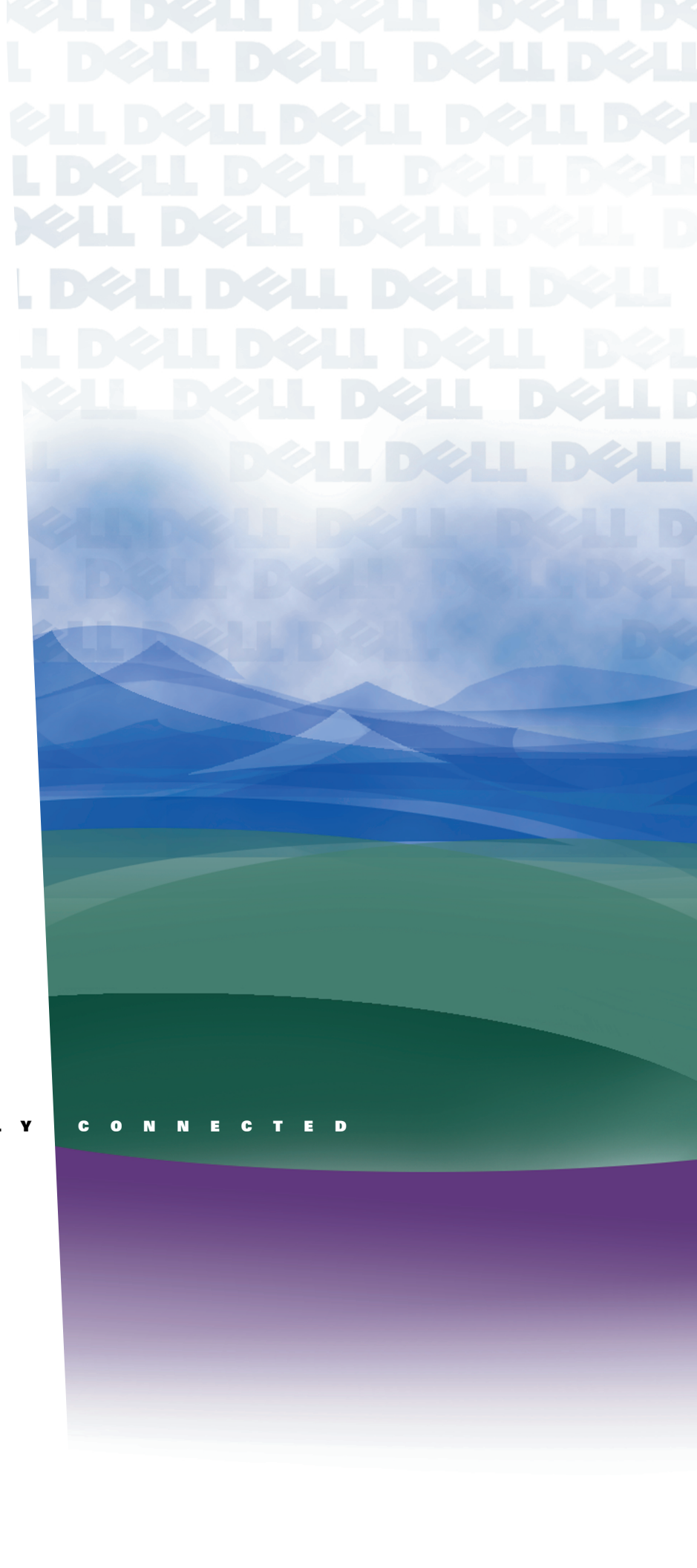


Dell  
Environmental  
Progress  
Report

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D I R E C T L Y C O N N E C T E D



In Memory of Nicole Patschke

For more information on environmental programs at Dell, please write to:

Dell Computer Corporation  
One Dell Way  
Round Rock, Texas 78682  
U.S.A.

Attention: Worldwide Environmental Affairs

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## Letter From the Chairman

Corporations, like individuals, make choices that affect our world. Dell and its employees have chosen to minimize impacts on the environment while continuing to grow as a company. This is no easy task, but one that Dell has embraced wholeheartedly. Dell has made significant strides in environmental programs and stewardship in the past year. Our manufacturing operations have received numerous awards for recycling and solid waste reduction, including the Keep Austin Beautiful President's Award. Dell achieved a 75 percent recycling and reuse rate for all its manufacturing sites around the world in 1998. This year, our Limerick, Ireland, manufacturing facilities were the first Dell facilities to achieve ISO 14001 certification of their environmental management system. Dell has continued to introduce computer products that meet stringent requirements for environmental efficiency and design according to the German Blue Angel and Swedish TCO '95 and TCO '99 eco-labels. Environmentally responsible leasing through Dell Financial Services received recognition from the United States EPA Waste Wise program, and we continue to strengthen our environmental protection partnerships with the EPA's ENERGY STAR<sup>®</sup> and Climate Wise programs.

