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TOPIC A - Strategic Rationale & Divestiture Goals

Q1 - What were IBM's core strategic goals in spinning off Kyndryl?

TYPE ANSWER

Q2 - How does the divestiture support IBM's transformation toward hybrid cloud and AI?

TYPE ANSWER

Q3 - What key metrics will determine whether the divestiture has been successful?

TYPE ANSWER

Q4 - How did the executive team determine the timing and market conditions were right for this transaction?

TYPE ANSWER

TOPIC B - Financial Performance & Valuation

Q5 - What was Kyndryl's financial performance prior to the spin-off (e.g., revenue, EBITDA)?

TYPE ANSWER

Q6 - How did IBM estimate Kyndryl's valuation, and what key drivers influenced it?

TYPE ANSWER

Q7 - Were there any notable liabilities or cost structures specific to Kyndryl that impacted its marketability?

TYPE ANSWER

Q8 - How has the spin-off affected IBM's ongoing financial performance (e.g., top-line, margins)?

TYPE ANSWER

TOPIC C - Operational Entanglement & Support

Q9 - What shared services did Kyndryl rely on from IBM pre-divestiture (e.g., HR, IT, procurement)?

TYPE ANSWER

Q10 - Were there major systems (like SAP, Salesforce, or Oracle) that needed to be disentangled during the transition?

TYPE ANSWER

Q11 - How were customer or supplier agreements handled across the two entities during the separation?

TYPE ANSWER

Q12 - What transition services or support agreements were put in place between IBM and Kyndryl post-spin?

TYPE ANSWER

TOPIC D - People & Organization

Q13 - How many employees were transferred to Kyndryl, and what was the process for reallocation?

TYPE ANSWER

Q14 - How did IBM manage change communications and employee morale during the divestiture?

TYPE ANSWER

Q15 - Were there any key leadership or specialized talent retention plans created to support both organizations?

TYPE ANSWER

Q16 - Were there challenges in separating organizational culture or brand identity between IBM and Kyndryl?

TYPE ANSWER

TOPIC E - Deal Process & Risk Planning

Q17 - What was the biggest risk IBM anticipated when announcing the Kyndryl spin-off?

TYPE ANSWER

Q18 - How was the separation executed operationally—was it managed internally or with external advisors?

TYPE ANSWER

Q19 - What did IBM learn from this experience that could shape future divestiture or acquisition strategies?

TYPE ANSWER

Q20 - Are there additional non-core business lines that IBM might consider divesting in the future?

TYPE ANSWER