

# Conduent Investor Deck

February 2026

# Cautionary Statements

## Forward-Looking Statements

This document, any exhibits or attachments to this document, and other public statements we make may contain “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995. The words “anticipate,” “believe,” “estimate,” “expect,” “expectations,” “in front of us,” “plan,” “intend,” “will,” “aim,” “should,” “could,” “forecast,” “target,” “may,” “continue to,” “looking to continue,” “endeavor,” “if,” “growing,” “projected,” “potential,” “likely,” “see,” “ahead,” “further,” “going forward,” “on the horizon,” “as we progress,” “going to,” “path from here forward,” “think,” “path to deliver,” “from here,” “on track,” “remain” and similar expressions (including the negative and plural forms of such words and phrases), as they relate to us, are intended to identify forward-looking statements, but the absence of these words does not mean that a statement is not forward looking. All statements other than statements of historical fact included in this presentation or any attachment to this presentation are forward-looking statements, including, but not limited to, statements regarding our financial results, condition and outlook; changes in our operating results; general market and economic conditions; and our projected financial performance for the full year 2025, including all statements made under the sections captioned “Debt Maturity”, “FY 2025 Outlook and Mid-Term Outlook”, and “Segment Adjusted Revenue Trend” within this presentation. These statements reflect our current views with respect to future events and are subject to certain risks, uncertainties and assumptions many of which are outside of our control, that could cause actual results to differ materially from those expected or implied by such forward-looking statements contained in this document, any exhibits to this document and other public statements we make.

Important factors and uncertainties that could cause our actual results to differ materially from those in our forward-looking statements include, but are not limited to: government appropriations and termination rights contained in our government contracts; the competitiveness of the markets in which we operate and our ability to renew commercial and government contracts, including contracts awarded through competitive bidding processes; our ability to recover capital and other investments in connection with our contracts; our reliance on third-party providers; risk and impact of geopolitical events and increasing geopolitical tensions (such as the war in the Ukraine and the conflict in the Middle East), macroeconomic conditions, natural disasters and other factors in a particular country or region on our workforce, customers and vendors; our ability to deliver on our contractual obligations properly and on time; changes in interest in outsourced business process services; claims of infringement of third-party intellectual property rights; our ability to estimate the scope of work or the costs of performance in our contracts; the loss of key senior management and our ability to attract and retain necessary technical personnel and qualified subcontractors; our failure to develop new service offerings and protect our intellectual property rights; our ability to modernize our information technology infrastructure and consolidate data centers; expectations relating to environmental, social and governance considerations; utilization of our stock repurchase program; risks related to our use of artificial intelligence; the failure to comply with laws relating to individually identifiable information and personal health information; the failure to comply with laws relating to processing certain financial transactions, including payment card transactions and debit or credit card transactions; breaches of our information systems or security systems or any service interruptions; risks related to hacking or other cybersecurity threats to our data systems, information systems and network infrastructure and other service interruptions, including relating to the previously disclosed cyber event that took place in January 2025, including Conduent’s investigation of such incident and mitigation and remediation efforts, the nature and extent of such incident, the potential disruption to our business or operations, the potential impact on Conduent’s reputation, and Conduent’s assessments of the likely financial and operational impacts of such incident; our ability to comply with data security standards; developments in various contingent liabilities that are not reflected on our balance sheet, including those arising as a result of being involved in a variety of claims, lawsuits, investigations and proceedings; risks related to recently completed divestitures including the (i) transfer of the Company’s BenefitWallet’s health savings account, medical savings account and flexible spending account portfolio, (ii) the sale of the Company’s Curbside Management and Public Safety Solutions businesses and (iii) the sale of the Company’s Casualty Claims Solutions business, including but not limited to the Company’s ability to realize the benefits anticipated from such transactions, unexpected costs, liabilities or delays in connection with such transactions, and the significant transaction costs associated with such transactions; risk and impact of potential goodwill and other asset impairments; our significant indebtedness and the terms of such indebtedness; our failure to obtain or maintain a satisfactory credit rating and financial performance; our ability to obtain adequate pricing for our services and to improve our cost structure; our ability to collect our receivables, including those for unbilled services; a decline in revenues from, or a loss of, or a reduction in business from or failure of significant clients; fluctuations in our non-recurring revenue; increases in the cost of voice and data services or significant interruptions in such services; our ability to receive dividends or other payments from our subsidiaries; and other factors that are set forth in the “Risk Factors” section, the “Legal Proceedings” section, the “Management’s Discussion and Analysis of Financial Condition and Results of Operations” section and other sections in our Annual Reports on Form 10-K, as well as in our Quarterly Reports on Form 10-Q and Current Reports on Form 8-K filed with or furnished to the Securities and Exchange Commission. Any forward-looking statements made by us in this presentation speak only as of the date on which they are made. We are under no obligation to, and expressly disclaim any obligation to, update or alter our forward-looking statements, whether because of new information, subsequent events or otherwise, except as required by law.

# Cautionary Statements

## Non-GAAP Financial Measures

We have reported our financial results in accordance with accounting principles generally accepted in the U.S. (U.S. GAAP). In addition, we have discussed our financial results using non-GAAP measures. We believe these non-GAAP measures allow investors to better understand the trends in our business and to better understand and compare our results. Accordingly, we believe it is necessary to adjust several reported amounts, determined in accordance with U.S. GAAP, to exclude the effects of certain items as well as their related tax effects. Management believes that these non-GAAP financial measures provide an additional means of analyzing the results of the current period against the corresponding prior period. However, these non-GAAP financial measures should be viewed in addition to, and not as a substitute for, our reported results prepared in accordance with U.S. GAAP. Our non-GAAP financial measures are not meant to be considered in isolation or as a substitute for comparable U.S. GAAP measures and should be read only in conjunction with our Consolidated Financial Statements prepared in accordance with U.S. GAAP. Our management regularly uses our non-GAAP measures internally to understand, manage and evaluate our business and make operating decisions. Providing such non-GAAP financial measures to investors allows for a further level of transparency as to how management reviews and evaluates our business results and trends. These non-GAAP measures are among the primary factors management uses in planning for and forecasting future periods. Compensation of our executives is based in part on the performance of our business based on certain of these non-GAAP measures. Refer to the "Non-GAAP Financial Measures" and "Non-GAAP Reconciliations" sections in this document for a discussion of these non-GAAP measures and their reconciliation to the reported U.S. GAAP measures.

# Who We Are

Conduent is a **diverse, global** company with a portfolio of assets spanning both the commercial and public sectors.

Its **unique set of solutions and services** are utilized by some of the largest corporations, governments, and public sector agencies across multiple industries and geographies to deliver end-user excellence at scale and business process efficiencies, using state of the art proprietary technology.

The ~51,000-strong group of associates, located in 24 countries and fueled by a **strong culture**, are dedicated and motivated to serve both clients and the people they serve.

Conduent's **uniqueness, loyalty** and **dedication to service** make for a future of robust value creation and growth.



THE AMERICAN  
BUSINESS AWARDS®  
CIO – Leading Through  
Digital Disruption



# Our Goal: Driving Shareholder Value

## Strengths

Large and Favorable Market Opportunities

Technology-led Capabilities

Proven Outcomes for Marquee Clients

Strong Talent and Culture

Shareholder  
Value

## Outcomes

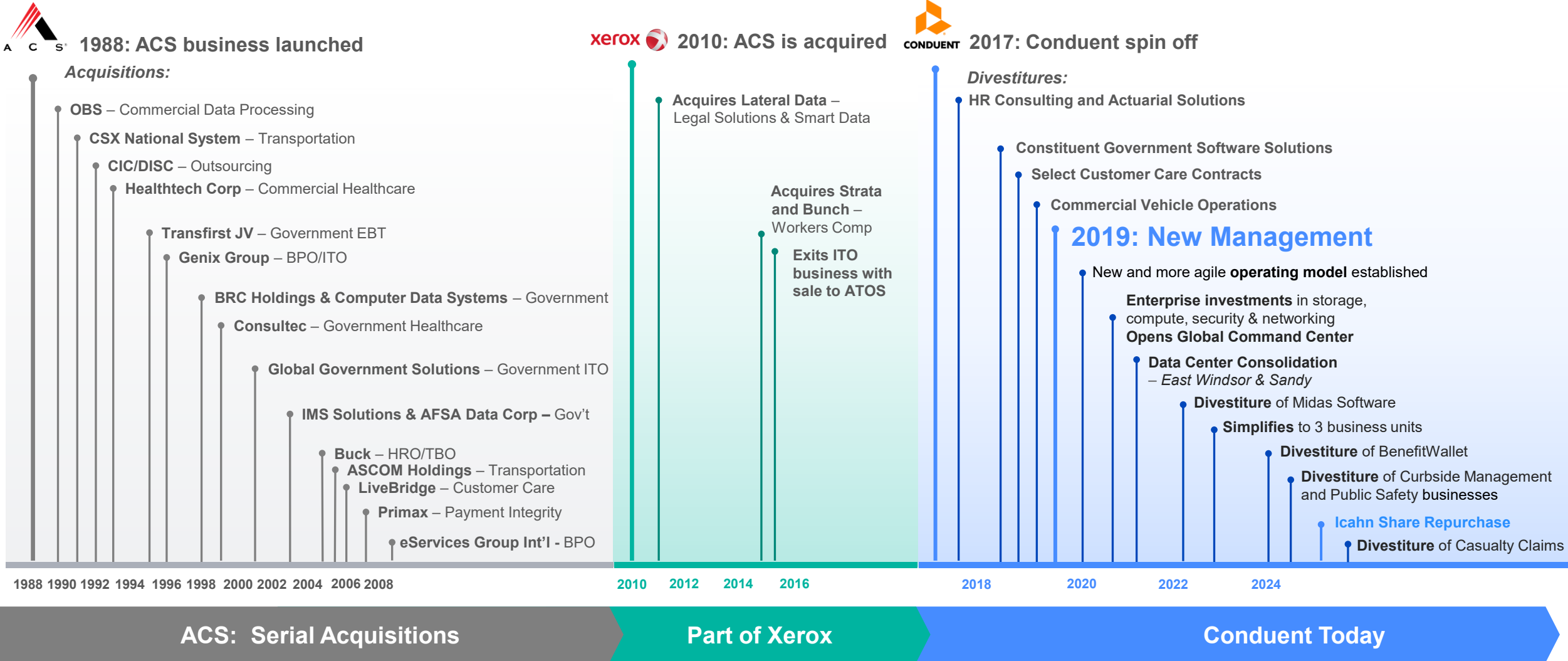
Revenue Growth

Improved Margin

Expanded Free Cash Flow

Deployable Capital

# Our History



# Key Leadership



**Harsha V. Agadi**  
President and CEO

**Past Companies:**  
Crawford & Company,  
Quiznos, Friendly's Ice  
Cream



**Giles Goodburn**  
Chief Financial Officer

**Past Companies:**  
Travelers, GE Capital



**Michael Krawitz**  
General Counsel and  
Secretary

**Past Companies:**  
York Risk Services,  
Fried Frank



**Mark Prout**  
Chief Technology and  
Information Officer

**Past Companies:**  
Fiserv, UPS



**Anthony Marino**  
Chief Administrative  
Officer

**Past Companies:,**  
Fiserv, Bank of America,  
Honeywell



**Adam Appleby**  
Group President,  
Public Sector Solutions

**Past Companies:**  
Fiserv, Altisource, Ally



**Anna Sever**  
President,  
Government Solutions

**Past Companies:**  
Magellan Federal,  
Maximus



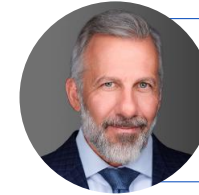
**George Wehbe**  
President, Integrated  
Digital Solutions

