

## 4.3 Compensation and stock ownership of company officers

### 4.3.1 Compensation policy for the company officers

#### 4.3.1.1 General principles of the company officers' compensation

##### 4.3.1.1.1 Setting, amending and implementing the compensation policy

###### Setting the compensation policy

The compensation policy for the company officers is set by the board of directors, upon the proposal of the remuneration committee, and submitted to the vote of the general meeting.

The role and missions of the remuneration committee in the context of setting, amending and implementing the compensation policy are stated in the internal rules of the board of directors (cf. section 4.2.4.5).

The board of directors defines the elements of analysis that it wishes the remuneration committee to provide in support of its recommendations and determines the time horizon to be considered to set the company officers' compensation.

The principles governing the determination of the compensation of the company officers are established in the framework of the AFEP-MEDEF code to which the company refers.

In particular, the compensation must aim to promote the performance and competitiveness of the company, to ensure its growth and the sustainable value creation for its shareholders, its employees and all its stakeholders.

Thus, the remuneration committee ensures the competitiveness of the company 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 executives and employees of the Group.

In compliance with the corporate interest of the company, the executive corporate officers' global compensation structure is designed according to a "pay-for-performance" approach, focusing on a significant variable part over annual and multiannual terms.

The variable compensation is subject to the achievement of precise, demanding and measurable objectives which are closely linked to the Group's objectives, as regularly disclosed to the shareholders, and linked to the company's extra-financial strategy. No minimum payment is guaranteed and, in the event of outperformance, the variable compensation due or awarded is capped.

The approach adopted in terms of compensation structure provides the company executive officers' 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 reassessments of the compensation policies for company officers were carried out, on the recommendation of the remuneration committee, during the board meeting of December 17, 2025 for the compensation policy applicable to the chairman and chief executive officer for 2026, and during the board meeting of March 5, 2026 for the compensation policy applicable to the directors for 2026, as these policies will be presented at the next annual general meeting.

###### Implementing the compensation policy

The compensation policy is implemented by the board of directors in accordance with the resolutions adopted by the general meeting. On the recommendation of the remuneration committee, the board of directors sets beforehand the objectives of each performance indicator on which the variable compensation of the executive corporate officers is based and defines the elasticity curves accelerating the amount of the variable compensation due upwards and downwards to get on track towards achieving the Group's mid-term targets.

##### 4.3.1.1.2 Methodology for assessing performance criteria

The performance criteria used for annual variable compensation are relevant, linked to strategic objectives, and measurable; the objectives combine financial and non-financial criteria, including those related to CSR, the achievement of which can be audited as part of the publication of the Universal Registration Document or as part of publications by external organizations. The performance criterion used for multi-year long-term compensation (corresponding to the change in the share price over a four-year period ending December 31, 2028) is relevant, demanding, appropriate to the Group's situation, and measurable in real time.

#### 4.3.1.1.3 Handling conflicts of interest

The company complies with the conditions set out in the AFEP-MEDEF code relating to the management of conflicts of interest. In particular, the lead independent director is responsible for preventing and managing conflicts of interest, by bringing to the attention of the board of directors any conflicts of interest he or she may have identified or which may have been brought to his or her attention.

The charter of the Atos board of directors sets out the duties and obligations of directors, which also aim to prevent any conflict of interest in the performance of their duties (cf. sections 4.2.3.8 and 4.2.3.9). In particular, it provides that the director must make every effort to avoid any conflict that may exist between his or her moral and material interests and those of the company. Without prejudice to the prior authorization and control formalities required by law and the Articles of Association, he or she must inform the chairman of any conflict of interest, even potential, in which he or she may be directly or indirectly involved. In cases where he or she cannot avoid finding himself/herself in a conflict of interest, he or she shall abstain from participating in discussions and any decision on the matters concerned. The chairman may ask him or her not to attend the deliberations. Pursuant to the board's internal rules, the chairman and chief executive officer shall arbitrate any conflict of interest that may concern a director, in conjunction with the lead independent director.

In the event of a governance or ethical issue concerning the executive corporate officer, which could concern, in particular, his or her compensation, which deserves an in-depth examination, the company may seek the opinion of a college of ethics (*collège des déontologues*) with members from outside the company. This college is composed of two honorary judges and a law professor acting independently, and may be consulted, in accordance with its charter, by the chairman and chief executive officer or the general secretary on governance, compliance and ethics issues. A report from the college of ethics would then be presented to the company's board of directors. In addition, the company's board of directors ensures that the number of independent directors on its board of directors is sufficient, in particular with regard to the AFEP-MEDEF code.

#### 4.3.1.1.4 Modification of the compensation policy

##### Directors

The compensation policies applicable to the directors for 2025, voted by the annual general meeting held on June 13, 2025 under the 13<sup>th</sup> and 14<sup>th</sup> resolutions, were approved, respectively, by 99.67% and 99.57% of the shareholders' votes.

At its meetings on March 5, 2026, the board of directors decided, on the recommendation of the remuneration committee, to submit to the next annual general meeting

called to approve the financial statements for the year ended December 31, 2025, a modification to the compensation policy applicable to directors for 2026 in order to review the rules for allocating the envelope for directors' compensation. All the proposed modifications are detailed precisely and exhaustively in section 4.3.1.2 on the directors' compensation policy.

##### Chairman and chief executive officer

The compensation policy applicable to the chairman and chief executive officer for 2025, voted on at the annual general meeting of January 31, 2025, under the 27<sup>th</sup> resolution, was approved by 92.49% of shareholder votes.

The board of directors meeting on December 17, 2025, decided, on the recommendation of the remuneration committee and the CSR committee meeting, which met in joint sessions on December 5 and 17, 2025, to submit to the general meeting the renewal, in 2026, of the 2025 compensation policy applicable to the chairman and chief executive officer, subject to the definition of new performance criteria for the 2026 annual variable compensation, as detailed below. The other elements remain unchanged.

All proposed changes are detailed precisely and exhaustively in section 4.3.1.3 on the compensation policy for executive corporate officers.

#### 4.3.1.1.5 Derogation

In accordance with the provisions of article L. 22-10-8 of the French commercial code, in the event of exceptional circumstances, the board of directors, on the recommendation of the remuneration committee, may depart from the compensation policy when such departure is temporary, consistent with the company's corporate interest and necessary to ensure the company's long-term survival or viability.

Exceptional circumstances may arise in particular from a change, or even a substantial change, in the economy, the Group's market conditions or the competitive environment, a significant change in the Group's scope of consolidation such as a transforming operation (merger, disposal, etc.), the acquisition or creation of a significant new activity or the elimination of a significant activity, or a change in accounting methods/standards.

In this context, the board of directors may, on the recommendation of the remuneration committee, adjust the performance criteria and conditions for annual variable and multi-year compensation, it being specified that the caps for such compensation may not be changed under any circumstances.

These adjustments will be duly justified and strictly implemented. Such compensation will be submitted to the *ex post* vote of the general meeting and may only be paid if the latter votes in favor. These modifications must necessarily maintain the alignment of the interests of the shareholders and the beneficiaries. It would be reported in detail by the board of directors to the shareholders.

#### 4.3.1.1.6 Compensation policy for the newly appointed company officers

If a new chairman and chief executive officer, a chief executive officer or a deputy chief executive officer is appointed, the compensation policy applicable to the current chairman and chief executive officer will be applied.

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

However, the board of directors, on the proposal of the remuneration committee, may take into account specific situations and responsibilities with respect to each company officer in defining the components of his or her compensation policy.

### 4.3.1.2 Compensation policy for the directors

#### 4.3.1.2.1 General principles and term of office

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

The term of office of the director representing the employee is three years; it is renewable.

Directors may be dismissed at any time by the general meeting. However, employee directors may be dismissed in case of wilful misconduct while performing their mandate. The term of office of an employee director ends automatically by anticipation in case of termination of his/her employment agreement or in case his/her employer ceases to be an Atos affiliate.

The employment agreements of certain directors may be terminated in accordance with applicable provisions of French labor law (resignation, contractual termination or dismissal or any other equivalent measure) by complying with notice periods and indemnification rules set by the French labor code and the collective agreements.

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

#### 4.3.1.2.2 Applicable compensation policy

##### For the 2025 financial year

In respect of the 2025 financial year, the board of directors, meeting on December 21, 2024, on the recommendation of the remuneration committee, has decided to propose to the annual general meeting called to approve the financial statements for the year ended December 31, 2024, scheduled for June 13, 2025, to reduce the annual envelope of directors' compensation from €1,400,000 to €1,000,000 for fiscal 2025 and subsequent years until otherwise decided, as announced at the previous annual general meeting of January 31, 2025.

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 or 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.

The amount of the envelope was approved by the annual general meeting on June 13, 2025, under the 13th resolution (approved by 99.67%).

With regard to the directors' compensation policy, the board of directors met on March 24, 2025, to review this policy for 2025. This director compensation policy was approved by the annual general meeting on June 13, 2025, under the 14th resolution (approved by 99.57%).

