

Client Focused.  
Future Ready.



# Unisys Investor Day | June 2

Welcome & strategic direction

Mike Thomson

Future-ready solutions & services

Chris Arrasmith

Enterprise Computing Solutions

Sean Tinney

Cloud, Applications & Infrastructure

Manju Naglapur

**Break**

Digital Workplace Solutions

Patrycja Sobera & Weston Morris

Go-to-market strategy

Joel Raper & Teresa Poggenpohl

Finance overview

Deb McCann

Q&A

Facilitated by Mike Thomson

Closing remarks

Mike Thomson

Agenda

# Disclaimer

## Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995. Unisys cautions readers that the assumptions forming the basis for forward-looking statements include many factors that are beyond Unisys' ability to control or estimate precisely, such as estimates of future market conditions, the behavior of other market participants and that TCV is based, in part, on the assumption that each of those contracts will continue for their full contracted term. Words such as "anticipates," "estimates," "expects," "projects," "may," "will," "intends," "plans," "believes," "should" and similar expressions may identify forward-looking statements and such forward-looking statements are made based upon management's current expectations, assumptions and beliefs as of this date concerning future developments and their potential effect upon Unisys. There can be no assurance that future developments will be in accordance with management's expectations, assumptions, and beliefs or that the effect of future developments on Unisys will be those anticipated by management. Forward-looking statements in this presentation include, but are not limited to any projections or expectations of revenue growth, margin expansion, achievement of operational efficiencies and savings, effective use of technology, investments in our solutions and artificial intelligence adoption and innovation, TCV and Ex-L&S (Technology Solutions & Services) New Business TCV, the impact of new logo signings, backlog, book-to-bill, full-year 2026 revenue growth and profitability guidance, including constant currency revenue, Ex-L&S (Technology Solutions & Services) constant currency revenue growth, L&S (ClearPath) revenue, non-GAAP operating profit margin, free cash flow generation and the assumptions and other expectations made in connection with our full-year 2026 financial guidance, three-year financial targets, including total company revenue growth, Ex-L&S (Technology Solutions & Services) gross margin expansion, operating profit, free cash flow, L&S (ClearPath) revenue, L&S (ClearPath) gross margin, Ex-L&S (Technology Solutions & Services) revenue and operating expenses and other expectations made in connection with our three-year financial targets, the reduction of uncertainty and volatility of cash requirements, including pension contributions, our pension liability, debt extinguishment, future economic benefits from net operating losses and statements regarding future economic conditions, our strategy or performance.

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# Setting the course

Strategic priorities for what's next

Mike Thomson | CEO and President

# Speaker and agenda



**Mike Thomson**  
CEO and President

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01 About Unisys

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02 Progress report

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03 Strategic vision

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04 Unisys AI framework

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05 Key takeaways



# We push for more

**A global mission-critical IT services and solutions partner**

## **A HERITAGE OF INNOVATION**

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- Roots dating back over 150 years
- Became Unisys in 1986
- Servicing our top 50 clients for an average of 20 years

## **GLOBAL PRESENCE**

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- Blue Bell, PA headquarters
- 120+ countries where Unisys services clients
- 700+ clients
- 100+ ecosystem partners

## **CLIENT-FIRST WORKFORCE**

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- ~15K associates
- ~8K engineers
- 30+ countries

## **REVENUE**

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- ~\$2.0B | FY25 annual revenue
- Diversified by industry, geography, and client

## **INDUSTRY RECOGNIZED**

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- 21 global leader rankings
- 42 global report placements



# A foundation fortified over the past three years

**Reset market perception**

**Launched AI-enabled solutions**

**Stood up agentic application factory**

**Climbed analyst rankings**

**Upskilled workforce**

**Streamlined operating model**

**Expanded profitability**

**Improved pre-pension free cash flow**



# Our strategy, evolved

From a foundational growth framework to an AI-First operating model

## 2023 CORE ELEMENTS OF STRATEGY

Addressable market growth

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Solution development

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ClearPath™ Services and Industry Solutions

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Land and expand

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Margin expansion

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Operational excellence



## 2026 PRIORITIES FOR THE NEXT CHAPTER

New adjacencies

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AI embedded, not bolted on

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ClearPath™ as a pillar of enterprise AI

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Drive pipeline through precision targeting and partnership engine

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Complete the agentic-first workforce transformation

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Unlock free cash flow — and consider returning capital

## WHAT'S CHANGED SINCE 2023

### ClearPath™

AI at the core of the platform, and modernization without disruption

### Depth, not breadth, of partnerships

Targeted focus on OEMs, hyperscalers and frontier-model providers

### AI-augmented delivery

Mix of digital and human labor delivering at scale

### Enhanced capital flexibility

Refinanced and upsized debt, mitigated pension volatility, path to FCF generation



**Client Focused.  
Future Ready.**

## **CLIENT IMPERATIVES DRIVING GROWTH**

- AI-First solution and service mindset**
- Outcome-based results**
- Trusted strategic partnership**
- Speed, agility and continuous improvement**



# Why now?

## The agentic inflection point

"Agentic AI is emerging as a strategic inflection point. This new class of AI isn't just speeding up innovation. It's reshaping how work gets done, how people contribute, and how industries will grow in the years ahead."

— IDC

**\$450B**

Economic value created by agentic AI by 2028<sup>1</sup>

**33%**

Of enterprise software applications will contain agentic AI by 2028<sup>2</sup>

**10x**

Increase in AI agents by 2027<sup>3</sup>

**44%**

Agentic AI market CAGR over next decade<sup>4</sup>

<sup>1</sup> Capgemini Research Institute, "Rise of Agentic AI: How trust is the key to human-AI collaboration", July 2025

<sup>2</sup> Gartner, "Gartner Predicts Over 40% of Agentic AI Projects Will Be Canceled by End of 2027", June 2025

<sup>3</sup> IDC, "Agent Adoption: The IT Industry's Next Great Inflection Point," December 2025

<sup>4</sup> Precedence Research, "Agentic AI Market Size to Reach USD 199.05 Billion by 2034", September, 2025



# The Unisys AI framework



## Develop




**Develop the foundation for enterprise AI**

We help clients define and create the foundational elements needed to transform their technical debt and securely scale their IT ecosystems.



## Transform




**Apply AI to transform operations**

We help clients implement foundational AI elements that translate into measurable business outcomes.



## Orchestrate



**Orchestrate AI securely, responsibly, at scale**

We run hybrid and transformed IT ecosystems at scale, with a continuous-improvement mindset.

# 4

things to  
take home

**01**

Reinventing as a leader in future state, mission-critical IT solutions, built for an agentic world

**02**

Accessing a larger market opportunity through an integrated AI framework and go-to-market model

**03**

Evolving our workforce through AI-First capabilities and delivery

**04**

Reaching positive free cash flow inflection and transforming capital structure



# Making the future real

Chris Arrasmith | Chief Operating Officer



# Speaker and agenda



**Chris Arrasmith**

Chief Operating Officer

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01 Unisys AI transformation

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02 AI capabilities and solutions

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03 AI-powered workforce

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04 Strategy and partnerships

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05 The Unisys edge



# Unisys AI transformation

AI-First. Full-stack. Partner-enabled.  
Built for scale.

## Agentic solutions

Creating systems of action



## AI-powered workforce

Human capital + digital labor

## Strategy and partnerships

Flexible, full-stack and expanding



# Unisys AI capabilities at the core

Integrated enterprise AI embedded in our portfolio

## AI that delivers value

High-impact business outcomes infused with security and flexibility at the core

**1**  
Strategy and Engineering

**2**  
Data for AI

**3**  
Process AI

**4**  
Agentic Modernization

**5**  
AI Infrastructure

**6**  
Responsible AI



# AI-led solutions driving client value

From infrastructure readiness to agentic deployment — solution alignment to client AI journey stages



## Develop

AI Infrastructure  
Assessment

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Data Environment  
Readiness

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AI Governance  
Framework



## Transform

Agentic Workflow  
Deployment

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Intelligent Service  
Desk

---

Employee  
Experience AI



## Orchestrate

AI Managed  
Services

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Security and  
Compliance Layer

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Continuous  
Optimization

# Building AI-First capabilities and delivery

## Evolving workforce versus reducing workforce



# AI technology stack

## Simplifying a complex AI ecosystem for our clients

**Develop** the foundational models, data and compute that power enterprise-grade AI.

**Transform** operations with agents, RAG and vertical use cases tuned to each industry.

**Orchestrate** the full stack end-to-end so models, data, and workflows deliver measurable outcomes at scale.



## Frontier Models

LLMs  
Inference  
Model hosting

## Data & Infrastructure

Cloud/GPU compute  
Private AI  
Data governance



## Agentic Industry Outcomes

AI agents  
Vertical AI use cases  
Digital workforce

## AI Ops & Orchestration

Integration  
Retrieval Augmented Generation models  
Token optimization

# The Unisys Edge

- 1 End-to-end AI**  
from edge to cloud to data center
- 2 Security and governance**  
built into every layer
- 3 Proven enterprise delivery**  
at global scale
- 4 Depth of industry**  
and process knowledge
- 5 Agile and practical AI**  
for real-world enterprise outcomes



# Powering breakthroughs

21 global leader rankings | 42 total global reports

## Company Awards

### TIME

World's Best Companies of 2025  
India's Best Employers of 2025

### NEWSWEEK

2025 GLOBAL Top 100 Most Loved Workplaces®

### FORBES

2025 America's Best Employers For Engineers

### FINANCIAL TIMES

Best Employers Asia Pacific 2026

### DELL TECHNOLOGIES AWARDS

2025 Global Alliances Growth Partner Of The Year  
2025 Americas Expansion Partner Of The Year  
2025 APJ Acquisition Partner Of The Year

### HDI GLOBAL SERVICE AND SUPPORT AWARDS

2025 Best Service Improvement Initiative



**LEADER** in Advanced Analytics and AI Services

**LEADER** in Generative AI Services

**LEADER** in Future of Work

**LEADER** in Multi Public Cloud Services

**LEADER** in Private/Hybrid Cloud – Data Center Services

**LEADER** in Cybersecurity Solutions and Services

**LEADER** in Microsoft Cloud Ecosystem

**LEADER** in Mainframe Services and Solutions



**LEADER** in Digital Workplace Services

**LEADER** in End-User Computing Services



**LEADER** in Worldwide Digital Workplace Services

**LEADER** in European Human-First DWS



**LEADER** in Advanced Digital Workplace Services

**LEADER** in Cloud Infrastructure Mgmt Services

**LEADER** in Cognitive & Self-Healing IT Infrastructure

**LEADER** in Cyber Resiliency

**LEADER** in Attack Surface Management



**LEADER** in Global Outsourced Digital Workplace Services



**LEADER** in Digital Workplace Services for the Mid-Market

**LEADER** in Cloud Services for the Mid-Market



**LEADER** in Outsourced Digital Workplace Services



# Bangalore Delivery Center virtual tour



# Client Focused. Future Ready.

Enterprise Computing Solutions (ECS)

