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# SECURITIES AND EXCHANGE COMMISSION

WASHINGTON, D.C. 20549

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## FORM 10-K

ANNUAL REPORT

pursuant to Section 13 or 15 (d) of the  
Securities Exchange Act of 1934

FOR THE FISCAL YEAR ENDED DECEMBER 31, 2000

1-2360

(Commission file number)

### INTERNATIONAL BUSINESS MACHINES CORPORATION

(Exact name of registrant as specified in its charter)

NEW YORK

(State of Incorporation)

13-0871985

(IRS Employer Identification Number)

ARMONK, NEW YORK

(Address of principal executive offices)

10504

(Zip Code)

914-499-1900

(Registrant's telephone number)

#### Securities registered pursuant to Section 12(b) of the Act:

<u>Title of each class</u>	<u>Voting shares outstanding at March 1, 2001</u>	<u>Name of each exchange on which registered</u>
Capital stock, par value \$.20 per share	1,760,803,872	New York Stock Exchange Chicago Stock Exchange Pacific Stock Exchange
Depository shares each representing one-fourth of a share of 7½% preferred stock, par value \$.01 per share		New York Stock Exchange
7.25% Notes due 2002		New York Stock Exchange
6.45% Notes due 2007		New York Stock Exchange
5.375% Notes due 2009		New York Stock Exchange
7.50% Debentures due 2013		New York Stock Exchange
8.375% Debentures due 2019		New York Stock Exchange
7.00% Debentures due 2025		New York Stock Exchange
6.22% Debentures due 2027		New York Stock Exchange
6.50% Debentures due 2028		New York Stock Exchange
7.00% Debentures due 2045		New York Stock Exchange
7.125% Debentures due 2096		New York Stock Exchange

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K.

The aggregate market value of the voting stock held by non-affiliates of the registrant at March 1, 2001 was \$186.7 billion.

Documents incorporated by reference:

Portions of IBM's Annual Report to Stockholders for the year ended December 31, 2000 into Parts I, II and IV of Form 10-K.

Portions of IBM's definitive Proxy Statement dated March 12, 2001 into Part III of Form 10-K.

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## PART I

### Item 1. Business:

International Business Machines Corporation (IBM) was incorporated in the State of New York on June 15, 1911, as the Computing-Tabulating-Recording Co. (C-T-R), a consolidation of the Computing Scale Co. of America, the Tabulating Machine Co., and The International Time Recording Co. of New York. In 1924, C-T-R adopted the name International Business Machines Corporation.

IBM uses advanced information technology to provide customer solutions. The company operates primarily in a single industry using several segments that create value by offering a variety of solutions that include, either singularly or in some combination, technologies, systems, products, services, software and financing.

Organizationally, the company's major operations comprise three hardware product segments—Technology, Personal Systems and Enterprise Systems; a Global Services segment; a Software segment; a Global Financing segment and an Enterprise Investments segment. The segments are determined based on several factors, including customer base, homogeneity of products, technology and delivery channels.

IBM offers its products through its global sales and distribution organizations. The sales and distribution organizations have both a geographic focus (in the Americas, Europe/Middle East/Africa, and Asia Pacific) and a specialized and global industry focus. In addition, these organizations include a global sales and distribution effort devoted exclusively to small and medium businesses. IBM also offers its products and services through a variety of third-party business partners, including distributors and resellers, as well as through its on-line channels.

While the company's various proprietary intellectual property rights are important to its success, IBM believes its business as a whole is not materially dependent on any particular patent or license, or any particular group of patents or licenses. IBM owns or is licensed under a number of patents, which vary in duration, relating to its products. Licenses under patents owned by IBM have been and are being granted to others under reasonable terms and conditions. These protections may not prevent competitors from independently developing products and services similar to or duplicative of the company's nor can there be any assurance that these protections will adequately deter misappropriation or improper use of the company's technology. Also, there can be no assurances that IBM will be able to obtain from third parties the licenses it needs in the future.

IBM's businesses employ a wide variety of components, supplies and raw materials from a substantial number of suppliers around the world. Certain of the company's businesses rely on a single or limited number of suppliers, although the company makes every effort to assure that alternative sources are available if the need arises. The failure of the company's suppliers to deliver components, supplies and raw materials in sufficient quantities and in a timely manner could adversely affect the company's business. The company's Technology segment results were affected by supply constraints of wafers and ceramic substrates in the second half of 2000. In both cases, strong demand for these items from internal users and external original equipment manufacturer (OEM) customers exceeded the company's ability to supply these components. The company improved its ability to manage this challenge toward the end of the year through short-term and strategic actions.

IBM's revenues are affected by such factors as the introduction of new products, the length of the sales cycles and the seasonality of technology purchases. As a result, the company's results are difficult to predict. These factors historically have resulted in lower revenue in the first quarter than in the immediately preceding fourth quarter.

The value of unfilled orders is not a meaningful indicator of future revenues from the company's product offerings due to the significant proportion of revenue from services, the volume of products

delivered from shelf inventories, and the shortening of product delivery schedules. With respect to the company's Global Services segment, in 2000 the company signed contracts totaling \$55 billion, which contributed to a services backlog at December 31, 2000 of \$85 billion, compared with \$60 billion at the end of 1999.

