

kyndryl.

First Quarter 2027 Earnings

August 5, 2026



Disclaimers

Forward-looking statements

This presentation and the related conference call contain “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements often contain words such as “aim,” “anticipate,” “believe,” “could,” “estimate,” “expect,” “forecast,” “intend,” “may,” “objectives,” “opportunity,” “plan,” “position,” “predict,” “project,” “seek,” “should,” “signpost,” “target,” “will,” “would” 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 concerning the Company’s plans, objectives, goals, beliefs, business strategies, future events, business condition, results of operations, financial position, business outlook and business trends, including without limitation the outlook and financial objectives in this presentation and the related conference call (which does not assume any future acquisitions or divestitures) are forward-looking statements. These statements do not guarantee future performance and speak only as of August 5, 2026, and the Company assumes no obligation to update its forward-looking statements, except as required by law. 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: failure to attract new customers, retain existing customers or sell services to customers; failure to meet growth and productivity objectives and maintain our capital allocation strategy; competition; impacts of relationships with critical suppliers and partners; failure to address and adapt to technological developments and trends; inability to attract and retain key personnel and other skilled employees; impact of economic, geopolitical, public health and other conditions; damage to the Company’s reputation and impact on the Company and the Company’s stock price resulting from negative publicity; inability to accurately estimate the cost of services and the timeline for completion of contracts; service delivery issues; the Company’s ability to successfully complete and manage acquisitions and dispositions, including integration challenges, failure to achieve objectives, the assumption of liabilities and higher debt levels; the Company’s ability to refinance maturing debt on favorable terms in a timely manner, or at all, and risks related to the Company’s access to capital and credit markets; failure of the Company’s intellectual property rights to prevent competitive offerings and the failure of the Company to obtain, retain and extend necessary licenses; the impairment of the Company’s goodwill or long-lived assets; risks relating to cybersecurity, data governance and privacy; risks relating to non-compliance with legal and regulatory requirements and changes in laws, regulations and policies in the U.S. and countries where the Company and its customers do business, including with respect to tariffs, taxes and other controls on imports or exports; adverse effects from tax matters; risks related to legal and regulatory claims, suits, investigations, proceedings and other matters, and consequences related thereto; the Company’s ability to remediate, and the timing and costs related to the remediation of, material weaknesses in internal control over financial reporting, as well as the Company’s ability to maintain effective controls in the future; the impact of changes or developments in credit ratings, market liquidity conditions and customer credit risk on receivables; the Company’s pension plans; the impact of currency fluctuations; and 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 March 31, 2026, as such factors may be updated from time to time in the Company’s subsequent filings with the Securities and Exchange Commission.

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 principles in the United States of America (GAAP), such as adjusted EBITDA, adjusted pretax income (loss), adjusted net income (loss), adjusted EPS, adjusted EBITDA margin, adjusted pretax margin, adjusted net margin, net debt, net leverage ratio, free cash flow, adjusted free cash flow and constant currency results, 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 and additional information about our calculation 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 Company is unable to predict with reasonable certainty some individual components of such reconciliation without unreasonable effort. These items are uncertain, depend on various factors and could have a material impact on future results computed in accordance with GAAP.

In this presentation, projections are based on exchange rates as of July 2026. Additionally, certain amounts may not add due to the use of rounded numbers; percentages presented are calculated based on the underlying amounts.

Speakers



Lori Chaitman, Global Head of Investor Relations



Martin Schroeter, Chairman and Chief Executive Officer



Harsh Chugh, Interim Chief Financial Officer

Executing a differentiated strategy in a rapidly changing market

1 Driving profitable growth

Targeting consistent revenue growth and ongoing margin expansion

2 Leveraging our leadership position

Capitalizing on our alliances, AI-led modernization and mission-critical expertise

3 Progressing on key initiatives

Growing Kyndryl Consult, winning new logos and sustaining delivery excellence

4 Focusing on growth areas

Investing in Consult, alliances, Kyndryl Bridge and tuck-in acquisitions

 We are strengthening our operations to deliver on our priorities

Signposts to fiscal 2028

Signpost	Exiting FY26	Drivers in FY27 outlook	Q1 progress
Backlog trajectory entering year	5-point improvement	Signings performance and mix	
Kyndryl Consult signings > revenue	\$4B signings, \$3.5B revenue	Consult capacity and productivity improvement	
Hyperscaler-related revenue growth	+59% in FY26	Continued momentum in alliance activity	
Pipeline at start of FY27 vs. FY26	Sufficient with better mix	Focus on scope expansion and new logos	
Maintain priced margins at high-single digit	8% projected pretax margin on post-spin signings	Maintain pricing discipline	
Optimize labor costs and skills mix	\$1B cumulative savings from Advanced Delivery	Agentic AI infused Advanced Delivery	
Improve SG&A efficiency		Workforce rebalancing actions, substantially in Q1	
Cash conversion cycle at adjusted pretax income less cash taxes	Last two years on track	Similar conversion	