**Past Companies:**  
Fiserv, First Data  
Corporation, JP Morgan  
Chase



**Kimberly Marshall**  
Chief Commercial Officer,  
Commercial Solutions

**Past Companies:**  
DXC, Accumen, Sanofi



**Steve Heintz**  
President,  
BPaaS Solutions

**Past Companies:**  
Accenture, Cigna

# Conduent at-a-Glance

## Scale

**\$3.04B**  
2025 Adj. Revenue<sup>(2)</sup>

**40%+**  
of Fortune 100  
are Clients

**46 of 50**  
States with Conduent Public  
Sector Solutions

## Results

**5.4%**  
2025 Adj. EBITDA  
Margin<sup>(2)</sup>

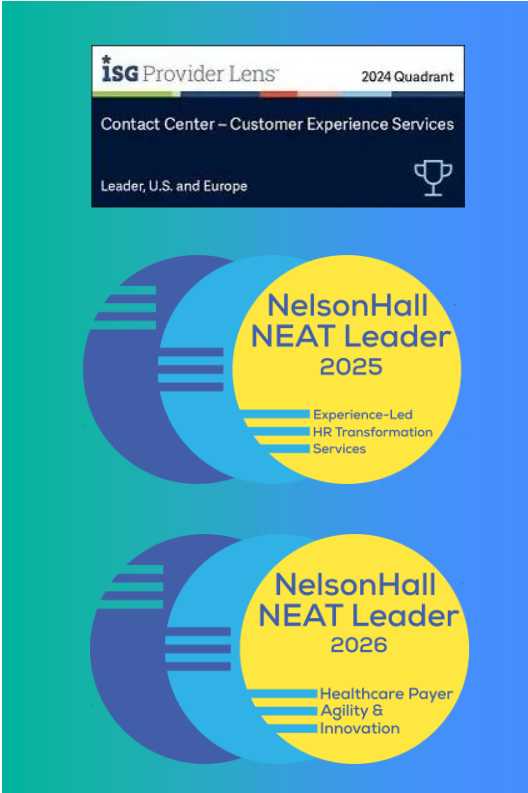
**~90%**  
Recurring  
Revenue

**6% CAGR**  
New Business Sales  
ACV 2019 - 2025

## Outcomes

**+38 points**  
NPS<sup>(3)</sup> Improvement  
Since 2017

**20 years**  
Average Tenure of  
Top 20 Clients



(1) Consistent with 3-year plan issued in 2023., (2) Refer to Appendix for complete Non-GAAP reconciliations of Adjusted Revenue and Adjusted EBITDA Margin., (3) Net Promoter Score

# Commercial Solutions

Robust portfolio of technology-led solutions driving efficiencies and end-user experience across multiple industries

## Technology-Led Business Solutions

### Cross-Industry Solutions

Transforming end-to-end business processes by automating and streamlining mission critical operations with technology solutions, while delivering connected, omnichannel digital experiences



Integrated Digital Solutions



HR Outsourcing Solutions



Finance, Accounting and Procurement Solutions



Multichannel Communications



Employee Benefit Solutions



Complex Experience Management<sup>(1)</sup>

### Industry-Specific Solutions

Comprehensive industry-specific solutions combining advanced technology and expertise to drive operational excellence and regulatory compliance



Banking Back-Office Solutions<sup>(2)</sup>



Legal, Compliance and Analytics



Healthcare Claims Management



Pharma Patient Assistance

(1) Complex Experience Management represents 29 clients, 14 of which have other Conduent services and solutions, and customer needs requiring skilled associates, where continuum of service across Conduent's offerings is important.

(2) Banking Back-Office Solutions exclude financial institutions products and services other than Banking Operations, Lockbox and Loan Manager.

# Government and Transportation Solutions

Helping governments and agencies deliver high quality programs to their constituents

## Government Solutions (Health, Human Services & Payments)

Helping state agencies streamline enrollment, determine eligibility, adjudicate claims and meet modularity mandates for government-funded healthcare programs



Government Healthcare Solutions



Eligibility and Enrollment Solutions

Delivering government-distributed payments and services seamlessly and securely utilizing proprietary software and expertise



Benefit Card Programs  
e.g. SNAP



Payment Card Programs  
e.g. Unemployment Insurance



Child Support Solutions  
e.g. Child Care Payments

## Transportation Solutions

Helping agencies collect payments, manage operations / equipment / service, and enable digital transactions for Transit and Road Usage Charging (RUC) globally



Transit Fare Collection and Equipment Solutions



Tolling Roadside and Backoffice Solutions (RUC)

# Capabilities that Enable Business Outcomes for Clients...A Few Examples

Capability	Solution	Technology	Outcome
<b>Automation</b>	Finance and Accounting	FastCap Spend Analytics	Increases recovery of overpayments and prevention of erroneous payments
	Government Healthcare	Medicaid Suite - Claims	System of record module for State Medicaid claims
	Healthcare Claims Mgmt	HSP Platform	Auto-adjudicates healthcare claims and provides system of record accuracy
<b>Analytics</b>	Legal and Compliance	Viewpoint eDiscovery Software	Automated legal research and data mining saving significant time
	Government Healthcare	Maven Platform	Pandemic / disease tracking and case management to help improve public health
	Pharma Patient Assistance	IntelliHealth Platform	Facilitates access to expensive medications for those in need
<b>Artificial Intelligence</b>	Government Payments	GenAI Fraud Prevention Software	Enables proactive detection and prevention of fraud
	Integrated Digital Solutions	AI-Driven Handwriting Recognition Software	97% accurate handwritten form recognition
	Tolling Roadside	License Plate Recognition Software	Enables toll billing process without a transponder
<b>Digital Payments</b>	Payment Card Programs	Open Loop Payment Card System	Allows agencies to disburse unemployment and social security insurance payments
	Tolling Roadside	Integrated Payments Hub	Secure real time toll payments help avoid interchange fees and gain TVM
	Benefit Card Programs	Closed Loop Payment Card System	Enables distribution of SNAP/WIC via sophisticated, proprietary card system
<b>Mobility</b>	Transit Fare Collection	Account Based Ticketing	Allows for use of any form of payment on a mobile device
	Government Payments	Card Control Technologies	Card controls and info on mobile device to reduce calls and fraud
	Employee Benefits	Life@Work Connect Portal	Enables employees to access and manage benefits via mobile device

**~90%** of Conduent solutions are supported by proprietary technology capabilities

**~500** Patents including Analytics, Automation, and AI

**~20** Payment processing patents

# World Class Enterprise Technology Infrastructure

## Cloud-Enabled Scalable Architecture



Public and private Cloud technologies, based on client requirements

Enterprise class technology investments in Storage, Compute, Security and Networking

SDWAN: Cloud-based network enabling seamless failover in event of data circuit disruption

## Security & Compliance



Best-in-class security model, including partnerships with IBM, Palo Alto, Broadcom, and Microsoft

Compliance program supports third party attested audits such as PCI, NIST, ISO, HITRUST, SOC1, and SOC2

Significant, on-going investment to address the needs of the ever-changing security landscape

## Technology Infrastructure Built to Provide Secure and Scalable Solutions for Clients

## Data Centers



Purpose built data centers support millions of transactions every day

Four primary state-of-the-art data centers: Public (2) and Private (2)

A few additional small data centers in Asia Pacific and Europe

## Global Presence



Centralized Command Center in Sandy, UT – provides advanced monitoring and early warning systems

Infrastructure professionals across the globe in 17 countries and 4 continents to support global operations and clients

# Global Delivery Expertise Deploying Proprietary Technology and Unique Service Offerings at Scale Across the World

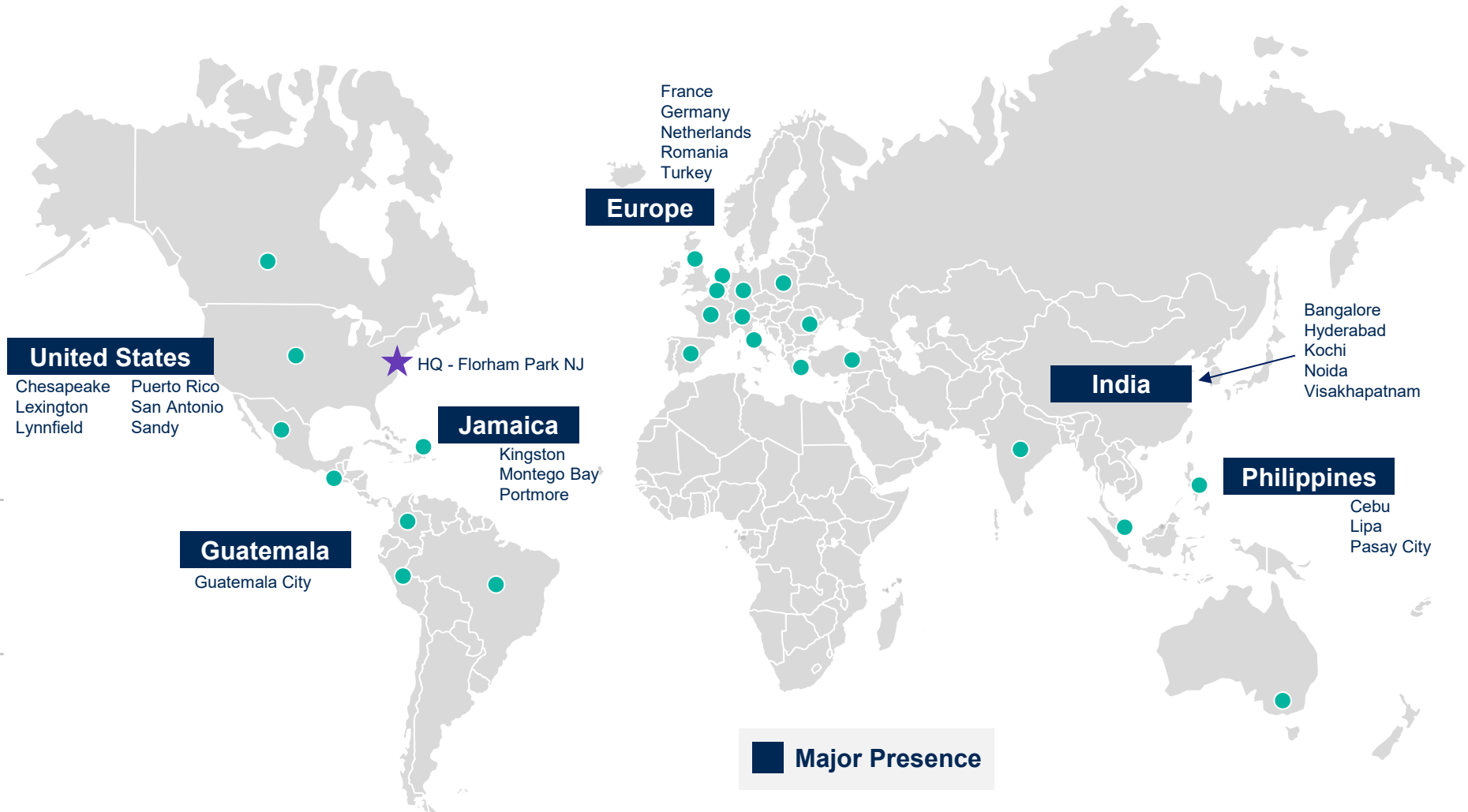
**~51K**  
Employees

**~14%**  
FTE tenure >10 years

**~31%**  
FTE tenure >5 years

**24**  
Countries

**100+**  
Delivery locations



# Loyal and Diverse Client Base Creating Long-Term Relationships

## Marquee Clients Across Diverse Industry Verticals

**7 of Top 10**

U.S. Banks

**7 of Top 10**

Pharma Companies

**9 of Top 10**

U.S. Health Plans

**4 of Top 5**

Automakers

**46 of 50**

States

**24**

Countries with Conduent  
Solutions

**40%+**

Fortune 100 Companies

## Stable Recurring Revenue With Tenured Client Base

**~90%**

Recurring Revenue

**+38 Points**

NPS Improvement Since 2017

**20 Years**

Average Tenure of Top 20 Clients

# Conduent's AI Approach and Strategy

Driving quality, efficiency and faster cycle times employing AI

## Existing AI deployments

### Transportation:

- Intelligent Transportation Systems
- Smart Transportation Demand Prediction
- Mobility-as-a-Service



