



perotsystems®

Integrated Services from Dell

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December 16, 2009

SAFE HARBOR

Statements in this presentation that relate to future results and events (including statements about our future financial and operating performance, anticipated purchase accounting impacts, and any statements of the plans, strategies and objectives of management for future operations, including the execution of integration plans) are forward-looking statements based on Dell's current expectations. Actual results and events in future periods may differ materially from those expressed or implied by these forward-looking statements because of a number of risks, uncertainties and other factors, including: weakening global economic conditions and instability in financial markets; our ability to reestablish a cost advantage over our competitors; our ability to generate substantial non-U.S. net revenue; our ability to accurately predict product, customer and geographic sales mix and seasonal sales trends; information technology and manufacturing infrastructure failures and breaches in data security; our ability to effectively manage periodic product transitions; disruptions in component or product availability; our reliance on vendors for quality product components, including reliance on several single-source or limited-source suppliers; our ability to access the capital markets; risks relating to our internal controls; potential unfavorable outcomes of tax matters and legal proceedings, including the continuing SEC investigation into certain accounting and financial reporting matters; our acquisition of other companies; our ability to properly manage the distribution of our products and services; the success of our cost-cutting measures; effective hedging of our exposure to fluctuations in foreign currency exchange rates and interest rates; counterparty default risks; obtaining licenses to intellectual property developed by others on commercially reasonable and competitive terms; our ability to attract, retain and motivate key personnel; loss of government contracts; expiration of tax holidays or favorable tax rate structures; changing environmental laws; and the effect of armed hostilities, terrorism, natural disasters and public health issues. For a discussion of those and other factors affecting our business and prospects, see Dell's periodic filings with the Securities and Exchange Commission. We assume no obligation to update forward-looking statements.

The discussions during this conference call will include non-GAAP net income and non-GAAP earnings per share, which are not measurements of financial performance prepared in accordance with U.S. generally accepted accounting principles. We have provided a reconciliation of non-GAAP net income and non-GAAP earnings per share to their most directly comparable GAAP financial measure and we encourage investors to review the reconciliation in conjunction with the presentation of non-GAAP financial measures. A detailed discussion of our use of non-GAAP financial measures can be found in Dell's Form 8-K dated December 16, 2009.



DELL SERVICES **DELL & PEROT SYSTEMS**

Peter Altabef

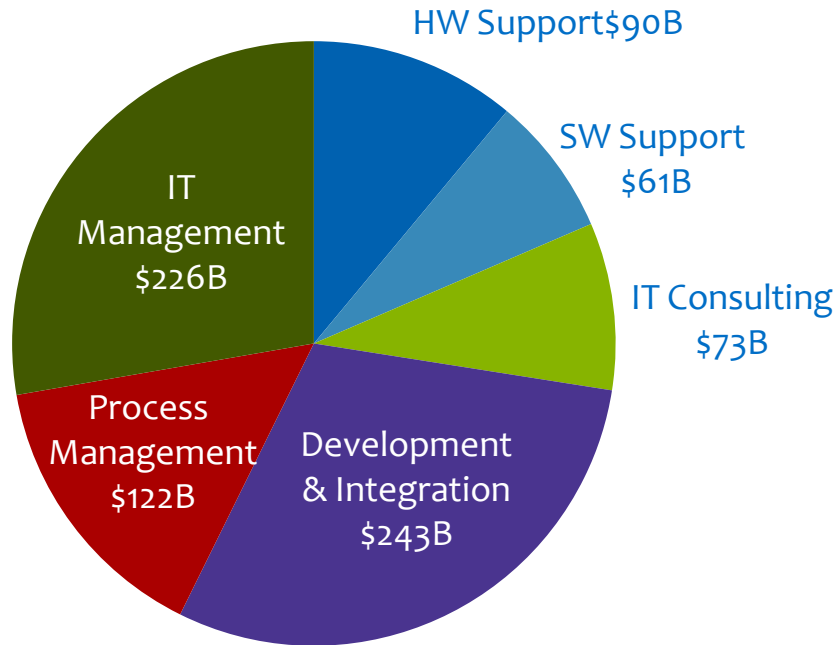
President, Dell Services



OUR VIEW OF THE OPPORTUNITY...

