



Investor Presentation

Deutsche Bank Leveraged Finance Conference

October 4, 2023



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Additional information and factors that could cause actual results to differ materially from Unisys' expectations are contained in Unisys' filings with the U.S. Securities and Exchange Commission (SEC), including Unisys' Annual Reports on Form 10-K and subsequent Quarterly Reports on Form 10-Q, recent Current Reports on Form 8-K, and other SEC filings, which are available at the SEC's web site, <http://www.sec.gov>. Information included in this presentation is representative as of today only and while Unisys periodically reassesses material trends and uncertainties affecting Unisys' results of operations and financial condition in connection with its preparation of management's discussion and analysis of results of operations and financial condition contained in its Quarterly and Annual Reports filed with the SEC, Unisys does not, by including this statement, assume any obligation to review or revise any particular forward-looking statement referenced herein in light of future events.

Targets are not being updated or re-affirmed, and are presented as of June 15, 2023, as previously furnished on Form 8-K with the U.S. Securities and Exchange Commission on June 15, 2023.

Non-GAAP Measures: This presentation includes non-GAAP financial information such as non-GAAP operating profit, EBITDA, adjusted EBITDA, and revenue excluding License and Support. The Company's non-GAAP financial measures exclude certain items such as postretirement expense 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.

The following measures are often provided and utilized by the Company's management, analysts, and investors to enhance comparability of year-over-year results. Non-GAAP operating profit excludes pretax postretirement expense and pretax charges in connection with cost-reduction activities and other expenses. EBITDA is calculated by starting with net income (loss) attributable to 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 postretirement expense and cost-reduction activities and other expenses, non-cash share-based expense, and other (income) expense adjustments. Revenue and gross profit excluding License and Support excludes revenue and gross profit in connection with software license and support revenue within the Company's Enterprise Computing Solutions segment. The Company provides these measures to allow investors to isolate the impact of software license renewals, which tend to be lumpy, and related support services in order to evaluate the Company's business outside of these areas.

These measures should not be relied upon as substitutes for, or considered in isolation from, measures calculated in accordance with U.S. GAAP. A reconciliation of these non-GAAP financial measures to the most directly comparable financial measures calculated and reported in accordance with GAAP can be found in the appendix to this presentation except for financial guidance and other forward-looking information since such a reconciliation is not practicable without unreasonable efforts. This information has been provided pursuant to the requirements of SEC Regulation G.

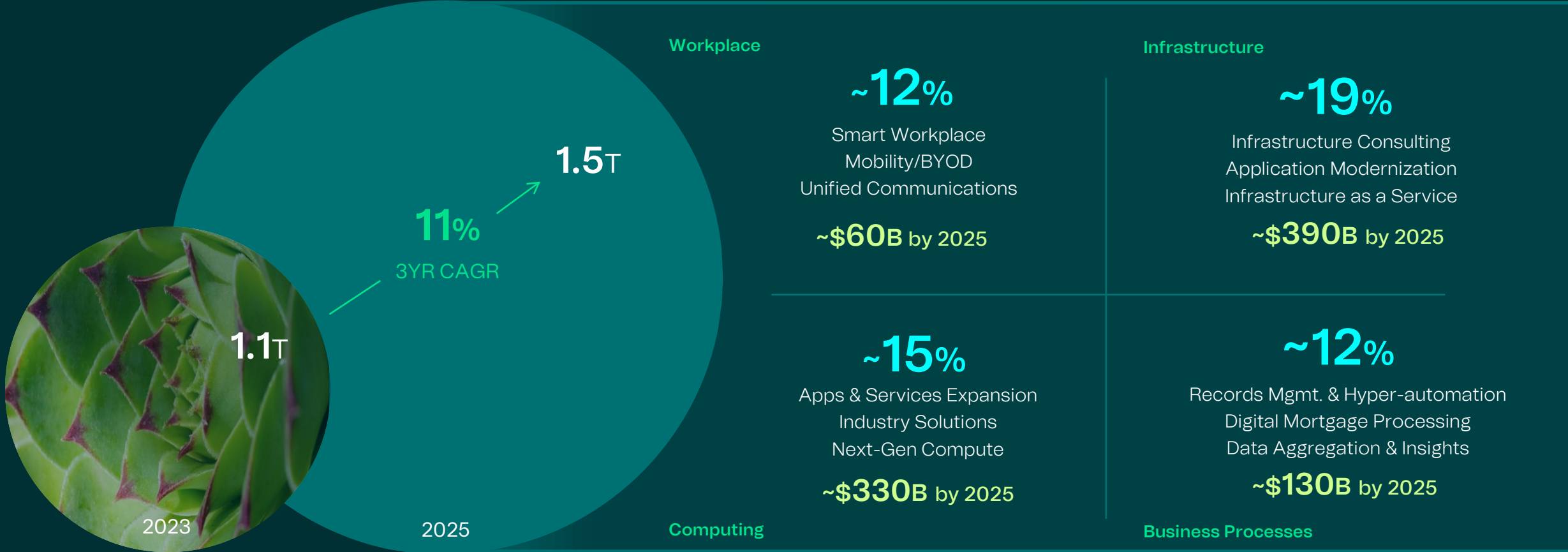


Market Backdrop

Global IT services

We operate in a large and growing market

Secular Growth Tailwinds



Source: Everest, Gartner, Grand View Research, Transparency Market Research
 Note: Unisys judgment applied in mapping industry analyst taxonomy to Unisys' offerings in determining addressable market

Unisys today

We drive breakthroughs

Our top 50 clients on average have been with us for **more than 20 years**

~230 financial institutions globally depend on Unisys every day

8 out of 10 of the world's top ranked* airlines are Unisys clients

We are...

