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Fourth Quarter 2023 Earnings

May 17, 2023

Speakers

Lori Chaitman, Global Head of Investor Relations

Martin Schroeter, Chairman and Chief Executive Officer

David Wyshner, Chief Financial Officer

Disclaimers

Forward-looking statements

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements often contain words such as “will,” “anticipate,” “predict,” “project,” “plan,” “forecast,” “estimate,” “expect,” “intend,” “target,” “may,” “should,” “would,” “could,” “outlook” and other similar words or expressions or the negative thereof or other variations thereon. All statements, other than statements of historical fact, including without limitation statements representing management's beliefs about future events, transactions, strategies, operations and financial results, may be forward-looking statements. These statements do not guarantee future performance and speak only as of May 17, 2023, and the Company does not undertake to update its forward-looking statements. Actual outcomes or results may differ materially from those suggested by forward-looking statements as a result of risks and uncertainties which include, among others: risks related to the Company’s spin-off from International Business Machines Corporation (“IBM”); failure to attract new customers, retain existing customers or sell additional services to customers; technological developments and the Company's response to such developments; failure to meet growth and productivity objectives; competition; impacts of relationships with critical suppliers and partners; inability to attract, retain and/or manage the numbers of key personnel and other skilled employees; impact of local legal, economic, political, health and other conditions; a downturn in economic environment and customer spending budgets; damage to the Company's reputation; inability to accurately estimate the cost of services and the timeline for completion of contracts; service delivery issues; the Company's ability to successfully manage acquisitions, alliances and dispositions, including integration challenges, failure to achieve objectives, the assumption of liabilities, and higher debt levels; the impact of our business with government customers; failure of the Company's intellectual property rights to prevent competitive offerings and the failure of the company to obtain necessary licenses; risks relating to cybersecurity and data privacy; adverse effects from tax matters and environmental matters; legal proceedings, investigatory risks and potential indemnification obligations; impact of changes in market liquidity conditions and customer credit risk on receivables; the Company's pension plans; the impact of currency fluctuations; risks related to the Company's common stock and the securities market; and other factors described in the “Risk Factors” section of the Company’s Annual Report on Form 10-K for the fiscal year ended December 31, 2021 filed with the Securities and Exchange Commission (the “SEC”) on March 10, 2022, as such factors may be updated from time to time in the Company's periodic filings with the SEC.

Non-GAAP financial measures

Financial information contained in this presentation includes certain financial measures that are calculated and presented on the basis of methodologies other than in accordance with generally accepted accounting policies in the United States of America (GAAP), such as adjusted EBITDA, adjusted pretax income (loss), adjusted EBITDA margin, adjusted pretax margin, adjusted free cash flow and constant currency, which include or exclude certain items from the most directly comparable GAAP financial measure. These non-GAAP measures differ from reported GAAP measures and are intended to illustrate what management believes are relevant period-over-period comparisons and are helpful to investors as an additional tool for further understanding and assessing Kyndryl's expected ongoing operating performance. Exclusion of items in our non-GAAP presentation should not be considered an inference that these items are unusual, infrequent or non-recurring. Definitions of the non-GAAP measures are included in the appendix of this presentation. A reconciliation of non-GAAP financial measures for historical periods to the most directly comparable GAAP financial measure appears in the appendix to this presentation. Any non-GAAP financial measure used in this presentation is in addition to, and not meant to be considered superior to, or a substitute for, measures prepared in accordance with GAAP. A reconciliation of forward-looking non-GAAP financial information is not included in this presentation because the individual components of such non-GAAP reconciliation are not currently available without unreasonable effort. For the same reasons, we are unable to address the probable significance of the unavailable information, which could be material to future results. Additionally, certain amounts may not add due to the use of rounded numbers; percentages presented are calculated based on the underlying amounts.

Highlights

- Solidifying our leadership position in infrastructure services
- Quarterly and full-year results demonstrate significant progress
- **A**lliances, **A**dvanced Delivery and **A**ccounts initiatives delivering substantial benefits
- Projecting margin expansion for fiscal year ending March 2024
- On track toward our aggressive medium-term transformation goals

We design, build, manage and modernize the mission-critical systems that the world depends on

Executed successfully on our three-A initiatives in fiscal 2023

Alliances

Driving signings, certifications and revenues with our new ecosystem partners and capabilities

$1.2B

Of hyperscalers signings in fiscal year 2023
($1B full-year 2023 target)

35,000

Cloud certifications as of March 2023
(total hyperscaler certifications up 100% year-over-year)

Advanced Delivery

Transforming service delivery through upskilling and automation

$275M

Annualized savings from automation
($200M target for March 2023)

5,500

Kyndryl's freed up as of March 2023
(4,500+ as of December 2022)

Accounts

Addressing elements of the business with substandard margins

$210M+

Annualized profit improvement
($200M target for March 2023)

$100M+

Profit improvement in the year
($75M target for March 2023)

We exceeded our first-year targets for the three-A's and have strong momentum heading into fiscal year 2024

Expecting additional benefits from our three-A's in fiscal 2024

Alliances

Driving signings, certifications and revenues with our new ecosystem partners and capabilities

$300M+

Hyperscaler revenue target for fiscal year 2024, as well as hyperscaler signings growth

Advanced Delivery

Transforming service delivery through upskilling and automation

$450M

Annualized savings target for March 2024 (cumulative)

$200M

Of earnings benefit from Advanced Delivery in fiscal 2024 compared to fiscal 2023