The 2025 compensation policy, and in particular the 2025 rules for distributing compensation allocated to directors, are as follows:

- for the board of directors:
  - maintaining a fixed annual compensation of €20,000 per director (unchanged from 2024);
  - maintaining an additional fixed annual compensation of €20,000 for the lead independent director, if any (unchanged from 2024);
  - reducing the additional fixed annual compensation of the vice-chairman from €125,000 to €100,000, if any;
  - increasing the directors' variable compensation from €2,500 to €3,500 for fiscal 2025 per meeting attended;
- for the committees, the compensation depends on the attendance to the meetings:
  - chair of the audit committee: an increase in variable compensation from €3,000 to €6,000 per meeting attended;
  - chairs of the other committees: an increase in variable compensation from €2,000 to €5,000 per meeting attended;
  - members of the committees (excluding the chairman): an increase in variable compensation from €1,000 to €3,000 per meeting attended by each member.

In addition, the censor(s) receive 50% of the amounts relating to the above-mentioned compensation rules.

The following rules remain fully applicable:

- the board may decide that successive meetings held on the same day shall be equivalent to one meeting for the calculation of directors' compensation;
- for the purpose of calculating the directors' compensation, the board may consider the existence of a single meeting, in the event that several meetings held on different days but within a short period of time are related;
- the written resolutions are not remunerated; and
- directors are reimbursed of expenses incurred as part of their mandate, in particular, travel and accommodation.

Directors do not receive any other kind of remuneration than those mentioned above. In particular, no director receives any compensation for any mandate held in Group companies other than Atos SE, save for the employee directors or the director representing the employee shareholders. In fact, these persons receive a salary from the relevant company subsidiary by virtue of their employment agreement, which is not related to the performance of their mandate as directors of the company.

#### For the 2026 financial year

For the 2026 financial year, the board of directors, meeting on March 5, 2026, on the recommendation of the remuneration committee, decided to maintain the annual total remuneration envelope for directors at €1,000,000. With regard to the compensation policy for directors for 2026, the board of directors reviewed the rules for allocating compensation to directors.

The rules for allocating compensation to directors proposed for 2026 are as follows:

- for the board of directors:
  - maintaining a fixed annual compensation of €20,000 per director (unchanged from 2025);
  - increase of the additional fixed annual compensation to €40,000 for the lead independent director, if any (instead of €20,000 in 2025);
  - removal of the specific remuneration attached to the role of Vice-Chairman, if any (€100,000 in 2025);
  - maintaining the directors' variable compensation of €3,500 per meeting attended (unchanged from 2025);

### 4.3.1.3 Compensation policy for the executive corporate officers

Following the appointment of Philippe Salle as chairman and chief executive officer effective February 1, 2025, the board of directors of Atos SE, meeting on October 14, 2024, December 21, 2024, and then on March 6, 2025, approved, on the recommendation of the remuneration committee, the elements of the compensation policy applicable to the chairman and chief executive officer for the 2025 financial year.

The annual general meeting held on January 31, 2025, approved, in the context of the 27th resolution and in accordance with article L. 22-10-8 II of the French commercial code, the compensation policy applicable to the chairman and chief executive officer for 2025.

- for the committees, the compensation depends on the attendance to the meetings (unchanged from 2025):

- chair of the audit committee: variable compensation of €6,000 per meeting attended;
- chairs of the other committees: variable compensation of €5,000 per meeting attended;
- members of the committees (excluding the chairman): variable compensation of €3,000 per meeting attended.

In addition, the censor(s) receive 50% of the amounts relating to the above-mentioned compensation rules (unchanged from 2025).

The following rules remain fully applicable:

- the board may decide that successive meetings held on the same day shall be equivalent to one meeting for the calculation of directors' compensation;
- for the purpose of calculating the directors' compensation, the board may consider the existence of a single meeting, in the event that several meetings held on different days but within a short period of time are related;
- the written resolutions are not remunerated; and
- directors are reimbursed of expenses incurred as part of their mandate, in particular, travel and accommodation.

Directors do not receive any other kind of remuneration than those mentioned above. In particular, no director receives any compensation for any mandate held in Group companies other than Atos SE, save for the employee directors or the director representing the employee shareholders. In fact, these persons receive a salary from the relevant company subsidiary by virtue of their employment agreement, which is not related to the performance of their mandate as directors of the company.

The compensation policy for directors for 2026 will be submitted for approval to the general meeting of shareholders called to approve the financial statements for the fiscal year ending December 31, 2025.

The compensation policy for the chairman and chief executive officer applies to the current chairman and chief executive officer and to any new executive corporate officer who may be appointed (as chairman and chief executive officer, chief executive officer, or deputy chief executive officer).

It should be noted that no compensation policy was applied to Jean-Pierre Mustier in his capacity as chief executive officer from October 14, 2024, to January 31, 2025, as he informed the board of directors of his desire not to receive any compensation for his term as chief executive officer. It is also specified that, in his capacity as chairman of the board of directors from October 14, 2024 to January 31, 2025, Philippe Salle informed the board of directors of his wish not to receive any compensation, either for his term as chairman of the board of directors or as a director.

#### 4.3.1.3.1 General principles and mandate of the executive corporate officers

At its meeting on October 14, 2024, the board of directors decided to appoint Philippe Salle as chairman and chief executive officer with effect from February 1, 2025. The chairman and chief executive officer may be removed from office at any time by the board of directors. Philippe Salle has no employment contract with the company or any other Group company.

The compensation policy for corporate officers for 2026 is consistent with the 2025 compensation policy. It aims to support the implementation of the new "Genesis" strategic and transformation plan, to align the long-term interests of executives with those of stakeholders, by:

offering a transparent, competitive and motivating remuneration package in line with market practices and the company's economic and financial situation;

- establishing a strong link between short-term and long-term performance and remuneration;
- integrating CSR criteria into short-term variable compensation, including a criterion linked to the company's climate objectives, as a direct contribution to the company's corporate social responsibility strategy;
- building loyalty and involving employees in the company's long-term performance;
- linking part of the chairman and chief executive officer's compensation to the Group's challenges and strategy.

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

It is specified that the chairman and chief executive officer receives long-term compensation in the form of free performance shares in the company, with the number of shares definitively allocated depending on the share price performance over a four-year period ending December 31, 2028. The conditional award was made on March 6, 2025, to the chairman and chief executive officer, who will not receive any further share-based compensation before December 31, 2028. Consequently, the compensation policy applicable to the chairman and chief executive officer in 2026 does not provide for any "new" long-term variable compensation.

In line with the objectives of the compensation policy, the following principles have been adopted by the board of directors, on the recommendation of the remuneration committee:

##### What we do

- Preponderance of variable components subject to short- and long-term performance criteria
- Transparency and weighting of performance criteria in line with strategic priorities
- Predominantly quantifiable criteria and combination of financial and non-financial objectives
- Precise, simple and demanding objectives, in line with the company's communication to the market
- Cap on variable compensation in the event of outperformance
- Balance between cash compensation and compensation in shares\*
- Requirement to retain a portion of Atos shares acquired or shares resulting from the exercise of stock options for the entire term of office, defined at the time of each grant of share-based compensation
- Prohibition on entering into any financial hedging transactions in respect of the shares allocated, throughout the term of office
- Potential non-competition indemnity
- Potential indemnity on taking up office

##### What we do not do

- No variable compensation when the minimum achievement thresholds by criteria are not reached
- No severance pay, i.e., no indemnities or rights due or likely to become due as a result of the termination or change of office of the company's senior executives
- No supplementary compensation related to mandates or functions held in Group subsidiaries
- No supplementary pension scheme
- No combination of a company office and an employment contract

\*See below for the target structure for 2026. A multi-year variable incentive compensation in shares, also subject to a performance condition, has been approved as part of the 2025 compensation policy, with no new allocation before December 31, 2028.

### Target compensation structure 2026

The total compensation package for the chairman and chief executive officer proposed by the board is balanced and consists of the following:

- cash compensation, including a fixed portion and a variable portion subject to performance conditions, with a target amount equal to 100% of the fixed portion;
- multi-year variable incentive compensation in shares, also subject to a performance condition (it should be noted that this has already been approved as part of the 2025 compensation policy, with no new allocation before December 31, 2028). The annualized multi-year variable compensation in shares<sup>1</sup> corresponds to 136% of the maximum total gross compensation of the chairman and chief executive officer (i.e., €3 million), so that it does not represent a disproportionate share thereof;
- exceptional compensation conditional on the early refinancing of Atos' debt.

The overall compensation of the chairman and chief executive officer remains unchanged from the compensation policy applicable in 2025, subject to the definition of new performance criteria for the 2026 annual variable compensation, as detailed below.

#### 4.3.1.3.2 Compensation of the chairman and chief executive officer for 2026

##### Fixed annual compensation for 2026

The fixed compensation of the chairman and chief executive officer for 2026 has been set by the board of directors at €1,200,000, the same amount as that defined in the 2025 compensation policy.

The fixed compensation of the chairman and chief executive officer is intended to recognize the importance and complexity of his responsibilities, and is also correlated with the experience, career path, and specific situation of the chairman and chief executive officer. Applying these principles, taking into account Philippe Salle's extensive experience in similar senior positions, as well as his strategic leadership and operational expertise in several sectors, the board of directors, on the recommendation of the remuneration committee, has decided to propose once again to the annual general meeting, in accordance with article L. 22-10-8 of the French commercial code, to set Philippe Salle's gross annual fixed remuneration at €1,200,000 for the 2026 financial year, in respect of his mandate as chairman and chief executive officer.

