1Q 2025 Earnings



Forward-looking statements and non-GAAP information

Certain comments made in this presentation may be characterized as forward looking under the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on the company's current assumptions regarding future business and financial performance. Those statements by their nature address matters that are uncertain to different degrees. Those statements involve a number of factors that could cause actual results to differ materially. Additional information concerning these factors is contained in the Company's filings with the SEC. Copies are available from the SEC, from the IBM website, or from IBM Investor Relations. Any forward-looking statement made during this presentation speaks only as of the date on which it is made. The company assumes no obligation to update or revise any forward-looking statements except as required by law; these charts and the associated remarks and comments are integrally related and are intended to be presented and understood together.

In an effort to provide additional and useful information regarding the company's financial results and other financial information as determined by generally accepted accounting principles (GAAP), the company also discusses, in its earnings press release and presentation materials, certain non-GAAP information including operating earnings and other "operating" financial measures, free cash flow, net cash from operating activities excluding IBM Financing receivables,

adjusted EBITDA and adjustments for currency. The rationale for management's use of this non-GAAP information is included as Exhibit 99.2 to the company's Form 8-K submitted to the SEC on April 23, 2025. The reconciliation of non-GAAP information to GAAP is included in the press release within Exhibit 99.1 to the company's Form 8-K submitted to the SEC on April 23, 2025, as well as on the slides entitled "Non-GAAP supplemental materials" in this presentation.

To provide better transparency, the company also discusses management performance metrics including annual recurring revenue, annual bookings, signings, and book-to-bill. The metrics are used to monitor the performance of the business and are viewed as useful decision-making information for management and stakeholders. The rationale for management's use of these performance metrics and their calculation, as well as other information including the definition of book of business, are included in Exhibit 99.2 to the company's Form 8-K submitted to the SEC on April 23, 2025, or in the Management Discussion section of the company's 2024 Annual Report, which is Exhibit 13 to the Form 10-K submitted with the SEC on February 25, 2025. For other related information please visit the Company's investor relations website at:

https://www.ibm.com/investor/events/earnings-1Q25



Arvind Krishna
Chairman, President and
Chief Executive Officer



James Kavanaugh SVP, Finance & Operations and Chief Financial Officer

CEO perspective

"We exceeded expectations for revenue, profitability and free cash flow in the quarter, led by strength across our Software portfolio. There continues to be strong demand for generative AI and our book of business stands at more than \$6 billion inception-to-date, up more than \$1 billion in the quarter.

We remain bullish on the long-term growth opportunities for technology and the global economy. While the macroeconomic environment is fluid, based on what we know today, we are maintaining our full-year expectations for revenue growth and free cash flow."

Arvind Krishna

IBM Chairman, President and CEO

Financial highlights

1Q25

\$14.5B

Revenue

\$2.0B

Free cash flow

"Revenue growth, once again led by Software, combined with our productivity initiatives, drove significant gross margin expansion and operating leverage in the quarter.

With our focus on the fundamentals of our business, we continue to maintain a strong liquidity position and yield solid free cash flow. This enables us to both invest in our business and return value to shareholders through dividends."

James Kavanaugh

IBM SVP & CFO

2%

Revenue growth yr/yr

9%

Software revenue growth yr/yr

190bps

Gross margin expansion (operating)

12%

Adjusted EBITDA growth

~240bps

Adjusted EBITDA margin expansion

\$17.6B

Cash on hand, incl. marketable securities

Software

Growth of 9% including ~6 points of organic contribution

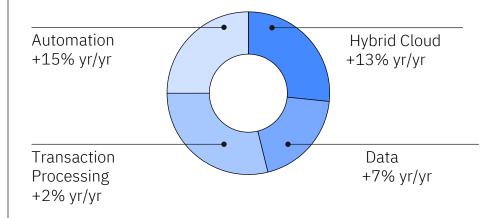
Red Hat high-teens annual bookings growth and 6-month revenue under contract up mid-teens

