

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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This presentation includes certain non-GAAP financial measures that exclude certain items such as pension and postretirement expense; goodwill impairment charge, foreign exchange (gains) losses, debt extinguishment, certain legal and other matters related to 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 that the company believes are not indicative of its ongoing operations, as they may be unusual or non-recurring. The inclusion of such items in financial measures can make the company's profitability and liquidity results difficult to compare to prior periods or anticipated future periods and can distort the visibility of trends associated with the company's ongoing performance. Management also believes that non-GAAP measures are useful to investors because they provide supplemental information about the company's financial performance and liquidity, as well as greater transparency into management's view and assessment of the company's ongoing operating 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

01 About Unisys

02 Progress report

03 Strategic vision

04 Unisys AI framework

05 Key takeaways

We push for more

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

A HERITAGE OF INNOVATION

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

GLOBAL PRESENCE

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

CLIENT-FIRST WORKFORCE

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

REVENUE

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

INDUSTRY RECOGNIZED

- 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

Solution development

ClearPath™ Services and Industry Solutions

Land and expand

Margin expansion

Operational excellence



2026 PRIORITIES FOR THE NEXT CHAPTER

New adjacencies

AI embedded, not bolted on

ClearPath™ as a pillar of enterprise AI

Drive pipeline through precision targeting and partnership engine

Complete the agentic-first workforce transformation

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
2028¹**

33%

**Of enterprise
software
applications will
contain agentic
AI by 2028²**

10x

**Increase in
AI agents by
2027³**

44%

**Agentic AI
market CAGR
over next
decade⁴**

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

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

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

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

The Unisys AI framework

Develop

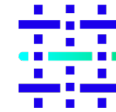


Develop the foundation for enterprise AI

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.

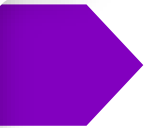


Orchestrate



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

01 Unisys AI transformation

02 AI capabilities
and solutions

03 AI-powered
workforce

04 Strategy and
partnerships

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

**Strategy and
Engineering**

**Data
for AI**

**Process
AI**

**Agentic
Modernization**

**AI
Infrastructure**

**Responsible
AI**



AI-led solutions driving client value

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

Develop

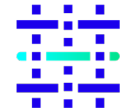


AI Infrastructure
Assessment

Data Environment
Readiness

AI Governance
Framework

Transform



Agentic Workflow
Deployment

Intelligent Service
Desk

Employee
Experience AI

Orchestrate



AI Managed
Services

Security and
Compliance Layer

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


ANTHROPIC
 OpenAI
 Copilot




Lenovo






Agentic Industry Outcomes

AI agents
Vertical AI use cases
Digital workforce



ANTHROPIC
servicenow







boomi
servicenow
nexthink

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



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Enterprise Computing Solutions (ECS)

