

ENVIRONMENTAL PROGRESS REPORT 1998



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## **DELL'S ENVIRONMENTAL POLICY**

Dell Computer Corporation is committed to protecting and preserving the environment through efficient and sound processes driven by the company's direct model. Dell's build-to-order model increases efficiency and eliminates waste by ensuring that each Dell<sup>®</sup> system produced has a buyer. Dell, in cooperation with its customers and suppliers, strives to protect the environment, conserve natural resources, prevent pollution, and act as a responsible corporate citizen in the global community.

The following commitments guide Dell's environmental activities and provide a framework for action:

- Conducting business with integrity and dedicated observance of the environmental laws and regulations of the countries in which Dell does business, surpassing basic compliance whenever possible
- Reducing excess and obsolete inventories in the marketplace by building systems to order and immediately transitioning to proven technology
- Selling directly to the customer, substantially eliminating transportation, warehousing, and other environmental impacts of resellers
- Using the Internet to provide efficient and environmentally sound sales, service, and support
- Operating existing and future facilities to minimize harmful impacts on the environment through efficient capital investment, natural resource conservation, and pollution prevention programs
- Designing products with the future in mind to extend product life span, reduce energy consumption, and use parts that are reusable or capable of being recycled at the highest level
- Encouraging environmental sensitivity throughout the supply chain, enabling Dell to manufacture quality products through environmentally sound processes with a focus on low inventory, natural resource conservation, and pollution prevention
- Fostering environmental responsibility among employees
- Meeting customer expectations of superior corporate citizenship in host communities by acting in an environmentally responsible manner at all times and, through established contingency plans, correcting any actions that may harm the health and safety of neighbors or employees
- Collecting and analyzing information to measure and continually improve environmental performance, and communicating progress to Dell's neighbors and the general public

Michael S. Dell Chairman of the Board Chief Executive Officer

## **ENVIRONMENTAL ACHIEVEMENTS**

- German Blue Angel- and Swedish TCO '95-certified OptiPlex<sup>®</sup> systems
- Swedish TCO '92- and TCO '95-certified monitors
- U.S. Environmental Protection Agency ENERGY STAR<sup>®</sup> Partner
- Irish Power Supply Utility 1997 ETA Commendation
- Capital Area (Austin, Texas) Corporate Recycling Council 1997 Environmental Vision Award

## **DELL AND THE ENVIRONMENT**

Dell is now one of the largest computer systems companies in the world and a leader in the high-technology industry. The impact of Dell's growth has been beneficial to thousands of people—employees, customers, suppliers, stockholders, and host communities. But the company must also be mindful of how its products and their use affect the environment. There are currently an estimated 324 million personal computers worldwide, and new shipments are expected to reach at least 150 million by the year 2002. Eventually, many will be disposed of in landfills. In fact, approximately 25 percent of those in existence are already warehoused and not in use. Computers are also becoming faster and more powerful every year, requiring more energy to run them and keep them cool.

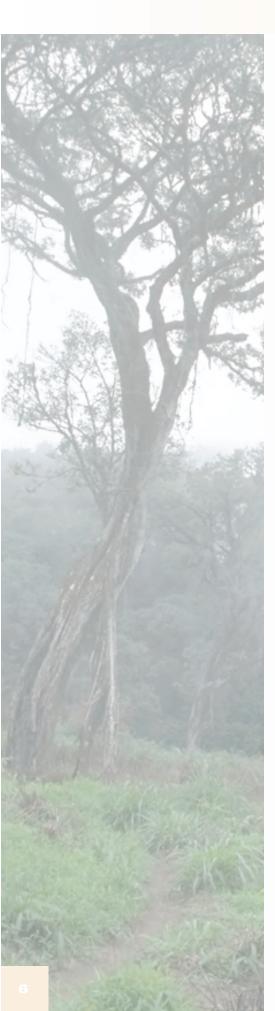
Dell takes these environmental impacts seriously. The company's goal is to conduct business in ways that do not harm the environment and to share this responsibility with its customers. Dell is committed to meeting or exceeding national and international environmental standards everywhere it does business. Dell is also committed to establishing procedures and developing products that are protective of the environment to achieve its goal of sound environmental stewardship.