# Speaker and agenda



**Sean Tinney**

SVP and General Manager  
Enterprise Computing Solutions

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01 Solution portfolio

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02 Market opportunity

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03 AI at the core

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04 Demo: Digital System Administrator

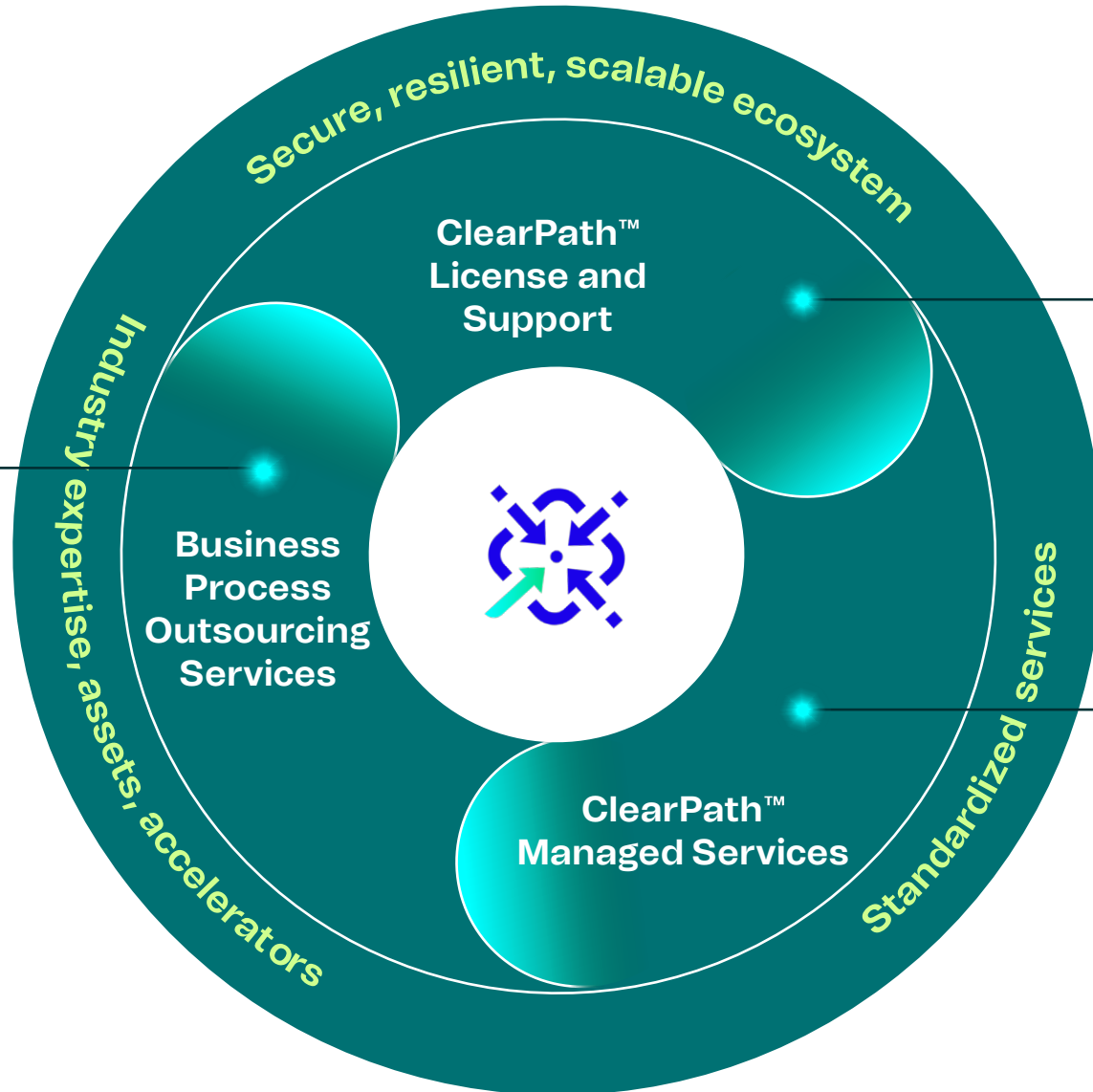
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05 Client value and outcomes



# Solution portfolio

11%  
portfolio revenue<sup>1</sup>



68%  
portfolio revenue<sup>1</sup>

21%  
portfolio revenue<sup>1</sup>



<sup>1</sup>Portfolio revenue figures as of full-year 2025.

# AI is driving, not replacing, mainframe workloads

Mainframe workloads have doubled over 15 years and will double again, accelerated by AI. Every new AI use case lands on the core.

## WORKLOAD GROWTH

**~6%** Mainframe market 5-year CAGR through 2033 — and accelerating with AI

**~90%**

IT leaders planning and deploying AI on the mainframe

**2x**

Faster MIPS\* growth in mid-size enterprises

**70%+** of global transactional workloads still run on the mainframe

## WHY NOW

Data gravity favors the core  
AI inference on-platform  
Agentic AI + code assistants  
Sovereignty and post-quantum

## WHY US

ClearPath captures workload growth:  
AI integrated around the core, hybrid token + MIPS consumption, and 99.999%+ availability on the same globally secure platform

Sources: Arcati Mainframe Survey 2026; Mordor Intelligence (Mainframe Market, 2026); Kyndryl 2025 State of Mainframe Modernization Survey Report; Planet Mainframe 2024 Mainframe User Survey; IDC Perspective (Mainframe Still Plays a Critical Role in Financial Services)

\*Unit of workload consumption



# ClearPath ecosystem market momentum

## Where it matters

### Market verticals

- High-volume, data-sensitive industries
  - Retail, Banking
- Highly regulated sectors
  - Financial Services, Healthcare, Government
- Manufacturing environments with complex workloads

## What's driving IT

### Market forces

- Security and cyber-resilience
- Regulatory pressure and auditability
- Rising cost and complexity of distributed systems
- Performance inconsistency and zero tolerance for downtime
- Ecosystem flexibility

## Why ClearPath wins

### Our alignment

- Designed for mission-critical workloads
- Modern and dynamic ecosystem
- Services to accelerate growth
- Performance consistency
- Built to modernize around the core and integrate with cloud, AI and digital channels

**The market has evolved.  
Modernization without  
disruption is the priority.**



Cloud First



Cloud Smart

# ClearPath ecosystem strategy – capturing the market

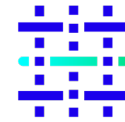
## Develop



### Client growth engine

- AI at the core, modernizing at the edge
- Workload and performance balancing
- Platform for expansion

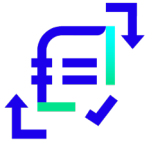
## Transform



### Tech tied to business outcomes

- Faster application creation
- ClearPath as a data hub
- Next-gen compute capabilities

## Orchestrate



### Future of work

- Comprehensive managed services
- Skills alignment with market objectives
- AI-driven knowledge management

## ADVANTAGES

Speed to value  
and low total cost  
of ownership

Low-risk incremental  
modernization  
capabilities

Extensive AI in the  
platform and AI  
application integration

Enabled modern  
development  
languages

Secure and reliable  
ecosystem for mission  
critical apps



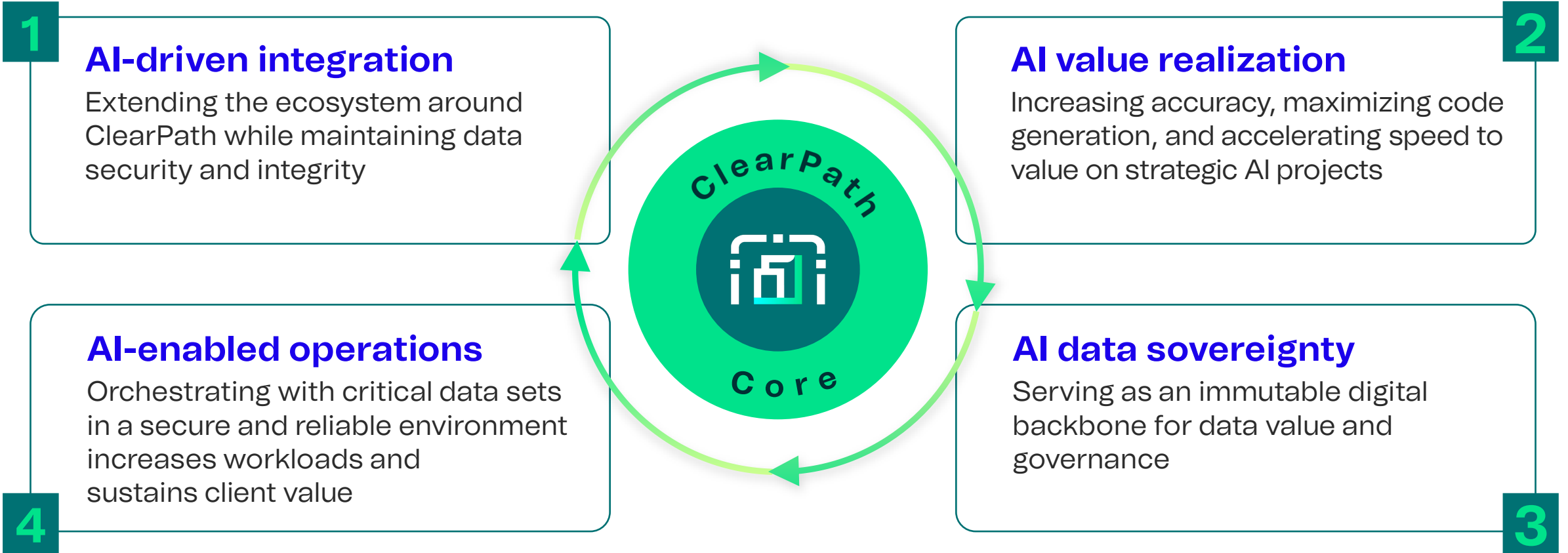
# ClearPath ecosystem roadmap

**Core tenets:** Security | Performance | Interoperability

	Now	Near-term	Long-term
<b>Security</b>	<b>Enhancements and extensions to continue providing clients with confidence in ClearPath security</b>		
	Crypto discovery	Post-quantum readiness	Predictive security policies
<b>Performance</b>	<b>Enhancements and system upgrades to keep ahead of client growth needs</b>		
	Framework for hybrid computing	Native modern language support	Continuous dynamic workloads
<b>Interoperability</b>	<b>Seamless integration of innovative technologies and supporting services</b>		
	AI application integration	Agentic AI integration	Quantum + classical integration
<b>Emerging Technologies</b>	<b>The ClearPath ecosystem is a secure and scalable data backbone with AI integrated in the core enabling modernization.</b>		



# AI at the core – power without limits



**INTELLIGENCE BUILT INTO EVERY TRANSACTION**








More integrations → More interoperability → More platform value



# ClearPath Digital System Administrator Demo

# Incident resolution

Traditional versus AI-enabled\*

Traditional		AI-enabled
1 Incident		1 Incident
3 Hours		3 Minutes
10 Engineers		1 Engineer
\$\$\$		\$
		



\* Numbers based on internal estimates for ClearPath incidents with and without AI-enabled solution

# VIDEO

Here, a video will be played to show the ClearPath Digital System Administrator demonstration.