Solid recurring revenue base; ARR of \$21.7 billion, +11% yr/yr

Strong segment profit margin expansion of over 370bps



Revenue categories-1Q25



Consulting

Continued growth in generative AI bookings

Solid backlog performance

Client reprioritization and spend constraints continued to impact yield

Strong profit margin expansion of 280bps

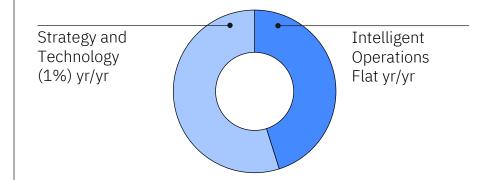
\$5.1B

Revenue

Flat

Revenue growth

Revenue categories-1Q25



Infrastructure

Infrastructure performance reflects product cycle dynamics

Broad-based growth across the storage portfolio

Announced IBM z17 with multi-model AI capabilities, new security features, and tools for improved usability

Ongoing investment in innovation

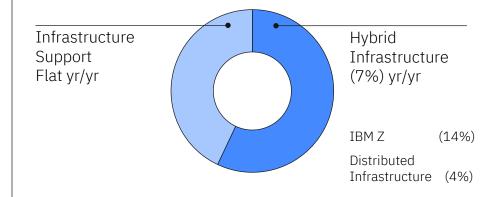
\$2.9B

Revenue

(4%)

Revenue growth

Revenue categories-1Q25



1Q25 results; revenue growth rates @CC

Summary

1Q25 Summary

Exceeded our expectations across revenue, profitability, and cash flow

Generative AI book of business greater than \$6 billion inception-to-date

Accelerated productivity initiatives drove strong adjusted EBITDA margin expansion

Generated \$2 billion of free cash flow, our highest first quarter free cash flow in many years

Continue to maintain a strong liquidity position and solid investment grade balance sheet

2025 Expectations

Based on what we know today, maintaining our full-year guidance

Revenue growth @CC inflecting higher to 5%+

Operating pre-tax operating margin to expand by over half a point

Full-year free cash flow ~\$13.5 billion

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Supplemental material

Revenue and P&L highlights

Adjusted EBITDA performance

Cash flow and balance sheet highlights

Currency impact on revenue growth

Software & Infrastructure segment details

Consulting segment details

Expense summary

Balance sheet summary

Free cash flow summary

Cash flow (ASC 230)

Software segment categories

Consulting segment categories

Infrastructure segment categories

Non-GAAP supplemental materials

Revenue and P&L highlights

| Revenue highlights | 1Q25 | B/(W) Yr/Yr |
|--------------------|--------|----------------|
| Revenue | \$14.5 | 2% |
| Americas | \$7.2 | Flat |
| Europe/ME/Africa | \$4.6 | 8% |
| Asia Pacific | \$2.8 | Flat |

| Operating P&L highlights \$ | 1Q25 | B/(W) Yr/Yr |
|-----------------------------|--------|----------------|
| Gross profit | \$8.2 | 4% |
| Expense | \$6.5 | (4%) |
| Pre-tax income | \$1.7 | 5% |
| Net income | \$1.5 | (3%) |
| Earnings per share | \$1.60 | (5%) |
| Adjusted EBITDA | \$3.4 | 12% |
| Operating P&L highlights % | 1Q25 | B/(W) Yr/Yr |
| Gross profit margin | 56.6% | 1.9 pts |
| Expense E/R | 44.7% | (1.4 pts) |
| Pre-tax income margin | 12.0% | 0.5 pts |
| Net income margin | 10.4% | (0.4 pts) |
| Tax rate | 12.7% | (7.1 pts) |

Adjusted EBITDA performance

| | 1Q25 | Yr/Yr |
|--|-------|---------|
| Operating (non-GAAP) pre-tax income from continuing operations | \$1.7 | \$0.1 |
| Net interest expense | \$0.3 | \$0.0 |
| Depreciation/Amortization of non-acquired intangible assets | \$0.7 | (\$0.0) |
| Stock-based compensation | \$0.4 | \$0.1 |
| Workforce rebalancing charges | \$0.3 | (\$0.1) |
| Corporate (gains) and charges* | \$0.0 | \$0.2 |
| Adjusted EBITDA | \$3.4 | \$0.4 |

^{\$} in billions

^{*}Corporate (gains) and charges primarily consists of unique corporate actions such as gains on divestitures

