowledged the write-off of all the outstanding stock subscription options

Stock options evolution

Number of stock subscription options as of December 31, 2021	**137,000**
Stock subscription options granted in 2022	0
Stock subscription options exercised in 2022	0
Stock subscription options cancelled or forfeited in 2022	137,000
Number of stock subscription options as of December 31, 2022	**0,000**

On July 26, 2022, the Board of Directors acknowledged that the vesting condition of these options, relating to the performance of the ATOS SE share compared to the performance of a basket consisting of indexes and shares, measured on the basis of the average of the opening share price (with dividend reinvestement) during the trading days of the calendar quarter preceding the grant date (i.e., July 25, 2019) and vesting date (i.e., July 25, 2022), was not met. As a result, all the stock options granted under this 2019 plan are deemed null and void.

As a result, as of December 31, 2022, there no longer any stock option outstanding.

Current authorizations to issue shares and other securities

Pursuant to the resolutions adopted by the Annual General Meetings held on May 12, 2021 and May 18, 2022, the following authorizations to modify the share capital and to issue shares and other securities granted by the General Meeting to the Board of Directors are in force as of December 31, 2022:

Authorization	Authorization amount (value)	Use of the authorizations (par value)	Unused balance (par value)	Authorization expiration date
EGM May 18, 2022 22nd resolution Authorization to buyback the Company shares	10% of the share capital adjusted at any moment	0	100%	11/18/2023 (18 months)
EGM May 12, 2021 17th resolution Share capital decrease	10% of the share capital adjusted as at the day of the decrease	0	10% of the share capital adjusted as at the day of the decrease	07/12/2023 (26 months)
EGM May 18, 2022 23rd resolution Share capital increase with preferential subscription right	44,305,479	0	44,305,479	07/18/2024 (26 months)
EGM May 18, 2022 24th resolution Share capital increase without preferential subscription right by public offerings other than those referred to in article l.411-2 of the French Monetary and Financial Code [1 2]	11,076,369	0	11,076,369	07/18/2024 (26 months)
EGM May 18, 2022 25th resolution Share capital increase without preferential subscription right by public offering mentioned in article L. 411-2, 1° of the French Monetary and Financial Code[1 2]	11,076,369	0	11,076,369	07/18/2024 (26 months)
EGM May 18, 2022 26th resolution Share capital increase without preferential subscription right to remunerate contribution in kind[1 2]	11,076,369	0	11,076,369	07/18/2024 (26 months))
EGM May 18, 2022 27th resolution Increase in the number of securities in case of share capital increase with or without preferential subscription right[1 2 3]	Extension by 15% maximum of the initial issuance	0	Extension by 15% maximum of the initial issuance	07/18/2024 (26 months)
EGM May 18, 2022 28th resolution Share capital increase through incorporation of premiums, reserves, benefits or other	5,694 million	0	5,694 million	07/18/2024 (26 months)
EGM May 18, 2022 29th resolution Capital increase reserved to employees[1]	2,215,273	0	2,215,273	07/18/2024 (26 months)
EGM May 18, 2022 30th resolution Capital increase reserved to operations reserved to employees in certain countries through equivalent and complementary framework[1]	221,527	0	221,527	11/18/2023 (18 months)
EGM May 18, 2022 31st resolution Authorization to allot free shares to employees and executive officers	1,661,455	1,053,791[4]	607,664	07/18/2025 (38 months)

1 Any share capital increase pursuant to the 24th, 25th, 26th, 27th, 29th and 30th resolutions of the Combined General Meeting of May 18, 2022 shall be deducted from the cap set by the 23th resolution of the Combined General Meeting of May 18, 2022.

2 The share capital increases without preferential subscription right carried out pursuant to the 24th, 25th, 26th and 27th resolutions of the Combined General Meeting of May 18, 2022 are subject to an aggregate sub-cap corresponding to 10% of the share capital of the Company on the day of the Combined General Meeting of May 18, 2022 (i.e. € 11,076,369). Any share capital increase pursuant to these resolutions shall be deducted from this aggregate sub-cap.

3 The additional issuance shall be deducted from (i) the cap of the resolution pursuant to which the initial issuance was decided, (ii) the aggregate cap set by the 23th resolution of the Combined General Meeting of May 18, 2022, and (iii) in case of share capital increase without preferential subscription rights, the amount of the sub-cap mentioned at 2 here above.

4 Initial Grant of 1,281,555 performance shares on May 18, 2022 and June 18, 2022, among which 227,764 were canceled.

As of December 31, 2022, the number of new authorized shares that may be issued pursuant to the above-mentioned delegations of authority (the 27th and 28th resolutions of the Annual General Meeting held on May 18, 2022 being set aside) amounts to 44,913,143, representing 40.48% of the share capital.

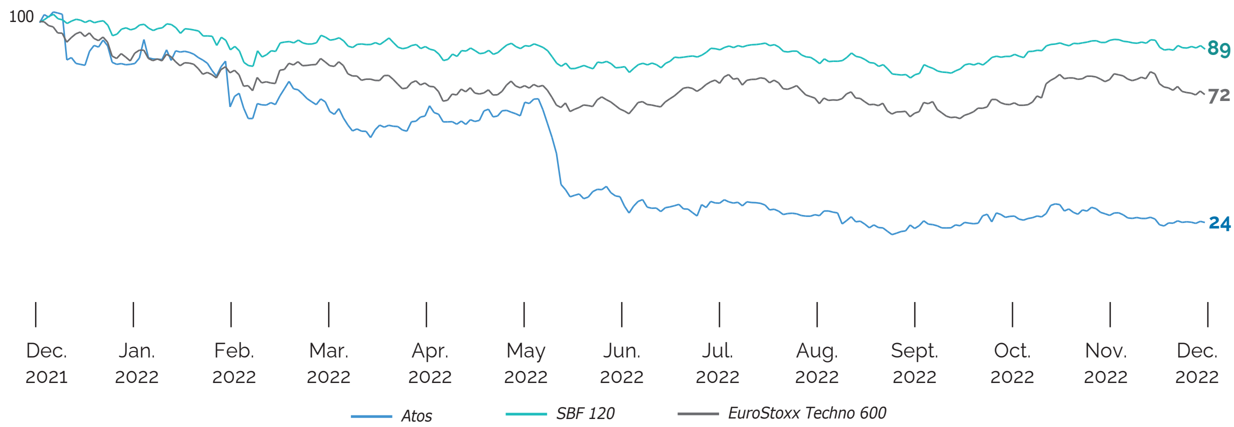
8.8 Share trading performance

8.8.1 Stock market overview

Atos' stock price ended 2022 down -75.9% at €9.01, underperforming the French reference Index SBF 120 (-10.3%).

Atos' stock price fell in the first days of 2022 after the publication of a profit warning on its results for the year 2021. This profit warning has aroused the mistrust of investors, after an already difficult year 2021. The stock's decline accelerated in February with a generalized sell-off after the Russian invasion of Ukraine. The stock fell heavily in June, after the Capital Market Day presentation due to the resignation of Rodolphe Belmer, which investors had hoped would restore confidence, and doubts about the Group's ability to execute the transformation plan in deteriorated market conditions.

