----------------------------------------------------------------------------------------------------------------------- Dell 2004

FROM THE OFFICE OF THE CEO

One of Dell’s core strengths is our ability to evolve as we meet changing customer requirements, technological innovations, and global market conditions. This report is an excellent example of that drive to continually improve and deliver increased value to all our stakeholders.

As our last report indicated, we recognize that while environmental stewardship is a key corporate imperative, our accountability extends to other areas in which the readers of this report will have an interest. We have chosen to evolve our reporting from our annual environmental report to an annual sustainability report, indicating our awareness that we have a key role to play in ensuring the impact and long term viability of our corporation. We have also changed the reporting cycle, aligning the release of this report with the release of our Year in Review, which is avail- able online at [http://www.dell.com.](http://www.dell.com/) We understand that our financial performance and our environmental and soci- etal impact are highly interrelated parts of “triple-bottom-line” reporting. While we do not claim to have achieved our goal for this type of reporting, we believe we are demonstrating real progress towards integration and alignment of these key indicators in our reporting methodology.

Our mission is to fully integrate sustainable development and management practices into our business of providing quality products, best-in-class services, and the best customer experience at the best value. The tone of this report is intentionally direct, factual, and tied to our business results wherever possible.

We would like to highlight several key areas of progress:

• This fiscal year 2004 report is Dell’s second attempt to align our reporting practices with the Global Reporting Initiative (GRI) Sustainability Guidelines, available in their entirety on the Internet at [http://www.globalreporting.org.](http://www.globalreporting.org/) Our progress in developing more comprehensive and transparent reporting in fiscal year 2004 (when compared to fiscal year 2003) is evidenced in that we have approximately doubled our GRI cross-references as reflected in the GRI Index on page 3.

• Our increased investment in the area of corporate accountability is demonstrated by the addition of internal resources to drive these programs, expansions of our stakeholder relationships, and increased engagement at every level of the company, including our own personal involvement.

• We have increased the number of socially responsible investor groups with which we are working and broadened the scope of our dialogue. We continue to find significant value in the guidance from these groups who strive to integrate environmental and societal impact, as well as financial performance, into their investment decisions.

• Our focus on suppliers’ contributions to Dell’s sustainability efforts expanded to include both design for environment attributes and the human rights impact of our supply base practices. Additional information will be found both in this report and on our web site at [http://www.dell.com/supplierprinciples.](http://www.dell.com/supplierprinciples)

• One of the most significant areas of focus in fiscal year 2004 was the rapid evolution of our efforts to address the complex issue of responsible end-of-life retirement of electronics hardware. A series of one-day take-back collection events conducted in the United States in the spring of 2003 was evolved into two-day sessions, the first of which is dedicated to an educational seminar featuring experts addressing many complex product recovery issues such as materials export. Our collection program has also been expanded to include a grant program that you will learn about further in this report. This model, while not a long term national solution, is sustainable and synergistic, allowing communities to attract many other like minds to invest in addressing their local waste issues. Electronics reuse and recycling, in all customer segments, remains a key focus for Dell in fiscal year 2005.

While we have learned much this year, as often is the case, the knowledge has brought with it a realization that there is much more to comprehend. At the conclusion of this year’s report is a summary of the more significant challenges we have identified as well as a broader set of goals for the year. We believe that we have the right team, business model, values, partners, and stakeholders to support Dell on this important journey.

Michael S. Dell

Chairman of the Board Chief Executive Officer

Kevin B. Rollins

President

Chief Operating Officer

----------------------------------------------------------------------------------------------------------------------- Dell 2005

From the Chairman and the CEO

At Dell, we have a core set of values that define the kind of company we are and aspire to become. We are committed to translating these values into sustainable practices and continually improving those practices.

This belief captures our approach to leveraging the vast skills of the Dell team to manage the environmental and societal impacts and opportunities of our products, processes and practices. We are pleased to introduce our Fiscal Year 2005

Sustainability Report, which in many ways is a summary of our accomplishments this year in putting our values into action. This report continues our practice of utilizing the Global Reporting Initiative (GRI) sustainability guidelines, available at [www.globalreporting.org,](http://www.globalreporting.org/) and expands on our Year in

Review, available at [www.dell.com.](http://www.dell.com/)

We would like to highlight several key areas of progress, starting with our focus on environmental responsibility. Examples in this area include:

• Product Recovery and Recycling: Dell was the first company in our industry to set a public product recovery goal. We set and exceeded a goal of increasing the weight of returned and recycled electronic products by 50 percent over FY2004. See page 58 for details.