Dell's environmental commitments go hand in hand with its innovative and highly successful way of doing business—the Dell Business Model. By selling direct to the customer, the company is able to respond quickly to customer demands, providing the best products and service experience in the industry. For instance, European and large corporate customers were the first to require computers that last longer, save energy, and recycle easily. Dell's modular systems, which are easy to assemble and upgrade and are made with recyclable materials, more than satisfied these needs. These systems have been certified in both Germany and Sweden as environmentally sound. By reducing waste and energy consumption levels at its assembly plants through efficient processes, Dell saves money and can then pass on those savings to customers through reduced prices. Dell's direct-sales business model also eliminates environmental impacts of resellers and requires the lowest inventory on hand in the industry, which lessens energy costs for warehousing.

Of course, Dell's environmental programs were not created to benefit the customer alone. The test for superior corporate citizenship is how Dell operates its business in its host communities. Dell strives to reduce waste and energy consumption at corporate offices and all company facilities worldwide. Through voluntary partnerships in numerous United States Environmental Protection Agency (USEPA) programs, Dell has formalized commitments to achieve cost-effective energy savings, manage its resources effectively, design and build efficient buildings, and reduce waste.

This report describes in detail Dell's commitment to environmental responsibility, progress so far in reaching company goals, and future plans. Dell hopes you find this, its first-ever environmental report, informative. As the company's programs grow and improve, future reports will provide annual updates with metrics.

- Recycling Coalition of Texas' Best Workplace Recycling Award
- Keep Austin Beautiful Proud Partners Award
- Texas Natural Resource Conservation Commission Environmental Excellence Award Finalist
- Green Away take-back program
- 50% reduction in packaging volume in Dell Europe
- Dell-sponsored STAR<sup>3</sup> School Recycling Program



# ENVIRONMENTAL PRODUCT DESIGN

### **ENERGY EFFICIENCY**

According to a USEPA study, businesses could save up to \$1 billion annually by the year 2000 if energy-efficient office equipment were used. Dell recognizes the impact such equipment

has on the environment and on the bottom line of each of its customers. Energy-efficient products reduce the overall demand for energy from nonrenewable sources such as oil, gas, and coal. Decreased energy consumption lowers the overall cost of products to customers. Dell's energy-efficient products use only those components that will achieve energy savings, and the company is working with



suppliers to continually develop energy improvement programs. To decrease energy consumption and lower overall costs to customers, Dell offers computer systems and monitors that meet USEPA ENERGY STAR<sup>®</sup> standards for energy efficiency. These Dell systems meet stringent criteria for low energy consumption during idle periods by providing a sleep mode that shuts down the computer automatically during periods of nonuse. Dell's ENERGY STAR<sup>®</sup> monitors also use a display power management system (DPMS) to reduce energy use.

Power management is integrated into all Dell desktop, workstation, and portable products. All OptiPlex, Dell Dimension<sup>®</sup>, Latitude<sup>®</sup>, and Inspiron<sup>™</sup> products feature advanced power



management (APM), which can provide energy conservation. APM allows the system to deliver chiplevel power management by slowing the microprocessor to conserve energy during periods of inactivity. Dell products are also Advanced Configuration and Power Interface (ACPI)-ready. ACPI enables the operating system to manage all power activities, providing power to devices only on an asneeded basis. This allows the operating system to

control power use based on the application. Previous power management systems are basic input/output system (BIOS)-based, turning off devices only after certain periods of inactivity. Dell participated in developing the specification for ACPI, attended industry reviews, and provided feedback to primary ACPI developers Intel, Microsoft, and Toshiba.

Dell is also working with Intel's Mobile Power Initiative, a program designed to help semiconductor, operating system, and software application makers reduce power consumption in portable computers. In Europe, Dell is involved with industry groups such as EUROBIT in an effort to promote an ENERGY STAR<sup>®</sup>-based program in European Union countries.

## LONG LIFE

While nothing lasts forever, Dell has been able to design its computers to stay in use longer. The Dell OptiFrame™ chassis, introduced on Earth Day in 1996, is a modular and upgradable design first used in the OptiPlex desktop and workstation chassis. The modular design lengthens the useful life of the PC, thus reducing the frequency of discarding computer systems. Customers don't have to purchase a new system to increase performance because the modular design allows easy replacement or upgrading of components such as the microprocessor, hard-disk drive, memory, and CD-ROM drive. These chassis use as few screws as possible and allow cover removal without the use of tools, providing easy internal access for upgradability and service. This modular design has now been successfully developed in Dell Dimension, Dell Precision™ WorkStation, and PowerEdge<sup>®</sup> server products as well.