The company operates in businesses that are subject to intense competitive pressures. The company's businesses face a significant number of competitors, ranging from Fortune 50 companies to an increasing number of relatively small, rapidly growing and highly specialized organizations. The company believes that its combination of technology, performance, quality, reliability, price and the breadth of its products and service offerings are important competitive factors.

Intense competitive pressures could affect prices or demand for the company's products and services, resulting in reduced profit margins and/or loss of market opportunity. Unlike many of its competitors, the company has a portfolio of businesses and must allocate resources across these businesses while competing with companies that specialize in one or more of these product lines. As a result, the company may not fund or invest in certain of its businesses to the same degree that its competitors do and these competitors may have greater financial, technical and marketing resources available to them than the company businesses against which they compete.

The company operates in more than 150 countries worldwide and derives more than half of its revenues from sales outside the United States. Changes in the laws or policies of the countries in which the company operates could affect the company's business in those countries and the company's results of operations. The company's results of operations also could be affected by economic and political changes in those countries and by macroeconomic changes, including recessions and inflation. For example, weakness in the Asian and Latin American economies had an adverse effect on the company's business in 1998.

The following information is included in IBM's 2000 Annual Report to Stockholders and is incorporated herein by reference:

Segment information and revenue by classes of similar products or services—Pages 89 through 93.

Financial information by geographic areas—Page 93.

Amount spent during each of the last three years on research and development activities—Page 82.

Financial information regarding environmental activities—Page 78.

The number of persons employed by the registrant—Page 63.

The management discussion overview—Page 52.

Forward-looking and Cautionary Statements: Certain statements contained in this Annual Report may constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 ("Reform Act"). The company may also make forward-looking statements in other reports filed with the Securities and Exchange Commission, in materials delivered to stockholders and in press releases. In addition, the company's representatives may from time to time make oral forward-looking statements. Forward-looking statements provide current expectations of future events based on certain assumptions and include any statement that does not directly relate to any historical or current fact. Words such as "anticipates," "believes," "expects," "estimates," "intends," "plans," "projects," and similar expressions, may identify such forward-looking statements. The company assumes no obligation to update or revise any forward-looking statements. In accordance with the Reform Act, set forth below are cautionary statements that accompany those forward-looking statements. Readers should carefully review these cautionary statements as they identify certain important factors that could cause actual results to differ materially from those in the forward-looking statements and from historical trends. The following cautionary statements are not exclusive and are in addition to other factors discussed

elsewhere in this Annual Report, in the company's filings with the Securities and Exchange Commission or in materials incorporated therein by reference.

**New Products and the Pace of Technological Change:** The company's results of operations depend on the continued successful development and marketing of new and innovative products and services. The development of new products and services requires significant capital investments by the company's various businesses and the success of these products and services depends on their acceptance by customers and business partners. Further, the company's businesses are characterized by rapid technological changes and corresponding shifts in customer demand, resulting in unpredictable product transitions and shortened life cycles and increasing emphasis on being first to market with new products and services.

There can be no assurance that the company will successfully introduce new products and services, that these products and services will be accepted by customers, or that the company's businesses will recoup or realize a return on their capital investments. In addition, from time to time the company may experience difficulties or delays in the development, production or marketing of new products and services.

**Volatility of Stock Prices:** The company's stock price is affected by a number of factors, including quarterly variations in results, the competitive landscape, general economic and market conditions and estimates and projections by the investment community. As a result, like other technology companies, the company's stock price is subject to significant volatility.

**Dependence on and Compensation of Key Personnel:** Much of the future success of the company depends on the continued service and availability of skilled personnel, including technical, marketing and staff positions. Experienced personnel in the information technology industry are in high demand and competition for their talents is intense. There can be no assurance that the company will be able to successfully retain and attract the key personnel it needs. Many of the company's key personnel receive a total compensation package that includes stock options and other equity awards. New regulations, volatility in the stock market and other factors could diminish the value of the company's equity awards, putting the company at a competitive disadvantage or forcing the company to use more cash compensation.

**Currency and Customer Financing Risks:** The company derives a significant percentage of its non-U.S. revenues from its affiliates operating in local currency environments and its results are affected by changes in the relative values of non-U.S. currencies and the U.S. dollar. Further, inherent in the company's customer financing business are risks related to the concentration of credit risk and the creditworthiness of the customer, interest rate and currency fluctuations on the associated debt and liabilities and the determination of residual values. The company employs a number of strategies to manage these risks, including the use of derivative financial instruments. Derivatives involve the risk of non-performance by the counterparty. In addition, there can be no assurance that the company's efforts to manage these risks will be successful.

**Distribution Channels:** The company offers its products directly and through a variety of third-party business partners, including distributors and resellers. Changes in the financial or business condition of these distributors and resellers could subject the company to losses and affect its ability to bring its products to market.

**Acquisitions and Alliances:** The company has made and expects to continue to make acquisitions or enter into alliances from time to time. Acquisitions and alliances present significant challenges and risks relating to the integration of the business into the company, and there can be no assurances that the company will manage acquisitions and alliances successfully.

**Item 2. Properties:**

At December 31, 2000, IBM's manufacturing and development facilities in the United States had aggregate floor space of 40.3 million square feet, of which 31.5 million was owned and 8.8 million was leased. Of these amounts, 1.5 million square feet was vacant and 2.2 million square feet was being leased to non-IBM businesses. Similar facilities in 15 other countries totaled 15.0 million square feet, of which 10.9 million was owned and 4.1 million was leased. Of these amounts, 0.3 million square feet was vacant and 0.6 million square feet was being leased to non-IBM businesses.