LARGE, YET FRAGMENTED INDUSTRY

\$800 Billion IT Services Spend



Source: Gartner, Dataquest Market Databook, September 2009 Update
Figures in bil USD & based off of 2010 forecast

Industry Dynamics

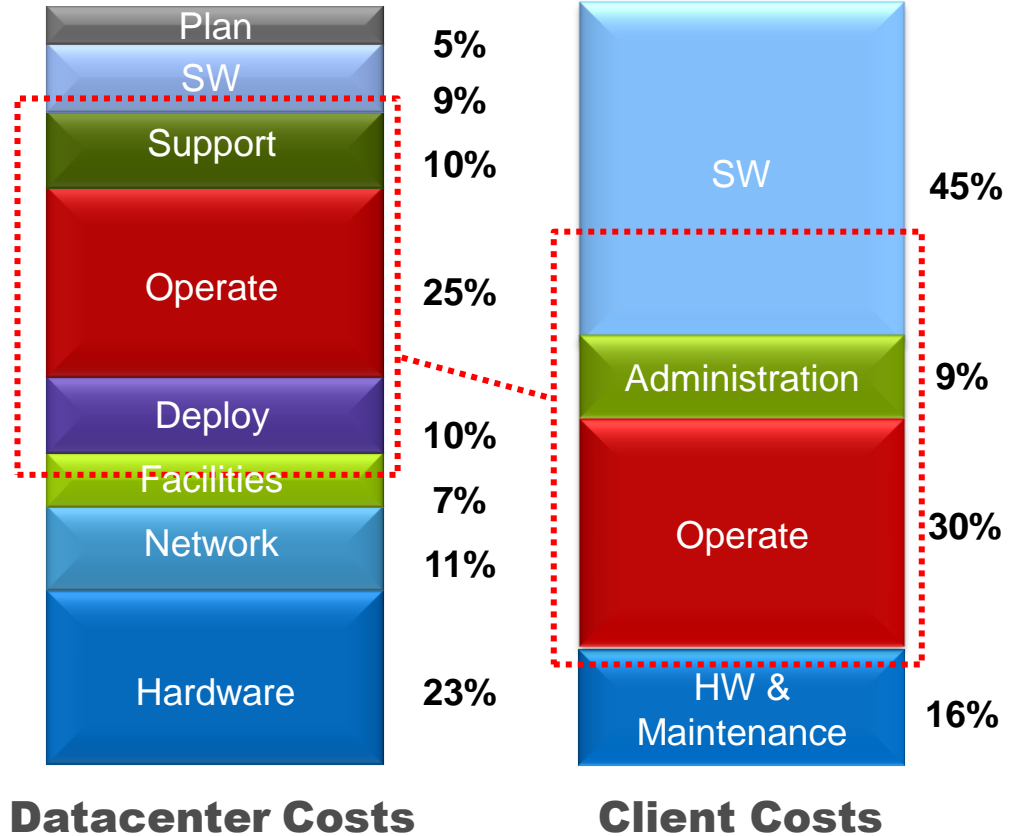
- IT is now embedded in the business cycle
 - 3 – 4% of GDP and subject to ups & downs
- Industry remains fragmented
 - 90 companies with IT services revenues >\$1 billion
 - Only four companies offer a set of integrated service offerings
 - And only one of these companies has a services share >7%
- Dell Services is a top 10 global service provider able to address all segment offerings

OUR VIEW OF THE OPPORTUNITY...

NEED TO MOVE THE NEEDLE ON LABOR EFFICIENCY

Industry Dynamics

- 1 More than 50% of IT budgets are spent on *maintenance and labor*
- 2 Dell's *innovations* in server, storage, and services solutions *are focused on reducing maintenance and labor costs*
- 3 Competition requires adaptation to different service delivery models



THE DELL APPROACH TO SERVICES

REDEFINING SERVICES DELIVERY

We're redefining services by making them easier to access, simpler to manage, and most importantly by aligning our solutions to customers success

Industry Legacy Services Approach

Army of Consultants

- ✚ Closed Processes
- ✚ Locked Frameworks
- ✚ Proprietary SW Tools
- ✚ Proprietary HW Stack

■ High Cost Services

Dell Services Approach

Modular



- Less labor—more automation
- Consistently delivered globally
- Service ready hardware that saves customers money