### Document Processing:

- Intelligent Character Recognition
- Intelligent Document Automation



### Customer Experience:

- AI-Powered Chatbots
- Virtual Assistants



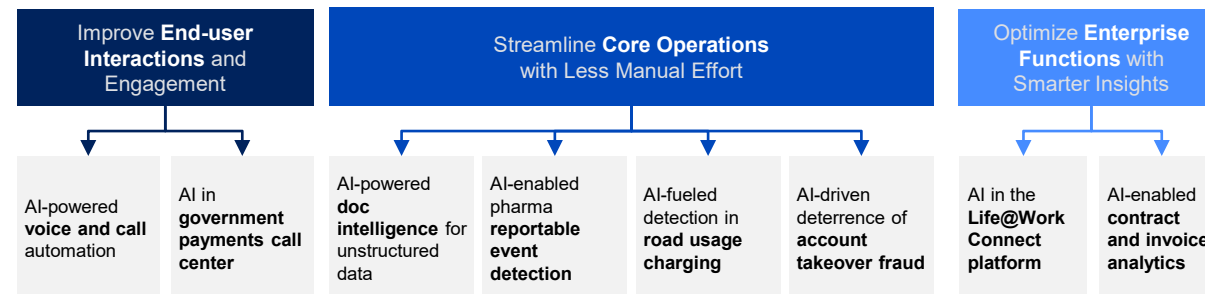
Leverage best in class, market-leading GenAI technologies across solutions and operations

Utilize the power of Gen AI **not to replace humans** but to create **innovative, additive opportunities across processes**

Drive business process improvements through improved quality, increased productivity and reduced cycle times

## Conduent's Gen AI use case framework

Multiple AI initiatives across the BPS value chain



## Momentum on multiple fronts



Launched dedicated enterprise Gen AI program and AI Experience Center



Launched GenAI reportable event detection tool for Pharma companies



Launched Conni virtual assistant and GenAI fraud solution for account takeover in govt. payments



Leveraging advanced technologies like Azure Open AI, in partnership with Microsoft

# Sustainability at Conduent

Comprehensive approach with a cross-functional, enterprise-wide program that assesses, develops, and reports on Sustainability initiatives and performance focused on four key pillars:



Minimizing our environmental footprint



Delivering mission critical solutions for our clients



Supporting our people and communities



Responsibly governing our business

## We are committed to:

- Supporting clients and their end users, as well as our associates, suppliers and global communities
- Conducting business in an environmentally sustainable and socially responsible manner, both in our operations as well as in delivering solutions/services with positive sustainability impact.
- Engaging with key stakeholders to transparently report on our progress through recognized frameworks and standards



# Conduent Q4 and Full Year 2025 Financial Results

February 12, 2026

# Cautionary Statements

## Forward-Looking Statements

This document, any exhibits or attachments to this document, and other public statements we make may contain “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995. The words “anticipate,” “believe,” “estimate,” “expect,” “expectations,” “in front of us,” “plan,” “intend,” “will,” “aim,” “should,” “could,” “forecast,” “target,” “may,” “continue to,” “looking to continue,” “endeavor,” “if,” “growing,” “projected,” “potential,” “likely,” “see,” “ahead,” “further,” “going forward,” “on the horizon,” “as we progress,” “going to,” “path from here forward,” “think,” “path to deliver,” “from here,” “on track,” “remain” and similar expressions (including the negative and plural forms of such words and phrases), as they relate to us, are intended to identify forward-looking statements, but the absence of these words does not mean that a statement is not forward looking. All statements other than statements of historical fact included in this presentation or any attachment to this presentation are forward-looking statements, including, but not limited to, statements regarding our financial results, condition and outlook; changes in our operating results; and general market and economic conditions. These statements reflect our current views with respect to future events and are subject to certain risks, uncertainties and assumptions many of which are outside of our control, that could cause actual results to differ materially from those expected or implied by such forward-looking statements contained in this document, any exhibits to this document and other public statements we make.

Important factors and uncertainties that could cause our actual results to differ materially from those in our forward-looking statements include, but are not limited to: government appropriations and termination rights contained in our government contracts, the competitiveness of the markets in which we operate and our ability to renew commercial and government contracts, including contracts awarded through competitive bidding processes; our ability to recover capital and other investments in connection with our contracts; the impact of geopolitical events and geopolitical tensions (such as the war in the Ukraine and conflict in the Middle East), macroeconomic conditions, natural disasters and other factors in a particular country or region on our workforce, customers and vendors; our reliance on third-party providers; our ability to deliver on our contractual obligations properly and on time; changes in continued interest in outsourced business process services; the adverse effect of claims of infringement of third-party intellectual property rights; our ability to estimate the scope of work or the costs of performance in our contracts; the loss of key senior management and our ability to attract and retain necessary technical personnel and qualified subcontractors; our failure to develop new service offerings and protect our intellectual property rights; our ability to modernize our information technology infrastructure and consolidate data centers; expectations relating to environmental, social and governance considerations; utilization of our stock repurchase program; the effects related to our use of artificial intelligence on our business; the failure to comply with laws relating to individually identifiable information and personal health information; the failure to comply with laws relating to processing certain financial transactions, including payment card transactions and debit or credit card transactions; breaches of our information systems or security systems or any service interruptions; risks related to hacking or other cybersecurity threats to our data systems, information systems and network infrastructure and other service interruptions, including relating to the previously disclosed cyber event that took place in January 2025 (the “January 2025 Cyber Event”), including Conduent’s investigation of such incident and mitigation and remediation efforts, the nature and extent of such incident, the potential disruption to our business or operations, the potential impact on Conduent’s reputation, and Conduent’s assessments of the likely financial and operational impacts of such incident; our ability to comply with data security standards; developments in various contingent liabilities that are not reflected on our balance sheet, including those arising as a result of being involved in a variety of claims, lawsuits, investigations and proceedings; risks related to divestiture transactions, including but not limited to the Company’s ability to realize the benefits anticipated from such transactions, and unexpected costs or liabilities in connection with such transactions, the impact of potential goodwill and other asset impairments on our results of operations; our significant indebtedness and the terms of such indebtedness; our failure to obtain or maintain a satisfactory credit rating and financial performance; our ability to obtain adequate pricing for our services and to improve our cost structure; our ability to collect our receivables, including those for unbilled services; a decline in revenues from, or a loss of, or a reduction in business from or failure of significant clients; fluctuations in our non-recurring revenue; increases in the cost of voice and data services or significant interruptions in such services; our ability to receive dividends or other payments from our subsidiaries; and other factors that are set forth in the “Risk Factors” section, the “Legal Proceedings” section, the “Management’s Discussion and Analysis of Financial Condition and Results of Operations” section and other sections in our 2025 Annual Report on Form 10-K, as well as in our Quarterly Reports on Form 10-Q and Current Reports on Form 8-K filed with or furnished to the Securities and Exchange Commission. Any forward-looking statements made by us in this release speak only as of the date on which they are made. We are under no obligation to, and expressly disclaim any obligation to, update or alter our forward-looking statements, whether because of new information, subsequent events or otherwise, except as required by law.

# Cautionary Statements

## **Non-GAAP Financial Measures**

We have reported our financial results in accordance with accounting principles generally accepted in the U.S. (U.S. GAAP). In addition, we have discussed our financial results using non-GAAP measures. We believe these non-GAAP measures allow investors to better understand the trends in our business and to better understand and compare our results. Accordingly, we believe it is necessary to adjust several reported amounts, determined in accordance with U.S. GAAP, to exclude the effects of certain items as well as their related tax effects. Management believes that these non-GAAP financial measures provide an additional means of analyzing the results of the current period against the corresponding prior period. However, these non-GAAP financial measures should be viewed in addition to, and not as a substitute for, our reported results prepared in accordance with U.S. GAAP. Our non-GAAP financial measures are not meant to be considered in isolation or as a substitute for comparable U.S. GAAP measures and should be read only in conjunction with our Consolidated Financial Statements prepared in accordance with U.S. GAAP. Our management regularly uses our non-GAAP measures internally to understand, manage and evaluate our business and make operating decisions. Providing such non-GAAP financial measures to investors allows for a further level of transparency as to how management reviews and evaluates our business results and trends. These non-GAAP measures are among the primary factors management uses in planning for and forecasting future periods. Compensation of our executives is based in part on the performance of our business based on certain of these non-GAAP measures. Refer to the "Non-GAAP Financial Measures" and "Non-GAAP Reconciliations" sections in this document for a discussion of these non-GAAP measures and their reconciliation to the reported U.S. GAAP measures.

# Q4 & Full Year 2025 Results and CEO Priorities

## Q4 and Full Year Results / Metrics

- Adj. Revenue<sup>(1)</sup>: Q4 \$770M / FY \$3,042M
- Adj. EBITDA<sup>(1)</sup>: Q4 \$50M / FY \$164M
- Adj. EBITDA Margin<sup>(1)</sup>: Q4 6.5% / FY 5.4%
- New Business Signings ACV<sup>(2)</sup>: Q4 \$152M / FY \$517M

## CEO Priorities

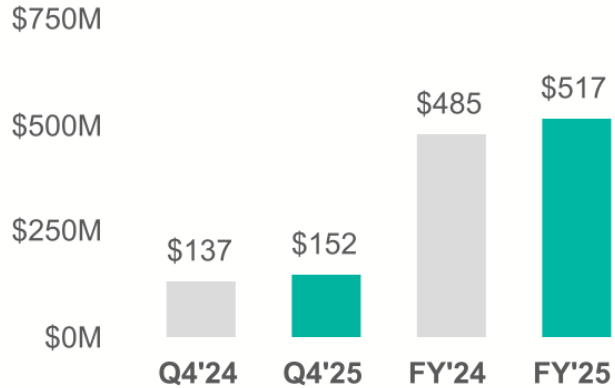
- **Increase speed and accountability:** Accelerate decision making and operational excellence across a global enterprise that is focused on being client centric.
- **Enforce financial discipline:** Drive all decisions through the lens of their impact to revenue growth, margin expansion, and free cash flow.
- **Reduce cost structure:** Leaner organization with clear line of sight for business leaders. We will reduce layers and empower leaders with full P&L ownership.
- **Optimize the portfolio:** Execute a fix, sell, or grow strategy to improve performance, reduce debt, and invest in growth.
- **Convert pipeline to growth:** Improve pipeline execution to deliver consistent revenue growth.

