

A Message from Our Chairman and Chief Executive Officer

Dear Fellow Stockholders,

On behalf of the entire Kyndryl Board of Directors, I am honored to invite you to Kyndryl's Annual Meeting of Stockholders on July 27, 2023.

In our first full year as an independent company, Kyndryl has solidified its market leadership position, and continues to deliver on its mission to be our customers' most vital IT services partner – delivering transformational business outcomes. We are redefining what it means to be an IT infrastructure services company, running the 'hearts and lungs' of the most important enterprises around the world, and helping to move the global economy forward.



MARTIN SCHROETER

Our progress in fiscal year 2023 demonstrates the strength of our business strategy and the new culture we're creating as an independent firm. Our unmatched technical expertise and global scale make us a compelling and trusted partner for our customers. The early success we're seeing is inextricably linked to our experienced people and our unique intellectual property, gleaned from managing and modernizing thousands of customers' complex IT estates.

We spent our first year of independence building the foundation for future growth and profitability by aggressively executing on our "three-A's" initiative—Alliances, Advanced Delivery and Accounts—and we exceeded our year-one milestones for each initiative in fiscal 2023. Through our new strategic alliance partnerships with Microsoft, Google Cloud, Amazon Web Services, VMware, SAP and many other leading technology vendors, we're helping our customers address their pressing business needs and prepare for their future aspirations. We're further enhancing the quality of services we offer by leaning into Kyndryl's global delivery advantages, automation capabilities and new investments in our growing open innovation platform – Kyndryl Bridge. And we're continuing to address areas of our business that were transferred to us at spin with substandard margins.

As a purpose-driven company, our Environmental, Social and Governance (ESG) commitments are interwoven with our business strategy. In our first year, we committed to reducing our overall carbon emissions to net zero by 2040 (with at least a 50% reduction by 2030), and we signed onto the Science Based Targets Initiative (SBTi). Inclusion, diversity, equity and belonging are core to our culture, and we are embedding them into every part of our business. Outside of Kyndryl, we're engaging and equipping underserved communities with the technical skills they need to enter the workforce of tomorrow. On governance, we are focused on maintaining a diverse, world-class Board of Directors, and ensuring our employees operate ethically every day. For Kyndryl's executives in fiscal year 2024, we will determine compensation in part based on achievement of key ESG objectives as discussed more fully in our Proxy Statement.

Looking forward, fiscal year 2024 will be about accelerating our growth strategy by advancing the execution of our three-A's initiatives, getting greater traction on our Kyndryl Bridge platform, and leaning into our Kyndryl Consult capabilities. These actions will propel us toward profitable growth, and enable us to deliver even more value to our customers, employees and shareholders.



The opportunities ahead are many. The global economy is in a moment of realignment, with every sector facing many challenges. I am optimistic about Kyndryl, and proud of our role as a trusted partner to our customers, as we support the vitality and security of their mission-critical operations and help them navigate their business and technology challenges.

We've proven in our first year of independence that we have a compelling business, our strategy is sound, and our customers, partners and employees are enthusiastic about our transformation. Moving forward, we'll continue to evolve our operations and investments to further differentiate Kyndryl by more fully leveraging the expertise of our people and our unique technologies. And we'll continue to shape and nurture a vibrant culture that is restless, empathetic and devoted to our customers, our employees and our shareholders.

I'm incredibly proud of what we've accomplished so far, and excited about what's next. Thank you for your continued support of Kyndryl.

Sincerely,

A handwritten signature in blue ink, appearing to read "M. Schroeter", is located below the word "Sincerely,".

MARTIN SCHROETER

Chairman of the Board and Chief Executive Officer

Kyndryl

June 14, 2023
