



AI Forum 2026

Forward-looking statements

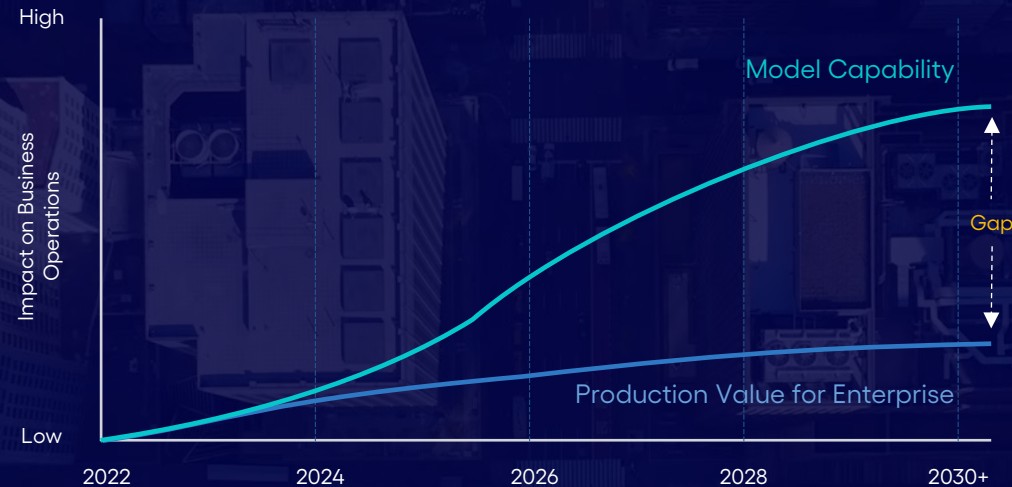
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Cognizant: The AI Builder

Ravi Kumar S

CEO

AI capability is increasing rapidly...



...but the gap to production value is widening

\$20T Cumulative economic impact of GenAI adoption by 2030

\$6.7T Projected AI data-center infrastructure buildout, 2025–2030

~2.5% Cumulative productivity gains are projected to leave the absolute level of US GDP ~2.5% higher than baseline trends

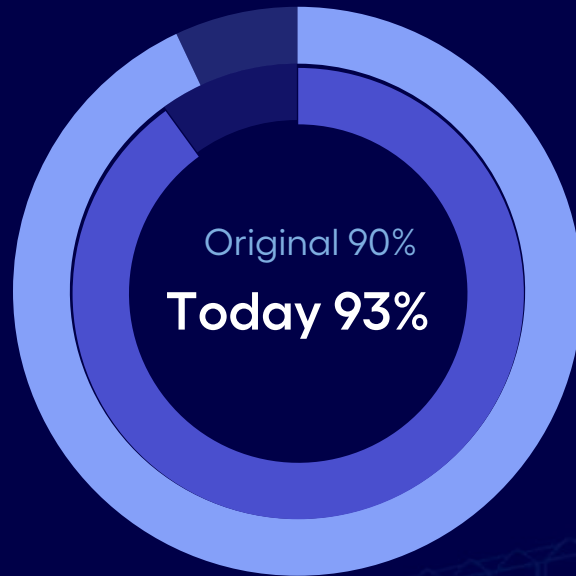
80% Of organizations report AI has delivered no measurable impact

85% Of enterprises report missing their AI spend forecasts due to unpredictable token-based pricing and unchecked token consumption

60% Of AI projects will be abandoned by organizations without AI-ready data and contextual & heterogeneous institutional muscle

We predict a \$4.5T labor unlock with AI, creating new value pools

(2023 original vs today 2026)



(Exposure scores greater than 25%)



(Exposure scores greater than 50%)



Cognizant research

New work, new world 2026

Enterprises need to
focus on building an
“Agent harness”
rather than
tokenmaxxing



AI capabilities

Foundation models
GPT, Claude, Gemini

Silicon & compute
GPUs, TPUs, custom accelerators

AI factories
Hyperscale data centers

Data infrastructure
Structured and unstructured at scale

The real opportunity is to build a bridge here to accelerate time to value, outcomes and ROI