(1) Refer to Appendix for complete Non-GAAP reconciliations of Adjusted Revenue, Adjusted EBITDA and Adjusted EBITDA Margin.

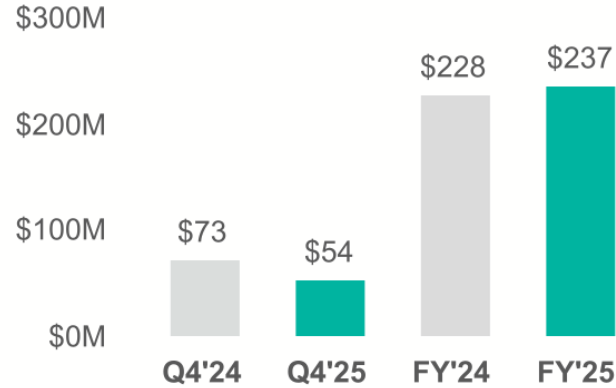
(2) Full definition in the Appendix.

# Key Sales Metrics

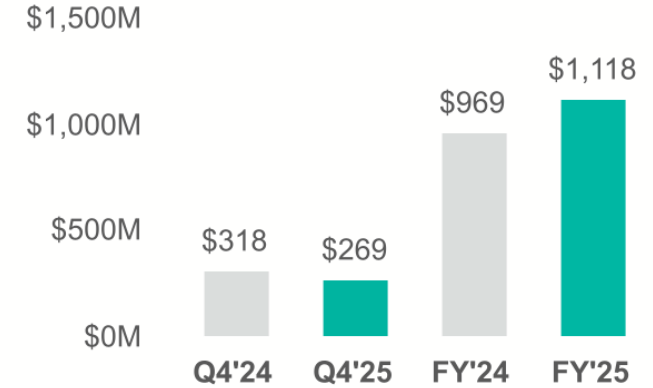
**New Business ACV<sup>(1)</sup>**



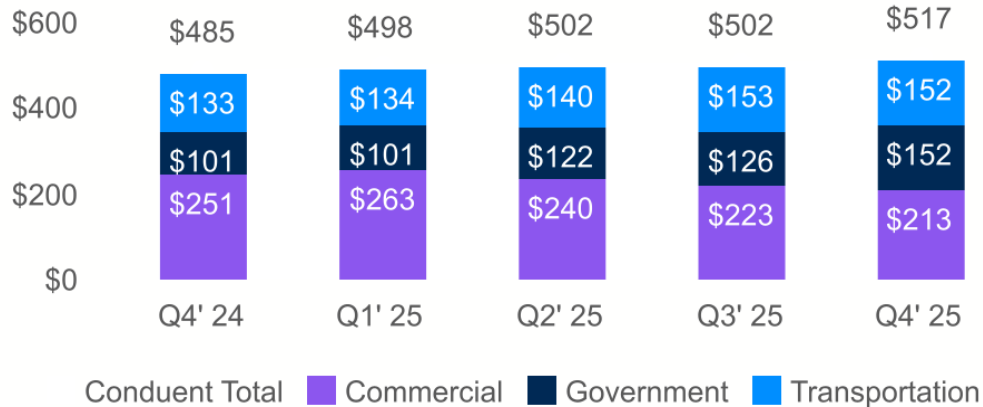
**New Business ARR<sup>(1)</sup>**



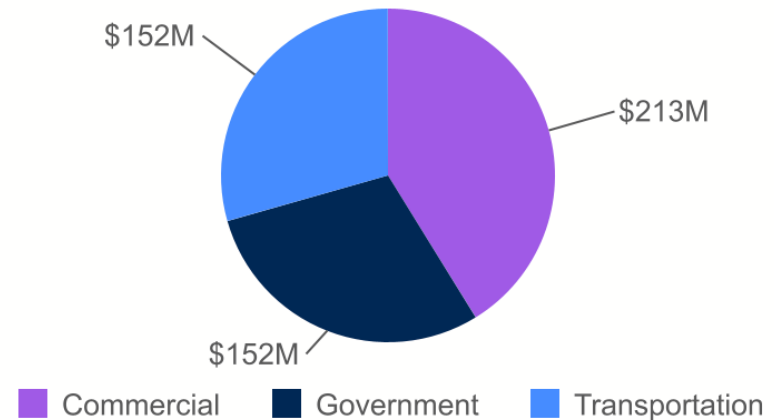
**New Business TCV<sup>(1)</sup>**



**Trailing Four Quarters ACV<sup>(1)</sup> Sales Trend**



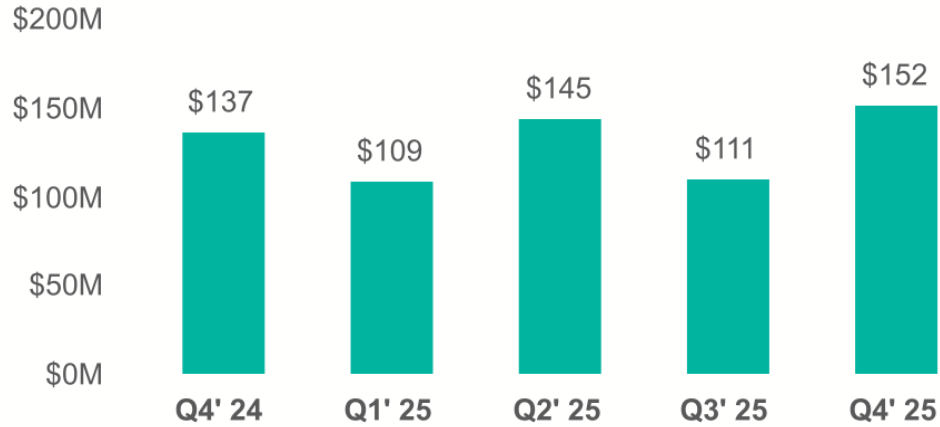
**Full Year New Business ACV<sup>(1)</sup> by Segment**



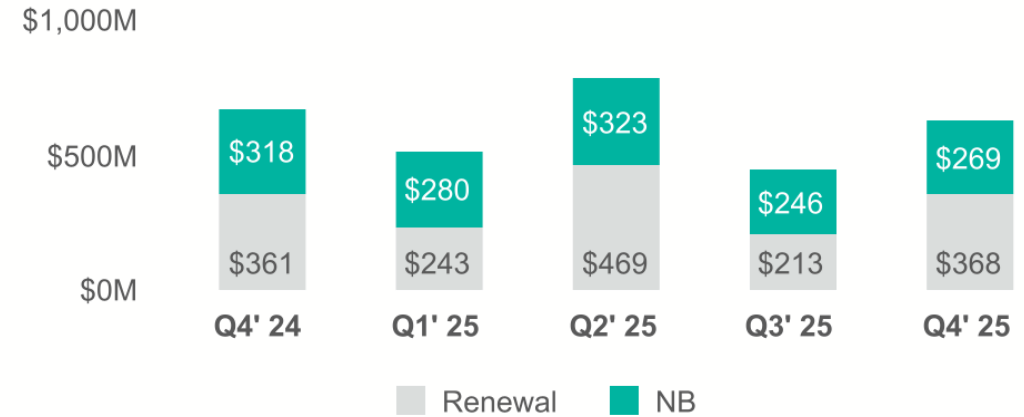
(1) Full definition in the Appendix.

# Key Sales Metrics

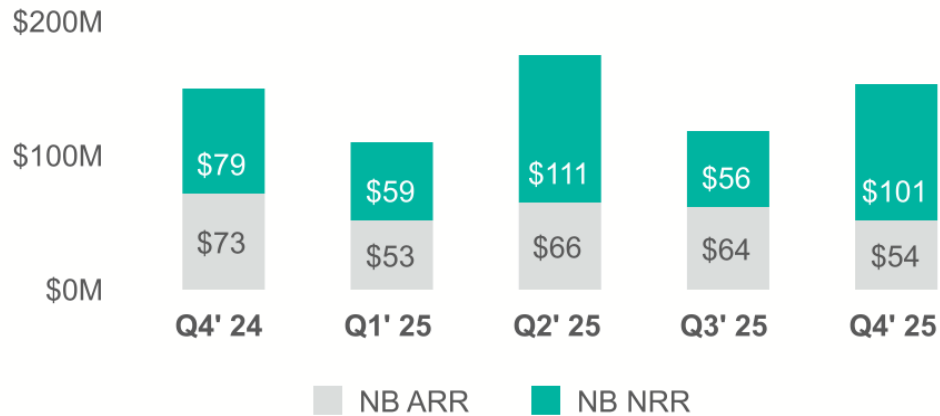
**New Business ACV<sup>(1)</sup> Signings**



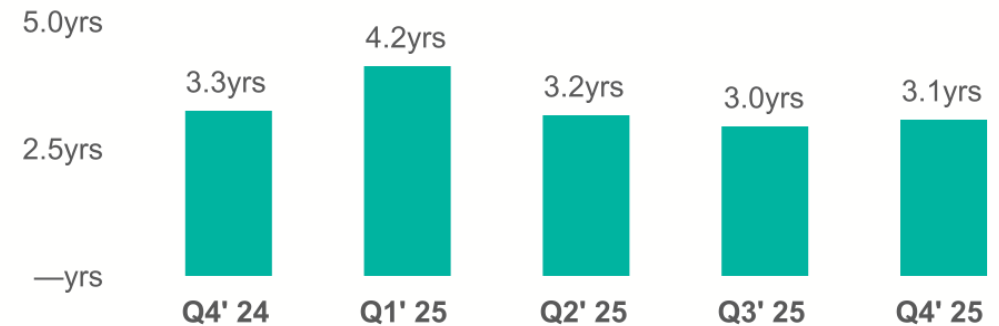
**TCV Signings (incl. ARR<sup>(1)</sup> + NRR<sup>(1)</sup>)**



**New Business (ARR<sup>(1)</sup> + NRR<sup>(1)</sup>) Breakdown**



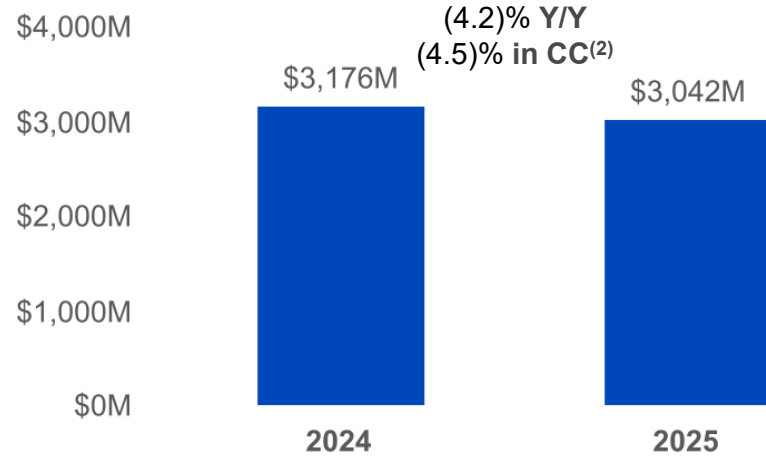
**New Business ARR Avg. Contract Length<sup>(1)</sup>**