Atos' share performance in comparison with indices (base 100 at December 31, 2021)



8.8.2 Key figures

	2022	2021	2020	2019	2018
Highest	38.92	76.12	81.06	79.24	130.30
Lowest *(in €)*	7.28	35.36	45.15	51.71	66.14
Closing as of 31/12 *(in €)*	9.01	37.39	74.78	74.32**	71.48
Average daily volume processed on Euronext platform *(in number of shares)*	1,524,127	812,752	456,990	475,750	403,600
Free-float	97.1%	96.8%	97.6%	86.6%	86.7%
Market capitalization as of 31/12 *(in € million)*	1,000	4,140	8,225	8,117	7,640
Enterprise Value as of 31/12* *(in € million)*	2,450	5,365	8,692	9,853	10,512
EV/revenue	0.2	0.5	0.8	0.9	0.9
EV/OMDA	2	5	5	5	7
EV/OM	7	14	9	8	8
P/E (year-end stock price ÷ normalized basic EPS)	-36.0	-19.0	11.2	9.6	9.3

* Assuming that (Enterprise Value) = (Net Debt) + (Market Capitalization).
** The distribution of 23.5% of Worldline share capital on May 2019 for €2,344 million, represented €21.88 per Atos share.

8.8.3 Market capitalization

Based on a closing share price of €9.01 on December 31, 2022 and 110,951,542 shares in issue, the market capitalization of the Group at December 31, 2022 was € 1,000 million compared to €4,140 million at the end of December 2021.

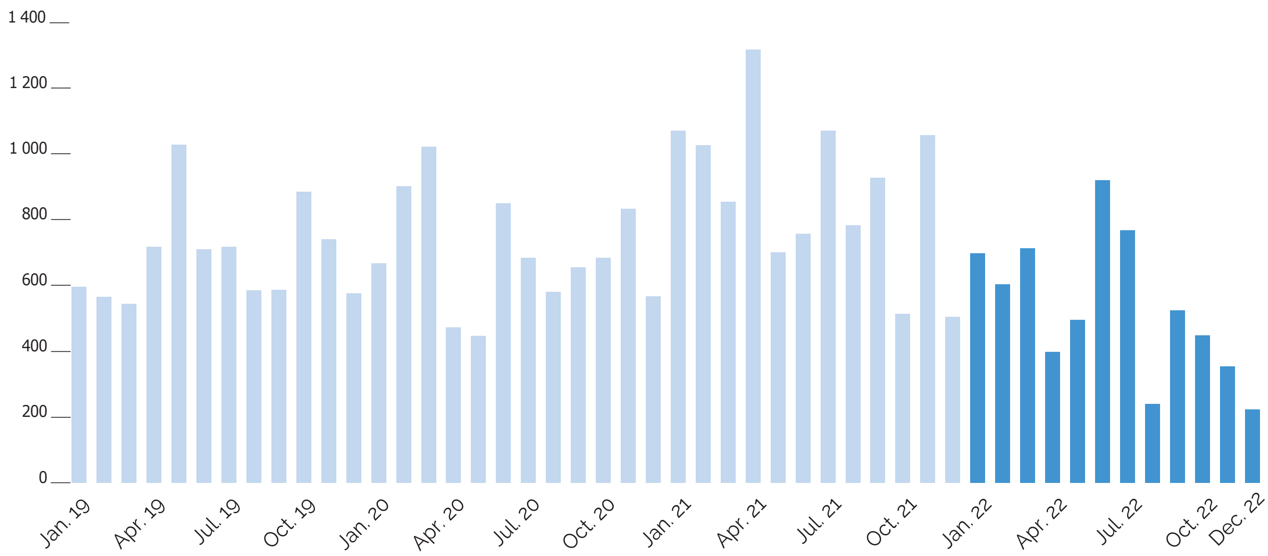
As of December 31, 2022, Atos was ranked 72th within the SBF 120 index, which includes the largest companies by market capitalization on the Paris stock exchange.

8.8.4 Traded volumes

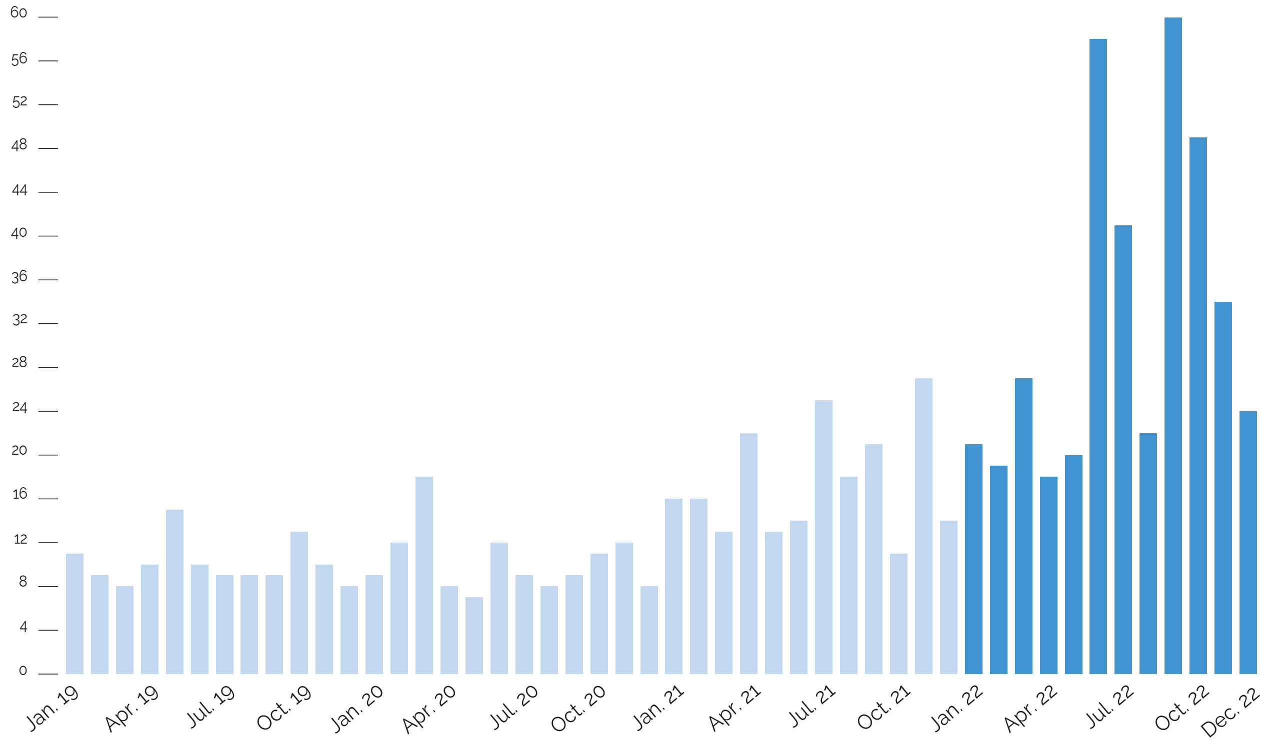
	Trading Volume (Euronext)	
	(in thousands of shares)	*(in € thousands)*
1st quarter 2022	66,588	2,013,106
2nd quarter 2022	95,783	1,813,423
3rd quarter 2022	123,274	1,533,145
4th quarter 2022	106,056	1,025,737
Total	**391,701**	**6,385,412**

In 2022, the average daily number of shares traded reached 1,524 thousand on Euronext platforms, compared to 813 thousand in 2021. Regarding trading volumes on Atos SE shares, Euronext platform represented 35% of the total 2022 volumes, compared to 30% in 2021.

