



Innovating Sustainability

2011 Report



Business Roundtable (BRT) is an association of chief executive officers of leading U.S. companies with nearly \$6 trillion in annual revenues and more than 13 million employees. BRT member companies comprise nearly a third of the total value of the U.S. stock market and invest more than \$114 billion annually in research and development — nearly half of all private U.S. R&D spending. Our companies pay more than \$179 billion in dividends to shareholders.

BRT companies give nearly \$9 billion a year in combined charitable contributions.

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Innovating Sustainability

2011 Report

April 2011

DEAR BUSINESS LEADERS AND STAKEHOLDERS:

On behalf of the members of Business Roundtable, I am proud to share with you Business Roundtable's 2011 Sustainability Report — *Innovating Sustainability*. In it, you will find how 115 chief executive officers are addressing sustainability using innovative approaches that are smart business choices and raise the quality of life on our planet. Sustainable business strategies are no longer an option; they are now rooted in a corporation's core business plan.

Each and every day, Business Roundtable member companies are challenging themselves to do things better, smarter and with results that improve the life we live. Their success stories are told in this report. The range of challenges and opportunities they face is met with creative, innovative thinking that solves problems and provides for profitable economic growth — the essence of a sustainable business.

I hope you will enjoy reading *Innovating Sustainability* and learning about the technologies, strategies and programs that leading U.S. companies are using to make their operations and their value chains more sustainable.



Sincerely,

A handwritten signature in black ink that reads "Michael G. Morris". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Michael G. Morris

Chairman and Chief Executive Officer
American Electric Power Company, Inc.



TABLE OF CONTENTS

A. O. Smith Corporation	1
ABB, Inc.	2
Abbott	3
Accenture	4
ACE Limited	5
The AES Corporation	6
Aetna, Inc.	7
AK Steel Corporation	8
Alcoa, Inc.	9
The Allstate Corporation	10
Altec, Inc.	11
American Electric Power Company, Inc.	12
Amgen, Inc.	13
Anadarko Petroleum Corporation	14
Apache Corporation	15
AT&T, Inc.	16
Avery Dennison Corporation	17
Bayer AG	18
Bechtel Group, Inc.	19
BNSF Railway Company	20
The Boeing Company	21
C.V. Starr & Co., Inc.	22
CA Technologies	23
Caesars Entertainment Corporation	24
Caterpillar, Inc.	25
CB Richard Ellis Group, Inc.	26
CH2M Hill Companies, Ltd.	27
Chevron Corporation	28
Cisco Systems, Inc.	29
The Coca-Cola Company	30
Cognizant Technology Solutions Corporation	31
ConocoPhillips	32
Computer Sciences Corporation (CSC)	33
CSX Corporation	34
Cummins, Inc.	35
DaVita, Inc.	36
Deere & Company	37
Deloitte Touche Tohmatsu	38

Dominion Resources, Inc. _____	39
The Dow Chemical Company _____	40
Duke Energy Corporation _____	41
DuPont _____	42
Eastman Chemical Company _____	43
Eastman Kodak Company _____	44
Eaton Corporation _____	45
Eli Lilly and Company _____	46
EMC Corporation _____	47
Ernst & Young, L.L.P. _____	48
Exxon Mobil Corporation _____	49
FedEx Corporation _____	50
Freeport-McMoRan Copper & Gold, Inc. _____	51
General Electric Company _____	52
General Mills, Inc. _____	53
W.W. Grainger, Inc. _____	54
The Hartford Financial Services Group _____	55
Hasbro, Inc. _____	56
The Hertz Corporation _____	57
Honeywell International, Inc. _____	58
Humana, Inc. _____	59
IBM Corporation _____	60
Ingersoll-Rand plc _____	61
Intel _____	62
International Paper Company _____	63
ITT Corporation _____	64
Johnson & Johnson _____	65
Johnson Controls, Inc. _____	66
Kelly Services, Inc. _____	67
KPMG LLP _____	68
Life Technologies Corporation _____	69
Macy's, Inc. _____	70
MassMutual Financial Group _____	71
The McGraw-Hill Companies _____	72
McKesson Corporation _____	73
Medco Health Solutions, Inc. _____	74
Medtronic, Inc. _____	75
Merck & Co., Inc. _____	76
Meritor, Inc. _____	77
Motorola Mobility _____	78

Motorola Solutions, Inc. _____	79
National Gypsum Company _____	80
Navistar International Corporation _____	81
NextEra Energy, Inc. _____	82
Norfolk Southern Corporation _____	83
Nucor Corporation _____	84
Owens Corning _____	85
Peabody Energy Corporation _____	86
Praxair, Inc. _____	87
PricewaterhouseCoopers LLP _____	88
Principal Financial Group, Inc. _____	89
The Procter & Gamble Company _____	90
QUALCOMM Incorporated _____	91
R.R. Donnelley & Sons Company _____	92
Rockwell Automation Corporation _____	93
Rockwell Collins, Inc. _____	94
SAP _____	95
Sara Lee Corporation _____	96
SAS Institute, Inc. _____	97
Siemens Corporation _____	98
Southern Company _____	99
State Farm Insurance Companies _____	100
Suffolk Construction _____	101
Target Corporation _____	102
TE Connectivity Ltd. _____	103
Texas Instruments Incorporated _____	104
Thermo Fisher Scientific, Inc. _____	105
Tishman Speyer Properties, L.P. _____	106
Tyco International _____	107
Union Pacific Corporation _____	108
United Continental Holdings, Inc. _____	109
Verizon Communications _____	110
Wal-Mart Stores, Inc. _____	111
Western & Southern Financial Group _____	112
Weyerhaeuser Company _____	113
Whirlpool Corporation _____	114
Xerox Corporation _____	115



www.aosmith.com

A. O. Smith Corporation continues to innovate in the development of energy-efficient water heaters and electric motors for residential and commercial use. In 2010, our product innovation efforts concentrated on renewables, as the company introduced four new high-efficiency water heater lines including residential heat pump and residential solar thermal units. In similar fashion, we introduced new electric motor designs for air-moving and water-moving applications that reduce energy consumption significantly — in some cases more than 50 percent compared with older technologies.