• Forest Stewardship: Working with several stakeholders, including the ForestEthics [(www.forestethics.org)](http://www.forestethics.org/) and Environmental Defense [(www.environmentaldefense.org)](http://www.environmentaldefense.org/) environmental nonprofits, Dell developed a model that governs our sourcing of paper products and sets a goal of

using 10 percent post-consumer waste recycled content paper in our catalogs by the end of 2005. See page 49 for details.

The incorporation of labor rights into our supply chain management practices was also an area of increased focus. Areas of success include:

• Publication of Dell’s Supplier Principles at [www.dell.com/supplierprinciples.](http://www.dell.com/supplierprinciples) See page 23 for details.

• Collaboration with other companies to develop an Electronics Industry Code of Conduct for our common supply base, streamlining the efforts of suppliers to comply with the quality workplace standards we require to be in effect. This document [is also available at www.dell.com/downloads/global/ corporate/vision\_national/Sup\_codeofconduct.pdf.](http://www.dell.com/downloads/global/corporate/vision_national/Sup_codeofconduct.pdf)

See page 37 for details.

As a global leader, Dell is focused on areas and issues where our practices can bring positive impact, in particular in the developing world. Examples of such are:

• Joining the Global Business Coalition on HIV/AIDS. The HIV pandemic potentially will have a devastating effect in countries around the world where Dell’s customers, suppliers and partners are located. Dell is committed to doing our part to fight the spread of HIV/AIDS. See page 15 for details.

• Continuing to focus on diversity and, in particular, women’s rights globally by supporting the Calvert Women’s Principles, a comprehensive code of corporate conduct focused on promot- ing gender equality and women’s empowerment (see page 16 or [www.calvertwomensprinciples.com](http://www.calvertwomensprinciples.com/) for more details).

Dell’s direct business model guides our commitment to direct engagement with employees, customers and suppliers. We also engage in direct dialogue with socially responsible investment groups, shareholder activists, and a wide variety of nongovern- mental organizations that are seeking business engagement to find global solutions for many social and environmental concerns.

While we have learned much this year, we realize there is much more to learn about the challenges facing our society and the responsibility Dell has to help meet those challenges. This year’s report lays out not only the more significant challenges Dell is addressing, but also a set of goals for the coming year. We

believe that we have the right team, business model, values, part- ners and stakeholders to support Dell on this important journey.

Michael S. Dell

Chairman of the Board

Kevin B. Rollins

President and Chief Executive Officer

----------------------------------------------------------------------------------------------------------------------- Dell 2006

From the Chairman and the CEO

Welcome to Dell's sustainability report for fiscal year 2006, an annual summary that both highlights our efforts to create sustain- able business practices and reflects our challenges in doing so. This report contains a sampling of the work going on at Dell as we progress towards our goal of being an environmentally and socially responsible market leader.

To meet our business goals, we follow a core set of values that defines the kind of company we are and aspire to become. Our mission is to fully integrate sustainable development and man- agement practices into our business of providing quality products, best-in-class services, and the best customer experience at the best value. We find there is a great challenge, and potentially great rewards, in finding solutions that not only meet our busi- ness goals, but also improve our environmental and societal impact around the globe.

This report is divided into three categories: Corporate Accountability, Environmental Responsibility and Community Engagement. As in previous years, this report uses the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (available on the Internet at: www.globalreporting.org) and

is an expansion of Dell's Year in Review report (available online at [www.dell.com/annualreports).](http://www.dell.com/annualreports))

Highlights in several key areas for fiscal year 2006 include:

Product Recovery and Recycling Dell remains committed to making product retirement as easy for customers as product pur- chase, and we met our goal to increase product recovery in fiscal year 2006, recovering more than 18 million kilograms of used equipment for reuse or recycling. We recognize the challenges

of recycling practices in a number of geographies and remain focused on expanding product recovery services to new markets.