Remote



- Deliver more services remotely
- Software / Infrastructure 'as-a-service' solutions to meet business results

Expert

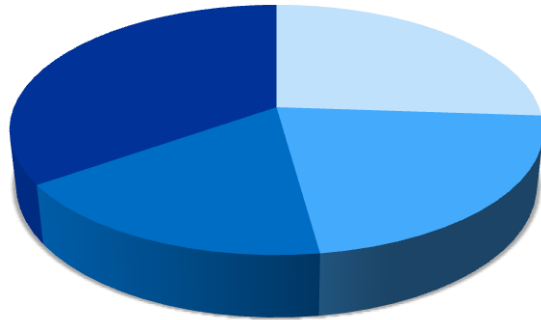


- Domain knowledge to deliver business outcomes
- Industry best practices and global standards that yield process improvements

WHY DELL AND PEROT SYSTEMS...

HISTORY OF INNOVATION AND CUSTOMER SERVICE

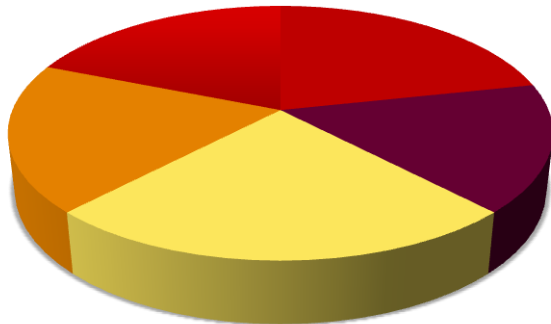
DELL STRENGTHS



- Configuration
- Deployment
- Modular Svcs
- Support

- 2.5+ million desktops under management
- Deploy over 4 million systems annually
- Global infrastructure supporting the delivery of over 13 million warranty service events across 180 countries through 492 part hubs and 452 part suppliers
- Dell maintains 300 terabytes of customer data managing their 21,000 images

PEROT SYSTEMS STRENGTHS



- Applications
- Data Center
- Industry Solutions
- Consulting
- IT Outsourcing

- #1 Ranking in Healthcare Information Systems Contractors¹
- #1 Information Technology Outsourcing Vendor²
- Top Provider of IT Services for Government³
- #1 ranking for Revenue Cycle Management Services⁴
- Highly ranked in Gartner's Magic Quadrants

Source: Dell Services and 1) Gartner's Industry IT Services Worldwide Market Share Database; 2) 2008 Black Book of Outsourcing report; 3) Washington Technology's Top 100 List; 4) Black Book of Outsourcing Healthcare Industry

DELL'S INTEGRATED PORTFOLIO

COMPREHENSIVE SET OF ENHANCED SERVICE OFFERINGS

Support Services



- Extended Warranty
- Enhanced Support

- Dell Legacy
- Perot Systems Legacy

Managed Services



- End User
- Data Center
- Network
- Information Assurance
- Hosting

Software / Infrastructure 'as-a-Service'



- Client Software
- Desktop
- Servers and Storage
- Enterprise Management Software
- Business Continuity Software

Applications Services



- Custom Development
- Business Intelligence
- Enterprise and Industry Applications
- Modernization
- Management
- Testing

Business Process Services (BPO)



- Revenue Cycle Outsourcing
- Policy Administration
- Physician Services
- Engineering Services Outsourcing
- Customer Management
- Government Office

IT Consulting



- Enterprise Architecture
- Service Management
- Data Center Infrastructure
- Enterprise Applications Rationalization
- End User Computing
- Virtualization & Cloud Integration
- Data Management

Business Consulting



- Strategy Consulting
- Process Re-engineering
- Supply Chain Re-engineering
- Organizational Change Management
- Clinical Transformation