Speaker and agenda



Sean Tinney

SVP and General Manager
Enterprise Computing Solutions

01 Solution portfolio

02 Market opportunity

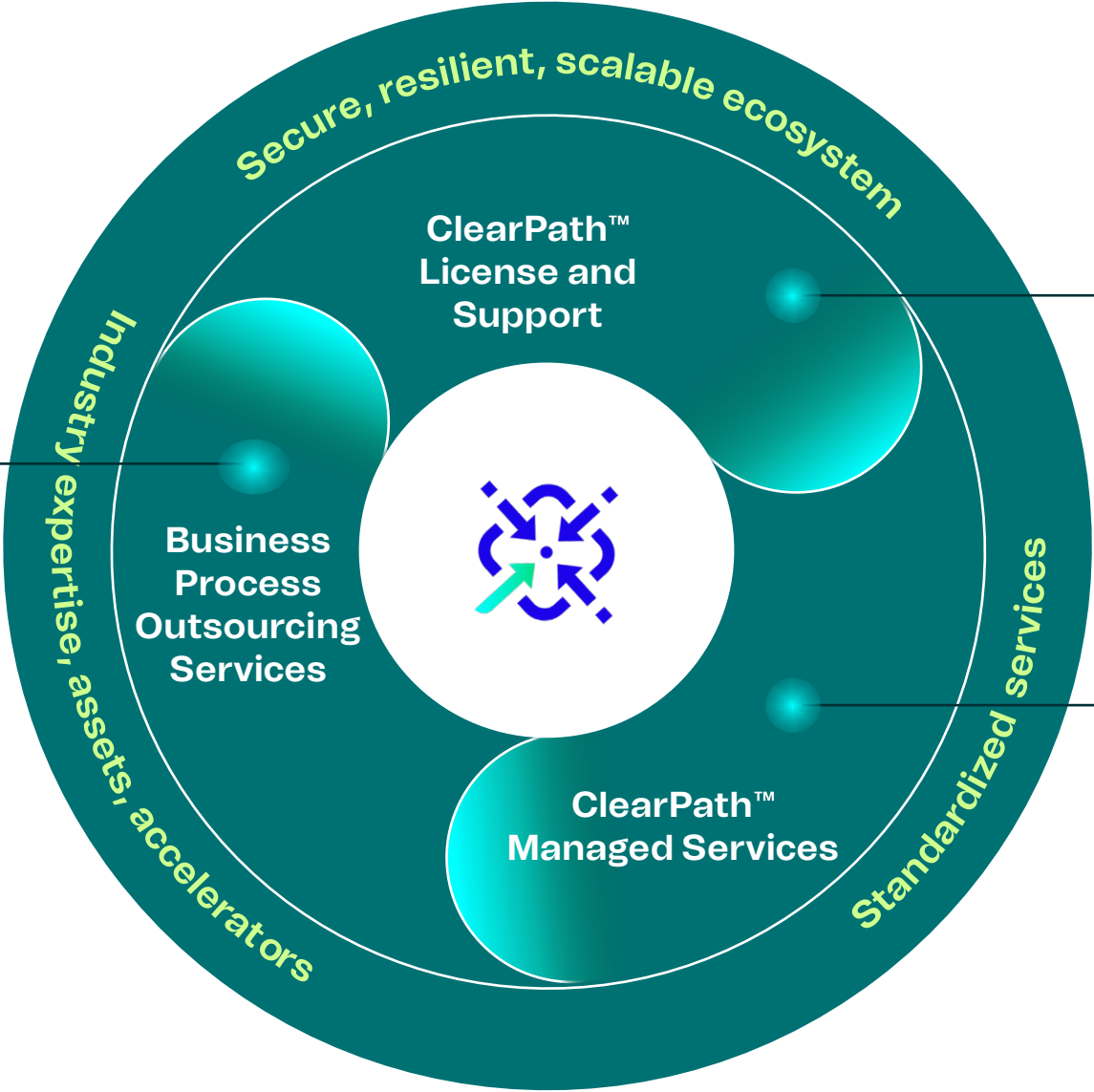
03 AI at the core

04 Demo: Digital System Administrator

05 Client value and outcomes

Solution portfolio

11%
portfolio revenue¹



68%
portfolio revenue¹

21%
portfolio revenue¹

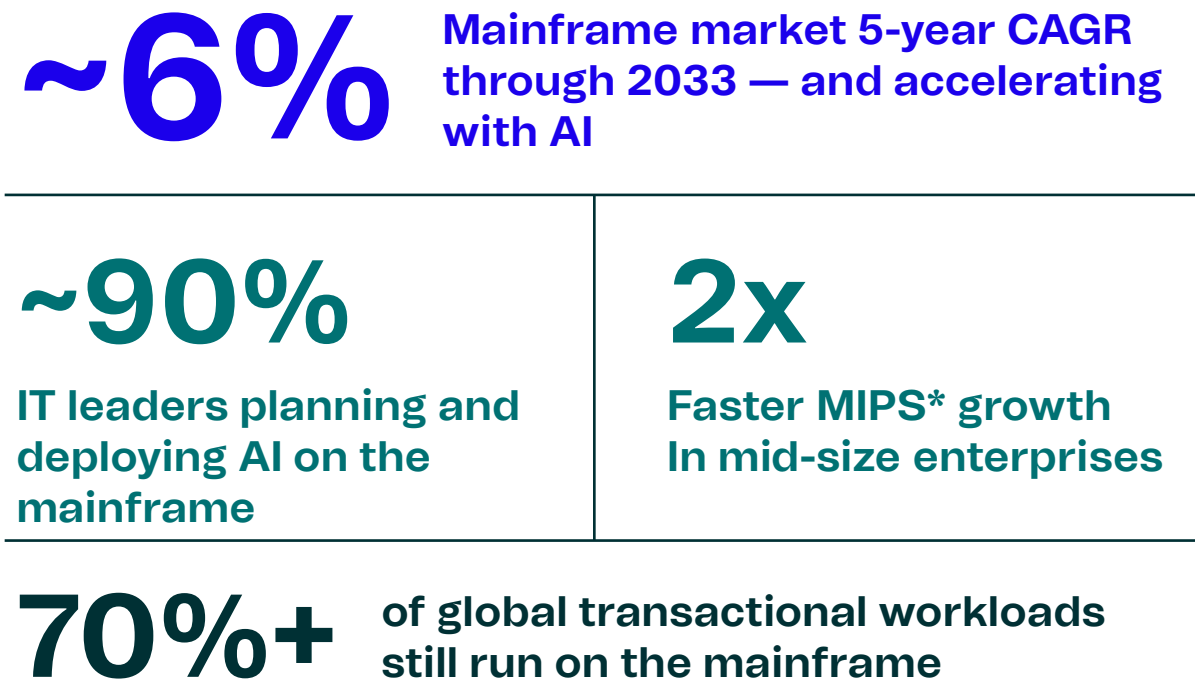


¹Portfolio revenue figures as of full-year 2025.