Chemical Use Dell introduced our new chemical use policy, which outlines our approach to selecting substances to use in and eliminate from our product design. This policy also confirms our commitment to prohibit the use of all brominated flame retardants in our products by 2015.

Design for the Environment Dell will meet the requirements of the European Union's Restriction on Hazardous Substances Directive (RoHS), which becomes effective in July of 2006. Dell remains focused on implementing these design requirements on our global product lines. We were also pleased that our Product Group's environmental management system achieved ISO 14001 certification last year.

Workplace Health and Safety Dell was honored last year to increase the number of our U.S. facilities that have achieved STAR certification from the Occupational Safety and Health Administration (OSHA), recognizing our efforts to provide safe workplaces for all our employees. Our efforts to promote employee wellness also continue around the globe.

Supplier Principles Dell continued our efforts to ensure good working conditions for employees across our supply chains, and we remain an active member of the Implementation Group of the Electronic Industry Code of Conduct (EICC), which is helping to drive industry-wide standards for good labor practices. We recog- nize the complexity and challenges in this area and will remain focused on measured improvements in the coming year.

Community Engagement Dell is committed to being a good neighbor in the communities that we call home. Our company and employees have undertaken many efforts worldwide to help build those communities, especially as Dell grows and opens facilities in new markets around the globe.

Dell continues to be guided by direct engagement with employees, customers, suppliers and other stakeholders. Dell relies on regular dialogue with associations ranging from global nongovernmental organizations and community groups to socially responsible investment groups. We depend on this dialogue to help guide our work in building a sustainable business.

We are thankful for the efforts of the entire Dell team to meet these commitments and put our values into action around the globe. We recognize that even with this progress, our work in this arena is still in the beginning stages. Dell remains focused on continued progress both as a business leader and as an environmentally and socially responsible company.

Michael S. Dell

Chairman of the Board

Kevin B. Rollins

President and Chief Executive Officer

----------------------------------------------------------------------------------------------------------------------- Dell 2007

**FROM THE CHAIRMAN AND CEO**

I am pleased to introduce Dell’s Sustainability Report for our company’s fiscal year 2007. This report measures our progress towards instituting sustainable business practices, describes our challenges and sets goals for continued improvement.

We’ve titled this report Values in Action. Values inspire behaviors. And it’s our behaviors and actions we hope you will use to evaluate our company’s efforts. Judge us not by what we say, but by what you see us do. In this year’s report we’ve included perspectives from many of our stakeholders — environmental- ists, investors, community members and suppliers. Their input remains vitally important in our efforts to create a sustainable business. Their voices help tell the Dell story.

We also celebrate our successes over the past year, including these important developments:

**Global Recycling:** In June of 2006, we committed to offering consumers no-charge recycling for any Dell-branded product at any time anywhere in the world. I’m pleased to report that our teams had global recycling services in place by December 2006. I challenged the industry to join us in providing free recycling for consumers, with no exceptions. It’s the right thing for our cus- tomers and for our planet. As of this writing, we remain the only company in our industry that provides consumers no-charge, global recycling without a purchase requirement. For details, see [www.dell.com/recycling.](http://www.dell.com/recycling)

**Design for Environment:** We continue to make strides in the environmental design of our products. We now meet the requirements of the European Union’s Restriction on the use of Hazardous Substances (RoHS) directive glob- ally. We updated our chemical use policy, committing to eliminating the use of brominated flame retardants and polyvinyl chloride from product design by 2009. We made great strides in our Forest Products Stewardship program; our marketing publications use on average 50 percent recycled content paper, meeting our 2009 goals three years early.

**Customer Ownership:** In 2006, we addressed energy efficiency by announc- ing a plan to build systems that deliver the greatest performance per watt from the desktop to the data center. Doing so will help our customers save money and help reduce carbon dioxide emissions. We’re making early progress toward this goal. For example, our OptiPlex™ 745 uses up to 70 percent less energy than previous models when configured with a flat panel display. We also announced a new program in January 2007 called “Plant a Tree for Me.” The program takes donations from customers to plant trees to offset the carbon dioxide generated by the production of electricity used to power their computers. Plant a Tree for Me and programs like it allow Dell to leverage our direct relationships with customers and educate them about energy efficiency and climate change.

