

John F. Akers

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Dear Gerhard,

I am writing to invite your participation in a worldwide survey of IBM's senior management.

You may have taken part in a similar survey about five years ago. The results were valuable to us, especially the many insightful written comments. Since that time, our industry has changed dramatically and so has IBM. As we move ahead, we are asking for your views on a range of important topics:

- IBM's business goals and strategies;
- How we communicate with each other;
- The effectiveness of our management systems.

We all will benefit from your candid replies. Your responses will be completely confidential; individuals will not be identified with their answers. As before, we plan to provide feedback after analysis of the survey is complete.

Please take some time during the next week to complete and return the survey. I appreciate your participation.

Sincerely,



Mr. Gerhard Feltl
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