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



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

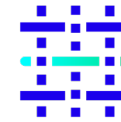
Develop



Client growth engine

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

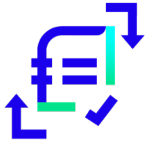
Transform



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



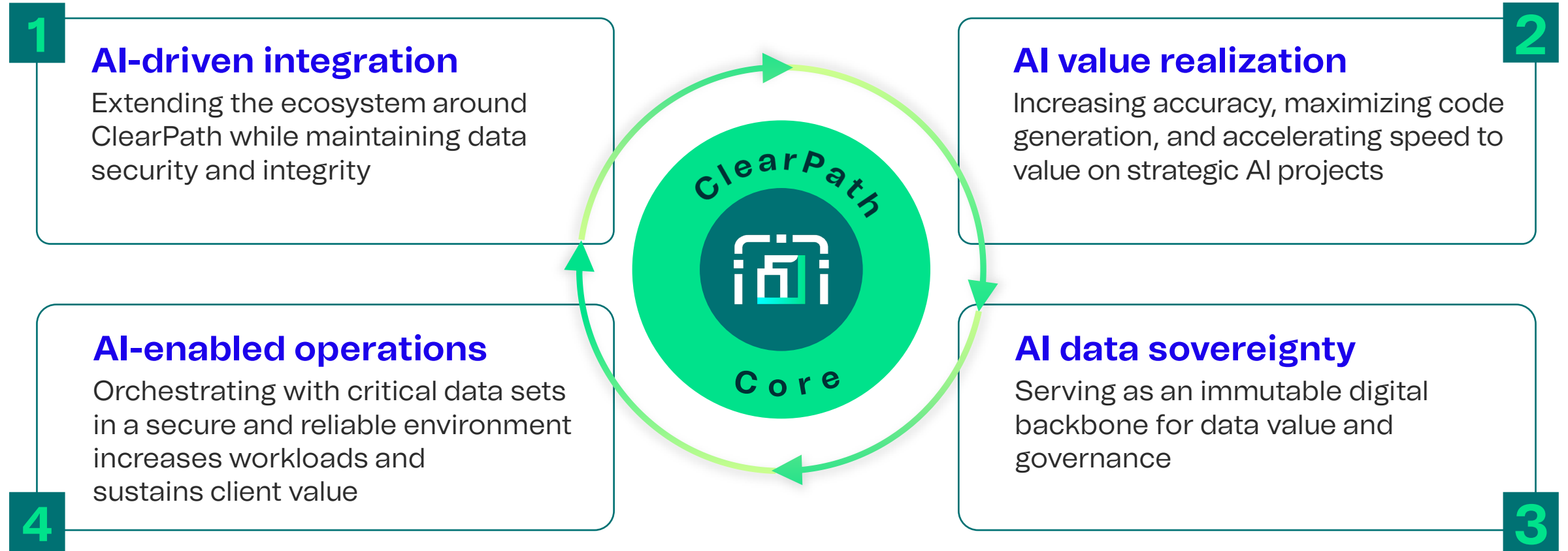
ClearPath ecosystem roadmap

Core tenets: Security | Performance | Interoperability

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



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

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

01 Market opportunity

02 Future-ready vision

03 Solution portfolio

04 Demo: AIOps in action:
Unisys Intelligence
Accelerator

05 Client value and outcomes

CA&I market opportunity and growth drivers

Growing CA&I and AI markets

\$1.0T

Total market for CA&I¹

5.3% CAGR

Expected CA&I growth^{1,2}

\$2.6T

Total market for AI³

~30% CAGR

Expected AI growth^{2,3}

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)^{2,3}
**across infrastructure,
applications, orchestration,
and security**

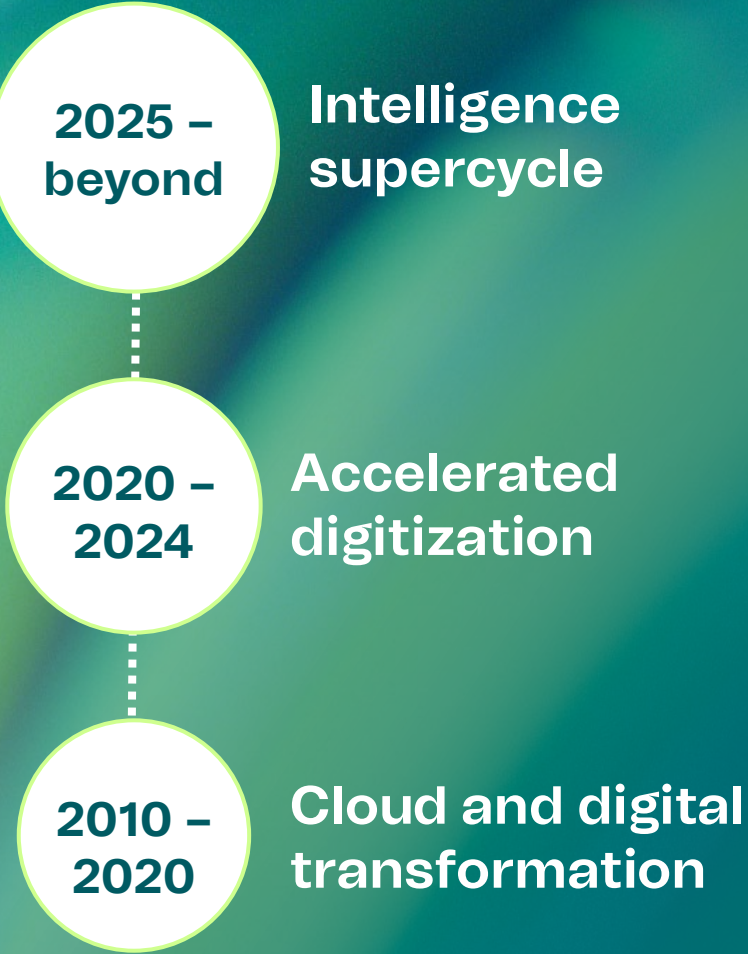


¹ Source: Gartner Market Statistics, Forecast: Services Worldwide, 2026-2029, 1Q26