**Diversity and Ethics:** We received recognition this year for our efforts to cre- ate an inclusive workplace. We were honored to receive the Opportunity Award by the U.S. Secretary of Labor, the country’s highest award recognizing voluntary workplace diversity efforts among federal contractors. For the third year in a row, we received a score of 100 percent on the Human Rights Campaign’s annual Corporate Equality Index. Our extensive Ethics Day cam- paign included employee events at our facilities around the world to under- score the importance we place on conducting ourselves according to the highest ethical standards.

We have made progress, but we recognize we’re on a journey that doesn’t end. We will increase our engagement in the communities we call home around the world, and continue our efforts to fight the spread of HIV/AIDS. We will continue to work constructively with those in our global supply chain to drive our own high standards for workplace practices and safety, and continue to drive awareness of and adoption of the Electronics Industry Code of Conduct, sometimes called "The Code," or simply "EICC."

Over the course of the year, our commitment to corporate responsibility has deepened. Being responsible for our environment is part of the total customer experience that we provide and, as such, is integral to our success. We will continue to focus on our challenge to identify new viable materials and further communicate our ethical sourcing standards.

I am personally committed to our company’s sustainability journey. My passion stems not only from the business benefits of leading in this area, but also from my personal values and concern for future generations. So please carefully read our report. See the progress we made toward our goals. Judge us by our actions; tell us how we are doing.

Michael S. Dell

Chairman and CEO

----------------------------------------------------------------------------------------------------------------------- Dell 2008

**MICHAEL DELL**

Last year was one of significant change for Dell — just as we grew as a company, so did our commitment to corporate responsibility. In fact, we signifi- cantly increased sustainable operations of our business and had some of our most impor- tant achievements to date, including:

• Committing on World Environment Day to make Dell the greenest technology company on the planet. More than ever before, we are integrating consideration of the environment into our business processes and product design to deliver the industry’s most energy-efficient products, save energy and deploy green power at our own facilities, and maintain our recycling leadership. We know that people of all ages around the globe who care about protecting the Earth expect no less.

• Pledging to make Dell’s operations carbon neutral beginning in 2008. We’ll meet this commitment through a program of improvements that save energy, using green energy at our facilities where available and economical, and offsetting

our remaining impact. I’m pleased to report that our global headquarters campus in Round Rock, Texas, is now powered by 100 percent green energy sources.

• Committing to producing energy-efficient products that deliver the most performance per watt for our customers. Energy-efficient products not only help reduce our customers’ operating costs, they can help reduce the associated climate impact of those products. Our estimates are that the changes on our desktop products alone have saved our customers

$2.4 billion in energy costs. And we are working with our enterprise customers around the world to make data centers more productive and energy-efficient.

• Launching [*ReGeneration.org*,](http://www.regeneration.org/) a global meeting place that enables people to learn about going “green,” share ideas and protect the environment. Through it, we’re bringing together experts, customers, stakeholders and others to foster mean- ingful dialogue on the environment — dialogue that will lead to action and results.

• Continuing our focus on environmentally responsible product design. We continue to take a precautionary approach to ma- terials selection and continue to find ways to reduce product packaging and integrate recyclable packaging solutions. Our Multipack solution for multiple server orders last year reduced collateral materials shipped by 75 percent. It avoids the use of thousands of tons of cardboard and allows more shipments to fit on trucks, thereby conserving fuel in shipping.

• Joining the (PRODUCT)RED™ campaign, which raises funds to buy anti-retroviral drugs for HIV-positive individuals in Africa. We are committed to the fight against HIV and to saving lives. This pandemic affects our customers, employees, suppliers and communities around the globe, and the

increase in infection rates is of great concern. During the year, we updated our global nondiscrimination policies to include HIV status among protected categories.

We have many challenges to meet on our continued journey. We are making Dell a stronger and greener company. We continue to work with our suppliers worldwide to share our sustain- ability best practices and ensure they are employing our own high standards for workplace and employee policies and safety.

Our goal remains the same — we want Dell to be the world’s greatest technology company and make a meaningful differ- ence in protecting our planet and building our communities. Thank you for the ongoing support of our efforts to make our company better each year. I’m proud to present this report representing the hard work of the Dell team around the world.