This level of fixed remuneration reflects the exceptional challenges currently facing the Group and the leadership required to navigate this complex environment, particularly in the role of chairman and chief executive officer. This amount, which was set when Philippe Salle was appointed and reflects his recognized expertise in senior management positions, his strategic, operational, and financial skills, and his experience in sectors relevant to Atos, is still considered appropriate today.

### Annual variable compensation for 2026

#### General principles of annual variable compensation

The board of directors, on the recommendation of the remuneration committee, decided to set an annual variable compensation which is conditional and aims to encourage the chairman and chief executive officer to reach the annual performance objectives set by the board of directors in close connection with the Group's strategy and challenges as regularly disclosed to the shareholders, in accordance with the following general principles.

The annual variable compensation is based on predefined readable and demanding performance criteria, all quantitative, with financial and non-financial criteria. The target level is set as a percentage of fixed compensation.

In order to monitor the company's performance more closely and establish a proactive way to support its ambition and its strategy, the selection and the weighting of the performance criteria may be reviewed each year as part of the annual compensation policy's review and approval.

For 2026, the objectives related to each of the selected performance criteria and the resulting review are set by the board of directors on an annual basis. For each performance indicator, the board of directors sets:

- a target objective, the achievement of which results in a 100% achievement rate, entitling to the on-target variable compensation linked to this indicator;
- a floor which defines the threshold below which no variable compensation in relation to this indicator is due;
- a cap which defines the threshold above which the variable compensation in relation to this indicator is capped, set at 150% of the on-target amount in the case of outperformance;
- an elasticity curve accelerating the amount of the variable compensation due upwards and downwards to get on track towards achieving the Group's mid-term target.

The underlying objectives are determined by the board of directors in order to ensure a successful achievement of the financial objectives announced to the market. The extra-financial targets set with measurable results are predefined by the board of directors in an objective manner such that assessment of their achievement is undisputable.

In addition, the board of directors may exercise its discretion in determining the executive officers' short-term variable compensation in the event of special circumstances that might justify an upward or downward adjustment of one or more of the objectives or criteria making up his or her compensation, so as to ensure that the results of the application of the criteria described above reflect both the executive officers' performance and that of the Group. This adjustment would be made to the executive officer's annual variable compensation by the board of directors on the recommendation of the remuneration committee, subject to the cap of 150% of the annual variable target compensation applicable in the event of outperformance. It would be reported in detail by the board of directors to the shareholders.

1) Annualized grant, representing a total value of €4,075,728. 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 (see section "Multi-year variable compensation in shares for 2025" for further details).

Pursuant to article L. 22-10-34, II of the French commercial code, the payment of the variable compensation to the chairman and chief executive officer due for the 2026 year is subject to the vote of the annual general meeting approving the financial statements for the year ended on December 31, 2026.

#### **Annual variable compensation for 2026**

At its meeting on December 17, 2025, the board of directors decided, on the recommendation of the remuneration committee and the CSR committee meeting in joint sessions on December 5 and 17, 2025, to set the annual variable portion of the chairman and chief executive officer's compensation on the basis of targets, with a target set at 100% of the fixed compensation of €1,200,000 (i.e., a target annual variable compensation of €1,200,000) for the full year, with a maximum payment limited to 150% of the target annual variable compensation in the event of outperformance (i.e., a maximum annual variable compensation of €1,800,000) and no minimum payment, so that the maximum amount of his fixed and variable compensation would be €3,000,000 in 2026.

The 150% cap for the annual variable portion remains unchanged from the 2025 policy. It is in line with current market practices, both on the French market and in the technology industry, and reflects the need to achieve exceptional results and performance in order to preserve the company and implement its strategy.

The board of directors of December 17, 2025 has decided that the annual variable remuneration for 2026 will be based on financial and non-financial criteria as follows:

- 30% based on the Group's recurring operating margin;
- 25% based on the Group's net change in cash before debt repaying;
- 25% based on the Group's external revenue;
- 20% based on corporate social responsibility objectives, including:
  - 10% based on a criterion linked to the Group's climate objectives, i.e., a reduction of Atos 2026 Greenhouse Gas emissions (scopes 1, 2 and 3) compared with a 2025 baseline, in line with the Group's transition plan; and
  - 10% based on a criterion relating to the education and employability of all employees in artificial intelligence.

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

Achievement rates recorded by the board of directors at the end of the reporting period will be communicated in the Universal Registration Document for fiscal year 2026.

If the chairman and chief executive officer leaves the Group during the year, the amount of the variable part of his remuneration for the year will be calculated pro rata to his time with the Group during the period concerned.

At the beginning of the year, the board of directors, on the recommendation of the remuneration committee, defines the elasticity curves enabling the amount of variable remuneration due to be accelerated upwards or

downwards, depending on the level of achievement of each objective.

Payment of this compensation is subject to approval by the annual general meeting of shareholders, in accordance with article L. 22-10-34, II of the French commercial code.

#### **Multi-year variable compensation in securities for 2026**

In 2026, the chairman and chief executive officer will not receive any multi-year variable compensation in the form of securities. It should be noted that the compensation policy applicable to the chairman and chief executive officer for 2025 provided for a four-year long-term variable compensation system in the form of free performance shares in the company, with the number of shares definitively awarded depending on the change in the share price over a period ending December 31, 2028.

As such, on March 6, 2025, the chairman and chief executive officer was granted 4,256,750,000 shares (i.e., 425,675 shares after the reverse stock split carried out on April 24, 2025) under the 2025-2028 performance share plan.

As a result, the chairman and chief executive officer will not be awarded any other multi-year variable compensation in securities before December 31, 2028, and the current compensation policy applicable to the chairman and chief executive officer for 2026 does not provide for any long-term multi-year variable compensation.

All elements of the multi-year variable compensation for 2025, including its performance criteria, vesting periods, and holding period, are described in section 4.3.1.3.2 of the 2024 Universal Registration Document (section "Multi-year variable compensation in securities for 2025").

#### **Exceptional compensation**

Exceptional compensation was already included in the 2025 compensation policy approved by shareholders at the combined shareholders' meeting on January 31, 2025. Similarly, the board of directors decided, on the recommendation of the remuneration committee, to renew the principle of this exceptional compensation for the chairman and chief executive officer, conditional on the early refinancing of Atos' debt.

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

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

If Atos SE were to successfully refinance its debt earlier than its terms (it being specified that the debt refinanced shall include the 1.5 Lien debt<sup>1)</sup>), the chairman and chief executive officer will receive an exceptional compensation as follows:

- if the Atos debt is successfully refinanced (as approved by the board of directors) by the end of the 2026 fiscal year, the chairman and chief executive officer will receive an exceptional compensation equal to three times his gross fixed annual compensation, i.e., €3.6 million; or
- if the Atos debt is successfully refinanced (as approved by the board of directors) by the end of the 2027 fiscal year, the chairman and chief executive officer will receive an exceptional compensation equal to two times his gross fixed annual compensation, i.e., €2.4 million.

Payment of this compensation will be subject to the approval of the annual general meeting, in accordance with article L. 22-10-34, II of the French commercial code.

#### Severance payment

The chairman and chief executive officer will not benefit from any severance payment.

#### Non-compete indemnity

The chairman and chief executive officer will be paid a monthly indemnity equal to one twelfth of his annual gross compensation (fixed plus variable), calculated on the basis of the last twelve months preceding the termination of his duties, for undertaking, upon a period of up to two years from the end of his office, not to hold or exercise, directly or indirectly, any position as an employee,

executive or corporate officer, or any consulting activity on behalf of companies operating in the sector of digital services and products related to information processing and the engineering and security of computer systems, including any related study or research and development activity, in France, Germany, the UK and the US.

No indemnity will be paid once the chairman and chief executive officer claims his pension rights. In any event, no benefit can be paid over the age of 65.

The board of directors may choose to waive the application of the non-compete undertaking.

#### Other compensation components

##### *Retirement supplement under the supplementary pension scheme*

The chairman and chief executive officer will not benefit from a supplementary pension scheme.

##### *Compensation for a mandate as director*

The chairman and chief executive officer will not receive any compensation in this capacity.

##### *Benefits in kind*

The chairman and chief executive officer is covered by the group insurance and health insurance plans applicable to French employees. The chairman and chief executive officer's transportation expenses will be covered by the company.

##### *Employment contract*

In accordance with the recommendations of the AFEP-MEDEF code, the chairman and chief executive officer does not have an employment contract.

## 4.3.2 Elements of the compensation due or awarded for the financial year 2025 to the company officers, and submitted to the shareholders' vote

The amounts and items presented below, resulting from the implementation of the compensation policies approved by the annual general meeting on January 31, 2025 for the chairman and chief executive officer and on June 13, 2025 for the directors are subject to shareholder approval at the annual general meeting called to approve

the financial statements for the 2025 financial year, in accordance with article L. 22-10-34 of the French commercial code.

They form an integral part of the report of the board of directors on corporate governance.

### 4.3.2.1 Elements of compensation due or awarded for the financial year 2025 to the members of the board of directors (say on pay ex post)

It should first be noted that the compensation policy applicable in 2025 to members of the board of directors, decided by the board of directors on the recommendation of the remuneration committee, was approved by the annual general meeting on June 13, 2025, under the 13th and 14th resolutions (approved by 99.67% and 99.57% respectively).

