

transformation journeys. NewCo will extend its leadership through increased investment in the next generation of transformational managed infrastructure services and be able to partner fully across all cloud vendors, opening new avenues for growth. At the same time, NewCo will maintain a strong strategic partnership with IBM and continue to serve existing and new clients.

We are increasing our investment, both organic and inorganic, in innovation, expertise and ecosystems to drive value through greater focus on our portfolio, our operating model and the needs of our clients. We are investing in platform capabilities, including security and industry-specific clouds. We are continuing to make investments in data and AI, and in technologies like quantum to create future market opportunities, while adding GBS skills and expertise to bring these innovations to market. We announced a new go-to market model in January 2021 to engage our clients in a more technical and experiential way and we are investing \$1 billion to expand our ecosystem to broaden our reach and accelerate our platform adoption.