Production value

Business reinvention
New agentic capacity

Hyperproductivity
AI-led SDLC, tech debt liberation

Innovation & growth
New products, services and revenue

Competitive advantage
Durable differentiation and growth

> \$6T IT services + operational spend opportunity

Business reimagination	Full stack, contextual AI solutions	Enterprise grade AI guardrails & trust	Economic AI optimization at scale	Workforce transformation	Outcome-based services
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Our 3-vector approach continues to be pivotal in addressing this gap

Vector 1
AI-led productivity

Vector 2
Industrializing AI

Vector 3
Agentifying the enterprise



We envision these growth opportunities across two swim lanes

**Old things in new ways
+ New value pools**

Vector 1: AI-led productivity

**New things in new ways
+ New value pools**

Vector 2: Industrializing AI

Vector 3: Agentifying the enterprise

Unique value pools are continuously evolving

Old things in new ways
+ New value pools

Secure AI services

Mythos/GPT5

Modernization

Mainframe, data, infrastructure

Agentic commerce

SaaS enabled with AI

New things in new ways
+ New value pools

Context & model engineering

Physical AI

Agent harness

AI training data services

AI infrastructure

Core business operations

Trust & Responsible AI

Agentic development lifecycle

To capture these opportunities, we need to reforge our first principles



Our foundational blocks as an AI builder company

Full stack of bespoke capabilities

Integrated human & digital labor

Business & operating model reimagination

Flatter organizational structure

Partnerships

New roles & job families

Business process and operating model reimagination is critical to bridge the gap

- 1 AI builder
- 2 Skills
- 3 Delivery
- 4 Outcomes



Our partner ecosystem is a force multiplier across the AI stack

- 1 AI builder
- 2 Skills
- 3 Delivery
- 4 Outcomes

Compute & cloud



Frontier models

ANTHROPIC



Gemini

Incumbent SaaS

Adobe

ORACLE



servicenow

AI-native apps

Cognition

CURSOR

Typeface

WRITER

Security

CROWDSTRIKE

paloalto NETWORKS

rubrik

zscaler

Orchestration

boomi

GENESYS

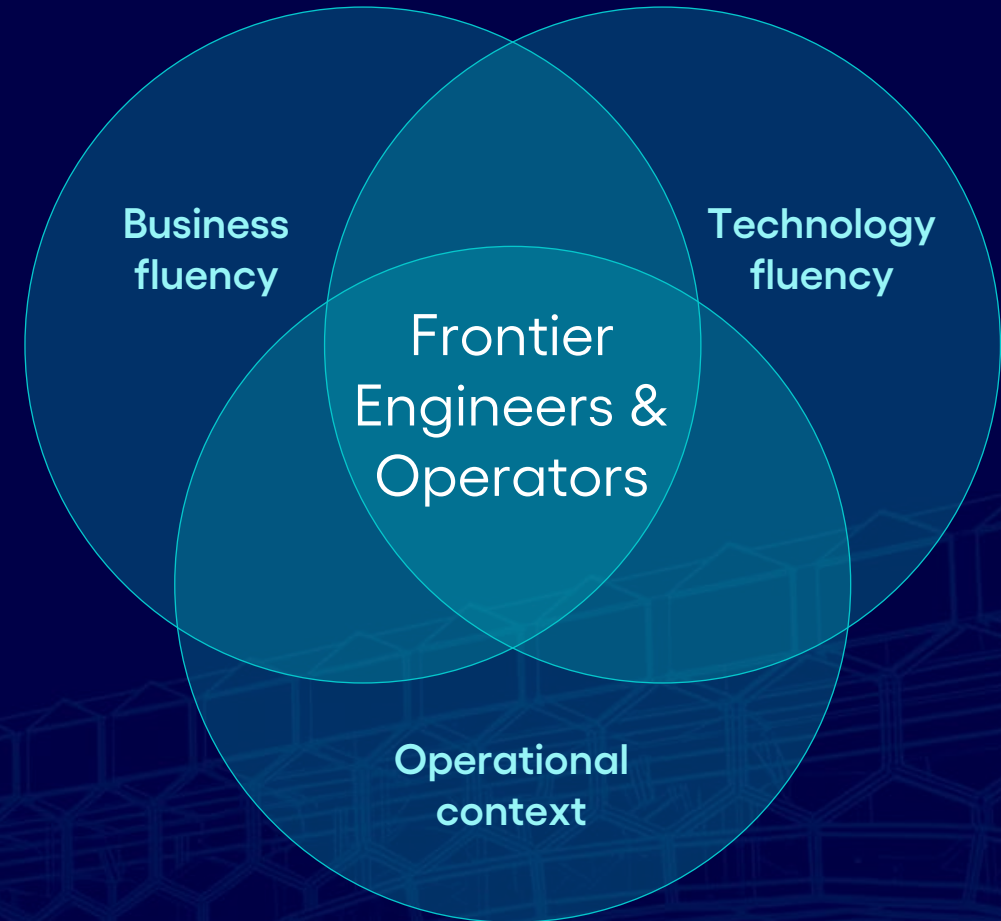
Informatica
from Salesforce

PEGA

Palantir

- 1 AI Builder
- 2 Skills
- 3 Delivery
- 4 Outcomes

The frontier workforce model is a fundamental shift in our AI Builder talent transformation



**We have established
new ways of skilling