At the same time, we began programs that help to promote more sustainable business practices throughout our global operations. In 2010, the company awarded its first Chairman's Green Star Award. This award is given to the plant that achieves the greatest year-over-year reductions in natural gas consumption, electricity usage and water consumption. We evaluated 32 company facilities worldwide to determine the first recipient of this award. The award recipient — our Florence, KY, plant — achieved a 16.3 percent reduction in natural gas usage, a 10.3 percent reduction in electric usage and a 24.3 percent reduction in water usage when compared with the previous year. The plant, which manufactures ceramic coatings used in water heaters and other appliances, has undertaken a multiyear effort to conserve energy and reduce waste.

This focus on energy conservation is not limited to one facility. One of our largest water heater manufacturing operations recently earned the ENERGY STAR® certification and is well on the way toward receiving the Leadership in Energy and Environmental Design (LEED) certification. Our water heater plant in Juarez, Mexico, received Environmental Compliance Certification and Best Environmental Practices Recognition last year. This voluntary program is sponsored by the government of the State of Chihuahua through the Secretary of Urban Development and Ecology and measures improvements in the areas of emissions, nonhazardous waste management and environmental impact.

One of our corporation's values is to be a good citizen in the communities in which we do business. We demonstrate this not only by our commitment to innovative technologies that offer superior performance and energy efficiency, but also by finding ways to make our global operations more efficient and sustainable. We will continue to pursue these important objectives again in 2011.



A handwritten signature in black ink, appearing to read 'Paul W. Jones', written in a cursive style.

Paul W. Jones

Chairman and Chief Executive Officer



www.abb.com

ABB is a recognized global leader in sustainable business practices and has played a leadership role in a wide range of sustainability initiatives around the world. The company employs more than 400 professionals dedicated to sustainability issues, such as reducing the use of hazardous materials, improving energy efficiency, and bolstering health and safety at ABB facilities.

On a corporate level, all ABB manufacturing facilities comply with ISO 14001 and OHSAS 18001 international standards on the management of environmental and health and safety risks. The company is also presently engaged in an effort to reduce energy consumption per employee by 2.5 percent.

However, many of the gains in efficiency and environmental performance that ABB has realized have come from our own employees. A 2009 initiative in China, for example, produced hundreds of suggestions from reducing the number of overhead lights to turning off air conditioning half an hour before the work day ends.

Our focus on sustainability has produced tangible results, often in the form of substantial cost savings. One facility in Florida, for example, cut energy consumption by 13 percent simply by more effectively controlling air conditioning and lighting systems.

As substantial as these accomplishments are, our greatest contribution to making the world a better place lies in what we do for our customers. Following are just a few examples:

- High-efficiency electric motors that exceed recently enacted standards in the United States.
- Drives (motor controls) that save the equivalent of the energy used by more than 30 million homes every year and more than 140 million tons of carbon dioxide.
- Information technology systems that enable “virtual power plants” made up of distributed energy resources, storage devices and demand response programs.
- Marine solutions that allow ships to avoid running their engines while in port and improve fuel economy by up to 20 percent while at sea.

Taken as a whole, ABB technologies can improve the efficiency of the entire energy supply chain by 30 percent from raw fuel through end use. This not only translates into significant economic savings, but also pays enormous environmental dividends.

Above all, we at ABB see ourselves as engaged members of the global community and of the local communities where our 124,000 employees live and work. I am proud of our continuing effort to deliver “power and productivity for a better world.”



A handwritten signature in black ink, appearing to read 'Enrique Santacana'.

Enrique Santacana
President and CEO

At Abbott, our 123 years of history have taught us to constantly prepare for the future and the changes it will bring — while sustaining our enterprise so that it can continue to deliver value to our multiple stakeholders. As our business expands around the world, so does our focus on our four strategic citizenship and sustainability priorities: innovating for the future, enhancing access, protecting patients and consumers, and safeguarding the environment.

We recognize that these priorities are inter-related — and we constantly work to increase our positive impacts on medicine and global health while reducing our environmental footprint. The core of these commitments has always been our dedication to science and innovation. In 2010, we invested a record \$3.7 billion in research and development, partnering with 75 leading universities and research institutions around the world. We continue to focus on critical global challenges like cancer, heart disease, diabetes and neurological disorders, and we also are partnering with nonprofits to address neglected tropical diseases that disproportionately impact the developing world.

Just as important as innovation is ensuring that new health care technologies get to the people who need them. Providing this access is a complex issue, and Abbott contributes to the solution in multiple ways. In 2010, Abbott and the Abbott Fund invested more than \$625 million in grants, product donations and projects to increase health system capacity and infrastructure. Our access-building programs range from training health care professionals in China to strengthening the Tanzanian hospital system to fighting malnutrition and supporting economic empowerment in Haiti.

