IBM Historical Data

Revenues, Earnings and Losses...

Year	IBM CEO	Revenue	Annual Cumulative		Compnd. Net Profit		Annual	Net	Cumulative	Compnd.
			Change	Revenue	Annual	(Loss)	Change	Margin	Net Profit	Annual
					Change					Change
		(\$ Mill)	%	(\$ Mill)	(CAC%)	(\$ Mill)	%	%	(\$ Mill)	(CAC%)

CTR/IBM Founder: Charles Flint

(IBM was called Computing-Tabulating-Recording before 1924)

SUMMARY - By Decade

	Revenue	Growth		Profit		Net Margin		
	(\$ Mill)	Multiple	CAC %	(\$ Mill)	Multiple		CAC %	
1912-1919	\$59	2.6	14.6%	 \$9	3.9	 15.8%	50.1%	
1920s	\$152	2.0	2.2%	\$31	6.9	20.6%	16.6%	
1930s	\$252	2.0	7.4%	\$74	1.4	29.5%	10.9%	
1940s	\$1,229	4.6	16.6%	\$162	3.7	13.1%	9.2%	
1950s	\$7,508	8.8	24.3%	\$770	5.3	10.3%	14.2%	
1960s	\$39,967	4.5	16.1%	\$5,016	5.3	12.5%	19.2%	
1970s	\$141,785	3.2	12.3%	\$20,016	3.2	14.1%	15.7%	
1980s	\$454,719	2.7	10.6%	\$49,512	1.2	10.9%	11.2%	
1990s	\$720,711	1.4	3.4%	\$22,615	2.0	3.1%	2.7%	
2000s	\$1,021,881	1.1	1.2%	\$105,007	1.9	10.3%	6.8%	
TOTALS	\$2,388,264	3.9		\$203,212				

SUMMARY - By CEO

Fairchild (2 yrs)	\$10	1.1	5.6%	\$1	1.2	11.4%	117.4%
Watson, Sr. (42 yrs)	\$4,065	131.6	12.3%	\$520	114.5	12.8%	15.6%
Watson, Jr. (15 yrs)	\$60,864	11.9	16.7%	\$7,637	14.8	12.5%	18.8%
Learson, V. (1+ yr)	\$9,533	1.2	15.2%	\$1,279	1.2	13.4%	15.7%
Cary, F. (8 yrs)	\$142,694	2.4	13.2%	\$20,204	2.3	14.2%	15.2%
Opel, J. (4 yrs)	\$149,551	1.8	15.1%	\$19,784	1.8	13.2%	13.6%
Akers, J. (8 yrs)	\$477,288	1.4	4.3%	\$24,394	-0.8	5.1%	5.1%
Gerstner, L. (10 yrs)	\$777 <i>,</i> 826	1.3	2.5%	\$43,771	-0.7	5.6%	4.9%
Palmisano, S. (8 yrs)	\$766,433	1.2	1.7%	\$85,623	1.9	11.2%	6.6%
TOTALS	\$2,388,264	 3.9		 \$203,212			

Source: Annex Research

Jun-11

IBM Historical Data

Revenues, Earnings and Losses...

Year	IBM CEO	Revenue	Annual (Change	Cumulative Revenue	Compnd. Annual Change	Net Profit (Loss)	Annual Change	Net Margin	Cumulative Net Profit	•	
		(\$ Mill)	%	(\$ Mill)	· ·	(\$ Mill)	%	%	(\$ Mill)	(CAC%)	
	CTR/IBM Founder: Charles Flint (IBM was cal					 iting-Tabulat	ting-Recordi	ing before	± 1924)		

IBM Historical Data

Revenues, Earnings and Losses...

Year	IBM CEO	Revenue	Annual (Cumulative	Compnd.	Net Profit	Annual	Net	Cumulative	Compnd.	Comn
			Change	Revenue	Annual	(Loss)	Change	Margin	Net Profit	Annual	
					Change					Change	
		(\$ Mill)	%	(\$ Mill)	(CAC%)	(\$ Mill)	%	%	(\$ Mill)	(CAC%)	

CTR/IBM Founder: Charles Flint

(IBM was called Computing-Tabulating-Recording before 1924)

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1990s	\$720,711	1.4	3.4%	\$22,615	2.0	3.1%	2.7%	Gerstner ϵ
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Learson, V. (1+ yr)	\$9,533	1.2	15.2%	\$1,279	1.2	13.4%	15.7%	(only 18 m
Cary, F. (8 yrs)	\$142,694	2.4	13.2%	\$20,204	2.3	14.2%	15.2%	start lease
Opel, J. (4 yrs)	\$149,551	1.8	15.1%	\$19,784	1.8	13.2%	13.6%	lease base
Akers, J. (8 yrs)	\$477,288	1.4	4.3%	\$24,394	-0.8	5.1%	5.1%	
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Year	IBM CEO	Revenue	Annual Change	Cumulative Revenue	Annual Change	(Loss)	Annual Change %	Net Margin %		•	Comn
		(\$ Mill)	%	(\$ Mill)							
	CTR/IBM Found	ler: Charles F	lint	(IBM was ca	lled Compu	 uting-Tabulat	ting-Record	ing before	 e 1924)		