



Armonk, New York 10504-1783

*Samuel J. Palmisano, Chairman, President and Chief Executive Officer*

December 1, 2008

Dear Jeffry,

You have qualified to become a member of the IBM Quarter Century Club. For twenty-five years your skills, initiative, and hard work helped establish IBM's place as a leader in the industry.

I want to take this opportunity to personally thank you for your many contributions over the years. It has been an honor to be in the company of people as dedicated as you.

Good luck and my very best wishes.

Sincerely,

A handwritten signature in black ink that reads "Sam Palmisano". The signature is fluid and cursive, with a long horizontal stroke at the end.

Mr. Jeffry B. Ullman  
21112 Madria Circle  
Boca Raton, FL 33433