## RECYCLABLE

The computer industry is adding more than 60 million computers to the market every year. It is estimated that more than 11 million will be retired by businesses in 1998. What happens with these products when they become obsolete? Dell is addressing this question by designing and building computers that are easy to upgrade and, therefore, last longer. An equally important design feature in the OptiPlex system is its recyclable material content. The more Dell computers can be reused or recycled, the less impact they have on the environment in terms of raw materials production and landfill use.

Dell OptiPlex and WorkStation computers, based on the OptiFrame chassis, comply with the following principles of recyclable design:

- Avoidance of nonseparable connections, such as gluing and welding, between different materials
- Avoidance of coatings and composite structure materials
- Use of as few different materials as possible
- Ease of disassembly
- Marking of plastics for identification to facilitate recycling

These systems have been designed so that most parts merely snap apart, allowing easy separation of parts and materials that, in turn, allows more efficient recycling or reuse of materials and components.

Many Dell desktop systems, monitors, and keyboards meet respected voluntary environmental certifications such as Germany's Blue Angel, Sweden's TCO '92 and TCO '95, and ENERGY STAR<sup>®</sup>. Dell believes in moving beyond compliance with environmental regulations because it is the right thing to do and because customers require it.

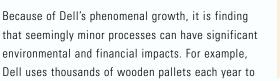


## LOW-IMPACT ASSEMBLY AND PRODUCTION

Just as important as Dell's commitment to quality environmental design is the company's commitment to environmental quality in its assembly processes. Because Dell assembles computers primarily with parts from other manufacturers, the company emits virtually no hazardous waste into the air, water, or landfills. Dell does not use or emit chlorofluoro-carbons (CFCs) or hydrochlorofluorocarbons (HCFCs) into the air, nor are there direct or indirect discharges into water during the assembly process.

A key strategy of Dell's business model is low inventory and low capital investment. The company's inventory turnover rate is the fastest in the industry; thus, Dell is able to keep the

environmental impact of warehousing supplies to a minimum. Components and parts are not ordered and shipped to Dell until they are ready to be assembled into the final computer product, saving energy and building costs associated with storing inventory.





transport supplies into assembly and to ship finished product. Concerned employees discovered that many pallets were being wasted, lost, or even discarded after one use. Thus, through a coordinated effort involving many departments, Dell has established a program to reuse pallets many times over to decrease the number of pallets purchased each year. Program coordinators have set a goal of achieving a 25 percent reuse rate by the end of the 1999 fiscal year.

## **ENVIRONMENTALLY SOUND SUPPLIERS**

Through its Environmental & Ecology and Facilities Management Departments, Dell is currently developing cooperative relationships with its suppliers to assure that Dell computer systems meet strict environmental criteria for chassis material, components, packaging, and manufacturing processes. Dell provides all its vendors Environmental & Recyclability Design Guidelines to help them understand the importance of developing components that will meet eco-labeling criteria. In fact, many of Dell's suppliers already have extensive environmental management programs of their own.

To meet environmental certification under TCO '95, Dell requires that manufacturers of the OptiPlex system board, hard-disk drives, graphics cards, printed circuit boards, keyboards, and monitors do not use CFC or HCFC compounds, chlorinated solvents, or other ozone-depleting chemicals in their manufacturing processes. Although Dell has come a long way in developing OptiPlex to be a leading environmentally sound product, there is always room for improvement. Dell will continue to develop and strengthen supplier relationships so it can proactively design and manufacture systems using leading technologies and materials.

### SOLID WASTE REDUCTION

The Metric 12 facility, where Dell assembles OptiPlex desktops, has an aggressive recycling program for nonhazardous solid waste. This program, called the R3 (reduce, reuse, recycle) Program, established an unprecedented goal of achieving landfill avoidance for 95 percent of waste generated. Today, Metric 12 has surpassed this goal and continues to divert from landfills nearly all solid waste. In the first nine months of operation, Dell recycled 3666 tons of cardboard, plastic, scrap metal, and polyurethane, polyethylene, polystyrene, and polypropylene foam products. Dell's recycling efforts at Metric 12 have far exceeded the State of Texas' "Clean Texas" goal of 40 percent waste diversion. Recycling programs at Dell's Limerick, Ireland, and Panang, Malaysia manufacturing facilities have achieved similar results.

