



Hewlett-Packard Company  
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TO WHOM IT MAY CONCERN

Umeshwar Dayal

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I am writing to express strong support from Hewlett-Packard Labs for the FuturICT FET flagship project, which is being coordinated by Professor Hebling of ETH-Zurich. We believe the proposal paints an exciting vision of the future, and outlines a compelling multi-disciplinary research agenda.

I am Director of the Information Analytics Lab at HP Labs. I see strong synergies between the objectives of this program and the research agenda of my lab, particularly in the area of real-time analytics at massive scale, and the application of these technologies to problems faced by industry, government, and society.

Through its Open Innovation program, HP Labs has a long history of collaboration with leading research institutions world-wide, and we will be very interested in exploring potential collaborations with the FuturICT project.

Sincerely,

A handwritten signature in black ink that reads 'Umeshwar Dayal'. The signature is written in a cursive style with a horizontal line underneath the name.

Umeshwar Dayal  
HP Fellow and Director  
Information Analytics Lab  
Hewlett-Packard Laboratories