I’m also happy to report that we hired a vice president of Corporate Responsibility to manage our ambitious environmental and social commitments.

Gil Casellas has the experience to align our philanthropic, diversity and sustainability efforts and further enhance our corporate responsibility programs.

Michael S. Dell

Chairman and CEO

----------------------------------------------------------------------------------------------------------------------- Dell 2009

A Message from Michael Dell

Dell has a full-time commitment to being a responsible corporate citizen. It’s a commitment driven by the types of goals, strategies and accountabilities that characterize every part of our business. And it’s one that persists through all business cycles.

Our customers, our partners and our people appreciate Dell’s leadership in this area, and we’re proud of our accomplishments. Among our recent achievements:

)> We remain determined to be the greenest technology company on the planet, and last year we achieved [carbon neutrality](http://www.dell.com/climatehow) in our global operations. At the same time, we raised the standard Dell has set for IT consumer [recycling.](http://www.dell.com/recycling) With innovative new products and services, we’re helping customers significantly increase [energy efficiency](http://www.dell.com/energy), along with performance, in their data centers. And Dell Green Teams around the world are educating employees, promoting awareness and inspiring positive actions for the environment.

)> We became a charter member of the Business Ethics Leadership Alliance, and, at the request of Dell stakeholders, are releasing information about Dell’s [Tier 1 suppliers.](http://www.dell.com/supplierlist)

)> As part of how we make a difference in our global communities and to our employees, we started the [Dell YouthConnect](http://www.dell.com/youthconnect) program for digital inclusion in emerging countries and, within the company, reinstated the Global Diversity Council that I’m proud to chair.

I invite you to read more about Dell’s [corporate responsibility](http://content.dell.com/us/en/corp/d/corp-comm/cr-earth-environmental-policies.aspx) efforts in this report and at dell.com, where you will also find detailed policy information.

We will continue to innovate, inspire and make things happen in the corporate responsibility arena. That pledge recognizes that for all we have done, there is much more we can and will do — so that you can count on Dell today and always.

Thanks for your interest.

------------------------------------------------------------------------------------------------ Supplementary Information

**“Inspire & Innovate — Our View of Corporate Responsibility”**

“Dell has a unique ability to quickly learn, adapt and evolve to ever- changing customer requirements. We showed that again in fiscal 2009, even as we were transform- ing our own business. Our solid operating performance in the first two quarters was muted by the soft global economic environment in the second half of the year, which caused many customers to defer technology purchases. Even so, customers who continued to invest in technology increasingly asked Dell to help them reduce the cost and complexity of IT. Within the company, we turned our focus to increasing efficiency, ensuring prof- itability and carefully managing our balance sheet and cash flow.”

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A Message from Gil Casellas

Welcome to *Inspire & Innovate: Achievements in Corporate Responsibility*

*2009*. This report features Dell’s key accomplishments in the areas of environmental responsibility, [corporate accountability](http://www.dell.com/corporateaccountability) and social responsibility and is filled with examples of inspiring activities of dedicated Dell employees around the globe. Our employees are the essence of our innovation, as evident in their work with products, with people and in caring for our planet. Throughout each section of this report, we highlight the actions our employees are taking to advance corporate responsibility.

Fiscal 2009 brought global economic challenges that continue to change the corporate landscape. This is a period of intense change for our employees and our company, and we have not faltered in our commitment to corporate responsibility as Dell continues its transformation. Michael,

the Dell Leadership Team and the Board of Directors are actively engaged and briefed as we put corporate responsibility principles into practice. In addition, the Corporate Responsibility Team works with numerous teams throughout Dell in addressing key initiatives in corporate responsibility. It is through their support, engagement, collaboration and leadership that we are able to share our progress.

Moving forward, the support of our customers, employees and stakeholders is more important than ever. We welcome your feedback on this summary report, its new format and the accompanying content at dell.com/corporateresponsibility. We appreciate your guidance in producing this report and ask that you continue the conversation with us through our social media tools, such as Direct2Dell, as this is an ongoing partnership.