We also remain deeply committed to providing safe, effective products that patients and consumers can rely on. In 2010, we conducted more than 1,200 on-site quality audits of key suppliers to ensure the safety of our product ingredients and the integrity of our supply chain.

Finally, as a company dedicated to better health, we recognize the paramount importance of a healthy, sustainable environment. We work diligently to reduce both the direct and indirect environmental impacts of our operations. We have pledged to cut carbon emissions by an absolute 15 percent by 2015 and to reduce water use (adjusted for sales) by 50 percent by 2015.

Our focus on these four priorities demonstrates our commitment to sustainability — of our environment and resources, of the communities of which we are part, and of our company. We look forward to sharing continued progress in the years to come.



Miles D. White

Chairman and Chief Executive Officer



www.accenture.com

At Accenture, we are steadfast in our commitment to sustainability. We view sustainability in the broadest possible sense — as the impact of a business on society in every dimension. Our commitment to sustainability is reflected in our corporate citizenship efforts and is well-aligned with our core values and our corporate vision. It is embedded in our actions and operations each day.

Our corporate citizenship focus — **Skills to Succeed** — is about helping people develop skills so they can get jobs, build businesses and improve their communities. This critical imperative allows us to use our deep experience in developing and nurturing our own people.

Last year we set an ambitious goal for **Skills to Succeed**: to equip 250,000 people worldwide, by 2015, with the skills to get jobs or start businesses. We are off to a strong start, with more than 80 initiatives that are making a real impact on the economic vitality of families and communities around the world. Additionally, Accenture and the Accenture Foundations committed to contribute more than \$100 million over three years to support our corporate citizenship efforts, through global and local giving, as well as pro bono services and the time and skills of Accenture employees.

Protecting the environment is also a key element of our commitment to sustainability. We continue to take important steps to reduce our environmental impact and to help clients reduce theirs as well.

For example, we have expanded our use of Telepresence technology to more than 60 Accenture locations globally, which to date has enabled us to avoid more than 10,000 tons of carbon dioxide from air travel. We also make extensive use of interactive technologies, including audio- and videoconferencing and desktop sharing, further reducing the need for noncritical travel. We have implemented remote energy-monitoring technologies in our offices to better understand and manage our energy footprint. We also launched Team Eco Challenge, our first global competition to recognize and reward successful environmental practices on Accenture projects, as a way for our project teams to share their environmental innovations with colleagues around the world.

Additionally, we extended our focus on sustainability and diversity through our global supply chain by rolling out a new program that reviews the environmental, social and ethical performance of key suppliers in North America, Europe and Australia.

We have made good progress, yet we are committed to do even more — to ensure that Accenture remains a leader in all areas of sustainability and to continue making a positive impact in the communities in which we live and work.



William D. Green
Chairman and CEO



www.acegroup.com

At the ACE Group, a global insurance and reinsurance company, we recognize our responsibility not only to provide solutions that help clients manage risks associated with climate change, but also to reduce our own environmental impact and make meaningful contributions to environmental causes.

Climate change is particularly important to the property and casualty insurance industry because natural catastrophes, such as hurricanes and other weather-related events, may be increasing in frequency and severity due to climate change, and our business provides protection against these property-related risks. Our industry also addresses the potential casualty liabilities that companies face as they respond and adapt to their changing environmental responsibilities.

ACE has been a pioneer in developing advanced environmental risk insurance solutions, including coverages for premises-based exposures, contractors' and project pollution liability, and renewable energy and environmental cleanup projects. The company also offers Leadership in Energy and Environmental Design (LEED) consulting services and a property policy that enables rebuilding to a greener standard after a loss.

ACE also is focused on reducing its carbon footprint around the world. As a partner in the U.S. Environmental Protection Agency's Climate Leaders program, we set a goal to reduce our global greenhouse gas emissions by 8 percent per employee by 2012, and we reached this goal in 2010, two years ahead of schedule.

ACE was also named to the 2010 Carbon Performance Leadership Index by the Carbon Disclosure Project (CDP), an independent organization that scores carbon emissions information from thousands of corporations globally. ACE is among 48 companies — and only three insurance companies — in the CDP's Global 500 to earn this recognition.

To engage our more than 16,000 employees worldwide in our environmental efforts, ACE promotes the "ACE Green" program, through which employee committees in nearly 200 offices are taking steps such as powering off office equipment, reducing waste through recycling programs and participating in volunteer cleanup days in their local communities.

The environment is a priority in our corporate philanthropy as well. For example, grants from the ACE Charitable Foundations in 2010 are helping to train farmers and improve agricultural yields in Indonesia, teach and implement sustainable agricultural techniques in the Peruvian Andes, and preserve sensitive lands and habitats across the United States.

In recognition of this range of environmental efforts, ACE was listed 6th in the banks and insurance sector and 64th overall in *Newsweek's* 2010 Green Rankings of the 500 largest U.S. companies.

To learn more about ACE's environmental activities, please visit us at www.acegroup.com.



Evan G. Greenberg

Chairman and Chief Executive Officer



www.aes.com

Founded 30 years ago as one of the first Independent Power Producers, AES has long been on the forefront of bringing innovation to generate and distribute electricity in more efficient ways. It is part of our commitment to safely providing sustainable and affordable energy.