Cash flow and balance sheet highlights

| Cash flow | 1Q25 | Yr/Yr |
|---------------------------|-------|---------|
| Net cash from operations* | \$2.3 | \$0.0 |
| Free cash flow** | \$2.0 | \$0.1 |
| | | |
| Select uses of cash | 1Q25 | Yr/Yr |
| Net capital expenditures | \$0.3 | (\$0.0) |
| Acquisitions | \$7.1 | \$7.0 |
| • | 47.1= | · |

| Balance sheet | Mar 25 | Dec 24 | Mar 24 |
|--|--------|--------|--------|
| Cash & marketable securities Total debt | \$17.6 | \$14.8 | \$19.3 |
| | \$63.3 | \$55.0 | \$59.5 |
| Select debt measures | Mar 25 | Dec 24 | Mar 24 |
| IBM Financing debt Core (non-IBM Financing) debt | \$10.0 | \$12.1 | \$9.9 |
| | \$53.3 | \$42.9 | \$49.6 |

^{\$} in billions

^{*}Non-GAAP financial measure; excludes Financing receivables
**Non-GAAP financial measure; adjusts for Financing receivables and net capital expenditures

Currency impact on revenue growth

| Quarterly averages per US \$ | 1Q25 | Yr/Yr | Spot @2Q Earnings | 2Q25 | 3Q25 | 4Q25 | FY25 |
|--|---------|-------------|----------------------|-------------|----------|-------------|------------|
| Euro | 0.95 | (3%) | 0.87 | 6% | 4% | 7% | 4% |
| Pound | 0.79 | (1%) | 0.75 | 5% | 3% | 4% | 3% |
| Yen | 152 | (3%) | 141 | 9% | 6% | 8% | 5% |
| Revenue impact, future @2Q Earnings Spot | | (1.8 pts) | | 2-2.5 pts | ~1.5 pts | ~3 pts | 1-1.5 pts |
| Revenue impact, future @April 1st Spot | | | | ~0 pts | ~(1 pts) | ~0.5 pts | ~(0.5 pts) |
| Revenue impact, future @1Q Earnings Spot | | (2.5-3 pts) | | (1.5-2 pts) | ~(3 pts) | (1-1.5 pts) | ~(2 pts) |
| | US \$B | Yr/Yr | | | | | |
| Revenue as reported | \$14.5 | 1% | | | | | |
| Currency impact | (\$0.3) | (1.8 pts) | | | | | |
| Revenue @CC | | 2% | | | | | |

Software & Infrastructure segment details

| Software segment | 1Q25 | B/(W) Yr/Yr |
|--------------------------|--------|----------------|
| Revenue | \$6.3 | 9% |
| Hybrid Cloud | \$1.7 | 13% |
| Automation | \$1.6 | 15% |
| Data | \$1.2 | 7% |
| Transaction Processing | \$1.8 | 2% |
| Segment profit | \$1.8 | 23% |
| Segment profit margin | 29.1% | 3.7 pts |
| Annual recurring revenue | \$21.7 | 11% |

| Infrastructure segment | 1Q25 | B/(W) |
|----------------------------|-------|-----------|
| | | Yr/Yr |
| Revenue | \$2.9 | (4%) |
| Hybrid Infrastructure | \$1.6 | (7%) |
| IBM Z | | (14%) |
| Distributed Infrastructure | | (4%) |
| Infrastructure Support | \$1.2 | Flat |
| Segment profit | \$0.2 | (20%) |
| Segment profit margin | 8.6% | (1.5 pts) |
| | | |

Consulting segment details

| Consulting segment | 1Q25 | B/(W) Yr/Yr |
|--------------------------------------|----------------|----------------|
| Revenue | \$5.1 | Flat |
| Strategy and Technology | \$2.8 | (1%) |
| Intelligent Operations | \$2.3 | Flat |
| Gross profit margin | 27.3% | 1.9 pts |
| Segment profit | \$0.6 | 32% |
| Segment profit margin | 11.0% | 2.8 pts |
| Signings Book-to-bill ratio (TTM) | \$4.9 >1.15 | (9%) |