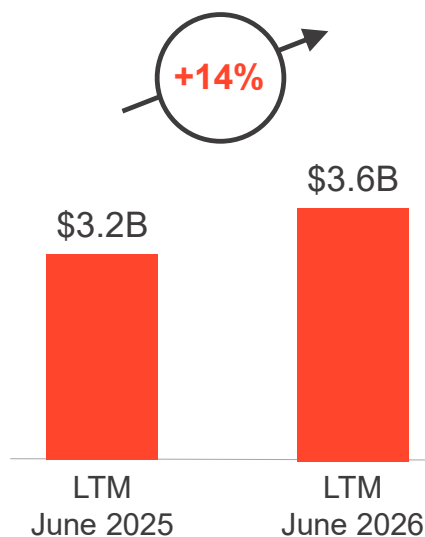
 Targeting to deliver \$1B in adjusted free cash flow by fiscal 2028

Driving growth through our mission-critical capabilities

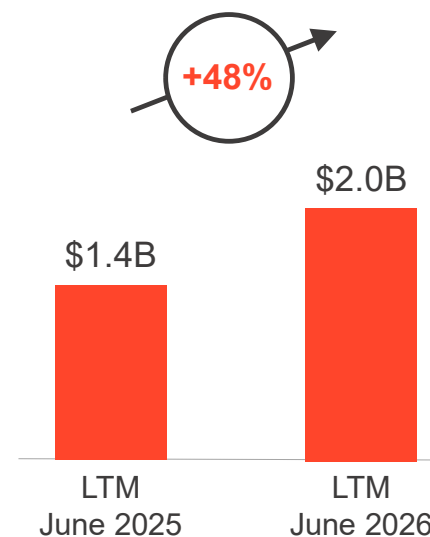
Signposts highlights

- Strength in Kyndryl Consult and hyperscaler-related revenue streams driven by demand for AI-led modernization
- Kyndryl Consult LTM signings of \$4.4B
- Last six months signings exceeded revenue, supported by strength in the U.S.
- 40 large deals >\$50M over LTM consist of 30% scope expansion and new logos
- Q1 included 10 large deals >\$50M

Kyndryl Consult revenue¹



Hyperscaler-related revenue¹



Delivering value and driving incremental opportunities with existing and new customers

Kyndryl's differentiated agentic AI solutions accelerate customers' modernization

Customers turn to Kyndryl for business outcomes

- ✓ Faster, consistent, scalable implementation
- ✓ Transform business workflows
- ✓ Increased agility
- ✓ Cost visibility and optimization
- ✓ Uncompromised quality and security
- ✓ Choice and control

Our expanding agentic capabilities

Services-as-software

Scaling modernization with pre-defined agentic workflows that adapt to changing business priorities

Kyndryl Agentic AI Framework

Accelerate business outcomes with intellectual property and reusable AI workflows

Kyndryl Bridge

Governs and orchestrates AI across mission-critical hybrid IT estates



Unlocking opportunities with our unique methodologies, approach and IP

AI-led modernization customer wins

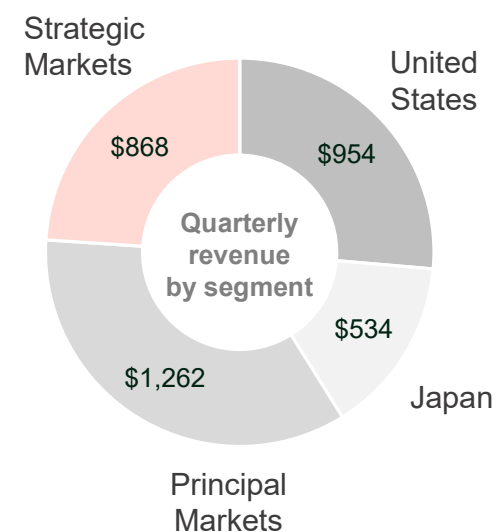
	Global payments company 20-year relationship	Leading financial institution 13-year relationship	Global technology company New Logo
Approach	Application-led	Business transformation-led	Application-led
Customer needs	Improve ROI, predictability and agility of strategic modernization efforts already underway	Accelerate IT and business transformation to enable agentic banking and improve regulatory compliance	Support edge AI innovation with robust software engineering, integrated testing, and continuous IT Operations
Kyndryl Solution	Accelerate implementation with services-as-software Agentic Modernization and FDEs, using AI-powered insights and AI workflows	Unified modernization across applications, infrastructure and business operations with Kyndryl Bridge and Agentic AI	Provide AI-native consulting services to scale edge-to-cloud architectures with the Kyndryl Agentic Framework
Customer outcomes	- Shrink timelines and program costs - Pivot teams globally to AI-led modernization agility and consistency	- Step change in banking efficiency and customer experience - AI-powered operations and resiliency - Increased business agility	- Reduce deployment complexity and risk - Accelerate innovation in edge AI - Enable global expansion
What's next	Expand enterprise modernization	Scale AI-native business platform	Extend edge-to-cloud solutions