Investing in Renewables

Over the last decade, we have diversified our global operating capacity by investing in renewable businesses and by expanding our hydro generation from Latin America to China and Turkey.

- ▶ AES Wind Generation has more than 1,700 megawatts of wind capacity in operation in the United States, Asia, and Europe and 4,000 megawatts of wind capacity in development.
- ▶ AES Solar Energy, our joint venture with Riverstone Holdings, LLC, generates photovoltaic capacity throughout Europe, and we are expanding development efforts to the United States and India.
- ▶ AES Energy Storage delivers emissions-free generation capacity by providing grid frequency regulation and back up for power plants. Today, we have more than 24 megawatts of storage capacity in operation in the United States and Chile, with 1,000 megawatts of storage capacity in development.

Commitment to Environmental Practices

Finally, our commitment to sustainable practices is reflected at each of the generation and distribution businesses we operate. AES businesses operate under four environmental guidelines:

- ▶ Meet or exceed environmental requirements imposed by local, regional, and national governments;
- ▶ Meet or exceed requirements imposed by participating financial institutions;
- ▶ Make decisions on additional expenditures based on an evaluation of the local, regional, and global environment, including ecological, economic, social, and all other factors that determine quality of life and standard of living; and
- ▶ Strive to improve the environmental performance of every business we own.

As one of the longest-operating global power companies, we understand the importance of sustainability to our people, customers, investors, and the communities we serve. At AES, we will continue to innovate and invest in sustainable and affordable energy.



Paul T. Hanrahan
President and CEO

Aetna is committed to helping people in the communities we serve live healthier lives. Sustainability is a key part of that mission.

As a health care company, we view sustainability in a new, unique way. It is vital that we work to avoid waste and protect the resources we enjoy, whether in the increasingly costly world of health care services or the natural world around us. We are working internally and externally to develop a broader sense of responsibility toward the consumption of all our valued resources.

Spiraling health care costs drive numerous health system problems. Our focus is on reducing the waste that accounts for up to one-third of all health care spending. We are enabling our own employees and members to take charge of their own health and be part of the solution.

As an employer, we have launched, for example, an innovative metabolic syndrome testing program for employees. More broadly, we make informational tools and programs available to members across the country to help them be more accountable for their own health.

Similarly, we are using our influence to help make the health of our environment more sustainable. We reached an important milestone in 2010 when we saw a decline in energy consumption at **all** of our largest owned facilities. In fact, we saved 6.4 million kilowatt-hours across the enterprise over three years. To get there, we used newer, more energy-efficient technology and a novel approach, plate frame heat exchange technology — typically used in office buildings — to cool our around-the-clock data centers with outside air.

To further reduce our carbon footprint, we invested in the infrastructure and cultural changes needed to expand our telework program. Today, 38 percent of our workforce works from home, saving an estimated 79 million miles of driving, 3.3 million gallons of gas and more than 29,000 metric tons of carbon dioxide emissions a year.

Using our influence with others, we are implementing a sustainability framework that encourages an ongoing dialogue with key suppliers about sustainability issues. We measure supplier performance over a broad, diverse array of sustainability categories. We also host an annual symposium with these key suppliers to share information and business requirements.

We are proud of how far we have come. We will continue to challenge ourselves to work toward a world in which everyone feels a responsibility, as we do, to protect and preserve our treasured resources.



Mark T. Bertolini
Chairman, CEO and President



www.aetna.com



www.aksteel.com

At AK Steel, we continue to take innovative steps toward energy independence and enhanced sustainability. The company has been working with SunCoke Energy on a \$360 million heat recovery cokemaking and electric co-generation plant in Middletown, OH. When operational in the fourth quarter of 2011, the facility, which will be owned and operated by SunCoke, will produce electricity from heat recovery generators and provide our Middletown steel plant with a long-term supply of blast furnace fuel. This project will help ensure a more secure future for our employees, as well as the many businesses that support our Middletown steelmaking operation. As a result of this initiative, more than 700 construction jobs have been created since 2010, and approximately 100 new manufacturing positions will be filled in 2011.

In addition, we are continuing to study another advanced energy project that would use waste gas from our Middletown blast furnace to produce steam and electrical power. As a result of this potential project's expected energy efficiency and air quality benefits, as well as its positive economic impact, the Department of Energy has approved a \$30 million grant for this initiative. The bottom line is that becoming more energy efficient puts AK Steel in a better position to help our customers compete globally, and that is good for our business and the environment. To help us increase our efficiency, AK Steel joined the U.S. Environmental Protection Agency's ENERGY STAR® program in 2010 with a pledge to protect the environment through the continuous improvement of our energy performance.

As a responsible company, we also strive to conserve natural resources in the communities in which we operate. In recognition of the company's ongoing environmental restoration efforts at our steel plant in Coshocton, OH, AK Steel was honored to receive Honda's Green Factory Environmental Achievement Award in 2010.

Steel is the most recycled material on planet Earth, and AK Steel's products benefit society and promote sustainability in several important ways. For example, our high-efficiency electrical steels reduce energy loss in power transmission and distribution equipment around the world. And, our advanced high-strength steel products help automotive customers design lighter vehicles that maintain superior strength upon impact. The reduction in weight helps decrease fuel consumption and enhance vehicle performance without sacrificing occupant safety.



A handwritten signature in black ink that reads 'Jim Wainscott'.

