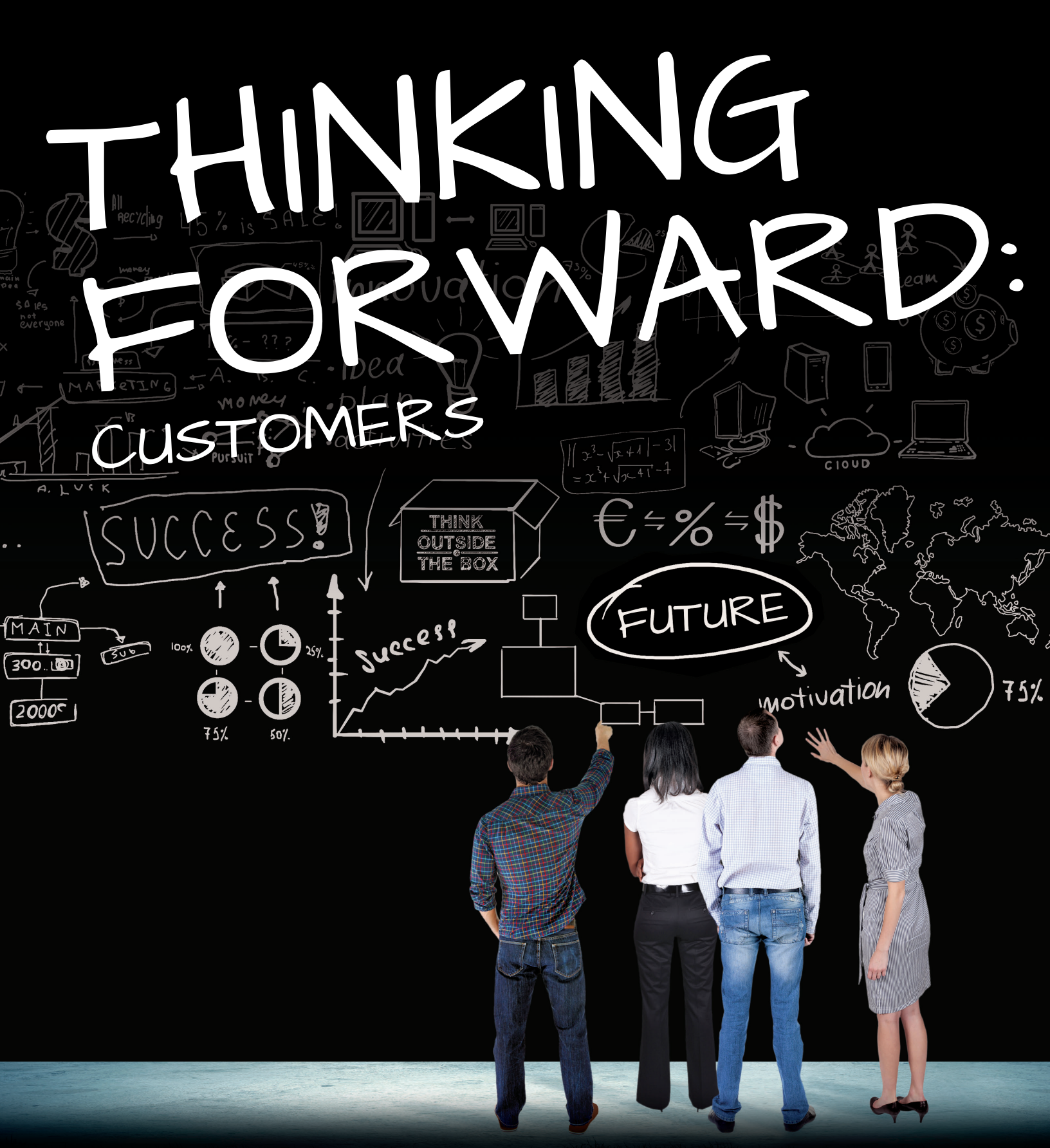
THINKING FORWARD: CUSTOMERS



REDEFINE THE FUTURE

2013 EMC Sustainability Report

EMC²

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CUSTOMERS

Understanding and anticipating customer needs has been the keystone of EMC's success. We deliver products, services, and solutions that meet and exceed customer expectations. We are continuously developing new solutions that can help our customers advance their own sustainability journeys and transform their operations. The EMC® Total Customer Experience (TCE) program leads the corporate strategy for advancing the customer experience, which enables business growth through continual improvement based on a customer-focused and data-driven strategy.

TOPICS COVERED IN THIS REPORT INCLUDE:

- Customers
- IT & Society: Advancements for the Greater Good
- Customer Information Security & Privacy

CUSTOMERS

TOTAL CUSTOMER EXPERIENCE

EMC's commitment to a customer-first approach begins at the top and permeates every level and aspect of our company. EMC's Total Customer Experience (TCE) model is a demonstration of our commitment to exceed customer expectations for quality, service, innovation, and sustainability. Through TCE, customers, partners, and EMC field personnel provide feedback on their experiences, and EMC measures the quality of every customer interaction. We use Big Data analytics to gain deeper insight into provided feedback, identify trends, and drive continuous improvement and process excellence throughout the enterprise.

WATCH VIDEO: EMC TOTAL CUSTOMER EXPERIENCE: FUELED BY YOUR VOICE

LISTENING TO THE CUSTOMERS

Kevin Roche
Senior Vice President, Global Services

MEASURING CUSTOMER FEEDBACK

EMC places high importance on measuring customer satisfaction (CSAT), maintaining industry-leading levels, and using feedback to continually drive improvements. This includes setting quarterly CSAT targets across EMC's field and remote service organizations. EMC posts surveys and results on our internal dashboard site for EMC's Customer Services (CS) to reference. We set goals for all CS managers and above based on quarterly CSAT results.