Accounts

Addressing elements of the business with substandard margins

$400M

Annualized profit improvement target for March 2024 (cumulative)

$200M

Of earnings benefit in focus accounts in fiscal 2024 compared to fiscal 2023

We're targeting another year of strong progress on the three-A's, positioning us for sustainable, profitable growth

Executing on our strategy

Post-spin priorities	Fiscal 2023 accomplishments	Medium-term objectives
Form alliances with cloud hyperscalers and top-tier technology providers[1]	**Solidified leadership position in IT services**	**Building a high-value technology services company**

Post-spin priorities: Form alliances with cloud hyperscalers and top-tier technology providers[1]

Microsoft, aws, Google Cloud, SAP, DELL, CISCO, NOKIA, servicenow, ORACLE, vmware, PURESTORAGE

Fiscal 2023 accomplishments: Solidified leadership position in IT services

- ✓ Delivered solid financial results
- ✓ Exceeded first-year three-A's milestones
- ✓ Expanded practices and alliances
- ✓ Launched Kyndryl Consult, Bridge and Vital
- ✓ Advanced services-oriented culture

Medium-term objectives: Building a high-value technology services company

- 50% of employees with cloud-related certifications related to hyperscalers
- ~15% of revenue from Kyndryl Consult
- Revenue growth by calendar year 2025
- High-teens adjusted EBITDA margins
- Refresh go-to-market approach and increase customer points of engagement with Kyndryl Consult, Bridge and Vital

Fiscal year 2024 will be a year of acceleration as we build toward future growth and ongoing leadership

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[1] Other alliances with top-tier technology providers include Citrix, Cloudera, Elastic, EY, Five9, Lenovo, NetApp, Teradata, Veritas and others

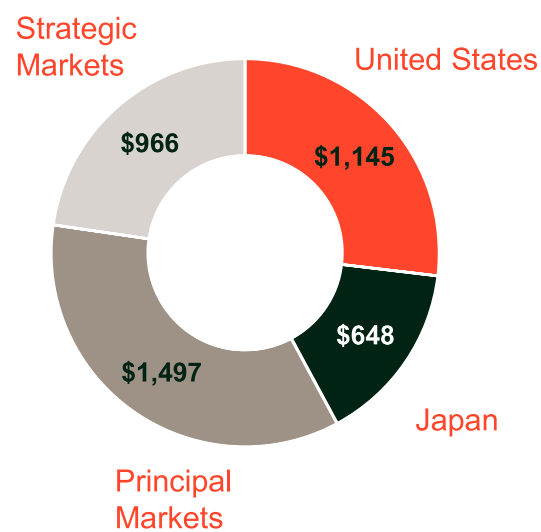
Financial overview

- Solid quarterly results show continuing progress
- Robust balance sheet, strong liquidity and positive adjusted free cash flow
- Projecting margin expansion in fiscal 2024

Fiscal fourth quarter 2023 financial highlights

($ in millions)	Quarter Ended March 31, 2023	Quarter Ended March 31, 2022
Revenue	**$4,255**	**$4,431**
Growth, in constant currency	1%	(3%)
Adjusted EBITDA	**$476**	**$536**
Adjusted EBITDA margin	11.2%	12.1%
Adjusted pretax income (loss)	**($61)**	**($51)**
Adjusted pretax margin	(1.4%)	(1.1%)

Quarterly revenue by segment
($ in millions)



Our results for the quarter reflect solid operational execution, led by our three-A initiatives and Kyndryl Consult

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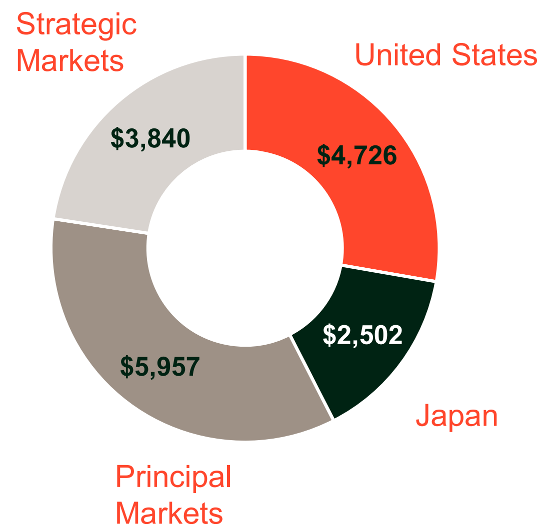
Principal Markets: Operations in Australia/New Zealand, Canada, France, Germany, India, Italy, Spain/Portugal and United Kingdom/Ireland
Strategic Markets: Operations in all other geographic locations
Revenue growth as reported was (4%) in the quarter ended March 31, 2023 and (7%) in the quarter ended March 31, 2022
See appendix for reconciliation of non-GAAP metrics

Fiscal year 2023 financial highlights

($ in millions)	Year Ended March 31, 2023	Year Ended March 31, 2022
Revenue	**$17,026**	**$18,317**
Growth, in constant currency	0%	(5%)
Adjusted EBITDA	**$1,975**	**$2,195**
Adjusted EBITDA margin	11.6%	12.0%
Adjusted pretax income (loss)	**($217)**	**($356)**
Adjusted pretax margin	(1.3%)	(1.9%)

Fiscal year revenue by segment
($ in millions)