Although improved production techniques, productivity gains and infrastructure reduction actions have resulted in reduced manufacturing floor space, continuous upgrading of facilities is essential to maintain technological leadership, improve productivity, and meet customer demand. For additional information on expenditures for plant, rental machines and other property, refer to "Investments" on page 60 of IBM's 2000 Annual Report to Stockholders which is incorporated herein by reference.

**Executive Officers of the Registrant (at March 12, 2001):**

	<u>Age</u>	<u>Officer since</u>
Chairman of the Board of Directors and Chief Executive Officer		
Louis V. Gerstner, Jr. (1) . . . . .	59	1993
Vice Chairman of the Board		
John M. Thompson (1) . . . . .	58	1989
President and Chief Operating Officer		
Samuel J. Palmisano (1) . . . . .	49	1997
Senior Vice Presidents:		
Nicholas M. Donofrio, Group Executive . . . . .	55	1995
Douglas T. Elix, Group Executive . . . . .	52	1999
William A. Etherington, Group Executive . . . . .	59	1998
J. Bruce Harreld, Strategy . . . . .	50	1995
Paul M. Horn, Research . . . . .	54	1996
John R. Joyce, Chief Financial Officer . . . . .	47	1999
David B. Kalis, Communications . . . . .	53	2000
John E. Kelly III, Group Executive . . . . .	47	2000
Abby F. Kohnstamm, Marketing . . . . .	47	1998
J. Randall MacDonald, Human Resources . . . . .	52	2000
Steven A. Mills, Group Executive . . . . .	49	2000
Lawrence R. Ricciardi, General Counsel . . . . .	60	1995
Linda S. Sanford, Group Executive . . . . .	48	2000
William M. Zeitler, Group Executive . . . . .	53	2000
Vice Presidents:		
Mark Loughridge, Controller . . . . .	47	1998
Daniel E. O'Donnell, Secretary . . . . .	53	1998
Robert F. Woods, Treasurer . . . . .	45	2000

(1) Member of the Board of Directors.

All executive officers are elected by the Board of Directors and serve until the next election of officers in conjunction with the annual meeting of the stockholders as provided in the By-laws. Each executive officer named above, with the exception of J. Randall MacDonald and Robert F. Woods, has been an executive of IBM or its subsidiaries during the past five years.

Mr. MacDonald was with GTE (now Verizon Communications), a telecommunications company, as executive vice president of human resources and administration until joining IBM in 2000. He was with GTE for 17 years holding positions of increasing responsibility. Before joining GTE, Mr. MacDonald held human resources positions at Ingersoll-Rand Corporation and Sterling Drug, Inc.

Mr. Woods was with E.I. du Pont de Nemours and Company, a global science company focused on chemical and material and biological sciences, as Vice President and Managing Director—DuPont Asia Pacific Ltd. from 1994 until joining IBM in 1995. From 1992 to 1994, he was Director—Industrial Films—U.S. and prior to that from 1989 to 1992 he was Vice President-Finance, DuPont Mexico. From 1979 to 1989 he held a number of financial positions with DuPont.

**Item 3. Legal Proceedings:**

Refer to note N “Contingencies” on page 79 of IBM’s 2000 Annual Report to Stockholders which is incorporated herein by reference.

**Item 4. Submission of Matters to a Vote of Security Holders:**

Not applicable.

**PART II**

**Item 5. Market for the Registrant’s Common Equity and Related Stockholder Matters:**

Refer to pages 94 and 95 of IBM’s 2000 Annual Report to Stockholders which are incorporated herein by reference solely as they relate to this item.

IBM common stock is listed on the New York Stock Exchange, Chicago Stock Exchange and Pacific Stock Exchange. There were 673,270 common stockholders of record at March 1, 2001.

**Item 6. Selected Financial Data:**

Refer to page 94 of IBM’s 2000 Annual Report to Stockholders which is incorporated herein by reference.

**Item 7. Management’s Discussion and Analysis of Financial Condition and Results of Operations:**

Refer to pages 52 through 63 of IBM’s 2000 Annual Report to Stockholders which are incorporated herein by reference.

**Item 7a. Quantitative and Qualitative Disclosures About Market Risks:**

Refer to the section titled “Market Risk” on pages 61 and 62 of IBM’S 2000 Annual Report to Stockholders which is incorporated herein by reference.

**Item 8. Financial Statements and Supplementary Data:**

Refer to pages 50 and 51 and 64 through 93 of IBM’s 2000 Annual Report to Stockholders which are incorporated herein by reference. Also refer to the Financial Statement Schedule on page S-1 of this Form.

**Item 9. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure:**

Not applicable.

### PART III

#### Item 10. Directors and Executive Officers of the Registrant:

Refer to pages 5 through 8 of IBM's definitive Proxy Statement dated March 12, 2001, which are incorporated herein by reference. Also refer to Item 2 entitled "Executive Officers of the Registrant" in Part I of this Form.

#### Item 11. Executive Compensation:

Refer to pages 13 through 21 of IBM's definitive Proxy Statement dated March 12, 2001, which are incorporated herein by reference.