- **Buy:** EMC conducts customer interviews with decision makers to understand the touch points they experience. In the process, we collect detailed feedback on areas of success and areas of opportunity. In addition to these one-on-one interviews, EMC is investigating how best to gather more detailed feedback about the buyer experience from a wider customer base. The TCE team is partnering with EMC Sales and Pre-Sales to develop this initiative.
- **Deploy and Support:** Transactional surveys play a key role in measuring customer satisfaction after a deployment or service event. In 2013, EMC supplemented these transactional surveys with input from EMC personnel to provide an employee view of the voice of the customer. This enables our customer-facing employees to share best practices and offer suggestions to improve the customer experience.
- **Product Use:** Every EMC business unit participates in the TCE Product Survey program. This program enables the business to view customer feedback on their products in real time and, after detailed analysis, allows business unit leaders to identify and implement any changes needed. Combined with the Voice of Field facilitated sessions, the Product Survey program enables EMC's TCE team to generate an action plan for initiatives to improve customers' product experiences.

Voice of Experience Program

In 2013, we replaced our Voice of Customer survey with an expanded approach called Voice of Experience. The core component of EMC's Voice of Experience approach is TCE's extensive Customer Relationship Survey. This survey evaluates the end-to-end view of EMC's relationship with customers. TCE uses the survey to determine priority areas, establish initiatives, and identify metrics and goals that are important to our customers—driving actionable recommendations and improvement initiatives.