 Expanding scope with long-standing customers and winning new logos

Fiscal first quarter 2027 financial results

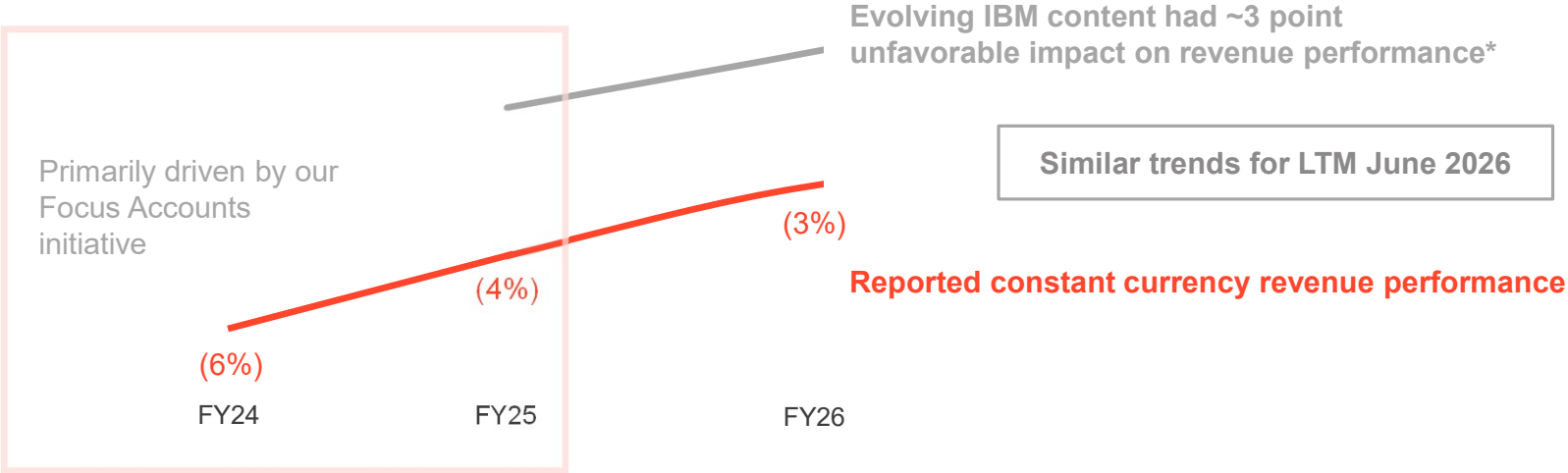
(\$ in millions)	Quarter ended June 30, 2026	Quarter ended June 30, 2025
Revenue	\$3,618	\$3,743
Growth in constant currency	(3%)	(3%)
Adjusted EBITDA	\$512	\$647
Adjusted EBITDA margin	14.2%	17.3%
Adjusted pretax income	(\$37)	\$128
Adjusted pretax margin	(1.0%)	3.4%

