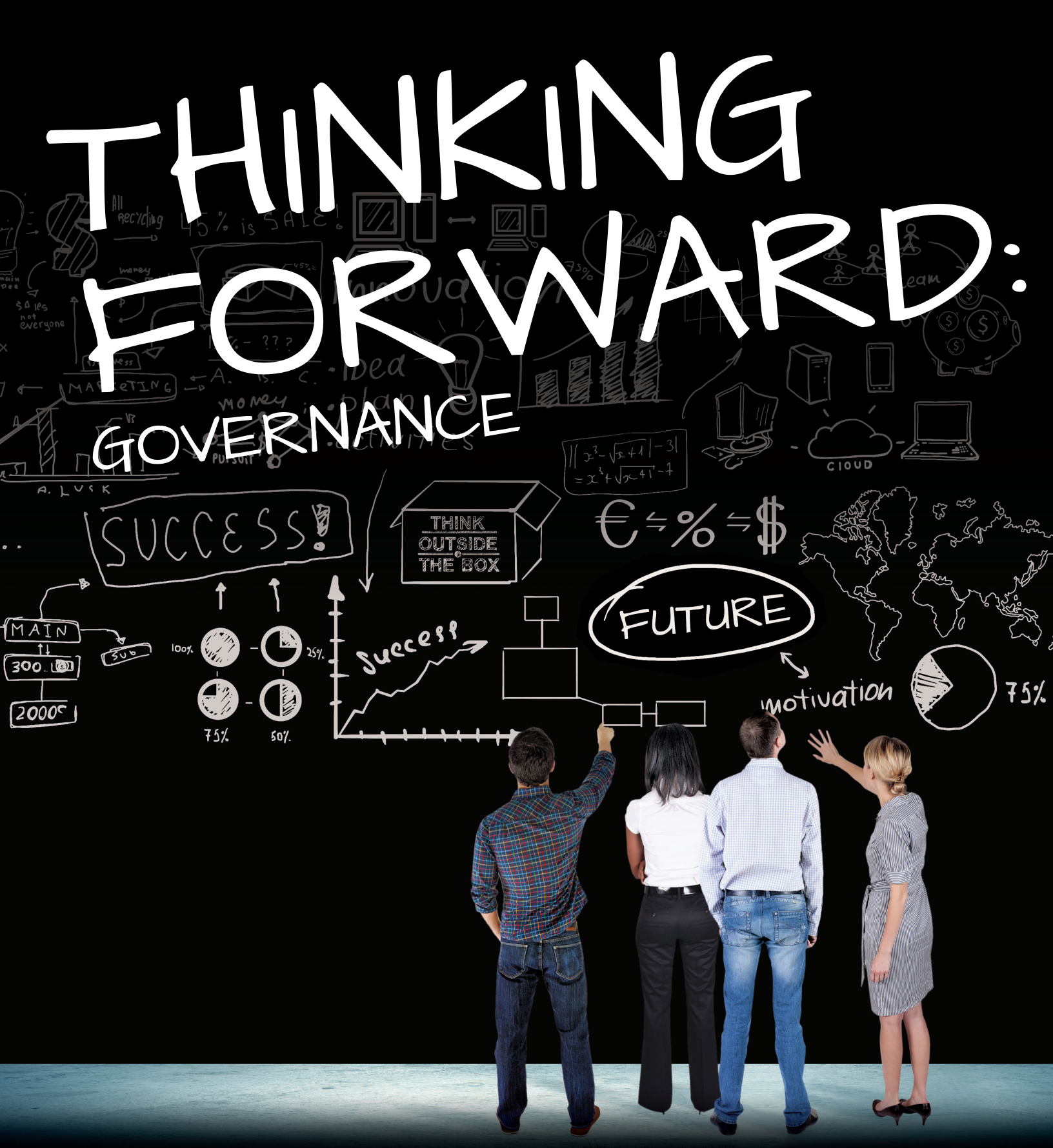
THINKING FORWARD:

GOVERNANCE



REDEFINE THE FUTURE

2013 EMC Sustainability Report

EMC²

TABLE OF CONTENTS

GOVERNANCE 1

Corporate Governance 2

Ethics 6

Public Policy 9

Risk Management 13

Stakeholder Engagement 14

Industry Collaboration 19

GOVERNANCE

Governance plays a prominent role at EMC. It helps us compete more effectively, sustain our success, and build long-term value for our shareholders. Through our strong governance practices, we aim to be transparent and accountable to our stakeholders.

TOPICS COVERED IN THIS REPORT INCLUDE:

- Corporate Governance
- Ethics
- Public Policy
- Risk Management
- Stakeholder Engagement
- Industry Collaboration

EMC CORPORATION BOARD OF DIRECTORS

Front row: Joseph M. Tucci

Middle row, from left to right: John R. Egan, Gail Deegan, Edmund F. Kelly, Jami Miscik and Michael W. Brown

Back row, from left to right: Windle B. Priem, James S. DiStasio, Paul Sagan, Randolph L. Cowen, David N. Strohm and William D. Green

CORPORATE GOVERNANCE

GOVERNANCE GUIDELINES

Our Corporate Governance Guidelines provide a framework for the effective governance of EMC. The guidelines address many areas, including selection criteria for Board members, Lead Director responsibilities, selection and evaluation of the CEO, management succession planning, and assessment of Board performance.

GOVERNANCE STRUCTURE

EMC recognizes that corporate governance is only as strong as the board of directors behind it. We are fortunate to have a highly experienced, well-informed, and fully engaged Board.

We currently have 11 Board members, comprised of two women and nine men. Nine Directors are independent as defined in our Categorical Standards of Independence and the listing standards of the New York Stock Exchange. We require each Board member to stand for election annually, and have adopted a majority vote standard for the election of directors. In July 2013, the Board of Directors elected William D. Green to the Board. In April 2014, Windle B. Priem did not stand for re-election at our Annual Meeting of Shareholders.