In addition to renaming the approach in 2013, TCE revised the survey by adding three new components to develop a broader and more accurate picture of our customers' experiences:

- **Voice of Partner:** Measures the relationship with EMC's partners and what EMC needs to provide to enable the partner to deliver TCE to the customer
- **Voice of Partner's Customer:** Captures feedback on the quality of the service our partners provide to their customers that have EMC products
- **Voice of Field:** Leverages knowledge of those who interact with the customer the most through sales, support, and professional services

TWELVE YEARS AND COUNTING: EMC CONTINUES TO STAR IN SERVICE EXCELLENCE SPOTLIGHT

VIEW THE INFOGRAPHIC

EMC'S EXECUTIVE BRIEFING CENTERS AROUND THE GLOBE

VIEW THE INFOGRAPHIC

READ THE BROCHURE

To Learn More, Visit EMC.COM/EBC

"Working with EMC's Executive Briefing Center has become a key piece of our business strategy. Executive Briefings give us the opportunity to collaborate with EMC to find the solutions that best fit our specific needs—time well spent."

STEVEN HIRSCH
CHIEF DATA OFFICER , NYSE

Lean Six Sigma Audit Group

The TCE team leverages its Lean Six Sigma and Audit group to identify key opportunities for improvement across EMC. These improvements are prioritized to drive continual improvement on EMC's product quality, time to resolution, cost efficiencies, and overall process improvement. While we focus on many internal improvements, the team also addresses key customer concerns. At the end of December 2013, EMC had completed more than 2,400 Lean Six Sigma projects, exceeding $800 million in total, measureable benefits.

EXTERNAL CUSTOMER SERVICE AWARDS

In 2013, for the second year in a row, EMC won the Temkin Group Award, an accomplishment that speaks to the focus we place on the customer experience. The Temkin Group is a customer experience research and consulting firm devoted to helping large companies build customer loyalty.

EMC was also recognized with two 2013 STAR Awards from the Technology Services Industry Association (TSIA).

TCE INNOVATION AWARD

The TCE team offers an Innovation Award as part of EMC's annual Innovation Roadmap. The award recognizes innovative approaches to maintaining customer loyalty while enhancing EMC's customer service capabilities and engagement model. In 2013, the TCE Innovation Award winner recommended an automated, cloud-enabled approach to analyzing customer big data performance metrics, to improve customer system performance and decision-making for EMC teams.

EMC COMMUNITY NETWORK

The EMC Community Network (ECN) on emc.com launched in 2008 and continues to evolve. This online site creates a social network that links some of our stakeholders, such as our employees, customers, and partners, who have common interests in collaborating and innovating on everything from EMC products to industry practices. Members can find and share ideas through blogs, social networks and RSS feeds—providing a direct connection to our leaders, experts, and products teams.

EXECUTIVE BRIEFING PROGRAM

EMC's Executive Briefing Program provides customers, partners, and prospects the unique opportunity to interact with executive management, business leaders, and technology experts across the company. By specifically tailoring conversations to audiences ranging from Systems Architects and IT Managers to CXO's, the Executive Briefing Program allows customers and partners to connect with EMC both technically and strategically. This interaction allows visitors to explore EMC's position in the marketplace while collaboratively addressing their individual challenges, redefining strategies, and ultimately working to transform their underlying business while accelerating their journey to the cloud.

Founded in 1994, the Executive Briefing Program now reaches over 20,000 attendees annually. The program consists of 10 briefing locations around the world in conjunction with robust field briefing programs across all three theaters. To learn more, visit EMC's Worldwide Executive Briefing Program.

Center Locations: Hopkinton, MA (HQ); Bedford, MA (RSA); Rio de Janeiro, Brazil; Silicon Valley, CA; Washington, D.C.; Cork, Ireland; Bangalore, India; Beijing, China; Singapore; Tokyo, Japan