Workforce rebalancing charges of \$152M in Q1 2027, compared to \$25M in Q1 2026



Our partnership with IBM continues to evolve

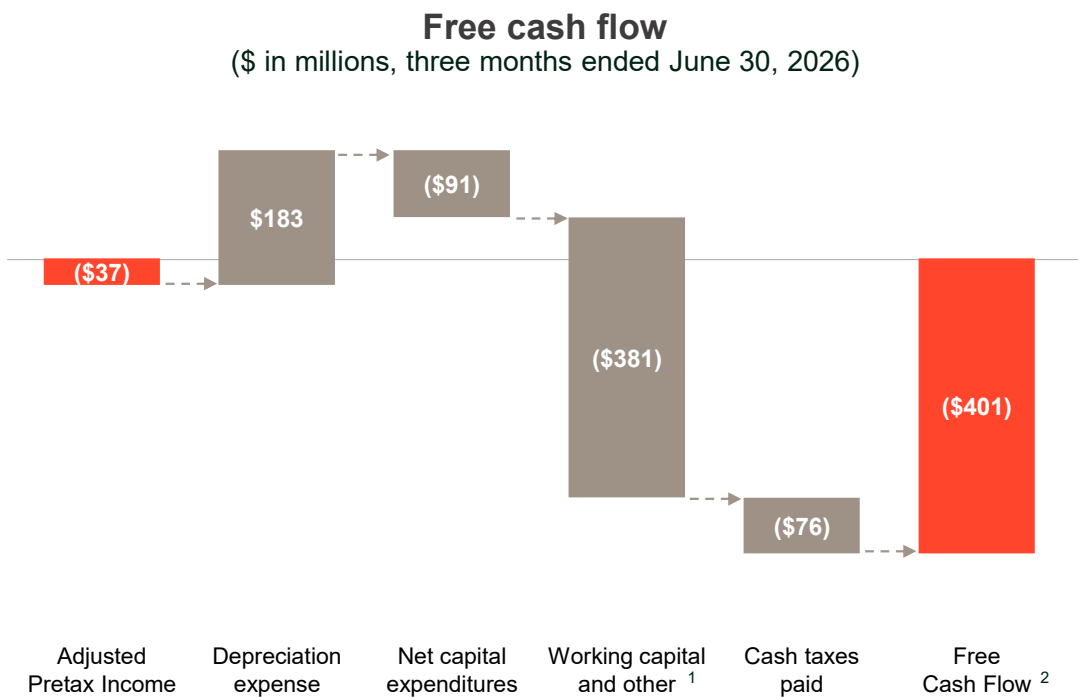
Year-over-year revenue trends



 Our fiscal 2027 outlook assumes a similar impact from our evolving IBM relationship

kyndryl * Represents the approximate effect on constant-currency revenue performance from the evolution of IBM content, based on the amount of IBM content in our customer engagements, at cost
See appendix for reconciliation of non-GAAP metrics

Cash flow seasonality and investment-grade balance sheet



Investment-grade balance sheet (as of June 30, 2026)	
\$2.1B Cash	\$4.3B Available liquidity ³
\$2.0B Net debt	0.8x Net leverage ratio ⁴

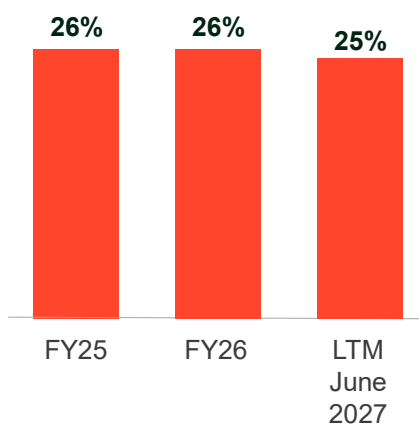
Well-laddered debt maturity

 **Priorities: Maintain a strong balance sheet and financial flexibility**

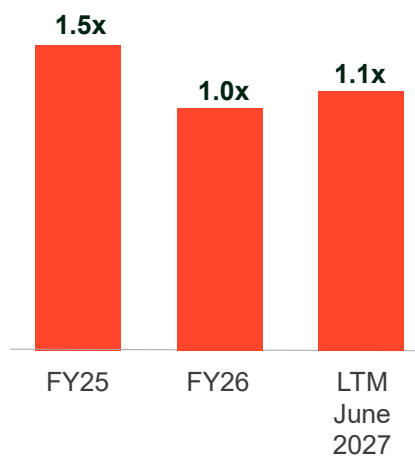
¹ Primarily driven by outflows related to prepaid software subscriptions and renewals, and incentive compensation payments, partially offset by workforce rebalancing accruals
² See appendix for additional information on our calculation of free cash flow that reflects the historical and expected application of the Company's cash management practices
³ Consists of \$2.1B of cash and \$2.2B of undrawn senior unsecured credit facility as of June 30, 2026
⁴ Net leverage ratio is calculated by dividing net debt at period ending by the last twelve months' adjusted EBITDA

Strong projected margins on signings support our goals

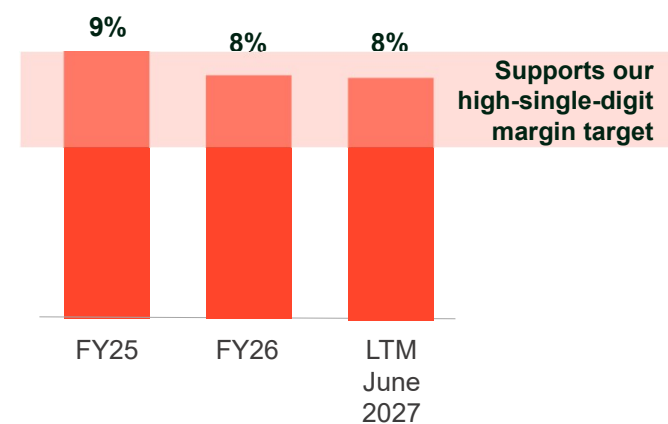
Gross margin
expected on post-spin signings