Dell's R3 managers have established an innovative box reuse program as well. Supply vendors' boxes are used to return damaged parts to the manufacturer and are also used internally for a variety of purposes. Consequently, Dell saves money and uses less paper by purchasing fewer cardboard boxes. In partnership with 3M Corporation, Dell is establishing a program for a reusable package prototype that will allow Dell and its suppliers to reuse parts packaging hundreds of times.

### MANAGEMENT SYSTEMS

Dell's Environmental & Ecology Department provides technical and logistical support to design and production engineers to ensure that products and processes are in compliance with global environmental standards. A primary responsibility of the department is to gain and maintain Blue Angel, TCO '95, and ENERGY STAR<sup>®</sup> certification of selected Dell computer systems. The department also works to ensure that environmental impacts are addressed in all aspects of the computer's creation—from the design phase all the way through end-of-life. Environmental & Ecology staff have developed key relationships with many departments and suppliers. Through the efforts of employees worldwide, Dell is constantly looking at new ways to create environmentally sustainable computer systems—systems that will last longer and that are highly recyclable and energy-efficient.

Dell is currently developing a plan for a site-specific environmental management system (EMS) based on ISO 14000 frameworks. Much of the EMS structure is already in place at American and European manufacturing facilities. The goal for an EMS is to document these management systems and assess all environmental impacts of the facilities.

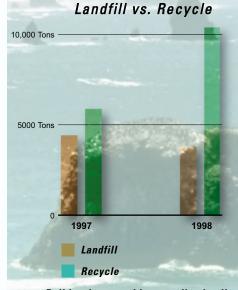
The Dell European Manufacturing Facility located in Limerick, Ireland, has experienced phenomenal growth in the last three years, more than doubling its size. Even with this expansion, the facility has been able to eliminate all harmful emissions into the air, land, and water. This clean manufacturing process is managed through an ISO 9002-certified quality management system. The facility also has a full-time environmental auditing expert to continually monitor waste reduction procedures to ensure their effectiveness.

An important part of any EMS is education. The Environmental & Ecology Department is responsible for increasing awareness among Dell employees, suppliers, and customers of environmental standards and the need to meet and sometimes surpass those standards. In cooperation with Dell's corporate communications, legal, and marketing departments, Environmental & Ecology informs Dell and its suppliers and customers of the benefits of environmentally sound products and processes.

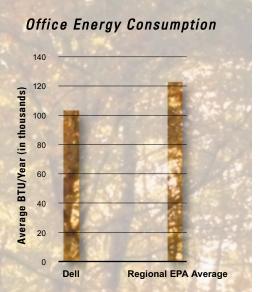
### Metric 12 Solid Waste Reduction



By November 1997, Metric 12 diverted more than 95% of its solid waste from landfills to recycling.



Dell has increased its recycling in all Americas region facilities by 16%.



Energy use in Dell's Austin and Round Rock offices is below the regional average.

## CORPORATE-WIDE RECYCLING AND ENERGY EFFICIENCY

Dell's environmental commitments don't stop at the factory gates—they also extend to the office. In 1993, Dell initiated a corporate-wide program for recycling office paper. In 1996, Dell strengthened these efforts by providing desk-side recycling bins and sorting bins for aluminum cans. The program, called "Anything That Tears™," is run by Metric 12's recycling partner, Balcones Recycling, and is part of Dell's commitment to involve all employees in environmental responsibility. More than 1200 tons of office paper have already been recycled. Dell also requires its office equipment vendors to provide energy-efficient copiers, fax machines, and printers.

When the Dell European headquarters moved to new premises in Bracknell, United Kingdom, Dell gave high priority to environmental considerations. The supply, source, and content of equipment and materials were carefully investigated for environmental soundness and recyclability.

To further its environmental policy, Dell is a partner with the USEPA in a number of voluntary programs that provide Dell with valuable knowledge and expertise in areas of energy conservation, waste reduction, and sustainable development. These voluntary partnerships stress the need for industry and governments to work together to find the best and most cost-effective solutions to the world's environmental problems. Through programs like these, Dell is formalizing its commitment to achieve cost-effective energy savings, better manage its resources, and reduce waste.