The 2025 compensation policy and the 2025 rules for the distribution of compensation allocated to directors are set out in section 4.3.1.2.2 above.

<sup>1)</sup> For more details regarding Atos's debt, please refer to the company's accelerated safeguard plan, available on atosgroup.com.

## 4 Corporate Governance

### Compensation and stock ownership of company officers

The table below shows the individual compensation received by the members of the board of directors (fixed and variable components combined) in return for their directorship for the 2024 and 2025 financial years.

(in €) <sup>1</sup>	2025 fiscal year	2024 fiscal year
Valérie Bernis	N/A	1 899,82
Sujatha (Suja) Chandrasekaran	118,912.91	98,132.44
Surojit Chatterjee	31,954.76	N/A
Laurent Collet-Billon	210,945.12	268,531.60
Alain Crozier	4,737.04	77,868.73
Joanna Dziubak	100,102.04	N/A
Katrina Hopkins <sup>2</sup>	10,659.91	109,415.50
David Layani	N/A	.. <sup>3</sup>
Helen Lee Bouygues	N/A	40,180.83
Farès Louis <sup>4</sup>	113,445.65	25,483.50
Monika Maurer	7,926.28	99,245.14
Françoise Mercadal-Delasalles	103,877.94	111,971.26
Mandy Metten	38,614.08	97,421.04
Jean-Jacques Morin	109,800.81	136,079.76
Hildegard Müller	89,167.52	N/A
Jean-Pierre Mustier	.. <sup>(5)</sup>	.. <sup>(5)</sup>
Aminata Niane	N/A	81.07
Philippe Salle	.. <sup>(7)</sup>	.. <sup>(6)</sup>
Vernon Sankey	N/A	81.07
Astrid Stange	1,547.81	145,021.90
Elizabeth Tinkham	58,304.96	152,069
<b>Total</b>	<b>999,996.80</b>	<b>1,363,482.68</b>

N/A: Not applicable.

- Gross before taxes.
- Katrina Hopkins, director representing the employee shareholders between, May 18, 2022 and January 31, 2025, is employed by the Group.
- David Layani has waived his right to receive any director's compensation with respect to the 2024 year.
- In 2023, Farès Louis has waived his right to receive compensation for his mandate as employee director. In respect of the 2024 fiscal year, Farès Louis also waived his right to receive any directors' compensation, except when board meetings were held on a weekend, a public holiday or during his vacations, for which meetings he received the variable portion of his remuneration as director. In 2025, Farès Louis requested to receive his full remuneration as a director.
- Jean-Pierre Mustier has declined to receive any directors' compensation for the years 2024 and 2025.
- Philippe Salle has declined to receive any directors' compensation for the year 2024.
- Philippe Salle has declined to receive any directors' compensation for the period from January 1 to January 31, 2025, during which he served as chairman of the board of directors. As of February 1, 2025, Philippe Salle, in his capacity as chairman and chief executive officer, did not receive any compensation for his directorship in accordance with the compensation policy applicable to the chairman and chief executive officer for 2025.

In accordance with article 22.1 of the AFEP-MEDEF code, the variable portion of directors' compensation represents the majority (i.e., 75%) of the total amount of directors' compensation in 2025.

In 2025, the members of the board of directors did not receive any other compensation from Atos SE or its subsidiaries, except for Farès Louis (employee director) and Mandy Metten (censor and employee of the Group). They each received a compensation in 2025 in connection with their employment contract within the Group.

The board of directors being formed in accordance with the provisions of article L. 225-18-1 of the French commercial code, the payment of the compensation allocated to the directors has not been suspended.

*The elements of compensation awarded or paid to members of the board of directors in 2025 are consistent with the provisions adopted by the board of directors, on the recommendation of the remuneration committee, constituting the compensation policies for directors as voted by the annual general meeting held on January 31, 2025 and June 13, 2025.*

*The company has not deviated from the compensation policies implementation process, as approved by shareholders during the abovementioned annual general meetings. The company has not departed from the implementation of the compensation policies.*

#### 4.3.2.2 Elements of compensation due or awarded for the financial year 2025 to Philippe Salle, chairman of the board of directors from January 1, 2025 until January 31, 2025

Philippe Salle served as chairman of the board of directors from October 14, 2024 to January 31, 2025, before becoming chairman and chief executive officer as of February 1, 2025.

In respect of his duties as chairman of the board of directors from October 14, 2024 to January 31, 2025, Philippe Salle informed the board of directors of his wish not to receive any remuneration, either in respect of his mandate as chairman of the board of directors or as a director.

Accordingly, for the 2025 financial year, no compensation policy was applied to Philippe Salle in his capacity as chairman of the board of directors from January 1, 2025 to January 31, 2025. Consequently, no resolution will be submitted to the shareholders' vote regarding Philippe Salle's mandate as chairman of the board of directors for the period from January 1, 2025 to January 31, 2025

#### ●● Philippe Salle

(in €)	2025		2024	
	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation*	0	0	0	0
Annual variable compensation	-	-	-	-
Fringe Benefits	-	-	-	-
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year	-	-	-	-
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Relative share of the fixed component	n/a	n/a		n/a
Relative share of the variable component vs total compensation (fixed and variable)	n/a	n/a		n/a
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	n/a	n/a	n/a	n/a

\* No fixed remuneration was paid to Philippe Salle who informed the board of his wish not to be paid.

### 4.3.2.3 Elements of compensation due or awarded for the financial year 2025 to Jean-Pierre Mustier, chief executive officer from January 1, 2025 until January 31, 2025

Jean-Pierre Mustier who has been appointed as chief executive officer with effect from July 23, 2024 has resigned from his mandate as chief executive officer with effect from January 31, 2025.

Jean-Pierre Mustier has informed the board of directors that he does not wish to receive remuneration for his term as chief executive officer in 2025.

Accordingly, for the 2025 financial year, no compensation policy was applied to Jean-Pierre Mustier in his capacity as chief executive officer from January 1, 2025 to January 31, 2025. Consequently, no resolution will be submitted to the shareholders' vote regarding Jean-Pierre Mustier's mandate as chief executive officer for the period from January 1, 2025 to January 31, 2025

#### ●● Jean-Pierre Mustier

(in €)	2025		2024	
	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation*	0	0	0	0
Annual variable compensation*	0	0	0	-
Fringe benefits*	0	0	0	0
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year	-	-	-	-
<b>TOTAL*</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Relative share of the fixed component	n/a	n/a		n/a
Relative share of the variable component vs total compensation (fixed and variable)	n/a	n/a		n/a
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	n/a	n/a	n/a	n/a

\* Jean-Pierre Mustier informed the board of directors that he did not wish to receive any compensation for his term as chief executive officer.

#### Fringe benefits

Jean-Pierre Mustier did not benefit from any fringe benefits under his mandate as chief executive officer.

Jean-Pierre Mustier did not benefit from any supplementary pension scheme from the company and is personally responsible for building up a pension supplement beyond the mandatory basic and complementary schemes.

#### Directors' compensation

Jean-Pierre Mustier did not receive any compensation in connection with his mandate as director in 2025.

#### Severance and non-compete payments

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

#### 4.3.2.4 Elements of compensation due or awarded for the financial year 2025 to Philippe Salle, chairman and chief executive officer as from February 1, 2025

Philippe Salle was appointed chief executive officer effective February 1, 2025. The compensation policy applicable to him for the 2025 financial year was approved by the annual general meeting held on January 31, 2025, under the 27th resolution, adopted by 92.49% of the votes cast.

##### ●● Philippe Salle

(in €)	2025		2024	
	Amounts allocated	Amounts paid	Amounts allocated	Amounts paid
Fixed compensation	1,100,000	1,100,000	0	0
Annual variable compensation <sup>1</sup>	1,100,000	0	-	-
Fringe benefits	10,185	10,185	-	-
Value of options granted during the year	-	-	-	-
Value of performance shares granted during the year <sup>2 3</sup>	16.302,913	0	-	-
<b>TOTAL</b>	<b>18,513,098</b>	<b>1,110,185</b>	<b>0</b>	<b>0</b>
Relative share of the fixed component	6 %	100 %	n/a	n/a
Relative share of the variable component vs total compensation (fixed and variable)	94 %	0 %	n/a	n/a
Other compensation elements and indemnities or benefits due as a result of termination or change of functions	n/a	n/a	n/a	n/a

- In accordance with the applicable criteria, the variable compensation of the chairman and chief executive officer amounts to €1,275,010 for the 2025 financial year, representing 115.91% of his target variable compensation. However, in order to take into account the context of the Group's recovery and transformation, the chairman and chief executive officer decided to voluntarily waive part of this variable compensation, so that the amount actually paid is capped at 100% of his annual target variable compensation, i.e. €1,100,000 for the 2025 financial year (calculated pro rata temporis).
- In accordance with the 2025 compensation policy, the chairman and chief executive officer will not receive any further share-based compensation before December 31, 2028.
- 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 (see section "Multi-year variable compensation in shares for 2025" for further details).