² Represents a 3-year CAGR for the period 2026 to 2029

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

Our evolution



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

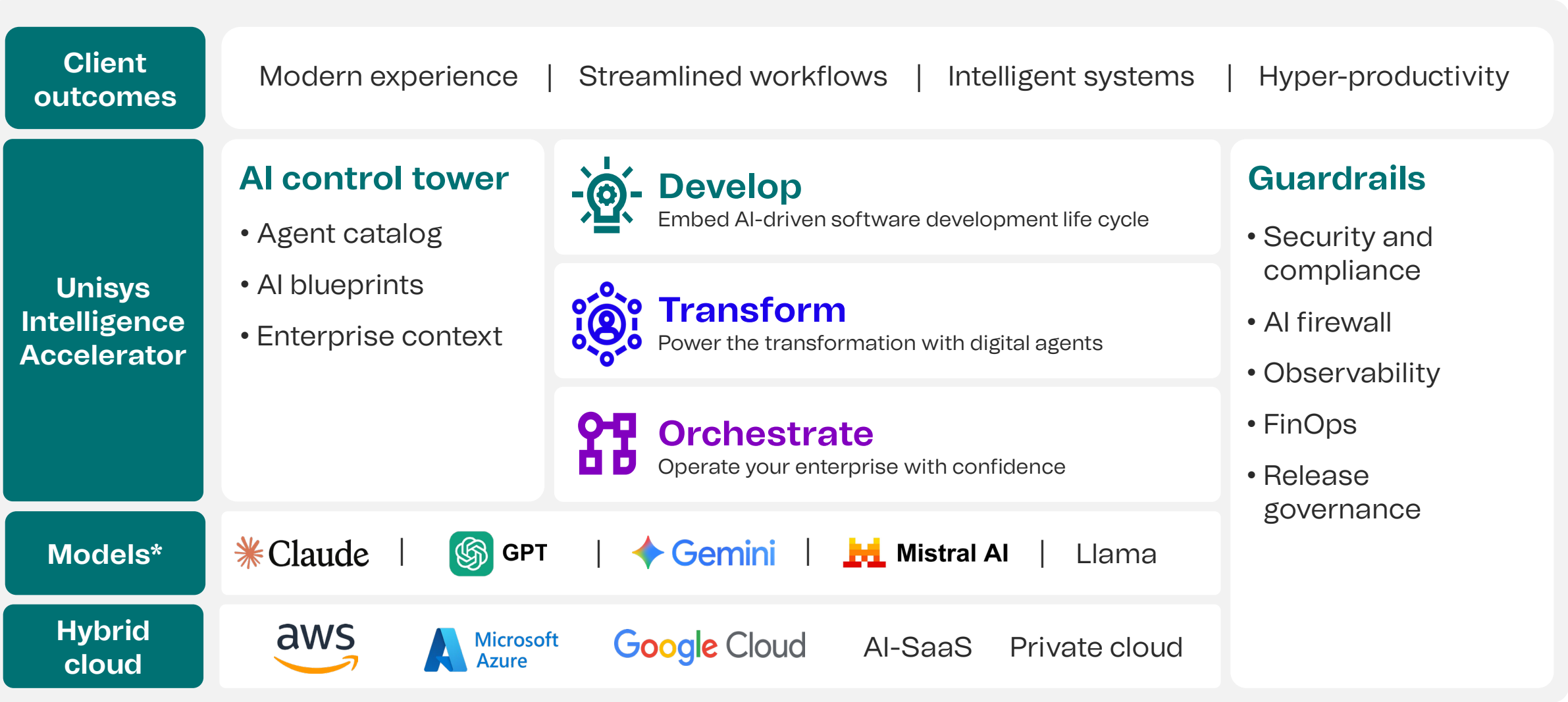
Agentic digital
workforce

Powered by

Unisys Intelligence Accelerator (UIA) AI framework



Powering delivery through our AI framework



*Unisys builds using these frontier and open-source models

Delivering enterprise-scale outcomes



INDUSTRIAL TECHNOLOGY

90+

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

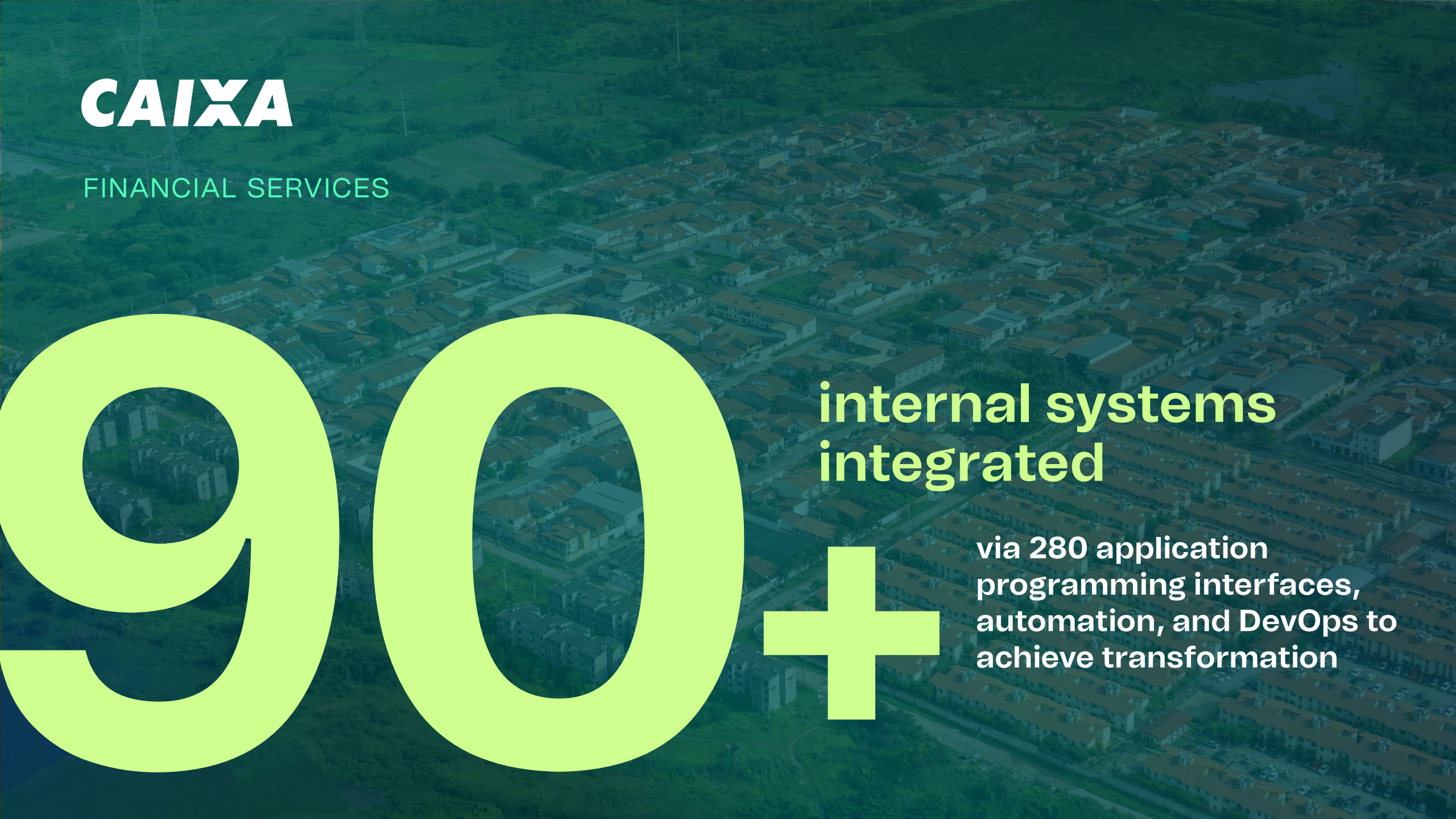
Cloud migration first,
then AI-driven
automation at scale



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*



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Digital Workplace Solutions (DWS)