~16k
Associates

2k+
Engineers

~37%
Women

Supporting...

800+
Clients

50+
Countries

~11M
End-Users

With...

~\$2B
Total Revenue

80%+
Recurring Revenue

>90%
Renewal Rate

*Based on Skytrax World Airline Awards Top 10 Airlines of 2022
Note: Figures as of year-end 2022

What we do

Our clients rely on us to solve many of their most complex business and technology challenges to unlock faster growth and operational efficiency

Digital Workplace Solutions (DWS)

Orchestrating a seamless and secure employee and frontline worker experience.
We deliver device, endpoint, communication & collaboration, service desk, and field services solutions

Cloud, Applications & Infrastructure Solutions (CA&I)

Delivering digital transformation for modern, secure, and flexible IT infrastructure within highly regulated sectors
We design, build, and manage cloud, data, or on-premise infrastructure, applications, security, and AI workloads

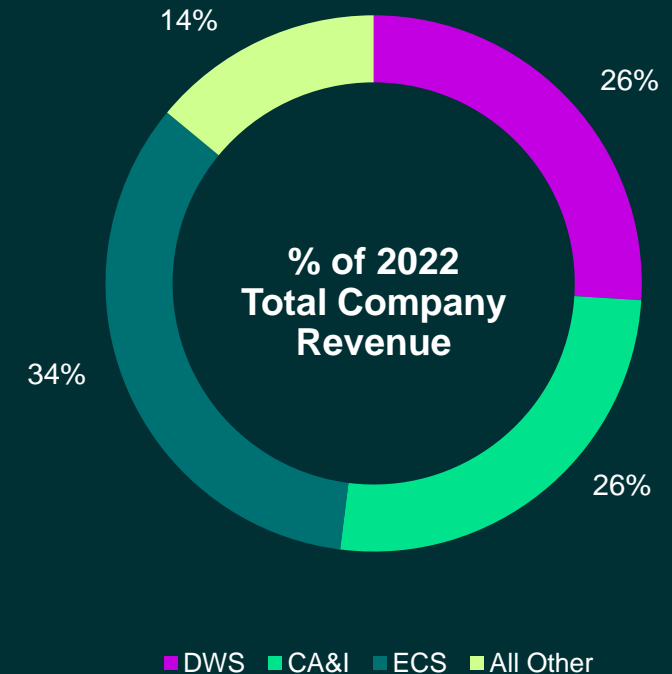
Enterprise Computing Solutions (ECS)

Proprietary Unisys technology, software, and managed services for high-volume, secure computing at scale
We enable high-intensity computing through our proprietary operating system and industry software applications and provide specialized managed services around our technology

Business Process Solutions (BPS)

Reported within "All Other"

Specialized business process solutions to drive operational efficiency, flexibility, and meet 24/7 requirements
We automate and accelerate operations and data analytics for law enforcement, mortgage processing, records management, and enterprise portfolio and investment management



License & Support (L&S)



~\$360M

Average targeted revenue 2024-2028

~65%

Average targeted gross margin 2024-2028

High margin software license & support revenue within ECS



Proprietary operating system

Running mission-critical business operations on-premise & in the cloud



Decades-long client relationships

~95% retention with our top clients¹ giving us unique depth of industry and data expertise



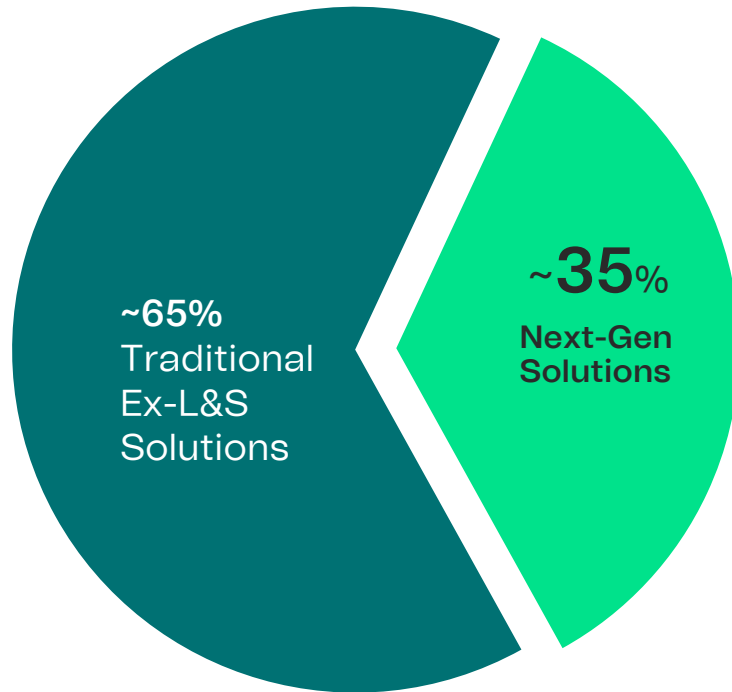
Unlocking value through SS&C

Services expansion, next-gen compute, and industry solutions combining a unique combination of data analytics & AI, quantum compute, and industry expertise