Monthly trading volume *(in € million euro)* (1)



Monthly trading volume *(in million of shares)* (2)



1) *Volumes prior to May 3, 2019 (ex-date) adjusted of the distribution in kind of 2 Worldline shares for 5 Atos shares owned.*
2) *Volumes prior to May 3, 2019 (ex-date) adjusted of the distribution in kind of 2 Worldline shares for 5 Atos shares owned.*

8.8.5 2022 and subsequent key trading dates

January 2022

Atos announced that effective **January 1, 2022**, Rodolphe Belmer assumed office as the Group's new Chief Executive Officer.

On **January 4**, Atos **completed the acquisition of Cloudreach**, a leading multi-cloud services company specializing in public cloud application development and cloud migration, with strong partnerships with all three hyperscalers.

On **January 10**, Atos announced **preliminary 2021 financial figures below objectives**:

- of revenue growth of at constant currency for the full year at "c. -2.4%" vs "stable";
- of Operating Margin of "c. 3.5%" vs "c.6%";
- of Free Cash Flow of c. "€-420 million" vs "positive".

February 2022

On **February 9**, Atos provided **additional information on its 2021 financial figures**, with impairments of goodwill and other assets of c. €1.9 billion, and impairment of contract assets, bad debt reserves, and provisions for future losses for c. €0.5 billion.

On **February 10**, Atos announced the **simplification of its governance** to accelerate transformation cadence, resume its growth trajectory, optimize economic performance and ultimately create value for all its stakeholders.

On **February 28**, Atos announced its Full Year 2021 results. **Revenue** was **€10,839 million**, or **-2.5% at constant currency**. **Operating margin** was **€383 million**, representing **3.5% of revenue**, compared to 9.0% in 2020. Commercial activity remained sound in 2021, as **order entry** reached **€10.8 billion**, representing a book to bill ratio of 99%. **Full backlog** was stable at constant currency compared to the end of 2020, at **€23.6 billion**, representing 2.1 years of revenue. The **full qualified pipeline** reached **€7.0 billion** compared to €8.9 billion at the end of 2020 at constant currency. Both **basic EPS Group share** and **diluted EPS Group share** were at **€-27.03**, compared to €5.05 in 2020. In 2021, **free cash flow** was **€-419 million** compared to €513 million in 2020. The **Group's net debt position** as of end 2021 was **€-1,226 million** compared to €-467 million at the end of 2020. This includes the Optional Exchangeable Bond (OEB) for € 500 million while the Group still owns the underlying Worldline shares which are exchangeable at maturity of the OEB. Assuming the full conversion of the OEB, the Group net debt would have amounted to €-883 million.

April 2022

On **April 5**, Atos confirmed the **managed exit of its Russia-based operations**, that generated c. 0.4% of Group revenue in 2021.

On **April 27**, Atos announced the revenue of its first quarter of 2022. Q1 2022 **revenue** reached **€2,747 million**, down **-0.6% at constant currency** compared to Q1 2021, -2.4% organically. Q1 2022 showed a significant sequential improvement compared to Q4 2021, where revenue contracted -5.4% at constant currency and -6.9% organically excluding the impact of the UK BPO contract reassessment. **Acquisitions contributed +1.7%** to the Group's revenue growth. During the first quarter of 2022, the Group **order entry** reached **€2.0 billion** representing a **Book-to-Bill ratio** of **72%**, compared to 96% (at constant currency) achieved over the same period last year.

June 2022

On **June 14**, Atos has **completed the sale of its entire stake in Worldline** of ca. 7.0 million shares representing ca. 2.5% of Worldline's share capital. As a result of the Placement and derivative transaction, Atos has raised **net proceeds of ca. €220 million**.

Atos held a **Capital Market Day**. The Group announced that it is studying a separation into two publicly listed companies:

- **SpinCo (Evidian)** would bring together **Atos' Digital, Big Data and Cybersecurity business lines**, which generated in 2021 a combined €4.9 billion revenue, growing organically by +5%, and a 7.8% operating margin. SpinCo would be **managed by Philippe Oliva**, capitalizing on his vast international experience in the Digital sector.
- **TFCo (Atos)** would be composed of **Atos' Tech Foundations business line**, which in 2021 generated revenue of €5.4 billion (excluding Unified Communications & Collaboration (UCC)), declining organically by -12%, and a -1% operating margin. TFCo would be **managed by Nourdine Bihmane**, who brings a wealth of experience in the technology sector.

The contemplated project involves a prior reorganization expected to be completed during the second half of 2023 with listing and distribution of SpinCo shares by end of 2023.

July 2022

On **July 13**, **S&P Global lowered Atos credit rating** from BBB- with a negative outlook, to **BB with a negative outlook**. Atos announced the impact of this rating change on Atos debt structure and cost of debt is very limited, as the only current debt instrument which cost is subject to a rating grid is the €2.4 bn revolving credit facility, that remains almost fully undrawn as of today. Bond terms remain unchanged.

On **July 27**, Atos, announced its financial results for the first half of 2022. **Revenue** was **€ 5,563 million** in H1 2022, slightly down **-0.6% at constant currency**. On an organic basis, revenue decreased -2.1%, with a continued sequential improvement in Q2, at -1.9% compared to -2.4% in Q1. Tech Foundations reported a much more contained decrease than in FY21, at -2.6% at constant currency, thanks to renewed focus under the Group's new governance. The Evidian perimeter grew +2.0% with robust trends in Digital and Cybersecurity and a temporary low level of HPC sales driven by cyclicality and supply chain challenges. **Acquisitions contributed +1.6%** to the Group's revenue growth. **Operating margin** was **€ 59 million**, or **1.1% of revenue**. On top of usual seasonality, it was impacted by high inflation (salaries, energy costs) and supply chain tensions, whilst the first benefits of the performance improvement actions launched in H1 are expected to unfold in H2. Atos is benefitting from a **renewed commercial momentum**, with a sharp rebound in order entry in Q2, at €2.8 billion compared with € 2.0 billion in Q1, and a strong sequential improvement in book-to-bill ratio, at 101% in Q2 compared with 72% in Q1. **Full backlog** at the end of June 2022, amounted to **€22.6 billion**, down €1.6 billion at constant currency compared to the end of December 2021, including €0.9 billion of corrections pertaining to prior periods, and representing 2.0 years of revenue. The **full qualified pipeline** was **€7.1 billion**, slightly up compared to the end of December 2021 and **representing 7.6 months of revenue**. Group **free cash flow** was **€-555 million**, compared to €-369 million in the first half of 2021.