Results for the year exceeded the midpoints of our previous outlook

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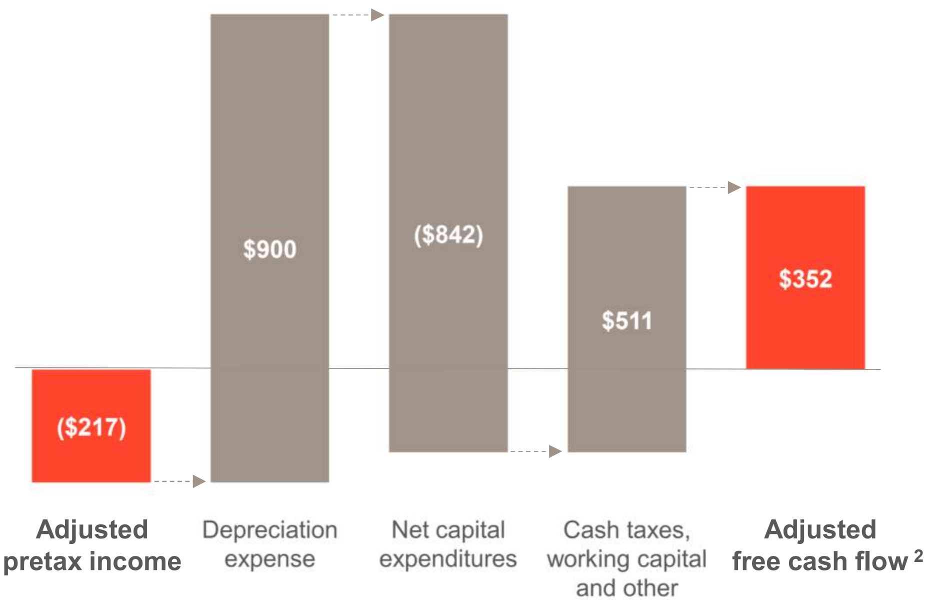
Principal Markets: Operations in Australia/New Zealand, Canada, France, Germany, India, Italy, Spain/Portugal and United Kingdom/Ireland
Strategic Markets: Operations in all other geographic locations
Revenue growth as reported was (7%) in the twelve months ended March 31, 2023 and (5%) in the twelve months ended March 31, 2022
See appendix for reconciliation of non-GAAP metrics

Fiscal 2023 cash flow and balance sheet metrics

Adjusted free cash flow
($ in millions)



Balance sheet and cash flow metrics

$5.0B
Available liquidity[1]

$1.8B
Cash

$3.2B
Debt

$1.4B
Net debt

$781M
Cash flow from operations

We're on a solid financial footing to execute our strategy

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[1] Consists of $1.8B of cash and $3.2B of undrawn senior unsecured credit facility
[2] Adjusted free cash flow: Cash flow from operations (GAAP) $781M, plus workforce rebalancing payments $40M, transaction-related payments $363M, significant litigation payments $9M and payments related to lease terminations and ceasing to use leased assets $1M, less net capital expenditures $842M
See appendix for reconciliation of non-GAAP metrics

Over the medium term, our initiatives will contribute to profit growth

	Alliances	Advanced Delivery	Accounts	plus
	Driving signings, certifications and revenues through our new ecosystem partners	Transforming service delivery through upskilling and automation	Addressing elements of the business with substandard margins	Consult growth, growth in practices, expense management, etc.
Signings	✓			✓
Revenues	✓		✓*	✓
Cost savings		✓	✓	✓
Pretax income	✓	✓	✓	✓
Medium-term annual pretax opportunity	**$200M**	**$600M**	**$800M**	**$400M**

Expected benefits will drive margin expansion

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*May include positive impacts from expanded scope and increased pricing and reductions from terminated contracts or reduced scope

Five ‘patterns’ developing to strengthen focus accounts

Mid-contract actions		
1	**Expanding scope**	Leverage new alliances and Kyndryl Consult capabilities to expand high-value services
2	**Removing scope**	Remove unprofitable elements, including low-margin third-party content that our customers can procure directly from providers, reducing capital requirements and risk
3	**Driving efficiency**	Apply Kyndryl Bridge to increase automation and accelerate deployment of best practices, leveraging our scale to strengthen quality of service and drive productivity
As contracts approach their end-date		
4	**Revitalizing relationships**	Renew customer agreements with terms that are optimized and fit for purpose
5	**Managing expiration**	When other patterns have been exhausted, optimize cost until expiration; exit unprofitable business by accelerating termination

We’re rapidly deploying multiple strategies to strengthen our margins in ways that work for our customers

Fiscal 2024 outlook

Revenue	(8%) – (6%) growth in constant currency, to $16.0 – $16.4B based on recent exchange rates	Pre-spin dynamics: • ~(3) points due to weak initial backlog Post-spin strategy to drive profitable growth: • (5) to (6) points due to targeted actions to reduce focus accounts and remove low-margin third-party content • 1 to 2 points driven by Kyndryl Consult growth and other new signings
Adjusted EBITDA margin	12% – 13%, up 40 bps to 140 bps year-over-year	
Adjusted pretax margin	0% - (1%), up 30 bps to 130 bps year-over-year	Pre-spin dynamics: • (50) to (125) bps impact from backlog • ~(125) bps increase in software costs imposed by IBM pre-spin Post-spin strategy to drive profitable growth: • ~225 bps benefit from Advanced Delivery and Accounts initiatives • ~75 bps in savings from workforce rebalancing and real estate actions

We're focused on delivering on our three-A initiatives, innovation and margin expansion