and learning**

AI Builder Talent Program

Cognizant Skillspring

AI Fluency

- 1 AI Builder
- 2 Skills
- 3 **Delivery**
- 4 Outcomes

Platforms are the enterprise AI harness — bringing together capability, IP, and services to deliver outcomes

Sense it

AI labs

AI Lab as a service

Power it

Engineering platforms

Neuro AI Engineering | Ignition | AI Trust
Flowsource | Skygrade™

Specialize it

Business platforms

TriZetto | Meritsoft

Extend it

Physical AI

Cognizant Intelligence Spine

We're shifting economics from labor to outcomes

Inference optimization

AI-infused pricing models

Underwriting operational
outcomes



Cognizant is the AI Builder that helps enterprises bridge the gap from AI capability to production value

ContextFabric Platform

Rohan Murty

Founder and CEO, WorkFabric AI

The new operating model

Jatin Dalal

CFO

Ravi Kuchibhotla

Chief Strategy Officer

AI capabilities

Foundation models
Silicon & compute
AI factories
Data infrastructure

**The operating model
evolution enables our
strategy to bridge the gap
to value creation for clients**

Production value

Business reinvention
Hyperproductivity
Innovation & growth
Competitive advantage

We are evolving our operating model along 5 key dimensions



GTM & partnerships

> GTM realigned to how clients now buy AI



Business & portfolio mix

> Portfolio shifted to the AI-led services clients demand



Platforms

> Delivery accelerated with AI platforms and IP that speed client outcomes



Pricing & commercial model

> Pricing evolved to align with how clients want to consume AI



Talent

> Roles and skills redefined to deliver at the convergence of tech and ops

Each dimension strengthens how we enable value creation for our clients

Broadening our GTM and orchestrating the ecosystem for clients

Where we were



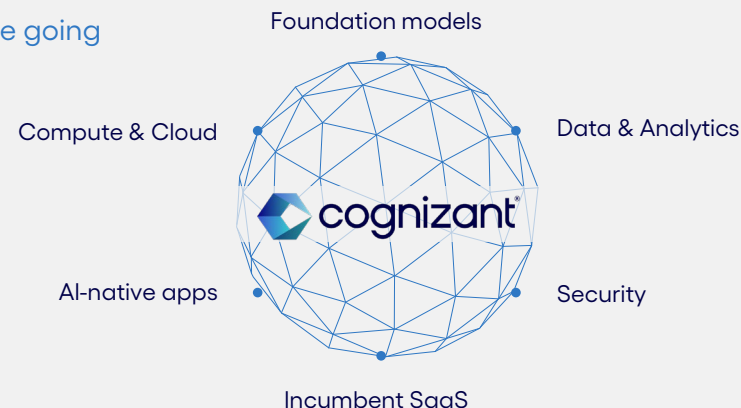
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Cloud & infrastructure

Enterprise platforms

Data & analytics

Where we're going



What we've done

- Created AI Market Unit with specialized sales, cross-service line orchestration, and platforms layer to bring the capabilities seamlessly together for clients
- Launched deep co-builds with AI labs, hyperscalers, and emerging AI natives to extend our solutions with several production AI agents live across clients
- Enabled salesforce with new tools (e.g., ContextFabric™) to strengthen proactive selling and improve lead conversion