DELL SERVICES

STRENGTH OF OUR COMBINED BUSINESS MODEL

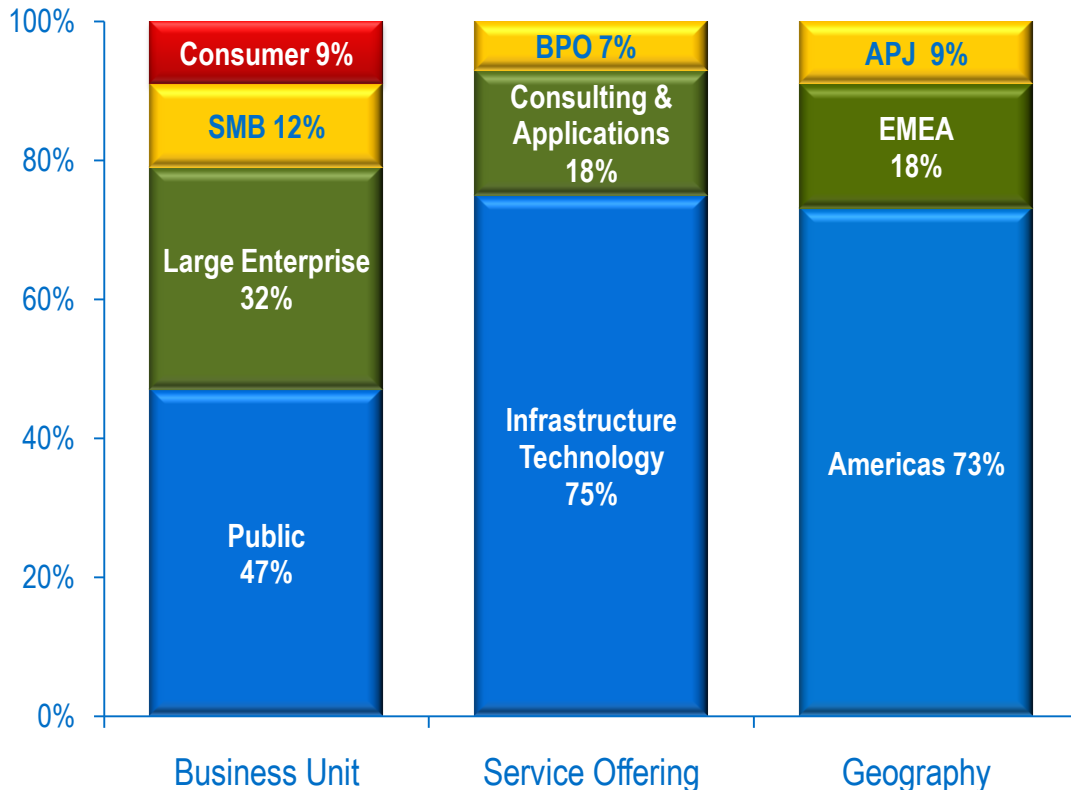
Attribute	Description
Intense Customer Focus	Strong customer heritage of both companies focused on the delivering best-value solutions
Domain-Knowledge	Large Enterprise, Government and Healthcare Competitive advantage through industry-focused solutions
Breadth of Services	Have service offerings that facilitate cost efficiencies, operational improvements, a stronger customer-facing presence, and reduce time to new product development
Global Delivery Model	Lower cost for customers... All major solutions are globally-delivered in an integrated and seamless manner
Recurring Revenue	\$7.4 billion enhanced services backlog of future contracted business, and \$5.9 billion of enhanced services deferred revenue



DELL ENHANCED SERVICES

\$7.5B GLOBAL SERVICES BUSINESS

Revenue Composition



Key Metrics

- \$7.5B revenue (3Q Annualized Revenue)
- \$7.4B of backlog (future contracted revenue)
- \$5.9B in deferred revenue
- 42,000 total headcount
- 38% of headcount in low-cost geographies
- Supporting nearly 15 million systems
- Managing over 2 million seats
- Serving 5,000 SaaS customers



DELL SERVICES **PUBLIC**

Paul Bell

President, Public



DELL SERVICES – PUBLIC

BROADENING INDUSTRY AND SOLUTIONS PORTFOLIO



Industries

- Civilian
- Defense
- Education
- Homeland Security
- Intelligence
- State and Local

Industry Solutions

- Business Processes
- Continuity of Operations
- Cyber Security
- Data Assurance
- Engineering and Technical Services
- Enterprise Strategy and Modernization
- IT Management
- Logistics Support
- Privacy and Compliance
- Research Systems



Industries

- Health Information Exchanges
- Health Insurance Connectors
- Health Insurance
- Hospitals
- Life Sciences
- Pharmaceutical
- Physicians