--------------------------------------------------------------------------------------------------- Supplementary Information

“Making a difference, Acting with integrity, Protecting our planet”

“At Dell, in any economic environment, we consider diversity and inclusion, sustainability and employee engagement integral parts of our business strategy. By continuing to drive these initiatives throughout the company, we’re able to harness each individual’s full potential, drive innovation and become a better place to work — ultimately ensuring that we’re providing the best customer experience.”

----------------------------------------------------------------------------------------------------------------------- Dell 2010

Delivering on our commitments

Successful, innovative companies tend to aspire to a greater purpose that goes beyond the bottom line. At Dell, we have always believed that technology should be about enabling human potential. This belief has been a core part of our culture for the past 26 years, and today we define our company’s purpose around that singular idea: delivering technology solutions that enable people everywhere to grow and thrive.

We have a clear responsibility to our customers, employees and shareholders in bringing our purpose to life. That responsibility extends to the communities we serve and the planet we call home.

In my visits with customers, I’ve been inspired to see how our technology solutions and corporate initiatives are empowering people everywhere to achieve their goals and dreams.

Young people around the world are gaining the skills needed to become lifelong learners and tomorrow’s leaders through access to technology gained from our Connected Classroom and YouthConnect programs.

Hospitals are realizing the efficiency gains and patient care improvements that come with electronic medical records systems and streamlined IT operations.

Entrepreneurs and small business owners — who play a key role in driving the growth of our global economy — continue to inspire us all by leveraging Dell technology in unique ways to compete with significantly larger and more established businesses.

Helping people achieve more in their lives is both a direct result of our business and a rallying cry

for our corporate responsibility programs. Solving the challenges we face regarding education, health care, the economy and our planet requires a combination of purpose-led business strategies and thoughtful global citizenship initiatives.

This report focuses on fiscal year 2010 corporate responsibility accomplishments and some of the challenges we faced. The year saw many firsts for Dell and our industry. To help make it easier for our customers to be environmentally conscious, we became the first technology company to add sustainable bamboo to our packaging portfolio. Our company also was the first to ban electronic waste exports to developing countries, and I’m happy to see others in our industry now doing

the same.

We also maintained excellence in incredibly impactful programs. We continued to support diverse suppliers and again are honored to be a member of the Billion Dollar Roundtable, having spent more than $1 billion with women- and minority-owned suppliers in the United States. Our giving efforts reached more than 1 million children this year. And for the sixth consecutive year, we earned a perfect score with the Human Rights Campaign.

We’re proud of these accomplishments, and we understand there will always be more to do. As we balance business priorities with our commitment to corporate responsibility, we promise to thoughtfully consider every stakeholder in the decisions that we make. Doing so will keep us true to our purpose and our responsibilities.



----------------------------------------------------------------------------------------------------------------------- Dell 2011

Letter from Michael Dell

Enabling human potential — that’s the ultimate benefit of technology and the driving force behind everything we do at Dell. We are listening to and partnering with our customers every day to deliver technology solutions that help them operate, increase productivity and enable human connections at lightning speed and on the go. We call it the power to do more.

This core philosophy of advancing human potential is not limited to our solutions and product creation. We’re also applying it to how we invest in and innovate on behalf of our planet and our people. It is ingrained in our sustainability and giving practices as well as in our relationships with our global team.

In fiscal year (FY) 2011, we made great progress in our sustainability efforts. We continued to optimize our own footprint through responsible process and product improvements while focusing on making “green” convenient and practical for our customers. We reduced the energy consumption of our computers by [25 percent](http://content.dell.com/us/en/corp/d/press-releases/2010-12-14-energy-costs.aspx) and institutionalized the use of [sustainable bamboo packaging](http://content.dell.com/us/en/corp/d/corp-comm/earth-products-packaging.aspx). We earned the top spot on [Newsweek’s Greenest Companies in America](http://www.newsweek.com/2010/10/18/green-rankings-us-companies.html) list and continued to lead the industry in important environmental priorities like e-waste, data center efficiency and supply chain practices.

Our corporate giving programs — largely centered on narrowing the technology gap for underserved youth through access to technology and education — directly helped more than two million children in nine countries around the globe. We launched 65 [Dell Connected](http://content.dell.com/us/en/corp/connected-classroom.aspx) Classroom solutions in China, India and Mexico, and continued to grow our signature giving program, [Dell YouthConnect](http://content.dell.com/us/en/corp/d/corp-comm/global-giving.aspx), worldwide. We also developed a cutting edge social network to facilitate our team’s engagement with the charitable organizations and causes that mean the most to them.