What we're doing

Scale AI Market Unit

Continue to roll out our AI Market Unit model across our client portfolio globally

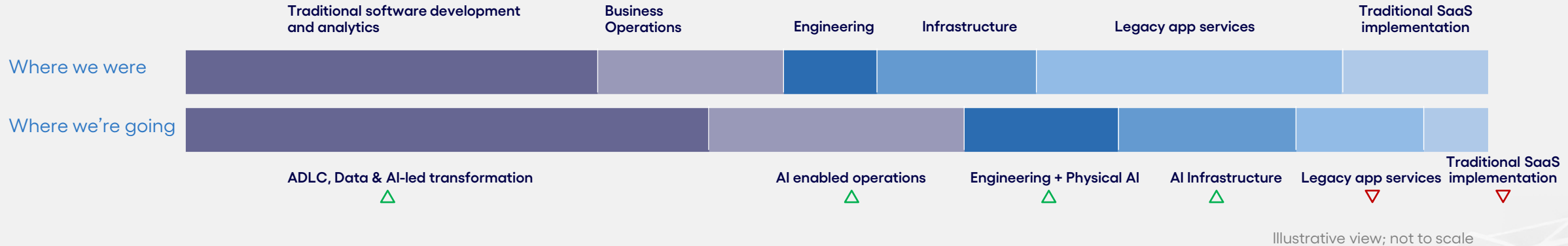
Deepen partner co-build

Expand joint GTM with hyperscalers and frontier AI labs to new solutions and value pools

Retool the sales engine

Reskill and recruit for consultative, outcome-based selling

Shifting our portfolio to the AI-led capabilities and services that clients demand



What we've done

Built new AI-led offerings

- Cognizant Agent Foundry
- AI Training Data Services
- Secure AI Services
- Cognizant AI Factory

Scaled investments in M&A



What we're doing

Cybersecurity

Embed AI-native security in our agentic platforms

Data

Build enterprise-grade data and context platforms

AI infrastructure

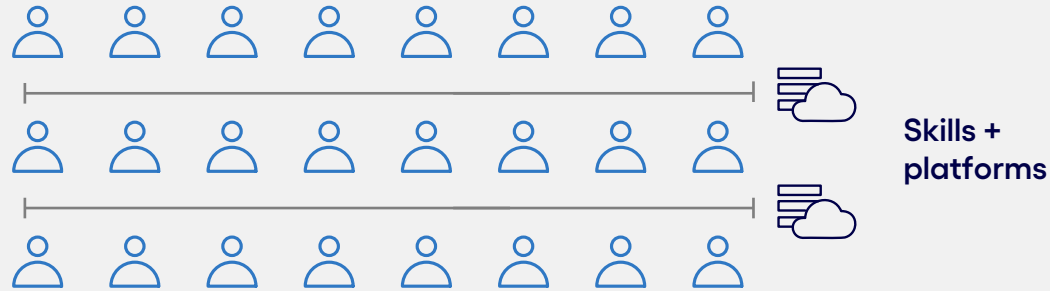
Develop infrastructure supported by cloud and AI ops expertise

Next generation operations

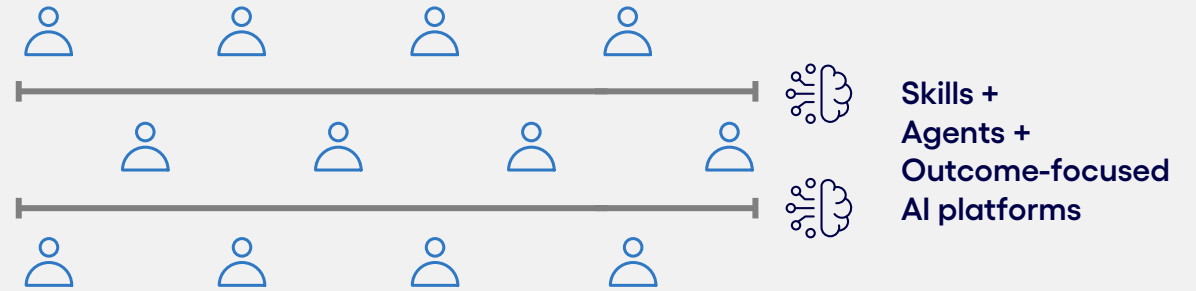
Enable scalable, outcome-based, agentic workflow execution in existing and new value pools / services