#### Item 12. Security Ownership of Certain Beneficial Owners and Management:

(a) Security Ownership of Certain Beneficial Owners:

Not applicable.

(b) Security Ownership of Management:

Refer to the section entitled "Ownership of Securities—Common Stock and Total Stock-Based Holdings" appearing on pages 11 and 12 of IBM's definitive Proxy Statement dated March 12, 2001, which are incorporated herein by reference.

#### Item 13. Certain Relationships and Related Transactions:

Refer to the section entitled "Other Relationships" appearing on page 10 of IBM's definitive Proxy Statement dated March 12, 2001, which is incorporated herein by reference.

### PART IV

#### Item 14. Exhibits, Financial Statement Schedules, and Reports on Form 8-K:

(a) The following documents are filed as part of this report:

1. Financial statements from IBM's 2000 Annual Report to Stockholders which are incorporated herein by reference:

Report of Independent Accountants (page 51).

Consolidated Statement of Earnings for the years ended December 31, 2000, 1999 and 1998 (page 64).

Consolidated Statement of Financial Position at December 31, 2000 and 1999 (page 65).

Consolidated Statement of Stockholders' Equity at December 31, 2000, 1999 and 1998 (pages 66 and 67).

Consolidated Statement of Cash Flows for the years ended December 31, 2000, 1999 and 1998 (page 68).

Notes to Consolidated Financial Statements (pages 69 through 93).

2. Financial statement schedules required to be filed by Item 8 of this Form:

<u>Page</u>	<u>Schedule Number</u>	
11		Report of Independent Accountants on Financial Statement Schedules.
S-1	II	Valuation and Qualifying Accounts and Reserves.

All other schedules are omitted as the required matter is not present, the amounts are not significant or the information is shown in the consolidated financial statements or the notes thereto.

3. Exhibits:

Included in this Form 10-K:

- I — Computation of Ratio of Earnings to Fixed Charges and Earnings to Combined Fixed Charges and Preferred Stock Dividends.
- II — Parents and Subsidiaries.
- III — Consent of Independent Accountants.
- IV — IBM's 2000 Annual Report to Stockholders, certain sections of which have been incorporated herein by reference.
- V — Powers of Attorney.

Not included in this Form 10-K:

- The Certificate of Incorporation of IBM is Exhibit (3)(i) to Form 8-K filed April 28, 1999, and is hereby incorporated by reference.
- The By-laws of IBM as amended through January 1, 2001, is Attachment III to Form 8-K dated January 17, 2001, and is hereby incorporated by reference.
- The IBM 1999 Long-Term Performance Plan, a compensatory plan, is contained in Registration Statement No. 333-30424 on Form S-8, filed on February 15, 2000, and is hereby incorporated by reference.
- The IBM 1997 Long-Term Performance Plan, a compensatory plan, is contained in Registration Statement No. 333-31305 on Form S-8, filed on July 15, 1997, and is hereby incorporated by reference.
- Board of Directors compensatory plans, as described under "Directors' Compensation" on pages 10 and 11 of IBM's definitive Proxy Statement dated March 12, 2001, which is incorporated herein by reference.
- IBM Board of Directors Deferred Compensation and Equity Award Plan is Exhibit X to Form 10-K for the year ended December 31, 1996, and is hereby incorporated by reference.
- The IBM Non-Employee Directors Stock Option Plan is Appendix B to IBM's definitive Proxy Statement dated March 14, 1995, and is hereby incorporated by reference.
- The IBM Executive Deferred Compensation Plan is contained in Registration Statement No. 333-33692 as Exhibit 4 on Form S-8, filed March 31, 2000, and is hereby incorporated by reference.
- The IBM Supplemental Executive Retention Plan is Exhibit VII to Form 10-K for the year ended December 31, 1999, and is hereby incorporated by reference.
- The IBM Extended Tax Deferred Savings Plan is Exhibit X to Form 10-K for the year ended December 31, 1994, and is hereby incorporated by reference.
- The Employment Agreement for L.V. Gerstner, Jr. is Exhibit 19 to Form 10-Q dated March 31, 1993, and is hereby incorporated by reference.



- Amendment to Employment Agreement for L.V. Gerstner, Jr. dated as of January 1, 1996, is Exhibit XI to Form 10-K for the year ended December 31, 1995, and is hereby incorporated by reference.
- Second Amendment to Employment Agreement for L.V. Gerstner, Jr. dated as of November 17, 1997, is Exhibit VI to Form 10-K for the year ended December 31, 1997, and is hereby incorporated by reference.
- The instruments defining the rights of the holders of the 7.25% Notes due 2002 are Exhibits 4(a) through 4(l) to Registration Statement No. 33-33590 on Form S-3, filed on February 22, 1990, and are hereby incorporated by reference.
- The instruments defining the rights of the holders of the 7.50% Debentures due 2013 are Exhibits 4(a) through 4(l) to Registration Statement No. 33-49475(1) on Form S-3, filed May 24, 1993, and are hereby incorporated by reference.
- The instruments defining the rights of holders of the 8.375% Debentures due 2019 are Exhibits 4(a)(b)(c) and (d) to Registration Statement 33-31732 on Form S-3, filed on October 24, 1989, and are hereby incorporated by reference.
- The instruments defining the rights of holders of the 7.00% Debentures due 2025 and the 7.00% Debentures due 2045 are Exhibit 2 and 3 to Form 8-K, filed on October 30, 1995, and are hereby incorporated by reference.
- The instrument defining the rights of holders of the 7.125% Debentures due 2096 is Exhibit 2 to Form 8-K/A, filed on December 6, 1996, and is hereby incorporated by reference.
- The instruments defining the rights of the holders of the 6.45% Notes due 2007 and the 6.22% Debentures due 2027 are Exhibits 2 and 3 to Form 8-K, filed on August 1, 1997, and is hereby incorporated by reference.
- The instruments defining the rights of the holders of the 6.50% Debentures due 2028 is Exhibit 2 to Form 8-K, filed on January 8, 1998, and is hereby incorporated by reference.
- The instruments defining the rights of the holders of the 5.375% Notes due 2009 is Exhibit 2 to Form 8-K, filed on January 29, 1999, and is hereby incorporated by reference.
- IBM's definitive Proxy Statement dated March 12, 2001, certain sections of which have been incorporated herein by reference.

