



**Fiscal 2002 in Review**





## Operating Results

in millions, except per-share data

Fiscal Year Ended	Feb. 1, 2002	Feb. 2, 2001	Change
Net revenue	\$ 31,168	\$ 31,888	(2.3%)
Gross margin	\$ 5,507	\$ 6,443	(14.5%)
Operating income	\$ 2,271	\$ 2,768	(18.0%)
Net income	\$ 1,780	\$ 2,310	(22.9%)
Income per common share			
Basic	\$ 0.68	\$ 0.89	(23.6%)
Diluted	\$ 0.65	\$ 0.84	(22.6%)
Weighted average shares			
Basic	2,602	2,582	
Diluted	2,726	2,746	
Working capital	\$ 358	\$ 2,948	
Total assets	\$ 13,535	\$ 13,670	
Long-term debt	\$ 520	\$ 509	
Total stockholders' equity	\$ 4,694	\$ 5,622	

Feb. 1, 2002, and Feb. 2, 2001, data exclude charges related to job reductions, facilities consolidation, impairment of assets and the cumulative effect of an accounting change.

# DELL

## ■ To our customers, stockholders, partners and colleagues:

Dell's fiscal 2002 was unlike any year in our history. Demand for computer systems and services declined for the first time in many years amid global economic weakness. To manage our costs and appropriately size our work force in changing conditions, we made the difficult, but necessary, decision to carry out our first job reductions.

A challenging year turned tragic on Sept. 11. The senseless acts of that day affected all of us in profound ways—many of our customers and their families directly. In response to the devastation, the people of Dell pulled together to comfort and reassure ourselves and others. We also did what we do best professionally, redoubling our efforts to understand and efficiently meet the urgent computing needs of our customers, including relief agencies, in Washington, D.C., and New York City.



**Michael Dell** Chairman of the Board and Chief Executive Officer

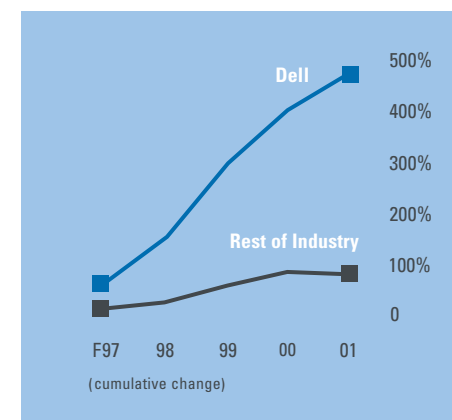
President and Chief Operating Officer **Kevin Rollins**

Despite the year's challenges, there were several constants in how we went about our work, and what we accomplished as a result. Dell's sharp customer focus again helped us expand our business with existing customers and earn the confidence of others for the first time. Direct relationships with customers, colleagues, partners and others remain fundamental to who we are, and to the speed and value with which we deliver the latest relevant information technology. We became the world's preferred provider of computer systems on a full-year basis.

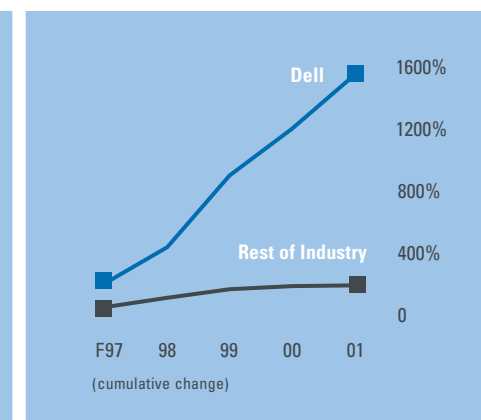
Dell's product shipments last year rose 15 percent as industry volume dropped 5 percent. Our industry-leading growth occurred even as we stabilized, then began to improve, our operating profitability. Further expanding our operating profit over time is a primary and attainable objective for us.

During fiscal 2002, the advantages of the way we do business—to customers and, in turn, Dell and other stakeholders—were shown in more sharp contrast than ever. By profitably winning business in the midst of industry softness, we positioned ourselves exceptionally well for global economic improvement and increased demand for information technology. And our ability to retain customers is noteworthy. For example, more than 90 percent of U.S. corporate customers new to Dell in calendar 1999 are still with us, and most have dramatically increased their relative spending with the company.