Speakers and agenda



Patrycja Sobera

SVP and General Manager,
Digital Workplace Solutions



Weston Morris

Sr. Director, Strategy,
Digital Workplace Solutions

01 Market opportunity

02 Demo: Service
Experience Accelerator
in action

03 Solution portfolio

04 Client value and
outcomes

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 DWS¹

4-6% CAGR

Expected DWS growth^{1,2}

\$2.6T

Total market for AI³

~30% CAGR

Expected AI growth^{3,4}



¹ Source: Everest State of the Market Report – April 2026

² Represents a 2-year CAGR for the period 2026 to 2028

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

⁴ 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

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



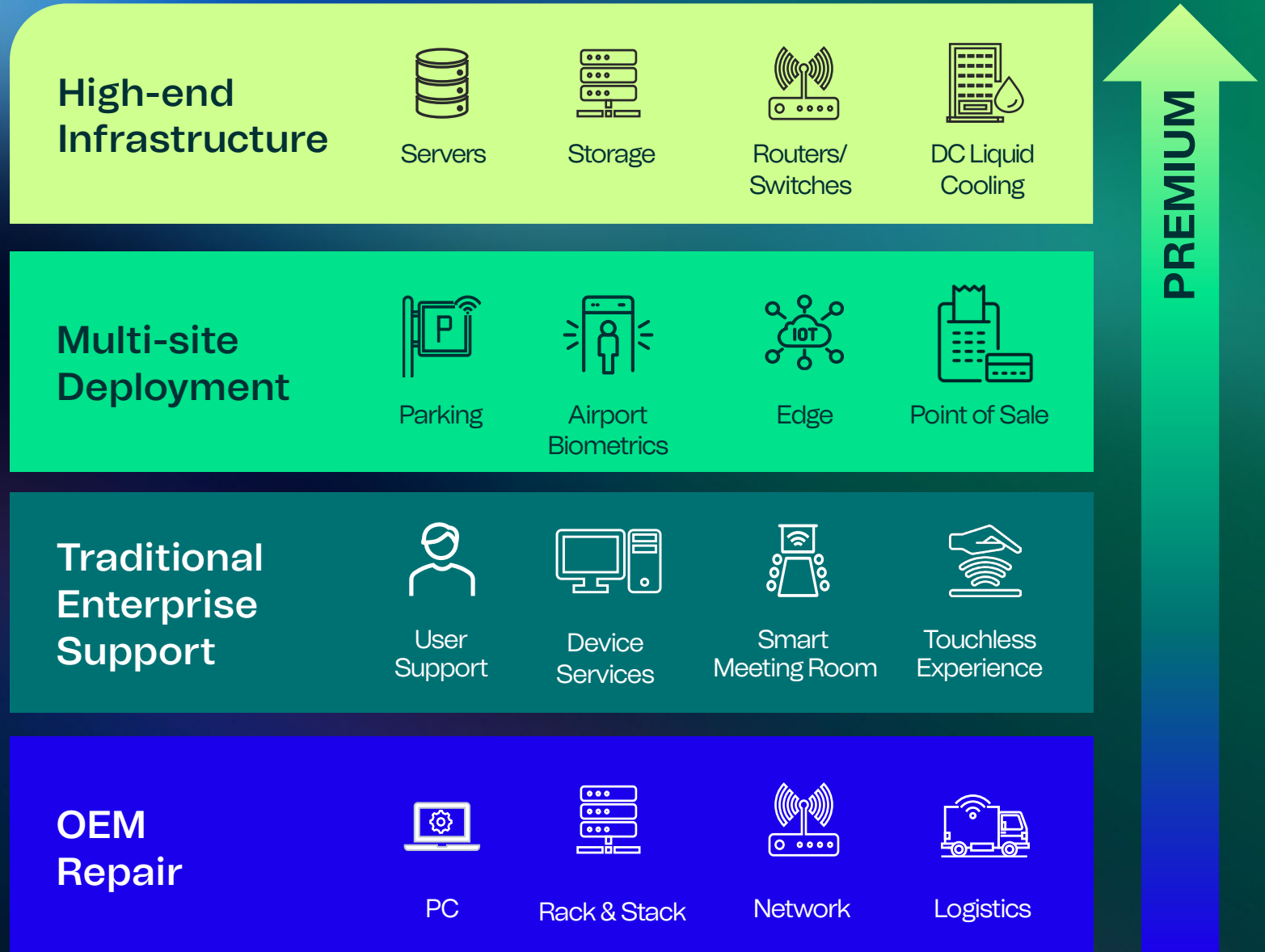
MANUFACTURING CLIENT STORY

Product releases YoY

Revenue generating activity

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

Expanding field services into higher-value opportunities



Shaping the industry

We're reimagining digital workplace solutions and shaping the future

Analyst leader recognition





9

Leader Rankings*

12

Total reports*

Award recognition





2026

PARTNER OF THE YEAR

Dell Technologies

Global Alliances Americas

Data Center

Industry memberships







75+

Partners

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

01 Growing with AI at our core

02 AI-driven sales organization

03 Marketing strategy

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

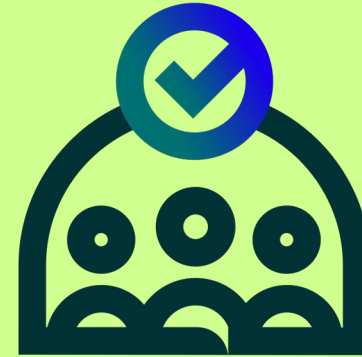
**Intent
signals**



**Precision
targeting**



**Personalized
journeys**



**Predictive
analytics**



Powered by AI

Shopping for
tech support?

unisys

We

unisys



unisys



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

01 2023 Investor Day
report card

02 2026 Investor Day targets

03 Capital allocation
priorities

04 Why Unisys

Our portfolio of solutions with new terminology

NEW NAME		NEW NAME	
Technology Solutions & Services (formerly Ex-L&S)		ClearPath™ (formerly L&S)	
 Digital Workplace Solutions (DWS)	 Cloud, Applications & Infrastructure (CA&I)	 Enterprise Computing Solutions (ECS)	
Agentic Service Desk	Hybrid Cloud	Specialized Services	ClearPath
Field Services	Data	ClearPath Services	Operating Systems
Devices	Applications	Next-Generation Computing	Value-Added Products
Experience-as-a-Service	Security	Industry Solutions	Platforms



