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Letter to shareholders

 # 3 • August 2026

Message from Philippe Salle,
Chairman and chief executive officer

> The years ahead will be about unlocking the full potential of the Group and establishing Atos as one of Europe's leading technology champions in the AI era.

Dear Madam, Dear Sir, Dear shareholder,

A year ago, our priority was recovery. Today, our priority is growth. We have stabilized the business, strengthened the balance sheet, accelerated operational performance and reignited commercial momentum. Most importantly, we have positioned Atos Group at the heart of three of the most powerful technology trends shaping the future: agentic artificial intelligence, cybersecurity and digital sovereignty.

As governments and enterprises rethink their digital infrastructure, they increasingly need trusted partners capable of combining innovation, scale, security and sovereignty. This is precisely where Atos Group stands today. The opportunities in front of us are substantial and we are entering this next chapter with confidence, ambition and a clear sense of purpose.

The turnaround of Atos Group is well underway. The years ahead will be about unlocking the full potential of the Group and establishing Atos as one of Europe's leading technology champions in the AI era.

Thank you for your loyalty and your trust.

Philippe Salle,
Chairman and chief executive officer

Half-year 2026 Results

Revenue for Q2[(1)]
€1,661M
-6.3% vs Q2 2025, organically

Operating margin[(1)]
€190M
+43% vs H1 2025
5.7% of revenue

Order entry in Q2
€1.5B
Book-to-bill ratio: 91%
(up from 7 pts in Q2 2025)

Net change in cash[(2)]
€-120M
Including €127M restructuring

Net debt
excluding IFRS 9 fair value treatment
€1,998M

Liquidity
At June 30, 2026
€1,805M
€948 M after the €857 million reimbursement of the outstanding former 1L debt that took place on July 6 (including call premium)

(1) Based on the current perimeter. Current perimeter corresponds to Group's baseline for establishing future ambition: for all years, excluding the estimated impact of Advanced Computing activities, South America operations and Ideal GRP divestitures.
(2) Net change in cash is obtained by deducting from Free Cash Flow the impact of non-structural working capital optimization actions, such as unsolicited customer payments received before the invoice due date.
Net change in cash excludes:
- net financial debt repayments;
- net cash inflows (outflows) from acquisitions or disposals of businesses or entities;
- capital increases, share buybacks, dividends paid to shareholders and non-controlling interests;
- cash movements relating to other financial assets and liabilities, such as deposits on escrow accounts used as cash collateral;
- foreign exchange impacts on cash.

Read the press release

View all financial publications

Explore the Atos Group website

Few takeaways

Since the launch in 2025, Genesis execution progressed faster than initially planned, with the three-year Genesis target savings now completed. The Group now extends Genesis to generate further efficiencies, while continuing to deliver tangible progress across its core pillars, including the following:

Growth and offering portfolio management, as key priorities of Genesis' pillars going forward

- Sustained acceleration of initiatives to support the three strategic technology growth pillars presented at FY 2025 (agentic AI, sovereign and cyber).
- Portfolio enablement ramp-up, leveraging the new commercial target operating model (TOM) to enhance go-to-market effectiveness, with the United States prioritized as the first deployment market.
- Brand perception: corporate advertising campaign launched in France.
- Strengthened governance with key partners to further develop differentiated offerings and go-to-market approach.

Simplification

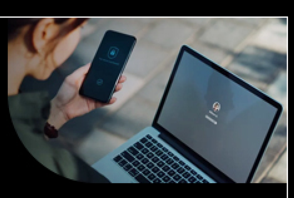
- Divestiture of South America activities completed on April 30, 2026.
- Further 20 reductions in legal entities over the semester

Operational and cost efficiencies

- Further progress in restructuring plan execution.
- Billability rate above 80% at the end of the semester.

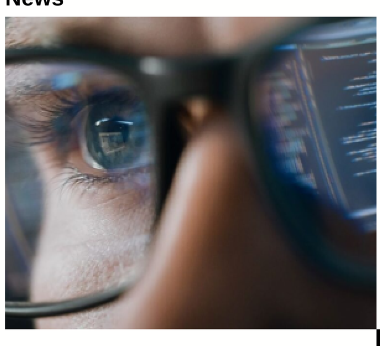
ATOS GROUP Accelerating intelligence

Atos Group is a global leader in digital transformation, operating under two brands: Atos for digital services and Eviden for products and systems.
European number one in cybersecurity and leader in cloud, Atos Group is committed to a secure and decarbonized future and provides tailored AI-powered, end-to-end solutions for all industries.
Atos Group is listed on Euronext Paris.