Reshaping delivery with platforms that create value

Where we were



Where we're going



What we've done

- Built multiple engineering and business platforms infused with IP as an internal harness
- Driven adoption across our portfolio: 400+ clients and counting
- Reengineered our marquee Healthcare platform to enable full agentic automation across the healthcare ecosystem
- Centralized business in a single organization to scale adoption, strengthen innovation and drive accountability for outcomes

What we're doing

Scale foundational services

Continue to drive the adoption of standalone platforms across our clients

Broaden vertical footprint

Extend productized offerings across vertical adjacencies

Deepen IP-led services

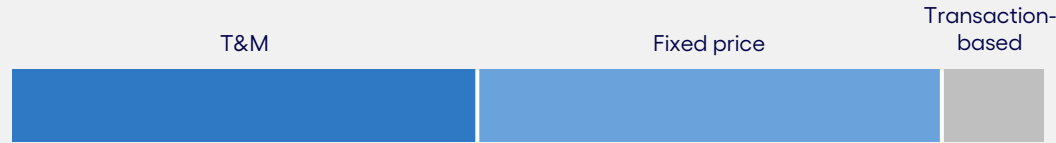
Use PaaS and tokenized models with platforms to win new segments

Integrate Physical AI

Integrate isolated AI systems to deliver holistic intelligence in the physical domain

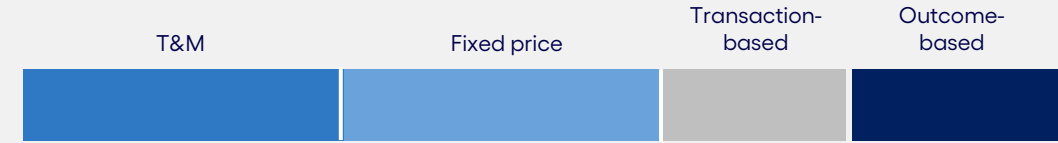
Evolving our commercial models to how clients prefer to consume AI

Where we were



Labor-based; FTE rate cards dominate

Where we're going



Four-construct spectrum

What we've done

- Established a tiered framework for AI-infused rate cards (different layers with degrees of human oversight)
- Built Agent Cost Estimator (ACE) for upfront sizing of agentic effort, with inflight pilots underway
- Initial lighthouse deals tested under new models

What we're doing

Scaling ACE adoption

Standardize & scale effort estimation for AI in pricing submissions across the breadth of our portfolio

Outcome pricing scale-up

Mature lighthouse deals into a repeatable construct

Integrated inference / FinOps

Link pricing and value created to AI input costs per project, improving estimation, pricing, and risk management

Retooling our workforce for roles and delivery models of the future

Where we were



Traditional roles in legacy capabilities

Where we're going



New multi-disciplinary roles with technology, operations and domain expertise

What we've done

- New roles (e.g., frontier engineers and operators) and career architectures to support delivery of AI services
- New teaming structures (unified delivery squads) centered on delivering outcomes
- AI-driven training platform (Cognizant Skillspring) to support reskilling agenda
- AI fluency dashboards to gamify and track skilling evolution in associate base
- Flatter structure to reduce oversight layers, freeing senior talent to amplify delivery with expertise

What we're doing

Scale reskilling

Continue to accelerate AI fluency across associate base

Career architecture refresh

Redesign career pathways to steer associates into new roles aligned to future client needs

Shift hiring mix

Shift toward frontier roles (engineers, operators) and commercial profiles

Commercialize Skillspring

Deploy our training platform with clients to accelerate their upskilling journeys

We enable client value creation in a few ways

Convergence of tech and ops

Blended effort

Expanded commercial surface area

We will monitor the evolution of our operating model with new metrics

Old

Headcount

Headcount growth

Onshore-offshore mix

Token spend

New

Revenue per person

Operating income per person

Outcome & transaction-based business

Platforms revenue

Machine-assisted code

Associate AI fluency (expert level)

Value throughput on token spend

Drivers

AI-driven hyperproductivity

Increase in non-linear contribution from platforms

Shift to higher-growth, higher-value categories

Pyramid optimization

Accelerated learning & development



Thank you