IT & SOCIETY: ADVANCEMENTS FOR THE GREATER GOOD

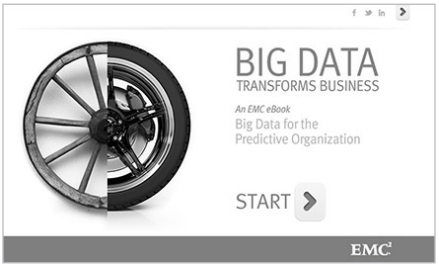
The pervasive nature of Information Technology (IT) comes with both great opportunity and great responsibility. EMC recognizes that harnessing the positive potential of IT is critical to long-term environmental, societal, and economic prosperity. Our strategic focus on three of the most important drivers in IT is shaping the future far beyond the boundaries of our own business. Our leadership position in cloud computing is reducing costs, creating resource efficiencies, and improving resilience and agility in a dynamic world. Enabling Big Data solutions allows our customers to analyze vast quantities of data that inform smarter decisions and tackle problems previously considered intractable in health care, public service delivery, environmental sciences and more. Additionally, our focus on providing trusted solutions helps protect organizations, infrastructure, and individuals in a world where everything is interconnected.

We recognize that not all aspects of IT are inherently positive. As seen throughout this report, we are working diligently to mitigate the environmental impacts throughout the value chain. We also realize that an increasingly interconnected world can result in the creation of societal issues never before encountered. We understand that IT is only a tool, and that it is our responsibility to encourage its use in ways that protect and promote well-being.

FIGHTING FIRE WITH TECHNOLOGY SOLUTIONS

For the past three years, EMC has been using its best-in-class technologies to help address the dangers of bush fires in a community of nine million people in rural Australia. New South Wales, Australia is one of the world's most susceptible areas for bush fires and represents a fragile environment that is under grave threat from climate change. The New South Wales Rural Fire Service has benefitted greatly from EMC's data solutions, such as VPLEX® virtual storage and VNX® unified storage, to help combat the fires. These products have made the collection, analysis, and dissemination of critical information such as weather, traffic patterns, and up-to-date maps, more efficient and timely. As illustrated in this video, better IT solutions have helped the fire service streamline its operations and make it possible to help save lives.

BIG DATA TRANSFORMS BUSINESS



WATCH THE VIDEO: BIG DATA TRANSFORMS BUSINESS

READ THE EBOOK

To learn more, visit
www.EMC.com/BigData
twitter.com/emcbigdata
BigDataBlog.EMC.com

THE HUMAN FACE OF BIG DATA

WATCH THE VIDEO: THE HUMAN FACE OF POTENTIAL

VIEW THE INFOGRAPHIC

PROTECTING WOMEN IN INDIA WITH AN INNOVATIVE APP

The cases of crimes against women in India have increased at an alarming rate in recent years, and the Delhi rape case in 2013 raised many questions and concerns about the safety of women in India. With 672 members, The Women's Leadership Forum (WLF), an organization within EMC's India Center of Excellence (COE), decided to address this societal issue by developing an innovative technology called the ShieldMe App. The application can be activated by the user in situations of distress when no immediate help is available, using functions such as emergency contact lists, text messaging, GPS, and social media accounts to send out various types of SOS alerts. The app is compatible with Android and iOs systems and will be available in the EMC App Store in 2014. To learn more, see the video **"Shield Me"—An App designed for the security of women**.

SUPPORTING CLIMATE CHANGE RESEARCH IN ANTARCTICA

In December 2013, with the support of corporate sponsors including EMC, 19-year-old polar adventurer and environmental campaigner Parker Liautaud and his team started a 640-kilometer trek from the Ross Ice Shelf in Antarctica to the South Pole. Along the way, they conducted scientific research about the impacts of climate change using the expedition truck to transmit live video and data online—bringing the expedition into thousands of homes. EMC added to the live coverage by providing IT support and interactive data visualizations to bring the reality and impact of climate change to life for an online audience. To learn more, visit the **EMC DataLab** on the Willis Expedition website or watch the Parker Liautaud expedition videos on the **EMC TV Productions YouTube page**.

PROTECTING CHILDREN AGAINST CYBER BULLYING

Contributing positively to society sometimes means helping address the negative impacts of IT. In this regard, part of EMC's strategy aims to understand, prevent or mitigate these potential impacts. This includes "cyber bullying," which refers to threatening, harassing, or embarrassing a person using the Internet or other technologies, such as cell phones. Young people are often either the instigators or the victims and the psychological and emotional impact of cyber bullying is similar to real-life bullying. However, while real-life bullying often ends when school ends, in the case of cyber bullying, there is no escape.