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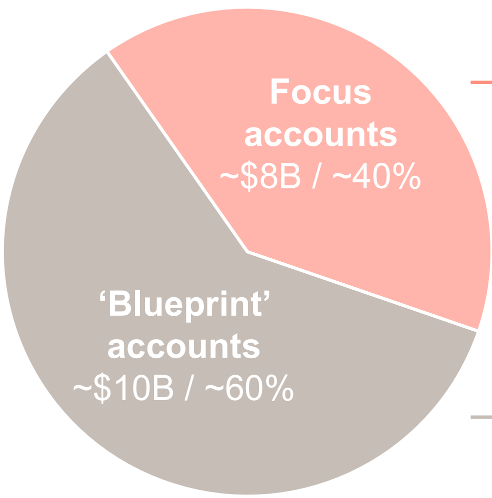
Currency effects are currently expected to positively impact revenue by $350M or 200 bps, adjusted EBITDA by $80M or 30 bps, and adjusted pretax income by $50M or 30 bps year-over-year
Depreciation expense projected to be ~$850M; amortization expense projected to be ~$1.15B; interest expense projected to be ~$100M
Net capital expenditures projected to be ~$750M. ~$150M of cash projected to be used for transaction-related items, primarily post-Separation systems migration costs. ~$150M of cash projected to be used for recently implemented workforce rebalancing program

Transforming focus accounts into higher-value ‘blueprint’ accounts

Revenue[1] | **Starting point** | **Fiscal 2023 signings[1]**



Revenue[1]	Starting point	Fiscal 2023 signings[1]	
Focus accounts ~$8B / ~40% →	~0% average gross margin →	Low to mid-20s gross margin →	Focus accounts driving substantial margin accretion
‘Blueprint’ accounts ~$10B / ~60% →	Mid-20s average gross margin →	Mid-20s gross margin →	Margins increasing modestly even in ‘blueprint’ accounts

We’re expanding our margins on focus accounts upon renewal and mid-contract

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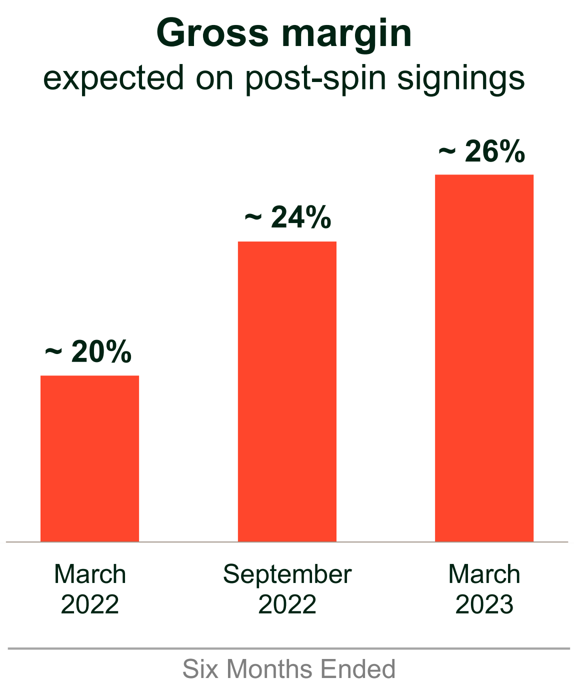
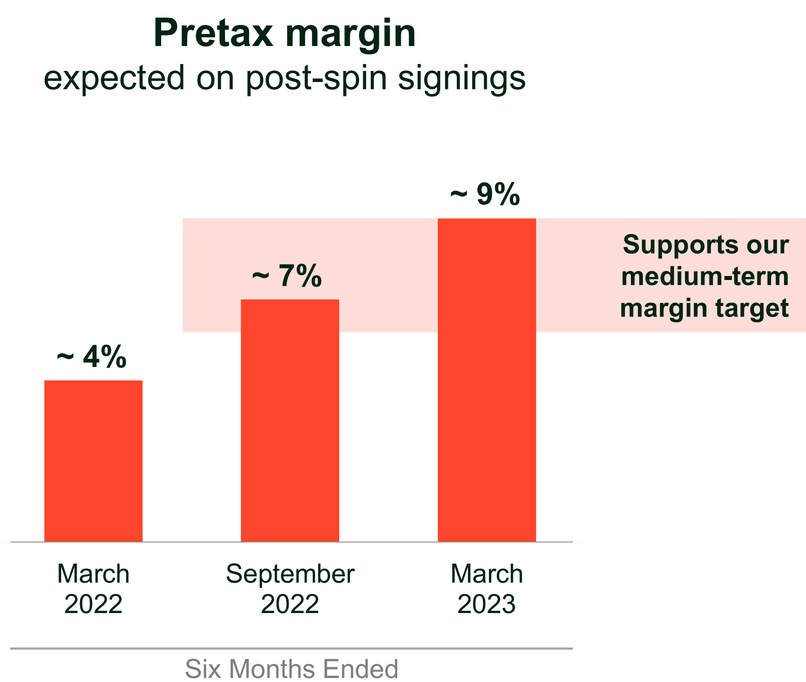
[1] Revenue represents historical (GAAP) revenue for the twelve months ended March 31, 2022; fiscal 2023 signings and revenue were ~40% focus accounts and ~60% blueprint accounts
Our gross margins are approximately 16 points higher than our adjusted pretax margins

Projected margins on signings up meaningfully, supporting medium-term goals





Execution on our three-A's and focus on higher-value services are driving margin expansion on signings post-spin