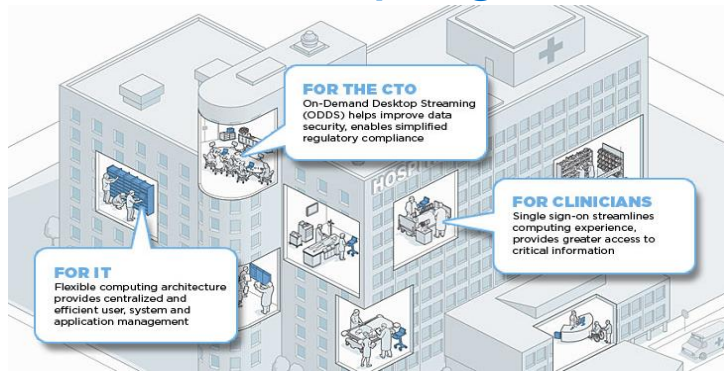
Industry Solutions

- Administration Support and Management
- Business Processes
- Clinical and Business Consulting
- Electronic Health Records Management
- Health Information Exchanges
- IT Outsourcing and Virtualization
- Revenue Cycle Solutions

DELL PEROT SYSTEMS HEALTHCARE

SOLUTIONS TO HELP IMPROVE PATIENT CARE

Mobile Clinical Computing



- Puts technology in the hands of healthcare professionals at the point of care
- Improves clinical decision-making and efficiency
- Single sign-on, fast log in
- On-demand desktop streaming
- Dedicated remote workstation
- End-to-end implementation and support

Virtual Electronic Medical Records (EMR)



- Dell's Affiliated Physician EMR Solution lets hospitals sponsor their affiliated physicians with an EMR solution that is interoperable with the hospital's own health information systems
- A SaaS solution, Dell and Perot Systems create and host a secure, private cloud-based EMR solution as an alternative to dedicated, on-premise systems
- Makes EMR adoption easier by eliminating the need to purchase, deploy and maintain hardware and software onsite, reducing up-front capital requirements and accelerating time to positive ROI
- Simplifies the challenge of achieving "meaningful use" as defined in the American Recovery and Reinvestment Act of 2009

DELL SERVICES **LARGE ENTERPRISE**

Steve Schuckenbrock

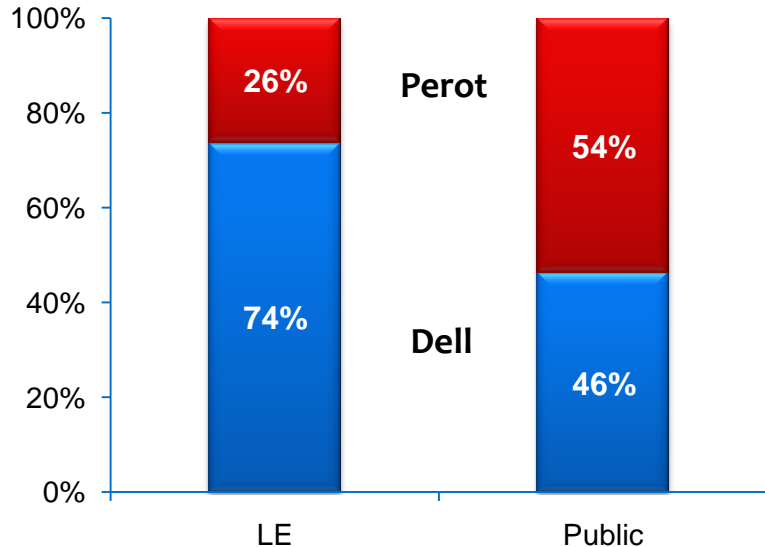
President, Large Enterprise



LARGE ENTERPRISE PIPELINE

FOCUSED ON CAPTURING WHITE SPACE

Enhanced Services Revenue Mix



- A lot of white space in LE
 - Commercially
 - Geographically

Sales Pipeline

- Excellent reference accounts, but need to scale and double the size of opportunities
- Now formalizing capture of pipeline for Large Enterprise
- Customers are shifting to smaller and shorter deals focused on customer cost savings
 - Average total contract value \$25-30M
 - Average contract term ~6yrs
 - Contracts greater than \$200M TCV exist, but there are fewer today