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Ex-L&S revenue growth and margin expansion being driven by Next-Gen Solutions



2022 Ex-L&S Revenue Mix

Modern Workplace



Experience-based workplace solutions within **DWS** to enable centralized, secure, and proactive management of devices, communication & collaboration platforms, as well as endpoints all wrapped with data telemetry, analytics, large language models (LLM), governance and reporting

Digital Platforms & Applications (DP&A)



Strategy, design, development, migration & management capabilities within **CA&I** for cloud-based applications, hybrid & multi-cloud environments, and data analytics, LLM & AI orchestration

Specialized Services & Next-Gen Compute (SS&C)



Specialized services and computing solutions within **ECS** such as applications integration, expansion & modernization in our proprietary environments, advanced computing, and proprietary SaaS-based product delivery in key sectors

Micro Market Solutions



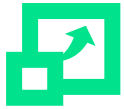
Highly specialized business process solutions within **BPS*** for specific industries, markets, or use cases typically leveraging technology and knowledge proprietary to Unisys



*Revenue reported within "All Other"

Our strategy

Core elements of our strategy



Addressable
Market Growth



Land
and Expand



Solution
Development



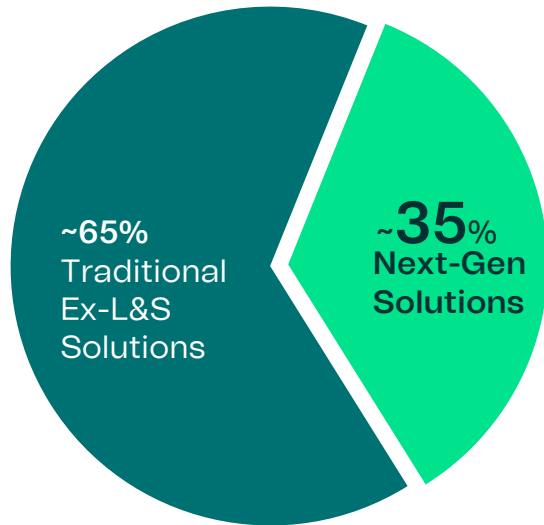
Gross Margin
Expansion



Operational
Excellence

Where we are going

We have the opportunity to significantly increase our mix of Next-Gen revenue over the next three years



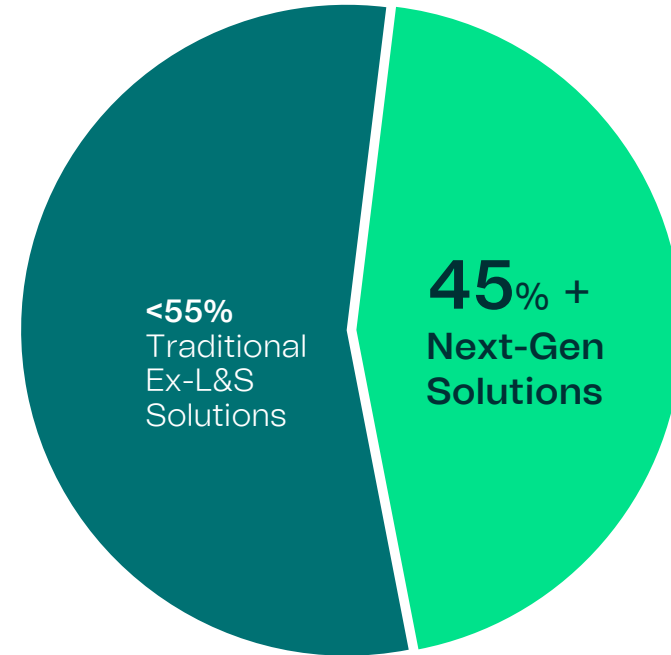
2022 Mix
As a % of Ex-L&S revenue

10% -15%
Next-Gen
Annual Growth



~38%
Expected 2023
Next-Gen Mix of
Ex-L&S Revenue

Flat-2%
Traditional Ex-L&S
Annual Growth



Target 2026 Mix
As a % of Ex-L&S revenue

Note: Targets are not being updated or re-affirmed, and are presented as of June 15, 2023, as previously furnished on Form 8-K with the U.S. Securities and Exchange Commission on June 15, 2023.