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Signings in the six months ended March 2022 included contracts that were priced and proposed pre-spin

Investment highlights

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- Independence doubled our addressable market from $240 billion pre-spin to $530 billion by 2025, with market growth driven by numerous interrelated tailwinds
- World leader in designing, building, managing and modernizing mission-critical information systems
- Competitive advantage stems from our people, data and intellectual property
- Trusted long-term partner to thousands of blue-chip enterprise customers
- Freedom to invest for growth while expanding our ecosystem of strategic partners and service capabilities, enhancing customers' access to a wider range of technology solutions
- Strong financial characteristics with annuity-like annual revenues, double-digit adjusted EBITDA margins and investment-grade credit ratings
- Focused, growth-oriented culture, committed to high ESG standards and led by a highly experienced executive team

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Appendix

Accolades and recognition

ESG commitment

Our services and revenue mix

Financial metrics

Definitions and rationale for non-GAAP metrics

Reconciliation of non-GAAP metrics

Recent accolades and industry recognition

FORRESTER

A “Strong Performer” rating in The Forrester Wave™: Cloud Migration And Managed Service Partners In China, Q4 2022

Gartner

Kyndryl named a Representative Vendor for Industry Engineering Specialists and Integrators in the Gartner July 2022 Market Guide for 4G and 5G Private Mobile Networks

Everest Group

A Major Contender: 2023 Workplace Communications and Collaboration Services PEAK Matrix™ Assessment

CISCO

Cisco named Kyndryl Canada 2022 Cloud Partner of the Year

AVASANT

Market Leader: *Cybersecurity Services 2022* RadarView report

NelsonHall

2023 Leader in in Cognitive Service Desk Capability

ISG

2022 Leader in Public Cloud Solutions and Services in the U.S

IDC

Major Player: IDC MarketScape 2022 Worldwide Cloud Professional Services Vendor Assessment

ISG

2022 Leader in Managed (SD) WAN in Network Software Defined Solutions and Services Report for the U.S.

Gartner

A Leader: May 2022 Magic Quadrant™ for Managed Mobility Services report

AVASANT

Innovator: *Hybrid Enterprise Cloud Services 2022–2023* RadarView report

NelsonHall

2022 Leader in Cyber Security Services, including Incident Response and Backup Services, and Cyber Consulting & Strategy Construction

Customer signings, expanding relationships

Kyndryl extended its relationship with Honda India and Honda Motor Europe to modernize, migrate and manage the Company's networks

The Port of Barcelona, one of Europe's main logistics hubs, commissioned Kyndryl to modernize and manage its technology platform

Northern Trust expanded its long-term relationship with Kyndryl to maintain and manage its mainframe environment

BNP Paribas Leasing Solutions onboarded as a client for IT infrastructure management on IBM i technology, data center services and disaster recovery solutions

Dr Lal PathLabs, a pathology diagnostic provider in India, selected Kyndryl to manage its on-premise and multi-cloud IT environment

Legal & General extended its long-term partnership with Kyndryl to accelerate its IT modernization and multi-cloud cloud transformation journey

Strong commitment to ESG principles

Environment

- Announced Kyndryl's commitment to Net Zero emissions by 2040 and reducing all-scope emissions at least 50% by 2030
- Aligning operating metrics with key environmental, social and governance frameworks
- Developing Net Zero Sustainability training available to all Kyndryls
- Building certifications to systematize environmental, energy and carbon goals

Commit to sustainable business practices and operations

Social

- Increased Kyndryl Inclusion Networks (KINs) to support Black, Hispanic, LGBTQ+, People with Disabilities, women and other groups
- Developed and published Human Rights Policy
- Centered corporate social responsibility strategy around employee engagement
- Driving human capital strategy to attract, retain and motivate our workforce

Lead in human capital, inclusion, diversity & equity, and corporate social responsibility

Governance

- Completed global ethics and cybersecurity & data privacy training for employees
- Implemented Board oversight of ESG and provided ESG disclosures in Kyndryl's proxy statement
- Enhanced board accountability to stockholders through majority voting in director elections, proxy access and ability to call special meetings
- Preparing to publish inaugural ESG report to highlight commitments and progress toward goals

Operate with integrity

Establish baseline → Engage stakeholders and define goals → Track and measure → Report

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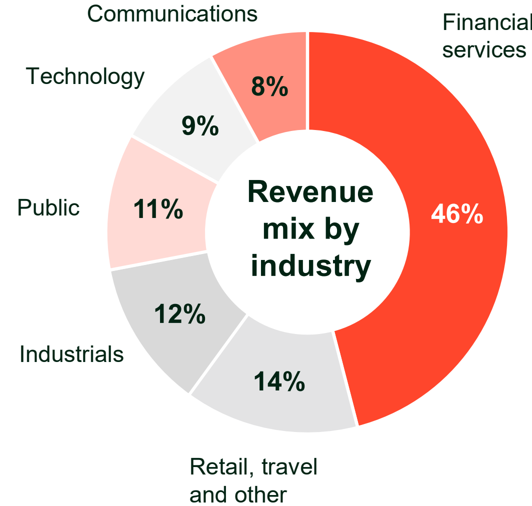
Our services