James L. Wainscott
Chairman, President and CEO



www.alcoa.com

For many companies, the worldwide financial crisis has forever changed the way they operate. For Alcoa, it has meant aggressively restructuring our cost base and reshaping our portfolio and applying this discipline companywide to enable sustainable, profitable growth and ensure our long-term viability and success.

Necessity has been the mother of invention during the crisis, compelling Alcoa to adopt bold and innovative operational and financial initiatives. Likewise, in markets like aerospace, transportation, defense, packaging, building and construction, and consumer electronics, we have applied the same ingenuity to address our customers' "new realities" and sustainability challenges. Auto companies face tightening fuel economy and emissions standards. Drivers want light, fuel-efficient cars without compromising the durability and safety of their vehicles. Consumers look for the coolest, lightest, recyclable electronics like e-readers and notebooks. And, as they build out their infrastructures, governments seek materials that are sustainable, cost effective and durable.

In all of these cases, Alcoa aluminum has been the clear material choice — recyclable, lightweight, strong, conductive and infinitely sustainable. Consider this — approximately 75 percent of all aluminum ever produced is still in use today.

Alcoa is making systemic advances in environmental sustainability — in our products, in our operations and in the world at large.

- ▶ In transportation, we develop aluminum solutions that are lightweight, improve fuel efficiency and minimize the overall environmental footprint of mass transit.
- ▶ For an increasingly urban planet, we are leading the design of buildings so they enhance the environmental and social sustainability of cities.
- ▶ We continually reduce the greenhouse gas footprint of our operations and replenish the land. Our Primary Products business lowered its carbon dioxide intensity by 5 percent over 2009 levels and achieved an 18 percent reduction over 2005 levels, quickly approaching our 2020 goal of a 20 percent reduction.
- ▶ We lead in recycling innovation, a process that saves 95 percent of the energy used to make aluminum from ore and reduces about nine tons of carbon dioxide per ton of virgin aluminum. Our efforts are advancing the aluminum industry's goal to achieve a 75 percent recycling rate by 2015, ensuring that more aluminum cans are back on store shelves in just 60 days.
- ▶ In 2010, Alcoa and Alcoa Foundation worked with hundreds of nonprofit organizations worldwide to invest more than \$35 million in programs that drive environmental, social and economic sustainability in the communities where we operate.

The challenges of the postcrisis world have presented global companies with abundant opportunities for sustained growth. Innovation is the key to seizing those opportunities and developing sustainable products that address the realities of a changing world.



A handwritten signature in blue ink, appearing to read "Klaus Kleinfeld".

Klaus Kleinfeld

Chairman and Chief Executive Officer



www.allstate.com/social-responsibility.aspx

As the largest publicly held personal lines insurer, Allstate is part of the fabric of nearly every community in America. We meet the protection and retirement needs of 16 million households.

With leadership like this comes the responsibility to do more — to give back to the community, to help build a better society, to be a great corporate citizen. Throughout our 80-year history, Allstate has embraced that responsibility by helping Americans protect what's important to them so they can achieve their hopes and dreams.

At the core of our dedication to citizenship is a commitment to integrate sustainability across Allstate's operations. The following are a few examples of how we bring this to life:

- ▶ While Allstate doesn't have factories or manufacture products, we still believe we have a responsibility to be good stewards of the environment. A cross-functional **Environmental Leadership Team** ensures that we take a companywide view of environmental risks and responsibilities.
- ▶ In 2009, we identified **paper reduction** as a key opportunity to reduce our environmental impact and reduce cost. Our employees enthusiastically embraced the challenge to print less. By the end of 2010, we reduced office paper use by 41 percent in our corporate headquarters and more than 50 percent in our field offices compared to our 2008 baseline.
- ▶ We are actively inviting customers to join us in this paper reduction effort through our electronic billing and payment options and e-policy delivery.
- ▶ Allstate is a regular respondent to **Carbon Disclosure Project's** annual survey. In 2010, we reported a 12 percent reduction in our carbon footprint due in large part to energy reduction initiatives that also delivered lower operating costs.
- ▶ We are also focusing on the sustainability of our real estate by ensuring that many major office renovations and all new construction projects are Leadership in Energy and Environmental Design (LEED)-certified by the U.S. Green Building Council.
- ▶ As a member company of Ceres, we are in the process of adopting many components of its *21st Century Corporation: Roadmap to Sustainability*, a comprehensive platform for sustainable business strategy and for accelerating best practices and performance.

Allstate's ongoing commitment to sustainability reflects our values and our associates who live them every day. It's also beneficial for our customers, our investors and our communities. We will continue to challenge ourselves to demonstrate leadership in our approach to sustainability and improved environmental performance. When we do this, we help to ensure a better future for Allstate, and for America as well.



Tom Wilson

Chairman, President and Chief Executive Officer

For more than 80 years, Altec has held strong values of placing our customers and our associates first. As a leader in providing products and services for the electric utility, telecommunications and contractor markets serving more than 100 countries, we believe it is crucial to protect our shared environment.

At Altec, we listen and create solutions for our customer, which is why we are dedicated to sustainability on all levels — societal, economical and environmental. We have taken Altec's initial principles to a new level by acknowledging the tremendous challenges and opportunities we face to responsibly care for the environment and the communities in which we operate.