The EMC® Board of Directors has established five standing committees:

- Audit Committee
- Corporate Governance and Nominating Committee (the "Governance Committee")
- Finance Committee
- Leadership and Compensation Committee (the "Compensation Committee")
- Mergers and Acquisitions Committee

The Audit, Governance, and Compensation Committees consist entirely of independent Directors.

BOARD LEADERSHIP

We believe that strong, independent board leadership is a critical aspect of effective corporate governance, and that such independent leadership can be achieved in several ways. Our Bylaws and Corporate Governance Guidelines permit the roles of Chairman and CEO to be filled by the same or different individuals. This provides the Board with the flexibility to determine whether the two roles should be combined or separated based upon our needs and the Board's assessment of its leadership from time to time.

The Board reviews the structure of its leadership on an annual basis and determines each year whether it is best for the Company that the Chairman role be combined or separated from the CEO role and whether the Chairman should be an independent director. Among other things, the Board considers the Company's strategic positioning, the Company's challenges, industry dynamics, the experience of the then current CEO, the qualifications of directors who could serve as Chairman, and any relevant legislative or regulatory developments.

The Board believes that EMC and its shareholders are best served at this time by having Joe Tucci serve as our Chairman and CEO, and David N. Strohm, an independent Director, serve as our Lead Director. The Board believes a Lead Director is an integral part of our Board structure and facilitates the effective performance of the Board in its role of providing governance and oversight. The Lead Director has significant responsibilities, including:

- Presiding at executive sessions of the independent Directors and meetings of the Board at which the Chairman is not present
- Acting as a liaison between the independent Directors and the Chairman
- Having the authority to call meetings of the independent Directors
- Approving information sent to the Board
- Approving meeting agendas and schedules for the Board
- If requested by major shareholders, being available for consultation and direct communication

In addition, each of the Board's key committees—the Audit Committee, Governance Committee, and Compensation Committee—is comprised entirely of independent Directors. As a result, oversight of key matters, such as the integrity of EMC's financial statements, the nomination of Directors and evaluation of the Board and its committees, and executive compensation, is entrusted exclusively to independent Directors. Finally, the Board meets in executive session without the CEO in connection with each regularly scheduled Board meeting.

The active involvement of the independent Directors, combined with the qualifications and significant responsibilities of our Lead Director, promote strong, independent oversight of EMC's management and affairs.

BOARD MEMBERSHIP CRITERIA

The Board believes that its members, collectively, should possess a variety of skills and experience in order to oversee our business effectively. In addition, the Board believes that each Director should possess certain attributes, as reflected in the Board's membership criteria described below. Accordingly, the Board and the Governance Committee consider the qualifications of Directors and Director candidates individually and in the broader context of the Board's overall composition and dynamics and EMC's current and future needs.

The Governance Committee is responsible for reviewing, assessing and recommending Board membership criteria to the Board for approval. The criteria, which are set forth in the Governance Committee's charter, include judgment, integrity, diversity, prior experience, the interplay of the nominee's experience with the experience of other Board members, the extent to which the nominee would be desirable as a member of any committees of the Board, and the candidate's willingness to devote substantial time and effort to Board responsibilities. The Governance Committee also considers service on other public company boards as this provides Directors with a deeper understanding of the role and responsibilities of boards and insight into matters being handled by our Board.

SUSTAINABILITY OVERSIGHT

EMC has a tiered structure of management and oversight of our sustainability practices. At the highest level, the Governance Committee, as specified in its charter, is responsible for overseeing our sustainability efforts. The Governance Committee meets regularly with the Chief Sustainability Officer throughout the year.

In 2013, EMC launched an Executive Sustainability Council (ESC) to ensure our sustainability strategy and objectives are aligned with and integrated into our overall corporate strategy. The ESC consists of senior leaders, including:

- Chief Accounting Officer
- EVP and General Counsel
- EVP of Human Resources
- President, Products & Marketing
- SVP and Chief Technology Officer
- President of the Data Protection & Availability Division
- President of the Enterprise and Mid-Range Systems Division
- SVP of Global Product Operations
- SVP and Chief Risk Officer
- Chief Security Officer

Working with the Chief Sustainability Officer, the ESC meets three to four times a year, reviewing and approving overarching strategy, messaging, and corporate sustainability goals, as well as considering stakeholder feedback.

At an operational level, EMC also receives input from the Sustainability Leadership Council (SLC), formerly known as the Green Business Leadership team. Drawn from 20 different business units and functions, the SLC shares ideas and practices, aligns programs, and drives sustainability throughout our worldwide businesses.

In addition, the Board has determined that it is important to have individuals with the following skills and experiences:

- **Domain expertise**, including a deep understanding of the information technology industry and the disruptive impact of new technology, or another industry that has undergone rapid growth or transformational change, to assess EMC's strategy and long-term business plan to take advantage of the opportunities ahead.
- **Functional expertise** in areas such as finance and accounting, talent management or marketing to support the Company's business development and growth as well as the Board's required committees.
- **International expertise,** including experience attained through key leadership or management roles in a global business or responsibility for non-U.S. operations, which is important given EMC's growth in markets around the world.
- **Operational experience** with a business of significant scale and complexity or in an industry with continual structural change to understand the competitive dynamics of our business strategy and execution and key business processes, as well as the leadership requirements and organizational dynamics driven by rapid change.

In identifying Director candidates, the Governance Committee may establish other specific skills and experience that it believes the Board should seek in order to maintain a balanced and effective Board.

BOARD SELF-ASSESSMENTS

The Governance Committee, together with the Lead Director, oversees an annual evaluation process as follows:

- Each Director evaluates the Board as a whole
- Each member of the standing committees of the Board of Directors evaluates the committees on which he or she serves
- Each Director prepares an individual self-evaluation

After these evaluations are complete, the Board and each committee discuss the results, as applicable, and, if necessary, develop action plans. The Lead Director also meets with each Director to discuss the individual self-evaluations and any issues regarding Board performance.