The **Group successfully secured a new€2.7 billionbank debt financing** ensuring the interim period leading to the envisioned separation is fully financed. The syndication of this new debt package was finalized in a short timeframe and received very strong support from the Group's historical lenders. The net debt/OMDA financial **covenant was reset to 3.75x** and will be tested at year-end.

September 2022

On **September 29** -following a market rumor- Atos confirmed that on September 27 the Group **received an unsolicited letter of intent from Onepoint**, in association with private equity firm ICG, related to the potential acquisition of the Evidian perimeter, for an indicative enterprise value of €4.2 billion. Following the thorough examination of this preliminary and non-binding mark of interest, and upon the recommendation of its Ad hoc Committee, the Board of Directors convened and unanimously concluded that it was not in the interest of the Company and its stakeholders, and therefore decided not to proceed.

October 2022

On **October 24**, since the presentation of its separation project at the CMD on June 14, **Atos has been approached by several players interested in the Tech Foundations business**. The Board of Directors reiterates that it is its duty to examine all marks of interest, and it will do so for the Tech Foundations business with regard to the Company's corporate interest and value creation for its stakeholders.

On **October 26**, Atos announced its revenue for the third quarter of 2022. **Revenue** in the third quarter of 2022 reached **€2,818 million**, up +5.7% year-on-year. **Growth at constant currency** turned positive in Q3, at **+1.1%**, while organic growth stabilized, at -0.1%, showing a strong sequential improvement compared to previous quarters (-1.9% in Q2 and -2.4% in Q1). This positive momentum reflects the continued improvement in operational performance brought by the Group's new organization and management team. **Acquisitions contributed +1.2%** to the Group's revenue growth. The Group **order entry** reached **€2,0 billion** representing a **Book-to-Bill ratio** of **71%**.

Atos announced a disposal program of non-core businesses representing €700 million of expected proceeds, as part of the financing of its transformation plan. This **disposal program is progressing** as planned, with several disposal processes currently ongoing, including **2 small-sized transactions already signed** (on top of the sale of its remaining 2.5% stake in Worldline, for net proceeds of c. €220 million).

November 2022

On **November 17**, Atos announced that it has **entered into exclusive negotiations with Lutech S.p.A. ("Lutech")**, an Italian provider of IT services and solutions, for the **sale of its Italian operations ("Atos Italia").**The proposed transaction is subject to the consultation of the relevant employee representative bodies and other customary regulatory approvals, with closing expected in H1 2023.

January 2023

On **January 24**, Atos announced that is has **entered into exclusive negotiations with Mitel Networks ("Mitel")** for the **sale of its Unified Communications & Collaboration Services businesses ("Unify").** The proposed transaction is subject to the consultation of the relevant employee representative bodies and other customary regulatory approvals.

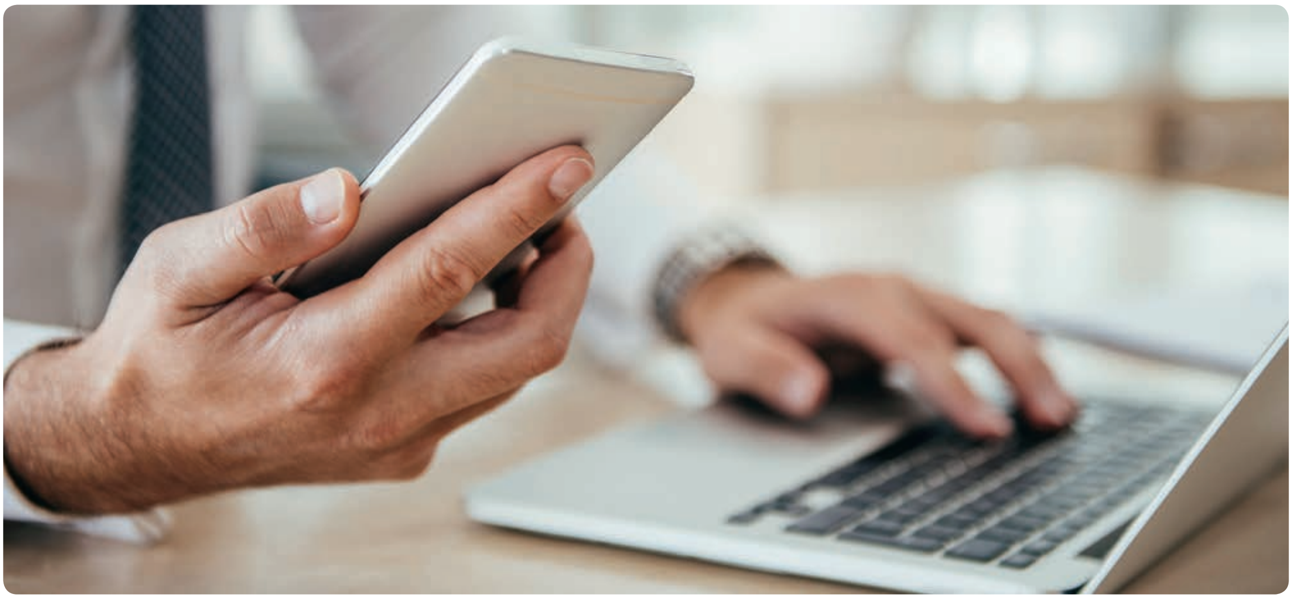
February 2023

On **February 16**, Atos announced that it **has received an indicative offer from Airbus** to enter into a long-term strategic and technological agreement and to acquire a minority stake of 29.9% in Evidian.

On **February 28**, Atos announced its Full Year 2022 results. **Revenue** was **€11,341 million**, or **+1.3% at constant currency. Operating margin** was **€356 million**, representing **3.1% of revenue**, compared to 3.5% in 2021. Commercial activity picked up in Q4 2022, with book-to-bill at 112%. **Order entry** reached **€10.2 billion**, representing a **book to bill ratio** of **90%. Full backlog** at the end of December 2022, amounted to **€21.2 billion**, down €3.2 billion compared to the end of December 2021, including € 1.9 billion of corrections pertaining to prior periods and partly due the exit of underperforming contracts. Backlog at the end of December represented 1.9 years of revenue. The **full qualified pipeline** was **€6.6 billion**, slightly down compared to the end of December 2021, and representing 7.0 months of revenue. In 2022, **free cash flow** was **€-187 million** compared to €-419 million in 2021. The **Group's net debt position** as of end 2022 was **€-1,450 million** compared to €-1,226 million at the end of 2021. The Group's **liquidity** remains solid, with **€3.3 billion of gross cash** and €2.0 billion of undrawn credit facilities at end December 2022.

