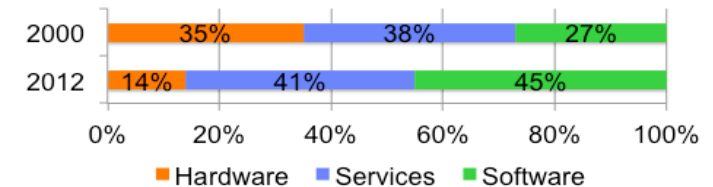


*A long term perspective to ensure IBM is well positioned to take advantage of major shifts occurring in technology, business, and the global economy to maximize shareholder return.*

## Generating Higher Value: 2015 Roadmap (\$ 20 EPS)

### Key Objectives

- Software becomes about half of segment profit
- Growth markets approach 30% of geographic revenue



Globally Integrated Enterprise (GIE)

- Generate US\$ 8B in productivity through enterprise transformation
  - ✓ **Global support for local front office:** Finance, HR, Legal, Real Estate, Integrated Supply Chain, Sales Support, Marketing, Communications, and Information Technology
  - ✓ **Finance Example from Administrative to Trusted Advisor:**
    - 2000-2007** Centers of Excellence and Labor Arbitrage.
    - 2008-2011** Consolidation and Process Improvement.
    - 2012+** automation, analytics, and self service.

- Return \$ 70B to shareholders (dividends and share repurchase)
- Invest \$ 20B in acquisitions (140 since 2000)

### Environment

- Smarter Planet leading to big data, advanced analytics, cloud, and social/mobile platforms
- Computing Model designed for data, defined by software, open and collaborative
- Digital Intelligence changes the game and how we live
- Research pointing to the future (i.e. Massive Scale Analytics for Cybersecurity)