# PACKAGING

Because Dell ships millions of computers worldwide, the packaging it uses impacts the environment in many countries. Dell uses only non-CFC compound foam and plastics in its shock-resistant packaging. To reduce costs to the customer and the company, Dell strives to reduce the amount of packaging while ensuring maximum protection for the product. Dell Europe has already reduced packaging consumption by 50 percent, well



on the way to achieving its 1998 target of 80 percent reduction. Dell also requires its packaging suppliers to provide as much recyclable content as possible. Through material reuse, Dell is helping to reduce the amount of materials that can end up in landfills. To facilitate recycling when the customer receives a Dell system, all packaging is clearly marked with the recycling emblem. In addition, all packaging meets or exceeds the environmental standards of each country where Dell computers are sold, and any plastics used in the packaging are labeled.

As part of Dell's policy to reduce the impact of disposal of obsolete items on the environment, and in compliance with guidelines in many geographical locations, all Dell documentation supplied with products sold in Europe is printed on recycled-content, chlorine-free paper. Beginning in 1998, Dell Americas will use chlorine-free paper in all documents included with computers sold in the United States, Canada, and Latin America.

# **PRODUCT REUSE AND RECYCLING**

## **ASSET RECOVERY SERVICES**

Since 1996, Dell has offered its large corporate, education, and government customers the opportunity to turn over to Dell the labor-intensive and costly process of disposing of outdated computer equipment. Dell's Value Recovery Service and PC Recycling Service help many customers keep obsolete systems out of landfills by providing customers a way to dispose of used equipment in an environmentally responsible manner when they upgrade to newer technology. Dell picks up and delivers the systems to collection partners for disassembly, and many parts of the disassembled computer systems are then reused. Parts that cannot be reused (such as metal and plastic cases and packaging) are sold to recyclers or, in the case of nonrecyclable materials, disposed of according to local environmental guidelines. As part of the Asset Recovery Services program, Dell also recovers used batteries so that they may be disposed of according to the environmental standards of each country.

## **GREEN AWAY**

Dell has established a unique computer take-back program known as "Green Away" to customers in Belgium, Denmark, Finland, Germany, the Netherlands, Norway, Sweden, and the United Kingdom. This program is similar to Asset Recovery Services, but is available to any customer wishing to dispose of any eco-labeled computer in an environmentally sound manner. Dell plans to expand the Green Away program into the Far East and North America over the next two years.

Through Green Away and Asset Recovery Services, Dell is meeting its goal of sharing responsibility for the environment with its customers while saving everyone money. These programs ensure that Dell products, as well as many other office products, are handled in an environmentally responsible manner at the end of their useful lives.

## THE DELL FACTORY OUTLET

At Dell's Factory Outlet store in Austin, many systems that come back to Dell through Service Logistics are refurbished, if possible, rather than discarded. These systems are upgraded with new components and then retested and sold to the public at substantial cost savings. Dell recently implemented a toll-free telephone ordering service so that Dell's refurbished systems can be sold throughout the United States.



# WORLDWIDE RECOGNITION FOR DELL PRODUCTS AND PROGRAMS

#### **Blue Angel**



Many configurations of the OptiPlex product line meet the German Federal Environmental Agency's voluntary "Blue Angel" requirements for environmental design. Dell has achieved Blue Angel certification on the OptiPlex GX*pro*, GXa, GXi, Gs/Gs+, Gn/Gn+, and GX1 models. Blue Angel products place a premium on

recyclability, longevity, energy efficiency, and avoidance of use of environmentally harmful substances. Blue Angel computers must have an automatic sleep mode capability to conserve power in periods of nonuse. Recyclability is guaranteed through the requirements that computers be made of recyclable materials and be easy to disassemble. Manufacturers that carry the Blue Angel label on their products must establish a take-back program in Germany. To achieve longevity, computers must be easily upgradable and repairable.

#### TCO '95



In 1997, the OptiPlex Gn/Gn+ received the TCO '95 eco-label, making Dell the first computer supplier to receive such label on a personal system unit. The OptiPlex GX1 has recently received the TCO '95 eco-label as well. The Swedish

Confederation of Professional Employees (TCO), in cooperation with the Swedish Society for Nature Conservation, the National Board for Industrial and Technical Development (NUTEK), and SEMKO AB, established a global environmental labeling scheme for consumer products covering ergonomics, noise, heat production, energy efficiency, recyclable design, and clean manufacturing processes.