Helping all 103,000 Dell team members reach their own potential is also a priority. We know we can deliver better outcomes for our millions of customers by leveraging and embracing the unique experiences, talents and thinking of our diverse global team. Consequently, we remain committed to diversity and inclusion in every facet of our

business, a commitment that resulted in our ranking on [DiversityInc.’s Top 25 Companies](http://www.diversityinc.com/article/7590/The-DiversityInc-25-Noteworthy-Companies/) and [Working Mother’s 100 Best Companies](http://www.workingmother.com/BestCompanies/2010/08/2010-working-mother-100-best-companies) lists in FY11. We also earned a perfect score for the seventh year in a row on the [Corporate Equality Index](http://www.hrc.org/cei2011/index.html) of the Human Rights Campaign.

We strive to be a great corporate citizen in everything we do at Dell. Our world holds boundless possibilities, which we see as a terrific opportunity for our industry. As we at Dell continue to deliver IT solutions that help millions of people around the world achieve their goals each day, we will always do so responsibly and with integrity.

Michael Dell Chairman and CEO Dell Inc.





----------------------------------------------------------------------------------------------------------------------- Dell 2012

Letter from Michael Dell

Powering the Possible is more than a statement about our commitment to corporate responsibility—it’s the truth about technology and what it’s enabling in the world. We are amazed every day by the innovative ways in which our customers are using technology to achieve great things, making possible today what was impossible yesterday.

At Dell, we’ve evolved our business to help our customers do more with technology. We’ve expanded our portfolio of offerings to meet the end-to-end technology needs of our customers, from data center solutions to cloud applications to end-user devices—and everything in between. We are doing so with a steadfast commitment to innovate and execute best practices on behalf of our people, our communities and the planet we share.

In fiscal year 2012, we continued to optimize our own environmental footprint while developing new solutions and programs that make “green” easy for our customers. We are helping to develop the world’s first sustainable packaging made from mushrooms and are piloting it in our server shipments today. We are designing cloud and data center solutions that are raising the bar for energy efficiency. We installed a state-of-the-art modular data center on the roof of a customer’s building in Arizona; Dell’s fresh air capability allows it to run without chillers, despite the desert heat, and frees up 95 percent of the center’s power consumption for computing. And our server performance per watt has improved 10,000 percent over the past 10 years—just one reason we were ranked among the top five of Newsweek’s Greenest Companies in America

for the third consecutive year.

We also have an innovative approach to engaging in the global community. In fiscal year 2012, we launched a groundbreaking partnership with the Translational Genomics Research Institute. This collaboration employs Dell technology and resources to connect physicians and researchers, accelerating personalized treatment for children with cancer. The project speeds the genomic analysis time, from weeks to less than a day, and uses that critical information to deliver targeted patient care. We also partnered with the American Red Cross to develop the first-ever digital operations center, a tremendous resource that uses social media to monitor and operationalize humanitarian aid during disasters. And, expanding the use of social media inside our company, we used our own social platform to connect the Dell team to charitable causes and organizations they care about. Last year alone, our team members logged 419,000 volunteer hours in 52 countries.

Our team and partners are the backbone of our company and we work every day to create an environment in which they can be their best and do their best work. We know we can deliver better outcomes for our customers by embracing the unique experiences, talents and thinking of our diverse global team. This is not rhetoric—it’s a principle that guides everything we do at Dell. In fiscal year 2012, we were ranked among the leaders in workplace diversity by DiversityInc, Working Mother magazine, and the Human Rights Campaign. We also joined the Sustainable Trade Initiative to proactively influence and improve working conditions for the roughly half-million workers at electronics suppliers in China.

We strive to be a global leader in every aspect of our business and to do so with the utmost integrity and ethics. We are proud to share our progress in the following pages of this report and to demonstrate how we’re innovating at Dell to put our technology and expertise to work, creating new possibilities for our customers, partners, neighbors, team and planet.

Michael Dell Chairman and CEO Dell Inc.