Expense summary

| Expense | 1Q25 | B/(W) | | Acq/ | |
|-------------------------------------|---------|-------|----------|----------|---------|
| | | Yr/Yr | Currency | Divest** | Base*** |
| Operating expense & other income* | \$6.5 | (4%) | 1 pts | (6 pts) | 1 pts |
| SG&A – operating | \$4.5 | 4% | 1 pts | (2 pts) | 5 pts |
| R&D – operating | \$1.9 | (8%) | 1 pts | (3 pts) | (7 pts) |
| IP and custom development income | (\$0.3) | 17% | | | |
| Other (income)/expense - operating* | (\$0.2) | (60%) | | | |
| Interest expense | \$0.5 | (5%) | | | |
| | | | | | |

^{\$} in billions

^{*}Yr/Yr reflects 1Q24 pre-tax net impact of \$0.2B related to divestiture dynamics

^{**}Includes acquisitions in the last twelve months net of non-operating acquisition-related charges and includes impact of closed divested businesses

^{***}Represents the percentage change after excluding the impact of currency translation & hedges, acquisitions and divestitures

Balance sheet summary

| | Mar 25 | Dec 24 | Mar 24 |
|----------------------------------|---------|---------|---------|
| Cash & marketable securities | \$17.6 | \$14.8 | \$19.3 |
| Core (non-IBM Financing) assets* | \$116.8 | \$108.9 | \$106.4 |
| IBM Financing assets | \$11.3 | \$13.5 | \$11.5 |
| Total assets | \$145.7 | \$137.2 | \$137.2 |
| | | | |
| Other liabilities | \$55.4 | \$54.8 | \$54.3 |
| Core (non-IBM Financing) debt* | \$53.3 | \$42.9 | \$49.6 |
| IBM Financing debt | \$10.0 | \$12.1 | \$9.9 |
| Total debt | \$63.3 | \$55.0 | \$59.5 |
| Total liabilities | \$118.7 | \$109.8 | \$113.8 |
| Equity | \$27.0 | \$27.4 | \$23.3 |

^{\$} in billions

^{*}Includes eliminations of inter-company activity

Free cash flow summary

| | | B/(W) |
|--|---------|-------|
| | 1Q25 | Yr/Yr |
| Net cash from operations | \$4.4 | \$0.2 |
| Less: IBM Financing receivables | \$2.1 | \$0.2 |
| Net cash from operations (excluding IBM Financing receivables) | \$2.3 | \$0.0 |
| Net capital expenditures | (\$0.3) | \$0.0 |
| Free cash flow (excluding IBM Financing receivables) | \$2.0 | \$0.1 |

\$ in billions

Cash flow (ASC230)

| | 1Q25 | 1Q24 |
|--|----------|---------|
| Net income from operations | \$1.1 | \$1.6 |
| Depreciation / amortization of intangibles* | \$1.2 | \$1.1 |
| Stock-based compensation | \$0.4 | \$0.3 |
| Operating assets and liabilities / other, net | (\$0.4) | (\$0.8) |
| IBM Financing A/R | \$2.1 | \$1.9 |
| Net cash provided by operating activities | \$4.4 | \$4.2 |
| Capital expenditures, net of payments & proceeds | (\$0.3) | (\$0.4) |
| Divestitures, net of cash transferred | (\$0.0) | \$0.7 |
| Acquisitions, net of cash acquired | (\$7.1) | (\$0.1) |
| Marketable securities / other investments, net | (\$5.6) | (\$4.5) |
| Net cash provided by/(used in) investing activities | (\$13.0) | (\$4.2) |
| Debt, net of payments & proceeds | \$7.1 | \$3.4 |
| Dividends | (\$1.5) | (\$1.5) |
| Financing - other | (\$0.1) | \$0.0 |
| Net cash provided by/(used in) financing activities | \$5.4 | \$1.9 |
| Effect of exchange rate changes on cash | \$0.2 | (\$0.2) |
| Net change in cash, cash equivalents & restricted cash | (\$3.0) | \$1.7 |

^{\$} in billions

^{*}Includes operating lease right-of-use assets amortization

Software segment categories

Revenue categories

The Software portfolio delivers end-to-end enterprise capabilities for Hybrid Cloud and AI:

Hybrid Cloud

incl. RHEL, OpenShift, Ansible, Red Hat AI

Automation

incl. application development & integration, infrastructure lifecycle management incl. HashiCorp, network management, security software for identity access management and threat management, observability, FinOps, IT financial management, asset lifecycle management

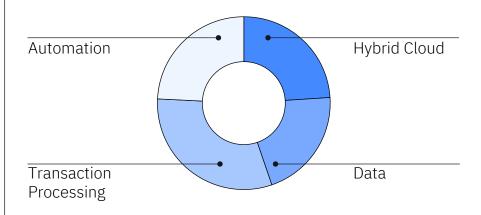
Data

incl. AI assistants, AI tools and governance, databases, data intelligence, data integration, data security

Transaction Processing

incl. Customer Information Control System and storage software, analytics and integration software on IBM operating systems, AI assistants for Z, security software for Z

Revenue categories - FY 2024



Consulting segment categories

Revenue categories

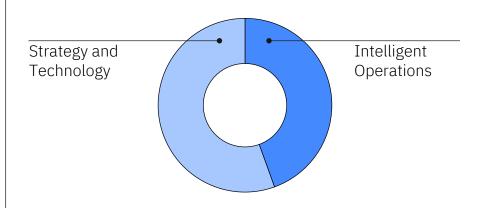
Strategy and Technology

Provides strategy, process design, system implementation, cloud architecture and implementation services to help clients transform their businesses for growth and enable innovation. These services ensure clients benefit from the latest technologies to meet their objectives by leveraging AI and an ecosystem of strategic partners alongside IBM technology and Red Hat, including Adobe, AWS, Microsoft, Oracle, Palo Alto Networks, Salesforce, and SAP, among others.

Intelligent Operations

Focuses on application, cloud platform, and operations services that bring efficiency to clients' processes by operationalizing and running hybrid cloud platforms, managing core business processes, and addressing security holistically across business functions and the IT landscape. These services help clients manage, optimize, and orchestrate custom and ISV packaged applications, enhancing operations through AI-powered solutions for faster, more efficient client outcomes.

Revenue categories - FY 2024



Infrastructure segment categories

Revenue categories

Hybrid Infrastructure

Innovative infrastructure platforms to help meet the new requirements of hybrid multi-cloud and enterprise AI workloads leveraging flexible and as-a-service consumption models:

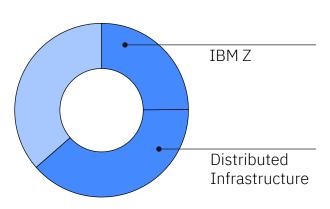
- IBM Z: incl. hardware and operating system
- Distributed Infrastructure: incl. Power hardware and operating system, storage hardware, IBM Cloud IaaS, OEM asset recovery service

Infrastructure Support

Comprehensive, proactive and AI enabled services to maintain and improve the availability and value of clients' IT infrastructure (hardware and software) both on-premises and in the cloud incl. maintenance for IBM products and other technology platforms.

Revenue categories – FY 2024

- Hybrid
 Infrastructure
- Infrastructure Support



Reconciliation of revenue performance – 1Q 2025

| | 1Q25 Yr/Yr | |
|------------------|------------|------|
| | GAAP | @CC |
| Total revenue | 1% | 2% |
| Americas | (1%) | Flat |
| Europe/ME/Africa | 6% | 8% |
| Asia Pacific | (2%) | Flat |

The above reconciles the non-GAAP financial information contained in the "Financial highlights", "Revenue and P&L highlights", and "Prepared remarks" discussions in the company's earnings presentation. See Exhibit 99.2 included in the company's Form 8-K dated April 23, 2025, for additional information on the use of these non-GAAP financial measures.