2023 Investor Day report card

Delivering strong progress against our 2023 Investor Day expectations

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

9.0% to 11.0%

Non-GAAP Operating
Profit Margin

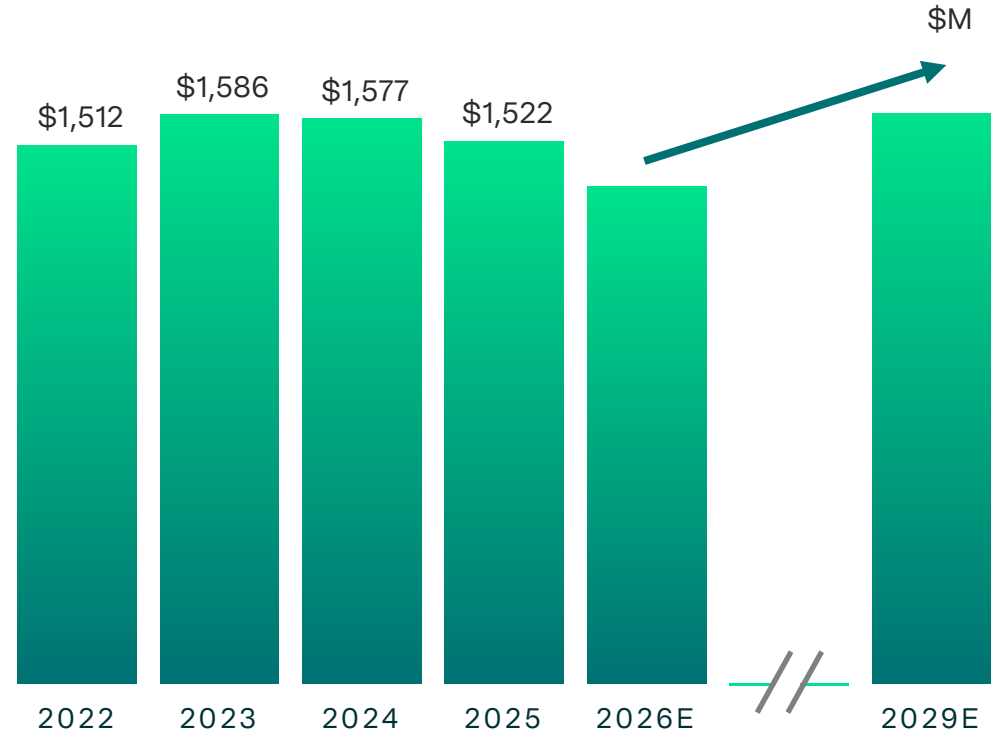
- Revenue growth guidance translates to reported revenue growth of (2.0%) to (0.5%) based on exchange rates as of April 30, 2026
- Assumes reported ClearPath revenue of approximately **\$425 million** (from \$415M)
- Assumes Technology Solutions & Services constant currency revenue growth of **(6.0%)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