Gross profit book-to-bill ¹



Pretax margin
expected on post-spin signings



 The quality of our post-spin signings is driving earnings growth

Reaffirming our fiscal 2027 outlook

	Fiscal 2027 outlook
Adjusted pretax income	\$600 to \$700 million
Free cash flow ¹	\$400 to \$500 million
Revenue	Constant-currency flat to down 2% year-over-year



Focused on delivering innovation, expanding margins and growing revenue

Outlook assumes adjusted EBITDA margin of approximately 18.3%

Based on recent exchange rates, currency effects are expected to favorably impact revenue by approximately \$50M year-over-year

Other outlook items: Workforce rebalancing charges ~\$200M; depreciation expense ~\$730M; amortization expense of transition costs and prepaid software \$1.2B+; interest expense ~\$140M; income tax expense (related to adjusted pretax income) ~\$200M; diluted shares outstanding ~230M, excluding any future share repurchases; cash taxes ~\$200M

¹ See appendix for additional information about our calculation of free cash flow. Free cash flow outlook included in this presentation or the Company's other earnings materials reflects the historical and expected application of the Company's cash management practices

kyndryl®

Recent accolades and industry recognition



2026 Google Cloud Global Partner of the Year
Award for Infrastructure Modernization



Ranked #2 by Economist Enterprise on the 2026
Global Top 100 Most Loved Workplaces® list



A Leader in 2025-2026 IDC MarketScape
Worldwide for Mainframe Modernization
Infrastructure Solutions Vendor Assessment*



Received a Gold sustainability rating from
Ecovadis, placing Kyndryl in the top 5% of
participating companies in 2025



2026 Dell Strategic Impact GSI Partner of the
Year – North America



2026 HPE Global System Integrator
Momentum Partner of the Year



2025 Cloudflare Americas Systems
Integrator Partner of the Year



Awarded the Microsoft Frontier Partner
badge reflecting our advanced capabilities
across Microsoft Cloud and AI



Kyndryl named a Customers' Choice in Gartner® Peer
Insights™ “Voice of the Customer” for Outsourced Digital
Workplace Services for second consecutive year

Recognized as a Leader in the 2025 Gartner® Magic
Quadrant™ for Data Center Outsourcing Services, Global
report; Industry Recognition

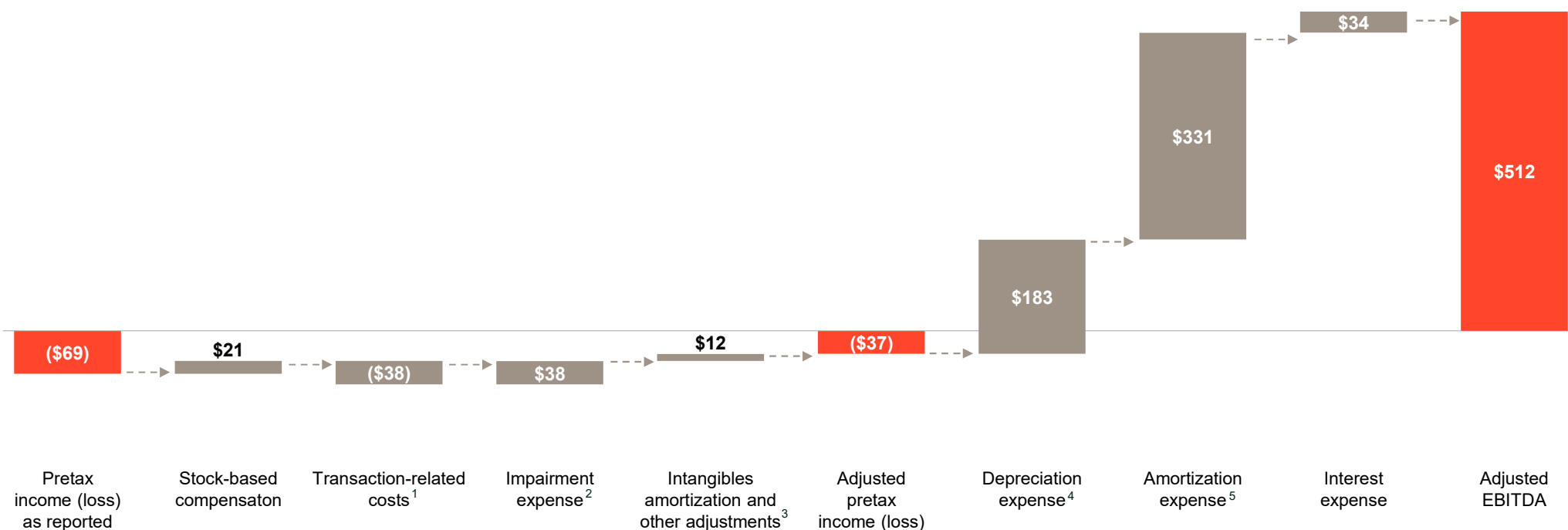


A Leader for Insurance GenAI and Agentic AI Services
Quadrants, Insurance Services - Strategic Capabilities
2025 ISG Provider Lens® Study – Global Report