We have the right combination of **agility and scale** for the mid-market

Opportunities

\$2B – \$5B Revenue | ~900 Potential U.S. Clients | \$14B+ IT Spend Addressable to Unisys



Manufacturing /
Consumer
Packaged Goods



Energy &
Utilities



Travel &
Transportation



Life Sciences
& Healthcare



Financial
Services



Consolidated partnerships



Larger skills gaps



Less customization



Value trust & reliability



Prioritize industry &
domain expertise



Landing effectively



Direct Sales

Aligned around point of spear and full ecosystem solution offerings



Partner Ecosystem

Leveraging our channel, alliance, and innovation partnerships



Industry Analysts & Advisors

Engaging third-party analysts & advisors our clients turn to for advice



Brand Awareness & Marketing





























Top of funnel lead generation targeting prospects aligned to our priorities

Key Unisys partners



Quality client base

Serving as access points for expansion

TECHNOLOGY/ TELECOM / MEDIA	LIFE SCIENCES AND HEALTHCARE	TRAVEL AND TRANSPORTATION	RETAIL	MANUFACTURING/ CONSUMER PACKAGED GOODS	FINANCIAL SERVICES	PUBLIC SECTOR
						
						
						
						



Note: logos reflect select Unisys clients

Existing client growth opportunity

\$31B

Untapped addressable wallet at our existing clients for DWS and CA&I solutions alone¹

44%

Of our \$1M+ clients bought solutions from multiple Unisys business units in 2022²



Building relationships with stakeholders beyond the Chief Information Officer

\$2.5B Traditional Workplace

\$2B Modern Workplace

\$9B

Digital Platforms & Applications

\$19B

Traditional Infrastructure Solutions



¹ Source: Gartner IT spend estimates for existing Unisys clients
² Percentage of 2022 \$1M+ clients who generated revenue in more than one Unisys Business Unit

Our variable solution development platform

A platform that balances industry expertise, targeted innovation & integration, managed and purposeful orchestration to deliver optimized value



Flexibility & variability in the technology solutions

Standardized with ability to leverage innovation

Shared R&D costs with innovation partners

Faster value realization for our clients



Our approach to Data & AI

Simplifying complexity



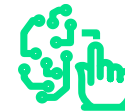
- Data Security & Governance
- Domain-Specified Insights
- Business Outcomes