The screenshot displays the Unisys AI System Admin interface. At the top, the Unisys logo is on the left, a '+ New Chat' button is in the center, and 'ACTIVE SYSTEM: DSA-PROD-01 (PRODUCTION)' is on the right. A timer shows '00:00' and a status indicator says 'DSA-PROD-01 : ONLINE'. The left sidebar contains 'ALERTS', 'CHATS', and 'RCAS' tabs. Under 'ALERTS', there are two items: a 'CRITICAL' alert for 'Certificate Expiration' and a 'WARNING' alert for 'Space Low: DISK PACK'. Below the alerts is a 'PREDICTIVE INSIGHTS' section with three forecast cards: 'J FORECAST' (Stable), 'M FORECAST' (Stable), and 'K FORECAST' (Critical Threshold). At the bottom left, the user profile for 'jane.doe@unisys.com' is shown with system administrator status and three progress bars for CPU (34%), MEM (84%), and DISK (91%). The main chat area shows a message from 'DSA AI AGENT' at 9:28:02 PM: 'Hello Jane. I'm monitoring your three active systems. I've detected a few alerts across your systems. How can I assist you today?'. At the bottom, there are three buttons: 'WHAT IS THE CURRENT SYSTEM HEALTH?', 'EXPLAIN THE CRITICAL ALERTS.', and 'RUN A SECURITY STATUS CHECK.'. A text input field with a placeholder 'Type a command or ask for system assistance...' and a send button is at the very bottom.

# Value and outcomes for our clients

**99.999+%**

ClearPath system availability for maximum uptime

**\$56T**

Annual US interbank payments processed

**700+M**

Airline passengers processed in 2025

**\$450B**

Mortgages managed

**150M**

Payments reconciled per year

**1M/Minute**

Transactions per minute – all verticals

## Security

ClearPath provides the security needed by today's clients and is ready for the challenges of the post-quantum world

**0** incidents of compromised ClearPath user data

## High standards

ClearPath includes the security levels required for regulated industries, including use cases like medical testing, citizen benefits, tax payments, etc.



# Client transformation in action



# Client Focused. Future Ready.

Cloud, Applications, & Infrastructure (CA&I)

# Speaker and agenda



**Manju Naglapur**

Senior VP and GM  
Cloud, Applications &  
Infrastructure

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01 Market opportunity

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02 Future-ready vision

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03 Solution portfolio

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04 Demo: AIOps in action:  
Unisys Intelligence  
Accelerator

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05 Client value and outcomes



# CA&I market opportunity and growth drivers

## Growing CA&I and AI markets

**\$1.0T**

Total market for CA&I<sup>1</sup>

**5.3% CAGR**

Expected CA&I growth<sup>1,2</sup>

**\$2.6T**

Total market for AI<sup>3</sup>

**~30% CAGR**

Expected AI growth<sup>2,3</sup>

### Targeting highest-growth segments

AI-driven infrastructure demand

AI-enabled application transformation

Enterprise AI orchestration

Security and governance for AI

### AI growth opportunity

**\$1.6T (26.1% CAGR)<sup>2,3</sup>**  
**across infrastructure,  
applications, orchestration,  
and security**

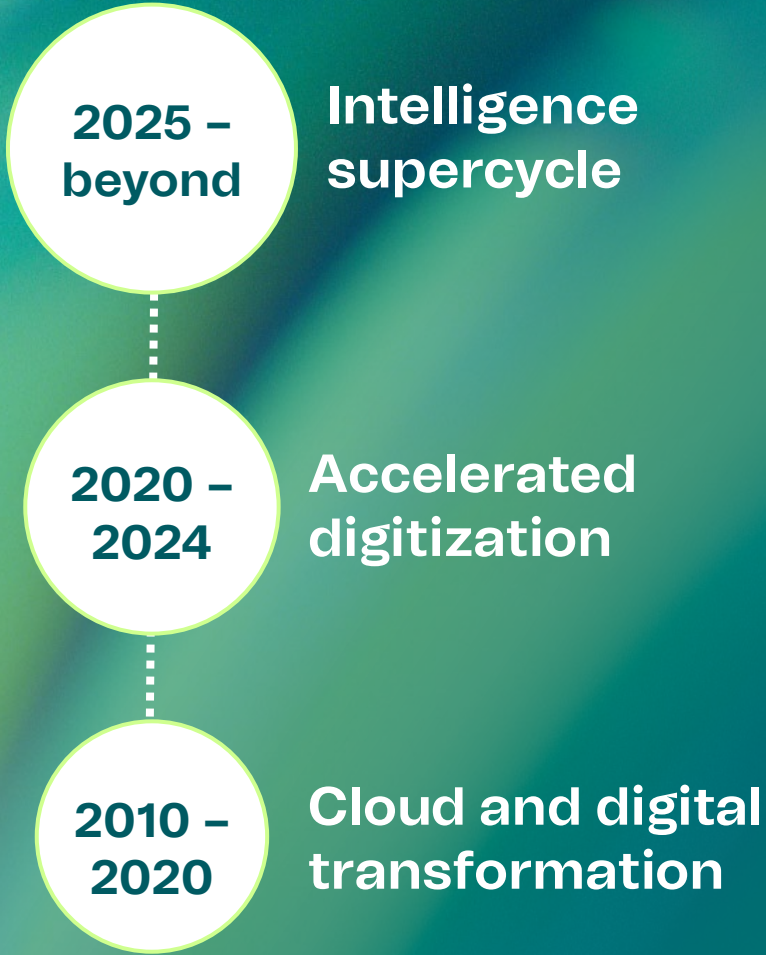


<sup>1</sup> Source: Gartner Market Statistics, Forecast: Services Worldwide, 2026-2029, 1Q26

<sup>2</sup> Represents a 3-year CAGR for the period 2026 to 2029

<sup>3</sup> Source: Gartner Market Statistics, Forecast: AI Spending Worldwide, 2026-2029, 1Q26 (spending includes full AI market)

# Our evolution



	2020-2024	2025 & beyond
<b>Target market</b>	Client-initiated expansion	Market demand addressed with rapid value assessments
<b>Financial model</b>	Unit model + milestones	Outcome-based model
<b>Solutions</b>	Managed services	Develop, transform, orchestrate
<b>Platform</b>	Digital and cloud	Multi-agent systems
<b>Delivery model</b>	Agile and ITIL4	Autonomous, context-aware
<b>Talent</b>	Human talent	Agent-based with human-in-loop

Context-driven intelligence • Non-linear speed • Measurable value



# CA&I

# transformation strategy



AI embedded across solutions and services, secure by design



Industrialized delivery models drive efficiency, consistency and lower operational risk



Outcome-based engagements align delivery to measurable business and operational results



Build AI fluency across associates to scale our agentic advantage

# Solutions for the future

Reimagined portfolio to drive client success

## Priority solutions

Hybrid Cloud  
Transformation &  
Managed Services

Application Development  
and Transformation &  
Managed Services

Security Managed Services

## Future-ready portfolio & delivery model

We help clients



Develop



Transform



Orchestrate

AI-infused solution portfolio



Intelligent  
Operations



Data  
Foundations



Agentic-driven  
application



Security &  
Governance for AI

Delivered by

AI-native  
talent

Forward-deployed  
teams

Agentic digital  
workforce

Powered by

Unisys Intelligence Accelerator (UIA) AI framework



# Powering delivery through our AI framework

**Client outcomes**

Modern experience | Streamlined workflows | Intelligent systems | Hyper-productivity

**Unisys Intelligence Accelerator**

## AI control tower

- Agent catalog
- AI blueprints
- Enterprise context



## Develop

Embed AI-driven software development life cycle



## Transform

Power the transformation with digital agents



## Orchestrate

Operate your enterprise with confidence

## Guardrails

- Security and compliance
- AI firewall
- Observability
- FinOps
- Release governance

