



Conduent Outlines Three-Year Path to Consistent Growth and Profitable Performance at Investor Day

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Company outlines focused strategy to simplify operations, leverage AI and scale growth across Government and Commercial markets

FLORHAM PARK, N.J.--(BUSINESS WIRE)--Sep. 30, 2026-- [Conduent Incorporated](#) (Nasdaq: CNDT), a global technology-driven business solutions and services company, today outlined its strategy and three-year path to consistent growth and profitable performance at its Investor Day in New York City.

Led by President and CEO Harsha V. Agadi, Conduent outlined its **ASCEND 2026-28** framework, which is designed to accelerate profitable growth through three strategic priorities: **Standardize** operations and infrastructure, **Specialize** in core solutions where Conduent can lead and win, and **Scale** its go-to-market capabilities around priority industries and opportunities.

"We have taken decisive steps to strengthen and simplify Conduent, and we now have a clear strategy for the next phase of growth. We are focused on executing with discipline, leveraging AI and our differentiated capabilities to deepen client relationships, expand in our core markets and deliver greater value for our clients and shareholders," said Harsha V. Agadi, President and CEO, Conduent.

At Investor Day, Agadi highlighted several areas of focus for the next phase of Conduent's transformation:

- **A more focused portfolio:** Announced portfolio actions are simplifying the company and concentrating resources on markets where Conduent has the capabilities and scale to compete and grow.
- **AI-led innovation:** Conduent is embedding AI, automation and analytics more deeply across its solutions to improve client outcomes, increase differentiation and create new opportunities for growth.
- **Greater operational efficiency:** ASCEND calls for greater standardization of operations and technology infrastructure, increased use of shared services and stronger performance management and analytics.
- **A sharper go-to-market approach:** Conduent plans to align sales resources around priority industries and opportunities, expand within its existing client base and pursue targeted new-logo growth.
- **Disciplined execution:** With the foundational reset underway, the company is shifting its focus toward execution, accountability and measurable results.

Conduent's strategy is centered on its Government and Commercial businesses, with particular focus on healthcare and financial operations, where the company has longstanding client relationships, domain expertise and proprietary technology capabilities. The company operates across 22 countries with more than 100 delivery locations.

Additional information regarding Conduent's strategy and three-year outlook is available in the Company's Form 8-K furnished today with the U.S. Securities and Exchange Commission and the Investor Day presentation available on the Company's Investor Relations website.

Investor Day Webcast

Conduent's Investor Day will begin at 8:25 a.m. ET today and will be accessible to the public via webcast. The event will feature presentations from Agadi and members of Conduent's senior leadership team, followed by a question-and-answer session. The webcast and accompanying presentation materials will be available on Conduent's Investor Relations website.

About Conduent

Conduent is a global technology-enabled operating partner that helps businesses and governments simplify complexity, modernize mission-critical operations and deliver measurable outcomes through AI, automation, data and human expertise. Learn more at www.conduent.com.

Forward-looking statements

This release contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934, each as amended, and is made in reliance on the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Words such as anticipate, believe, estimate, expect, intend, plan, project, target, will and similar expressions identify forward-looking statements, although not all forward-looking statements contain these words. These statements include, among others, statements regarding the Company's ASCEND 2026-28 framework and strategic priorities; expected revenue, revenue growth and revenue mix; expected profitability, margin and cash flow; identified cost reduction initiatives and the amount, timing and realization of related savings; the expected completion, timing and proceeds of the announced divestitures of the Transit and Tolling businesses; the Company's capital structure and expected leverage reduction; and the Company's artificial intelligence strategy, deployments and anticipated client outcomes.

Forward-looking statements are not guarantees of future performance. They are based on management's current expectations and assumptions, are subject to known and unknown risks and uncertainties, many of which are outside the Company's control, and actual results may differ materially. Factors that could cause actual results to differ materially include, among others, the Company's ability to execute the ASCEND 2026-28 plan and realize expected cost savings on the anticipated timeline or at all; the Company's ability to retain and renew client contracts and win new business, and the timing of conversion of contract value into revenue; risks relating to the completion of the announced divestitures, including the satisfaction of closing conditions and receipt of required consents; the Company's level of indebtedness and its ability to refinance, extend or replace its indebtedness, including its revolving credit facility and receivables facilities, on acceptable terms or at all; reliance on government clients and exposure to government budgets and procurement practices; information security and data privacy risks; legal and regulatory proceedings; the Company's ability to develop and deploy artificial intelligence and achieve the anticipated benefits; and the other factors described under Risk Factors in the

Company's Annual Report on Form 10-K for the year ended December 31, 2025 and in its subsequent Quarterly Reports on Form 10-Q, available at investor.conduent.com and www.sec.gov.

Forward-looking statements speak only as of the date of this release, and the Company undertakes no obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by law.

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