Reconciliation of segment revenue performance – 1Q 2025

| | 1Q25 | Yr/Yr | | 1Q25 | Yr/Yr |
|---------------------------------|--------|--------|----------------------------|-------|-------|
| | GAAP | @CC_ | | GAAP | @CC |
| Software | 7% | 9% | Consulting | (2%) | Flat |
| Hybrid Cloud | 12% | 13% | Strategy and Technology | (3%) | (1%) |
| Automation | 14% | 15% | Intelligent Operations | (2%) | Flat |
| Data | 5% | 7% | | | |
| Transaction Processing | Flat | 2% | Infrastructure | (6%) | (4%) |
| | | | Hybrid Infrastructure | (9%) | (7%) |
| Software revenue organic growth | ~4 pts | ~6 pts | IBM Z | (15%) | (14%) |
| | | | Distributed Infrastructure | (5%) | (4%) |
| | | | Infrastructure Support | (3%) | Flat |

The above reconciles the non-GAAP financial information contained in the "Software", "Consulting", "Infrastructure", "Software & Infrastructure segment details", "Consulting segment details" and "Prepared remarks" discussions in the company's earnings presentation. See Exhibit 99.2 included in the company's Form 8-K dated April 23, 2025, for additional information on the use of these non-GAAP financial measures.

Reconciliation of expense summary – 1Q 2025

| | 1Q25 | | |
|----------------------------------|---------|-------------|------------|
| | | Non-GAAP | Operating |
| | GAAP | adjustments | (non-GAAP) |
| SG&A | | | |
| Currency | 1 pts | 0 pts | 1 pts |
| Acquisitions/divestitures | (2 pts) | 0 pts | (2 pts) |
| Base* | 3 pts | 2 pts | 5 pts |
| R&D | | | |
| Currency | 1 pts | 0 pts | 1 pts |
| Acquisitions/divestitures | (3 pts) | 0 pts | (3 pts) |
| Base* | (7 pts) | 0 pts | (7 pts) |
| Operating expense & other income | | | |
| Currency | 2 pts | (1 pts) | 1 pts |
| Acquisitions/divestitures | (6 pts) | 0 pts | (6 pts) |
| Base* | 1 pts | 0 pts | 1 pts |

^{*}Represents the percentage change after excluding the impact of currency translation & hedges, acquisitions and divestitures

The above reconciles the non-GAAP financial information contained in the "Expense summary" discussion in the company's earnings presentation. See Exhibit 99.2 included in the company's Form 8-K dated April 23, 2025, for additional information on the use of these non-GAAP financial measures.

Reconciliation of continuing operations – 1Q 2025

| | | | 1Q25 | | |
|--------------------------|---------|--------------|-------------|------------|------------|
| | | Acquisition- | Retirement- | | |
| | | related | related | Tax reform | Operating |
| | GAAP | adjustments | adjustments | impacts | (non-GAAP) |
| Gross profit | \$8,031 | \$201 | _ | _ | \$8,232 |
| Gross profit margin | 55% | 1.4 pts | _ | _ | 57% |
| SG&A | 4,886 | (353) | _ | _ | 4,533 |
| R&D | 1,950 | (4) | _ | _ | 1,946 |
| Other (income) & expense | (165) | 0 | (23) | _ | (187) |
| Total expense | 6,873 | (357) | (23) | _ | 6,494 |
| Pre-tax income | 1,158 | 557 | 23 | _ | 1,738 |
| Pre-tax income margin | 8.0% | 3.8 pts | 0.2 pts | _ | 12.0% |
| Tax rate | 8.9% | 4.5 pts | (0.8 pts) | 0.1 pts | 12.7% |
| Net income | 1,054 | 429 | 35 | (2) | 1,517 |
| Net income margin | 7.3% | 3.0 pts | 0.2 pts | (0.0 pts) | 10.4% |
| Earnings per share | \$1.12 | \$0.45 | \$0.04 | (\$0.00) | \$1.60 |

^{\$} in millions (except EPS which is in whole dollars)

The above reconciles the non-GAAP financial information contained in the "Revenue and P&L highlights", "Expense summary" and "Prepared remarks" discussions in the company's earnings presentation. See Exhibit 99.2 included in the company's Form 8-K dated April 23, 2025, for additional information on the use of these non-GAAP financial measures.