That's important, because we believe the pent-up demand for more expansive computer applications and faster, more powerful systems is significant. Many corporate and

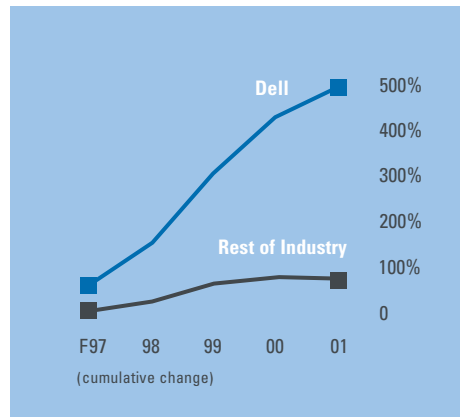


**Worldwide Growth in Overall System Shipments**

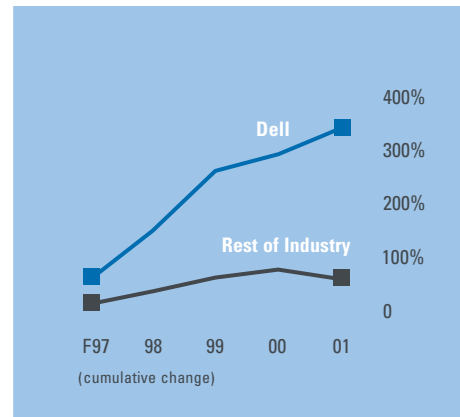


**Worldwide Growth in Server System Shipments**

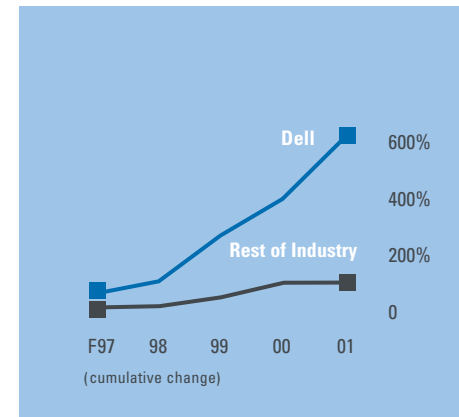




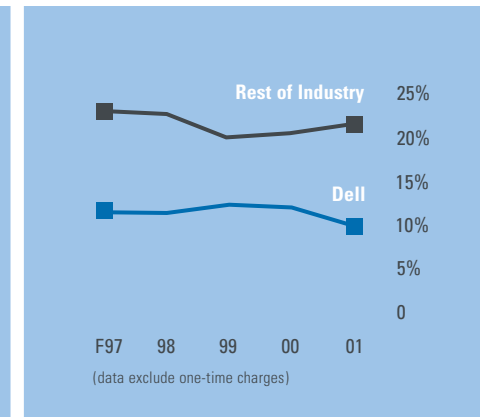
**U.S. Growth in Overall System Shipments**



**Europe, Middle East and Africa Growth in Overall System Shipments**



**Asia-Pacific and Japan Growth in Overall System Shipments**



**Operating Expenses as Percent of Revenue**

institutional customers describe major long-term plans for increased investment in networks of servers and storage products. Analysts estimate that 150 million notebook and desktop computers are more than three years old, and that 300 million computers cannot run Microsoft's Windows XP operating system.

In fiscal 2002, we had tremendous success in three areas of strategic emphasis: enhancing operating efficiencies to deliver greater customer value, winning in high-growth products and services, and expanding our business in key geographic markets.

Dell's full-year operating expenses as a percent of revenue were a company-record low, and less than one-half those of our nearest competitor. By the end of the year, our inventory as a percent of revenue was our best ever, and represented a lean four days of supply. Our attention to controlling operating expenses remains relentless, and we intend to fulfill the tremendous opportunity for additional efficiency.

Customer demand for our PowerEdge servers jumped 27 percent last year. Without Dell, industry server volumes fell 3 percent. We became the leading server supplier in the United States. In countries where our presence is less developed, many new customers are choosing Dell first for servers and storage products, then for personal computers and workstations. And customers last year selected Dell Precision workstations, already the best-selling such products worldwide, in still-larger numbers.

Dell sold nearly twice as much storage capacity than in fiscal 2001—more than 57,000 terabytes. By year-end, almost one-half of our storage revenue was from external storage systems. During the year we entered a strategic alliance with EMC that increases our presence in this rapidly growing product category. The alliance includes a co-branded line of enterprise storage systems for storage area networks and high-capacity network-attached storage installations. We also introduced PowerConnect network switches in the U.S., with which customers capitalize on the performance, reliability and value of standards-based switch technology, including high-speed gigabit Ethernet.

Customer engagements by Dell Technology Consulting, which trades on our extensive knowledge in designing, testing, validating, tuning and implementing information-technology installations, more than doubled in the past year. We are continuing to broaden our professional services in response to customer requirements, both by adding new Dell capabilities and partnering with additional best-in-class providers. Today, such partnerships give Dell customers a single point of accountability for 50,000 field technicians in 170 countries, in addition to 6,700 Dell service people.