Areas of opportunity

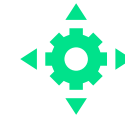
Expanding upon our existing solutions



Data Engineering

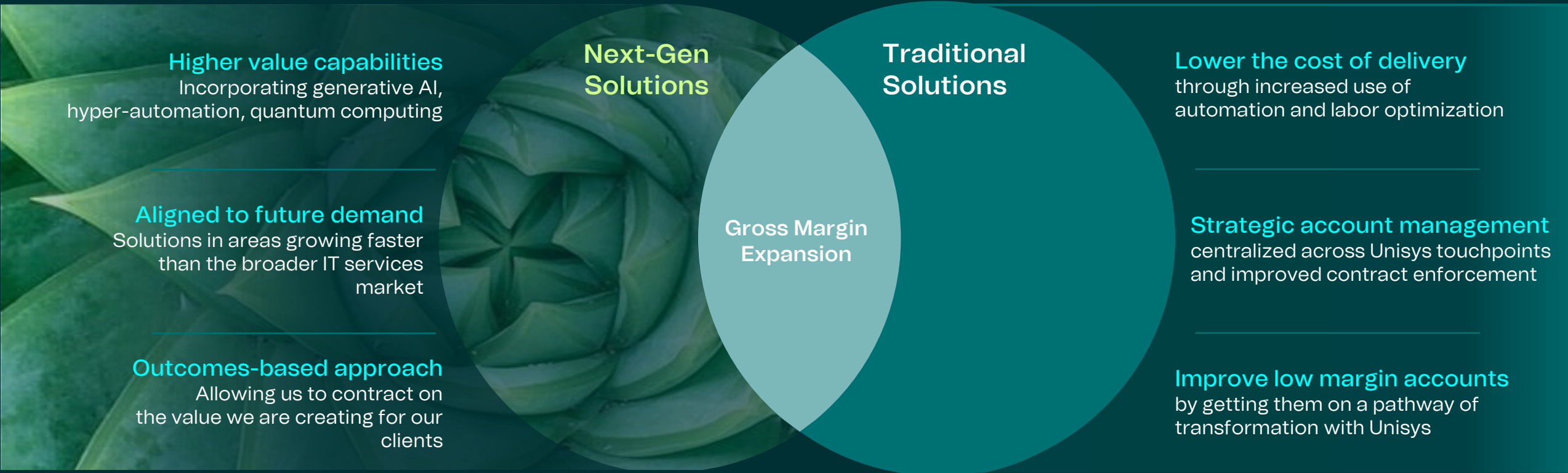


Generative AI



Quantum Computing

How we plan to expand gross margins



Targeting \$50M annual reduction

Annual reduction
in Sales, General &
Administrative (SG&A)
expenses by 2026



Optimize and
streamline core G&A
functions and real
estate footprint



Balance labor location
and pyramid



Information Technology
centralization and normalization

Improving Free Cash Flow

While meeting our
pension obligations
& investing for
future growth



Pension strategy



Annuity purchases

3 US transactions totaling ~\$750M

Continually evaluating



Lump sums

1 US transaction totaling ~\$300M

Continually evaluating



Transfers to multi-client / multi-employer plans

2 international plans totaling ~\$700M

Limited future opportunities

Delivering results

~45%

Reduction global liabilities

~70%

Reduction global GAAP deficit*

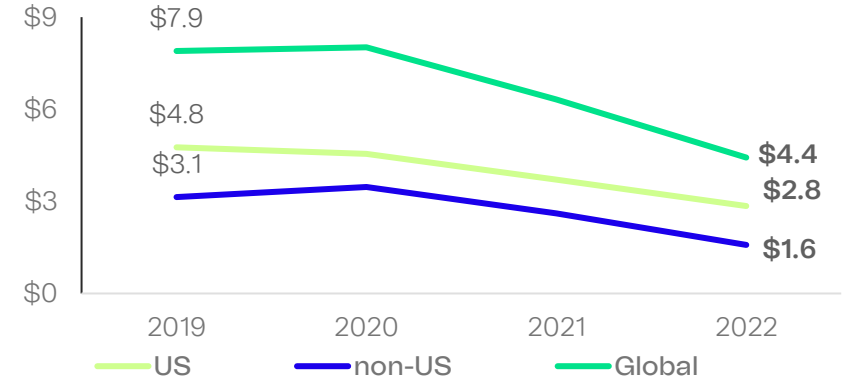
\$1.7B

Removed global liabilities

* Includes approximately \$800M of contributions to U.S. qualified defined benefit pension plans during 2020

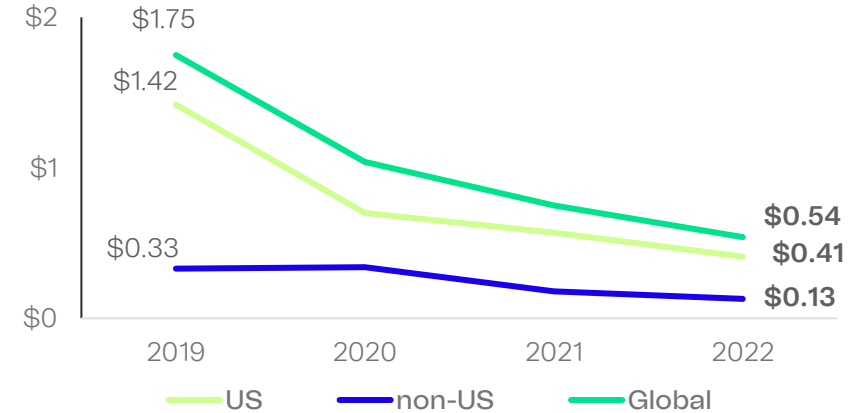
Liabilities

\$B



GAAP Deficits

\$B



2Q23 Financial Highlights

REVENUE



\$477M

TOTAL COMPANY

(7.4%) YoY
As Reported

(6.3%) YoY
Constant Currency



\$396M

EX - L&S

+4.9% YoY
As Reported

+6.5% YoY
Constant Currency

14% YoY

NEXT-GEN
REVENUE GROWTH

1.0x TTM

EX-L&S
BOOK-TO-BIILL

15% QoQ

EX-L&S PIPELINE
+22% YoY

25% QoQ

NEXT-GEN PIPELINE
+55% YoY

Terms: Year-over-year (YoY); quarter-over-quarter (QoQ); trailing twelve months (TTM); year-to-date (YTD); last-twelve-months (LTM)



GROSS PROFIT



\$116M

TOTAL COMPANY

24.3%
Gross Margin

(450) Bps
YoY



\$63M

EX - L&S

16.0% Ex-L&S
Gross Margin

+560 Bps
YoY

3.4%

NON-GAAP
OPERATING MARGIN

10.5%

ADJUSTED
EBITDA MARGIN

17.2M YTD

FREE CASH FLOW

1.8x LTM

NET LEVERAGE RATIO*

*Net leverage calculated as \$485m senior secured notes, plus \$23m of finance leases and other debt, plus \$543m global net pension deficit (as of December 31, 2022), less \$423m cash. Net leverage ratio calculated as \$628m divided by LTM adjusted EBITDA of \$350m.

An investment in **Unisys** is an investment in...

1 **Large market opportunity**

Large market opportunity, operating within the ~\$1T global IT solutions market

2 **Innovative Next-Gen and Industry Solutions**

Increasingly levered to higher growth and margin areas of the marketplace with expanding development capabilities

3 **Highly recurring revenue**

More than 80% recurring revenue in FY 2022 with sticky, highly-profitable software License & Support solutions

4 **Large base of high-quality clients**

Stable base of large enterprise and public sector clients; our top 50 have been with us for >20yrs on average

5 **Strong financial management**

Track record of removing \$1.7B in pension liabilities since 2019; executing strategy to improve margins & free cash flow

Appendix

Long-term revenue growth targets

TARGET 3YR CAGR FROM MID-POINT OF FY 2023 GUIDANCE TO 2026

4% - 6%

Total Company Revenue Growth

5% - 7%

Ex-L&S Revenue Growth



10% - 15%
NEXT GEN



Flat - 2%
TRADITIONAL EX-L&S



~\$360M (avg / year)
LICENSE & SUPPORT



Note: Targets are not being updated or re-affirmed, and are presented as of June 15, 2023, as previously furnished on Form 8-K with the U.S. Securities and Exchange Commission on June 15, 2023.