**Models\***

Claude | GPT | Gemini | Mistral AI | Llama

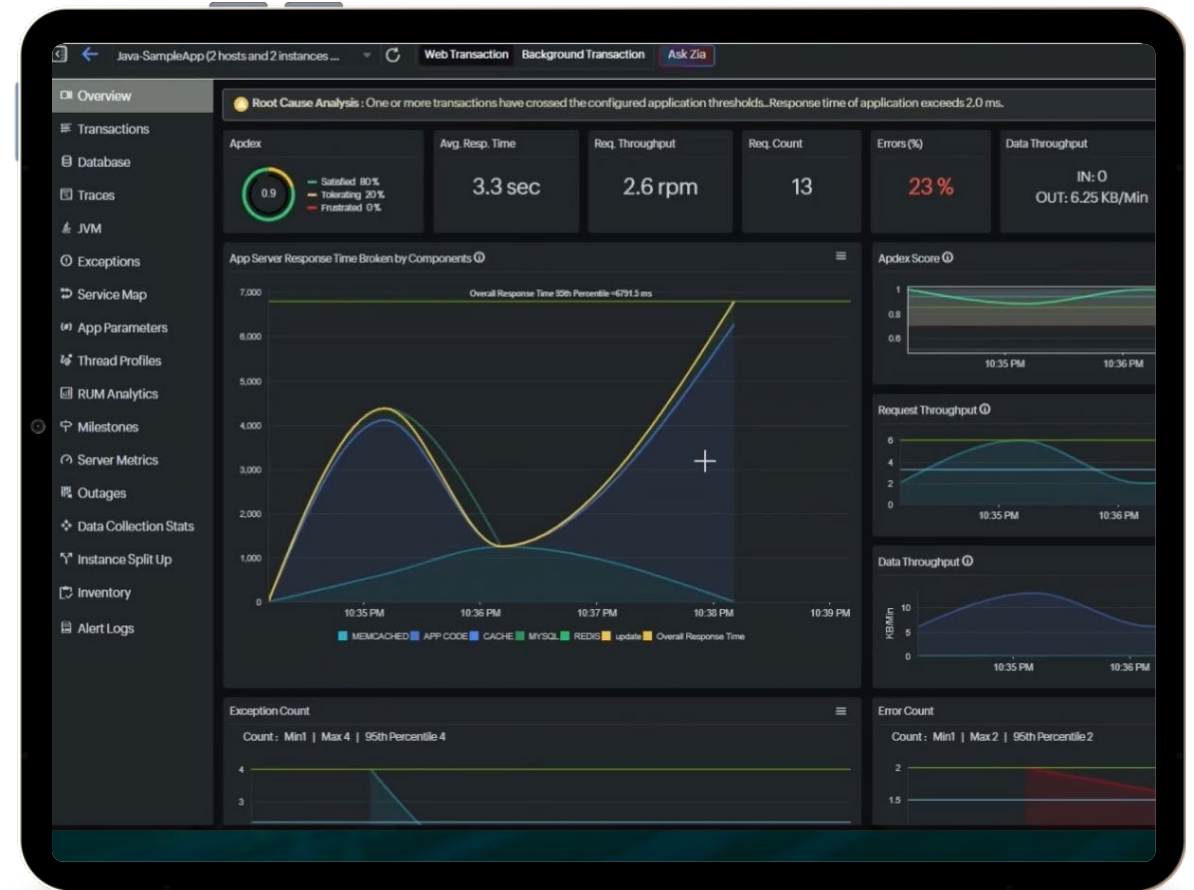
**Hybrid cloud**

aws | Microsoft Azure | Google Cloud | AI-SaaS | Private cloud



\*Unisys builds using these frontier and open-source models

**DEMO video**  
Here, we will  
show a video  
about how  
agentic AIOps  
delivers  
enterprise value



# Delivering enterprise-scale outcomes



INDUSTRIAL TECHNOLOGY

90+

**Critical applications  
modernized, scaling  
to hundreds with AI**

**Cloud migration first,  
then AI-driven  
automation at scale**



COMMERCIAL REAL ESTATE

**\$35M** in savings

with a full-scale  
cloud transformation,  
24/7 SOC, and 150+  
automated workflows

**CAIXA**

FINANCIAL SERVICES

900

internal systems  
integrated



via 280 application programming interfaces, automation, and DevOps to achieve transformation

# Delivering with leading partners. Recognized by analysts.

## Key partners



**30+**  
Partners

## Analyst recognition



**10**  
Leader rankings\*

**23**  
Total reports\*



\*Active analyst rankings since 2024; some reports span recent years. Some reports have multiple leader rankings.

# Client interview video will play here.

We will play a 10-minute interview CEO, Mike Thomson, recorded with George Mansoor, the Chief Information Systems Officer at CSU.

# Client Focused. Future Ready.

Digital Workplace Solutions (DWS)



# Speakers and agenda



**Patrycja Sobera**

SVP and General Manager,  
Digital Workplace Solutions



**Weston Morris**

Sr. Director, Strategy,  
Digital Workplace Solutions

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01 Market opportunity

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02 Demo: Service  
Experience Accelerator  
in action

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03 Solution portfolio

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04 Client value and  
outcomes

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05 Future ready



# Positioned for growth

## Market forces

1

Achieving ROI from AI: Turning clients' AI investments into measurable business value

2

Managing rising device costs: Reducing total cost of ownership across the device life cycle

3

Experience-driven productivity: Linking employee experience directly to business performance

4

Operating in a more complex, regulated world: Ensuring control, compliance, and resilience at scale

**\$125B**

Total market for DWS<sup>1</sup>

**4-6% CAGR**

Expected DWS growth<sup>1,2</sup>

**\$2.6T**

Total market for AI<sup>3</sup>

**~30% CAGR**

Expected AI growth<sup>3,4</sup>



<sup>1</sup> Source: Everest State of the Market Report – April 2026

<sup>2</sup> Represents a 2-year CAGR for the period 2026 to 2028

<sup>3</sup> Source: Gartner Market Statistics, Forecast: AI Spending, Worldwide, 2026-2029, 1Q26

<sup>4</sup> Represents a 3-year CAGR for the period 2026 to 2029

# Workplace transformation strategy



AI ROI through technology, people and security



Contain endpoint costs without sacrificing productivity



Proactive experience management that drives business outcomes



Data sovereignty during instability

**DEMO video**  
Here, we will  
show a video  
about our DWS  
Service  
Experience  
Accelerator.



# Operational downtime

more than an inconvenience

# Solutions for the future

We empower and support the digital, physical, and human workplace

## Priority solutions

Experience-as-a-Service

Agentic Service Desk

AI-powered Field Services

Device Subscription Service

Unified Endpoint Management

## Future-ready portfolio

We help clients



Develop



Transform



Orchestrate

## AI-infused solution portfolio and professional services



IoT &  
Connected  
Technology



Enterprise  
Knowledge  
Management



Liquid &  
Immersion  
Cooling



Enterprise  
Service  
Management



Sustainable  
Workplace

Powered by

Unisys Service Experience Accelerator (SEA)



**We focus on delivering  
client value and measurable  
business outcomes**

CONSTRUCTION CLIENT STORY

# Employees achieving ROI from AI

Increasing AI adoption and productivity

Facilitated a prompt-a-thon with senior executives to support key business challenges and build leadership alignment for scaled adoption across the workforce.