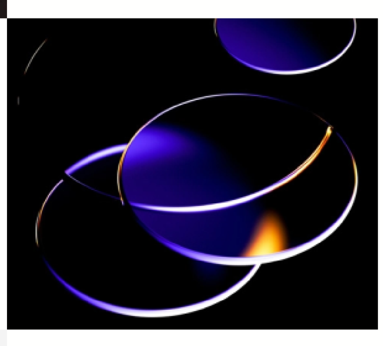
Atos Group Insights

News



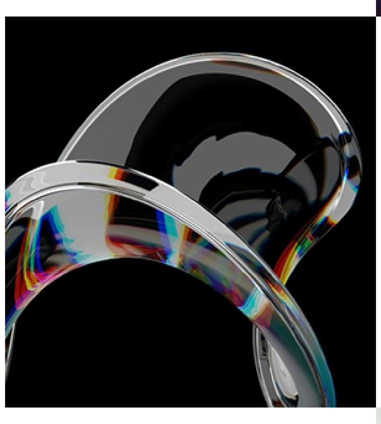
Paris, France – July 23, 2026
Atos launches Atos Sovereign Cloud, a trusted modernization platform, designed and engineered in the EU
Atos Sovereign Cloud is a next-generation application orchestration and modernization platform designed for governments, defense organizations, healthcare providers, critical infrastructure operators and other highly regulated organizations.
Read the full article

Paris, France – July 7, 2026
First phase of the refinancing strategy completed
As announced in the press release issued on June 24, 2026, Atos Group announces the successful completion of the full refinancing of the 1L tranche of its financial debt, with the voluntary early redemption of the remaining outstanding 1L bonds having been completed on July 6, 2026.
Read the full article



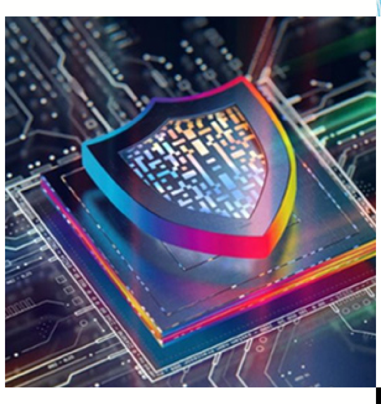
Paris, France – July 7, 2026
Atos Announces Atos MogwAI, Its Sovereign AI Platform
This integrated solution enables the industrial-scale deployment of generative and agent-based AI within a secure, controlled, and sovereign framework. It is designed to support organizations in the large-scale adoption of AI—beyond pilot projects—while ensuring data control, security, and regulatory compliance.
Read the full article (in french only)

Paris, France – June 16, 2026
Eviden and Hexadrone combine their expertise to equip drones
Eviden, the Atos Group product brand leading in mission-critical systems through its Avantix business, which specializes in electronic warfare, and Hexadrone, a French expert in the design and manufacture of modular drone platforms, today announce a partnership to integrate modular tactical mini drone platforms with SIGINT capabilities.
Read the full article



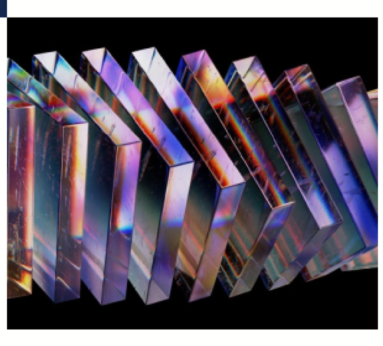
Redmond, Wash., and Paris, France – June 9, 2026
Atos Group becomes the first French Global System Integrator to deploy Microsoft AI
The move is a central part of the Atos Group's commitment to accelerating its AI transformation both for internal use and for the benefit of its customers. Atos Group's strategy is based on three closely interconnected pillars: Agentic AI for mission-critical environments, designed to work in the most regulated and sensitive contexts; Digital sovereignty, allowing customers to retain control, authority, and responsibility across their digital assets; Cybersecurity, by providing end-to-end security through the entire digital chain.
Read the full article

Irving, Texas, USA – Paris, France – May 19, 2026
Atos Selected by Viasat to Modernize Global Digital Workplace Operations
The agreement strengthens Atos' presence in North America and expands its role supporting organizations that deliver mission-critical communications services. Headquartered in Carlsbad, California, Viasat provides secure connectivity solutions for aviation, government, maritime, consumer, and enterprise markets.
Read the full article



Paris, France – April 28, 2026
Atos launches an integrated Digital Sovereignty offering for regulated and AI-driven environment
Atos Group's Digital Sovereignty value proposition combines end-to-end sovereign expertise with full stack capabilities. This offering is designed to help organizations retain control, authority, and accountability over their data, infrastructure, applications, and digital operations, while continuously managing critical dependencies, jurisdictional risks, and disruption risks.
Read the full article

Paris, France – March 31, 2026
Atos Group completes the sale of Bull, its Advanced Computing activities, to the French State
Atos Group has completed the sale of Bull, its Advanced Computing activities, to the French State for an enterprise value up to €404 million including contingent earn-outs totalling €104 million.
Read the full article



CSR

Atos Partners with the French Federation of Mathematical Games to Promote Mathematics Among Young People

FFJM Federation of Mathematical Games

Atos has signed a sponsorship partnership with the French Federation of Mathematical Games (FFJM). By partnering with the FFJM, a recognized leader in promoting mathematics through games, Atos is supporting an initiative that aims to raise awareness among a broad audience and encourage scientific careers from an early age.

Read the full article (in french only)

Shareholders' corner

One question, one answer

I was unable to attend the 2026 Annual General Meeting. What options do I have?

The 2026 Annual General Meeting was a key event for sharing information and engaging with the shareholders in attendance, who approved the financial statements for fiscal year 2025 as well as all resolutions put to a vote.

- You can no longer vote if you did not do so in time, either online or by mail.
- However, you can still view all the resolutions voted on the Group's website.
- You can also watch the replay of the Annual General Meeting via this link.

Upcoming Financial Events

October 21, 2026 (Before market opening)	Third quarter 2026 revenue

Individual Shareholder Relations Department

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Free services and calls

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