DELL'S INTEGRATED PORTFOLIO

LARGE ENTERPRISE FOCUS ON EXTENDED SERVICES

Support Services



- Extended Warranty
- Enhanced Support

Managed Services



- End User
- Data Center
- Network
- Information Assurance
- Hosting

Software / Infrastructure 'as-a-Service'



- Client Software
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Business Consulting



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- Organizational Change Management
- Clinical Transformation

- Dell Legacy
- Perot Systems Legacy



DELL SERVICES – LARGE ENTERPRISE

EXCELLENT CAPABILITIES, BUT NEED TO SCALE



Industries

- Consumer Packaging
- Consumer Products and Retail
- Energy
- Freight and Logistics
- Manufacturing
- Technology
- Telecommunications and Mobility
- Travel and Transport

Industry Solutions

- Asset and Fleet Management
- Back-Office Services
- Billing and Collections
- Engineering Outsourcing
- ERP Implementation
- Reservations and Customer Service
- Supply Chain
- Transportation and Warehousing



Industries

- Capital Markets
- Commercial and Retail Banking
- Insurance
- Payments and Credit Cards

Industry Solutions

- Card Systems Transformation
- Enterprise Risk Management
- Insurance Claims Processing
- Insurance Policy Administration
- Operations and Fulfillment
- Mobile Banking and Payments

DELL SERVICES **FINANCIAL IMPLICATIONS**

Brian Gladden

Senior Vice President and CFO



PEROT INTEGRATION PLAN

A MODEL WE WILL BE USING FOR FUTURE ACQUISITIONS

Key Success Factors

Actions

LEADERSHIP

- Dedicated integration executives leading 60 person team
- Integration experience
- 17 functional work streams

GOVERNANCE

- Integration steering committee owned by CEO's leadership team
- Alignment of objectives and incentives

EXECUTION ON VISION / SYNERGIES

- Synergy execution plans in process (30-60-90 day targets)
- Key integration metrics established and tracked including employee and customer retention, revenue, OpInc, and cost synergy targets
- Go-to-market focus with sales training, toolkit & playbook
- Standardize corporate functions and financial processes