100K

4

MANUFACTURING CLIENT STORY

## Product releases YoY

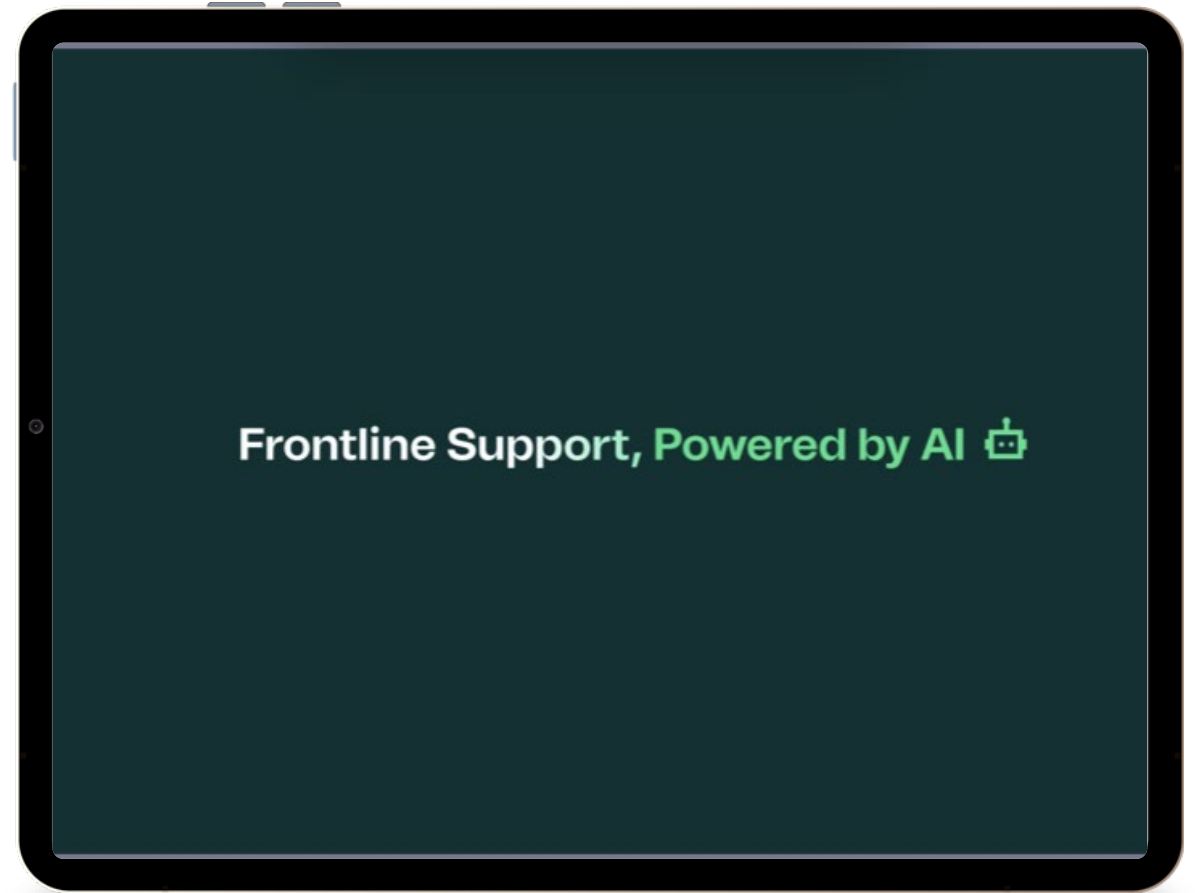
Revenue generating activity

X

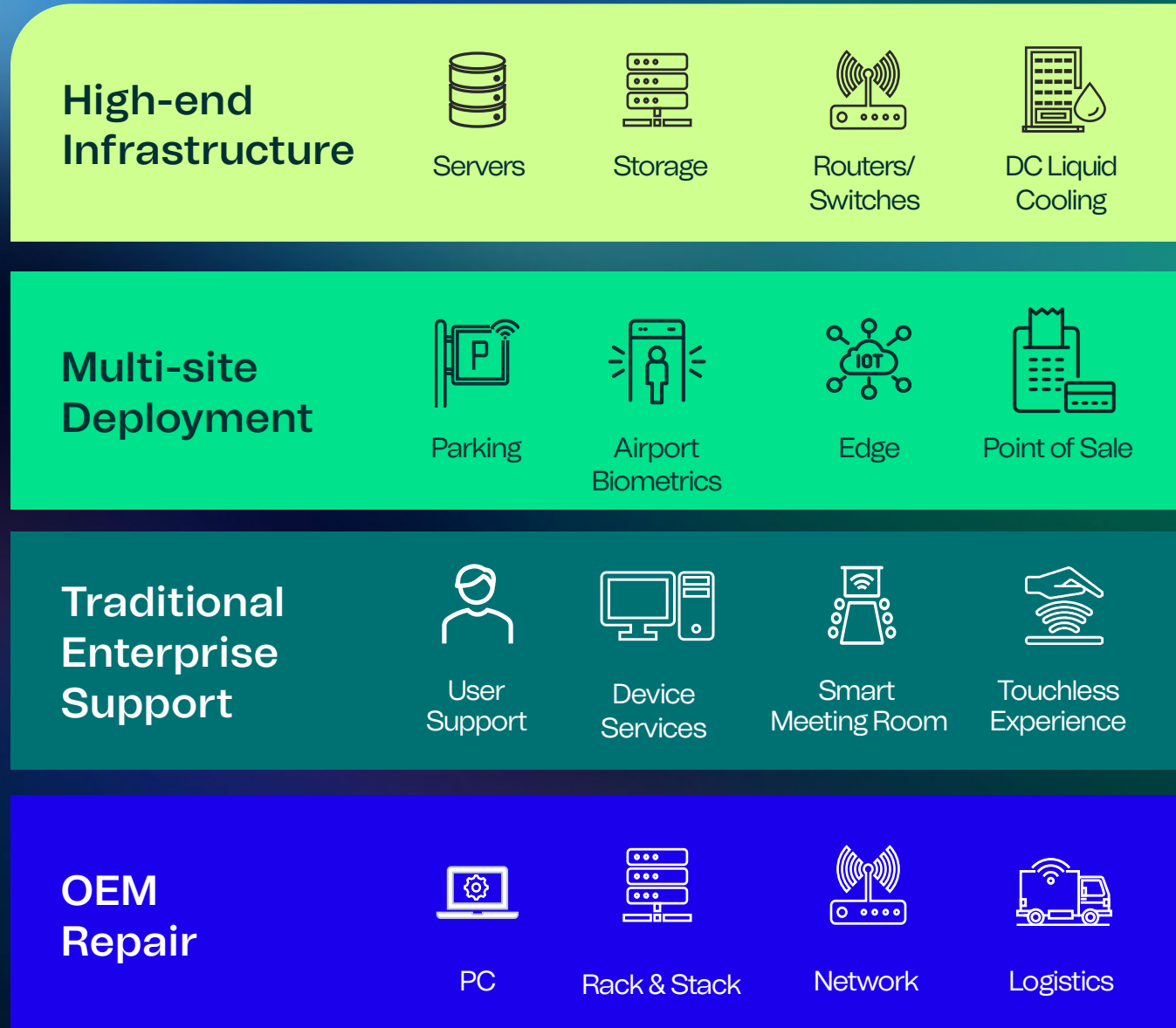
Our manufacturing client reclaimed 49,000 employee hours, enabling them to quadruple their product releases in Q4 of last year.

## VIDEO

Here we will show a video overview about our AI-powered frontline support



# Expanding field services into higher-value opportunities



PREMIUM



# Shaping the industry

We're reimagining digital workplace solutions and shaping the future

## Analyst leader recognition

Gartner

IDC

ISG

AVASANT

Everest Group  
PEAK  
MATRIX

NelsonHall  
Success through insight

9

Leader Rankings\*

12

Total reports\*

## Award recognition

S D I Service Desk Institute

HDI by informa

European Contact Centre & Customer Service Awards 2026

2025 TOP GLOBAL MOST LOVED WORKPLACES TOP 100

TIME WORLD'S BEST COMPANIES 2025

2026 PARTNER OF THE YEAR Dell Technologies Global Alliances Americas Data Center

## Industry memberships

FOUNDING MEMBER XLA Institute

salesforce

servicecouncil

HDI by informa

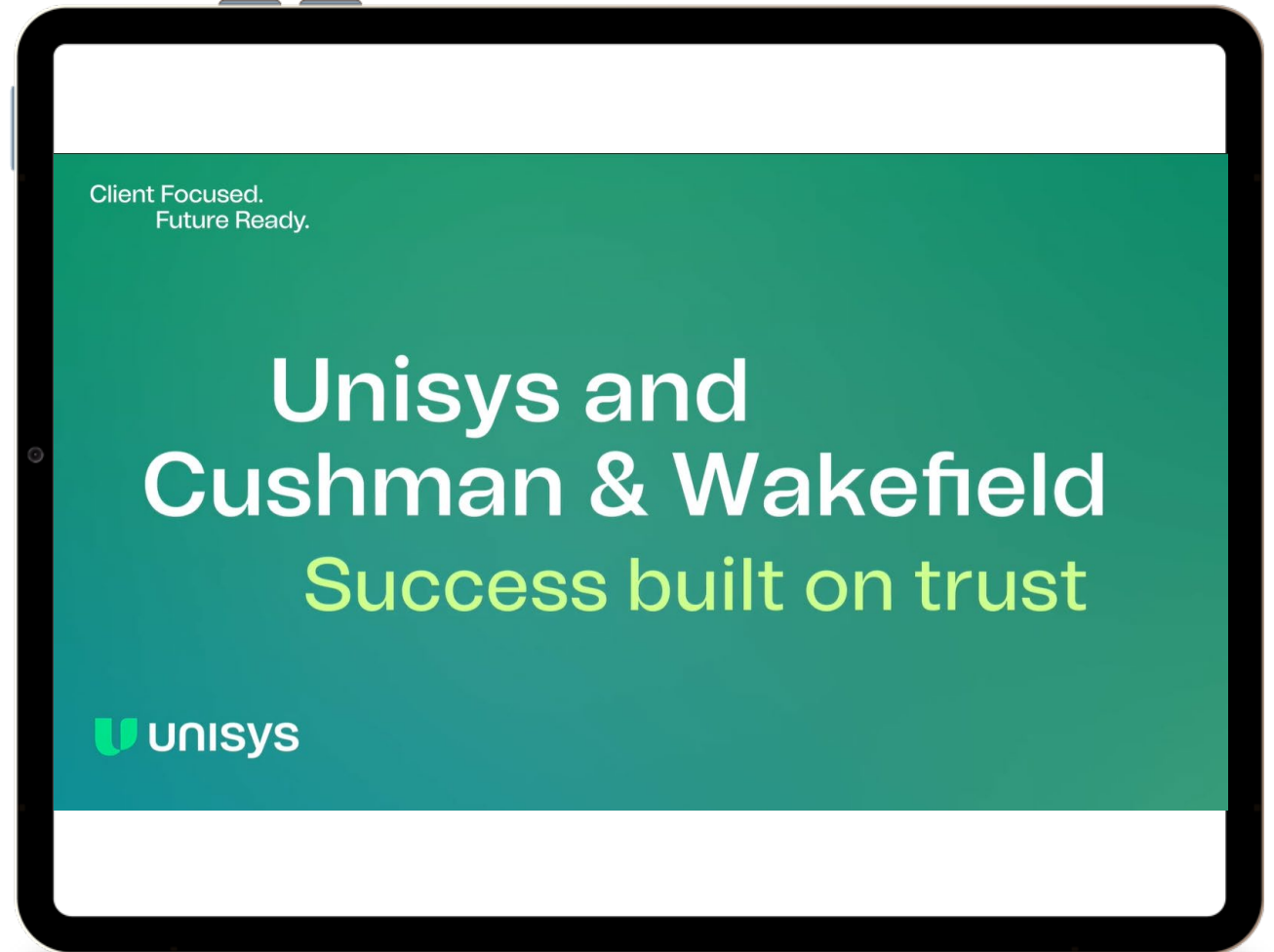
S D I Service Desk Institute

75+

Partners



**Client interview**  
Here we will show  
a 12-minute video  
interview  
between Mike  
Thomson and  
Simon Springett,  
CTO from  
Cushman &  
Wakefield.



# Meeting the moment

**Go-to-Market strategy**

**Joel Raper, Chief Commercial Officer**

**Teresa Poggenpohl, Chief Marketing Officer**



# Speakers and agenda



**Joel Raper**  
Chief Commercial Officer



**Teresa Poggenpohl**  
Chief Marketing Officer

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01 Growing with AI at our core

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02 AI-driven sales organization

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03 Marketing strategy

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# AI at our core – partner-supported growth built around client needs

## AI through us

MODERNIZING CORE UNISYS SOLUTIONS

**Embedded AI for enhanced service delivery**

## AI with us

ENABLING CLIENT OUTCOMES WITH AI

**Enabling client innovation and AI adoption**

## AI for us

ESTABLISHING UNISYS AS 'CLIENT ZERO'

**Evolving to an AI-First Unisys**

**Powered by alliance partners and technology platforms**



ANTHROPIC



**Built for enterprises where performance is everything**

Operationally complex and distributed enterprises

Mission critical industries with zero downtime tolerance

Mid-market enterprises seeking cost-effective transformation



# Sales engine 2.0: Rewiring for scalable growth

*By 2029, sales organizations with AI-driven enablement functions will achieve 40% faster sales stage velocity than those using traditional enablement approaches.*