Long-term profitability targets

TARGET FULL-YEAR 2026 NON-GAAP MARGINS

10% - 12%

Total Company Operating Margin

17-19%

Total Company Adj. EBITDA Margin



~25%
NEXT GEN GROSS MARGIN

~50bps expansion / year



~15%
TRADITIONAL EX L&S GROSS MARGIN

~100-150 bps expansion / year



~65%
L&S GROSS MARGIN

On Average



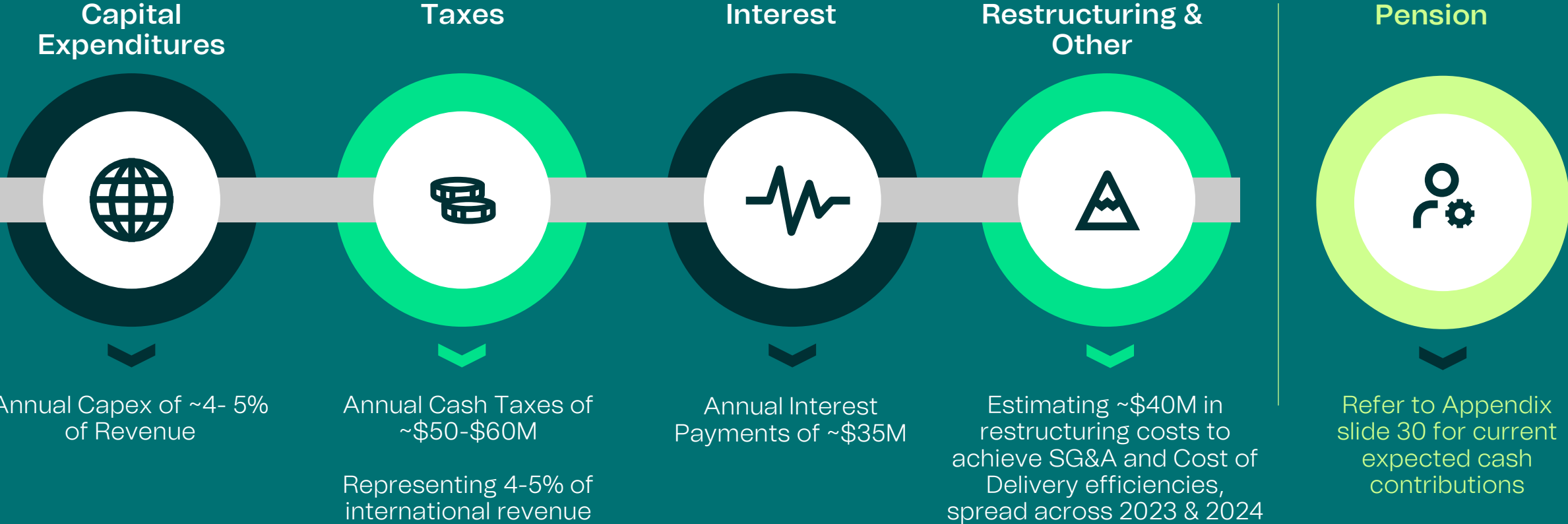
\$50M
SG&A REDUCTION

Annualized by 2026

~20%
Ex-L&S GROSS MARGIN

Mid-term Free Cash Flow assumptions

Targeting 40 - 45% adj. EBITDA to Free Cash Flow conversion by 2026 (pre-pension)



Note: Targets are not being updated or re-affirmed, and are presented as of June 15, 2023, as previously furnished on Form 8-K with the U.S. Securities and Exchange Commission on June 15, 2023.

Potential Free Cash Flow equation

Sufficient to
service pension,
invest in future
growth, and drive
shareholder value

Targeted by 2026

\$2.1B - \$2.2B

Total company revenue

4% - 6%

Revenue Growth

+ \$350 - \$400M

Adjusted EBITDA

~17-19%

Adj. EBITDA Margin

= \$150 - \$175M

Free Cash Flow

(Pre-Pension)

40 - 45%

Adj EBITDA to Free Cash
Flow Conversion

(Pre-Pension)

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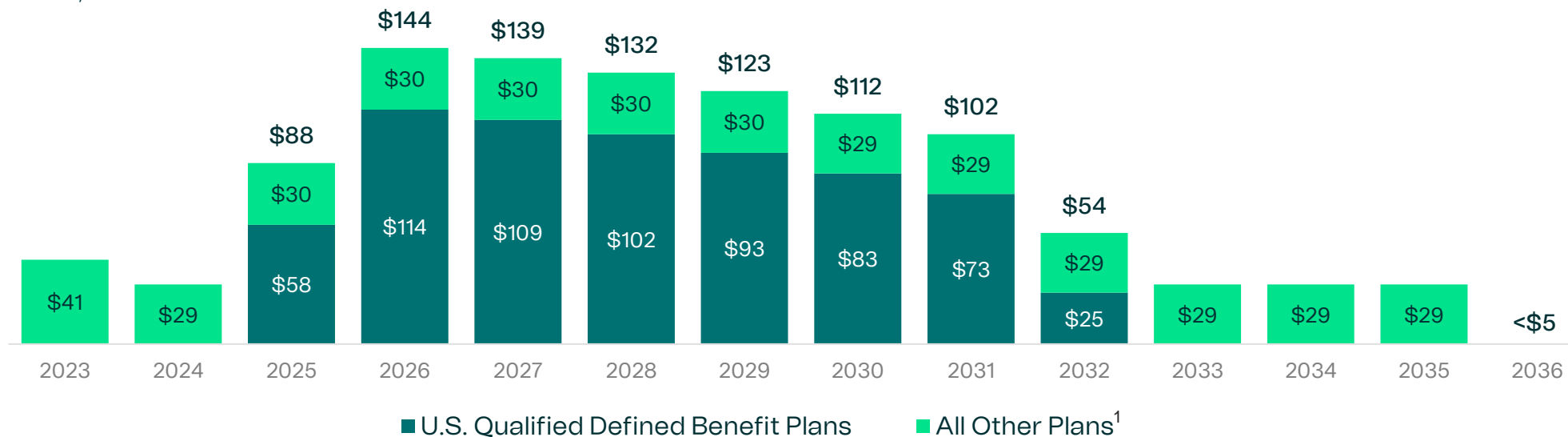
Pre-pension Free Cash Flow expected to increase as estimated expected pension contributions decrease