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

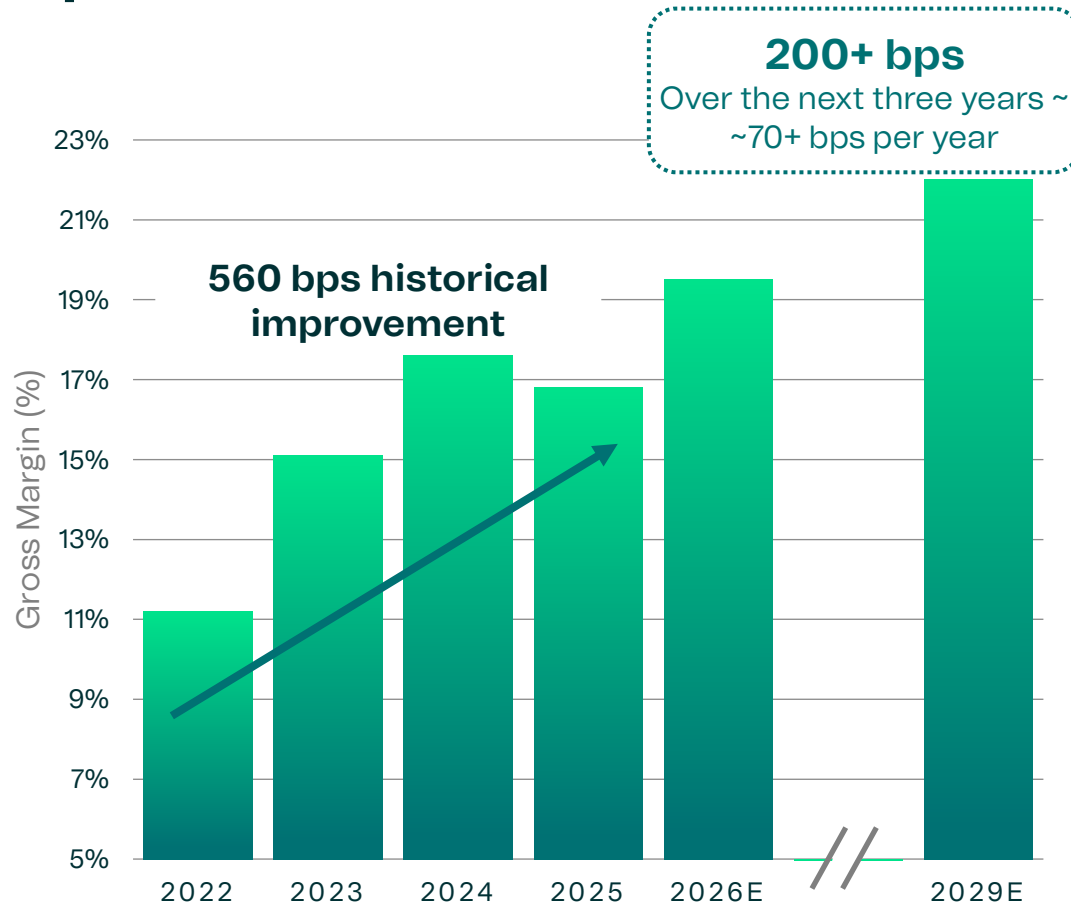
Cloud, Applications & Infrastructure

- 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

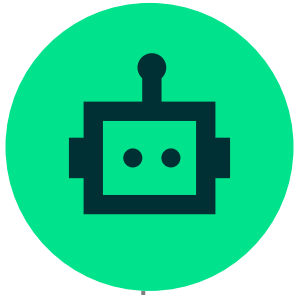
Future skilling the workforce

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

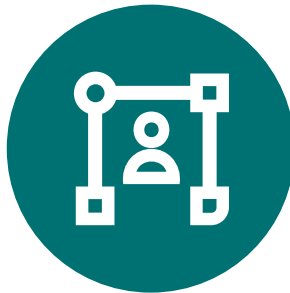


Transforming AI-powered core G&A functions

- 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

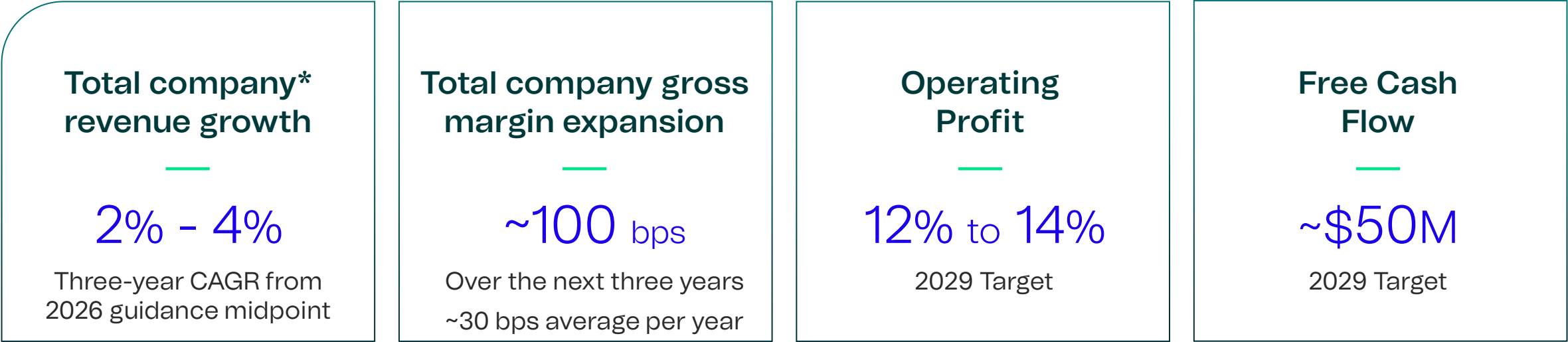