(b) Reports on Form 8-K:

The company filed Form 8-K on October 17, 2000, with respect to the company's financial results for the periods ended September 30, 2000 and included unaudited Consolidated Statement of Earnings, Consolidated Statement of Financial Position and Segment Data for the periods ended September 30, 2000. In addition, IBM's Chief Financial Officer, John R. Joyce's third-quarter earnings presentation to securities analysts on Tuesday, October 17, 2000 was filed as Attachment II of the Form 8-K.



**REPORT OF INDEPENDENT ACCOUNTANTS ON  
FINANCIAL STATEMENT SCHEDULES**

To the Stockholders and Board of Directors of  
International Business Machines Corporation

Our audits of the consolidated financial statements referred to in our report dated January 17, 2001, appearing on page 51 of the 2000 Annual Report to Stockholders of International Business Machines Corporation, (which report and consolidated financial statements are incorporated by reference in this Annual Report on Form 10-K) also included an audit of the Financial Statement Schedule listed in Item 14(a)2 of this Form 10-K. In our opinion, the Financial Statement Schedule presents fairly, in all material respects, the information set forth therein when read in conjunction with the related consolidated financial statements.

/s/ PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP  
New York, New York  
January 17, 2001

SCHEDULE II

**INTERNATIONAL BUSINESS MACHINES CORPORATION AND SUBSIDIARY COMPANIES**  
**VALUATION AND QUALIFYING ACCOUNTS AND RESERVES**  
**For the Years Ended December 31:**  
**(Dollars in Millions)**

Description	Balance at Beginning of Period	Additions Charged to Costs and Expenses	Write-offs	Other (A)	Balance at End of Period
<b>Allowance For Doubtful Accounts</b>					
<b>2000</b>					
—Current . . . . .	\$854	\$286	\$247	\$ (33)	\$860
—Noncurrent . . . . .	\$158	\$ (15)	\$ 45	\$ (11)	\$ 87
<b>1999</b>					
—Current . . . . .	\$794	\$285	\$202	\$ (23)	\$854
—Noncurrent . . . . .	\$195	\$ 34	\$ 28	\$ (43)	\$158
<b>1998</b>					
—Current . . . . .	\$775	\$165	\$188	\$ 42	\$794
—Noncurrent . . . . .	\$164	\$ 42	\$ 18	\$ 7	\$195
<b>Allowance For Inventory Losses</b>					
<b>2000</b> . . . . .	\$869	\$527	\$643	\$ (58)	\$695
<b>1999</b> . . . . .	\$723	\$644	\$514	\$ 16	\$869
<b>1998</b> . . . . .	\$791	\$761	\$847	\$ 18	\$723

(A) Primarily comprises currency translation adjustments.

## EXHIBIT INDEX

Reference Number per Item 601 of Regulation SK	Description of Exhibits	Exhibit Number in this Form 10-K
(2)	Plan of acquisition, reorganization, arrangement, liquidation or succession . . . . .	Not applicable
(3)	Certificate of Incorporation and By-laws . . . . .  The Certificate of Incorporation of IBM is Exhibit (3)(i) to Form 8-K filed April 28, 1999, and is hereby incorporated by reference . . . . .  The By-laws of IBM as amended through January 1, 2001, is Attachment III to Form 8-K dated January 17, 2001, and is hereby incorporated by reference . . . . .	
(4)	Instruments defining the rights of security holders . . . . .  The instruments defining the rights of the holders of the 7.25% Notes due 2002 are Exhibits 4(a) through 4(l) to Registration Statement No. 33-33590 on Form S-3, filed February 22, 1990, and are hereby incorporated by reference . . . . .  The instruments defining the rights of the holders of the 7.50% Debentures due 2013 are Exhibits 4(a) through 4(l) to Registration Statement No. 33-49475(1) on Form S-3, filed May 24, 1993, and are hereby incorporated by reference . . . . .  The instruments defining the rights of the holders of the 8.375% Debentures due 2019 are Exhibits 4(a)(b)(c) and (d) to Registration Statement No. 33-31732 on Form S-3, filed on October 24, 1989, are hereby incorporated by reference . . . . .  The instruments defining the rights of the holders of the 7.00% Debentures due 2025 and the 7.00% Debentures due 2045 are Exhibits 2 and 3 to Form 8-K, filed on October 30, 1995, and are hereby incorporated by reference . . . . .  The instrument defining the rights of the holders of the 7.125% Debentures due 2096 is Exhibit 2 to Form 8-K/A, filed on December 6, 1996, and is hereby incorporated by reference . . . . .  The instruments defining the rights of the holders of the 6.45% Notes due 2007 and the 6.22% Debentures due 2027 are Exhibit 2 and 3 to Form 8-K, filed on August 1, 1997, and is hereby incorporated by reference . . . . .  The instruments defining the rights of the holders of the 6.50% Debentures due 2028 is Exhibit 2 to Form 8-K, filed on January 8, 1998, and is hereby incorporated by reference . . . . .  The instrument defining the rights of the holders of the 5.375% Notes due 2009 is Exhibit 2 to Form 8-K, filed on January 29, 1999, and is hereby incorporated by reference . . . . .	
(9)	Voting trust agreement . . . . .	Not applicable