At least once a year, the Governance Committee evaluates the size and composition of the Board to assess the skills and experience of Board members, and compares them with those skills that might prove valuable in the future, giving consideration to the changing circumstances of the Company and the then current Board membership. This assessment enables the Board to consider whether the skills and experience described above continue to be appropriate as the Company's needs evolve over time.

IDENTIFYING POTENTIAL DIRECTOR CANDIDATES

The Governance Committee identifies Board candidates through numerous sources, including recommendations from Directors, executive officers, and EMC shareholders, as well as professional search firms. The Governance Committee seeks to identify those individuals most qualified to serve as Board members and considers many factors with regard to each candidate, including those described above. New candidates are interviewed by members of the Governance Committee and other Board members.

EMC shareholders may recommend individuals to the Governance Committee for consideration as potential Director candidates by submitting their names and appropriate background and biographical information to the Governance Committee, 176 South Street, Hopkinton, MA 01748. Assuming the appropriate information is provided in a timely manner, the Governance Committee will consider these candidates in substantially the same manner as it considers other Board candidates it identifies. EMC shareholders may also nominate Director candidates by following the advance notice provisions of EMC's Bylaws as described in EMC's Proxy Statement for the 2014 Annual Meeting of Shareholders.

BOARD REFRESHMENT

The Board is focused on ensuring it has individuals with the right skills and experience to exercise independent judgment in overseeing our business. Accordingly, the Board pays careful attention to succession planning and refreshment for members of the Board. The Board's process reflects both a deliberate search for specific skills and experiences, as needed, as well as opportunistic additions when high-caliber individuals become available. During the past few years, a new Director has joined the Board approximately every 12-18 months. This cadence has proven effective in allowing sufficient time for new Director orientation as well as adjustments in boardroom dynamics.

DIRECTOR AND EXECUTIVE COMPENSATION

Non-employee Directors receive cash fees and equity awards for their service. The Director compensation program emphasizes equity incentives, as they serve to align the interests of our Directors with those of our shareholders. For more information, see EMC's Proxy Statement for the 2014 Annual Meeting of Shareholders .

Our executive compensation programs are based on strong pay-for-performance practices that require the attainment of challenging goals designed to drive profitable revenue growth and market share gains. We believe achievement of these goals will create long-term shareholder value. Some goals set for senior managers are related to sustainability, including goals for innovation, customer satisfaction, and talent management as well as execution of sustainability initiatives in areas for which they have substantial responsibility. In addition, our governance structure for hardware and software products includes sustainability criteria that senior managers and executives are accountable for as part of the successful release of these products.

A detailed description of our 2013 executive compensation programs is set forth in EMC's Proxy Statement for the 2014 Annual Meeting of Shareholders.

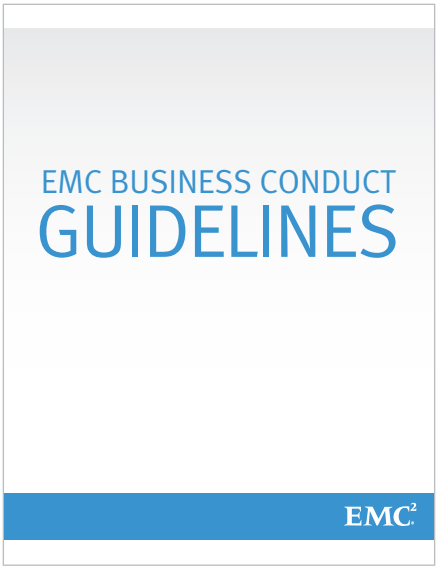
CONTACT THE BOARD

CONTACTING THE BOARD

To enable open communications, we provide various means for shareholders and other interested parties to contact the non-management Directors, the Audit Committee, and the Compensation Committee. The Board strives to provide clear, candid, and timely responses to any substantive communication it receives. To build constructive, informed relationships with shareholders and encourage transparency and accountability, Directors may also be available for dialogue with shareholders from time to time, as appropriate, and the Lead Director is available for consultation and direct communication if requested by major shareholders. During 2013, members of EMC management dialogued and met with stakeholders on a variety of topics. To learn more, visit the Stakeholder Engagement section of this report.

ETHICS

Ethical conduct builds relationships of trust among employees, customers, partners, shareholders, communities, and other stakeholders. EMC's corporate compliance program educates employees about our ethical standards and monitors compliance with those standards. The Audit Committee of the Board of Directors oversees the corporate compliance program.



EMC BUSINESS CONDUCT GUIDELINES

BUSINESS CONDUCT GUIDELINES

The cornerstone of the corporate compliance program is our Business Conduct Guidelines. The Guidelines apply to all EMC employees and contractors worldwide and are organized around five principles:

- Act honestly and ethically
- Treat others with dignity and respect
- Conduct business fairly and responsibly
- Safeguard EMC's assets and information
- Ensure the integrity of EMC's business records

The Guidelines are reviewed at least annually and are translated into Chinese, French, German, Hebrew, Italian, Japanese, Korean, Polish, Portuguese, Russian, and Spanish for our global employees. The Guidelines are distributed to all employees and contractors on an annual basis, and are always available on EMC's corporate website and intranet. All new employees are required to acknowledge and agree to abide by the Guidelines when they join EMC. In 2013, EMC required existing employees to certify that they had read and understood the Guidelines.

The Guidelines provide guidance on and link to EMC's policies on key topics, including anti-bribery, insider trading, equal employment, workplace violence prevention, anti-harassment, privacy and information security, confidentiality, antitrust and competition, environmental sustainability, trade compliance, and financial reporting. In 2013, EMC updated its Guidelines to reflect changes in the laws and its internal policies with respect to privacy and information security. The Guidelines also provide information about the several methods that are available to report concerns, which are kept confidential to the maximum extent possible and may be made anonymously where local law allows. The Guidelines specify that EMC will not retaliate against anyone who makes a report in good faith.