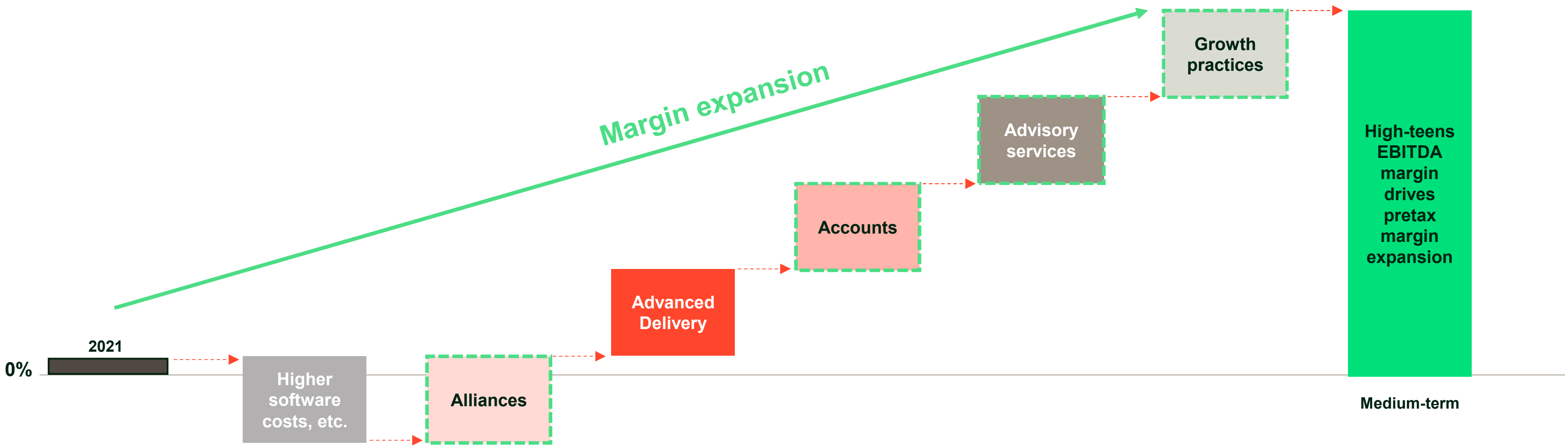
Practice	Overview	Revenue	Signings
Cloud	Delivering seamless, integrated, multicloud management in a hybrid model	33% ↗	**34%**
Security & Resiliency	Delivering full line of cybersecurity, business continuity and disaster recovery services to help customers continuously adapt to new threats and regulatory standards	13%	**13%**
Network & Edge	Providing unified network services for cloud and data center connectivity	8% ↗	**9%**
Applications, Data & AI	Providing full application platform hosting and expert assistance for application modernization	5% ↗	**7%**
Digital Workplace	Enhancing user experience and work location flexibility by providing a consumer experience to employees	8% ↗	**10%**
Core Enterprise & zCloud	Providing secure, unified and fault-tolerant mainframe services for our customers' core infrastructure	33%	**27%**

Diversified sources of revenue



Signings and approximate revenue based on twelve months ended March 31, 2023
Industry revenue mix is approximate

Our strategies will drive revenue and profit growth in the medium term



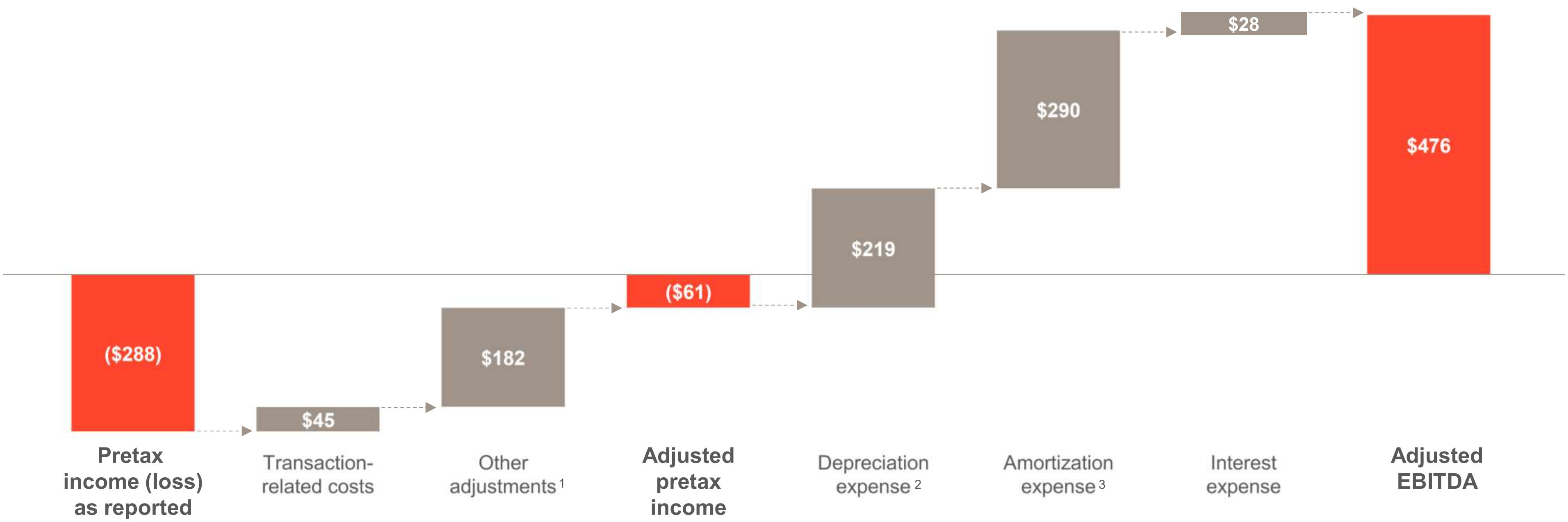
Adjusted pretax margin

Box sizes not drawn to scale; IBM software costs increasing ~$200M per calendar year in 2023, 2024 and 2025; see also slide 12