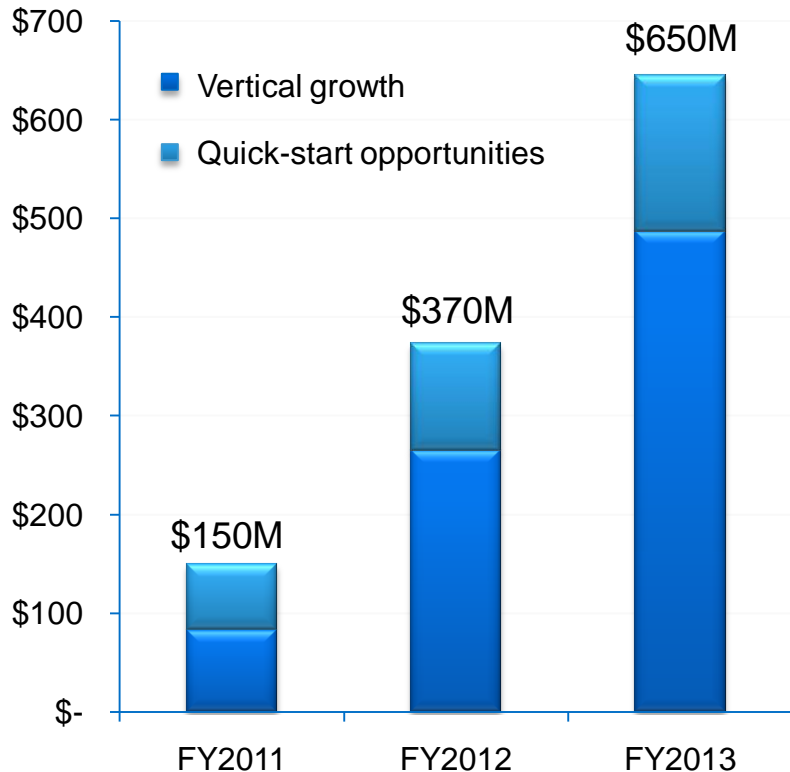
PEOPLE MANAGEMENT

- Communicate via weekly steering committee meetings
- Retention of key talent

COMBINED ENHANCED SERVICES GROWTH

\$650M REVENUE SYNERGIES

Revenue Synergies



Go-to-Market Opportunities

- **Short term – quick-start opportunities**
 - Cross-selling of existing solutions
 - Elimination of margin stacking
 - Pass-thru HW and support
- **Medium term – vertical growth**
 - *Healthcare* – Electronic Health Records; will ramp sharply in FY'12
 - *Government* – Dell Services is now a prime contractor on HW and services
 - *Commercial* – expand vertical solutions
- **Long term – geographic expansion**
 - Increase sales and service capability
 - Geographic expansion
 - Select acquisitions

COST SYNERGIES

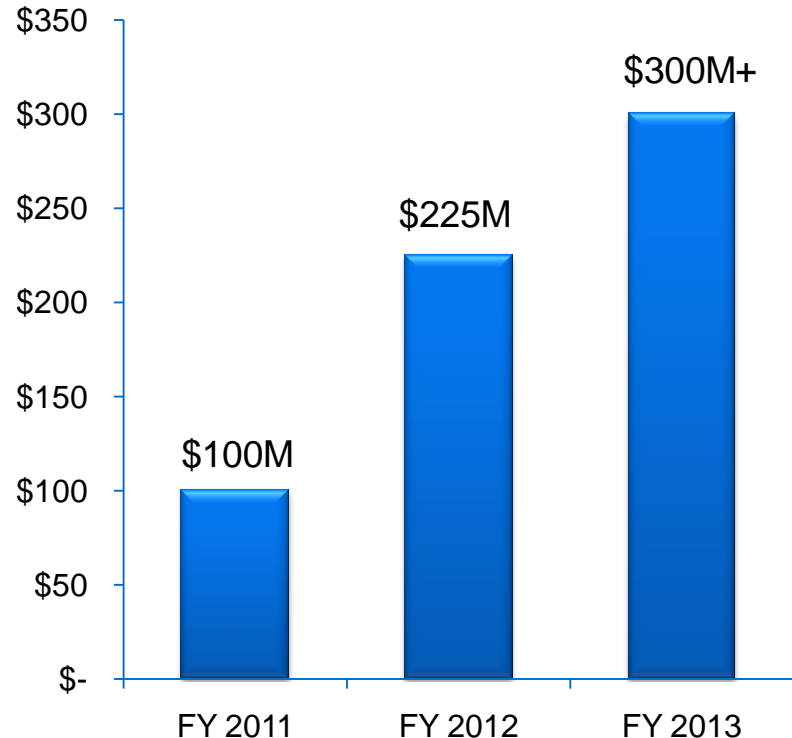
TARGETING \$300M+ IN COMBINED COST REDUCTIONS

Cost Reductions

- IT consolidation savings related to Dell's corporate infrastructure and applications
- Opex reductions related to eliminating duplicate functions within G&A
- Other purchasing and services delivery costs
- Savings continue to be validated via integration work streams

Cost Synergies

(Cumulative Amount to Baseline)



FINANCIAL IMPLICATIONS

PURCHASE ACCOUNTING

- Perot Systems related items*
 - Goodwill of \$2.3-2.6B will appear on balance sheet
 - Intangible assets of \$1.1-1.3B
 - Amortization of purchased intangibles will be roughly \$40-50M per quarter in year one
 - Acquisition related expenses will be \$120-130M in Q4, and roughly \$20-25M per quarter throughout FY'11
 - Schedule of amortization of intangibles and acquisition related expenses:

	4Q FY10	FY11	FY12	FY13
Amortization of Intangibles	\$40-50M	\$175-200M	\$150-175M	\$125-150M
Acquisition related expenses	\$120-130M	\$80-100M	\$40-60M	

** All estimates pending completion of purchase accounting*

FINANCIAL IMPLICATIONS

DELL'S 4Q'10 RESULTS WILL CONSOLIDATE PEROT SYSTEMS RESULTS

\$ millions	12/31/08	3/31/09	6/30/09	9/30/09
Historical P&L*				
Revenue	\$683	\$621	\$628	\$629
COGS	559	503	503	507
Gross Margin	124	118	125	122
Opex	77	79	77	79
OpInc	47	39	48	43
Gross Margin, %	18.2%	19.0%	19.9%	19.4%
OpInc, %	6.9%	6.3%	7.6%	6.8%
Cash Flow from Operations	\$79	\$21	\$55	\$85