A Leader for Mainframe Technology Consulting,
Mainframe as a Service, and Application Modernization
Services: 2026 ISG Provider Lens® Mainframes – Services
and Solutions U.S. Report

Fiscal first quarter 2027 adjusted pretax income and adjusted EBITDA

(\$ in millions)



¹ Includes a transaction-related gain of \$40 million from the sale of a digital solutions subsidiary in the Principal Markets segment

² Related to the sale of a facility in the United States

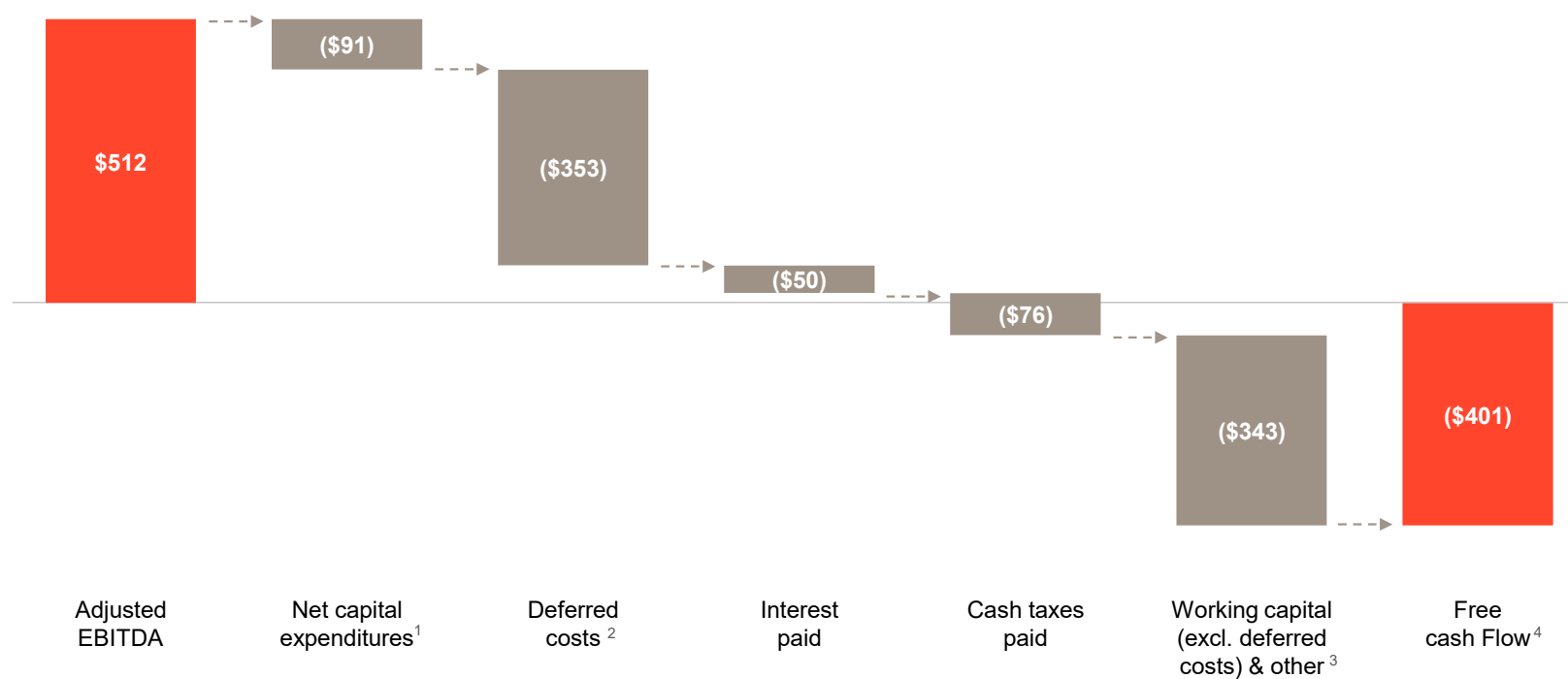
³ Consists of amortization of acquisition-related intangible assets and other adjustments, which represent pension costs other than pension servicing costs and multi-employer plan costs, significant litigation costs and benefits, and currency impacts of highly inflationary countries