*— Gartner, 2026*

**01**  
Guided selling with  
embedded  
intelligence

**02**  
AI-enabled  
whitespace  
discovery



**03**  
Insight-orchestrated  
Rapid Value  
Assessments

**04**  
Outcome-based  
pricing

# Accelerating client acquisition through tech

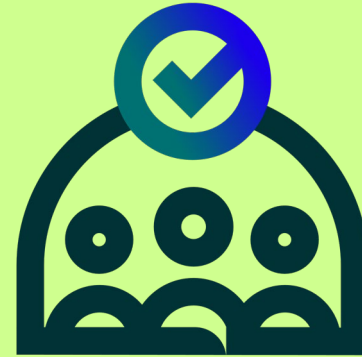
**Intent signals**



**Precision targeting**



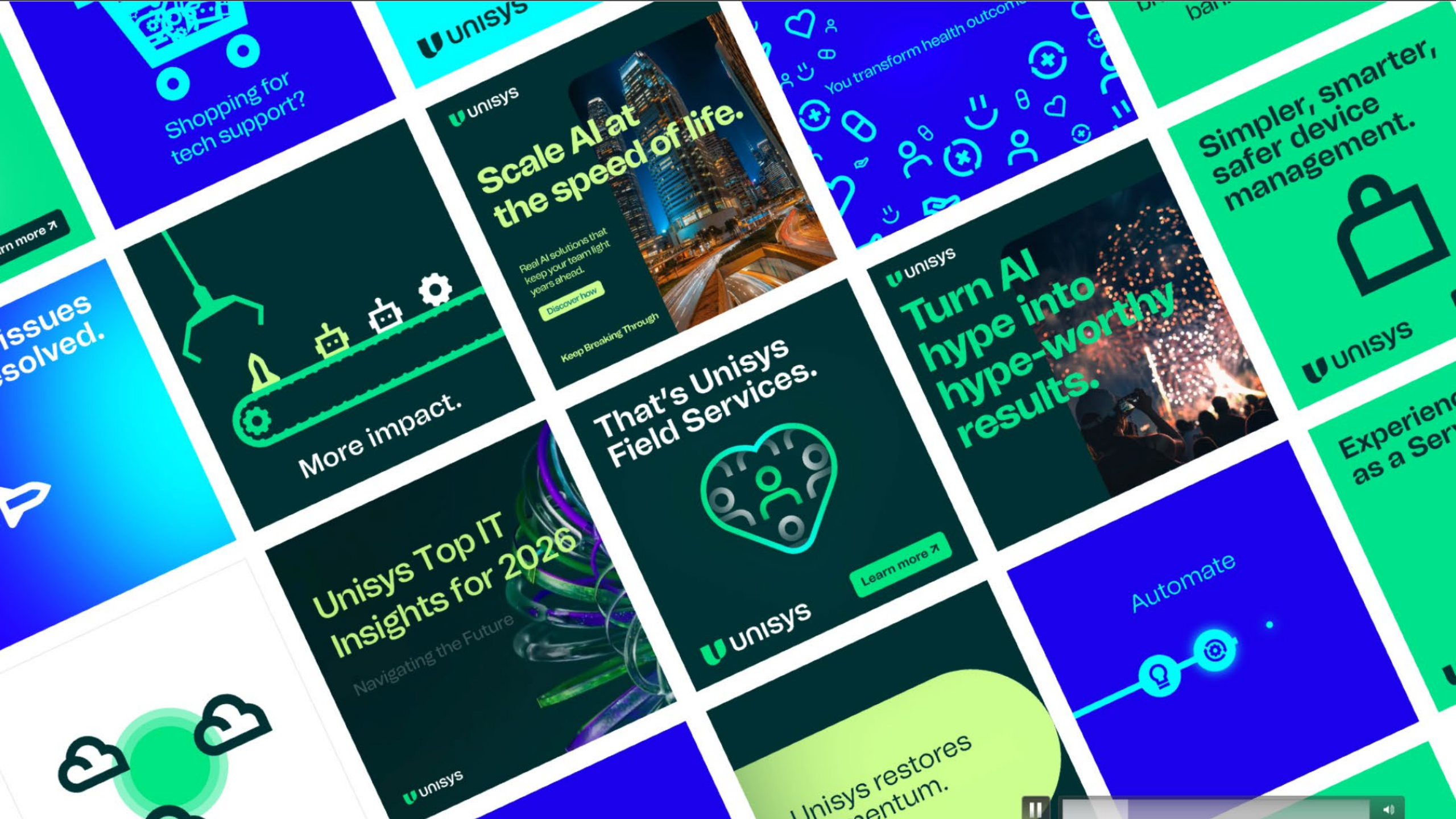
**Personalized journeys**



**Predictive analytics**



**Powered by AI**



Shopping for tech support?

unisys

Scale AI at the speed of life.

Real AI solutions that keep your team light years ahead.

Discover how

Keep Breaking Through

You transform health outcomes

Simpler, smarter, safer device management.



unisys

Experience as a Service

Issues solved.

Learn more



More impact.

That's Unisys Field Services.



unisys

Learn more

Turn AI hype into hype-worthy results.



Unisys Top IT Insights for 2026

Navigating the Future

unisys



Unisys restores momentum.

Automate



# Client stories convert



# Benjamin Moore®

# 18x

higher clickthrough rate

# 4x

higher dwell time



 unisys



# Tailored experiences, tangible results

## ACCOUNT-BASED MARKETING

- Influence key stakeholders with personalized, targeted messaging and thought leadership
- Position Unisys to win strategic new business and secure renewals



## CLIENT EXAMPLE: Global biotechnology company

**Consistent, high-value engagement**  
25 IT and senior leaders engaged with our marketing campaigns

CIO and VP of IT downloaded content

VP of IT attended Unisys thought leadership event

CIO attended Unisys-sponsored roundtable

Multiple IT execs attended Unisys-sponsored event

CIO presented at Unisys CIO & CTO Community



# Finance Overview

Deb McCann, Chief Financial Officer

# Speaker and agenda



**Deb McCann**  
Chief Financial Officer

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01 2023 Investor Day  
report card

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02 2026 Investor Day targets

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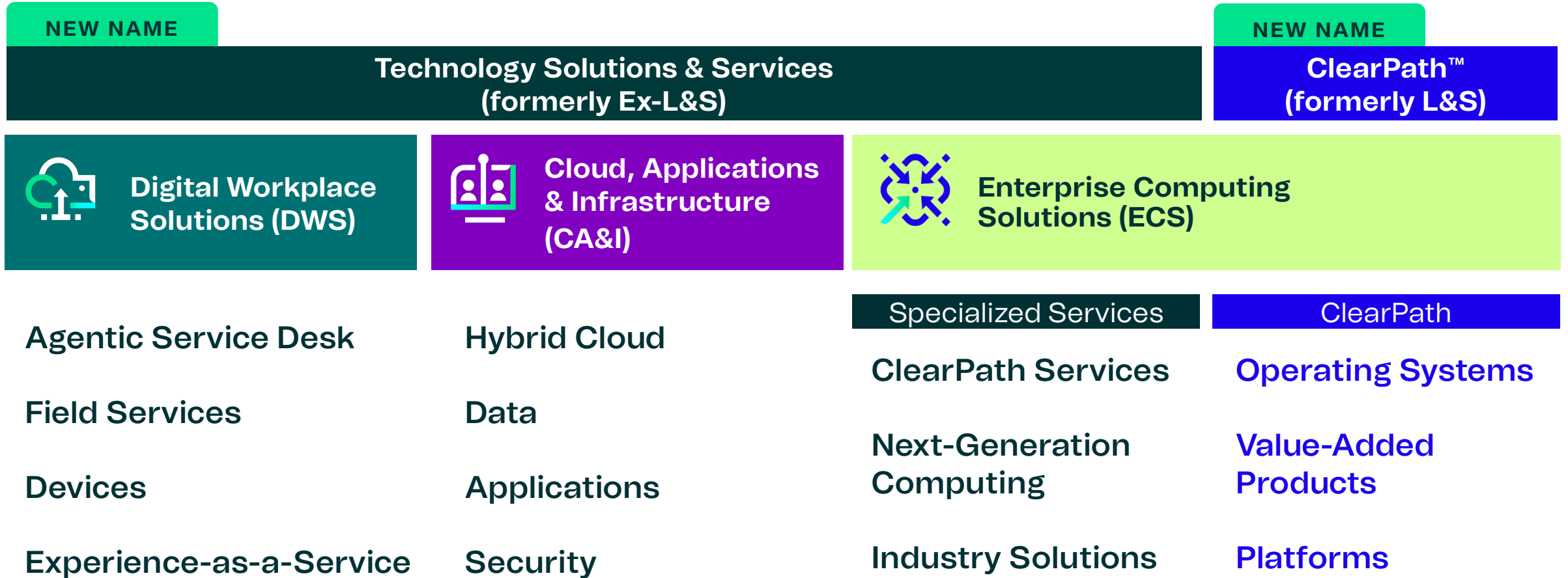
03 Capital allocation  
priorities

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04 Why Unisys

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# Our portfolio of solutions with new terminology



# 2023 Investor Day report card

Delivering strong progress against our 2023 Investor Day expectations

	2023 INVESTOR DAY TARGETS	EXPECTED RESULTS*
<b>ClearPath</b> (2024-2026 average)	~\$360M revenue ~65% gross margin	~\$425M revenue ~70% gross margin
<b>Technology Solutions &amp; Services Revenue</b> 3 Year CAGR (2023-2026)	5% - 7%	~Flat
<b>Technology Solutions &amp; Services Gross Margin</b> (2023-2026)	~100 to 150 bps average per year	~150 bps average per year
<b>SG&amp;A Expense Reduction</b> 2026 vs. 2022	\$50M	~\$70M
<b>Operating Profit Margin</b> (Non-GAAP) 2026	10% - 12%	9% - 11%
<b>Pension Strategy</b>	Reduce US Pension volatility and opportunistic annuity purchases	28% reduction in global liabilities with reduced volatility
<b>Pre-Pension Free Cash Flow</b> 2026	\$150-\$175M	~\$72M Impacted by capital transformation (~\$50M) & environmental recovery timing (~\$30M)



\*Results based upon 2026 guidance

# Revising financial guidance

Full-year 2026

Improving revenue growth  
Reaffirming profitability

**(5.0%) to (3.5%)**

From (6.5%) to (4.5%)

Constant Currency  
Revenue Growth

- Revenue growth guidance translates to reported revenue growth of (2.0%) to (0.5%) based on exchange rates as of April 30, 2026
- Assumes reported ClearPath revenue of approximately **\$425 million** (from \$415M)
- Assumes Technology Solutions & Services constant currency revenue growth of **(6.0%) to (4.0%)** (from (7.0%) to (4.5%))