We continually work to improve the environmental performance of our products and processes. Altec's lead sustainability project is our Green Fleet initiative, which includes hybrid and all-electric technology. In partnership with the Department of Energy, Electric Partners Research Institute, WestStart-CALSTART Hybrid Truck Users Forum and other groups, we now offer a range of hybrid/electric and job-site energy management systems to decrease fuel consumption and greenhouse gas emissions, while lowering noise pollution. Most recently, Altec released the first in a series of battery-powered Jobsite Energy Management Systems products, which reduces engine idling to nearly zero.

To ensure environmental practices are an integral part of Altec's business performance, we have measured greenhouse gas emissions and established targets for increased energy conservation. Every Altec facility actively engages in a recycling plan for steel, copper and machine tools used during manufacturing, as well as consumer recyclables. We also substantially reduced solid waste volume and air emissions by installing powder coat paint operations and recycling liquid paint waste to be used as fuel. Energy-efficient lighting has replaced traditional lighting in most of our facilities. In addition, an internal website was launched to increase awareness throughout the company and share best practices.

By creating products and initiatives to reduce greenhouse gas emissions, developing alternative energy products, and increasing fuel and operating efficiencies, Altec has established a sound environmental protection approach. We support sustainability throughout our products' life cycles and strive to create environmental stewardship solutions that contribute to sustainable change and economic growth.

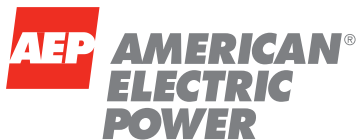


A handwritten signature in black ink that reads "Lee Styslinger III".

Lee J. Styslinger, III
Chairman and CEO



www.altec.com



www.aep.com

Sustainability is embedded in how we do business at American Electric Power (AEP). We know that our success depends upon our ability to meet environmental responsibilities; maintain financial strength; deliver safe, reliable electricity to our customers; safeguard our work force; and deepen relationships with communities and key stakeholders. In 2010, we became one of the first companies in the nation to develop an integrated Corporate Accountability Report that recognizes the strong connection between our financial performance and our environmental and social responsibilities.

AEP marked another milestone last year by paying our 400th consecutive quarterly dividend to shareholders. We are proud that our company's long history of technological innovation and engineering excellence has translated into financial strength and sustained returns to shareholders for more than 100 years.

Also in 2010, we created an external Energy Efficiency Advisory Council, made up of manufacturing, trade, technology, environmental and policy experts, to help us achieve our energy efficiency and conservation goals and to drive national awareness to change behaviors, support new technologies and standards, and influence public policy.

As we look ahead, we are beginning to transition our electricity-generating fleet. AEP expects to retire 4,000 to 6,000 megawatts of coal-fueled generation during the next decade and will replace it with cleaner sources such as natural gas, renewable energy and nuclear power, as well as advanced coal technologies with fewer emissions. We have been operating the world's first fully integrated carbon dioxide capture and storage (CCS) project at our Mountaineer Plant in West Virginia since September 2009.

AEP also is focused on building a robust, interstate electricity transmission system that will support the efficient delivery of cleaner energy sources to customers. And we are demonstrating smart grid technologies to give customers greater control over their energy usage and bills; improve the efficiency of the electric grid; reduce demand, energy consumption and emissions; and improve overall service.

AEP will continue to be a leader in advancing technologies to reduce the environmental impact of electricity while ensuring that it remains reliable, safe and reasonably priced — supporting a sustainable future for our customers, our communities, our company and our country.



A handwritten signature in black ink that reads 'Michael G. Morris'.

Michael G. Morris

Chairman and Chief Executive Officer



Pioneering science delivers vital medicines™

www.amgen.com

As a global leader in human therapeutics, Amgen is committed to environmentally responsible operations, which includes using natural resources wisely and considering our overall impact on the environment. Practicing environmental sustainability means ensuring environmental compliance and focusing on key areas of impact, including reducing energy consumption and carbon dioxide generation, reducing water use, increasing sales fleet fuel efficiency, generating less waste, and implementing sustainable building design and green product and process improvements.

Facing the future challenges brought about by both climate change and the finite reserves of fossil fuels requires a global effort involving many industries. For our part, Amgen has established an energy reduction program that has implemented many energy conservation projects across the company. As an example, our research laboratory in Seattle, WA, installed new instrumentation and controls to reduce ventilation rates to laboratory spaces during unoccupied periods. The effort resulted in both energy savings and the reduction of carbon dioxide emissions.

Water is essential to Amgen manufacturing processes; consequently, we challenge ourselves on an ongoing basis to identify and implement ways to conserve water. We have built and developed water recycling facilities and features, planted low-impact landscaping, and optimized water purification processes. For example, our manufacturing facility in Puerto Rico is now able to reuse more than 70 percent of its wastewater after building a state-of-the-art wastewater treatment plant.

Beyond our careful attention to disposal of hazardous waste, we give deliberate thought to our nonhazardous waste. We seek opportunities to recycle and reduce it to limit the impact of waste on the local communities that host our facilities. Amgen has recycling programs in place and has increased staff awareness and involvement. Our efforts show in our increased waste recycling rate, which was 59 percent in 2010. Realizing that the true goal is to avoid generating the waste in the first place, we are shifting our efforts to waste reduction.

The Amgen Foundation supports a variety of nonprofit groups devoted to the preservation of natural habitats such as The Nature Conservancy, Golden Gate National Parks Conservancy, the National Wildlife Federation and the Audubon Society. Amgen staff volunteers gladly lend a hand to help environmental groups in the communities where Amgen operates — from beautifying local wildlife refuges in Rhode Island to cleaning up beaches in California and Washington.