8.8.5.1 Purchase or sale by the Group of its own shares

The Group purchased or sold its own shares in 2022 as described within the **section 8.7.6 Treasury stock and liquidity contract.** At December 31, 2022, the Group held 227,146 shares as treasury stock.



9

Other Information

9.1 Persons responsible

9.1.1 For the Universal Registration Document

Nourdine Bihmane

Chief Executive Officer

9.1.2 For the accuracy of the Universal Registration Document

I hereby declare that the information contained in this universal Registration Document is, to the best of my knowledge, in accordance with the facts and contains no omission likely to affect its import.

I hereby declare that, to the best of my knowledge, the financial statements have been prepared in accordance with the applicable accounting standards and give a true and fair view of the assets, liabilities, financial position and results of the Company and all the other companies included in the scope of consolidation, and that the management report (here attached) gives a fair description of the material events, results and financial position of the Company and all the other companies included in the scope of consolidation, as well as a description of the main risks and contingencies with which the Company may be confronted.

Nourdine Bihmane

Chief Executive Officer

Bezons, April 20th, 2023

9.1.3 For the audit

Appointment and term of offices

Statutory auditors
Grant Thornton - Virginie Palethorpe
Appointed on: October 31, 1990, then renewed in October 24, 1995, on May 30, 2002, on June 12, 2008, on May 17, 2014, and on June 16, 2020
Term of office expires: at the end of the AGM voting on the 2025 financial statements
Deloitte & Associés – Jean-François Viat
Appointed on: December 16, 1993, renewed on February 24, 2000, on May 23, 2006, on May 30, 2012, and on May 24, 2018
Term of office expires: at the end of the AGM voting on the 2023 financial statements

9.2 Contacts

9.2.1 Global Headquarters

River Ouest
80 quai Voltaire
95870 Bezons – France
+33 1 73 26 00 00

9.2.2 Group Executive Board as of February 2023

Regions

Central Europe, Northern Europe & APAC

Clay van Doren 0800 783 3040

Southern Europe

Yannick Tricaud +33 1 73 26 00 00

Americas

Franck Castora +1 682 978 8622

Business lines

Tech Foundations perimeter
Nourdine Bihmane +33 1 73 26 00 00

Evidian perimeter

Philippe Oliva +33 1 73 26 00 00

- **Digital**
  Rakesh Khanna +91 22 6645 2508
- **Big Data and Cybersecurity**
  Jean-Philippe Poirault +33 1 73 26 00 00

Corporate functions

Finance
Nathalie Sénéchault +33 1 73 26 00 00

Strategy, CSR & General secretary
Diane Galbe +33 1 73 26 00 00

Human Ressources
Paul Peterson +1 682 978 8622

9.2.3 Investor Relations

Institutional investors, financial analysts as well as individual shareholders can contact:

Thomas Guillois

thomas.guillois@atos.net

Requests for information can also be sent by email to investors@atos.net

9.3 Locations

[GRI 2-1]

Atos is present in main cities to support customers. The addresses and phone numbers of the Group main offices can be found on the Locations page on website atos.net. Details of current job opportunities can be found in Careers pages. An email address for general questions and comments about the Atos' Internet site can be found at the bottom of the page.

Global Headquarters

River Ouest

80 Quai Voltaire
95870 Bezons – France

+33 1 73 26 00 00

Europe

Andorra
Austria
Belgium
Bulgaria
Croatia
Czech Republic
Denmark
Estonia
Finland
France
Germany
Greece
Hungary
Italy
Ireland
Luxembourg
Norway
Poland
Portugal
Romania
Serbia
Slovakia
Slovenia
Spain
Sweden
Switzerland
The Netherlands
United Kingdom

Americas

Argentina
Brazil
Canada
Chile
Colombia
Guatemala
Mexico
Peru
Uruguay
USA
Venezuela

Asia Pacific

Australia
China
Hong Kong
Japan
Malaysia
New-Zealand
Philippines
Singapore
South Korea
Taiwan
Thailand

India, Middle-East & Africa

Algeria
Benin
Burkina Faso
Egypt
Gabon
India
Israel
Ivory-coast
Lebanon
Madagascar
Mali
Morocco
Qatar
Saudi Arabia
Senegal
South Africa
Tunisia
Turkey
United Arab Emirates

9.4 Glossary

Financial terms and Key Performance Indicators	Business Key Performance Indicators
Operational Capital Employed	Revenue
Current and non-current assets or liabilities	TCV (Total Contract Value)
DSO	Order entry/bookings
Organic growth	Book-to-bill
CAGR	Backlog/Order cover
Operating margin	Pipeline
Other operating income and expenses	Legal staff
Gross margin and indirect costs	FTE (Full-time equivalent staff)
EBITDA	Subcontractors
OMDA	Interims
Gearing	Direct Staff
Interest cover ratio	Indirect staff
Leverage ratio	Permanent staff
Operating income	Temporary staff
Cash flow from operations	Staff turnover and attrition rate (for legal staff)
Net debt	Utilization rate and non-utilization rate
Change in net debt (cash)	
Free cash flow	
Earnings per share (EPS)	
Normalized net income	
Normalized earnings per share (normalized EPS)	

Business terms	Market terms
BPO	Consensus
CRM	Dilutive instruments
ERP	Dividends
WAN	Enterprise Value (EV)
	Free float
	Market capitalization
	PER (Price Earnings Ratio)
	Volatility

9.4.1 Financial terms

Operational capital employed: Operational capital employed comprises net fixed assets and net working capital but excludes goodwill and net assets held for sale.

Current and non-current assets or liabilities: A current and non-current distinction is made between assets and liabilities on the consolidated statement of financial position. Atos has classified as current assets and liabilities those assets and liabilities that Atos expects to realize, use or settle during its normal cycle of operations, which can extend beyond 12 months following the period end. Current assets and liabilities, excluding the current portion of borrowings, lease liabilities and provisions, and current financial instruments represent the Group working capital requirement.

DSO: (Days of Sales Outstanding). DSO is the amount of trade accounts receivable (including contract assets) expressed in days of revenue (on a last-in, first-out basis). The number of days is calculated in accordance with the Gregorian calendar.

Organic growth: Organic growth represents the percent growth of a unit based on a constant scope and exchange rates basis.

CAGR: The Compound Annual Growth Rate reflects the mean annual growth rate over a specified period of time longer than one year. It is calculating by dividing the value at the end of the period in question by its value at the beginning of that period, raise the result to the power of one divided by the period length, and subtract one from the subsequent result. As an example:

2019-2021 revenue CAGR = (Revenue 2021 / Revenue 2018) (1/3) -1

Operating margin: Operating margin equals to External Revenues less personnel and operating expense. It is calculated before Other Operating Income and Expense as defined below.

