SOCIAL IMPACT

Investor Conference Call
Wednesday, July 29, 2020
10:00 am CT / 11:00 am ET
SPECIAL NOTE ON FORWARD LOOKING STATEMENTS

Statements in this material that relate to future results and events are forward-looking statements and are based on Dell Technologies' current expectations. In some cases, you can identify these statements by such forward-looking words as “anticipate,” “believe,” “could,” “estimate,” “expect,” “intend,” “confidence,” “may,” “plan,” “potential,” “should,” “will” and “would,” or similar expressions. Actual results and events in future periods may differ materially from those expressed or implied by these forward-looking statements because of a number of risks, uncertainties and other factors, including those discussed in Dell Technologies’ periodic reports filed with the Securities and Exchange Commission. Dell Technologies assumes no obligation to update its forward-looking statements.
Speakers

CHRISTINE FRASER
Chief Responsibility Officer

BRIAN REAVES
Chief Diversity & Inclusion Officer

ROB WILLIAMS
Senior Vice President of Investor Relations
We create technologies that drive human progress
Creating a truly inclusive culture at Dell Technologies

Providing ongoing community support to solve racial inequalities

Improving access to technology, education, and economic opportunity for all
2030 goal development: Internally and externally informed

- All-employee survey
- 80 executive leaders

Ceres
SustainAbility
pwc
MERCER
# 2030 Operational Plan

Success is rooted in driving ownership and accountability across various levels of the organization.

<table>
<thead>
<tr>
<th>GOAL OWNER</th>
<th>BUSINESS UNIT COUNCIL</th>
<th>GOVERNING BODY COUNCIL</th>
<th>PROJECT MANAGERS</th>
<th>EXECUTIVE LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>EXECUTIVE LEADERSHIP</td>
</tr>
<tr>
<td></td>
<td><strong>ADVANCING SUSTAINABILITY</strong></td>
<td><strong>CULTIVATING INCLUSION</strong></td>
<td><strong>TRANSFORMING LIVES</strong></td>
<td><strong>UPHOLDING ETHICS &amp; PRIVACY</strong></td>
</tr>
<tr>
<td></td>
<td>Circular economy</td>
<td>Attracting our future workforce</td>
<td>Leverageing technology portfolio to solve complex social issues</td>
<td>Commitment to transparency</td>
</tr>
<tr>
<td></td>
<td>Protecting our planet</td>
<td>Developing and retaining an empowered culture</td>
<td>Bring people into the digital economy</td>
<td>Inspire passion for integrity with our employees</td>
</tr>
<tr>
<td></td>
<td>Championing our people</td>
<td>Scaling for maximum impact</td>
<td>Partnership to address society’s most pressing challenges</td>
<td>Scale for impact</td>
</tr>
<tr>
<td></td>
<td><strong>P&amp;O Sustainability Council</strong></td>
<td><strong>Diversity Action Council</strong></td>
<td><strong>Regional Giving Councils (LATAM, NA, APJ, EMEA)</strong></td>
<td><strong>Privacy: Global Privacy Steering Committee</strong></td>
</tr>
<tr>
<td></td>
<td><strong>CE Interlock CSR</strong></td>
<td></td>
<td><strong>Vertical Alliances and Office of the CTO</strong></td>
<td><strong>Ethics: Global Compliance Forum</strong></td>
</tr>
<tr>
<td></td>
<td>Return Programs Executive Steering Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Global Sustainability Council</strong></td>
<td><strong>Global Diversity Council</strong></td>
<td><strong>Global Giving Council</strong></td>
<td><strong>Enterprise Risk Steering Committee</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Ethics &amp; Privacy 2030 PMO</strong></td>
</tr>
<tr>
<td></td>
<td><strong>CSR 2030 Sustainability PMO</strong></td>
<td><strong>D&amp;I 2030 PMO</strong></td>
<td><strong>CSR 2030 Giving PMO</strong></td>
<td></td>
</tr>
</tbody>
</table>

**EXECUTIVE LEADERSHIP**

---

**Dell Technologies**
ADVANCING SUSTAINABILITY

CULTIVATING INCLUSION

TRANSFORMING LIVES

UPHOLDING ETHICS & PRIVACY
2030 MOONSHOT GOALS

ADVANCING SUSTAINABILITY
For every product a customer buys, we will reuse or recycle an equivalent product, and 100% of packaging and +50% our product content will be made from recycled or renewable material.

CULTIVATING INCLUSION
50% of our global workforce and 40% of our global people leaders will identify as women.

TRANSFORMING LIVES
Advance health, education and economic opportunity initiatives to deliver enduring results for 1 billion people.

UPHOLDING ETHICS & PRIVACY
Fully automate our data control processes, making it easier for our customers to control their personal data.
### MOONSHOT

By 2030, for every product a customer buys, we will reuse or recycle an equivalent product

### BASELINE

In FY20, we collected 9.1% of products sold vs. recovered

### METHODOLOGY

Based on our take back program est. in 1996, we measure the amount of material we recover by weight. Currently, we’re working to shift from a weight to unit measurement

### OTHER GOALS

- Reduce Scopes 1 and 2 greenhouse gas emissions by 50%
- Source 75% of electricity from renewable sources across all Dell Facilities
- Reduce energy intensity of product portfolio by 80%
- Partner with suppliers to meet greenhouse gas emissions reduction target of 60%/unit revenue
Circular Material Innovations