All new employees are also required to complete a comprehensive online training module on the Guidelines and EMC's policies on key topics. This module was completely refreshed in 2013 to include additional topics and ensure that employees were receiving the most up-to-date guidance. More than 90 percent of new hires with access to EMC's systems had completed the training by the end of 2013. Employees hired as a result of acquisitions, who therefore do not have immediate access to EMC's training system, either complete the online module once they gain access or receive equivalent live training.

EMC also provides ongoing compliance training to various employee groups throughout the world on important topics. In 2013, for example, EMC developed and implemented an online training module for employees in its Asia Pacific and Japan (APJ) region. This module covered a variety of topics, including the Guidelines, anti-bribery, export control, protecting EMC's confidential information, and the importance of financial integrity. Approximately 90 percent of employees in APJ completed that training in 2013.

EMC also developed an online training module in its EMEA (Europe, Middle East, and Africa) region and Latin America regions on anti-bribery and export control, with more than 90 percent of the target audience completing that training in 2013. In addition, EMC continued to deliver in-person and webcast training to employees throughout the world in 2013, including in the United States, South Africa, Germany, France, Russia, Turkey, the United Kingdom, Ireland, and multiple countries within Latin America. Those live sessions covered a broad range of audiences and topics, and included scenario-based training, roundtable discussions, and traditional classroom-styled training. Among other subjects, training was provided on insider trading, antitrust and competition law, the Trade Agreements Act, export control, pay-to-play laws, and selling to government customers.

EMC actively encourages its employees and other parties to report concerns either directly or through EMC's hotline, which is maintained by a third-party provider. The different ways through which reports can be made are included in the Guidelines, corporate compliance training materials, and elsewhere. Specifically, questions and guidance regarding a potential violation of law, regulation, the Guidelines, or other EMC policies can be reported in any of the following ways:

- Contact the Office of the General Counsel by telephone (508-435-1000, extension 77267), facsimile (508-497-8079), or email (General_Counsel@emc.com).
- Contact the Audit Committee of the EMC Board of Directors by email (AuditCommitteeChairman@emc.com) or mail (Alertline, PMB 3767, 13950 Ballantyne Corporate Place, Charlotte, NC 28277).
- If you are located within the United States, contact the EMC hotline, which is monitored by an independent third-party provider, by telephone (877-764-0557), or via a secure web report to https://emccorporation.alertline.com. A list of country-specific dialing and web-reporting information can be found on EMC's intranet.

HUMAN RIGHTS

EMC supports and respects the protection of internationally proclaimed human rights for all, including our employees, workers within our supply chain, and people impacted by the use of our products. In furtherance of its commitment to human rights, EMC is a member of the Electronic Industry Citizenship Coalition (EICC), a collaboration of the world's leading information and communications technology companies dedicated to improving social and environmental responsibility in the global supply chain through collaboration and common tools and standards. We have adopted the EICC's Supplier Code of Conduct, which sets standards for labor, ethics, environment, health and safety, and management systems. All direct materials suppliers are required to acknowledge the Code, and compliance with the Code is part of our standard contract language for all EMC vendors. To learn more about how we monitor suppliers' compliance to the Code, assess risk, engage with suppliers to drive positive change, and create incentives for improvement, visit Supply Chain Social and Environmental Responsibility.

ADDITIONAL INFORMATION

BUSINESS CONDUCT GUIDELINES

SUPPLIER CODE OF CONDUCT

HUMAN RIGHTS AND GLOBAL LABOR PRINCIPLES

EMC's commitment to human rights is also reflected in its Human Rights and Global Labor Principles. EMC's Principles, which are based on the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, International Labour Organization standards, and other respected standards, reflect the Company's commitment to core human rights issues, such as freely chosen employment, child labor avoidance, working hours, wages and benefits, humane treatment, non-discrimination, freedom of association, and freedom of expression. Those Principles also state clearly that we will not tolerate misuse of our products. In 2013, EMC continued its discussions with NGOs, the European Commission, and our peers to clarify how best to apply these Principles to the information technology industry.

We have a process in place for clear and accurate communication of our policies, practices, and performance expectations to workers, suppliers, and customers. We encourage worker feedback and regularly review results of audits and assessments.

EMC expects the partners with whom we do business to act ethically, which includes following all anti-bribery and export control laws, as well as EMC's Principles. EMC achieves this through various methods, including strict contractual requirements, a robust trade compliance program, requiring periodic certifications of compliance with those laws, and training. In 2013, we prepared several enhancements to our partner program, including the creation of a code of conduct for partners and enhanced on-boarding and due diligence capabilities that are in the process of being implemented.

PUBLIC POLICY

EMC is committed to responsible and transparent participation in the political process. We participate in the political process to help shape public policy that impacts the Company and our industry. Our involvement aims to ensure that the interests of customers, shareholders, employees, and other stakeholders are fairly represented at all levels of government.

OVERSIGHT

The Governance Committee regularly reviews our corporate political activity and the activity of the EMC Political Action Committee (the "EMC PAC"), including review of our semi-annual disclosure statements, key public policy priorities, and the appropriateness of EMC's political contributions policies and procedures.

Since 2007, we have had a publicly available Political Contributions Policy, which outlines procedures for contributions made with corporate funds. The Political Contributions Policy also describes oversight of the EMC PAC, a nonpartisan committee registered with the Federal Election Commission.

Any proposed corporate political contribution by EMC, whether monetary or "in-kind," must be submitted in advance to EMC's Office of Corporate Government Affairs and the chief compliance officer for pre-approval.

Any contribution by the EMC PAC must be reviewed and approved by the EMC PAC Board. Our due diligence process includes, among other things, consideration of whether the proposed recipient of a contribution represents a state or district where a major EMC facility is located, supports employee interests in his or her district, serves on a Congressional committee with jurisdiction over issues of importance to EMC's business, or has been supportive of the IT industry on key issues. Contributions may be made to members of all political parties and are made without regard to the political preferences of EMC executives.