Aligning Talent model with strategic priorities

- 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

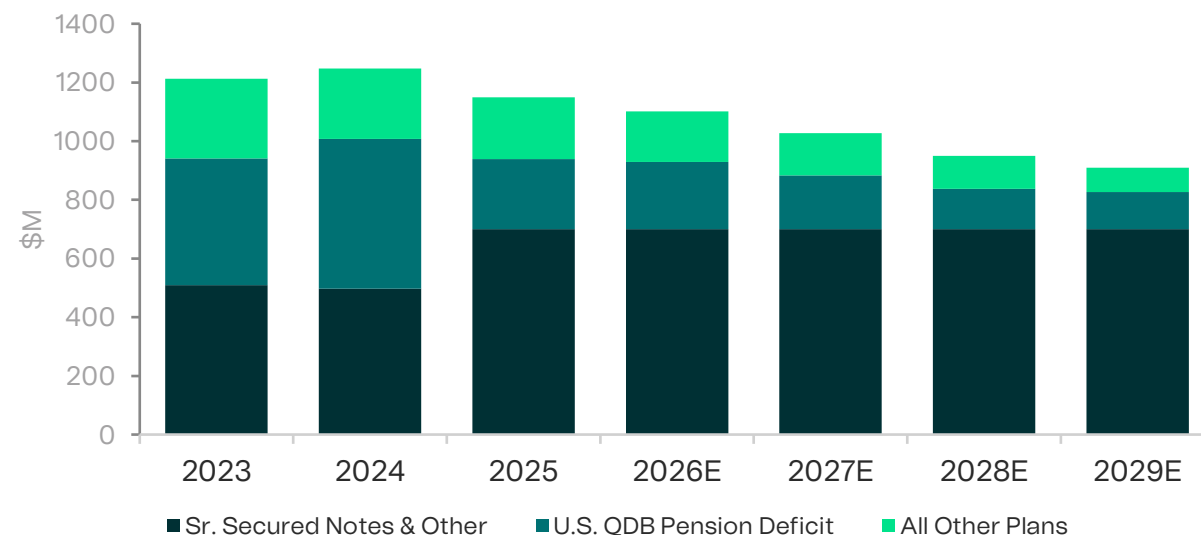
Deleveraging as a core focus

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 years¹

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



¹Includes 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



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



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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