More and more customers are choosing Dell for enterprise products—based on Windows operating systems and Linux—for one-to-one relationships, built-to-order systems, custom services, exceptional value and leading support. An independent ranking named Dell best in U.S. customer satisfaction for servers for 16 of the past 17 quarters.

A new survey by industry analysts showed that the trend in customer preference for industry-standard server and storage technology continues uninterrupted. By a 10-to-1 ratio, U.S. customers said disadvantages in using standards-based products for midrange to high-end computing have been overcome, or will be soon. Analysts reported that organizations migrating to standards-based products earliest realize benefits of low cost, simplicity and the highest levels of return on investment—all Dell strengths.

Our shipment growth far exceeded industry averages in every product category and geographic market. Company volumes in Japan and Germany were up sharply despite industry declines, and Dell significantly outpaced rapid overall growth in China.



**Mort Topfer**

Mort Topfer, Dell's former vice chairman and a trusted leader, mentor and colleague, retired from a management role at the company at the end of fiscal 2002.

Mort's skills and dedication to excellence helped transform Dell into one of the world's most disciplined and respected companies. His experience and insight helped us meet a range of critical challenges, including our 1994 re-entry to the notebook-computer market, establishment of operations in Asia-Pacific and the launch of [www.dell.com](http://www.dell.com).

A champion of quality and the customer, Mort insisted that we consider how to benefit customers at every turn. At the

same time, his strategic thinking and guidance have been significant in Dell's creation of superior shareholder value.

In January, we acknowledged Mort's lasting contributions and influence by designating a manufacturing facility in Austin, Texas, the Morton L. Topfer Manufacturing Center. This first-time company action was appropriate for a man who played a vital role in many Dell "firsts." We will further gain from Mort's wisdom and counsel as he continues as a member of the company's board of directors.

— Michael and Kevin

All are critical markets for the company. Shipments by our profitable consumer business increased 39 percent year-over-year. In the fourth quarter, which includes the holiday shopping period, Dell was America's favorite home-computer supplier for the first time.

Importantly, our achievements in fiscal 2002 were earned credibly and with integrity. That fact doesn't merit extra recognition from Dell stakeholders, and shouldn't. You've always expected us to conduct our business honestly, long before the rise and fall of dot-com companies and recent stunning corporate bankruptcies. Our accomplishments and extraordinary potential are rooted in the highest standards of conduct. We will never accept anything less of ourselves.

Our growth over 18 years has been remarkable, but our interest is in Dell's boundless future. While the company's share of selected market segments approaches 40 percent, our revenue last year represented only 3 percent of a combined \$950 billion in global information-technology spending. That broader market includes enterprise servers and storage products, software, peripherals, data networking, services and distribution, all of which hold vast opportunity.

We've shown time and again that our direct model is applicable to new products and in new places. Dell's fastest growth has consistently been in newer markets where our presence is smallest, giving us immense confidence as we introduce additional products and services.

But, as always, our greatest source of optimism lies with customers. Because as technology has evolved, customer preference for direct relationships, standards-based systems and services, and a superior experience has grown and proven relevant in all economic cycles. Dell's dedication to these principles continues to benefit customers first. And that approach will persist as the basis for all we do.

A handwritten signature in blue ink that reads "Michael S. Dell".

**Michael S. Dell** Chairman of the Board and Chief Executive Officer

A handwritten signature in blue ink that reads "Kevin B. Rollins".

**Kevin B. Rollins** President and Chief Operating Officer

April 2002

# We make enterprise computing

## ■ Large and Global Businesses

Computing needs vary among big businesses. Canon Inc. uses Dell Precision workstations in the research and development of its imaging products. Lego Co. relies on Dell notebook and desktop computers to help link global operations. Some companies require just a few dozen customized notebooks; others need hundreds of clustered servers.

Dell account teams and personalized Premier Dell.com Web pages provide thousands of large corporations, many of them on a global scale, with easy access to PowerEdge servers, PowerVault and Dell | EMC storage products, OptiPlex desktop computers, Dell Precision

workstations and Latitude notebook computers. Complementing the range of products and strengthening customer performance is an extensive suite of Dell services, such as two-hour on-site support for critical server systems.