PUBLIC POLICY PRIORITIES

Our desire to assist in the development of sound public policy guides how we prioritize our government affairs activities. Our priorities align with our business interests and are reviewed with our Board of Directors. The following are examples of our public policy priorities and the rationale behind our support.

- **Informing Federal Cloud Computing Policies**—Cloud computing and data center consolidation are critical elements of federal IT policy. Federal stakeholders are pushing agencies to adopt these policies to increase productivity, reduce environmental impacts, and achieve cost savings. We work with trade associations and industry partners to educate policy makers on these topics, including enhancing their understanding of cloud computing deployment, service models, and information security and privacy issues. EMC is a founder and board member of the Cloud Computing Caucus Advisory Group, a coalition of technology companies and industry groups focused on educating lawmakers and the public about cloud computing. EMC also continues to participate in various events to discuss the Company's own journey to the cloud, and expertise and

knowledge of industry best practices regarding data center consolidation. The Cloud Business Director for EMC Federal served as a panelist along with federal agency CIOs in the "Using Cloud Computing to Build (Better and Cheaper) Next-Generation Government Services" event sponsored by the Information Technology & Innovation Foundation (ITIF).

- **Leveraging Big Data to Advance Key Public Sector Missions**—The era of Big Data has spurred organizations to find new ways to scale and manage their storage environments and to develop and leverage advanced data analytics capabilities. We support policies that harness Big Data to enhance intelligence and defense programs and advance health sciences by meeting massive storage requirements through cost-effective and scalable solutions. Recently, Pivotal showcased its technology and capabilities at the White House event, "Data to Knowledge to Action: Building New Partnerships." To learn more about Big Data, visit the IT & Society section of our detailed report titled Customers.

- **Patent Litigation Reform**—EMC supports legislation that eliminates abusive and frivolous patent litigation. EMC testified before the House Judiciary Committee about patent litigation abuse and the importance of enacting legislation to improve and rebuild our patent system. EMC has also repeatedly met with Members of Congress and their staffs and worked with trade associations and industry stakeholders to promote patent litigation reform. In addition, Senator Mike Lee (R-UT) visited our Center of Excellence in Draper, Utah, where he hosted an industry patent roundtable and later conducted a town hall discussion with EMC employees at the facility.

- **Comprehensive Immigration Reform**—Through our activity with trade associations and industry partners, such as the Technology CEO Council, EMC supports bipartisan comprehensive immigration reform that includes critical high-skills provisions. EMC participated in a fly-in sponsored by Information Technology Industry Council (ITI) during which HR executives met with Members of Congress and their staffs to discuss the importance of high-tech visa reform.

EMC is a signatory to The Climate Declaration, a project of Ceres that brings together companies and individuals to demonstrate support for national action on climate change.

- **Prompting Effective Sustainability/Energy Efficiency Approaches**—Through Congressional testimony and other outreach, we communicate frequently with federal stakeholders about our sustainability strategy and green IT policies in the public sector. EMC recently supported the introduction of legislation that would save the federal government energy and money, and reduce greenhouse gas emissions, by requiring the use of energy-efficient and energy-reduction technologies, particularly in federal data centers. The Chief Sustainability Officer served as a panelist at an ITI event, "Next-Gen Data Centers: Bringing Energy Efficiency to Government," along with other company and university panelists. To learn more about EMC's efficiency approach, visit the Energy Use & Climate Change section of our detailed report titled Operations.

- **Promoting Policies to Address Advanced Cyber Threats**—Organizations face cyber threats every day—including increased attempts to steal sensitive data such as intellectual property—and cyber security has become a major national and economic security priority. Congress is actively considering cyber security legislation and EMC, along with RSA, our Security Division, has weighed in with policy recommendations that will address the security concerns of our customers.

- **Securing the Information Technology Supply Chain**—Ensuring that the public sector supply chain remains secure and free from malicious attempts to modify products and services remains a top priority for EMC and the technology sector. We continue to work with Congress and the Administration on creating effective policies that keep our federal supply chains strong and free of counterfeit parts and other malicious attempts to weaken the security of information technology systems.

ADDITIONAL INFORMATION

POLICY STATEMENTS

POLITICAL CONTRIBUTIONS POLICY

DISCLOSURE STATEMENTS

POLITICAL CONTRIBUTIONS DISCLOSURE STATEMENT: SIX MONTHS ENDED DECEMBER 31, 2013

POLITICAL CONTRIBUTIONS DISCLOSURE STATEMENT: SIX MONTHS ENDED JUNE 30, 2013

U.S. SENATE LOBBYING DISCLOSURE ACT REPORTS

FEDERAL ELECTION COMMISSION

MASSACHUSETTS LOBBYIST REPORTS

ARCHIVED DISCLOSURES

SEMI-ANNUAL POLITICAL CONTRIBUTIONS DISCLOSURE STATEMENTS (2007-2012)

- **Supporting Practical Reforms to U.S. Intelligence Community**—In response to classified disclosures of Intelligence Community operations, punitive actions are gaining traction in global markets. EMC supports open platforms, including the Internet, to continue transformative innovations and global commerce. To shift the current trajectory, and motivate constructive action by governments, the technology sector is promoting policy initiatives that increase transparency and enable meaningful oversight of the nation's surveillance programs.
- **Corporate Tax Policy**—EMC supports comprehensive tax reform aimed at improving U.S. corporate competitiveness. EMC is a member of the Alliance for Competitive Taxation (ACT), a coalition of 42 Fortune 500 companies that support comprehensive tax reform that lowers the corporate rate to 25 percent, establishes a modern globally competitive tax system, and is fully paid for by ending tax breaks and preferences.
- **Advancing Effective Education Policy and STEM Education**—As a technology company, our primary interest and expertise lies in advancing Science, Technology, Engineering, and Math (STEM) education to build a highly diverse, trained, and innovative workforce for the future. We also work to improve education systems around the world.