#### Fixed compensation

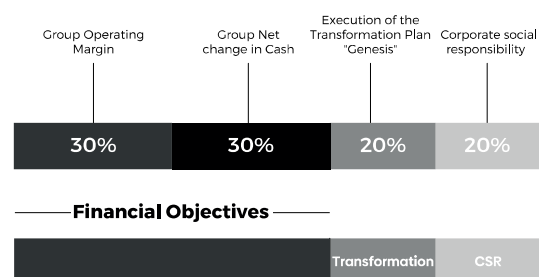
The fixed remuneration of Philippe Salle was paid prorata temporis from February 1, 2025, until December 31, 2025, i.e., a gross amount of €1,100,000 in respect of the 2025 fiscal year.

#### Variable compensation

Philippe Salle's target variable compensation is based on objectives, whose target is €1,200,000 for the full year, with a maximum payment limited to 150% of the target annual variable compensation in case of outperformance (i.e., a maximum annual variable compensation of €1,800,000) and no minimum payment.

The target variable remuneration for the chairman and chief executive officer, calculated pro rata temporis, was set at €1,100,000 for a target annual variable remuneration of €1,200,000 for the year 2025, taking into account the start of his term on February 1, 2025.

As a reminder, the nature and weighting of each of the indicators composing the 2025 variable compensation for the chairman and chief executive officer is as follows:



The achievement of these criteria and the resulting variable compensation amount were validated during the meeting on March 5, 2026 by the board of directors, on the recommendation of the remuneration committee and the audit committee which met in a joint session on March 4, 2026.

In accordance with the applicable criteria, the variable compensation of the chairman and chief executive officer amounts to €1,275,010 for the 2025 financial year, representing 115.91% of his target variable compensation. However, in order to take into account the context of the Group's recovery and transformation, the chairman and chief executive officer decided to voluntarily waive part of this variable compensation, so that the amount actually paid is capped at 100% of his annual target variable compensation, i.e. €1,100,000 for the 2025 financial year (calculated pro rata temporis).

### Overall performance

Indicators	Year 2025	
	Weight <sup>1</sup>	Completion rate
Evolution of the Group operating margin	30%	24,66%
Group net change in cash	30%	33,75%
Execution of the transformation plan "Genesis"	20%	30%
Corporate social responsibility objectives	20%	27,50%
<b>Payment as a % of the target variable remuneration</b>	<b>100%</b>	<b>115,91%<sup>2</sup></b>

1. After application of the elasticity curves capped at 150% for each indicator.
2. However, in order to take into account the context of the Group's recovery and transformation, the chairman and chief executive officer decided to voluntarily waive part of this variable remuneration, so that the amount actually paid is capped at 100% of his annual target variable remuneration, i.e. €1,100,000 for the 2025 financial year (calculated pro rata temporis).

#### Execution of the transformation plan "Genesis"

The strategic and transformation plan "Genesis" over four years should allow Atos to capitalize on its strengths and return to a profitable and sustainable growth. This plan is based on 7 key pillars<sup>1</sup> for which specific objectives have been defined with targeted results for 2025. On the recommendation of the remuneration committee, the board of directors approved the objectives related to the Genesis plan for 2025 on March 6, 2025.

On March 5, 2026, based on the recommendation of the remuneration committee and the audit committee, which met in joint session on March 4, 2026, the board of directors assessed each of the objectives defined for the plan's pillars in order to determine the overall level of achievement in the implementation of the "Genesis" transformation plan for the 2025 financial year. Accordingly, the board of directors concluded that the achievement rate amounted to 150% for the criterion relating to the execution of the Genesis transformation plan, highlighting the successful rollout of the plan during the financial year.

#### Corporate social responsibility objectives

Indicators	Weight	Completion rate
Group's climate objectives, i.e., reduction in all carbon emissions (scopes 1, 2 and 3) by 2025 compared with the 2019 baseline	10%	15%
Retention of key people	10%	12,5%
Global rate - Corporate social responsibility	20%	27,5%

The level of performance was evaluated by the board of directors on March 5, 2026 on the recommendation of the remuneration committee and the CSR committee.

The payment of the variable compensation due for the year 2025 is subject to a favorable vote during the annual general meeting approving the financial statements for 2025 in accordance with article L. 22-10-34, II of the French commercial code

#### Multiannual variable compensation

The board of directors decided, during its meeting held on March 6, 2025 and upon the recommendation of the remuneration committee, to allocate under the 2025-2028 performance share plan, 4,256,750,000 shares in favor of the chairman and chief executive officer (i.e., 425,675 shares after the reverse stock split carried out on April 24, 2025).

This grant was decided in accordance with the approval given by the annual general meeting of January 31, 2025 under the 27<sup>th</sup> resolution (compensation policy applicable to the chairman and chief executive officer), within the framework of the authorization given by this same annual general meeting under the 39<sup>th</sup> resolution.

All the shares acquired under this arrangement are required to be held through December 31, 2030 and cannot be sold until such release date. In addition, the

chairman and chief executive officer must hold, in the nominative form, 30% of the shares thus acquired throughout the duration of his duties. The chairman and chief executive officer will not be able to conclude any financial hedging instruments over the equity instruments during the duration of his duties.

This grant represents 22.9% of the total number of performance shares allocated and 2.19% of the share capital on December 31, 2025.

As a reminder, the final acquisition is subject a performance condition linked to the increase of Atos SE's share price over a four-year period and to a condition of continuous presence of the beneficiary as executive corporate officer, except in the event of retirement, death or disability at each vesting date (as defined below).

The vesting of the performance shares shall only become final upon the satisfaction of a performance indicator linked to the increase in the Atos SE share price in relation to the subscription price of the capital increase with maintenance of preferential subscription rights as implemented as part of the Atos accelerated safeguard plan, i.e., €37 (as adjusted following the reverse stock split carried out on April 24, 2025). The increase in the share price is calculated based on the volume-weighted average of the previous 3 months.

1) The 7 pillars are included in the presentation of the 2025 half-year results of Atos SE communicated on August 1, 2025.

The grant of the shares to their beneficiaries shall become final:

- on December 31, 2026, for the first instalment representing 33.33% of the allocation, rounded down to the nearest whole number;
- on December 31, 2027, for the second instalment representing 33.33% of the allocation, rounded up to the nearest whole number<sup>1</sup>; and
- on December 31, 2028, for the third instalment representing 33.34% of the allocation<sup>2</sup>.

To acquire 100% of the total performance shares on December 31, 2028, the share price on that date (calculated by taking the volume-weighted average of the prices of the last 3 months) must be at least equal to four times the initial share price of €37 (the "Initial Share Price").

- On each vesting date in 2026, 2027 and 2028, if the share price calculated on the basis of the volume-weighted average for the previous 3 months:
  - is less than twice the Initial Share Price, no shares will vest;
  - is twice the Initial Share Price, 68% of the shares in this instalment will be acquired;
  - is three times the Initial Share Price, 80% of the shares in this instalment will be acquired;
  - is four times (or more) the Initial Share Price, 100% of the shares in this instalment will be acquired.
- If the share price on a vesting date is two, three or four times the Initial Share Price, the acquired number of shares of that tranche will be determined linearly between 68%, 80% and 100%. Where the share price on a vesting date is between those points, the percentage of vested shares will be determined on a straight-line basis.
- In addition, pursuant to a catch-up mechanism, to the extent the first two tranches of the performance share award do not vest to the maximum extent, the unvested portion of shares may vest at the second and third vesting dates, provided that, for the second vesting date, the share price has increased compared to the first vesting date and the above vesting and performance conditions have been reached at the second vesting date, and, for the third vesting date, the share price has increased compared to the first and/or the second vesting date and the above vesting and performance conditions have been reached at the third vesting date.

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 Documents for the financial year 2026, 2026 and 2027, made available to the shareholders in connection with the annual general meeting.

1) Catch-up mechanism not included and detailed below.

2) Outside the catch-up mechanism detailed below.

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.

Philippe Salle will not be awarded other securities compensation plans before December 31, 2028. The allocation of performance shares is therefore capped at the total number of shares allocated on March 6, 2025.

## Other compensation elements

### Fringe benefits

Philippe Salle benefited from the collective disability and medical benefit plans on the same terms as the French Group employees.

The employer's contribution in respect of the life and disability scheme amounts to €4,552. The employer's contribution in respect of the healthcare plan stands at €5,633.

Philippe Salle 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

Philippe Salle does not benefit from any severance payment.

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

No indemnity will be paid once the chairman and chief executive officer claims his pension rights. In any event, no benefit can be paid over the age of 65.

The board of directors may choose to waive the application of the non-compete undertaking

### Compensation for a mandate as director

Philippe Salle did not receive any compensation as director in 2025.