- **Plastics from water bottles and CD cases**
- **Plastics from recycled computers**
- **Reclaimed carbon fiber from aerospace industry waste**
- **Plastics from windshields**
- **Rare earth magnets from ESG hard drives**
- **Ocean-bound Plastics from coastal areas**

- **Desktops and monitors**
  - 2008
- **Laptop bases/backs**
  - 2015
- **Waterproof coating for backpacks and bags**
  - 2019
- **Hard drives for laptops**
  - 2019
- **Laptop packaging cushions and trays**
  - 2017 & 2020

**Plastics from windshields**

**Laptop bases/backs**

**Waterproof coating for backpacks and bags**

**Hard drives for laptops**

**Laptop packaging cushions and trays**

**Plastics from windshields**

**Laptop bases/backs**

**Waterproof coating for backpacks and bags**

**Hard drives for laptops**

**Laptop packaging cushions and trays**

**Plastics from windshields**

**Laptop bases/backs**

**Waterproof coating for backpacks and bags**

**Hard drives for laptops**

**Laptop packaging cushions and trays**
<table>
<thead>
<tr>
<th>MOONSHOT</th>
<th>BASELINE</th>
<th>METHODOLOGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>With our technology and scale, we will advance health, education and economic opportunity initiatives to deliver enduring results for 1B people</td>
<td>Approximately 47M people reached (cumulative)</td>
<td>Based on the total # of individuals reached directly/indirectly via Dell Technologies programs i.e. strategic giving and social innovation</td>
</tr>
</tbody>
</table>

**OTHER GOALS**

50% of people empowered by our social and education initiatives will be underrepresented groups

Use expertise and technology to help 1,000 nonprofit partners digitally transform to better serve their constituents

75% of employees will participate in giving or volunteer opportunities in their communities each year
All for Progress x Our Communities

Virtual volunteering and giving opportunities mobilizing support for COVID-19 response aligned to our goal of transforming the lives of 1 billion people by 2030.

**HEALTH**
Support those organizations focused on the mental and physical wellbeing of people in our communities.

**EDUCATION**
Support those providing young people with access to technology, skills and career opportunities.

**ECONOMIC OPPORTUNITY**
Support local economies through mentoring, networking and access to technology.
Learn digital skills in our Solar Learning Labs to compete in the 21st century for 17,000+ underrepresented students in underserved areas.
Ethics and customer data privacy is foundational to everything we do

Continue our enduring commitment to transparency

Ignite and inspire passion for integrity in all our employees

Drive a high standard of responsibility in our partner ecosystem
### MOONSHOT

By 2030, we will **fully automate our data control processes**, making it easier for our customers to control their personal data.

### BASELINE

FY20 was focused on **design and proof of concept**.

### METHODOLOGY

Annual updates will be shared on MyAccount privacy feature development.

New features will streamline customer’s access to their personal data and will allow them to designate preferences.

### OTHER GOALS

- 100% of our employees will demonstrate their commitment to our values criteria.
- 100% of the direct partners we do business with will demonstrate their commitment to our values.
<table>
<thead>
<tr>
<th>MOONSHOT</th>
<th>BASELINE</th>
<th>METHODOLOGY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>50%</strong> of our global workforce and <strong>40%</strong> of our global people leaders will be women</td>
<td><strong>31%</strong> of our global workforce and <strong>24%</strong> of global people leaders are women</td>
<td>Applies to our global workforce</td>
</tr>
<tr>
<td><strong>31%</strong> of our global workforce and <strong>24%</strong> of global people leaders are women</td>
<td></td>
<td>Scope includes % of individuals who voluntarily self-identify as female and is rounded off to nearest whole number</td>
</tr>
<tr>
<td><strong>25%</strong> of U.S. workforce and <strong>15%</strong> of U.S. people leaders will be black and Hispanic minorities</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>50%</strong> of employees will participate in resource groups to drive social impact</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>95%</strong> of employees will participate in annual foundational learning on key topics such as unconscious bias, harassment, microaggression and privilege</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>50%</strong> of people empowered by our social and education initiatives will be underrepresented groups</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Scaling for maximum impact

Developing stronger ties with customer alliances, and both internal and external stakeholders
Our Board

- Technology industry experience
- CEO experience
- Public company board experience
- Financial literacy
- Operational experience
- International experience

MICHAEL DELL
Founder, Chairman & CEO, Dell Technologies

DAVE DORMAN
Founder, Centerview and Former Chairman & CEO, AT&T

EGON DURBAN
Co-CEO, Silver Lake

WILLIAM GREEN
Former Chairman & CEO, Accenture

ELLEN KULLMAN
Former Chair & CEO, DuPont

SIMON PATTERSON
Managing Director, Silver Lake

LYNN VOJVODICH
Former EVP & Chief Marketing Officer, Salesforce

Independent
Governance Enhancements

Evolving governance practices and shareholder engagement program following return to public markets

- Declassified Board
- Majority independent Board
- Aligned economic interests of all share classes
- Established Nominating and Governance Committee
- Ellen Kullman exclusively elected by the Class C shareholders at the 2020 annual meeting
- Terminated certain consent rights held by Michael Dell and Silver Lake
- Equity program changes to enhance the alignment of executives and stockholder’s interests

Contacted holders representing more than 60% of our Class C shares and engaged with nearly 50% around both the 2019 and 2020 meetings
QUESTIONS?

FY20 Diversity & Inclusion Report
FY20 Progress Made Real Report