Other operating income and expense:

Other operating income and expense include:

- the amortization and impairment of intangible assets recognized as part of business combinations such as customer relationships, technologies and goodwill;
- when accounting for business combinations, the Group may record provisions in the opening statement of financial position for a period of 12 months beyond the business combination date. After the 12-month period, unused provisions arising from changes in circumstances are released through the income statement under "Other operating income and expense";
- the cost of acquiring and integrating newly controlled entities, including earn out with or without presence conditions;
- the net gains or losses on disposals of consolidated companies or businesses;
- the fair value of shares granted to employees including social contributions;
- the restructuring and rationalization expense relating to business combinations or qualified as unusual, infrequent and abnormal. When a restructuring plan qualifies for Other operating income and expense, the related real estate rationalization & associated costs regarding premises are presented on the same line;
- the curtailment effects on restructuring costs and the effects of plan amendments on defined benefit plans resulting from triggering events that are not under control of Atos management;
- the net gain or loss on tangible and intangible assets that are not part of Atos core-business such as real estate;
- other unusual, abnormal and infrequent income or expense such as major disputes or litigation.

Gross margin and indirect costs: Gross margin is composed of revenue less the direct costs of goods sold. Direct costs relate to the generation of products and/or services delivered to customers, while indirect costs include all costs related to indirect staff (defined hereafter), which are not directly linked to the realization of the revenue. The operating margin comprises gross margin less indirect costs.

EBITDA (Earnings Before Interest, Tax, Depreciation and Amortization): for Atos, EBITDA is based on Operating Margin less non-cash items and is referred to as OMDA (Operating Margin before Depreciation and Amortization).

OMDA (Operating Margin before Depreciation and Amortization) is calculated as follows:

Operating margin:

- less - Depreciation of fixed assets (as disclosed in the "financial report");
- less – Depreciation of right of use (as disclosed in the "financial report");
- less - Net charge (release) of provisions (composed of net charge of provisions for current assets and net charge of provisions for contingencies and losses, both disclosed in the "financial report");
- less - Net charge (release) of provisions for pensions (as disclosed in the "financial report").

Gearing: The proportion, expressed as a percentage of net debt to total shareholders' equity (Group share and minority interests).

Interest cover ratio: Operating margin divided by the net cost of financial debt, expressed as a multiple.

Leverage ratio: Net debt divided by OMDA.

Operating income (loss): Operating income (loss) comprises net income (loss) before deferred and current income taxes, net financial income (expense), and share of net profit (loss) of equity-accounted investments.

Cash flow from operations: Cash flow coming from the operations and calculated as a difference between OMDA, net capital expenditures, lease payment and change in working capital requirement.

Net cash or net debt: Net cash or net debt comprises total borrowings (bonds, short term and long-term loans, securitization and other borrowings), short-term financial assets and liabilities bearing interest with maturity of less than 12 months, less cash and cash equivalents. Liabilities associated with lease contracts and derivatives are excluded from the net debt.

Free Cash Flow (FCF): The Free Cash Flow represents the change in net cash or net debt, excluding capital increase, share buyback, dividends paid to shareholders and non-controlling interests, net acquisition or disposal of companies.

Earnings (loss) per share (EPS): Basic EPS is the net income (loss) divided by the weighted-average number of common shares outstanding during the period. Diluted EPS is the net income (loss) divided by the diluted weighted-average number of common shares for the period (number of shares outstanding + dilutive instruments with dilutive effect).

Normalized net income (loss): The normalized net income (loss) is the net income (loss) (Group Share – excluding net result attributable to non-controlling interests) before Other operating income and expense, changes in the fair value of derivatives and of Worldline shares, net of taxes.

Normalized earnings per share (normalized EPS): Normalized earnings per share are calculated by dividing the normalized net income (loss) (Group share) by the weighted-average number of common shares outstanding during the period, excluding treasury shares.

9.4.2 Business KPI’s (Key Performance Indicators)

9.4.2.1 Revenue

Revenue: Revenue related to Atos’ sales to third parties (excluding VAT).

TCV (Total Contract Value): The Total Value of a Contract at signature (prevision or estimation) over its duration represents the firm order and contractual part of the contract excluding any clause on the decision of the client, as anticipated withdrawal clause, additional option or renewal.

Order entry/bookings: The TCV, orders or amendments signed during a defined period. When an offer is won (contract signed), the total contract value is added to the backlog and the order entry is recognized.

Book-to-bill: The Book-to-Bill is the ratio expressed in percentage of the order entry in a period divided by revenue of the same period.

Backlog/Order cover: The value of signed contracts, orders and amendments that remain to be recognized over their contract lives.

Pipeline: The value of revenues that may be earned from outstanding commercial proposals issued to clients. Qualified pipeline applies an estimated percentage likelihood of proposal success.

9.4.2.2 Human Resources

Legal staff: The total number of employees under Atos employment contracts at the end of the period. Legal staff includes those on long sickness or long absence, apprentices, trainees, and employees on maternity leave, but excludes subcontractors and interims.

FTE (Full-time equivalent staff): The total number of staff calculated using information from time sheets on the basis of working time divided by standard contractual workable time per employee. In general, a person working on a full time contract is considered as one FTE, whereas a person working on a part time contract would be less considered than one FTE.

Calculations are based on contractual working time (excluding overtime and unpaid holidays) with potential workable time (in hours or days) = nominal time + overtime balance – unpaid vacation. For subcontractors and interim staff, potential workable hours are based on the number of hours billed by the supplier to Atos.

Subcontractors: External subcontractors are third-party suppliers. Outsourced activities (e.g. printing or call center activities) and fixed price subcontracting are excluded from the recorded number of subcontractors or interims.

Interims: Staff from an agency for temporary personnel. Interims are usually used to cover seasonal peaks or for situations requiring staff for a short period of time.

Direct Staff: Direct staff includes permanent staff and subcontractors, whose work is billable to a third party.

Indirect staff: Indirect staff includes permanent staff or subcontractors, who are not billable to clients. Indirect staff is not directly involved in the generation of products and/or services delivered to clients.

Permanent staff: Permanent staff members have a contract for an unspecified period of time.

Temporary staff: Temporary staff has a contract for a fixed or limited period of time.

Staff turnover and attrition rate (for legal staff): Turnover and attrition rates indicate the proportion of legal staff that has left the Group (voluntary and/or involuntary) in a defined period:

- turnover measures the percentage of legal staff that has left the business in a defined period;
- attrition measures the percentage of legal permanent staff that has voluntarily left the business in a defined period. Attrition rate is a ratio based on total voluntary leavers in the period on an annual basis divided by the average number of permanent staff in the period.

Utilization rate and non-utilization rate: Utilization rate + non-utilization rate = 100% of workable time for direct FTE, which excludes legal vacations, long-term sickness, long-term sabbaticals and parental leave. Workable time is composed of billed time, inactivity that is billable but not billed (exceptional holidays, sickness, on the bench which is between two assignments, other inactivity as delegation), and non-billable time (pre-sales, training, management meetings, research and development and travel). Utilization rate measures the proportion of workable time (hours or days) of direct FTE (own staff excluding subcontractors) that is billed to customer. The ratio is expressed in percentage terms based on billed hours divided by workable hours excluding vacations. Non-utilization rate measures the workable time (hours or days) of direct FTE (own staff excluding subcontractors) that is not billed or is non-billable to clients.