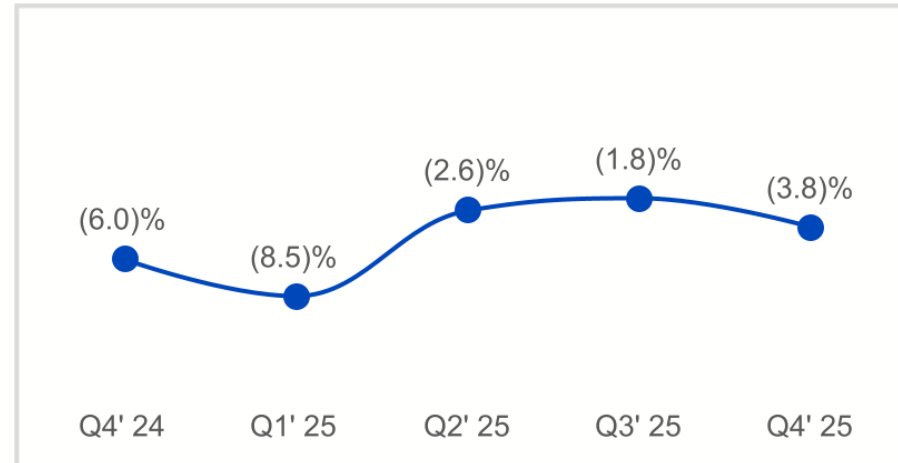
(1) Full definition in the Appendix.

# Full Year 2025 P&L Metrics

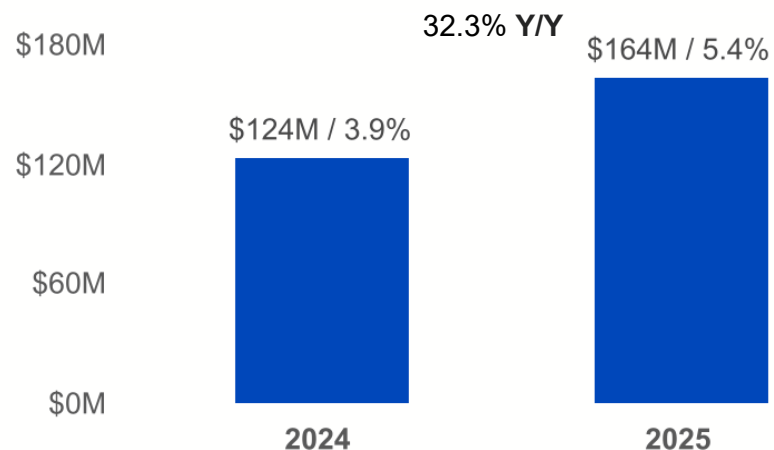
## Adj. Revenue<sup>(1)</sup>



## Adj. Revenue<sup>(1)</sup> Trend (Y/Y Compare)



## Adj. EBITDA<sup>(1)</sup> / Adj. EBITDA Margin<sup>(1)</sup>



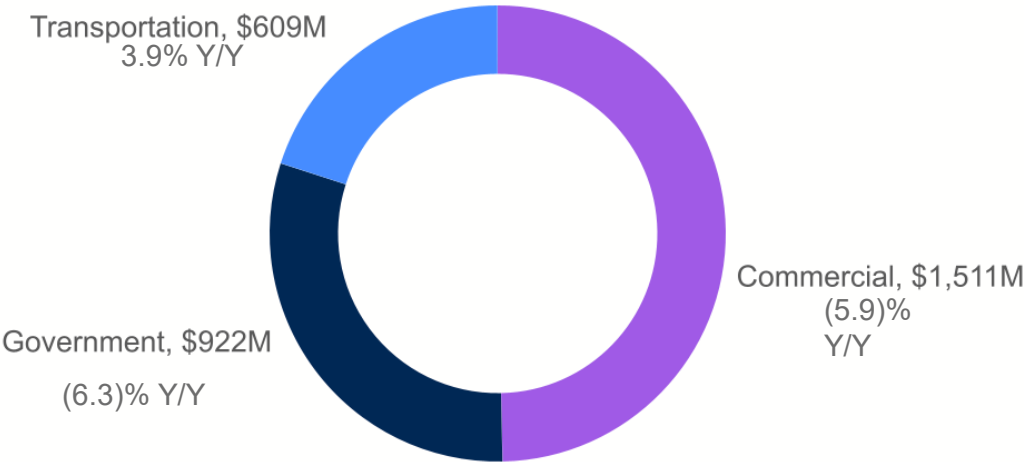
- **Adj. Revenue<sup>(1)</sup>:** Decline primarily driven by lower volumes and lost business, partially offset by new business ramp, and higher equipment sales and a contract amendment in the Transportation segment.
- **Adj. EBITDA<sup>(1)</sup> and Adj. EBITDA Margin<sup>(1)</sup>:** Increase primarily driven by cost optimization, a recovery of legal costs related to the State of Texas matter that settled in 2019, high margin NRR in the Commercial segment and higher revenues in the Transportation segment.

(1) Refer to Appendix for complete Non-GAAP reconciliations of Adjusted Revenue, Adjusted EBITDA and Adjusted EBITDA Margin.

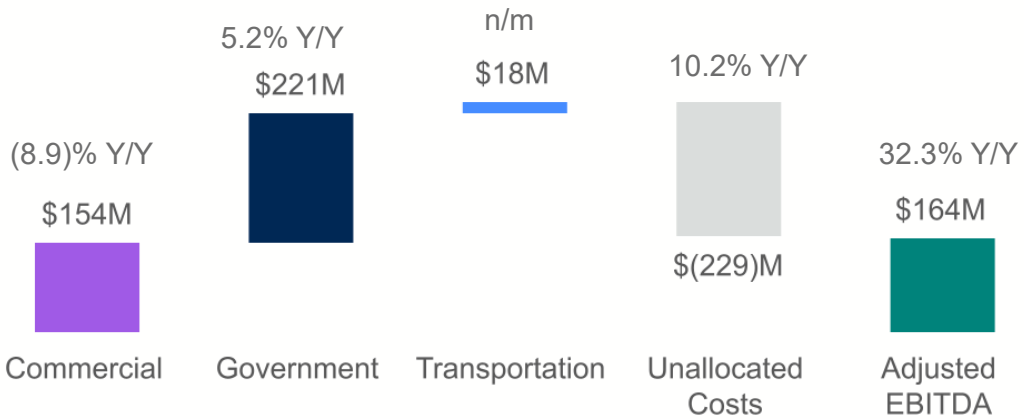
(2) Refer to definition in Appendix.

# Full Year 2025 P&L by Segment

## Adj. Revenue<sup>(1)</sup>



## Adj. EBITDA<sup>(1)</sup> Contributions



- **Commercial:** Decrease primarily driven by contract losses and lower volumes, partially offset by new business ramps and multi-year licensing agreements with existing customers.
- **Government:** Decrease primarily driven by contract losses, lower volumes and the impacts from a U.S. federal government shutdown during Q4, partially offset by new business.
- **Transportation:** Increase driven by a contract amendment with a customer, and higher equipment sales, partially offset by lower volume across certain smaller projects.

- **Commercial:** Decrease primarily driven by revenue decline, partially offset by cost efficiencies and the benefit from a non-recurring revenue item in the fourth quarter; margin of 10.2%, down (30) bps Y/Y.
- **Government:** Increase primarily driven by cost optimization as well as an AI implementation that lowered fraud costs; margin of 24.0%, up 270 bps Y/Y.
- **Transportation:** Increase primarily driven by revenue growth and lower cost associated with discrete expenses in 2024; margin of 3.0%, up 300 bps Y/Y.
- **Unallocated Costs:** Improvement primarily due to the recovery of legal costs related to the State of Texas settlement and cost efficiencies, offset by higher employee healthcare claims.

(1) Refer to Appendix for complete Non-GAAP reconciliations of Adjusted Revenue, Adjusted EBITDA and Adjusted EBITDA Margin.

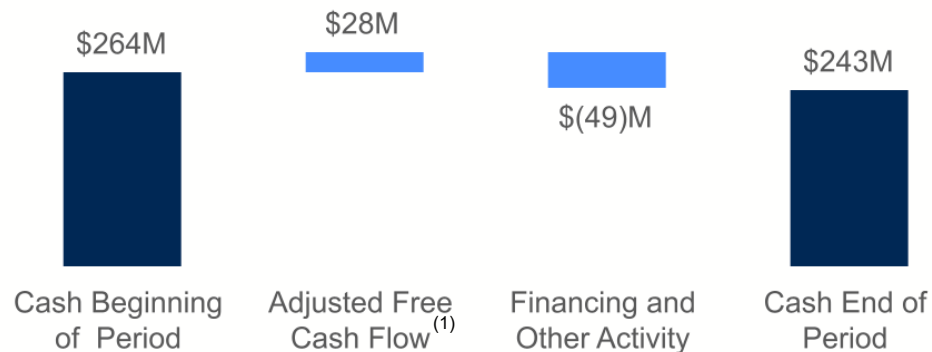
# Q4 and Full Year 2025 Cash Flow and Balance Sheet

- Adj. Free Cash Flow<sup>(1)</sup>: Q4 \$28M / FY \$(130)M
- Capex<sup>(2)</sup> as % of revenue: Q4 4.2%<sup>(3)</sup>/ FY 3.4%
- Net adjusted leverage ratio<sup>(4)</sup>: 2.8x
- \$243M of cash<sup>(5)</sup> at end of Q4 2025
- \$223M<sup>(8)</sup> Unused Revolving Credit Facility

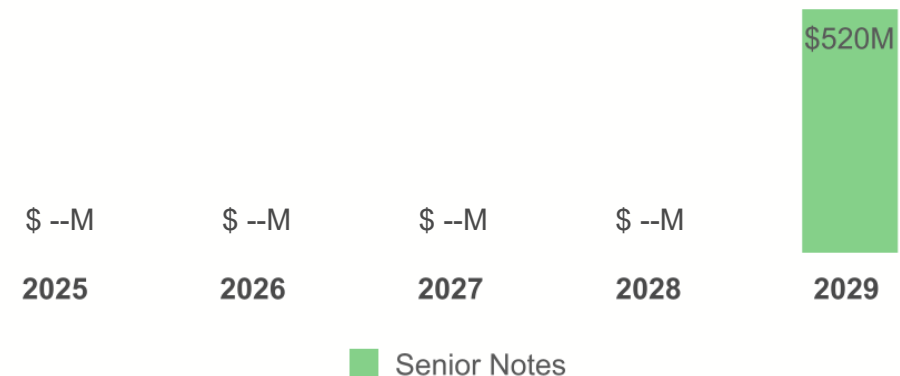
## Balance Sheet

(\$ in millions)	12/31/2024	12/31/2025
Total Cash <sup>(5)</sup>	\$377	\$243
Total Debt <sup>(6)</sup>	608	629
Current Portion of Debt <sup>(10)</sup>	24	22
Term Loan A <sup>(7)</sup> due 2026	88	—
Revolving Credit Facility <sup>(8)</sup>	—	109
Senior Notes due 2029	520	520
Finance leases and Other loans	38	62
Net adjusted leverage ratio <sup>(4)</sup>	1.6x	2.8x