In partnership with **Junior Achievement Ireland**, EMC's Ireland COE employees are volunteering as mentors and facilitators at Bishopstown Community School to help counter cyberbullying. In 2013, the students, with guidance from EMC mentors, developed a USB wristband called CyberSafe. Intended for children ages 10 to 18, it stores digital information to help address cyberbullying, including specific steps a student victim should take. Also included is guidance about using a smartphone or computer to take screenshots documenting cyber bullying, and then saving this evidence to the CyberSafe wristband.

Our hope is that the CyberSafe USB wristband will reduce the stigma associated with bullying issues and encourage increased reporting. The initiative was described by an Ireland COE employee as "by far the most innovative, practical, and useful product that I have seen developed" in his three-year involvement with the program.

ADDITIONAL INFORMATION

On the Willis Resilience Expedition, Parker Liautaud conducted scientific research on Antarctica to help us understand global climate change, and trekked to the South Pole in record time. Learn more about the expedition **here**.

CUSTOMER INFORMATION SECURITY & PRIVACY

The world's dependence on IT has brought with it increasing concern about information security and privacy. The continued evolution and increasing adoption of cloud computing and mobile technologies are revolutionizing how we manage and use digital information. While we have realized tremendous productivity gains and resource efficiencies through use of these technologies, they have created new complexities for organizations seeking to maintain the security and privacy of their people, data, and systems.

Cyber-attacks designed to steal proprietary information and disrupt operations and critical infrastructures are becoming increasingly sophisticated, requiring companies to rethink and redefine their security strategies for the new threat environment. RSA, the Security Division of EMC, is leading the organization and the industry to adopt a new approach known as Intelligence-Driven Security.

Traditional security practice sought to defend a well-defined organizational perimeter with preventative controls and tools (firewalls, anti-virus, intrusion detection systems, etc.) That approach has been rendered moot as the perimeter has been eroded by the dramatic adoption of cloud-based applications and mobile devices. Today's business and IT practices, coupled with a more dangerous threat landscape require organizations to shift security doctrine from trying to prevent network intrusions to being able to rapidly detect and effectively respond to these attacks before they result in business damage or loss. This new Intelligence-Driven Security Strategy provides organizations with the visibility, analysis, and actions that they need to effectively defend themselves from today's external or internal threats.

In 2013, we saw an increasing awareness of the need to migrate to an Intelligence-Driven Security strategy at all levels of customer organizations—from front-line security staff to the Board-level. The growing numbers of security breaches and corresponding costs to brand, customer loyalty, and revenue of those breaches brought digital risk to the forefront of any discussion of risk to the business. Through its extensive suite of products and services that support an Intelligence-Driven Security Strategy, EMC continues to be an industry leader in helping organizations build and maintain a trusted digital world.

EMC launched an initiative in 2013 to use blog posts and other media to share with customers how we work to ensure information security and privacy. To learn more about information security and privacy as it relates to other areas of our business, visit the Products and Operations detailed reports.

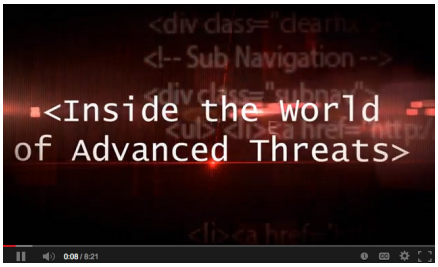
PROTECTING CUSTOMERS FROM CYBER ATTACKS

In 2013, we saw a continued expansion and commoditization of cyber attacks due to the growth of underground marketplaces for attack products and services, and a lower bar for the technological skill necessary to conduct an attack. Even Advanced Persistent Threat (APT) attacks, once the sole domain of nation-states that had the resources to conduct such sophisticated attacks, have moved down market so that they are within the reach of criminal organizations and terrorist groups.