Each day customers tell us what they require to get results: Standards-based products built to order. Delivered when needed, regardless of quantity, around the world. Global pricing. Dedicated teams accountable for selling, installing and servicing systems. Reliability. And, most of all, value. Dell exceeds these expectations with customized products and unparalleled ease of doing business.



simple





**customized**

## **products and services as unique as our customers**

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### **Education and Health Care**

Customization is key to serving the diverse and complex needs of health-care and educational institutions. When schools required flexibility in where students could use computers for learning, Dell designed a portable notebook cart that wirelessly connects an entire classroom to the Internet. When a major university research department needed a specialized server cluster—an installation of high-performance computing systems—to analyze how proteins interacted with a new medicine, Dell delivered.

Hospitals and medical clinics have distinct needs. Dell server and storage systems are at the heart of networks that safely store and manage massive amounts of patient

records, and custom-configured Dell Precision workstations combined with flat-panel monitors are used in diagnosing patients and during surgical procedures. Direct relationships provide Dell with unique and valuable insight that is used to offer customers better service and value. In health care the cycle helps save our customers time and money, and enables them to give higher levels of patient care.

Dell teams develop, build and supply the customized products and services that thousands of school systems and hundreds of health-care customers want and need, and do so with reliability and unmatched price for performance.

## Customers rely on a single point of

**accountability**

### ■ Government

The simplicity of doing business with Dell extends into all areas of government, including deployment of the latest wireless notebook technology to Pentagon-based U.S. armed forces, and devising specially packaged server and storage installations capable of being delivered to military bases in remote, rugged locations. You'll also find Dell systems in U.S. embassies around the world.

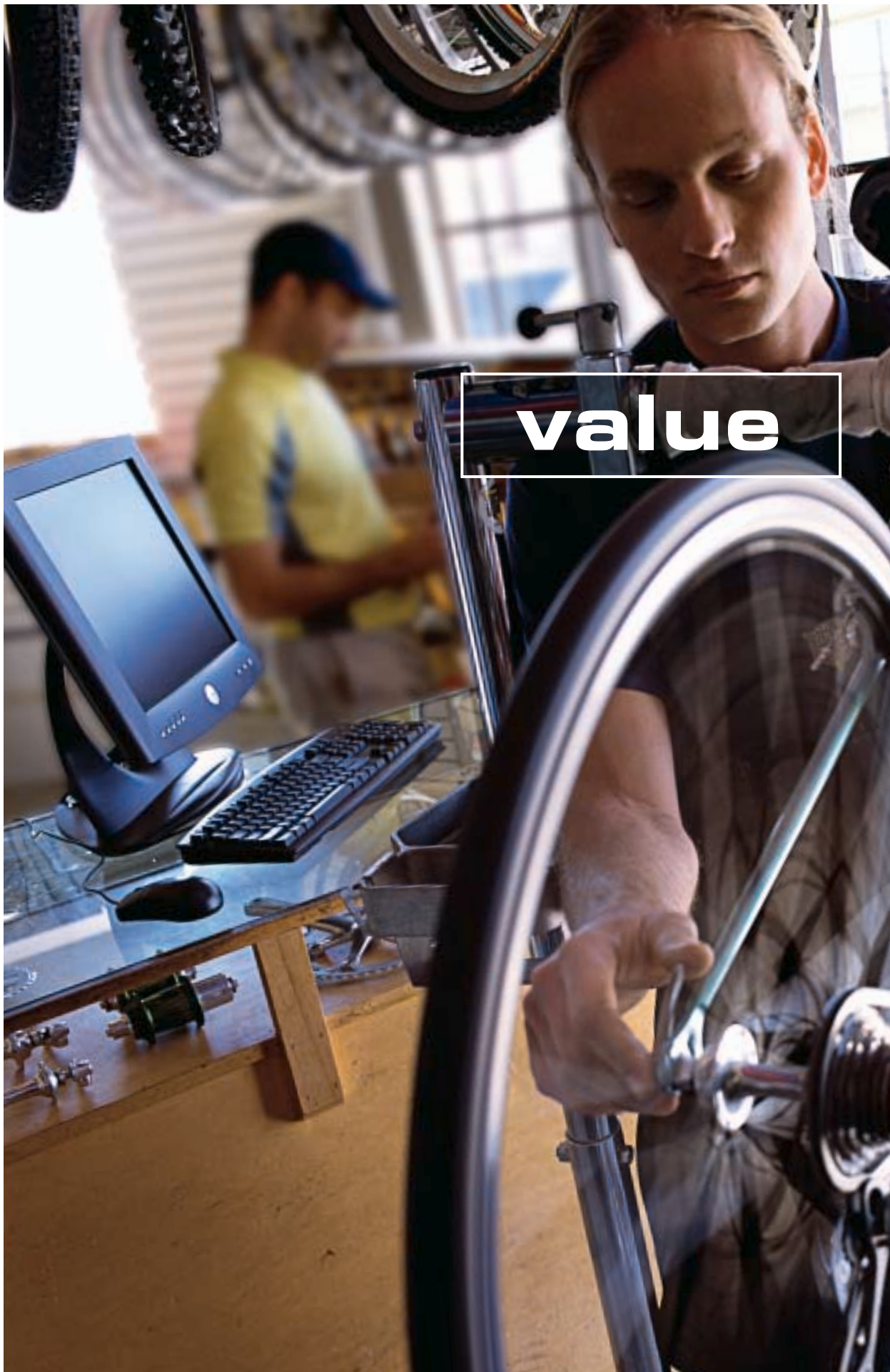
Dedicated Dell teams are accountable to more than 30,000 customers in U.S. federal civilian, defense and intelligence agencies, and state and local governments across the country. Government customers