Estimated global pension cash contributions

\$M, as of December 31, 2022

\$150-\$175M
2026 Estimated FCF (Pre-Pension)

FCF expected to increase as pension contributions are expected to decrease



1. All Other Plans includes all international defined benefit plans and our U.S. non-qualified defined benefit plan

Note: The funding estimates for our U.S. qualified defined benefit pension plans are based on estimated asset returns and the funding discount rates used for the U.S. qualified defined benefit plans as of December 31, 2022. The future funding requirements are likely to change based on, among other items, market conditions and changes in discount rates. Current estimates for future contributions to international plans are based on local funding regulations and agreements as of year-end 2022 and are likely to change based on a number of factors including market conditions, changes in funding agreements, changes in discount rates and changes in currency rates. Future non-U.S. pension cash contributions beyond the period shown are expected to be at approximately the same level as above through 2035 after which cash contributions are currently expected to be less than \$5 million annually. Excludes impact of March 2023 annuity purchase. Targets are not being updated or re-affirmed, and are presented as of June 15, 2023, as previously furnished on Form 8-K with the U.S. Securities and Exchange Commission on June 15, 2023.

Unisys segment and solutions map

SEGMENT / REPORTING

NEXT-GEN SOLUTIONS

TRADITIONAL SOLUTIONS

Digital Workplace Solutions (DWS)

Modern Workplace

Traditional Workplace

Cloud, Application & Infrastructure Solutions (CA&I)

Digital Platforms & Applications
"DP&A"

Infrastructure

Enterprise Computing Solutions (ECS)

Specialized Services & Next-Gen Compute
"SS&C"

License & Support (L&S):
ClearPath Forward and other Unisys IP-related licenses and associated support services. ClearPath Forward is a secure, scalable software operating environment for high intensity computing

All Other (various business process solutions)

Micro-Market Solutions

Business Process Solutions
"BPS"

 Excluding License & Support (Ex-L&S)



Pension terminology

Funding terms

IRS Minimum Funding Liabilities: projected future benefits, present valued at either segment or full yield curve corporate discount rates, prescribed by the IRS

IRS Minimum Funding Assets: An actuarial value of assets based on three-year smoothing of asset returns

IRS Funding Discount Rate (Segment): An effective interest rate determined by three segment rates based on the averages of the yields over different blocks of maturity periods of the Treasury high quality corporate bond yield curves averaged over 24-months, constrained by a corridor of 25-year average segment rates, of high-quality corporate bond rates

IRS Funding Discount Rate (Full Yield Curve): An effective interest rate determined using a one-month average of the Treasury high-quality corporate bond yield curves

Minimum Required Contributions (MRC): A combination of expected annual administrative expenses and deficit contributions amortized over 15 years calculated on a Plan Year basis (which will differ in timing from Company Cash Contributions)

Accounting terms

US GAAP Accounting Liabilities: projected future benefits, present valued at current market corporate discount rates

US GAAP Accounting Assets: fair market value of assets held in the pension trust

US GAAP Discount Rate: market rate reflecting portfolio of AA corporate bonds that could theoretically match the accounting liabilities

US GAAP Accounting Deficit: the delta between US GAAP accounting assets and liabilities, included on the balance sheet

Other terms

Prefunding Balance: A notional balance created by company contributions in excess of the MRC, which can be used in future plan years to meet MRC, in lieu of company contributions, if certain criteria are met

Expected Company Contributions: The Company's expected future company cash contributions to be paid to the plans, based on certain actuarial assumptions



2Q Excluding License and Support (Ex-L&S)

\$M	2Q23	2Q22
GAAP REVENUE	\$ 476.8	\$ 515.0
L&S REVENUE	80.8	137.6
EX-L&S REVENUE (NON-GAAP)	\$ 396.0	\$ 377.4
GAAP GROSS PROFIT	\$ 115.8	\$148.1
L&S GROSS PROFIT	52.4	108.8
EX-L&S GROSS PROFIT (NON-GAAP)	\$ 63.4	\$ 39.3
GAAP GROSS MARGIN AS A % OF REVENUE	24.3%	28.8%
EX-L&S GROSS MARGIN AS A % OF REVENUE (NON-GAAP)	16.0%	10.4%