Reconciliation of GAAP net income to adjusted EBITDA

| | 1Q25 | Yr/Yr |
|--|-------|---------|
| Net income as reported (GAAP) | \$1.1 | (\$0.5) |
| Less: income/(loss) from discontinued operations, net of tax | \$0.0 | (\$0.0) |
| Income from continuing operations | \$1.1 | (\$0.5) |
| Provision for/(Benefit from) income taxes from continuing operations | \$0.1 | \$0.6 |
| Pre-tax income from continuing operations (GAAP) | \$1.2 | \$0.1 |
| Non-operating adjustments (before tax) | | |
| Acquisition-related charges* | \$0.6 | \$0.1 |
| Non-operating retirement-related costs/(income) | \$0.0 | (\$0.1) |
| Operating (non-GAAP) pre-tax income from continuing operations | \$1.7 | \$0.1 |
| Net interest expense | \$0.3 | \$0.0 |
| Depreciation/Amortization of non-acquired intangible assets | \$0.7 | (\$0.0) |
| Stock-based compensation | \$0.4 | \$0.1 |
| Workforce rebalancing charges | \$0.3 | (\$0.1) |
| Corporate (gains) and charges** | \$0.0 | \$0.2 |
| Adjusted EBITDA | \$3.4 | \$0.4 |

^{\$} in billions

Adjusted EBITDA margin utilized in the "Financial highlights" discussion in the company's earnings presentation is calculated by dividing Adjusted EBITDA by total revenue

The above reconciles the non-GAAP financial information contained in the "Financial highlights", "Revenue and P&L highlights", "Adjusted EBITDA performance" and "Prepared remarks" discussions in the company's earnings presentation. See Exhibit 99.2 included in the company's Form 8-K dated April 23, 2025, for additional information on the use of these non-GAAP financial measures.

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^{*}Primarily consists of amortization of acquired intangible assets

^{**}Corporate (gains) and charges primarily consists of unique corporate actions such as gains on divestitures

Reconciliation of net cash from operations to adjusted EBITDA

| | 1Q25 | 1Q24 |
|--|---------|---------|
| Net cash provided by operating activities | \$4.4 | \$4.2 |
| Add: | | |
| Net interest expense | \$0.3 | \$0.2 |
| Provision for/(Benefit from) income taxes from continuing operations | \$0.1 | (\$0.5) |
| Less change in: | | |
| Financing receivables | \$2.1 | \$1.9 |
| Other assets and liabilities/other, net* | (\$0.7) | (\$1.0) |
| Adjusted EBITDA | \$3.4 | \$3.0 |

\$ in billions

The above reconciles the non-GAAP financial information contained in the "Prepared remarks" discussion in the company's earnings presentation. See Exhibit 99.2 included in the company's Form 8-K dated April 23, 2025, for additional information on the use of this non-GAAP financial measure.

^{*}Other assets and liabilities/other, net mainly consists of operating assets and liabilities/other, net in the "Cash flow (ASC230)" discussion, workforce rebalancing charges, non-operating impacts and corporate (gains) and charges

Reconciliation of Pre-tax income margin – 1Q 2025

| Pre-tax margin yr/yr | B/(W) |
|--|-----------|
| GAAP | 0.5 pts |
| Non-operating adjustments* | 0.0 pts |
| Operating (non-GAAP) | 0.5 pts |
| Adjusted to exclude workforce rebalancing and divesture dynamics** | (1.3) pts |
| Operating (non-GAAP) excl. impacts of workforce rebalancing and divesture dynamics | 1.8 pts |

The above reconciles the non-GAAP financial information contained in the "Prepared remarks" discussion in the company's earnings presentation. See Exhibit 99.2 included in the company's Form 8-K dated April 23, 2025, for additional information on the use of these non-GAAP financial measures.

^{*}Excludes the effects of certain acquisition-related charges, non-operating retirement related (income)/expense and tax reform impact. For details on these adjustments, see slide entitled "Reconciliation of continuing operations – 10 2025" in this presentation

^{**}Yr/Yr impacts of workforce rebalancing and divestiture dynamics

Reconciliation of Pre-tax income margin – FY 2025 expectations

| | | Operating |
|---------|---------|------------|
| | GAAP | (non-GAAP) |
| FY 2025 | >5 pts* | >0.5 pts |

^{*}Incudes the impact of one-time, non-cash, U.S. and non-U.S. pension settlement charges in 2024

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