are increasingly choosing Dell for their information technology needs because we listen and deliver exceptional value.

Government offices and agencies, which are always pursuing higher reliability from and lower costs for information technology, have long been at the forefront of the ongoing trend toward industry-standard computing platforms. Dell is helping drive the transition by efficiently delivering PowerEdge servers, PowerVault and Dell | EMC storage products, and OptiPlex desktop and Latitude notebook computers incorporating relevant, standards-based technology, all customized for specific needs on a global basis.







**value**

## **brings customers back time and again**

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### **Small Businesses**

Successfully serving small businesses means directly providing customers what they need when they need it, at a great value, and with a single point of accountability for service and support. Dell does that daily for tens of thousands of smaller businesses, helping build high-performance information-technology and Internet infrastructures that make them more competitive, more profitable and better able to serve their customers.

Worldwide, Dell products are found in operations ranging from auto body shops to banks, cafés to car rental companies, florists to furniture stores. Newly introduced PowerConnect switches extend the efficient capabilities of Dell's direct business model

to a new product category, and enable customers to capitalize on standards-based switch technology, including high-speed gigabit Ethernet. A growing number of customers use PowerConnect products to network their PowerEdge servers, and PowerVault and Dell | EMC storage products, Dell Precision workstations, and OptiPlex desktop and Latitude notebook computers.

Large and growing numbers of small businesses are choosing Dell for cost-effective, efficient access to the same information-technology tools available to the largest corporations.



## We know a thing or two about

### ■ Consumers

Superior performance at great prices drives fast-growing consumer preference for Dell products and services. Inspiron notebook and Dimension desktop computers are at the center of productivity and entertainment in homes worldwide, increasingly as essential elements of wireless home-computing networks. Dell systems are favored by consumers ranging from independent film-makers using industry-standard editing technology, to those accessing the World Wide Web, managing personal finances and playing the most advanced games.

Dell's direct relationships with consumers enable the company to build computer systems based on individual specifications.

One-to-one relationships with millions of home customers worldwide give Dell an exceptional view to emerging trends, and put us squarely at the front of changes in consumer demand.

There are no intermediaries predicting what people will buy—Dell and its partners know as purchases are made in real time. As a result, we make it easy to shop for, buy and own the latest computing products and services, including software, printers, digital cameras and thousands of other peripheral products. And because we're uniquely able to control costs and pass savings to consumers, they get outstanding price for performance.



performance



**1 Dell Precision** workstations deliver the performance to run highly complex applications such as three-dimensional computer-aided design, digital content creation, software development and financial/economic modeling.

**2 OptiPlex** desktop computers are developed for corporate and institutional customers who need highly reliable, compatible systems within networked environments.

**Inspiron** notebook and **Dimension** desktop computers are designed primarily for individuals and small and medium businesses requiring high-performance computing.

**3 PowerEdge** servers offer users reliability, performance and scalability comparable to proprietary systems, with standards-based technology that is more affordable and easier to deploy.

**4 PowerVault** storage and **Dell | EMC** storage products are designed to drive high-end storage features into standards-based computing environments.

**5 Latitude** notebook computers meet the wide-ranging needs of businesses with performance and mobility, including wireless capability.

**6 PowerConnect** switches are standards-based network switches that allow companies to connect computers and servers, particularly in small- to medium-sized businesses.

**Dell Premier Services** enhance the customer experience by delivering advanced Premier Enterprise Services for business customers with mission-critical computing environments, the Dell Solution Center for consumers and much more.