This 1999-2000 Environmental Progress Report tells the story of these and other successes. At Dell, we are proud of our accomplishments and are dedicated to finding better ways to protect and preserve our environment. Because our management team recognizes that environmental responsibility also makes good business sense, our environmental programs will expand as Dell continues to grow.

Michael S. Dell  
Chairman of the Board  
Chief Executive Officer

## Corporate Profile

Dell Computer Corporation, with headquarters in Round Rock, Texas, near Austin, is the world's leading direct computer systems company. Company revenue for the four quarters ending July 31, 1999 totaled \$21.7 billion.

In 1999, Dell became the No. 2 and fastest growing company among all major computer systems companies worldwide, with more than 29,000 employees around the globe. In the United States, Dell is a leading supplier of computer systems to business customers, government agencies, educational institutions, and consumers.

The company was founded in 1984 on a simple concept: By selling personal computer systems directly to customers, Dell can best understand its customers' needs and provide the most effective computing solutions to meet those needs. Today, Dell is enhancing and broadening the fundamental competitive advantages of the direct model by increasingly applying the efficiencies of the Internet to its entire business.

Through its direct business model, Dell offers a range of products and services, including one-to-one relationships with corporate and institutional customers; telephone and Internet purchasing; customized computer systems; phone and online technical support; and next-day, on-site product service.

Nearly two-thirds of Dell's sales are to large corporations, government agencies, and educational institutions. Dell's home and small business segment continues to grow at multiples of the market, establishing Dell as a leader in that market.

The Dell™ line of high-performance computer systems includes Dimension™ and OptiPlex™ desktop computers, Latitude™ and Inspiron™ portable computers, PowerEdge™ network servers, Dell Precision™ WorkStation products and PowerVault™ storage products.

Dell computers are manufactured one at a time, as ordered, at facilities in Austin, Texas; Nashville, Tennessee; Porto Alegre, Brazil; Limerick, Ireland; Penang, Malaysia; and Xiamen, China.

### Employees Worldwide

(fiscal year-end, approximate)

Jan. 29, 1995

6,400

Jan. 28, 1996

8,400

Feb. 2, 1997

10,350

Feb. 1, 1998

16,200

Jan. 29, 1999

24,400



## Dell Americas

Headquarters: Round Rock, Texas  
Manufacturing facilities: Austin, Texas;  
Nashville, Tennessee; Porto Alegre, Brazil  
Operating subsidiaries:  
North York, Ontario, Canada  
Santiago, Chile  
Monterrey and Mexico City, Mexico  
Bogota, Colombia

## Dell Asia Pacific, Dell Japan

Headquarters: Hong Kong; Kawasaki, Japan  
Manufacturing facilities: Penang, Malaysia;  
Xiamen, China  
Asia Pacific operating subsidiaries:  
Sydney, Australia  
Beijing, Guangzhou, Shanghai, and Xiamen,  
China  
Bangalore, India  
Kuala Lumpur and Penang, Malaysia  
Auckland, New Zealand  
Singapore  
Taipei, Taiwan  
Bangkok, Thailand  
Seoul, South Korea

## Dell Europe, Middle East, Africa

Headquarters: Bracknell, England  
Manufacturing facilities: Limerick, Ireland  
Operating subsidiaries:  
Klosterneuburg, Austria  
Asse-Zellik, Belgium  
Prague, Czech Republic  
Horsholm, Denmark  
Helsinki, Finland  
Montpellier and Puteaux la Defense, France  
Langen, Germany  
Bray and Limerick, Ireland  
Milan, Italy  
Amsterdam, the Netherlands  
Lysaker, Norway  
Warsaw, Poland  
Johannesburg, South Africa  
Madrid, Spain  
Upplands Vasby, Sweden  
Geneva, Switzerland  
Dubai, United Arab Emirates  
Bracknell, U.K.

