

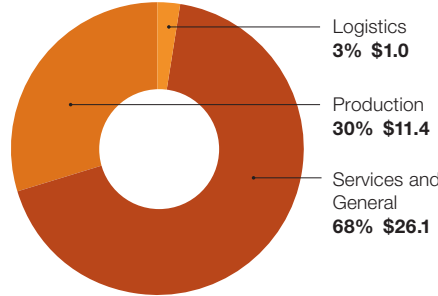
Section Four: Supply Chain Responsibility

Key Performance Indicators

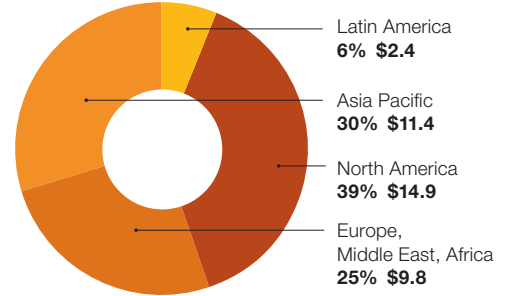
Supplier Spending

\$38.5 Billion Total in 2008

2008 by Category
Dollars in Billions



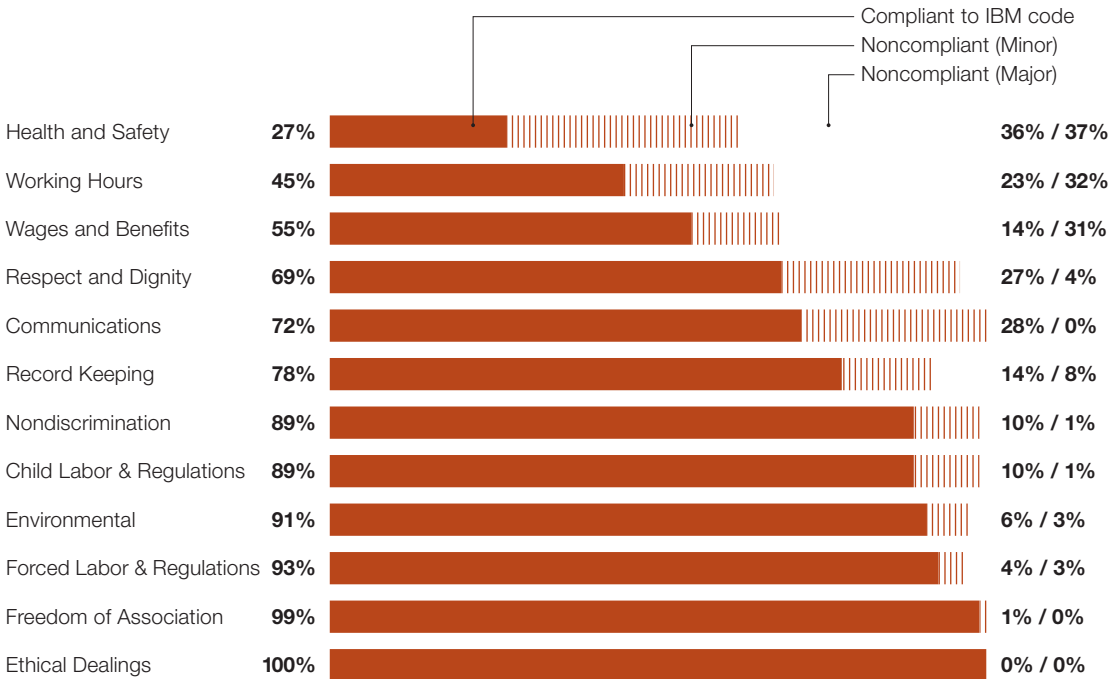
2008 by IBM Location
Dollars in Billions



Supplier Initial Audit Results

2004–2008

Since 2004 we have conducted more than 550 audits with suppliers in 15 growth markets. Audits were conducted by third-party firms with local personnel.



The graph reflects cumulative findings of assessments, including suppliers of both manufactured products, software and services in Argentina*, Brazil, China, Czech Republic, Hungary, India, Malaysia*, Mexico, the Philippines, Poland, Romania, Slovakia, Taiwan, Thailand and Vietnam*.

*New in 2008

Section Four: Supply Chain Responsibility

Key Performance Indicators (cont.)

Supplier Diversity

2008 Total U.S. Spending

Dollars in Billions



Commentary: Furthering our commitment to the communities in which we operate, we believe it is important to provide opportunities for in-country diverse owned businesses. It is also a priority for us to promote both certified U.S.-owned as well as non-U.S.-owned diverse businesses to participate in the supply chain process worldwide.

2008 Diverse U.S. Spending

Dollars in Billions



2008 Diverse Non-U.S. Spending

Dollars in Millions