## Operating Results

in millions, except per-share data

Fiscal year ended	Feb. 1, 2002	Feb. 2, 2001	Jan. 28, 2000	Jan. 29, 1999	Feb. 1, 1998
Net revenue	\$ 31,168	\$ 31,888	\$ 25,265	\$ 18,243	\$ 12,327
Gross margin	\$ 5,507	\$ 6,443	\$ 5,218	\$ 4,106	\$ 2,722
Net income	\$ 1,780	\$ 2,310	\$ 1,860	\$ 1,460	\$ 944
Income per common share					
Basic	\$ 0.68	\$ 0.89	\$ 0.73	\$ 0.58	\$ 0.36
Diluted	\$ 0.65	\$ 0.84	\$ 0.68	\$ 0.53	\$ 0.32
Operating income	\$ 2,271	\$ 2,768	\$ 2,457	\$ 2,046	\$ 1,316

## Percent of Net Revenue

Fiscal year ended	Feb. 1, 2002	Feb. 2, 2001	Jan. 28, 2000	Jan. 29, 1999	Feb. 1, 1998
Operating income	7.3%	8.7%	9.7%	11.2%	10.7%
Net income	5.7%	7.2%	7.4%	8.0%	7.7%
Income tax rate	28.0%	30.0%	29.7%	30.0%	31.0%
Net revenue, by region					
Americas	70%	72%	71%	68%	69%
Europe, Middle East, Africa	21%	20%	22%	26%	24%
Asia-Pacific and Japan	9%	8%	7%	6%	7%
System net revenue, by product line					
Desktops	53%	53%	58%	64%	71%
Enterprise	19%	18%	17%	13%	9%
Portables	28%	29%	25%	23%	20%

Feb. 1, 2002, and Feb. 2, 2001, data exclude charges related to job reductions, facilities consolidation, impairment of assets and the cumulative effect of an accounting change. Jan. 28, 2000, data exclude a charge for purchased in-process research and development. Share and per-share information has been restated to reflect 2-for-1 splits of the common stock in July 1997, March and September 1998, and March 1999. Certain prior-year amounts have been reclassified to conform to the fiscal 2002 presentation. System net revenue, by product line, includes worldwide service revenue.

## Financial Position

in millions

Fiscal year ended	Feb. 1, 2002	Feb. 2, 2001	Jan. 28, 2000	Jan. 29, 1999	Feb. 1, 1998
Total current assets	\$ 7,877	\$ 9,726	\$ 7,770	\$ 5,896	\$ 3,469
Property, plant and equipment, net	\$ 826	\$ 996	\$ 765	\$ 523	\$ 342
Working capital	\$ 358	\$ 2,948	\$ 2,489	\$ 2,112	\$ 758
Total assets	\$ 13,535	\$ 13,670	\$ 11,560	\$ 6,966	\$ 4,282
Total current liabilities	\$ 7,519	\$ 6,778	\$ 5,281	\$ 3,784	\$ 2,711
Long-term debt	\$ 520	\$ 509	\$ 508	\$ 512	\$ 17
Stockholders' equity	\$ 4,694	\$ 5,622	\$ 5,308	\$ 2,321	\$ 1,293
Total liabilities and stockholders' equity	\$ 13,535	\$ 13,670	\$ 11,560	\$ 6,966	\$ 4,282

## Key Ratios

Fiscal year ended	Feb. 1, 2002	Feb. 2, 2001	Jan. 28, 2000	Jan. 29, 1999	Feb. 1, 1998
Current ratio	1.05	1.44	1.47	1.56	1.28
Quick ratio	.87	1.23	1.28	1.26	1.07
Days of supply in inventory	4	5	6	6	7
Days of sales in accounts receivable	29	32	34	36	36
Days in accounts payable	69	58	58	54	51

## Other Data

Fiscal year ended	Feb. 1, 2002	Feb. 2, 2001	Jan. 28, 2000	Jan. 29, 1999	Feb. 1, 1998
Employees (year-end)	34,600	40,000	36,500	24,400	16,200
Average total revenue per unit	\$ 1,700	\$ 2,050	\$ 2,250	\$ 2,350	\$ 2,600
Shares issued and outstanding (year-end, in millions)	2,602	2,601	2,575	2,543	2,574
Weighted average shares outstanding (in millions)					
Basic	2,602	2,582	2,536	2,531	2,631
Diluted	2,726	2,746	2,728	2,772	2,952
Closing stock price (NASDAQ: DELL)	\$ 26.80	\$ 25.19	\$ 37.25	\$ 50.00	\$ 12.43
Market capitalization (in millions)	\$ 69,734	\$ 65,563	\$ 95,928	\$ 127,150	\$ 31,995