## Dell's Environmental Policy

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

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

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

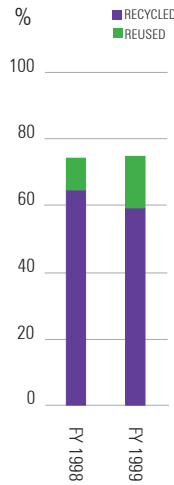
## Resource Conservation

Dell is committed to reducing nonhazardous waste produced in its facilities and has created programs and processes to support this commitment. These programs and processes significantly benefit the environment while reducing waste disposal costs and generating revenue.

### R3 — Reduce, Reuse, Recycle

Through Dell's Reduce, Reuse, Recycle (R3) program, all Dell manufacturing facilities have permanent recycling operations that have resulted in significant waste reductions. These sites collect more than 20 different materials including cardboard, office paper, plastics, metals, and pallets. Dell offices around the world are implementing their own office recycling operations to reduce paper waste. In 1998, these R3 efforts increased global recycling and reuse by 14,667 metric tons over the previous year, diverting more than 75 percent of nonhazardous solid wastes from landfills.

In the past year, Dell began a concerted effort to identify many new opportunities to reduce waste and save money for the company. For instance, tens of thousands of wooden pallets move in and out of Dell's manufacturing process each month, and for some time, Dell's Metric 12 plant in Austin has maintained a closed-loop pallet recycling program with a local pallet supplier. Dell employees set up a core team to identify areas where pallets were not being recycled and established a program to capture them for reuse. Dell also created a program to capture and return plastic filler parts to suppliers for reuse. Without this program, which saves Dell more than \$100,000 per year, thousands of pieces of plastic would have gone to local landfills each year.



### Worldwide R3 Rate

Percentage of waste from worldwide operations that is diverted from landfill or incineration.

In early 1999, Dell began a process to pilot a highly durable and reusable plastic container for shipping components to the Metric 12 manufacturing facility. After delivery and use, the boxes are collapsed and transported directly back to the supplier for reuse. This packaging will eventually replace cardboard supplier boxes and will save Dell and suppliers money while reducing consumption of cardboard.

Using information gathered from successful R3 programs started in the Americas region, environmental and facilities managers from Austin are working closely with other Dell regions to find similar ways to reduce the company's solid waste stream worldwide. For example, in 1998 a vendor box reuse program was implemented in the Limerick manufacturing facilities, and recycling programs are being established in Kawasaki, Japan, and at the Bray, Ireland, call center in 1999.

The Americas R3 program continues to receive recognition for its environmental excellence by local and state organizations including Keep Austin Beautiful, the Austin Corporate Recycling Council, the Recycling Coalition of Texas, and the Texas Natural Resource Conservation Commission.

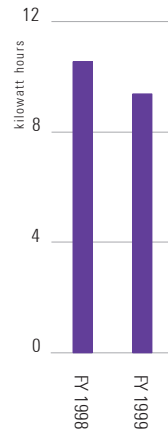


Larry Brown, center, Vice President of Worldwide Process Technology and Quality, and Ricky Ramos, right center, Worldwide Environmental Affairs, accepting the 1999 Keep Austin Beautiful President's Award on behalf of Dell.

## Saving Energy and Reducing Emissions

Dell's manufacturing efficiencies mean that more computers can be made in a shorter period of time, thus reducing the amount of energy required to run assembly lines. As a partner with the United States Environmental Protection Agency (U.S. EPA) in the ENERGY STAR® Buildings Program, Dell continues its efforts to reduce energy use in all facilities worldwide. In the Limerick, Ireland, manufacturing facilities, implementation of a factory-wide energy-saving lighting and heating system resulted in a commendation from the Irish Power Supply Utility in 1997 and continues to produce significant savings. In the last 18 months, the amount of electricity consumed to produce each computer has been reduced from 11 kilowatt-hours (KWh) to 9 KWh per unit. In Dell's Americas facilities alone, estimated 1998 energy savings were over 13 million Kbtu, saving the company more than \$1.7 million. Dell worldwide energy efficiency programs effected an estimated 5,900-ton reduction in greenhouse gas emissions in 1998.