●● Recapitulative table - shareholders vote on the remuneration components paid during, or allocated for, the said year to Philippe Salle, chairman and chief executive officer from February 1, 2025

Elements of compensation to be voted on (in €)	Amounts allocated for 2025 or accounting value	Amounts paid in 2025 or accounting value	Presentation of elements of compensation
Fixed compensation	1,100,000	1,100,000	4.3.2.4
Annual variable compensation <sup>1</sup>	1,100,000	-	4.3.2.4
Performance shares <sup>2,3</sup>	16,302,913	-	4.3.2.4
Multi-year variable compensation, exceptional compensation	-	-	4.3.2.4
Director fees	-	-	4.3.2.4
Additional benefits to compensation	10,185	10,185	4.3.2.4

1. In accordance with the applicable criteria, the variable compensation of the chairman and chief executive officer amounts to €1,275,010 for the 2025 financial year, representing 115.91% of his target variable compensation. However, in order to take into account the context of the Group's recovery and transformation, the chairman and chief executive officer decided to voluntarily waive part of this variable compensation, so that the amount actually paid is capped at 100% of his annual target variable compensation, i.e. €1,100,000 for the 2025 financial year (calculated pro rata temporis).
2. The 2025 compensation policy provides that the chairman and chief executive officer will not be awarded other compensation based on shares before December 31, 2028.
3. 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 (see section "Multi-year variable compensation in shares for 2025" for further details).

*The elements of compensation awarded or paid to Philippe Salle as chairman and chief executive officer in 2025 are consistent with the provisions adopted by the board of directors, on the recommendation of the remuneration committee, constituting the compensation policy for the chief executive officer as voted by the annual general meeting held on January 31, 2025.*

*The company has not deviated from the compensation policy implementation process, as approved by shareholders during the abovementioned annual general meeting. The company has not departed from the implementation of the compensation policy.*

### 4.3.2.5 Ratios on compensation multiples

In accordance with article L.22-10-9 of the French commercial code, the ratios used to measure differences between the compensation of executive corporate officers and that of the company's employees are presented in the table below. The ratios have been prepared in accordance with the AFEP guidelines last updated in December, 2022.

#### Methodology

The scope used to calculate the ratio remains unchanged compared to the scope defined and disclosed in the 2023 Universal Registration Document. It includes all Group 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 Group in Europe. Thus, the selected scope represents more than [7,500 Atos employees], of which 96,7% are based in France and constitutes a coherent and legitimate representative perimeter for the Atos SE company whose roots are deeply European with two headquarters in Bezons (France) and Munich (Germany).

As the company does not employ any employees, there is no need to present the ratios provided for in article L. 22-10-9 I 6° of the French commercial code on the basis of the scope of "employees of the company". As an alternative, this table presents the pay ratio on the basis of a scope deemed representative by the company.

The compensation underlying the determination of the ratios correspond to the total gross compensation paid during the financial year. They include all the elements of compensation in cash (base salary, performance bonuses, exceptional bonuses, benefits in kind) as well as equity-based compensation valued at their fair value, on the grant date, as recognized in the consolidated accounts in accordance with IFRS 2. This value corresponds to a historical value on the grant date calculated for accounting purposes. It does not represent a current market value nor the actual value that may be received by the beneficiaries upon vesting provided that the performance shares finally vest.

The selected scope only covers employees who were continuously employed during the financial years concerned. For part-time employees, compensation was established on a full-time-equivalent basis.

As for executive corporate officers, the table presents the chairman and chief executive officer, as well as the chairman of the board and the chief executive officer whose term of office were combined as from February 1, 2025, as well as the deputy chief executive officer whose term of office ended on October 3, 2023. In accordance with the AFEP's guidelines, the compensation presented in the table below is associated with the officers' position and not their person, so that a change in officer for the same position does not affect the presentation of the information.

For the executive corporate officers, all the components of compensation paid or allocated during or in respect of the financial year under consideration, subject to the vote of the general meeting of shareholders (say-on-pay ex post), are retained, namely:

- the fixed remuneration paid during the financial year under consideration;
- the annual variable remuneration awarded for the same year;
- where applicable, the exceptional remuneration paid during the same financial year;
- the long-term compensation instruments awarded during the same financial year (stock options, performance shares and/or performance units) valued at their IFRS value on the date of award;
- the additional benefits to compensation (company car, disability and medical benefit plans) granted during the same year (book value);
- it being specified that the company executive officers are not granted remuneration related to the compensation allocated due to the directorship.

	2025	2024	2023	2022	2021
<b>Company performance</b>					
Profitability: Group's operating margin as a percentage of its revenue	4.4%	2.1%	4.4%	3.1%	3.5%
Value creation: Annual change in the 3-year moving average of the enterprise value compared to previous year	-1%	-62%	-34.4%	-37.1%	-16.4%
<b>Pay ratio for the chairman and chief executive officer<sup>1</sup></b>					
Evolution (in %) of the compensation of the chairman and chief executive officer	n/a	n/a	n/a	n/a	n/a
Evolution (in %) of the average compensation of the employees	-0.6%	n/a	n/a	n/a	n/a
Pay ratio on employees' average compensation	301.8	n/a	n/a	n/a	n/a
Evolution of the ratio (in %) compared to the previous year	n/a	n/a	n/a	n/a	n/a
Pay ratio on employees' median compensation	373.1	n/a	n/a	n/a	n/a
Evolution of the ratio (in %) compared to the previous year	n/a	n/a	n/a	n/a	n/a
<b>Pay ratio for the chairman of the board<sup>2</sup></b>					
Evolution (in %) of the compensation of the chairman of the board	n/a	-37.5%	0%	0%	-14.6%
Evolution (in %) of the average compensation of the employees	n/a	-5.6%	-0.9%	8.4%	-6.2%
Pay ratio on employees' average compensation	n/a	4.0	6.0	6.0	6.5
Evolution of the ratio (in %) compared to the previous year	n/a	-33.8%	0.9%	-7.7%	-9.0%
Pay ratio on employees' median compensation	n/a	5.0	7.8	7.8	8.0
Evolution of the ratio (in %) compared to the previous year	n/a	-35.9%	0%	-2.9%	-13.2%
<b>Pay ratio for the chief executive officer<sup>3</sup></b>					
Evolution (in %) of the compensation of the chief executive officer	n/a	-56%	95.3%	-32.9%	-40.4%
Evolution (in %) of the average compensation of the employees	n/a	-5.6%	-0.9%	8.4%	-6.2%
Pay ratio on employees' average compensation	n/a	15.3	32.8	16.6	26.9
Evolution of the ratio (in %) compared to the previous year	n/a	-53.4%	97.2%	-38.1%	-36.4%
Pay ratio on employees' median compensation	n/a	19	42.1	21.6	33.2
Evolution of the ratio (in %) compared to the previous year	n/a	-54.9%	95.2%	-35%	-39.3%
<b>Pay ratio for the deputy chief executive officer<sup>4</sup></b>					
Evolution (in %) of the compensation of the deputy chief executive officer	n/a	n/a	164.8%	n/a	n/a
Evolution (in %) of the average compensation of the employees	n/a	n/a	-0.9%	8.4%	n/a
Pay ratio on employees' average compensation	n/a	n/a	32	12	n/a
Evolution of the ratio (in %) compared to the previous year	n/a	n/a	167.3%	n/a	n/a
Pay ratio on employees' median compensation	n/a	n/a	41	15.5	n/a
Evolution of the ratio (in %) compared to the previous year	n/a	n/a	164.6%	n/a	n/a

1. In 2025, the position of the chairman and chief executive officer of the board was held by Philippe Salle from February 1, 2025. The compensation of the chairman and chief executive officer taken into account in the table for 2025 was calculated on the basis of the compensation policy voted for the chairman and chief executive officer in respect of the 2025 fiscal year.
2. The position of chairman of the board was held by Bertrand Meunier from November 1, 2019 to October 14, 2023, Jean-Pierre Mustier from October 14, 2023 to July 23, 2024 and Philippe Salle from October 14, 2024 to January 31, 2025. In 2025, the position of chairman of the board was held by Philippe Salle until January 31, 2025. No compensation policy was applied to the chairman of the board in 2025. Philippe Salle informed the board of his wish not to receive any compensation as the chairman of the board.
3. The position of chief executive officer was held by Elie Girard from November 1, 2019 to October 22, 2021, Pierre Barnabé from October 23, 2021 to December 31, 2021 (acting), Rodolphe Belmer from January 1, 2022 to July 13, 2022, Nourdine Bihmane from July 13, 2022 to October 3, 2023, Yves Bernaert from October 3, 2023 to January 14, 2024, Paul Saleh from January 14, 2024 to July 23, 2024, and Jean-Pierre Mustier from October 14, 2024 to January 31, 2025. In 2025, the position of chief executive officer was held by Jean-Pierre Mustier until January 31, 2025. It should be noted that no compensation policy was applied to Jean-Pierre Mustier in his capacity as chief executive officer, as he informed the board of directors of his wish not to receive any compensation for his term as chief executive officer.
4. The position of deputy chief executive officer was held by Adrian Gregory from October 23, 2021 to December 31, 2021. Nourdine Bihmane from June 14, 2022 to July 13, 2022, and Philippe Oliva from June 14, 2022 to October 3, 2023. In 2021, Adrian Grégory held this position on an interim basis, without any remuneration being paid to him for this function.

#### 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 company's governance practices are fully compliant with the AFEP-MEDEF code, in its applicable version dated

December 2022, with the exception of the recommendation of the AFEP-MEDEF code detailed in section 4.2.1.1, which is not strictly followed under the compensation policy applicable to the chairman and chief executive officer in respect of the 2025 financial year, and for which explanations are given in such section.