⁴ Depreciation of property, equipment and capitalized software

⁵ Amortization of transition costs and prepaid software

Fiscal first quarter 2027 adjusted EBITDA and free cash flow

(\$ in millions)



¹ Net capital expenditures consists of capital expenditures less proceeds from dispositions of property and equipment

² Deferred transition costs and prepaid software (excluding amortization)

³ Primarily driven by outflows related to prepaid software subscriptions and renewals, and incentive compensation payments, partially offset by workforce rebalancing accruals

⁴ See slide 18 for additional information about our calculation of free cash flow

Definitions and rationale for non-GAAP metrics

We present certain non-GAAP financial measures to provide useful supplemental information to investors. We provide these non-GAAP financial measures as we believe it enhances investors' visibility to management decisions and their impacts on operational performance; enables better comparison to peer companies; and allows us to provide a long-term strategic view of the business going forward.

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 terminations, transaction-related costs (benefits), pension costs other than pension servicing costs and multi-employer plan costs, stock-based compensation expense, impairment expense, significant litigation costs and benefits, and currency impacts of highly inflationary countries. Adjusted EBITDA margin is calculated by dividing adjusted EBITDA by revenue.

Adjusted pretax income and adjusted pretax margin

Adjusted pretax income is defined as pretax income excluding transaction-related costs (benefits), charges related to ceasing to use leased/fixed assets, charges related to lease terminations, pension costs other than pension servicing costs and multi-employer plan costs, stock-based compensation expense, amortization of acquisition-related intangible assets, impairment expense, significant litigation costs and benefits, and currency impacts of highly inflationary countries. Adjusted pretax margin is calculated by dividing adjusted pretax income by revenue.

Adjusted net income, adjusted net margin and adjusted earnings per share (EPS)

Adjusted net income is defined as adjusted pretax income less the reported provision for income taxes, minus or plus the tax effect of the non-GAAP adjustments made to calculate adjusted pretax income, and excluding exceptional items impacting the reported provision for income taxes. Adjusted net margin is calculated by dividing adjusted net income, as defined above, by revenue. Adjusted earnings per share (EPS) is defined as adjusted net income divided by diluted weighted average shares outstanding to reflect shares that are dilutive or anti-dilutive based on the amount of adjusted net income.

Constant-currency

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.

Net debt and net leverage ratio

Net debt is defined as total debt less cash and cash equivalents. Net leverage ratio is calculated by dividing net debt by the last twelve months' adjusted EBITDA. Management uses net debt and net leverage ratio to evaluate its leverage.

Free cash flow and adjusted free cash flow

Free cash flow is defined as cash flows from operating activities, less net capital expenditures. Adjusted free cash flow is defined as cash flows from operating activities after adding back transaction-related payments, charges related to lease terminations, and significant litigation payments, less net capital expenditures. Management uses free cash flow and adjusted free cash flow as measures to evaluate our operating results, plan strategic investments and assess our ability and need to incur and service debt. We believe these metrics are useful supplemental financial measures to aid investors in assessing our ability to pursue business opportunities and investments and to service our debt. Free cash flow and adjusted free cash flow are financial measures that are 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. As part of the Company's ongoing cash and commercial management strategy with customers and suppliers and as previously disclosed, the Company's standard practice since the time of the Company's spin-off from International Business Machines Corporation is to actively manage the Company's working capital, including accounts receivables and accounts payables. This includes optimizing payment terms and conditions, accelerating certain cash receipts and delaying certain cash payments (including deferring vendor payments quarter to quarter), and undertaking other discretionary cash and working capital management initiatives. The magnitude of these practices (including deferrals) has varied from quarter to quarter and impacted the Company's cash flows (and related non-GAAP financial measure of adjusted free cash flow), including positively in certain periods. The effects of these practices have been and are reflected in the Company's accounts payable, accounts receivable and cash flow balance, which are accounted for in accordance with GAAP. The Company's working capital and cash flows have also reflected the impact of accrued contract costs in certain periods due to the timing of vendor billings. The Company may, from time to time, revise or adapt the Company's cash and working capital management practices as it deems appropriate. Free cash flow and adjusted free cash flow for the three months ended June 30, 2026 and 2025, and other historical periods in this presentation, as well as the free cash flow outlook and adjusted free cash flow targets included in this presentation or the Company's other earnings materials, reflect the historical and expected application of these practices.