**9.0% to 11.0%**

Non-GAAP Operating  
Profit Margin

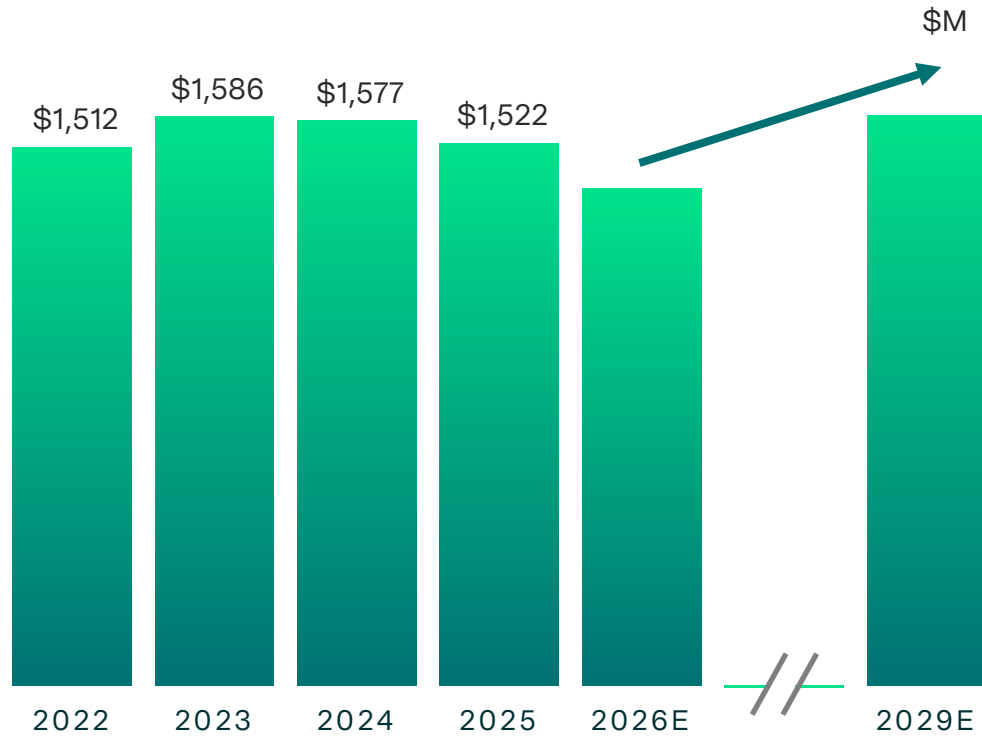
## Other 2026 expectations

- Free Cash Flow of ~(\$25M)
- Capital Expenditures of ~\$85M
- Cash taxes of ~\$70M
- Net interest payments of ~\$70M
- Other payments, primarily restructuring, of ~\$30M
- Pension and postretirement contributions of ~\$102M



# Technology Solutions & Services Revenue Growth Opportunity

Positioning ourselves for growth inflection | Target: 3-5% 3-year CAGR\*



## Growth Solutions

Expected to be the drivers of growth inflection

### Digital Workplace

Data Center & Enhanced Field Services

Agentic Service Desk

### Cloud, Applications & Infrastructure

Agentic Application Services

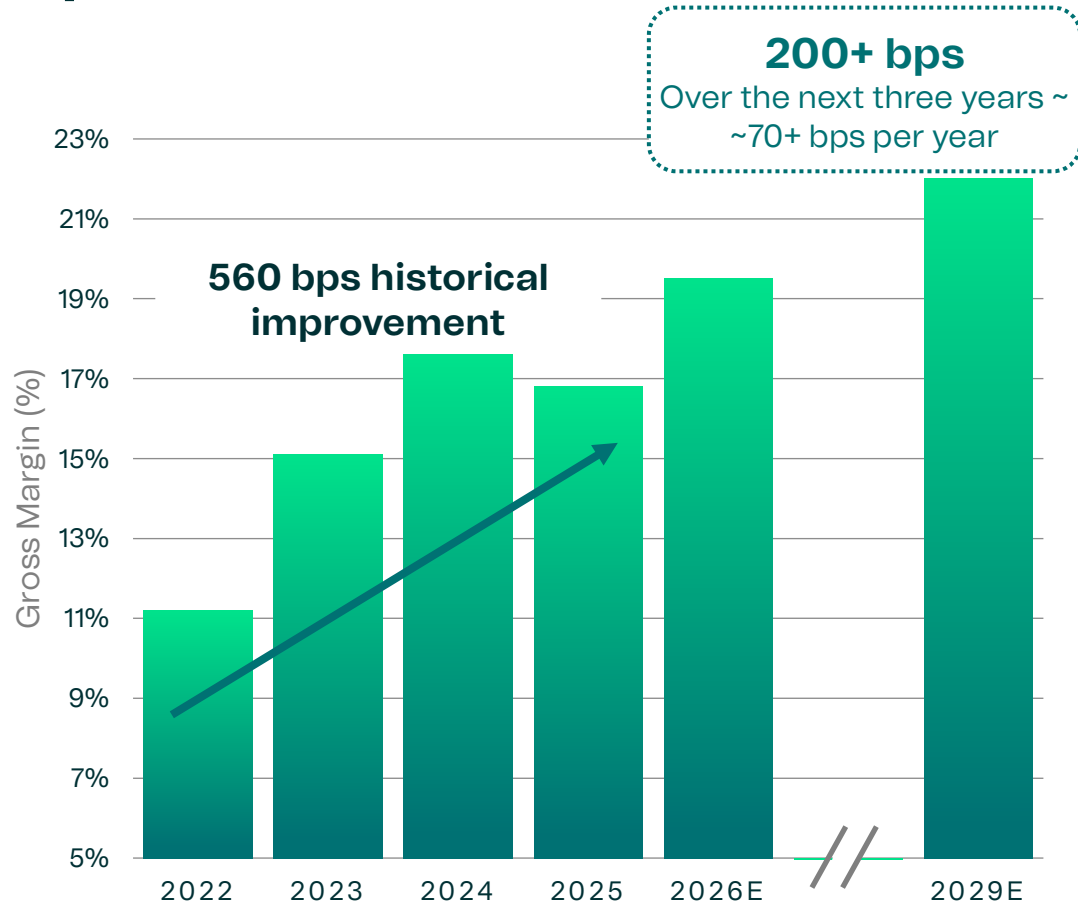
Hybrid Infrastructure Services

Security



\* Projections exclude the impact from exiting our United Kingdom business process outsourcing consolidated joint venture, which is currently expected to decline starting year-end 2026. Including this decline, the 3 YR CAGR is 1% to 3%

# Continuing Technology Solutions & Services margin expansion



## Higher margin mix shift

Increasing volumes and new business signings in higher value solutions with accretive margin profile

## Improved efficiency with AI and optimization

Agentic AI and automation are displacing manual delivery effort across the service stack, lowering unit cost, expanding capacity without proportional headcount growth

## Outcomes-based approach

Shifting commercial models toward outcome- and consumption-based contracts ties revenue to measurable client value, allowing productivity gains to flow through as margin

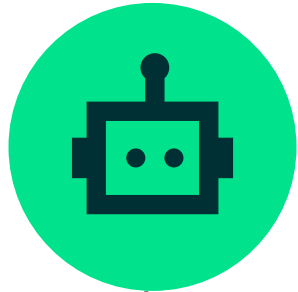
## Future skilling the workforce

Reskilling/upskilling talent and rotating the portfolio toward hybrid cloud, security, and AI-led solutions raises blended margin and reduces exposure to commoditized, labor-intensive work



# Improving structural SG&A efficiency

Building a leaner, agentified organization aligned to growth

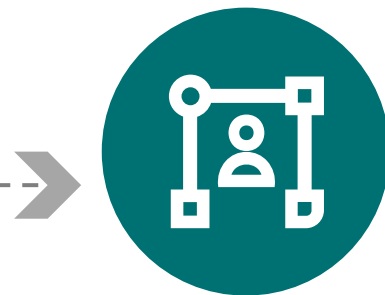


## Transforming AI-powered core G&A functions

- Deploying AI across core G&A functions to drive productivity, streamline processes, and lower operating costs

## Targeting 150 bps reduction

In SG&A as a % of revenue from  
2026-2029 assuming  
achievement of target revenue

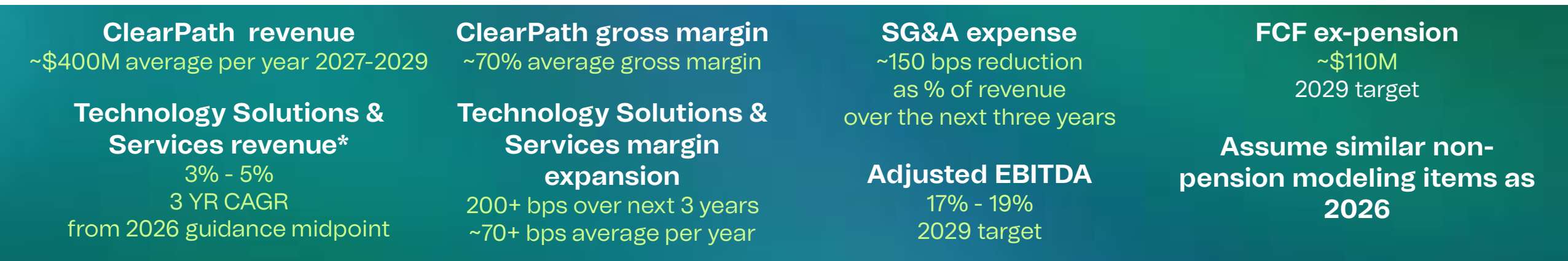
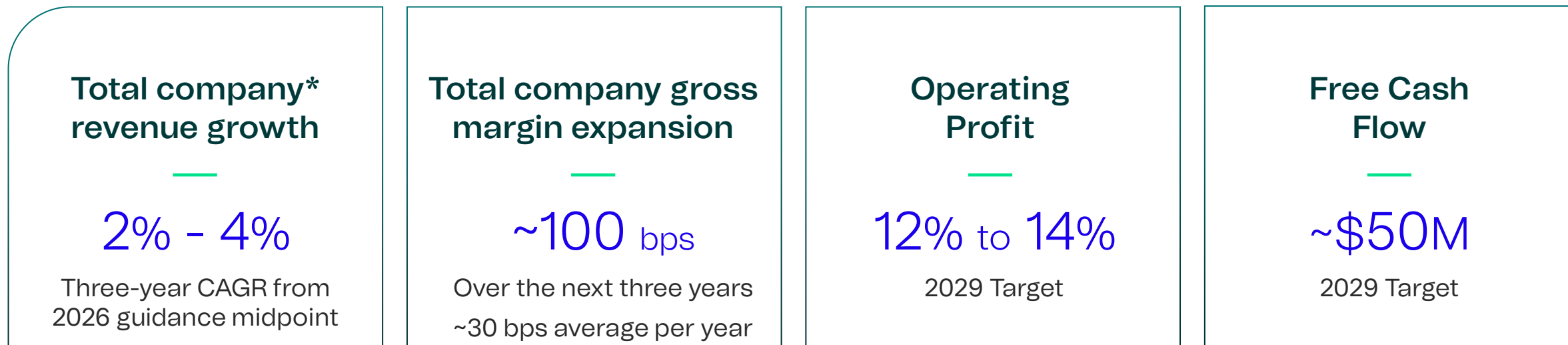