#### 4.3.2.7 Detail of compensation, due or paid to the executive corporate officers – AMF Table 1 and Table 2

AMF Table 1 (in €)	2025	2024
<b>Philippe Salle, chairman of the board of directors until January 31, 2025</b>		
Compensation awarded for the relevant year <sup>1</sup>	0	0
Value of options granted during the year	-	-
Value of performance shares granted during the year	-	-
Value of other long-term compensation granted during the year	-	-
<b>TOTAL</b>	<b>0</b>	<b>0</b>
<b>Philippe Salle, chairman and chief executive officer as from February 1, 2025</b>		
Compensation awarded for the relevant year	2,210,185	-
Value of options granted during the year	-	-
Value of performance shares granted during the year <sup>2</sup>	16,302,913	-
Value of other long-term compensation granted during the year	-	-
<b>TOTAL</b>	<b>18,513,098</b>	-
<b>Jean-Pierre Mustier, chief executive officer until January 31, 2025</b>		
Compensation awarded for the relevant year <sup>3</sup>	0	0
Value of options granted during the year	-	-
Value of performance shares granted during the year	-	-
Value of other long-term compensation granted during the year <sup>4</sup>	-	-
<b>TOTAL</b>	<b>0</b>	<b>0</b>

1. No compensation was paid to Philippe Salle who informed the board of his wish not to be paid.

2. Philippe Salle will not be awarded other share compensation plans before December 31, 2028. The allocation of performance shares is therefore capped at the total number of shares allocated on March 6, 2025. Therefore, on an annualized basis, the allocation represents a total market value of €4,075,728, corresponding to 136% of the chairman and chief executive officer's maximum total gross compensation (i.e., €3 million), so that it does not represent a disproportionate share of it. The 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 (see section "Multi-year variable compensation in shares for 2025" for further details).

3. Jean-Pierre Mustier informed the board of directors that he did not wish to receive any compensation for his term as chief executive officer.

AMF Table 2 (in €)	2025		2024	
	Due	Paid	Due	Paid
<b>Philippe Salle, chairman of the board of directors until January 31, 2025</b>				
Fixed remuneration <sup>1</sup>	0	0	-	-
Annual variable remuneration	-	-	-	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship <sup>1</sup>	0	0	-	-
Fringe benefits	-	-	-	-
<b>TOTAL</b>	<b>0</b>	<b>0</b>	-	-
<b>Philippe Salle, chairman and chief executive officer as from February 1, 2025</b>				
Fixed remuneration	1,100,000	1,100,000	-	-
Annual variable remuneration	1,100,000	0	-	-
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship	-	-	-	-
Fringe benefits	10,185	10,185	-	-
<b>TOTAL</b>	<b>2,210,185</b>	<b>1,110,185</b>	-	-
<b>Jean-Pierre Mustier, chief executive officer until January 31, 2025</b>				
Fixed remuneration <sup>2</sup>	0	0	0	0
Annual variable remuneration <sup>2</sup>	0	0	0	0
Exceptional remuneration	-	-	-	-
Compensation allocated due to the directorship <sup>2</sup>	0	0	0	0
Fringe benefits <sup>2</sup>	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

1. No fixed compensation was paid to Philippe Salle who informed the board of his wish not to be paid.

2. Jean-Pierre Mustier informed the board of directors that he did not wish to receive any compensation for his term as chief executive officer.

#### 4.3.2.8 AMF Table 11

Executive corporate officer	Employment contract	Supplementary pension scheme	Benefits or entitlements due or likely to become due as a result of termination or change of position	Benefits relating to a non-competition clause
Philippe Salle Chairman of the board of directors until January 31, 2025	No	No	No	No
Philippe Salle <sup>1</sup> Chairman and chief executive officer as from February 1, 2025	No	No	No	Yes
Jean-Pierre Mustier <sup>2</sup> Chief executive officer until January 31, 2025	No	No	No <sup>2</sup>	No

1. In accordance with the recommendations of the AFEP-MEDEF code, Philippe Salle had no employment contract at the date of his appointment.

2. Jean-Pierre Mustier did not receive any payment in connection with the termination of his mandate as chief executive officer.

### 4.3.3 Performance share plans and stock subscription or purchase option plans

#### 4.3.3.1 Past grants of performance shares – AMF Table 9

The outstanding 1,862,675 rights to performance shares reported hereafter represented 9.60% of Atos SE's share capital as of December 31, 2025.

##### ●● Past grants of performance shares – AMF Table 9

	Plan 1 dated 05/18/2022	Plan 2 dated 05/18/2022	Plan 1 dated 06/13/2022	Plan 1 dated 06/28/2023	Plan 2 dated 06/28/2023	Plan 1 dated 11/16/2023	Plan dated 03/06/2025	Plan dated 09/25/2025	Plan dated 12/17/2025
General meeting authorization date	05/18/2022	05/18/2022	05/18/2022	06/28/2023	06/28/2023	06/28/2023	01/31/2025	01/31/2025	01/31/2025
Board of directors meeting date	05/18/2022	05/18/2022	06/13/2022	06/28/2023	06/28/2023	11/16/2023	03/06/2025	09/25/2025	12/17/2025
Number of beneficiaries	12	1,027	2	32	493	1	1	220	7
Total number of granted perf. shares	313,500 <sup>1,2</sup>	929,055 <sup>2</sup>	39,000 <sup>2</sup>	672,875 <sup>1,2</sup>	1,125,834 <sup>2</sup>	100,000 <sup>2</sup>	425,675 <sup>3</sup>	1,412,000	28,000
Of which to the executive officers	99,000 <sup>2</sup>	-	39,000 <sup>2</sup>	278,000 <sup>2</sup>	-	100,000 <sup>2</sup>			
CEO: Rodolphe Belmer	99,000 <sup>2</sup>	-	-	-	-	-			
Deputy CEO: Nourdine Bihmane	-	-	19,500 <sup>2</sup>		-	-			
CEO: Nourdine Bihmane				139,000 <sup>2</sup>					
Deputy CEO: Philippe Oliva	-	-	19,500 <sup>2</sup>	139,000 <sup>2</sup>	-	-			
CEO: Yves Bernaert						100,000 <sup>2</sup>			
Chairman & CEO: Philippe Salle							425,675		
Vesting date	05/18/2025	05/18/2025	06/18/2025	06/18/2026	06/28/2026	11/16/2026	12/31/2028	12/31/2028	12/31/2028
End of holding period	05/18/2025	05/18/2025	06/18/2025	06/18/2026	06/28/2026	11/16/2026	12/31/2029	12/31/2029	12/31/2029
Performance conditions	Yes	Yes	Yes	Yes	No for 2025 Yes Yes for 2026	Yes	Yes	Yes	Yes
Achievement of performance conditions	-	-	-	-	-	-	-	-	-
Number of vested shares, as at Dec. 31, 2025	0	214,052 <sup>2</sup>	0	0	0	0	0	0	0
Number of shares cancelled, as at Dec. 31, 2025	313,500 <sup>2</sup>	715,003 <sup>2</sup>	39,000 <sup>2</sup>	672,875 <sup>2</sup>	1,125,834 <sup>2</sup>	100,000 <sup>2</sup>	-	3,000	-
Outstanding performance shares, as at Dec. 31, 2025	0	0	0	0	0	0	425,675	1,409,000	28,000

1. Number of shares in case of superperformance and achievement of 130% of performance targets.

2. Number of shares prior to the reverse stock split effective April 24, 2025.

3. The number of shares granted on March 6, 2025 amounted to 4,256,750,000 shares, corresponding to 425,675 shares following the reverse stock split that became effective on April 24, 2025.

### 2022 and 2023 Performance Share Plans

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 March 6, 2025 on the basis of the 2024 results.

Performance conditions	Plan dated 05/18/2022 <sup>1</sup>
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	Below the target set by the board of directors
And	
Average of the External Revenue Organic growth rates over 3 years (2021-2023)	Below the target set by the board of directors
And	
Average Operating Margin over 3 years (2021-2023)	Below the target set by the board of directors
And	
Cumulated amount of FCF at the end of the 3-year plan (end of 2022)	Below the target set by the board of directors
And	
External CSR criteria	Above the target set by the board of directors
And	
Internal CSR criteria	Below the target set by the board of directors
Years in question	2022, 2023 et 2024

1. This criterion applies only to Plan 1.

% of the grant if the employment condition is met at the vesting date	Plan dated 05/18/2022
• Plan 1	10%
• Plan 2	12,5%

% 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 performance objectives related to the 2022 and 2025 plans are detailed below.

**2022 Performance share plans**

	Performance indicator	Weight	% of the grant according to the achievement level		
			Floor	Target	Cap
Plan 1 dated 05/18/2022 and 06/13/2022	Relative stock market performance of the Atos share over the 3-year period (2022-2024) compared to the median of the stock market performance of a basket made of industry competitors ("A")	20%	Floor	100%	65%
			Target	110%	100%
			Cap	125%	130%
	Average of the External Revenue Organic growth rates over the 3-year period (2022-2024) ("B")	20%	Floor	-1.2%	30%
			Target	-0.7%	100%
			Cap	-0.22%	150%
	Average of the Operating Margin % over the 3-year period (2022-2024) ("C")	20%	Floor	3.9%	50%
			Target	4.4%	100%
			Cap	5.4%	130%
	Cumulated amount in millions € of Free Cash Flow at the end of the 3-year plan (end of 2024) ("D")	20%	Floor	-2,045	50%
Target			-1,704	100%	
Cap			-1,227	130%	
Average of the yearly DJSI scores (World or Europe) of Atos vs. other companies over the 3-year period (2022- 2024)* ("E")	10%	Floor	70th percentile	50%	
		Target	85th percentile	100%	
% of reduction of CO2 emissions (in tCO2e) 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 100%)					

\* For 2024, the performance indicator used is the 2024 S&P Global Corporate Sustainability Assessment.