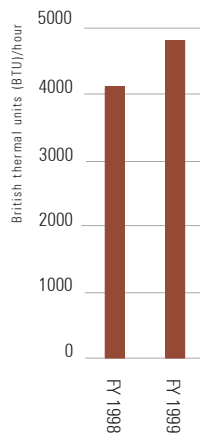
In Bracknell, England, at Dell's new European headquarters, the company is using extra insulation and weatherization as well as low-power lighting and boilers to construct its new facility. The company is also installing Intelligent Building Management Systems that learn building usage patterns to deliver energy only when needed. The supply, source, and content of office equipment and materials are carefully investigated for energy efficiency, environmental soundness, and



### Electric Consumption

(per production unit)

Electricity use in worldwide production has decreased even as units produced have increased, due to efficiencies in Dell's build-to-order assembly process and energy-saving measures.



### Natural Gas Consumption

(per production unit)

Dell's Limerick, Ireland, facilities use natural gas for heating. The opening of a second plant in Limerick increased natural gas consumption in FY 99.



Round Rock 8 office building, Texas

recyclability. The buildings have already been awarded the Building Research Establishment Environmental Assessment Method (BREEAM) Award for their design and lack of negative environmental impact.

The newest office building at Dell's corporate headquarters in Texas was also designed with environmental features, including raised flooring and efficient lighting to reduce energy consumption. As a standard, the company installs energy-efficient lighting and motion sensors as well as variable-frequency drives in cooling towers in Dell's Austin-area buildings to minimize electricity use. Lights and air conditioners in the manufacturing facilities are powered down during nonuse through a programmable control system. Dell also requires its office equipment to be energy efficient.

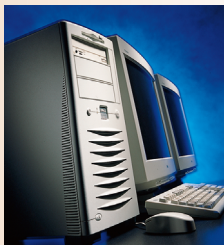
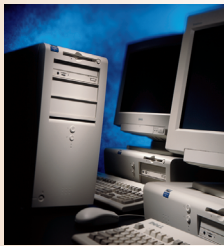
## Product Stewardship

Computers are commonplace in our global society. As the number and power of computer products in use continue to grow, Dell's emphasis on energy consumption and other environmental issues such as longevity and disposal of products grows as well.

### Product Design

Dell designs its products and packaging to minimize environmental impact through energy efficiency, upgradability, recyclability, and reduced paper use.

The OptiFrame™ chassis, introduced on Earth Day 1996, is a modular and upgradable design first used in OptiPlex desktop products. The chassis consists of an internal metal frame with a plastic shell and is 100 percent recyclable. The chassis was



Dell desktop computers, workstations, and servers comply with the following principles of recyclable design:

- Avoidance of nonseparable connections, such as gluing and welding, between different materials
- Avoidance of coatings and composite structure materials
- Use of as few different materials as possible
- Design for ease of disassembly with parts that snap apart and few screws
- Marking plastics with identification to facilitate recycling



Dell offers the ENERGY STAR® label on all desktop, portable, and monitor product lines. Dell has been an ENERGY STAR® Partner since 1993.

designed to lengthen the useful life of the computers by making them easy and convenient to service and upgrade, potentially reducing the frequency of disposal in landfills. The OptiFrame has been recognized by the industrial design community for its innovative design and ease of serviceability. The Chicago Athenaeum: Museum of Architecture and Design selected the OptiFrame chassis for inclusion in the Good Design 1998 exhibition and the museum's permanent design collection. Today, this environmentally sound design has been introduced in all nonportable Dell-branded computer products.

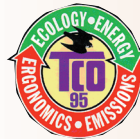
Component consistency and a modular chassis are features of Dell systems that make refurbishing and reclaiming parts easy. Dell designs computers that can be reused or recycled, lessening their impact on the environment.

In 1993 Dell began offering energy-efficient ENERGY STAR® products in an effort to protect the environment and provide energy-saving products to its customers. Today, Dell-branded desktop and portable computers and Dell-branded monitors meet stringent criteria for low energy consumption during idle periods by providing a sleep mode that automatically shuts down the computer during periods of nonuse. Dell also works with suppliers to develop components that improve energy efficiency in Dell products.



In 1998 and early 1999 Dell worked closely with other industry leaders and the U.S. EPA to develop new ENERGY STAR® computer specifications that will further increase energy savings in computer products. In Europe, Dell is involved with industry groups such as EUROBIT in an effort to develop an ENERGY STAR-based program in European Union countries. Through international agreements, the ENERGY STAR® logo is becoming a global indicator of energy-efficient office equipment.