= Revenue growth opportunity

Fiscal fourth quarter 2023 adjusted pretax income and adjusted EBITDA

($ in millions)



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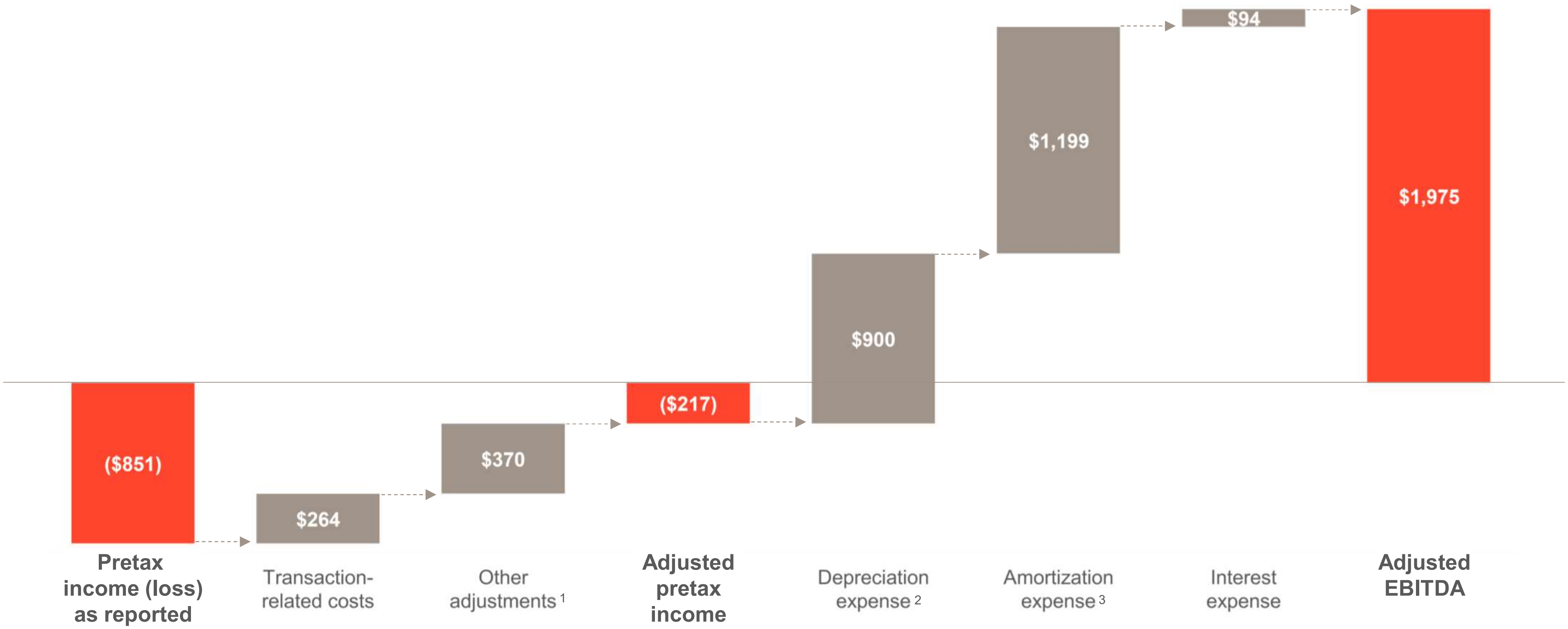
[1] Effects of amortization of acquired intangible assets, stock-based compensation, pension costs other than pension servicing costs and multi-employer plan costs, significant litigation costs, charges related to ceasing to use leased/fixed assets and lease terminations, workforce rebalancing charges and currency impacts of highly inflationary countries
[2] Excludes depreciation of right-of-use assets
[3] Amortization of transition & transformation costs and prepaid software

Fiscal 2023 adjusted pretax income and adjusted EBITDA

($ in millions)



[1] Effects of amortization of acquired intangible assets, stock-based compensation, pension costs other than pension servicing costs and multi-employer plan costs, significant litigation costs, charges related to ceasing to use leased/fixed assets and lease terminations, workforce rebalancing charges and currency impacts of highly inflationary countries