  EMC Chairman and CEO Joe Tucci has been a leader in education reform in the U.S. for more than a decade. At the request of Massachusetts Governor Deval Patrick, Mr. Tucci served as co-chair of the Massachusetts Readiness Project, a collaboration of business, education, and community leaders that worked to create a long-range strategic plan for K-12 education and beyond in Massachusetts. In Washington, D.C., Mr. Tucci also served as the Chairman of The Business Roundtable's Education Task Force for more than four years. In addition, EMC has advocated for an increase in the number of charter schools, and we are a member of Governor Patrick's STEM Advisory Council, which was launched in 2010. To learn more about our support for STEM education programs, visit the Education Partnerships section of our detailed report titled Communities.

POLITICAL CONTRIBUTIONS

EMC is committed to responsible participation in the political process in compliance with applicable federal, state, and local laws and reporting requirements.

In the interest of transparency for our shareholders and other stakeholders, we provide information about our corporate and EMC PAC contributions, lobbying expenditures, and major trade association memberships on our website.

The amount of our contributions is relatively small, but nonetheless we believe it is in the best interests of EMC and our shareholders to keep lines of communication open with our elected officials and help shape public policy consistent with our business priorities. Political contributions represent just a fraction of EMC's involvement in our communities and our activities as a responsible corporate citizen. To learn more, visit the Community Involvement section of our detailed report titled Communities.

CORPORATE CONTRIBUTIONS

We make information about our corporate political contributions publicly available on a semi-annual basis. A listing of our 2013 corporate political contributions is available here.

EMC PAC

As with many corporations, EMC has established a Political Action Committee (PAC)—a nonpartisan committee registered with the Federal Election Commission. The purpose of the EMC PAC is to promote good citizenship and further business interests that are of concern to shareholders and employees of EMC. The EMC PAC provides eligible employees with an opportunity to participate in the elective process at the federal level of government and to support the election of qualified, informed, and constructive candidates for office.

The EMC PAC is funded entirely by voluntary employee contributions; no corporate funds are used to fund the EMC PAC.

While we do not expect recipients of contributions to agree at all times with our positions on all issues, we seek to support individuals who will promote the interests of EMC.

A list of the EMC PAC's contributions is available here.

LOBBYING

We work closely with many different stakeholders in an effort to promote well-considered public policy for the benefit of our customers, employees, shareholders, and company. This pragmatic approach to the development of sound policy is effectuated through engagement with policymakers at all levels.

A list of EMC's federal lobbying expenditures and disclosures is available here, and information on state-level lobbying activities in Massachusetts, where our headquarters is located, is available here.

TRADE ASSOCIATION MEMBERSHIPS

EMC participates in various trade associations and organizations that engage in activities such as education, lobbying, advertising, and knowledge sharing. We take a collaborative approach in working with the trade associations to advance the best interests of EMC and our stakeholders. Among other things, we consider whether the trade association has been effective in advancing EMC's priorities when considering whether to join an organization or renew our membership.

We publicly disclose our major U.S. trade associations, the amount of our annual membership dues, and information we received from these organizations regarding lobbying expenses and political expenditures using membership dues. Details regarding our trade association memberships and dues paid are updated annually and available here.

RISK MANAGEMENT

EMC's Board of Directors is ultimately responsible for overseeing risk management at the Company. The Board regularly considers our risk profile when reviewing our overall business plan and strategy and when making decisions impacting the Company. The Governance Committee is responsible for overseeing the Board's execution of its risk management oversight responsibility. The management risk committee, comprised of the Chief Financial Officer and the General Counsel, monitors and manages EMC's enterprise risk management program and reports directly to the Governance Committee and the Board of Directors.

In addition, each of the other standing committees of the Board regularly assesses risk as part of its core responsibilities. The Leadership and Compensation Committee oversees the design and implementation of and the incentives and risks associated with our compensation policies and practices. The Audit Committee discusses with management the major financial risks facing EMC as well as the steps management has taken to monitor and control such risks. The Mergers and Acquisitions Committee considers risks in connection with acquisitions, divestitures and investments. The Finance Committee considers risks in connection with matters related to the Company's capital structure, stock repurchase program and investment management policy. The Audit Committee and Governance Committee also receive regular reports from the Company's Chief Risk Officer. All of the committees report regularly to the Board of Directors on their activities.

EMC's Chief Risk Officer is responsible for developing and managing processes to identify, assess, monitor and reduce risks that could interfere with the achievement of the Company's goals and objectives. The Chief Risk Officer regularly reports to the Management Risk Committee and Audit Committee.

Many sustainability factors serve as drivers or multipliers of enterprise risk. EMC's Chief Sustainability Officer works with the Chief Risk Officer to ensure sustainability-related risks are incorporated into the risk assessment and monitoring framework.

To learn more about risk factors related to EMC's business, see 2013 Annual Report on Form 10-K.

STAKEHOLDER ENGAGEMENT

EMC actively engages with stakeholders to build trust and foster dialogue, leveraging their expertise and perspective to strengthen our business by providing insight into emerging issues that are important to our stakeholders and to our business. In addition, this engagement helps us validate the areas of greatest importance as well as the solutions to address them within our company and beyond.

In 2013, EMC received feedback from several stakeholders on our previous year's sustainability report. This feedback influenced content for this report in a number of ways, including continued use of the dashboard and graphics, more data on mid-range targets and sustainability goals, and further emphasizing the top material factors.