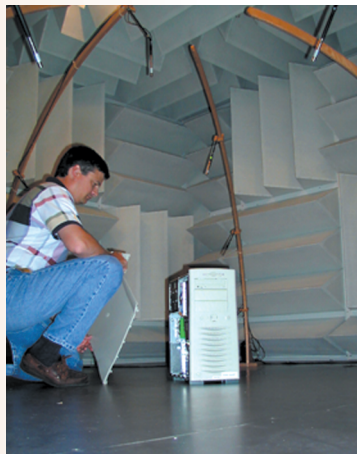
To meet global environmental requirements, Dell has developed an internationally recognized in-home test lab that ensures Dell-branded products meet stringent energy, acoustical, and ergonomic standards.



All Dell OptiPlex desktop models and most Dell-branded monitors meet internationally respected voluntary environmental certifications such as Germany's Blue Angel and Sweden's TCO '95 and '99. These labels focus on features such as recyclable design, energy efficiency, product takeback, ergonomics, emissions, and avoidance of hazardous materials. By participating in these voluntary programs, Dell is attempting to exceed basic compliance with environmental regulatory requirements to better meet the needs of its customers and the environment.

Acoustics, energy, and visual ergonomics tests are conducted in Dell's internationally certified state-of-the-art facility.

It is the only lab in the United States to receive Swedac accreditation and was the third U.S. Department of Commerce NIST/NVLAP-certified test facility in the United States for ISO 7779. It is also the only lab in the United States to be accredited to the ECMA 74 acoustic standard by NVLAP.



## Packaging

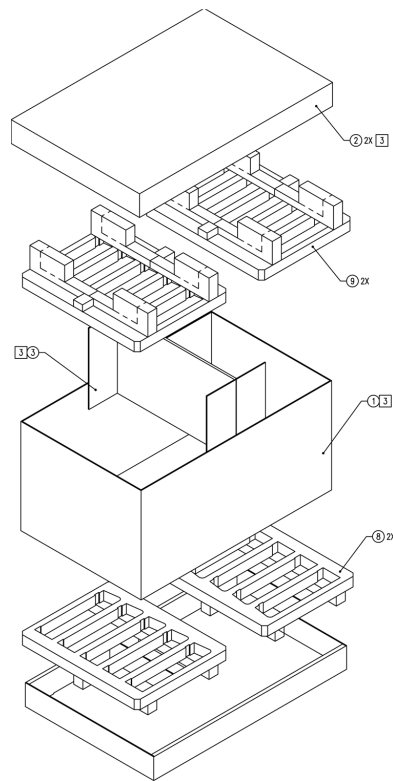
Computers are sophisticated and precise products that require maximum protection from dropping, shaking, and temperature variations that can occur during shipping and handling. A continual challenge to Dell's packaging designers is to reduce the packaging material burden on our customers and the environment without sacrificing product safety, reliability, and quality. Dell's product packaging consists of recyclable corrugated cardboard, foam inserts, and plastic wrap. Dell packaging is free of heavy metals, halogenated polymers, and ozone-depleting substances. To facilitate recycling, packaging is clearly marked with the recycling emblem and plastics are marked according to DIN 6120.

Dell works directly with large customers to obtain feedback on packaging design and disposal issues. As a result, Dell recently introduced a "Multi-Pack" shipping container for European customers who require the shipment of computers to a single location. The Multi-Pack eliminates the need for individually boxed computer systems and monitors—reducing the amount of cardboard, foam, and user manuals shipped to the customer. Recent design changes to Dell's OptiPlex desktop and Precision WorkStation packaging are projected to reduce corrugated cardboard consumption by as much as 2,200 tons in the coming year.

Dell also minimizes paper shipped with each product by offering electronic system information and user documentation on the product's hard-disk drive and via the Internet. This ongoing effort substantially reduces the amount of paper stock Dell uses each year. All Dell paper documentation for computers sold in Europe and the Americas is printed on recycled-content, chlorine-free paper. All Dell technical information update sheets and small documents are printed on 100-percent post-consumer-content paper.

## Supply Chain Management

In keeping with the company's direct business philosophy, Dell develops cooperative relationships with key suppliers to ensure that its computer systems meet strict environmental criteria for chassis material, components, packaging, and manufacturing processes. Dell recently surveyed its top 30 suppliers to assess their environmental performance. This data will be used to enhance product performance in accordance with the environmental specifications of Dell customers. Dell also provides its suppliers an Environmental Design Guide to ensure that components meet European eco-labeling criteria and environmental regulations worldwide.