## Senior Officers

### Michael S. Dell

Chairman of the Board  
and Chief Executive Officer

### Kevin B. Rollins

President  
and Chief Operating Officer

### Elizabeth Heller Allen

Vice President  
Corporate Communications

### William J. Amelio

Senior Vice President  
Asia-Pacific and Japan

### Paul D. Bell

Senior Vice President  
Europe, Middle East and Africa

### Jeffrey W. Clarke

Vice President  
Relationship Product Group

### Martin J. Garvin

Vice President  
Worldwide Procurement

### Michael A. George

Vice President  
Corporate Strategy and  
Chief Marketing Officer

### Thomas B. Green

Senior Vice President  
Law and Administration  
and Secretary

### Randy D. Groves

Vice President  
Enterprise Systems Group

### John S. Hamlin

Vice President  
U.S. Consumer Business

### Russell L. Holt

Vice President  
Enterprise Systems Group

### Joseph A. Marengi

Senior Vice President  
Americas

### Paul D. McKinnon

Senior Vice President  
Human Resources

### John K. Medica

Vice President  
Client Product Group

### Randall D. Mott

Senior Vice President  
and Chief Information Officer

### Glenn E. Neland

Vice President  
Worldwide Procurement

### Louise O'Brien

Vice President  
Corporate Business Development

### Rosendo G. Parra

Senior Vice President  
Americas

### James M. Schneider

Senior Vice President  
and Chief Financial Officer

### Lynn A. Tyson

Vice President  
Investor Relations

### James T. Vanderslice

Vice Chairman

### Thurmond B. Woodard

Vice President  
Global Diversity

## Investor Data

Dell's common stock is traded on The Nasdaq  
National Market under the symbol "DELL."

The company's stock was initially offered to  
the public on June 22, 1988, at \$8.50 per share.  
Following is a roster of subsequent stock splits:

April 1992	3-for-2
October 1995	2-for-1
December 1996	2-for-1
July 1997	2-for-1
March 1998	2-for-1
September 1998	2-for-1
March 1999	2-for-1

Example: One hundred shares of Dell  
stock at the IPO was equal to 9,600  
shares at the end of fiscal 2002.

One hundred dollars invested in Dell at the  
IPO price was worth \$28,300 at the close  
of the last fiscal year, Feb. 1, 2002.

Extensive investor information, including  
Dell's Fiscal 2002 in Review and SEC filings,  
can be found on the World Wide Web at  
[www.dell.com/investor](http://www.dell.com/investor).

### Independent Accountants

PriceWaterhouseCoopers LLP  
Austin, Texas

For printed copies of the annual report on  
Form 10-K (without exhibits) for fiscal-year  
2002, or other investor data, contact:

Investor Relations  
Dell  
One Dell Way  
Round Rock, TX 78682-2222  
512-728-7800  
[Investor\\_Relations\\_Fulfillment@dell.com](mailto:Investor_Relations_Fulfillment@dell.com)  
[www.dell.com/investor](http://www.dell.com/investor)

The company's 2002 annual shareholders  
meeting will be held at 9 a.m. on Thursday,  
July 18, at the Austin Convention Center,  
500 E. Cesar Chavez St., Austin, Texas.

Information about stock certificates, changing  
an address, consolidating accounts, transferring  
ownership or other stock matters can be  
obtained from:

American Stock Transfer  
and Trust Company  
40 Wall St., 46th Floor  
New York, NY 10005  
[www.amstock.com](http://www.amstock.com)  
800-937-5449

## Board of Directors

### Michael S. Dell

Chairman of the Board  
and Chief Executive Officer

### Donald J. Carty

Chairman of the Board  
President and  
Chief Executive Officer  
AMR Corporation  
and American Airlines Inc.  
*Committee: Audit*

### William H. Gray III

President  
and Chief Executive Officer  
United Negro College Fund  
*Audit, Nominating*

### Michael H. Jordan

Former Chairman of the Board  
and Chief Executive Officer  
CBS Corporation  
*Compensation, Finance*

### Judy C. Lewent

Executive Vice President  
and Chief Financial Officer  
Merck & Co. Inc.  
*Finance*

### Thomas W. Luce III

Of Counsel  
Hughes & Luce LLP  
*Audit*

### Klaus S. Luft

Owner and President  
MATCH – Market Access  
for Technology Services GmbH  
and Vice Chairman/  
International Advisor  
Goldman Sachs Europe Limited  
*Finance*

### Alex J. Mandl

Principal  
ASM Investments LLC  
*Finance*

### Michael A. Miles

Special Limited Partner  
Forstmann Little & Co., and  
Former Chairman of the Board  
and Chief Executive Officer  
Philip Morris Companies Inc.  
*Compensation, Nominating*