Also in 2013, EMC held two stakeholder engagement events facilitated by Ceres, a network of investors, companies, and public interest groups working to accelerate the adoption of sustainability practices. One was an in-person forum focusing on materiality, the 2012 sustainability report, eWaste, diversity and inclusion, supply chain responsibility, and facility energy and carbon; the other was a teleconference focusing on sustainability employee engagement. EMC participants included subject matter experts, sustainability professionals, managers, and executives. Stakeholder participants included consultants, non-governmental organizations, socially responsible investment analysts, supply chain auditors, and business academics. They were chosen based on expertise in diversity, employee engagement, carbon and energy management, eWaste, and supply chain social and environmental responsibility.

Key topics covered during the spring forum included:

- Communicating material issues
- Integrating sustainability into the risk management process
- Disclosing key suppliers and diversity data to provide additional opportunities for transparency
- Developing productivity metrics for eWaste management
- Strengthening governance by linking executive compensation to achievement of sustainability goals and targets

Key topics covered during the fall teleconference included:

- Measurement and goals for employee engagement programs on sustainability
- Incentives for employees to integrate sustainability into their daily work
- Additional communications to employees regarding sustainability
- Additional communications with customers to meet EMC's sustainability goals, and to extend leadership and collaboration throughout the value chain

The recommendations were used to inform direction for this report and future EMC sustainability practices.

After the 2013 Annual Meeting of Shareholders, we dialogued and met with many shareholders to discuss our executive compensation program. Several themes emerged, including:

- Support for our pay-for-performance philosophy;
- Support for multi-year performance goals;
- Support for continued use of existing operational performance metrics;
- Request for more widespread use of a return metric, such as total shareholder return ("TSR"); and
- Request to simplify our program.

After considering our business strategy, the results of the 2013 advisory "say-on-pay" vote and our dialogue with shareholders, the Compensation Committee changed the design of the compensation program for 2014 as follows:

- Introduced a long-term equity incentive plan to replace the annual performance equity award program;
- Added a TSR performance metric to the long-term equity incentive plan;
- Simplified the equity program by decreasing the different types of equity awards utilized; and
- Modified the Executive MBO to emphasize execution of our Federation strategy.

EMC also has ongoing engagement with a wide variety of other stakeholders, including current and prospective employees, customers, shareholders, non-governmental organizations (NGOs), suppliers, industry groups, and local schools and communities.

Below are some additional examples of how we engaged with stakeholders in 2013 along with the resulting impact.

STAKEHOLDER GROUP	HOW WE ENGAGE	EXAMPLES OF IMPACT
CURRENT EMPLOYEES	"Great Place to Work (GPTW)" employee survey. Annual Innovation Conference & Roadmap Recognition@EMC Nelson Award for Initiative in Sustainability Sustineo Sustainability Employee Engagement Council Quarterly COE Sustainability Summits Social media (EMC|ONE) Sustainability Competitions Earth Day and World Environment Day events	Feedback from the GPTW survey resulted in initiatives including more awards and recognition for employees, improving the coffee at EMC's facilities, and removing all parking spots designated for senior executives. Winning innovation ideas get cash awards and incubation commitments to pursue the potential of turning them into products, services, or processes for EMC and the industry at large. We used the recognition system to send a thank you and acknowledgement to everyone who submitted a proposal in response to the environmental stewardship challenge as part of the Innovation Roadmap. The Nelson Award was given to individuals whose submissions to the environmental stewardship challenge did not win, but did show significant initiative in driving sustainability within their jobs at EMC. Sustineo, rolled out company-wide in 2013, encourages dialog and helps employees be more sustainable in their daily lives. The tool is a social, gamified platform that allows employees to learn about sustainable behaviors, perform sustainable actions, get points for those actions, and compete in groups with other teams. The Sustainability Employee Engagement Council was formed to act as a sounding board for sustainability ideas. One concept discussed was the need for physical reminders of sustainability, such as bringing in art from a local sustainability project to EMC. We continue to listen for ways to make sustainability real to our employees. The various communities on our social media platform, EMC|ONE, allow employees to raise concerns and have them discussed and addressed. One initiative driven through the platform was the implementation of electric car charging stations, which continues to expand today. We held an email spring cleaning contest, designed to bring awareness to the need for deleting emails no longer needed by the user or required due to legal restrictions. Email takes up storage, and uses electricity and hardware to maintain. It is difficult to gauge the exact quantity of total storage capacity reduced by the contest, but the winner deleted 6.85 GB of email. In 2013, 2.7 percent of our employees took part in tuition reimbursement. Also in 2013, we announced a partnership with MIT's Sloan School of Management through which EMC employees can receive discounts on all of MIT's Executive Education open enrollment courses. At the 2013 World Environment Day expo at the corporate headquarters, a solar installer signed up 80 individuals for solar evaluations. EMC continued engagement with employees at our Centers of Excellence. Ownership of the meetings has transitioned to the COEs, allowing them to choose and discuss initiatives important to their stakeholders, such as community involvement in education. To learn more, visit EMC's detailed report titled Our People & Workforce.