## Q4 2025 Cash<sup>(5)</sup> Balance Changes

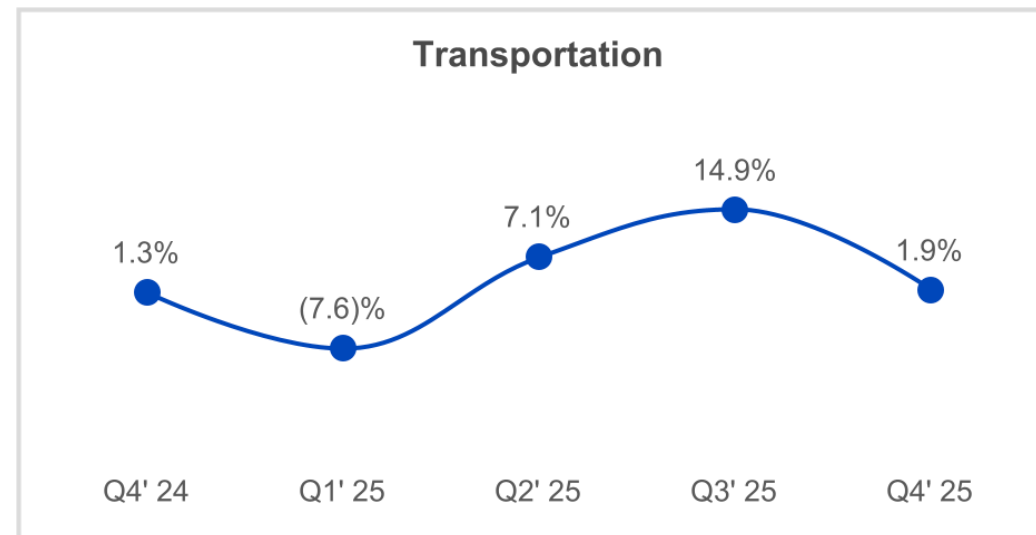
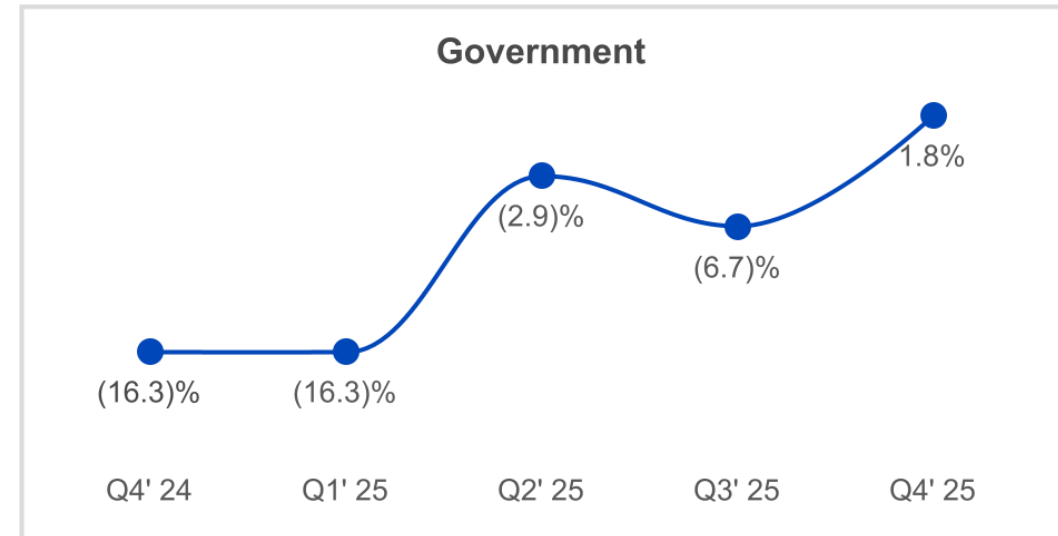
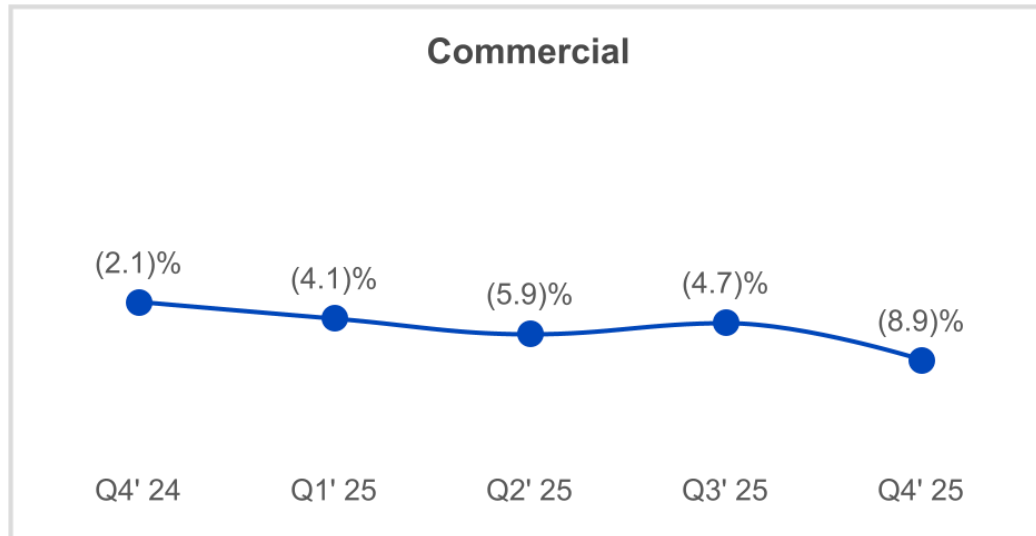


## Senior Notes Maturity<sup>(9)</sup>



# Appendix

# Segment Adjusted Revenue<sup>(1)</sup> Trend



(1) Refer to complete Non-GAAP reconciliations of Adjusted Revenue elsewhere in this Appendix.

# Definitions

---

**New Business Total Contract Value (TCV):** Estimated total future revenues from contracts signed during the period related to new logo, new service line or expansion with existing customers.

**New Business Non-Recurring Revenue (NRR):** Metric measures the non-recurring revenue for any new business signing, includes:

- i. Signing value of any contract with term less than 12 months;
- ii. Signing value of project based revenue, not expected to continue long term.

**New Business Annual Recurring Revenue (ARR):** Metric measures the revenue from recurring services provided to the client for any new business signing. ARR represents the recurring services provided to a customer with the opportunity for renewal at the end of the contract term. The calculation of ARR is (Total Contract Value less Non-Recurring Revenue) divided by the Contract Term.

**New Business Annual Contract Value (ACV):** (New Business TCV / contract term) multiplied by 12.

**Renewal TCV Signings:** Estimated total future revenues from contracts signed during the period related to renewals.

**Renewal Signings Annual Recurring Revenue (ARR):** Metric measures the revenue from recurring services provided to the client for any renewal signing. ARR represents the recurring services provided to a customer with the opportunity for renewal at the end of the contract term. The calculation of ARR is: (Total Contract Value - Non-Recurring Revenue) / the Contract Term.

**Total New Business Pipeline (Cumulative Pipeline):** Total new business ACV pipeline of deals at or beyond the qualified prospect stage. This extends past the next twelve-month period to include total pipeline, excluding the impact of divested business as required.

**Implied New Business Average Contract Length:**  $(\text{New business TCV} - \text{New business NRR}) / \text{New business ARR} = \text{Implied New Business Average Contract Length}$ .

**TTM:** Trailing twelve months.

**CC:** Constant Currency as defined in "Non-GAAP Financial Measures"

# Non-GAAP Financial Measures

## Non-GAAP Financial Measures

We have reported our financial results in accordance with accounting principles generally accepted in the U.S. (U.S. GAAP). In addition, we have discussed our financial results using non-GAAP measures. We believe these non-GAAP measures allow investors to better understand the trends in our business and to better understand and compare our results. Accordingly, we believe it is necessary to adjust several reported amounts, determined in accordance with U.S. GAAP, to exclude the effects of certain items as well as their related tax effects. Management believes that these non-GAAP financial measures provide an additional means of analyzing the results of the current period against the corresponding prior period. However, these non-GAAP financial measures should be viewed in addition to, and not as a substitute for, the Company's reported results prepared in accordance with U.S. GAAP. Our non-GAAP financial measures are not meant to be considered in isolation or as a substitute for comparable U.S. GAAP measures and should be read only in conjunction with our Consolidated Financial Statements prepared in accordance with U.S. GAAP. Our management regularly uses our non-GAAP financial measures internally to understand, manage and evaluate our business and make operating decisions. Providing such non-GAAP financial measures to investors allows for a further level of transparency as to how management reviews and evaluates our business results and trends. These non-GAAP measures are among the primary factors management uses in planning for and forecasting future periods. Compensation of our executives is based in part on the performance of our business based on certain of these non-GAAP measures.

Management cautions that amounts presented in accordance with Conduent's definition of non-GAAP financial measures may not be comparable to similar measures disclosed by other companies because not all companies calculate non-GAAP measures in the same manner.

Reconciliations of the following non-GAAP financial measures to the most directly comparable financial measures calculated and presented in accordance with U.S. GAAP Reconciliations are provided below.

These reconciliations also include the income tax effects for our non-GAAP performance measures in total, to the extent applicable. The income tax effects are calculated under the same accounting principles as applied to our reported pre-tax performance measures under ASC 740, which employs an annual effective tax rate method. The noted income tax effect for our non-GAAP performance measures is effectively the difference in income taxes for reported and adjusted pre-tax income calculated under the annual effective tax rate method. The tax effect of the non-GAAP adjustments was calculated based upon evaluation of the statutory tax treatment and the applicable statutory tax rate in the jurisdictions in which such charges were incurred.

### **Adjusted Revenue, Adjusted Profit Before Tax, Adjusted Net Income (Loss), Adjusted Diluted Earnings per Share, Adjusted Weighted Average Common Shares Outstanding, and Adjusted Effective Tax Rate.**

We make adjustments to Revenue, Net Income (Loss) before Income Taxes for the following items, as applicable, to the particular financial measure, for the purpose of calculating Adjusted Revenue, Adjusted Net Income (Loss), Adjusted Profit Before Tax, Adjusted Diluted Earnings per Share, Adjusted Weighted Average Common Shares Outstanding, and Adjusted Effective Tax Rate:

- Amortization of acquired intangible assets. This is driven by acquisition activity, which can vary in size, nature and timing as compared to other companies within our industry and from period to period.
- Restructuring and related costs. This includes restructuring and asset impairment charges as well as costs associated with our strategic transformation program.
- (Gain) loss on divestitures and transaction costs, net. Represents (gain) loss on divested businesses and transaction costs.
- Goodwill Impairment. This represents goodwill impairment charges arising from annual or interim goodwill testing.
- Loss on extinguishment of debt. This represents write-off related debt issuance costs related to prepayments of debt.
- Litigation settlements (recoveries), net. Litigation settlements (recoveries), net represents provisions for various matters subject to litigation.
- Direct response costs - cyber event. This represents costs related to investigating, remediating and responding to the January 2025 Cyber Event.
- Other charges (credits). This includes Other (income) expenses, net on the Consolidated Statements of Income (loss) and other adjustments.
- Divestitures. Revenue and Adjusted EBITDA of divested businesses are excluded.

