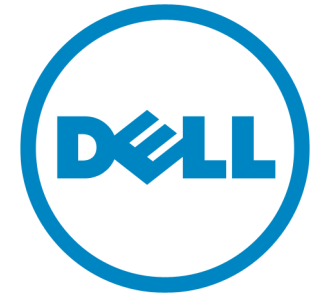

Innovation and Venturing at Dell



Ventures

Dell's transformation will require innovation in multiple areas to be successful

Dell Then

The **HARDWARE COMPANY** that redefined value and expanded access to computing products

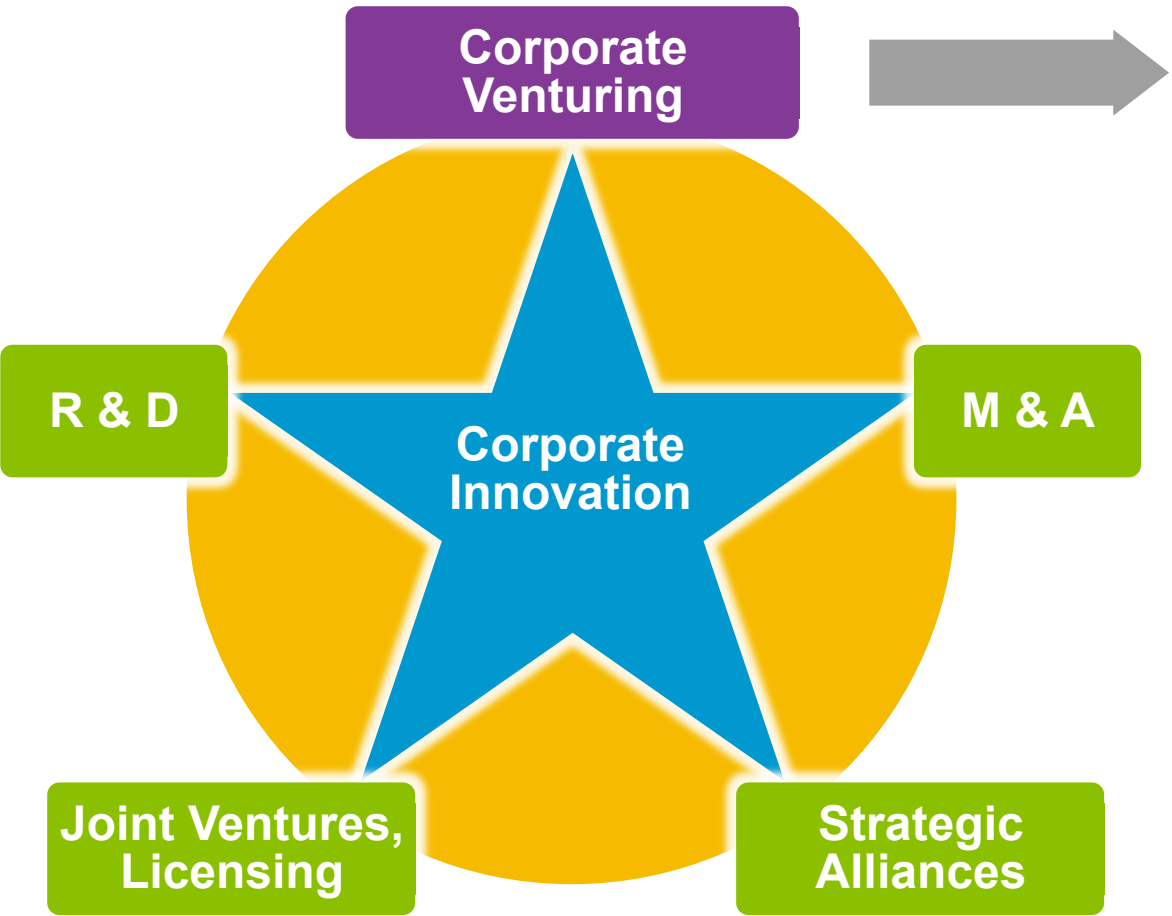
Dell Aspiration

The company that is revolutionizing and simplifying **TECHNOLOGY SOLUTIONS** for people and organizations

Key Enablers for our Success

- Access and develop innovative technologies, products and business models
- Enhance our ability to advise customers and sell solutions
- Enter business areas new to Dell
- Build an ecosystem around Dell platforms
- Leverage investment, M&A and integration expertise to transform our business and improve our capabilities

Dell Ventures is an added tool in Dell's innovation arsenal



- **Invest**
 - **Direct:** Make direct minority investments
 - **Via VC funds:** Become a Limited Partner in external VC fund(s)
- **Develop Point-of-View**
Leverage market intelligence and venturing know-how to build internal knowledge
- **Collaborate**
Co-create/partner on ideas with other companies, VCs and ecosystem players
- **Incubate**
Gather internal ideas and develop/cultivate them

Source: H. Mason & T. Rohner, *The venture imperative: A New Model For Corporate Innovation*, 2002



Dell Ventures' Vision and Investment Model

Vision

- To build an **enduring, world class** corporate venture organization that is **mission critical** in helping entrepreneurs be successful and Dell achieve its transformation and growth objectives

Our investment model

- Companies must be relevant to Dell's strategic objectives and priorities
- Early to growth stage
- Check size: \$2-15M, averaging \$3-5M
- Co-invest with other top tier VCs
- Board advisor/observer though can take board seats
- Can lead, prefer to join existing term sheet

Our Value Proposition For Entrepreneurs and VCs Is Centered Around The Ability To Leverage Dell's Unique Strengths

Market Expertise

- Global Brand, Reach and Scale
- Customer Insights and Access
- Go to Market Partnerships
- OEM Program Capabilities

Technical Expertise

- Broad and Deep Development and Technology Expertise
- Intellectual Property
- Leading Hardware and Software Technology Platforms

Financial Expertise

- Strong investment and BD team-your advocates within Dell
- Strong balance sheet and cash flow
- Potential path to strategic M&A exit
- Dell Innovator's Credit Fund/Founders Club

Dell Ventures is targeting multiple technology areas to help Dell deliver on its innovation agenda ...

Key Dell Ventures Interest Areas:

- Next Gen Data Center
- Storage
- Cloud
- Big Data
- Security
- Mobility



“Dell has a long history in seed investments in interesting technology companies. Our storage investments will align to the Dell Fluid Data architecture strategy with the end game of bringing more affordable and easier to manage storage solutions to more of the market.” – **Michael Dell**