Reference Number per Item 601 of Regulation SK	Description of Exhibits	Exhibit Number in this Form 10-K
(10)	<p>Material contracts . . . . .</p> <p>The IBM 1999 Long-Term Performance Plan, a compensatory plan, is contained in Registration Statement No. 333-30424 on Form S-8, filed on February 15, 2000, and is hereby incorporated by reference . . . . .</p> <p>The IBM 1997 Long-Term Performance Plan, a compensatory plan, is contained in Registration Statement No. 33-331305 on Form S-8, filed on July 15, 1997, and is hereby incorporated by reference . . . . .</p> <p>Board of Directors compensatory arrangements as described under “Directors’ Compensation” on pages 10 and 11 of IBM’s definitive Proxy Statement dated March 12, 2001, and is hereby incorporated by reference . . . . .</p> <p>The IBM Supplemental Executive Retention Plan is Exhibit VII to Form 10-K for the year ended December 31, 1999, and is hereby incorporated by reference . . . . .</p> <p>The IBM Executive Deferred Compensation Plan is contained in Registration Statement No. 333-33692 as Exhibit 4 on Form S-8, filed March 31, 2000, and is hereby incorporated by reference . . . . .</p> <p>The IBM Board of Directors Deferred Compensation and Equity Award Plan is Exhibit X to Form 10-K for the year ended December 31, 1996, and is hereby incorporated by reference . . . . .</p> <p>The IBM Non-Employee Directors Stock Option Plan is Appendix B to IBM’s definitive Proxy Statement dated March 14, 1995, and is hereby incorporated by reference . . . . .</p> <p>The IBM Extended Tax Deferred Savings Plan is Exhibit X to Form 10-K for the year ended December 31, 1994, and is hereby incorporated by reference. . . . .</p> <p>The Employment Agreement for L.V. Gerstner, Jr. is Exhibit 19 to Form 10-Q dated March 31, 1993, and is hereby incorporated by reference . . . . .</p> <p>Amendment to Employment Agreement for L.V. Gerstner, Jr. dated as of January 1, 1996, is Exhibit XI to Form 10-K for the year ended December 31, 1995, and is hereby incorporated by reference . . . . .</p> <p>Second Amendment to Employment Agreement for L.V. Gerstner, Jr., dated as of November 17, 1997, is Exhibit VI to Form 10-K for the year ended December 31, 1997, and is hereby incorporated by reference . . . . .</p>	
(11)	<p>Statement re computation of per share earnings . . . . .</p> <p>The statement re computation of per share earnings is note S “Earnings Per Share of Common Stock” on page 83 of IBM’s 2000 Annual Report to Stockholders, which is incorporated herein by reference . . . . .</p>	
(12)	Statement re computation of ratios . . . . .	I
(13)	Annual report to security holders . . . . .	IV

Reference Number per Item 601 of Regulation SK	Description of Exhibits	Exhibit Number in this Form 10-K
(18)	Letter re change in accounting principles . . . . .	Not applicable
(19)	Previously unfiled documents . . . . .	Not applicable
(21)	Subsidiaries of the registrant . . . . .	II
(22)	Published report regarding matters submitted to vote of security holders . . . . .	Not applicable
(23)	Consents of experts and counsel . . . . .	III
(24)	Powers of attorney . . . . .	V
(28)	Information from reports furnished to state insurance regulatory authorities . . . . .	Not applicable
(99)	Additional exhibits . . . . .	Not applicable

**EXHIBIT I**

**COMPUTATION OF RATIO OF EARNINGS TO FIXED CHARGES AND  
EARNINGS TO COMBINED FIXED CHARGES AND PREFERRED STOCK DIVIDENDS  
(Unaudited)**