The Company provides adjusted net income and adjusted EPS financial measures to assist our investors in evaluating our ongoing operating performance for the current reporting period and, where provided, over different reporting periods, by adjusting for certain items which may be recurring or non-recurring and which in our view do not necessarily reflect ongoing performance. We also internally use these measures to assess our operating performance, both absolutely and in comparison to other companies, and in evaluating or making selected compensation decisions.

Management believes that the adjusted effective tax rate, provided as supplemental information, facilitates a comparison by investors of our actual effective tax rate with an adjusted effective tax rate which reflects the impact of the items which are excluded in providing adjusted net income and certain other identified items, and may provide added insight into our underlying business results and how effective tax rates impact our ongoing business.

# Non-GAAP Financial Measures

---

## Adjusted Revenue, Adjusted Operating Income and Adjusted Operating Margin.

We make adjustments to Revenue, Costs and Expenses and Operating Margin for the following items, as applicable, for the purpose of calculating Adjusted Revenue, Adjusted Operating Income and Adjusted Operating Margin:

- Amortization of acquired intangible assets.
- Restructuring and related costs.
- Interest expense. Interest expense includes interest on long-term debt and amortization of debt issuance costs.
- Goodwill impairment.
- (Gain) loss on divestitures and transaction costs, net.
- Litigation settlements (recoveries), net.
- Loss on extinguishment of debt.
- Direct response costs - cyber event.
- Other charges (credits).
- Divestitures.

We provide our investors with adjusted revenue, adjusted operating income and adjusted operating margin information, as supplemental information, because we believe it offers added insight, by itself and for comparability between periods, by adjusting for certain non-cash items as well as certain other identified items which we do not believe are indicative of our ongoing business, and may also provide added insight on trends in our ongoing business.

# Non-GAAP Financial Measures

---

## Adjusted EBITDA and EBITDA Margin

We use Adjusted EBITDA and Adjusted EBITDA Margin as an additional way of assessing certain aspects of our operations that, when viewed with the U.S. GAAP results and the accompanying reconciliations to corresponding U.S. GAAP financial measures, provide a more complete understanding of our on-going business. Adjusted EBITDA represents income (loss) before interest, income taxes, depreciation and amortization and contract inducement amortization adjusted for the following items. Adjusted EBITDA Margin is Adjusted EBITDA divided by revenue or adjusted revenue, as applicable:

- Restructuring and related costs.
- Goodwill impairment.
- (Gain) loss on divestitures and transaction costs, net.
- Litigation settlements (recoveries), net.
- Loss on extinguishment of debt.
- Direct response costs - cyber event.
- Other charges (credits).
- Divestitures.

Adjusted EBITDA is not intended to represent cash flows from operations, operating income (loss) or net income (loss) as defined by U.S. GAAP as indicators of operating performance.

# Non-GAAP Financial Measures

---

## **Free Cash Flow**

Free Cash Flow is defined as cash flows from operating activities as reported on the consolidated statement of cash flows, less cost of additions to land, buildings and equipment, cost of additions to internal use software, and proceeds from sales of land, buildings and equipment, as applicable. We use the non-GAAP measure of Free Cash Flow as a criterion of liquidity. We use Free Cash Flow as a measure of liquidity to determine amounts we can reinvest in our core businesses, such as amounts available to make acquisitions and invest in land, buildings and equipment and internal use software, after required payments on debt. In order to provide a meaningful basis for comparison, we are providing information with respect to our Free Cash Flow reconciled to cash flow provided by operating activities, which we believe to be the most directly comparable measure under U.S. GAAP.

## **Adjusted Free Cash Flow**

Adjusted Free Cash Flow is defined as Free Cash Flow from above plus adjustments for litigation insurance recoveries, transaction costs, taxes paid on gains from divestitures and litigation recoveries, proceeds from failed sale-leaseback transactions and certain other identified adjustments, as applicable. We use Adjusted Free Cash Flow, in addition to Free Cash Flow, to provide supplemental information to our investors concerning our ability to generate cash from our ongoing operating activities; by excluding these items, we believe we provide useful additional information to our investors to help them further understand our ability to generate cash period-over-period as well as added information on comparability to our competitors. Such as with Free Cash Flow information, as so adjusted, it is specifically not intended to provide amounts available for discretionary spending. We have added certain adjustments to account for items which we do not believe reflect our core business or operating performance, and we computed all periods with such adjusted costs.

## **Revenue at Constant Currency**

To better understand trends in our business, we believe that it is helpful to adjust revenue to exclude the impact of changes in the translation of foreign currencies into U.S. Dollars. We refer to this adjusted revenue as “constant currency.” Currency impact is determined as the difference between actual growth rates and constant currency growth rates. This currency impact is calculated by translating the current period activity in local currency using the comparable prior-year period’s currency translation rate.

# Non-GAAP Reconciliations

Adjusted Revenue, Revenue at Constant Currency, Adjusted Net Income (Loss), Adjusted Effective Tax Rate, Adjusted Operating Income (Loss) and Adjusted EBITDA (see footnotes on last page of Non-GAAP reconciliations)

(in millions)

## REVENUE

	<u>Q4 2025</u>	<u>Q3 2025</u>	<u>Q2 2025</u>	<u>Q1 2025</u>	<u>Q4 2024</u>	<u>FY 2025</u>	<u>FY 2024</u>
<b>Revenue</b>	\$ 770	\$ 767	\$ 754	\$ 751	\$ 800	\$ 3,042	\$ 3,356
<b>Adjustment:</b>							
Divestitures <sup>(1)</sup>	—	—	—	—	—	—	(180)
<b>Adjusted Revenue</b>	770	767	754	751	800	3,042	3,176
Foreign currency impact	(8)	(5)	(1)	4	2	(10)	1
<b>Revenue at Constant Currency</b>	<u>\$ 762</u>	<u>\$ 762</u>	<u>\$ 753</u>	<u>\$ 755</u>	<u>\$ 802</u>	<u>\$ 3,032</u>	<u>\$ 3,177</u>

## ADJUSTED NET INCOME (LOSS) - from Net Income (loss)

<b>Income (Loss) From Continuing Operations</b>	\$ (33)	\$ (46)	\$ (40)	\$ (51)	\$ (12)	\$ (170)	\$ 426
<b>Adjustments:</b>							
Amortization of acquired intangible assets <sup>(2)</sup>	—	1	1	—	1	2	5
Restructuring and related costs	11	12	8	4	25	35	46
Loss on extinguishment of debt	—	1	—	—	2	1	8
Goodwill impairment	—	—	—	—	28	—	28
(Gain) loss on divestitures and transaction costs, net	3	1	4	3	—	11	(696)
Litigation settlements (recoveries), net	(3)	—	—	2	3	(1)	9
Direct response costs - cyber event	—	—	—	25	—	25	—
Other charges (credits)	4	3	2	(1)	(5)	8	(9)
<b>Total Non-GAAP Adjustments</b>	15	18	15	33	54	81	(609)
Income tax adjustments <sup>(3)</sup>	6	17	7	—	(63)	30	100
<b>Adjusted Net Income (Loss) Before Adjustment for Divestitures</b>	(12)	(11)	(18)	(18)	(21)	(59)	(83)
Divestitures <sup>(1)</sup>	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ (35)
<b>Adjusted Net Income (Loss)</b>	<u>\$ (12)</u>	<u>\$ (11)</u>	<u>\$ (18)</u>	<u>\$ (18)</u>	<u>\$ (21)</u>	<u>\$ (59)</u>	<u>\$ (118)</u>

# CONTINUED

(in millions)

	<u>Q4 2025</u>	<u>Q3 2025</u>	<u>Q2 2025</u>	<u>Q1 2025</u>	<u>Q4 2024</u>	<u>FY 2025</u>	<u>FY 2024</u>
<b><u>ADJUSTED NET INCOME (Loss) – from Income (loss) before income tax</u></b>							
<b>Income (Loss) Before Income Taxes</b>	\$ (28)	\$ (38)	\$ (38)	\$ (56)	\$ (82)	\$ (160)	\$ 504
<b>Adjustment:</b>							
Total Non-GAAP Adjustments	15	18	15	33	54	81	(609)
<b>Adjusted PBT Before Adjustment for Divestitures</b>	(13)	(20)	(23)	(23)	(28)	(79)	(105)
Divestitures <sup>(1)</sup>	—	—	—	—	—	—	(35)
<b>Adjusted PBT</b>	<u>\$ (13)</u>	<u>\$ (20)</u>	<u>\$ (23)</u>	<u>\$ (23)</u>	<u>\$ (28)</u>	<u>\$ (79)</u>	<u>\$ (140)</u>
Income tax expense (benefit)	\$ 5	\$ 8	\$ 2	\$ (5)	\$ (70)	\$ 10	\$ 78
Income tax adjustments <sup>(3)</sup>	(6)	(17)	(7)	—	63	(30)	(100)
<b>Adjusted Income Tax Expense (Benefit)</b>	(1)	(9)	(5)	(5)	(7)	(20)	(22)
<b>Adjusted Net Income (Loss) Before Adjustment for Divestitures</b>	(12)	(11)	(18)	(18)	(21)	(59)	(83)
Divestitures <sup>(1)</sup>	—	—	—	—	—	—	(35)
<b>Adjusted Net Income (Loss)</b>	<u>\$ (12)</u>	<u>\$ (11)</u>	<u>\$ (18)</u>	<u>\$ (18)</u>	<u>\$ (21)</u>	<u>\$ (59)</u>	<u>\$ (118)</u>
<b><u>ADJUSTED OPERATING INCOME (LOSS)</u></b>							
<b>Income (Loss) Before Income Taxes</b>	\$ (28)	\$ (38)	\$ (38)	\$ (56)	\$ (82)	\$ (160)	\$ 504
<b>Adjustment:</b>							
Total non-GAAP adjustments	15	18	15	33	54	81	(609)
Interest expense	12	12	12	12	13	48	75
<b>Adjusted Operating Income (Loss) Before Adjustment for Divestitures</b>	(1)	(8)	(11)	(11)	(15)	(31)	(30)
Divestitures <sup>(1)</sup>	—	—	—	—	—	—	(35)
<b>Adjusted Operating Income (Loss)</b>	<u>\$ (1)</u>	<u>\$ (8)</u>	<u>\$ (11)</u>	<u>\$ (11)</u>	<u>\$ (15)</u>	<u>\$ (31)</u>	<u>\$ (65)</u>

# CONTINUED

(in millions)