STAKEHOLDER GROUP	HOW WE ENGAGE	EXAMPLES OF IMPACT
PROSPECTIVE EMPLOYEES	Engaging with universities and NGOs Internships Career days	We formed a new partnership with University of Puerto Rico/Mayaguez (UPRM) and Florida International University. Our partnership with UPRM has resulted in several full-time hires. In 2013, EMC began a partnership with Bottom Line, a non-profit dedicated to helping disadvantaged students with one-on-one guidance through the application process and during college. EMC provides mentoring, career counseling, information sessions, and resume writing workshops to the students, and also tracks where they go to college. After one year working with the organization, we have hired two Bottom Line students into full-time positions at EMC. To learn more, visit EMC's detailed report titled Our People & Workforce.
CUSTOMERS	"Voice of Experience" survey EMC Community Network (ECN) Customer council focus group One-on-one meetings CDP supplier reports Extensive RFP questions and supplier questionnaires Executive Briefing Centers Engagement at EMC World Customer Security Management Office Product Security Response Center	Our Executive Briefing Centers bring EMC customers together with executives and experts to encourage multi-way discussions about industry-leading technology and strategy. The meetings are catered to specific customer needs and the local market, but we have noticed a growing interest in the topic of sustainability and EMC's efforts in this area. We have briefing centers located in Hopkinton, Massachusetts; Santa Clara, California; Bedford, Massachusetts; Washington, D.C.; Cork, Ireland; Bangalore, India; Singapore; Tokyo, Japan; and Beijing, China. IT customers are seeking more information about the products they buy and want to understand the security protections in the software they use. In response, EMC launched an initiative in 2013 to use blog posts and other media to share with customers about how we work to ensure information security and privacy. EMC's Customer Security Management Office (CSMO) works directly with internal departments as a customer advocate to enhance our operations to meet or exceed customer expectations. Through our Product Security Response Center, we issue EMC security advisories (ESAs) to notify customers about potential vulnerabilities and provide corrective measures before adversaries are able to exploit the situation. In 2013, we issued close to 100 ESAs to our customers. To learn more, visit EMC's detailed report titled Customers.
SHAREHOLDERS	Regular outreach with institutional investors and other shareholders Annual shareholder meeting Bloomberg Sustainability Survey Inclusion of Sustainability overview in Annual Report on Form 10-K, Letter to Shareholders and earnings presentations CDP reports (water and carbon)	We regularly respond to analyst ratings surveys and participate in investor conferences (e.g., UBS Forum). During 2013, as part of its long-standing shareholder engagement program, members of EMC management met with shareholders on a variety of topics. We spoke with representatives from our top institutional investors, mutual funds, public pension funds, labor unions and socially responsible funds about various corporate governance and compensation matters. To learn more, visit EMC's 2014 Proxy Statement and 2013 Annual Report on Form 10-K.

STAKEHOLDER GROUP	HOW WE ENGAGE	EXAMPLES OF IMPACT
SUPPLIERS	Supplier and SAQ audits Annual Supplier Day Supplier Scorecard Quarterly business reviews SER Link newsletter Blue Sky Supplier Sustainability Award Training One-on-one assistance Site visits	We made significant advances in both the methodology and weight of the Supplier Scorecard. The sustainability section more than tripled in points. This has already led to increased focus on suppliers' efforts to communicate their initiatives to EMC. In some cases, suppliers have made additional investments in order to meet EMC expectations on performance. Though we can't provide individual training for every supplier, we spoke with multiple supplier contacts in different geographies and commodities to better understand what resources would provide the most value. Armed with this knowledge, we began to develop an online resource library for suppliers. The resource contains short training modules on different topics and at different levels, including best practices, case studies, and references to already-existing resources available through public sources. To learn more, visit EMC's detailed report titled Supply Chain.
NGOS AND INDUSTRY GROUPS	Targeted session Individual feedback to sustainability report Memberships Board participation Committee participation Public policy advocacy	We partnered with Ceres to hold our multi-stakeholder forum and a teleconference on sustainability employee engagement. We communicated with individual stakeholders to gain feedback on our reporting methodology. We continued participating in the EICC-GeSI Extractives workgroup to develop programs for the responsible sourcing of minerals, including the Conflict-Free Smelter program and mineral traceability schemes. We continued our board membership in The Green Grid to establish industry-wide standards for energy efficiency and eWaste metrics.
SCHOOLS AND COMMUNITIES	Town meetings Faculty engagement activities Volunteerism with education	In November 2013 at Rajiv Gandhi Technical University (RGTU) in Bhopal, India, EMC held the fifth annual Academic Alliance Conference. The four-day event revolved around the themes of IT transformation in information storage, cloud computing, and Big Data. It attracted more than 400 students and faculty members representing 124 institutions. RGTU also conducted a webcast of the conference to over 350,000 students at 225 institutions. The conference featured speakers from around the world. EMC's Academic Alliance team engages with faculty to update and enhance the program. The team encourages feedback through our faculty portal, regular email communications, and interactions with Academic Alliance program managers. We also encourage students to connect with their global peers and industry experts through the EMC Proven Professional™ online community. To learn more, visit EMC's detailed report titled Communities.

INDUSTRY COLLABORATION

The responsibility of making changes at industry scale does not reside with any one company. Instead, the changes needed to shift to a more sustainable world require engagement and collaboration with peers. Only then can the landscape of environmental issues impacting our industry and society be effectively understood and addressed. The IT industry shares deep interconnections throughout the value chain. Our collaborative approach helps identify emerging trends and issues, and enables us to make smart decisions about where to focus future efforts.

INDUSTRY EXPERTS AND NGOS

In addition to leveraging the contributions of tens of thousands of company employees, we also reach out to external stakeholders as a guide to sustainable innovation at the Company. This includes a long list of community leaders, civil society organizations, non-profit organizations, industry experts, customers, shareholders, and suppliers.

In 2013, we collaborated with many different partners, industry groups, and universities, including Ceres, CDP, the U.S. and Ireland Environmental Protection Agencies, the U.S. EPA SmartWay Transport Partnership, the Environmental Defense Fund, the Product Stewardship Institute, the Center for Advanced Life Cycle Engineering, the Irish Government, Stanford, MIT, and Yale. In late 2013, EMC became an active member of BSR (Business for Social Responsibility).

CONSORTIUM MEMBERSHIPS

Consortium memberships are another important means for engaging with the greater IT community. Our employees—ranging from engineers to sustainability professionals—actively participate with industry groups to transform the future landscape. Our memberships include The Green Grid, the Storage Networking Industry Association (SNIA), the Electronic Industry Citizenship Coalition (EICC), the Digital Energy and Sustainability Solutions Campaign (DESSC), the ICT's for Sustainable Energy Partnership (ISEP), the Information Technology Industry Council (ITI), and the Distributed Management Task Force (DMTF).

CONTACT

EMC encourages its stakeholders to provide feedback on the topics covered in this report. Please submit any questions or comments about the report or its contents to the Office of Sustainability at Office_of_Sustainability@emc.com.

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