### Samuel A. Nunn

Former U.S. Senator  
and Current Senior Partner  
King & Spalding  
*Audit, Nominating*

### Morton L. Topfer

Former Vice Chairman  
Dell  
and Managing Director  
Castletop Capital  
*Finance*

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Statements in this report that relate to future results and events are based on the company's current expectations. Actual results in future periods may differ materially from those currently expected or desired because of a number of risks and uncertainties, including the level of demand for personal computers; the intensity of competition; currency fluctuations; the cost of certain key components; and the company's ability to effectively manage product transitions and material availability, and to effectively manage its operating expenses. Additional discussion of these and other factors affecting the company's business and prospects is contained in the company's periodic filings with the Securities and Exchange Commission.

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## Regional Headquarters

### Americas

Dell Computer Corporation  
One Dell Way  
Round Rock, TX 78682  
512-338-4400  
800-289-3355  
Fax: 512-283-6161

### Europe, Middle East and Africa

Dell Computer Corporation  
Dell Campus  
Bracknell, Berkshire  
United Kingdom RG12 1FA  
44-1344-860-456  
Fax: 44-1344-373-138

### Asia-Pacific

Dell Computer Asia Pte. Ltd.  
180 Clemenceau Avenue  
#06-01 Haw Par Center  
Singapore 239922  
65-6335-3388  
Fax: 65-6335-3380

### Japan

Dell Computer K.K.  
Solid Square East Tower 20F  
580 Horikawa-cho, Saiwai-ku  
Kawasaki, Kanagawa 212-8589  
Japan  
81-44-556-4300  
Fax: 81-44-556-3205

### Manufacturing Centers

Dell manufactures its computer systems in six locations: Austin, Texas, and Nashville, Tenn., United States; Eldorado do Sul, Brazil; Limerick, Ireland; Penang, Malaysia; and Xiamen, China.



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## Dell and Diversity

Diversity is integral to Dell. Our direct model, implemented in an environment absent barriers, fosters creativity and results on behalf of customers. Dell promotes transparent opportunities for all of our employees, customers, partners and other stakeholders, and works to ensure that all have the opportunity to benefit from Dell's success.

This past year, the company launched Dell TechKnow, a national training program that teaches "at risk" middle-school students to take apart a computer, understand how it works and put it back together; students then get to keep their computers with one year of free Internet access. Dell also is contributing \$2.3 million in equipment, systems and discounts over three years to the United Negro College Fund's capital campaign. In Central Texas, Dell has committed more than \$325,000 for computers and volunteers to support the Austin Area Urban League. Together, Dell and the Urban League have helped more than 2,500 people in Central Texas receive technology training and job-readiness skills over the last three years.

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## Dell and the Community

Dell volunteers dedicated thousands of hours and personally donated millions of dollars to organizations such as the American Red Cross, Second Harvest, Capital Area Food Bank, March of Dimes, Juvenile Diabetes Research Foundation and Milford Hospice. Following the tragic events of Sept. 11, Dell and its employees contributed \$3.5 million to relief efforts. During the year-end holidays, the company donated more than 34,000 pounds of food—feeding more than 7,000 families—and \$50,000 worth of office equipment to more than 37 nonprofit organizations. Dell continued its support of the "E-quipping Youth" student program through funding focused on health and human services, education and literacy, and technology access.

In Central Texas, Dell supported traditions such as the Martin Luther King celebration, the annual "Trail of Lights" holiday display, and arts programs such as the ballet and MEXICARTE Museum. Dell continued its partnership with the Round Rock Express baseball club by providing free tickets to local students in recognition of academic achievement. In Middle Tennessee, Dell supported the PENCIL Foundation and the "E-Schools" project, and launched the Dell Student Technology Leaders program in partnership with Vanderbilt University and Lipscomb University.

Dell was named Corporate Philanthropic Program of the Year by the Association of Fundraising Professionals in Middle Tennessee, and received a KPMG Exemplar Award for commitment to the community. More information about Dell's community activities can be found in "About Dell" at [www.dell.com](http://www.dell.com).

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## Dell and the Environment

Dell continues to be a steward of the environment through programs that help ensure our operations are environmentally sound. Dell's "Design for the Environment" process integrates environmental responsibility in all stages of product design and development. Product end-of-life programs continued to grow last year through DellExchange, an online process for trading, auctioning or donating used personal computers. For more information on these and Dell's other environmental activities, visit [www.dell.com/environment](http://www.dell.com/environment).





**[www.dell.com](http://www.dell.com)**

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