	<u>Q4 2025</u>	<u>Q3 2025</u>	<u>Q2 2025</u>	<u>Q1 2025</u>	<u>Q4 2024</u>	<u>FY 2025</u>	<u>FY 2024</u>
<b>ADJUSTED EBITDA</b>							
<b>Net Income (Loss)</b>	\$ (33)	\$ (46)	\$ (40)	\$ (51)	\$ (12)	\$ (170)	\$ 426
Income tax expense (benefit)	5	8	2	(5)	(70)	10	78
Depreciation and amortization	50	48	48	48	47	194	204
Contract inducement amortization	1	1	1	—	1	3	3
Interest expense	12	12	12	12	13	48	75
<b>EBITDA Before Adjustment for Divestitures</b>	<u>35</u>	<u>23</u>	<u>23</u>	<u>4</u>	<u>(21)</u>	<u>85</u>	<u>786</u>
Divestitures <sup>(1)</sup>	—	—	—	—	—	—	(35)
Divestitures depreciation and amortization <sup>(1)</sup>	—	—	—	—	—	—	(13)
<b>EBITDA</b>	<u>35</u>	<u>23</u>	<u>23</u>	<u>4</u>	<u>(21)</u>	<u>85</u>	<u>738</u>
<u>Adjustments:</u>							
Restructuring and related costs	11	12	8	4	25	35	46
Loss on extinguishment of debt	—	1	—	—	2	1	8
Goodwill impairment	—	—	—	—	28	—	28
(Gain) loss on divestitures and transaction costs, net	3	1	4	3	—	11	(696)
Litigation settlements (recoveries), net	(3)	—	—	2	3	(1)	9
Direct response costs - cyber event	—	—	—	25	—	25	—
Other charges (credits)	4	3	2	(1)	(5)	8	(9)
<b>Adjusted EBITDA</b>	<u>\$ 50</u>	<u>\$ 40</u>	<u>\$ 37</u>	<u>\$ 37</u>	<u>\$ 32</u>	<u>\$ 164</u>	<u>\$ 124</u>

# CONTINUED

## Adjusted Weighted Average Shares Outstanding, Adjusted Diluted EPS, Adjusted Effective Tax Rate, Adjusted Operating Margin, and Adjusted EBITDA Margin

(Amounts are in whole dollars, shares are in thousands and margins are in %)

	Q4 2025	Q3 2025	Q2 2025	Q1 2025	Q4 2024	FY 2025	FY 2024
<b>ADJUSTED DILUTED EPS<sup>(4)</sup></b>							
<b>Weighted Average Common Shares Outstanding</b>	153,803	157,004	161,162	161,830	160,374	158,422	182,513
<u>Adjustments:</u>							
Restricted stock and performance units / shares	—	—	—	—	—	—	—
<b>Adjusted Weighted Average Common Shares Outstanding</b>	<u>153,803</u>	<u>157,004</u>	<u>161,162</u>	<u>161,830</u>	<u>160,374</u>	<u>158,422</u>	<u>182,513</u>
Diluted EPS from Continuing Operations	\$ (0.23)	\$ (0.30)	\$ (0.26)	\$ (0.33)	\$ (0.09)	\$ (1.14)	\$ 2.23
<u>Adjustments:</u>							
Total non-GAAP adjustments	0.10	0.10	0.09	0.20	0.33	0.52	(3.29)
Income tax adjustments <sup>(3)</sup>	0.04	0.11	0.04	—	(0.39)	0.19	0.55
<b>Adjusted Diluted EPS</b>	<u>\$ (0.09)</u>	<u>\$ (0.09)</u>	<u>\$ (0.13)</u>	<u>\$ (0.13)</u>	<u>\$ (0.15)</u>	<u>\$ (0.43)</u>	<u>\$ (0.51)</u>
<b>ADJUSTED EFFECTIVE TAX RATE</b>							
<b>Effective tax rate</b>	(18.7)%	(19.5)%	(5.7)%	9.0%	85.4%	(6.1)%	15.5%
<u>Adjustments:</u>							
Total non-GAAP adjustments	26.0	64.2	26.2	14.9	(60.4)	31.5	5.7
<b>Adjusted Effective Tax Rate<sup>(3)</sup></b>	<u>7.3%</u>	<u>44.7%</u>	<u>20.5%</u>	<u>23.9%</u>	<u>25.0%</u>	<u>25.4%</u>	<u>21.2%</u>

# CONTINUED

(Margins are in %)

	Q4 2025	Q3 2025	Q2 2025	Q1 2025	Q4 2024	FY 2025	FY 2024
<b>ADJUSTED OPERATING MARGIN</b>							
Income (Loss) Before Income Taxes Margin	(3.6)%	(5.0)%	(5.0)%	(7.5)%	(10.3)%	(5.3)%	15.0%
<u>Adjustments:</u>							
Total non-GAAP adjustments	1.9	2.4	1.9	4.4	6.8	2.7	(18.1)
Interest expense	1.6	1.6	1.6	1.6	1.6	1.6	2.2
<b>Margin for Adjusted Operating Income Before Adjustment for Divestitures</b>	(0.1)	(1.0)	(1.5)	(1.5)	(1.9)	(1.0)	(0.9)
Divestitures <sup>(1)</sup>	—	—	—	—	—	—	(1.1)
<b>Margin for Adjusted Operating Income</b>	<u>(0.1)%</u>	<u>(1.0)%</u>	<u>(1.5)%</u>	<u>(1.5)%</u>	<u>(1.9)%</u>	<u>(1.0)%</u>	<u>(2.0)%</u>
<b>ADJUSTED EBITDA MARGIN</b>							
EBITDA Margin Before Adjustment for Divestitures	4.5%	3.0%	3.1%	0.5%	(2.6)%	2.8%	23.4%
Divestitures <sup>(1)</sup>	—	—	—	—	—	—	(0.2)
<b>EBITDA Margin</b>	4.5	3.0	3.1	0.5	(2.6)	2.8	23.2
Total non-GAAP adjustments	2.0	2.2	1.8	4.4	6.6	2.6	(18.3)
Divestitures <sup>(1)</sup>	—	—	—	—	—	—	0.2
<b>Adjusted EBITDA Margin Before Adjustment for Divestitures</b>	6.5	5.2	4.9	4.9	4.0	5.4	5.1
Divestitures <sup>(1)</sup>	—	—	—	—	—	—	(1.2)
<b>Adjusted EBITDA Margin</b>	<u>6.5%</u>	<u>5.2%</u>	<u>4.9%</u>	<u>4.9%</u>	<u>4.0%</u>	<u>5.4%</u>	<u>3.9%</u>

# CONTINUED

## Free Cash Flow and Adj. Free Cash Flow

<u>(in millions)</u>	<u>Q4 2025</u>	<u>Q3 2025</u>	<u>Q2 2025</u>	<u>Q1 2025</u>	<u>Q4 2024</u>	<u>FY 2025</u>	<u>FY 2024</u>
<b>Operating Cash Flow</b>	\$ 39	\$ (39)	\$ (15)	\$ (58)	\$ 41	\$ (73)	\$ (50)
Cost of additions to land, buildings and equipment	(15)	(15)	(15)	(14)	11	(59)	(28)
Cost of additions to internal use software	(7)	(6)	(5)	(4)	(5)	(22)	(28)
<b>Free Cash Flow</b>	<b>17</b>	<b>(60)</b>	<b>(35)</b>	<b>(76)</b>	<b>47</b>	<b>(154)</b>	<b>(106)</b>
Transaction costs	5	2	3	4	2	14	20
Direct response costs - cyber event payments	8	7	—	2	—	17	—
Vendor finance lease payments	(3)	(3)	(3)	(4)	(3)	(13)	(17)
Proceeds from failed sale-leaseback transactions	—	—	5	—	—	5	—
Tax payment related to divestitures and litigation recoveries	1	—	—	—	16	1	44
<b>Adjusted Free Cash Flow</b>	<b>\$ 28</b>	<b>\$ (54)</b>	<b>\$ (30)</b>	<b>\$ (74)</b>	<b>\$ 62</b>	<b>\$ (130)</b>	<b>\$ (59)</b>

### The below footnotes correspond to the "Non-GAAP Reconciliations" slides

1. *Adjusted for the full impact from revenue and income/loss from divestitures for all periods presented.*
2. *Included in Depreciation and amortization on the Consolidated Statements of Income (Loss).*
3. *The tax impact of Adjusted Pre-tax income (loss) was calculated under the same accounting principles applied to the 'As Reported' pre-tax income (loss), which employs an annual effective tax rate method to the results and without regard to the adjustments listed.*
4. *Average shares for the 2025 and 2024 calculation of adjusted EPS excludes 5.4 million shares associated with our Series A convertible preferred stock and includes the impact of the preferred stock dividend of approximately \$3 million each quarter.*

# CONTINUED

## The below footnotes correspond to the "Q4 and Full Year 2025 Cash Flow and Balance Sheet" slide

- (1) Refer to Appendix for complete Non-GAAP reconciliations of Adjusted Free Cash Flow.
- (2) Capex refers to additions to Land, Buildings & Equipment, Internal Use Software, Product Software Additions and Software as a Service Implementation Cost.
- (3) Q4 2024 Capex includes the reimbursement by the buyer of divested businesses for assets purchased prior to Q4 2024.
- (4) Net debt (Total Debt, including finance leases and other as well as deferred financing costs; less unrestricted cash) divided by TTM Adjusted EBITDA (before divestitures). See reconciliation below.
- (5) Total Cash includes \$10M and \$11M of restricted cash as of December 31, 2025 and December 31, 2024, respectively.
- (6) Total Debt as of December 31, 2025 includes Senior Notes and outstanding revolver balance; December 31, 2024 includes Term Loan A and Senior Notes.
- (7) Term Loan A interest rate: Secured Overnight Financing Rate ("SOFR") + 225 bps.
- (8) \$109M outstanding under its Revolving Credit Facility Interest Rate ("SOFR") + 175 to 300 bps; remaining unused capacity is \$223M as of December 31, 2025 and steps down to \$187M beginning in October 2026.
- (9) Debt maturity amounts reflect only Senior Notes due 2029 and exclude all other debt instruments, finance leases, and potential mandatory prepayments.
- (10) Current portion of debt reflects the current maturities due in the next twelve months.

### Reconciliation of Net Debt and Net Adjusted Leverage Ratio

<u>(\$ in millions, except ratio)</u>	<u>December 31, 2025</u>	<u>December 31, 2024</u>
Long-term debt	\$ 665	\$ 615
Current portion of long-term debt	22	24
<b>Total GAAP debt</b>	<b>687</b>	<b>639</b>
less cash and cash equivalents	233	366
<b>Net Debt</b>	<b><u>\$ 454</u></b>	<b><u>\$ 273</u></b>
<b>Adjusted EBITDA for the three months ended</b>		
December 31, 2025	\$ 50	
September 30, 2025	40	
June 30, 2025	37	
March 31, 2025	37	
December 31, 2024		\$ 32
September 30, 2024		36
June 30, 2024		35
March 31, 2024		69
<b>Trailing 12 months Adjusted EBITDA ("TTM AEBITDA")</b>	<b><u>\$ 164</u></b>	<b><u>\$ 172</u></b>
<b>Adjusted Leverage Ratio (Net Debt divided by TTM AEBITDA)</b>	<b><u>2.8</u></b>	<b><u>1.6</u></b>