Kevin Sharer

Chairman and Chief Executive Officer

Anadarko is ... Committed to Responsibility and Sustainability

Energy is fundamental to physical existence, along with clean air, water and affordable food. Anadarko is committed to its responsibility to find and produce the energy resources that are essential for the world's health and welfare and to doing so in a safe and sustainable manner for our environment, our employees and the communities in which we operate.

Demonstrating Our Commitment

In 2010, Anadarko's high standard of environmental performance was recognized on numerous occasions. Specifically, the Utah Division of Oil, Gas and Mining presented Anadarko with its second Earth Day Award since 2008; the most recent recognizes the company's innovative water-management solution in the Greater Natural Buttes area. The Anadarko Completions Transportation System, or ACTS, which conserves water and significantly reduces truck traffic, dust and associated emissions, also earned the Chairman's Award from the Interstate Oil and Gas Compact Commission in 2010. The Timberloch office building, located on the campus of Anadarko's headquarters in The Woodlands, TX, earned Leadership in Energy and Environmental Design (LEED) Silver certification during the year. The Timberloch building, along with Anadarko's adjacent 30-story Tower building, are both LEED-certified, making Anadarko's headquarters the first office complex in The Woodlands to earn LEED certification from the U.S. Green Building Council. In November 2010, Anadarko was named the Best Work Place in Houston by the *Houston Chronicle*, which also presented the company with a special award recognizing it for its commitment to ethics. These recognitions are a testament to the character of our people and the quality of their work.

Contributing to a Cleaner and More Secure Energy Future

As one of the largest natural gas producers in the United States, Anadarko has been instrumental in leading the way toward a cleaner, more secure energy future for America. Clean-burning natural gas is a great answer to many of the nation's most significant energy challenges. Natural gas is domestic. It creates jobs, spurs economic activity, provides cleaner electricity generation and is the only realistic alternative to displace foreign oil in certain areas of transportation. Anadarko has been actively engaged at the local, state and federal levels to encourage greater utilization of domestic natural gas. These efforts were successful in Colorado, where the Colorado Clean Air, Clean Jobs Act was signed into law in 2010. This act will require that older coal-fired electric generation be replaced or retrofitted to run on natural gas or other alternatives. Anadarko also helped create the Ground Water Protection Council's public registry, which will provide greater transparency through the voluntary disclosure of ingredients used in fracture-stimulation applications on a per-well basis.

Anadarko is ... Sustainable Value

We are committed to our core values of integrity and trust, servant leadership, open communication, people and passion, and maintaining commercial focus. These values are at the heart of how we approach each day and every decision. We recognize the importance of giving back, as our employees volunteered more than 30,000 hours of their own time in 2010. We take action every day to conserve energy resources and support a sustainable future. To learn more, we invite you to visit us at www.anadarko.com or at www.youtube.com/anadarkotv.

A handwritten signature in black ink that reads "James L. Hackett". The signature is fluid and cursive.

Jim Hackett

Chairman and Chief Executive Officer



www.apachecorp.com

Apache Corporation continually strives to achieve responsible and sustainable operations across its worldwide asset base spanning five continents. We empower our employees to seek innovative solutions that create value to our operations while also incorporating sustainability initiatives, including reducing greenhouse gas (GHG) emissions, protecting biodiversity in environmentally sensitive areas, providing a safe operating environment and giving back to the communities in which we operate.

We believe increased usage of natural gas should play an important role in any practical carbon policy because it emits significantly less GHG than other fossil fuels. In the United States, ample domestic supplies make natural gas the only fossil fuel that can simultaneously reduce the country's trade imbalance and improve the environment with lower emissions.

For a growth company like Apache, reducing our absolute GHG emissions can be a challenge, but we have been successful at identifying and implementing many initiatives that both improve operations and reduce emissions in nearly every country we operate. In the North Sea and in Egypt, we replaced fuel oil with natural gas to generate power to substantially reduce costs and emissions. In Canada, Apache sequesters carbon dioxide from a coal-fired electric plant to increase oil recovery at our Midale field. In the United States, we built seven compressed natural gas (CNG) fueling stations and converted 111 field vehicles to operate on CNG with the goal of converting the majority of our field vehicles to CNG within five years.

Apache is a leader in biodiversity in several environmentally sensitive areas around the world, including nearly 270,000 acres of wetlands in south Louisiana that are subjected to continual coastal erosion. Apache spends considerable resources to maintain freshwater marsh habitats and ecosystems that support substantial plant, wildlife and fish populations.

Safety is not negotiable at Apache, and we demand high standards from our regular and contract employees. All workers are empowered to ensure a safe and environmentally responsible operation.

Apache gives back to the communities where we operate by providing monetary and volunteer support to hundreds of civic and philanthropic organizations. Apache supports education through the Fund for Teachers and the Springboard Foundation and the arts through support of the Ucross Foundation. We have donated more than 1.5 million trees to local communities across the United States.

Apache's operations are underpinned with identifiable programs that balance exploration and production activities with environmental stewardship, safety and corporate outreach. Our employees are empowered, encouraged and committed to deliver a sustainable future.



A handwritten signature in black ink, appearing to read "G. Farris".

G. Steven Farris
Chairman and CEO



www.att.com/sustainability

At AT&T, our commitment to leadership in innovation goes hand-in-hand with our commitment to sustainability. Our intelligent network and the solutions we provide not only drive productivity and efficiency for our customers, but also often lead to more sustainable practices wherever we do business.