## Aligning Talent model with strategic priorities

- Delivering SG&A operational leverage as the business scales
- Focusing investments on sales and marketing to maximize market share capture

# Bringing it all together

Inflecting to positive growth, expanding profitability, and enhancing free cash flow



\* Projections exclude the impact from exiting our United Kingdom business process outsourcing consolidated joint venture, which is currently expected to decline starting year-end 2026. Including this decline, the 3 YR total company CAGR is 0% to 2%, and Technology Solutions & Services 3 YR CAGR of 1% to 3%

# Capital allocation priorities

Simplify the balance sheet, improve net leverage ratio and credit rating

Advance growth through disciplined capital deployment

Consider a capital return program over the long term



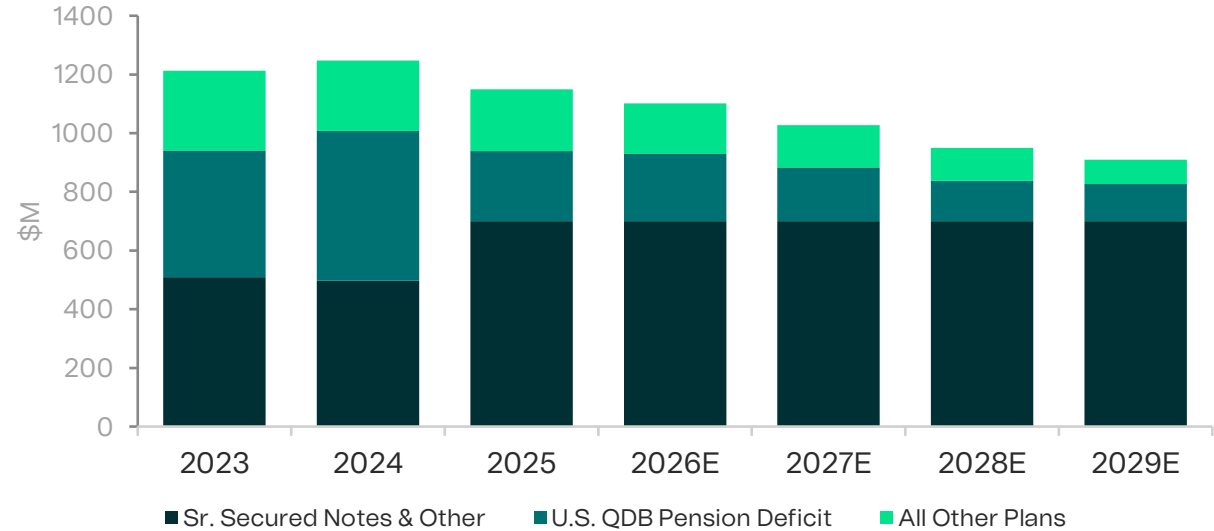
# Deleveraging as a core focus

Execution of our strategy improves our leverage position

Puts us in a position to fully remove the U.S. qualified defined benefit pension plans in 3-4 years



## Pension contributions expected to translate to ~\$240M of deficit reduction from 2025 to year-end 2029



## Reducing net leverage (with pension) by at least one turn

FROM **2.9x** March 31, 2026 TO **< 2.0x** year-end 2029

# Continuing our pension strategy

## A multi-year commitment

Meaningful strategic steps to reduce and remove U.S. qualified defined benefit pension plan liabilities will put us in a position to fully remove plans in 3-4 years.

### Benefits achieved through recent debt raise and pension actions

- Removed substantially all pension volatility
- Enabled further annuity purchase transactions
- Reduced GAAP pension deficit and contributions
- Actions cash flow accretive over next 5 years<sup>1</sup>

### Expected next steps

- Execute 2026 U.S. annuity purchase transaction to further reduce liability and cost of removal
- Take additional steps to both reduce costs and enhance the efficiency of U.S. pension removal
- Execute steps towards potential termination of a UK pension plan within the next 2 years



<sup>1</sup>Includes impact of interest on \$200M incremental debt only, as well as reduced interest income from \$50M cash.

# Why Unisys is a compelling investment

An inflection point – from deleveraging to durable free cash flow

## Transformed Unisys

Recognized leader with future-ready portfolio

Diversified client base with \$60B TAM

Enhanced profitability

Stabilized pension

**TODAY**

## Near-term catalysts

Growth inflection

Scaling digital workforce

AI tailwinds and TAM expansion

**2026 –2027**

## Medium-term value

Sustained growth step-up

200+ bps TS&S margin expansion

Deleveraging by > 1.0x

Potential pension removal

~\$30M environmental receipt

**Through 2029**

## Unlocked shareholder value

**+\$3 / share** from ~\$200M targeted net debt reduction\*

**+\$4 / share** from ~\$75M Targeted increase in adjusted EBITDA, before any multiple expansion\*

**A solid free cash flow generator with enhanced flexibility for deploying capital**

**The result**



\*Assumes 4x Enterprise Value / Adjusted EBITDA valuation multiple and diluted share count of ~72M.

Client Focused.  
Future Ready.

# Q & A

 unisys

# 4

## things to take home

**01**

Reinventing as a leader in future state, mission-critical IT solutions, built for an agentic world

**02**

Accessing a larger market opportunity through an integrated AI framework and go-to-market model

**03**

Evolving our workforce through AI-First capabilities and delivery

**04**

Reaching positive free cash flow inflection and transforming capital structure



# Thank You

Contact Us  
[investor@unisys.com](mailto:investor@unisys.com)



# Definitions of Non-GAAP Financial Metrics

**Non-GAAP operating profit** – This measure excludes pretax pension and postretirement expense, pretax goodwill impairment charge and pretax charges or gains associated with certain legal matters related to settlements, professional services and legal fees, including legal defense costs, associated with certain legal proceedings, and cost-reduction activities and other expenses.

**EBITDA & adjusted EBITDA** – Earnings before interest, taxes, depreciation and amortization (EBITDA) is calculated by starting with net income (loss) attributable to Unisys Corporation common shareholders and adding or subtracting the following items: net income (loss) attributable to noncontrolling interests, interest expense (net of interest income), provision for (benefit from) income taxes, depreciation and amortization. Adjusted EBITDA further excludes pension and postretirement expense; goodwill impairment charge, foreign exchange (gains) losses, debt extinguishment, certain legal matters related to settlements, professional services and legal fees, including legal defense costs, associated with certain legal proceedings; environmental matters related to previously disposed businesses; cost-reduction activities and other expenses; non-cash share-based expense; and other (income) expense adjustments.

**Non-GAAP net income (loss) and non-GAAP diluted earnings (loss) per share** – These measures exclude pension and postretirement expense and charges or (credits) in connection with goodwill impairment; foreign exchange (gains) losses, debt extinguishment, certain legal matters related to settlements, professional services and legal fees, including legal defense costs, associated with certain legal proceedings; environmental matters related to previously disposed businesses; and cost-reduction activities and other expenses. The tax amounts related to these items for the calculation of non-GAAP diluted earnings (loss) per share include the current and deferred tax expense and benefits recognized under GAAP for these items.

**Free cash flow** – Represents cash flow from operations less capital expenditures.

**Pre-pension and postretirement free cash flow (Pre-pension free cash flow)** – Represents free cash flow before pension and postretirement contributions.

**Adjusted free cash flow** – Represents free cash flow less cash used for pension and postretirement funding; debt extinguishment, certain legal matters related to settlements, professional services and legal fees, including legal defense costs, associated with certain legal proceedings; environmental matters related to previously disposed businesses; and cost-reduction activities and other payments.



# Definitions of Other Metrics

**ClearPath** – Represents software license and related support services, primarily ClearPath Forward®, within the company's ECS segment.

**Technology Solutions & Services** – These measures exclude revenue, gross profit and gross profit margin in connection with software license and support services within the company's ECS segment. The company provides these measures to allow investors to isolate the impact of software license renewals, which tend to be significant and impactful based on timing, and related support services in order to evaluate the company's business outside of these areas.

**Constant currency** – A significant amount of the company's revenue is derived from international operations. As a result, the company's revenue has been and will continue to be affected by changes in the U.S. dollar against major international currencies. The company refers to revenue growth rates in constant currency or on a constant currency basis so that the business results can be viewed without the impact of fluctuations in foreign currency exchange rates to facilitate comparisons of the company's business performance from one period to another. Constant currency is calculated by retranslating current and prior-period revenue at a consistent exchange rate rather than the actual exchange rates in effect during the respective periods

**Backlog** – Represents the estimated amount of future revenue to be recognized under contracted work, which has not yet been delivered or performed. The company believes that actual revenue reflects the most relevant measure necessary to understand the company's results of operations, but backlog can be a useful metric and indicator of the company's estimate of contracted revenue to be realized in the future, subject to certain inherent limitations. The timing of conversion of backlog to revenue may be impacted by, among other factors, the timing of execution, the extension, nullification or early termination of existing contracts with or without penalty, adjustments to estimates in pricing or volumes for previously included contracts, seasonality and foreign currency exchange rates. Investors are cautioned that backlog should not be relied upon as a substitute for, or considered in isolation from, measures in accordance with GAAP.

**Total Contract Value (TCV)** – Represents the initial estimated revenue related to contracts signed in the period without regard for early termination or revenue recognition rules. Changes to contracts and scope are treated as TCV only to the extent of the incremental new value. New Business TCV represents TCV attributable to expansion and new scope for existing clients and new logo contracts. L&S TCV is driven by software license renewals, and as such, changes in timing or terms of renewals can lead to fluctuations from period to period. The company believes that actual revenue reflects the most relevant measure necessary to understand the company's results of operations, but TCV can be a useful leading indicator of the company's ability to generate future revenue over time, subject to certain inherent limitations. Measuring TCV involves the use of estimates and judgments and the extent and timing of conversion of TCV to revenue may be impacted by, among other factors, the types of services and solutions sold, contract duration, the pace of client spending, actual volumes of services delivered as compared to the volumes anticipated at the time of contract signing, and contract modifications, including, without limitation, contract nullification and termination, over the lifetime of a contract. Investors are cautioned that TCV should not be relied upon as a substitute for, or considered in isolation from, measures in accordance with GAAP

**Book-to-bill** – Represents total contract value booked divided by revenue in a given period.

**New Business** – Represents expansion and new scope for existing clients and new logo contracts.



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