	<u>Years Ended December 31:</u>				
	<u>2000</u>	<u>1999</u>	<u>1998</u>	<u>1997</u>	<u>1996</u>
Income before income taxes (1) . . . . .	\$11,501	\$11,665	\$ 8,997	\$ 9,054	\$ 8,599
Add:					
Fixed charges, excluding capitalized interest . . . . .	<u>1,885</u>	<u>1,921</u>	<u>2,036</u>	<u>2,000</u>	<u>1,942</u>
Income as adjusted before income taxes . . . . .	<u>\$13,386</u>	<u>\$13,586</u>	<u>\$11,033</u>	<u>\$11,054</u>	<u>\$10,541</u>
Fixed charges:					
Interest expense . . . . .	\$ 1,430	\$ 1,455	\$ 1,559	\$ 1,573	\$ 1,545
Capitalized interest . . . . .	20	23	28	32	31
Portion of rental expense representative of interest . . . . .	<u>455</u>	<u>466</u>	<u>477</u>	<u>427</u>	<u>397</u>
Total fixed charges . . . . .	\$ 1,905	\$ 1,944	\$ 2,064	\$ 2,032	\$ 1,973
Preferred stock dividend (2) . . . . .	<u>29</u>	<u>30</u>	<u>29</u>	<u>29</u>	<u>32</u>
Combined fixed charges and preferred stock dividends . . . . .	<u>\$ 1,934</u>	<u>\$ 1,974</u>	<u>\$ 2,093</u>	<u>\$ 2,061</u>	<u>\$ 2,005</u>
Ratio of net income to fixed charges . . . . .	7.0	7.0	5.3	5.4	5.3
Ratio of net income to combined fixed charges and preferred stock dividend . . . . .	6.9	6.9	5.3	5.4	5.3

(1) Income before income taxes excludes (a) amortization of capitalized interest and (b) the company's share in the income and losses of less-than-fifty percent owned affiliates.

(2) Included in the ratio calculation are preferred stock dividends of \$20 million for 2000, 1999, 1998, 1997 and 1996, respectively, or \$29 million in 2000, \$30 million in 1999, \$29 million in 1998 and 1997, and \$32 million in 1996 representing the pre-tax income that would be required to cover such dividend requirements based on the company's effective tax rate for 2000, 1999, 1998, 1997 and 1996, respectively.



**EXHIBIT II**

**PARENTS AND SUBSIDIARIES**  
**As of December 31, 2000**

	<u>State or country of incorporation or organization</u>	<u>Percentage of voting securities owned by its immediate parent</u>
Registrant:		
International Business Machines Corporation . . . . .	New York	
Subsidiaries:		
IBM Credit Corporation . . . . .	Delaware	100
Lotus Development Corporation . . . . .	Delaware	100
Tivoli Systems Inc. . . . .	Delaware	100
IBM World Trade Corporation . . . . .	Delaware	100
IBM Asia Pacific Service Corporation . . . . .	Japan	100
IBM Central and Eastern Europe/Middle East/ Africa, Inc. . . . .	Delaware	100
IBM Plans Management Corporation . . . . .	New York	88(A)
IBM World Trade Asia Corporation . . . . .	Delaware	100
WTC Insurance Corporation, Ltd. . . . .	Bermuda	100
IBM Argentina, S.A. . . . .	Argentina	100(A)
IBM Australia Ltd. . . . .	Australia	100
IBM Bahamas Ltd. . . . .	Bahamas	100
IBM de Bolivia, S.A. . . . .	Bolivia	100
IBM Brasil-Industria, Maquinas e Servicos Ltda . . . .	Brazil	100(A)
IBM Foreign Sales Corporation . . . . .	Barbados	100
General Business Machines Corp. . . . .	British V.I.	10
IBM Canada Credit Services Company . . . . .	Canada	100
IBM Canada Limited — IBM Canada Limitee . . . .	Canada	100
IBM China Company Limited . . . . .	China	100
IBM de Chile, S.A.C. . . . .	Chile	100(A)
IBM de Colombia, S.A. . . . .	Colombia	90(A)
IBM Middle East FZE . . . . .	United Arab Emirates	100
IBM del Ecuador, C.A. . . . .	Ecuador	100
IBM Global Services India Pvt. Ltd. . . . .	India	90(B)
IBM India Ltd. . . . .	India	99
IBM Japan, Ltd. . . . .	Japan	100
IBM Korea, Inc. . . . .	Korea (South)	100
PT IBM Indonesia . . . . .	Indonesia	100
IBM Malaysia Sdn. Bhd. . . . .	Malaysia	100
IBM China/Hong Kong Limited . . . . .	Hong Kong	100
Mesiniaga Berhad . . . . .	Malaysia	6
Financiera de Tecnologia e Informatica S.A. de C.A., Sociedad Financiera del Objecto Limitado Filial . . . . .	Mexico	100(A)
Grupo IBM Mexico, S.A. de C.V. . . . .	Mexico	100(C)