[2] Excludes depreciation of right-of-use assets

[3] Amortization of transition & transformation costs and prepaid software

Definitions and rationale for non-GAAP metrics

Metric	Definition
Adjusted EBITDA and adjusted EBITDA margin	Adjusted EBITDA is defined as net income (loss) excluding net interest expense, income taxes, depreciation and amortization (excluding depreciation of right-of-use assets and amortization of capitalized contract costs), charges related to ceasing to use leased/fixed assets, charges related to lease termination, transaction-related costs, pension costs other than pension servicing costs and multi-employer plan costs, stock-based compensation expense, workforce rebalancing charges, impairment expense, significant litigation costs, and foreign currency impacts of highly inflationary countries. Adjusted EBITDA margin is calculated by dividing adjusted EBITDA, as defined above, by revenue. Management uses adjusted EBITDA and adjusted EBITDA margin to evaluate our performance. Management also uses these metrics when publicly providing our business outlook. We believe they are a helpful supplemental measure to assist investors in evaluating our operating results as they exclude certain items whose fluctuation from period to period do not necessarily correspond to changes in the operations of our business. Adjusted EBITDA and adjusted EBITDA margin are financial measures that are not recognized under U.S. GAAP and should not be considered as an alternative to net income (loss) or other measures of financial performance or liquidity derived in accordance with U.S. GAAP.
Adjusted pretax income and adjusted pretax margin	Adjusted pretax income is defined as pretax income excluding transaction-related costs, charges related to ceasing to use leased/fixed assets, charges related to lease termination, pension costs other than pension servicing costs and multi-employer plan costs, stock-based compensation expense, amortization of acquisition-related intangible assets, workforce rebalancing charges, impairment expense, significant litigation costs and foreign currency impacts of highly inflationary countries. Adjusted pretax margin is calculated by dividing adjusted pretax income, as defined above, by revenue. Management uses adjusted pretax income and adjusted pretax margin to evaluate our performance. Management also uses them when publicly providing our business outlook. We believe adjusted pretax income and adjusted pretax margin are helpful supplemental metrics for investors in evaluating our operating performance because they can be used by investors to measure a company's operating performance without regard to items excluded from the calculation of such measures, which can vary substantially from company to company. Adjusted pretax income and adjusted pretax margin eliminate the impact of expenses that do not relate to core business performance. These measures are financial measures that are not recognized under U.S. GAAP and should not be considered as an alternative to net income (loss) or other measures of financial performance or liquidity derived in accordance with U.S. GAAP.
Adjusted free cash flow	Adjusted free cash flow is defined as cash flow from operations after adding back transaction-related payments, workforce rebalancing payments, significant litigation payments and payments related to lease terminations and ceasing to use leased assets, less net capital expenditures. Management uses adjusted free cash flow as a measure to evaluate its operating results, plan strategic investments and assess our ability and need to incur and service debt. We believe adjusted free cash flow is a useful supplemental financial measure to aid investors in assessing our ability to pursue business opportunities and investments and to service our debt. Adjusted free cash flow is a financial measure that is not recognized under U.S. GAAP and should not be considered as an alternative to cash flows from operations or liquidity derived in accordance with U.S. GAAP.
Signings	Signings are defined by Kyndryl as an initial estimate of the value of a customer's commitment under a contract. We calculate this based on various considerations including the type and duration of the agreement as well as the presence of termination charges or wind-down costs. Contract extensions and increases in scope are treated as signings only to the extent of the incremental new value. Signings can vary over time due to a variety of factors including, but not limited to, the timing of signing a small number of larger outsourcing contracts. The conversion of signings into revenue may vary based on the types of services and solutions, customer decisions and other factors, which may include, but are not limited to, macroeconomic environment or external events. Management uses signings as a tool to monitor the performance of the business including the business' ability to attract new customers and sell additional scope into our existing customer base.

Reconciliation of non-GAAP metrics

($ in millions)

Reconciliation of net income (loss) to adjusted pretax income (loss) and adjusted EBITDA	Year Ended March 31, 2023	Three Months Ended March 31, 2023	Year Ended March 31, 2022	Three Months Ended March 31, 2022
Net income (loss) (GAAP)	**($1,374)**	**($737)**	**($2,039)**	**($229)**
Plus: Provision for income taxes	524	449	350	40
Pretax income (loss)	**($851)**	**($288)**	**($1,689)**	**($189)**
Non-operating adjustments (before tax)				
Workforce rebalancing charges	71	55	(13)	-
Charges related to ceasing to use leased/ fixed assets and lease terminations	80	70	-	-
Transaction-related costs	264	45	630	58
Stock-based compensation expense	113	32	86	31
Goodwill impairment	-	-	469	-
Amortization of acquisition-related intangible assets	46	11	37	7
Other adjustments[1]	59	14	124	43
Adjusted pretax income (loss) (non-GAAP)	**($217)**	**($61)**	**($356)**	**($51)**
Adjusted pretax margin	*(1.3%)*	*(1.4%)*	*(1.9%)*	*(1.1%)*
Interest expense	94	28	71	21
Depreciation of property and equipment, and capitalized software	900	219	1,206	246
Amortization of transition costs and prepaid software	1,199	290	1,274	319
Adjusted EBITDA (non-GAAP)	**$1,975**	**$476**	**$2,195**	**$536**
Adjusted EBITDA margin	*11.6%*	*11.2%*	*12.0%*	*12.1%*
Revenue (GAAP)	**$17,026**	**$4,255**	**$18,317**	**$4,431**
Net income (loss) margin	*(8.1%)*	*(17.3%)*	*(11.1%)*	*(5.2%)*

Reconciliation of cash flow from operations to adjusted free cash flow	Year Ended March 31, 2023
Cash flow from operations (GAAP)	**$781**
Plus: Transaction-related payments	363
Plus: Workforce rebalancing payments	40
Plus: Significant litigation payments	9
Plus: Payments related to lease terminations and ceasing to use leased assets	1
Less: Net capital expenditures	(842)
Adjusted free cash flow (non-GAAP)	**$352**

Numbers may not add due to rounding

Constant-currency information compares results between periods as if exchange rates had remained constant period over period. We define constant-currency revenues as total revenues excluding the impact of foreign exchange rate movements and use it to determine the constant-currency revenue growth on a year-over-year basis. Constant-currency revenues are calculated by translating current period revenues using corresponding prior-period exchange rates

[1] Other adjustments represent pension costs other than pension servicing costs and multi-employer plan costs, significant litigation costs and currency impacts of highly inflationary countries

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