### ENERGY STAR<sup>®</sup> Program

Dell has been a Partner in the USEPA ENERGY STAR<sup>®</sup> program since 1993. As an ENERGY STAR<sup>®</sup> Partner, Dell has determined that base configurations of the OptiPlex N, Gn/Gn+, Gs/Gs+, GXa, GXi, GX*pro*, and GX1 and base configurations of Dell Dimension M166, M200, XPS M166, and XPS M200 meet the ENERGY STAR<sup>®</sup> guidelines for energy efficiency. To qualify for the label, the computer must automatically reduce power consumption during idle periods to 30 watts (W) for power supplies of 200 W or less, or, if the power supply is over 200 W, to 15 percent of rated wattage. This "sleep mode" capability must be installed before shipping.

#### Irish Power Supply Utility 1997 ETA Commendation

This commendation for energy savings was awarded to the Limerick, Ireland, facility. This award is presented annually by the Irish power supply industry.

#### Awarded to the Metric 12 Manufacturing Facility in Austin, Texas

- Capital Area Corporate Recycling Council 1997 Environmental Vision Award
- Recycling Coalition of Texas' Best Workplace Recycling Award
- Keep Austin Beautiful Proud Partners Award
- Clean Texas 2000 Environmental Excellence Award Finalist

## **CORPORATE CITIZENSHIP**

### COMMUNITY INVOLVEMENT

#### STAR<sup>3</sup> School Recycling Program

A portion of the revenue generated from Dell's R3 program is used to fund recycling education programs at ten Austin-area schools. A portion of these funds is used to establish recycling receptacles at the schools, where neighborhood residents can deposit their recyclable paper products.



#### **Earth Share of Texas**

Children at a Dell STAR<sup>3</sup> school plant a tree on Earth Day.

In 1997, Dell employees gave more than \$100,000 to 66 environmental organizations through Earth Share of Texas. Because of their generous support, these employees were recognized by Earth Share of Texas as "the heroes of the 1997 workplace." Dell is the first \$100,000 private-sector campaign in the six-year history of Earth Share of Texas.

## PARTNERSHIPS

#### **Climate Wise**

INATE WAY Climate Wise is a partnership among USEPA, the United States Department of Energy, and industry to help companies turn energy efficiency and environmental performance into a corporate asset. Dell joined in 1996. As a member of Climate Wise, Dell has agreed to identify and implement cost-effective measures for energy efficiency and pollution prevention that reduce greenhouse gas emissions at Dell's U.S. facilities and to annually report on emission reduction.

#### Waste Wi\$e



Waste Wise is a voluntary USEPA program through which businesses eliminate costly municipal solid waste, benefiting their bottom line and the environment. Dell joined in 1997. This program allows Dell to design a program tailored to business needs.

### ENERGY STAR<sup>®</sup> Green Buildings



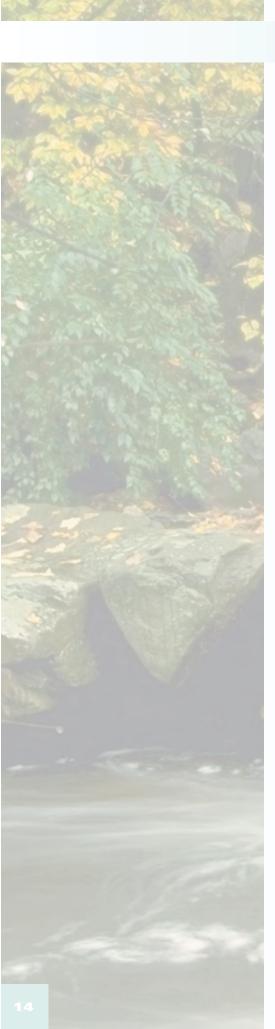
Green Buildings is a program designed to encourage U.S. organizations to implement energy-efficient facility upgrades and practices to prevent the creation of air pollution, solid waste, and other environmental impacts of energy

production, distribution, and consumption. Dell joined the program in 1997. In 1989, prior to joining Green Buildings, Dell implemented an office lighting efficiency program in many of its facilities. During the upcoming few years, Dell will move from leased to owned buildings that are designed to be more energy-efficient and have lower environmental impacts. Last year, per-person energy use in Dell-owned buildings was 20 percent lower than in leased buildings, resulting in a 37 percent cost savings to Dell.