The Multi-Pack accommodates ten OptiPlex L chassis systems. The outer box contains 73-percent-recycled corrugated cardboard, and the system protection material is low-density polyethylene, which is fully recyclable. Each Multi-Pack saves 49 pounds of corrugated cardboard over stand-alone boxes.

## End-of-Life Management

With the increasing cost of disposing of obsolete computer equipment, end-of-life issues are both financial and environmental considerations for many businesses and individuals. Dell provides a range of services that benefit customers beyond the point of sale and assist them in addressing these challenges while furthering Dell's commitment to help conserve natural resources.

Large corporate customers can take advantage of the asset recovery programs offered by Dell Financial Services (DFS). Asset recovery provides worry-free inventory management of obsolete systems to customers in the United States and 13 European countries. By subscribing to these services, customers are ensured safe computer disassembly and recycling of nonfunctional or obsolete technology. When equipment has additional useful life and positive market values, Dell reimburses its customers for the value of the technology. Customers often combine these services to "clear out" electronic waste and begin cost-controlled computer replacement projects.

Dell has established takeback programs in Germany, Sweden, Norway, and the Netherlands that offer environmentally efficient disposal of Dell-manufactured computer equipment. The returned systems are reused, recycled, or disposed of, as appropriate, in accordance with local environmental guidelines. Dell also participates in a government-run, fee-based takeback program in Taiwan for products sold in that market.



Dell offers leasing options through DFS that reduce the burden of disposing of obsolete equipment. DFS customers have the option to return their systems at the end of the lease, and Dell re-markets many of these products in secondary sales, extending their life and keeping them out of landfills. The U.S. EPA Waste Wise program has recognized leasing with DFS as an innovative way to reduce waste and extend producer responsibility. For consumers interested in refurbished systems, Dell offers previously owned computer systems through the Dell Factory Outlet on the Internet and through a factory outlet store in Austin.

Dell is the first computer company to offer an Internet auction site for used computer equipment, making it easier to sell old systems and give them new life. This is just one more example of Dell's efforts to maximize the useful life of computer equipment.

## Environmental Management

To identify the environmental impacts of Dell products and processes and to set achievable targets for improving performance, Dell is implementing environmental management systems (EMSs) at facilities in Austin, Texas; Limerick, Ireland; Penang, Malaysia; and Kawasaki, Japan.

Much of the EMS structure is already in place at both European and Americas manufacturing facilities in the form of waste reduction and emissions control programs. Dell also has in place ISO 9002-certified quality management systems that provide the framework for the EMS. Core teams and EMS auditor training programs have been established at all manufacturing sites to ensure participation in and commitment to the environmental program.

### ISO 14001

The Limerick, Ireland, manufacturing operations became the first Dell facilities to achieve third-party certification to the ISO 14001 environmental management system standard. Dell intends to achieve third-party certification to the ISO 14001 standard at all manufacturing sites worldwide. ISO 14001 is fast becoming a market requirement in many parts of the world.



Dell's Kawasaki, Japan, ISO 14001 program logo

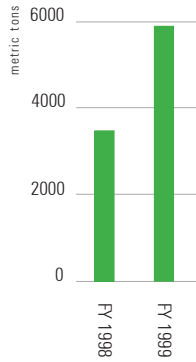


Dell's European manufacturing facilities in Limerick, Ireland, became the first Dell site to receive ISO 14001 certification.

## Environmental Releases

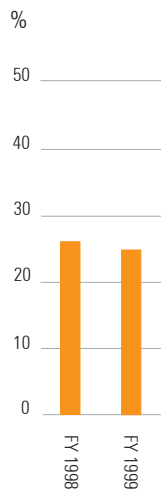
Dell's build-to-order manufacturing approach is an inherently clean and efficient process. Computer systems are built only after they are ordered by a customer. The assembly process itself uses no water and emits no CFCs, HCFCs, toxins, or hazardous wastes into the air or water.

Through its work with the U.S. EPA Climate Wise program, Dell has identified 38 opportunities for environmental improvement, 25 of which were completed or under way in 1998. These initiatives are being implemented globally at Dell, as are benchmarking studies to monitor energy use and emissions.



### Greenhouse Gas Reduction Equivalent

Estimated reductions are calculated using a U.S. EPA formula and are based on Dell's recycling and energy saving programs.



