Dr. I. Wladawsky-Berger Route 100, P.O. Box 100, Somers, NY 10589

December 13, 2001

Dear John,

We have worked so closely in the last several years and talked so often on so many subjects that I am not sure words can do justice to how much I have enjoyed our relationship at a professional and personal level.

First of all, you have been my model, as well as advisor, on how to best use the technology in our daily lives. I still remember when we first met years ago. It was on some plane flight from Europe back home (I believe Nick Donofrio was also on that flight), and you were singing the praises of our newly announced ThinkPad, pointing out to me how to get the most out of it, and helping me learn about OS2, objects, and a few arcane subjects that I no longer remember. My life has not been the same since.

Then came the Internet. I still remember those first meetings in Armonk with Dave Grossman, still at the time reporting to me, as we were trying to show Lou, Abby and whoever else we could get to sit still for a few minutes what you could do with the Internet and the World Wide Web. You also got me my first Internet account. It was an outfit in New York whose name escapes me now. It was not all that good, but I was connected.

Then of course came our big push into the Internet, as we organized the Internet Division and IBM's huge initiaitve in what became known as e-business. We were truly inventing the future as we went along, an exciting, but also solid, concrete, workable future, successful in IBM and the world way beyond our expectations. From the Atlanta Olympics Web site to IBM's own use of e-business, we were out there getting things done, cajoling everyone...talking day and night, weekdays and weekends, via phone and via e-mail...to keep pushing things forward.

And, what is most exciting, is that we have not stopped inventing the future. Whenever some new idea comes along, be it Linux and open source or the Grid, I always first check with you to see what your "instincts" tell you, as well as to learn how to best communicate our vision to the world.

Working with you has been a ball, and I look forward to many more similar years in the future.

Mr. John R. Patrick 198 North Street Ridgefield, CT 06877