2Q Non-GAAP Operating Profit

\$M	2Q23	2Q22
GAAP OPERATING INCOME	\$ 0.1	\$ 33.7
COST REDUCTION AND OTHER EXPENSES ¹	15.8	12.3
POSTRETIREMENT EXPENSE ²	0.4	0.6
NON-GAAP OPERATING PROFIT	\$ 16.3	\$ 46.6
REVENUE	\$ 476.8	\$ 515.0
GAAP OPERATING PROFIT MARGIN	0.0%	6.5%
NON-GAAP OPERATING PROFIT MARGIN	3.4%	9.0%



1. Included in cost of revenue, selling, general and administrative, and research and development on the consolidated statements of income (loss).

2. Included in selling, general and administrative on the consolidated statements of income.

2Q Adjusted EBITDA Reconciliation

\$M	2Q23	2Q22
NET INCOME (LOSS) ATTRIBUTABLE TO UNISYS	(\$ 40.0)	(\$ 17.1)
NET INCOME ATTRIBUTABLE TO NONCONTROLLING INTERESTS	0.5	0.3
INTEREST EXPENSE, NET OF INTEREST INCOME OF \$6.5 AND \$3.4 RESPECTIVELY ¹	1.0	4.9
PROVISION FOR INCOME TAX	15.4	20.3
DEPRECIATION	17.4	26.5
AMORTIZATION	14.9	16.7
EBITDA	\$ 9.2	\$ 51.6
POSTRETIREMENT EXPENSE	10.6	12.5
COST REDUCTION AND OTHER EXPENSES ²	21.0	17.9
NON-CASH SHARE-BASED EXPENSE	4.1	3.5
OTHER EXPENSE, NET ADJUSTMENT ³	5.4	4.9
ADJUSTED EBITDA	\$ 50.3	\$ 90.4
REVENUE	\$ 476.8	\$ 515.0
ADJUSTED EBITDA MARGIN	10.5%	17.6%

1. Included in other (expense), net on the consolidated statements of income (loss)

2. Reduced for depreciation and amortization included above

3. Other expense, net as reported on the consolidated statements of income (loss) less postretirement expense, interest income and items included in cost reduction and other expenses



YTD Adjusted Free Cash Flow

\$M	SIX MONTHS ENDED JUNE 30,	
	2023	2022
CASH PROVIDED BY (USED FOR) OPERATIONS	\$ 55.3	(\$ 66.7)
ADDITIONS TO MARKETABLE SOFTWARE	(21.3)	(23.6)
ADDITIONS TO PROPERTIES	(11.9)	(14.0)
ADDITIONS TO OUTSOURCING ASSETS	(4.9)	(6.5)
FREE CASH FLOW	\$ 17.2	(\$ 110.8)
POSTRETIREMENT FUNDING	31.1	25.1
PRE-PENSION FREE CASH FLOW	\$ 48.3	(\$ 85.7)
COST REDUCTION AND OTHER PAYMENTS, NET	39.9	20.3
ADJUSTED FREE CASH FLOW	\$ 88.2	(\$ 65.4)



Leverage Detail

\$M	JUNE 30, 2023
SENIOR SECURED NOTES ¹	\$ 485.0
FINANCE LEASES AND OTHER DEBT	23.2
TOTAL DEBT	\$ 508.2
GLOBAL NET PENSION DEFICIT (AS OF DEC 31, 2022)	543.1
TOTAL DEBT INCLUDING PENSION DEFICIT	\$ 1,051.3
CASH	\$ 423.2
NET LEVERAGE	\$ 85.0
NET LEVERAGE INCLUDING PENSION DEFICIT	\$ 628.1
LTM ADJUSTED EBITDA ²	\$ 349.7
NET LEVERAGE RATIO	0.2x
NET LEVERAGE RATIO INCLUDING PENSION DEFICIT	1.8x



1 Represents face value of debt
2 See appendix for reconciliation of non-GAAP measures

Definitions of non-GAAP financial metrics and other terms

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Non-GAAP operating profit – This measure excludes pretax postretirement expense and pretax charges in connection with 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 postretirement expenses and cost-reduction activities and other expenses, non-cash share-based expense, and other (income) expense adjustments.

Non-GAAP net income and non-GAAP diluted earnings per share – These measures excluded postretirement expense and charges in connection with cost-reduction activities and other expenses. The tax amounts related to these items for the calculation of non-GAAP diluted earnings 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.

Excluding License and Support (Ex-L&S) – These measures exclude revenue and gross profit in connection with software license and support revenue 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 lumpy, and related support services in order to evaluate the company's business outside of these areas.

Total Contract Value (TCV) – Represents the estimated revenue related to contracts signed in the period without regard for cancellation terms. New business TCV represents TCV attributable to new scope for existing clients and new logo contracts.

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

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.

Next-Gen Solutions – includes our Modern Workplace solutions within DWS, Digital Platforms and Applications (DP&A) solutions within CA&I, Specialized Services and Next-Gen Compute (SS&C) solutions within ECS, as well as Micro-Market Solutions (reported within All Other).



Thank you

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