### Waste to Landfill

Expanded reusable packaging programs with Dell suppliers resulted in a decrease in solid waste going to landfill or incineration.

## Environmental Compliance

Dell's policy is to abide by all environmental regulations of the host countries in which it operates. Dell manufacturing worldwide complies with the Montreal Protocol on ozone-depleting substances.

A key goal in Europe is to work with the European Union member countries to ensure that Dell continues to meet and exceed new environmental directives.

In 1998 Dell opened a server manufacturing facility on its 500-acre manufacturing campus located in Austin's preferred growth corridor. Dell worked cooperatively with city officials to avoid development in the environmentally sensitive Edwards Aquifer Recharge area. The Nature Conservancy of Texas recognized this "smart growth" effort by awarding Dell its 1999 Conservation Leadership Award.



## Stakeholder Involvement

Dell sponsors and participates in numerous programs to increase environmental awareness both inside and outside the company.

### Dell in the Community

Dell's business and environmental successes are regularly shared with schools, neighborhoods, and nonprofit environmental organizations. In 1998 and 1999, Dell co-sponsored various environmental activities, including a photo exhibit by the Japan Wildlife Conservation Society, an interactive science exhibit in Austin, Earth Day celebrations, and The Nature Conservancy of Texas' annual awards luncheon.

One of Dell's most successful environmental sponsorships is the STAR3 (Schools That Actively Reduce, Reuse, and Recycle) program. Created in 1995, the program provides paper and aluminum can recycling services as well as environmental education and awareness at nine schools in the Austin area. The STAR3 schools, Dell, and the surrounding communities all benefit from this partnership by recycling significant portions of the schools' and communities' waste stream and reducing the overall amount of waste going to local landfills. In addition to recycling, the STAR3 program provides ongoing support for waste reduction, reuse, and environmental education. In 1998 Dell



became an "Austin Partner in Education," establishing a consistent and sustained relationship between Dell and the STAR3 schools.

### Employee Awareness and Education

Dell encourages its employees to be environmentally responsible at work and at home. All employees worldwide have easy access to environmental information and to Dell's environmental policy and commitments via the company's intranet.



Children from Dell's school recycling program created artwork with an environmental message to adorn reusable mugs sold in company cafeterias.

## Partnerships for the Environment

Protecting and preserving the environment is everyone's responsibility. Dell partners with government, industry, and citizen-based organizations in a cooperative process to find ways to collectively improve the environmental performance of both the company and community.

- Dell and the Alliance for Environmental Innovation are working together to provide and promote environmentally preferable computing solutions to Dell customers. At the conclusion of the project, the Dell-Alliance Task Force will publish a public report. The Alliance for Environmental Innovation is a project of the Environmental Defense Fund (EDF) and The Pew Charitable Trusts. The Alliance works cooperatively with leading companies on environmental issues in the design, manufacture, use, and disposal of consumer products to create environmental improvement and business benefit.
- This year, Dell joined the HDP Users Group International, a telecommunications and computer industry organization that is looking for new ways to design and build high technology equipment to meet international environmental requirements.



HRH The Prince of Wales, right, discusses environmental issues with David Staggs, center, Director of Dell's Worldwide Regulatory Compliance and Environmental Affairs, and Lucian Turk, left, Manager of Dell Environmental Affairs.



A wildlife exhibit was one of the programs held at the Dell Education Tent on Earth Day in Austin.

- For the past two years, representatives from Dell's environmental group have participated in a sustainable development seminar in Salzburg, Austria. This seminar is part of HRH The Prince of Wales's Business and the Environment Programme, which is developed by the University of Cambridge Programme for Industry. This annual event brings together senior business executives, public sector representatives, and leaders of nongovernmental organizations from around the world to construct a business case for sustainable development.
- Dell continues its partnership with the U.S. EPA through programs such as ENERGY STAR® Office Equipment, ENERGY STAR® Buildings, Climate Wise, and Waste Wise.
- Dell's headquarters are located in central Texas, a region known for its beauty and environmental sensitivity. Dell employees share the concerns of the community and financially support 66 EarthShare of Texas environmental organizations through an annual company fund-raising campaign. In 1998, Austin-area Dell employees donated more than \$240,000 to support environmental causes, a 100 percent increase over the preceding year. Earth Share of Texas recognized these employees as "heroes of the 1998 workplace." Dell's fund-raising efforts became the first \$100,000-plus private-sector campaign in the seven-year history of Earth Share of Texas.



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