	State or country of incorporation or organization	Percentage of voting securities owned by its immediate parent
IBM de Mexico, S.A. . . . .	Mexico	100(C)
IBM New Zealand Ltd. . . . .	New Zealand	100
IBM del Peru, S.A. . . . .	Peru	100
IBM World Trade Asia-Pacific Corp . . . . .	Philippines	98(C)
IBM Philippines, Incorporated . . . . .	Philippines	100(C)
IBM Romania Srl. . . . .	Romania	100
IBM Taiwan Corporation . . . . .	Taiwan	100(A)
Thai Systems Corporation Ltd. . . . .	Thailand	100
IBM Thailand Company Ltd. . . . .	Thailand	100(C)
IBM del Uruguay, S.A. . . . .	Uruguay	100
IBM de Venezuela, S.A. . . . .	Venezuela	100
IBM Vietnam Company . . . . .	Vietnam	100
International Business Machines of Belgium S.A. . . . .	Belgium	100(A)
IBM Botswana (PTY) Limited . . . . .	Botswana	100
IBM Bulgaria Ltd. . . . .	Bulgaria	100
IBM Croatia Ltd./ IBM Hrvatska d.o.o. . . . .	Croatia	100
IBM Ceska Republika spol. s.r.o. . . . .	Czech Republic	100
IBM Eesti Osuuhing (IBM Estonia Ou) . . . . .	Estonia	100
Compagnie IBM France, S.A. . . . .	France	100(C)
IBM Europe Middle East Africa . . . . .	France	100(A)
IBM Beteiligungs GmbH . . . . .	Germany	100
IBM Deutschland GmbH . . . . .	Germany	82(A)
IBM Oesterreich Internationale Bueromaschinen Gesellschaft m.b.H. . . . .	Austria	100
IBM (Schweiz)—IBM (Suisse)—IBM (Suizzera)— IBM (Switzerland) . . . . .	Switzerland	100
International Business Machines Corporation Magyarorszagi Kft. . . . .	Hungary	100
IBM International Treasury Services Company . . . . .	Ireland	—(D)
IBM Italia S.p.A. . . . .	Italy	100
IBM Hellas Information Handling Systems S.A. . . . .	Greece	100(A)
IBM Israel Ltd. . . . .	Israel	100(A)
Companhia IBM Portuguesa, S.A. . . . .	Portugal	100
IBM (International Business Machines) Turk Ltd. Sirketi . . . . .	Turkey	98(A)
IBM South Africa Group Ltd. . . . .	South Africa	100
IBM East Africa Limited . . . . .	Kenya	67(A)
Sabiedriba ar irobezotu atbildibu IBM Latvija . . . . .	Latvia	100
QuanTech s.a.l. . . . .	Lebanon	15
IBM Lietuva . . . . .	Lithuania	100
IBM Global Holdings B.V. . . . .	Netherlands	100
IBM International Holdings B.V. . . . .	Netherlands	100
IBM Singapore Pte. Ltd. . . . .	Singapore	100
IBM Ireland Limited . . . . .	Ireland	100

	<b>State or country of incorporation or organization</b>	<b>Percentage of voting securities owned by its immediate parent</b>
IBM International Centre for Asset Management N.V. . . . . .	Netherlands	100
IBM Nederland N.V. . . . . .	Netherlands	100
IBM Polska Sp. z.o.o. . . . . .	Poland	100
International Business Machines A/S . . . . .	Norway	60(A)
IBM East Europe/Asia Ltd. . . . . .	Russia	100
IBM Slovensko spol.s.r.o. . . . . .	Slovak Republic	100
IBM Slovenija d.o.o. . . . . .	Slovenia	100
International Business Machines, S.A. . . . . .	Spain	100(A)
IBM Nordic Aktiebolag . . . . .	Sweden	100
IBM Danmark A/S . . . . .	Denmark	100
Oy International Business Machines AB . . . . .	Finland	100
IBM Svenska Aktiebolag . . . . .	Sweden	100
IBM International Centre for Asset Management A.G. . . . . .	Switzerland	100
IBM United Kingdom Holdings Ltd. . . . . .	United Kingdom	100
IBM United Kingdom Limited . . . . . .	United Kingdom	100
IBM Zimbabwe (Private) Ltd. . . . . .	Zimbabwe	100

(A) Remaining percentage owned by another wholly owned IBM company.

(B) Minor percentage held by another IBM shareholder.

(C) Minor percentage held by other IBM shareholders, subject to repurchase option.

(D) IBM Germany (33.7%), IBM France (13.5%), IBM Finland (10.1%), IBM Denmark (18.0%) and IBM Switzerland (24.7%) own IBM International Treasury Services Company.

**CONSENT OF INDEPENDENT ACCOUNTANTS**

We hereby consent to the incorporation by reference in the Registration Statement on Form S-8 (Nos. 2-77235, 33-29022, 33-33458, 33-34406, 33-53777, 33-60225, 33-60227, 33-60237, 33-60815, 33-01411, 333-09055, 333-23315, 333-31305, 333-41813, 333-44981, 333-48435, 333-81157, 333-87757, 333-87856, 333-87925, 333-30424, 333-33692 and 333-36510) and the Prospectuses constituting part of the Registration Statements on Form S-3 (Nos. 33-50537, 33-65119, 33-65119(1), 333-03763, 333-21073, 333-27669, 333-40669, 333-70521, 333-32690 and 333-37034) of International Business Machines Corporation of our report dated January 17, 2001 appearing on page 51 of the 2000 Annual Report to Stockholders which is incorporated in this Annual Report on Form 10-K. We also consent to the incorporation by reference of our report dated January 17, 2001 on the Financial Statement Schedule, which appears on page 11 of this Form 10-K.

/s/ PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP  
New York, New York  
March 12, 2001

**EXHIBITS OMITTED FROM THIS COPY**

**IBM's 2000 ANNUAL REPORT TO STOCKHOLDERS**

**IBM's DEFINITIVE PROXY STATEMENT DATED MARCH 12, 2001**

**POWERS OF ATTORNEY**

Copies of these exhibits may be obtained without charge from EquiServe, First Chicago Trust Division, Suite 4688, P.O. Box 2530, Jersey City, New Jersey 07303-2530.