#### **Clean Texas Star**

Clean Texas Star is a voluntary program of the Texas Natural Resources and Conservation Commission. Through the program, Dell has committed to reduce solid waste disposal at all Dell Americas facilities by 75 percent by the year 2000 and to buy at least 25 percent recycled-content products annually.





## THE FUTURE

Superior corporate citizenship is a key component of Dell's mission statement. To be a superior corporate citizen, the company must make strides in producing quality computers in the most environmentally benign manner possible. Through modular and recyclable design techniques, environmental certification, and take-back programs, Dell has taken significant steps toward meeting or exceeding environmental standards in its worldwide markets. These steps reflect Dell's commitment to providing its customers low-cost, easily upgradable, and recyclable computer systems.

Dell has supported and will continue to support global efforts to improve the environment. The company maintains membership in many worldwide organizations that are working on issues such as sustainable development, design for the environment, eco-labels, take-back programs, and ISO 14000 certification. Dell will also strive to achieve certification of more products for internationally recognized environmental marks such as Blue Angel and TCO '95.

While proud of its achievements thus far, Dell realizes that preserving and protecting the environment requires continual improvement in the company's products and processes. As the company continues to grow globally, many of Dell's environmental programs will expand as well. Through its efforts, Dell can and will demonstrate that a goal of environmental sustainability is not only the right thing to do, but that it also makes good business sense.

# WHO WE ARE

Dell Computer Corporation, headquartered in Round Rock, Texas, near Austin, is the world's leading direct computer systems company.

With locations around the globe, Dell is one of the top three companies, and the most rapidly growing one, among all major computer systems companies worldwide. It is the second largest computer manufacturer in the U.S., where it is a leading supplier of computer systems to corporate customers, government agencies, and educational institutions.

The company was founded in 1984 by Michael Dell, now the computer industry's longesttenured chief executive officer, on a simple concept: By selling personal computer systems directly to customers, Dell can most efficiently and quickly understand customers' needs and provide the most effective computing solutions to meet those needs.

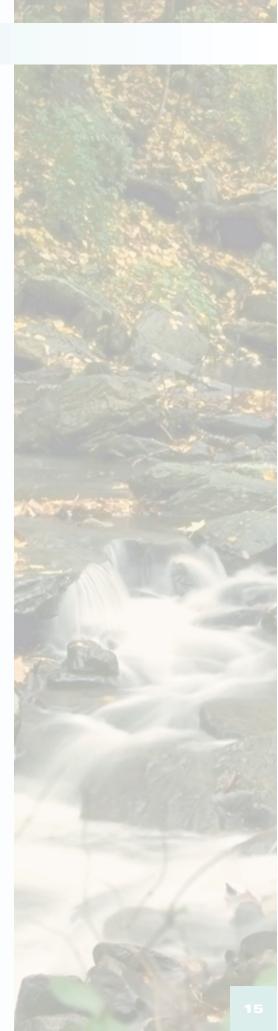
Dell's pioneering "direct model" offers in-person relationships with corporate and institutional customers; telephone and Internet purchasing; build-to-order computer systems; phone and online technical support; and next-day, on-site product service.

Dell arranges for installation and systems management, guides customers through planning and carrying out technology transitions, and provides an extensive range of other valueadded services. The company designs and customizes products and services to meet the requirements of the organizations and individuals purchasing them, and sells an extensive selection of peripheral hardware and computing software through its DellWare<sup>®</sup> program.

Nearly two-thirds of Dell's sales are to large corporations, government agencies, and educational institutions. Dell also serves medium and small businesses and home-PC users.

The Dell line of high-performance computer systems includes Dell Dimension and OptiPlex desktop computers, Latitude and Inspiron portable computers, PowerEdge network servers, and Dell Precision WorkStation products. The company's computers are manufactured one at a time, as ordered, at facilities in Austin; Limerick, Ireland; and Penang, Malaysia.







#### **CORPORATE HEADQUARTERS**

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