9.4.3 Business terms

BPO (Business Process Outsourcing): Outsourcing of a business function or process. e.g. administrative functions such as accounting, HR management, call centers, etc.

CRM (Customer Relationship Management): Managing customer relationships (after–sales service, purchasing advice, utilization advice, customer loyalty) has become a strategic component of a company's successful operation. Not only does CRM facilitate efficiency, it also leads to higher sales by building customer loyalty.

ERP (Enterprise Resource Planning): An ERP system is an integrated management software system built in modules, which is capable of integrating sales, manufacturing, purchasing, accounting and human resources systems into an enterprise-wide management information system.

WAN (Wide Area Network): A long–distance network that generally comprises several local networks and covers a large geographical area.

9.4.4 Market terms

Consensus: Opinion that emerges from the financial community, in which financial analysts play a prominent role. Consensus can relate to earnings outlook (individual stock consensus) or to a group of companies in the same sector (market consensus).

Dilutive instruments: Financial instruments such as bonds, warrants, stock options, performance shares, which could be converted into shares and have therefore a potential dilutive impact on common stock.

Dividends: Cash or stock payments from a company's profits that are distributed to stockholders.

Enterprise Value (EV): Market capitalization + debt.

Free float: Free float is the proportion of a company's share capital that is regularly traded on the stock exchange. It excludes shares in the six categories listed below (source Euronext):

- shares held by Group companies: Shares of the listed company held by companies that it controls within the meaning of article L. 233-3 of the French Commercial Code;
- shares held by founders: shares held directly or indirectly by the founders (individuals or family group) when these founders have managerial or supervisory influence (management positions, control by voting rights, influence that is a matter of public knowledge, etc.);
- shares held by the State: Interests held directly by the State, or by public sector or other companies which are themselves controlled by the State;
- shares within the scope of a shareholders' agreement: Shares subject to a shareholders' agreement within the meaning of articles L. 233-10 and L. 233-11 of the French Commercial Code, and other than those held by founders or the State;
- controlling interest: Shares held by juridical persons (other than founders or the State) exercising control within the meaning of article L. 233-3 of the French Commercial Code;
- interests considered stable: Interests exceeding 5%, which have not declined by one percentage point or more, excluding the impact of dilution, in the three preceding years. This category also includes shareholders that, in addition to or in association with the link represented by share ownership, have recently entered into significant industrial or strategic agreements with the Group.

Market capitalization: The share price of a company multiplied by the number of its shares in issue.

PER (Price Earnings Ratio): Market capitalization divided by net income for a trailing (or forward) 12-month period.

Volatility: The variability of movements in a share price, measured by the standard deviation of the ratio of two successive prices.

9.5 AMF cross-reference table

9.5.1 Universal Registration Document cross reference table

This document is a full free translation of the original French text. The original document has been filed with the Autorité des Marchés Financiers (AMF) on April 21st, 2023, in accordance with article 212–13 of the AMF General Regulations. After filing, this document, as a Universal Registration Document, could be used to support a financial operation if accompanied by a securities note duly approved by the AMF.

The cross-reference table below identifies the information required by appendices 1 and 2 of the Commission Delegated Regulation (EU) 2019/980 of March 14, 2019 in accordance with the structure of the Universal Registration Document.

N°	Appendices 1 and 2 of the commission delegated regulation (EU) 2019/980 of March 14, 2019	Sections in the 2022 Universal Registration Document
1.	**Persons responsible, third party information, experts' reports and competent authority approval**	
1.1.	Indication of persons responsible	9.1.1
1.2.	Declaration by persons responsible	9.1.2
1.3.	Name, address, qualification and material interest in the issuer of experts	N/A
1.4.	Confirmation of the accuracy of the source from a third party	N/A
1.5.	Statement from the designated authority with no prior approval	N/A
2.	**Statutory auditors**	
2.1.	Names and addresses of the auditors	9.1.3
2.2.	Indication of the removal or resignation of auditors Information regarding changes of statutory auditors during the period	N/A
3.	**Risk Factors**	**7.2**
4.	**Information about the issuer**	
4.1.	The legal and commercial name of the issuer	4.1.2
4.2.	The place and the number of registration	4.1.2
4.3.	The date of incorporation and the length of life of the issuer	4.1.2
4.4.	The domicile and legal form of the issuer, the legislation under which the issuer operates, its country of incorporation, and the address and telephone number of its registered office	4.1.1; 4.1.2; 9.2
5.	**Business overview**	
5.1.	Principal Activities	
5.1.1.	Nature of the issuer's operations and its principal activities	1. "Atos profile"; 2; 3.1
5.1.2.	New products or services developed	2
5.2.	Principal market	1. "Atos profile"; 1. "Market sizing and competitive landscape"
5.3.	Important business events	1. "2022 key achievements";1. "Atos story"; 8.8.5
5.4.	Strategy and objectives	1. Vision, ambition & strategy; 3.2
5.5.	Dependence on patents or licenses, industrial, commercial or financial contracts or new manufacturing processes	7.2.4.2;
5.6.	Basis for statements made by the issuer regarding its competitive position	1. "Market sizing and competitive landscape

N°	Appendices 1 and 2 of the commission delegated regulation (EU) 2019/980 of March 14, 2019	Sections in the 2022 Universal Registration Document
5.7.	Investments	
5.7.1.	Main investments	1. "Atos story"; 6.1.7.6 – Note 1;
5.7.2.	Material investments of the issuer that are in progress or for which firm commitments have already been made, including the geographic distribution of these investments and the method of financing	N/A
5.7.3.	Main joint ventures and undertakings in which the issuer holds a proportion of the capital	N/A
5.7.4.	Environmental issues	5.2
6.	**Organizational Structure**	
6.1.	Brief description of the Group	1. "Atos profile; 1. "Atos story";
6.2.	List of significant subsidiaries	6.1.7.6 – Note 18
7.	**Operating and financial review**	
7.1.	Financial condition	
7.1.1.	Balanced and comprehensive analysis of development and performance or position including both financial and, where appropriate, non-financial Key Performance Indicators	3.1; 3.3; 6.1
7.1.2.	Likely future development in the field of research and development	2.5
7.2.	Operating Results	3.1; 3.3; 6.1
7.2.1.	Unusual or unfrequent events or new developments materially affecting the issuer's income	1 "2022 key achievements".; 2; 3.1; 8.8.5
7.2.2.	Narrative discussion about material changes in net sales or revenues	1. "Market sizing and competitive landscape; 2; 3.1
8.	**Capital resources**	
8.1.	Issuer's capital resources	6.1; 8
8.2.	Sources and amounts of the issuer's cash flows	3.3.2
8.3.	Information on the borrowing requirements and funding structure	3.3.3.1
8.4.	Restrictions on the use of capital resources	N/A
8.5.	Anticipated sources of funds to fulfill commitments	N/A
9	**Regulatory environment**	
9.1.	Information regarding any governmental, economic, fiscal, monetary or political policies or factors that have materially affected, or could materially affect, directly or indirectly, the issuer's operations	5
10.	**Trend information**	
10.1.	The most significant recent trends in production, sales and inventory, and costs and selling prices since the end of the last financial year	1 "Market trends"; 2; 3.1
10.2.	Known trends, uncertainties, demands, commitments or events that are reasonably likely to have a material effect on the issuer's prospects	1 "Market trends"; 2; 3.1
11.	**Profit forecasts or estimates**	
11.1.	Profit forecasts or estimates publication	3.2
11.2.	Statement setting out the principal assumptions upon which the issuer has based his forecast or estimate	3.2
11.3.	Statement pointing out the comparison with historical financial information consistent with the issuer's accounting policies	3.2
12.	**Administrative, management and supervisory body and senior management.**	
12.1	Information regarding the members	
	Name, business addresses and functions	1."Board of Directors"; 1. "Group Management Committee"; 4.2.3.1; 9.9.2
	Detail of the nature of any family relationship	4.2.3.8
	Relevant management expertise and management experience	4.2.3.1
	Details of any convictions	4.2.3.7
12.2	Conflicts of interest	4.2.3.8