	Performance indicator	Weight	% of the grant according to the achievement level		
			Floor	Target	Cap
Plan 2 dated 05/18/2022	Average of the External Revenue Organic growth rates over the 3-year period (2022-2024) ("A")	25%	Floor	-1.2%	30%
			Target	-0.7%	100%
			Cap	-0.22%	150%
	Average of the Operating Margin % over the 3-year period (2022-2024) ("B")	25%	Floor	3.9%	50%
			Target	4.4%	100%
			Cap	5.4%	130%
	Cumulated amount in millions € of Free Cash Flow at the end of the 3-year plan (end of 2024) ("C")	25%	Floor	-2,045	50%
			Target	-1,704	100%
			Cap	-1,227	130%
	Average of the yearly DJSI scores (World or Europe) of Atos vs. other companies over the 3-year period (2022- 2024)* ("D")	12.5%	Floor	70th percentile	50%
Target			85th percentile	100%	
% of reduction of CO2 emissions (in tCO2e) at the end of 2024 (vs. baseline 2021), with a target of -34.1% (full scopes 1, 2 and 3 according to SBTi net zero requirements) ("E")	12.5%	Floor	-31.9% vs 2021	50%	
		Target	-34.1% vs 2021	100%	
A * 25% + B * 25% + C * 25% + D * 12.5% + E * 12.5% = Average acquisition rate (The average acquisition rate may not exceed 100%)					

\* For 2024, the performance indicator used is the 2024 S&P Global Corporate Sustainability Assessment.

Following the reverse stock split effective April 24, 2025, the 2022 and 2023 vested performance shares plans have been adjusted and rounded down to the lower whole in accordance with legal and tax provisions. Some employees informed the company of their wish to waive their rights in accordance with the plan's regulations.

During the fiscal year 2025, no performance share was delivered under the 2022 and 2023 plans. As of December 31, 2025, all rights of beneficiaries under the 2023 plans have been cancelled. No performance share will be delivered under the 2023 plans in 2026.

#### 2025 Performance share plans

On January 31, 2025, the annual general meeting voted the implementation of a performance share plan under the 39<sup>th</sup> resolution, according to which all beneficiaries will benefit from a free allocation of performance shares, subject to a condition of continuous presence at each vesting date (as defined below), and a performance condition linked to the increase of Atos SE's share price over a four-year period.

The vesting of the performance shares shall only become final upon the satisfaction of a performance indicator linked to the increase in the Atos SE share price in relation to the subscription price of the capital increase with maintenance of preferential subscription rights as implemented as part of the Atos accelerated safeguard plan, i.e., €37 (as adjusted following the reverse stock split carried out on April 24, 2025) (the "Initial Share Price"). The increase in the share price is calculated based on the volume-weighted average of the previous 3 months.

- The grant of the shares to their beneficiaries shall become final:
  - on December 31, 2026, for the first instalment representing 33.33% of the allocation;
  - on December 31, 2027, for the second instalment representing 33.33% of the allocation; and
  - on December 31, 2028, for the third instalment representing 33.34% of the allocation.
- On each vesting date, if the share price (based on the volume weighted average over the previous three months) is below double the Initial Share Price, no shares will be acquired. If the share price on a vesting date is two, three or four times the Initial Share Price, the acquired number of shares of that tranche will be determined linearly between 68%, 80% and 100%. Where the share price on a vesting date is between double, three and four times the Initial Share Price, the number of shares in the relevant tranche which vest will be determined on a straight-line basis between 68%, 80% and 100%.
- In addition, pursuant to a catch-up mechanism, to the extent the first two tranches of the performance share award do not vest to the maximum extent, the unvested portion of shares may vest at the second and third vesting dates, provided that, for the second vesting date, the share price has increased compared to the first vesting date and the above vesting and performance conditions have been reached at the second vesting date, and, for the third vesting date, the share price has increased compared to the first and/or the second vesting date and the above vesting and performance conditions have been reached at the third vesting date.

### 4.3.3.2 Achievement of the performance conditions related to the performance share plans in the course of vesting or acquired during the year

#### 2022 Performance share plans

The performance conditions related to the performance share plan dated May 18, 2022 were based on indicators measured over three years. The performance conditions of this plan were partially met, with an acquisition rate of

10% of the performance shares for the 2022 Plan #1 and 12.5% of the performance shares for the 2022 Plan #2. The shares will definitively be acquired subject to meeting the condition of presence ending May 18, 2025.

Relative stock market performance of the Atos share*	2022 - 2024
Objective achievement (%)	Not achieved
Criterion completion	Below floor
Group external revenue organic growth	2022 - 2024
Criterion completion	Below floor
Group operating margin	2022 - 2024
Criterion completion	Below floor
Average of the Operating Margin conversion rates to Free Cash Flow	2022 - 2024
Criterion completion	Below floor
External performance condition linked to the social and environmental performance	2022 - 2024
Objective achievement (%)	>90 percentile
Criterion completion	Above objective
Internal performance condition linked to the social and environmental performance	2022 - 2024
Objective achievement (%)	Below floor
Criterion completion	Not achieved
<b>Achievement of performance conditions - Plan #1</b>	<b>10%</b>
<b>Achievement of performance conditions - Plan #2</b>	<b>12,5%</b>

\* This criterion only applies to Plan #1.

#### 2025 Performance share plans

The performance condition related to the performance share plans dated March 6, September 25, 2025 and December 17, 2025 is based on indicator depending on share price performance over a four-year period ending December 31, 2028. The achievement rates of this indicator

as well as acquisition percentage will be disclosed in the Universal Registration Documents for the financial year 2026 for the 1<sup>st</sup> tranche, for the financial year 2027 for the 2<sup>nd</sup> tranche and for the financial year 2028 for the 3<sup>rd</sup> tranche of this plan.

#### 4.3.3.3 Performance shares granted to or became available for executive corporate officers during the year – AMF Tables No 6 and No 7

During fiscal year 2025, Philippe Salle, as chairman and chief executive officer, have benefited from the grant of performance shares. Jean-Pierre Mustier, as chief executive officer, has not benefited from the grant of performance shares.

AMF Table 6	Plan Date	Number of shares <sup>1</sup>	Plan	Acquisition Date	Availability Date
Philippe Salle	March 6, 2025	141 877	2025 Tranche 1	December 31, 2026 <sup>2</sup>	January 1, 2030
Philippe Salle	March 6, 2025	141 877	2025 Tranche 2	December 31, 2027 <sup>2</sup>	January 1, 2030
Philippe Salle	March 6, 2025	141 921	2025 Tranche 3	December 31, 2028	January 1, 2030

1. The board of directors allocated under the 2025-2028 performance share plan, 4,256,750,000 shares in favor of the chairman and chief executive officer, i.e., 425,675 shares after the reverse stock split effective April 24, 2025.

2. Pursuant to a catch-up mechanism, to the extent the first two tranches of the performance share award do not vest to the maximum extent, the unvested portion of shares may vest at the second and third vesting dates, provided that, for the second vesting date, the share price has increased compared to the first vesting date and the above vesting and performance conditions have been reached at the second vesting date, and, for the third vesting date, the share price has increased compared to the first and/or the second vesting date and the above vesting and performance conditions have been reached at the third vesting date.

Philippe Salle and Jean-Pierre Mustier did not acquire any performance shares during the fiscal year 2025 in their capacity as company executive officers.

AMF Table 7	Plan Date	Number of shares available during the financial year	Vesting Date	Acquisition Date
Philippe Salle	Not applicable	Not applicable	Not applicable	Not applicable
Jean-Pierre Mustier	Not applicable	Not applicable	Not applicable	Not applicable

#### 4.3.3.4 Past awards of subscription or purchase options on December 31, 2025 – AMF Table 8

The executive corporate officers and the employees did not hold any exercisable options on December 31, 2025.

AMF Table 8 – Not applicable

#### 4.3.3.5 Stock options granted to, or exercised by, the executive corporate officers during the year – AMF Tables 4 and 5

During 2025, the executive corporate 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, 2025.

AMF Table 4 – Not applicable

AMF Table 5 – Not applicable

#### 4.3.3.6 Stock options granted to the top ten employees who are not executive corporate officers, and stock options exercised by them, during the year

During 2025, the executive corporate officers were not granted any options to purchase or subscribe shares of the company. The employees did not hold any exercisable options in 2025. The executive corporate officers did not benefit from any multi-year variable compensation payable in 2025.

#### 4.3.3.7 History of the multiannual cash variable compensation paid to each executive corporate officer – AMF Table 10

During 2025, the executive corporate officers did benefit from a multiannual cash variable compensation. The executive corporate officers did not benefit from any multiannual cash variable compensation payable in 2025.

AMF Table 10 – Not applicable