Signings, book-to-bill and gross profit book-to-bill

Signings are defined by Kyndryl as an initial estimate of the value of a customer's commitment under a contract. The calculation involves estimates and judgments to gauge the extent of a customer's commitment, 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, as well as the length of those contracts. Signings should not be considered a comprehensive measure of future revenue, and 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 to monitor the performance of the business, as a measure of customer engagement and our ability to drive growth.

Our book-to-bill is defined as signings for the last twelve months divided by our revenues for the same period. Our gross profit book-to-bill is defined as our projected gross profit on signings ("book") for the last twelve months divided by our gross profit ("bill") for the same period. Projected gross profit on signings is calculated by multiplying the Company's projected gross margin for the last twelve months by total signings for the same period; and reported gross profit is revenue for the last twelve months less cost of services for the same period. Management uses book-to-bill and gross profit book-to-bill as supplemental color to illustrate to investors how our signings support future revenue growth and the quality of our signings growth in describing the financial and strategic progress on the Company's long-term strategy.

Reconciliation of non-GAAP metrics

(\$ in millions, except per-share amounts)

Reconciliation of net income to adjusted pretax income and adjusted EBITDA	Three months ended June 30, 2026	Three months ended June 30, 2025
Net income (loss) (GAAP)	(\$55)	\$56
Plus: Provision for income taxes	(14)	36
Pretax income (loss) (GAAP)	(\$69)	\$92
<i>Net income (loss) margin</i>	<i>(1.5)%</i>	<i>1.5%</i>
<i>Pretax income (loss) margin</i>	<i>(1.9)%</i>	<i>2.5%</i>
Non-operating adjustments (before tax)		
Transaction-related costs (benefits) ¹	(38)	—
Stock-based compensation expense	21	24
Amortization of acquisition-related intangible assets	6	7
Impairment expense ²	38	—
Other adjustments ³	5	5
Adjusted pretax income (loss) (non-GAAP)	(\$37)	\$128
<i>Adjusted pretax income (loss) margin</i>	<i>(1.0)%</i>	<i>3.4%</i>
Interest expense	34	19
Depreciation of property, equipment and capitalized software	183	191
Amortization of transition costs and prepaid software	331	308
Adjusted EBITDA (non-GAAP)	\$512	\$647
<i>Adjusted EBITDA margin</i>	<i>14.2%</i>	<i>17.3%</i>
Revenue (GAAP)	\$3,618	\$3,743

Numbers may not add due to rounding

¹ Kyndryl's reported results for the three months ended June 30, 2026 include a transaction-related gain of \$40 million from the sale of a digital solutions subsidiary in the Principal Markets segment.

² Kyndryl's reported results for the three months ended June 30, 2026 include an impairment expense for the sale of a facility in the United States.

³ Other adjustments represent pension costs other than pension servicing costs and multi-employer plan costs, significant litigation costs and benefits, and currency impacts of highly inflationary countries.

⁴ Net capital expenditures consists of capital expenditures less proceeds from dispositions of property and equipment

⁵ Free cash flow for the three months ended June 30, 2026 includes transaction-related payments of \$1 million and significant litigation payments of \$11 million. See slide 18 for additional information about our calculation of free cash flow

Reconciliation of adjusted pretax income to adjusted net income and adjusted EPS	Three months ended June 30, 2026	Three months ended June 30, 2025
Adjusted pretax income (loss) (non-GAAP)	(\$37)	\$128
Provision for income taxes (GAAP)	14	(36)
Tax effect of non-GAAP adjustments	(4)	(3)
Adjusted net income (loss) (non-GAAP)	(\$26)	\$90
Diluted weighted average shares outstanding	220.6	239.1
Diluted earnings per share (GAAP)	(\$0.25)	\$0.23
Adjusted EPS (non-GAAP)	(\$0.12)	\$0.37

Reconciliation of cash flows from operations to free cash flow	Three months ended June 30, 2026	Three months ended June 30, 2025
Cash flow from operating activities (GAAP)	(\$310)	(\$124)
Less: Net capital expenditures ⁴	(91)	(97)
Free cash flow (non-GAAP)⁵	(\$401)	(\$222)

Reconciliation of revenue growth to constant currency revenue growth	Twelve months ended Mar. 31, 2026	Twelve months ended Mar. 31, 2025	Twelve months ended Mar. 31, 2024
Revenue growth %	0%	(6%)	(6%)
Constant currency revenue growth % (non-GAAP)	(3%)	(4%)	(6%)

Reconciliation of net debt and net leverage ratio	Balance as of June 30, 2026
Short-term debt	\$1,781
Long-term debt	2,289
Total debt	\$4,070
Cash	2,104
Net debt (non-GAAP)	\$1,966
Latest twelve months adjusted EBITDA (non-GAAP)	\$2,537
Net leverage ratio (non-GAAP)	0.77x