N°	Appendices 1 and 2 of the commission delegated regulation (EU) 2019/980 of March 14, 2019	Sections in the 2022 Universal Registration Document
13.	**Remuneration and Benefits**	
13.1.	Remuneration and benefits in kind	4.3
13.2.	Pension, retirement or similar benefits	4.3
14.	**Board Practices**	
14.1.	Current term office	4.2.3.1
14.2.	Contracts providing benefits upon termination of employment	4.2.3.8
14.3.	Information about audit and Remuneration Committee	4.2.4.3; 4.2.4.5
14.4.	Statement related to corporate governance	4.2.1
14.5.	Potential material impacts on the corporate governance	4.2.2
15.	**Employees**	
15.1.	Number of employees	5.3; 3.1.5
15.2.	Shareholdings and stock options	4.3.3
15.3.	Arrangements involving the employees in the capital of the issuer	5.3.7; 8.7.5
16.	**Major shareholders**	
16.1.	Identification of the main shareholders holding more than 5%	6.2.4 – Note 6; 8.2
16.2.	Types of voting rights	4.1.3.2; 8.7.4
16.3.	Ownership and control	8.1.2; 8.2; 8.7
16.4.	Arrangements which may result in a change in control of the issuer	4.1.3.2
17.	**Related party transactions**	**6.1.7.6 – Note 17; 6.2.4 – Note 18**
18.	**Financial Information concerning the issuer's assets and liabilities, financial position and profits and losses**	
18.1.	Historical Financial Information	
18.1.1.	Audited historical financial information covering the latest three years	6.1; 6.2; 9.5.2
18.1.2.	Change of accounting referece date	N/A
18.1.3.	Accounting standards	6.1.7.2
18.1.4.	Change of accounting framework	6.1.7.2
18.1.5.	Financial information according to French accounting standards	6.1
18.1.6.	Consolidated financial statements	6.1
18.1.7.	Age of latest financial information	6.1
18.2.	Interim and other financial information	
18.2.1.	Quarterly or half-yearly financial information	N/A
18.3.	Auditing of historical annual financial information	
18.3.1.	Independent audit of historical annual financial information	6.1.1
18.3.2.	Indication of other information in the Registration Document that has been audited by auditors	N/A
18.3.3.	Source of information and reason for information not to be audited	N/A
18.4.	Pro forma financial information	3.1
18.5.	Dividend policy	
18.5.1.	Description of the issuer's policy on dividends	8.3
18.5.2.	Amount of dividend per share	8.3
18.6.	Legal and arbitration proceedings	7.3.3
18.7.	Significant changes in the issuer's financial position	6.1.7.6 – Note 19

N°	Appendices 1 and 2 of the commission delegated regulation (EU) 2019/980 of March 14, 2019	Sections in the 2022 Universal Registration Document
19.	**Additional information**	
19.1.	Share Capital	
19.1.1.	Amount of issued capital	8.1.1.2; 8.2; 8.7; 8.7.7
19.1.2.	Shares not representing capital	N/A
19.1.3.	Shares held by or on behalf of the issuer itself	8.7.6
19.1.4.	Convertible securities, exchangeable securities or securities with warrants	8.7.7
19.1.5.	Information about and terms of any acquisition rights and or obligations over authorized but unissued capital or an undertaking to increase the capital	8.7.7
19.1.6.	Information about any capital of any member of the Group which is under option or agreed conditionally or unconditionally to be put under option and details of such options including those persons to whom such options relate	N/A
19.1.7.	History of share capital	8.7.2
19.2.	Memorandum and Articles of Association	
19.2.1.	Register and entry number of the issuer and brief description of the issuer's object and purposes	4.1.2
19.2.2.	Rights, preferences and restrictions attached to each share category	4.1.3.2
19.2.3.	Article of association, statutes, charter or bylaws delaying, deferring or preventing a change of control of the issuer	4.1.3.2
20.	**Material Contracts**	**3.1.4**
21.	**Documents on Display**	**8.4**

9.5.2 Cross-reference table for the annual financial report

In order to facilitate the reading of this document, the cross-reference table hereafter, identifies within this Universal Registration Document the information which constitutes the annual financial report requested to be published by listed companies in accordance with article L. 451-1-2 of the French Monetary and Financial Code and article 222–3 of the AMF General Regulations.

Information	Sections
Company financial statements	6.2
Consolidated financial statements	6.1
Management report	1. „Business Model"; 1. "Market sizing and competitive landscape; 2.5; 3.1; 3.3; 4; 5; 6.1.7.6- Note 2; 6.1.7.6- Note 19; 6.2.5; 6.2.6; 7.
Declaration of the person responsible for the Universal Registration Document containing the annual financial report	9.1.2
Statutory auditors' report on the Company financial statements	6.2.1
Statutory auditors' report on the consolidated financial statements	6.1.1
Statutory auditors fees	6.1.7.6 - Note 20
Board of Directors' report on corporate governance	4.2.6

In accordance with the requirements of article 19 of regulation (EU) 2017/1129 (Prospective Regulation) the following elements are incorporated by reference:

- the consolidated accounts for the year ended December 31, 2021 under IFRS, the related statutory auditors' reports and the Group management report presented within the Universal Registration Document n° D.22-0247 filed with the AMF on April 6, 2022, available on the Company's website on the following link https://atos.net/content/investors-documents/2022/atos-2021-universal-registration-document.pdf;
- the consolidated accounts for the year ended December 31, 2020 under IFRS, the related statutory auditors' reports and the Group management report presented within the Universal Registration Document n° D.21-0269 filed with the AMF on April 7, 2021, available on the Company's website on the following link https://atos.net/content/investors-documents/2021/atos-2020-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

Notes

Notes

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