ADDITIONAL INFORMATION

RSA INDUSTRY PERSPECTIVES—TRUST IN THE CLOUD

WATCH VIDEO: RSA'S ART COVIELLO ON THE SECURITY INDUSTRY AND EMERGING RISKS



WATCH VIDEO: RSA SECURITY ANALYTICS—AN ADVANCED APPROACH

WHITE PAPER: CRITICAL INCIDENT RESPONSE MATURITY JOURNEY

In response, EMC continued to build out its suite of Intelligence-Driven Security products and services through new launches, updates, and acquisitions. In January 2013, we launched RSA® Security Analytics, an innovative security monitoring platform designed to help organizations detect and stop advanced threats by leveraging the power of big data analytics. In July 2013, we acquired Aveksa to inject additional intelligence into our identity management systems. In October 2013, we launched our Critical Incident Response Solution (CIRS), bringing together the platform, products, and professional and educational services our customers need to accelerate the detection, investigation, remediation, and management of security incidents and vulnerabilities. To learn more about our approach, read our Critical Incident Response Maturity Journey white paper.

RSA's Anti-Fraud Command Center (AFCC) powers products and delivers services that help protect customers in the financial services, retail, and public services sectors, among others, from fraud and cybercrime. In 2013, the AFCC identified almost half a million phishing attacks, or almost one every minute, and saved customers an estimated $253 million dollars in losses from these attacks. RSA's FraudAction™ Research Labs analyzed and provided intelligence on over 15.5 million strains of malware in 2013.

CUSTOMER SECURITY MANAGEMENT OFFICE

Organizations have become increasingly dependent on information and technology to meet their business objectives. As a result of this dependency, information security has become a high priority and EMC customers across the globe, representing and including the world's largest corporations, financial institutions and government agencies, are increasingly concerned about the security preparedness of their vendors. As data protection and, more recently, privacy concerns, rise in importance, these companies must require their vendors to conform to numerous security standards, laws and regulations at the local, national and international levels.

EMC's Customer Security Management Office (CSMO), part of EMC's Global Security Organization, serves as an internal resource to help our sales teams and business units effectively respond to customers' security-related inquiries. This provides our customers with assurance and supports customers' trust that EMC interactions do not represent a risk to their security profile.

The CSMO promotes awareness of and compliance with EMC policies, providing guidance on good security practices relating to EMC policy through service offerings that include:

- Responding to customer security-related assessments, inquiries and RFPs
- Understanding and responding to information security-related regulatory and compliance provisions within contracts
- Working closely with EMC Legal counsel to advise EMC sales teams and business units on information security-related provisions commonly requested by EMC customers in definitive agreements; suggesting acceptable, alternative security-specific agreement language as needed to alleviate inadvertent risk to EMC
- Providing metrics and counsel to support and inform management prioritization of initiatives to address customer security, employee security awareness and training, and governance, risk and compliance efforts

The EMC Product Security Response Center also proactively alerts customers when security issues with our products arise. 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 about product security, visit the Our Products detailed report.

EMC also takes secure product development very seriously. Through our Product Security Office, we promote secure product development throughout the company via a set of security requirements integrated into a product security standard. We apply this standard through requirements, design, development, documentation, testing, readiness, and vulnerability response, minimizing the risk of susceptibilities in our products. To learn more about EMC's approach to product security, visit emc.com/security.

EMC's security strategy also manages risk across the full supply chain, including credentialing, supplier management, secure product development lifecycle, the protection of intellectual property, and our support and service delivery capabilities. We are accelerating the rollout of security controls across our supply chain to mitigate the risk of counterfeit or malicious components. This program complements our existing controls for secure product development, and helps ensure we deliver trustworthy products to our customers. To learn more, visit Supply Chain.

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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