* Perot Systems consolidated results

- Approximately 72% of quarterly revenue comes from backlog
- Expect revenue similar to 9/30 results, though Perot typically sees some seasonal softness in the fourth quarter

- Accretive in year-one on a non-GAAP basis

- TTM CFOps \$240M
- Focused on cash earnings of the business



SUPPLEMENTAL NON-GAAP MEASURES

DEFINITION*

- Non-GAAP financial measures exclude the effects of the following items from GAAP net income and GAAP earnings per share
 - Amortization of purchased intangible assets
 - Organizational effectiveness actions
 - Acquisition related costs

** A detailed discussion of our use of non-GAAP financial measures can be found in Dell's Form 8-K dated December 16, 2009.*

SUPPLEMENTAL NON-GAAP MEASURES

CONSOLIDATED DELL RESULTS

The following table sets forth, for the fiscal periods presented, a reconciliation of each non-GAAP financial measure to the most directly comparable GAAP financial measure. 4Q'10 estimates are based on preliminary information subject to change.

1Q'09 2Q'09 3Q'09 4Q'09 1Q'10 2Q'10 3Q'10 4Q'10 ⁵⁾

GAAP

Net Income	784	616	727	351	290	472	337
EPS	\$0.38	\$0.31	\$0.37	\$0.18	\$0.15	\$0.24	\$0.17

Adjustments ¹⁾

Income before Income Taxes							
Amortization of Intangibles	26	27	26	26	39	40	80-90
OE Expenses ²⁾	106	25	17	134	185	87	123 80-120
Acquisition Related ³⁾	-	-	-	-	-	-	- 120-130
Other ⁴⁾	-	-	-	104	-	-	-
Aggregate Tax-adjustments	(27)	(15)	(14)	(61)	(28)	(24)	(51)
EPS - Diluted	\$0.05	\$0.02	\$0.01	\$0.11	\$0.10	\$0.05	\$0.06

Non-GAAP

Net Income	889	653	756	554	486	575	449
EPS	\$0.43	\$0.33	\$0.38	\$0.29	\$0.25	\$0.29	\$0.23

Estimates for 4Q'10

- Incremental amortization of intangibles \$40-50M/qtr for a total of \$80-90M/qtr
- Organizational effectiveness expenses of \$80-120M
- Due to sale of Poland manufacturing facility
- Additional optimization of facilities, products and processes
- Acquisition related expenses of \$120-130M

1) A detailed discussion of our use of non-GAAP financial measures can be found in Dell's Form 8-K dated December 16, 2009;

2) Organizational Effectiveness expenses; 3) Acquisition related adjustments including incremental amortization of intangibles are based on preliminary purchase accounting estimates; 4) Stock Option Accelerated Vesting Charges; 5) Estimates for Dell's fiscal 4Q'10



BALANCE LIQUIDITY, PROFIT & GROWTH

LONG-TERM VALUE CREATION

Financial Framework



Revenue
+5-7% CAGR

Market + Mix +
Strategic Alternatives



OpInc Margins
7+%

COGS + Opex +
Strategic Alternatives



**CFOps >
Net Income**

WC + CCC + Net Income

Strategic Priorities

- 1) Improve Core Business**
 - \$4B cost savings (including client reinvention)
 - Improvements to Dell.com
 - Deepening relationships in customer BU's
- 2) Shift Portfolio to high-margin and recurring revenue offerings**
 - Differentiated view of how to win in enterprise
 - Best value enterprise solutions
 - Inorganic growth is a strategic priority
- 3) Balance liquidity, profitability and growth**
 - Long-term value creation framework



Q&A



SUMMARY

DELL SERVICES IS...

- A top 10 global service provider
- Only one of 4 integrated service providers
- Focused on improving labor efficiency and reducing cost
- Redefining services delivery by making them modular, easier to access, and simpler to manage
- Positioned in key verticals with compelling growth trends
- Strategic and financially accretive on a non-GAAP basis