What's more, as our 267,000 employees work to connect people in new ways through technology and share their time and resources to support our communities, they are also on the lookout for new ways to minimize our environmental impact. We've created an internal online portal to enable each of them to share their ideas — on any aspect of the business — with our leadership team. And they have responded — submitting more than 11,300 ideas in the program's first 18 months.

Our search for innovative and sustainable solutions extends well beyond our own team. This year, for example, we're opening three new innovation centers that will strengthen our ties with the developer community. These centers, which we call AT&T Foundries, will take developers' visions and put them on the fast track to reality. Many of their innovations will undoubtedly lead to more sustainable solutions for our customers.

The AT&T Foundries build on the innovative legacy of AT&T Labs, a thriving group of more than 1,400 of the top scientists, engineers and researchers in the world. One of AT&T Labs' most recent innovations is a remote-monitoring solution designed to record and send patient health information to doctors in real time via our wireless network. It could give both patients and their loved ones peace of mind and reduce the need for travel — improving health care in a sustainable way.

We also work closely with our supply chain to facilitate bringing innovative and sustainable products to market. One such product is a charger that automatically cuts the power supply from a wall socket when it senses that a mobile device is not connected. Another is a quick-messaging device that not only has a casing made of 70 percent post-consumer recycled plastic, but also has packaging that uses 80 percent post-consumer recycled paper and soy ink. For us, products like these — that meet customer needs while reducing waste — exemplify the idea of *Innovating Sustainability*.

At AT&T, innovation is engrained in our culture. We take pride in that fact, and we're committed to helping build a more sustainable future for the world we all share — one innovation at a time.



Randall Stephenson
Chairman and CEO

Avery Dennison was founded on an innovation — the self-adhesive label — that created an industry. From a few sheets of labels we've grown into a global Fortune 500 business that is a leader in pressure-sensitive materials, apparel branding and information solutions, and office products for organization and identification. Today our vision is to make brands more inspiring and the world more intelligent.

Sustainability is integral to this vision. In fact, it is the next step in the evolution of our approach to the marketplace. As our customers have told us, sustainability has become a critical element of their brands and their manufacturing and distribution processes, and we are embedding it into our own strategic planning, product development and operations. Our success will depend on our ability to bring solutions to market that help “green” customers’ brands and their supply chains.

We view sustainability not simply as a responsibility — it’s also an opportunity to collaborate with our customers and innovate. For example, we are exploring ever-thinner label and packaging materials and pressure-sensitive adhesives made entirely from natural and renewable resources. Our new Avery Dennison Flexis™ steam valve, designed for microwave and oven cooking, has enabled the design of new pouch packages for single-serve microwaveable meals that eliminate the tray, film seal and cardboard box of the conventional microwave package. Our new Avery Dennison™ Greenprint tool is helping customers understand the environmental consequences of their branding and packaging decisions. We are also developing a variety of applications, including coatings, films and backsheets, to make photovoltaic panels more flexible and efficient.

Sustainability is now a fundamental element of the global economy, and innovations like these can help our customers improve their “triple bottom lines” of economic, social and environmental results. In doing so, we aim to enhance their brands, make their operations smarter and more efficient, and advance our market leadership.



Dean A. Scarborough

Chairman, President and Chief Executive Officer



Inspired Brands.
Intelligent World.™

www.averydennison.com



Science For A Better Life

www.bayer.com

The world is facing a number of major challenges — among the greatest of these is global population growth and the associated worsening of other important factors: affordable and healthy food, access to health care, and environmental and climate protection. These global issues are at the focus of the Bayer sustainability strategy.

Innovation plays a dual role in this context: first, to create new solutions to master global challenges and, second, to integrate sustainability requirements into innovation management. One element in the creation of new solutions is partnering. For this reason, all the lighthouse projects of the Bayer Sustainability Program integrate partners in essential ways. Let us briefly look at three examples:

Millions of people have no access to basic medical care. Many women have unwanted pregnancies, often at a very young age. According to the World Health Organization, 1,500 women die every day as a result of complications during pregnancy and childbirth. Bayer intends to make a substantial contribution to helping women to plan their lives themselves. A key project is conducted jointly with the U.S. Agency for International Development. In this model cooperation, the company undertakes to market an oral contraceptive at a reduced price in African countries.

Scarcity of food and water are challenges that will have to be met in the future. The growing world population will double the demand for food through 2050. We are initiating partnerships with farmers, ranchers, processors, retailers and food service companies, as well as research associations, governmental authorities and nongovernmental organizations to jointly support the production of high-quality food.

The third example relates to climate change. Buildings account for approximately 30 percent of the world's carbon dioxide emissions, often due to high energy demand for heating and cooling. Therefore, to achieve effective climate protection, there is a need to construct and retrofit energy-efficient buildings. The Bayer EcoCommercial Building program is based on the principle of bringing together the best materials, systems and technologies to construct an energy-optimized building to suit different climate zones. At the heart of this is a comprehensive expert network that brings together suppliers, building companies and architects.

Our lighthouse projects illustrate the focus of our sustainability strategy. Beyond these projects, sustainable development forms an integral part of our corporate policy, which is geared toward long-term success and high-quality solutions. In this sense, innovative and sustainable solutions address the core of our business.



A handwritten signature in black ink, appearing to read "M. Dekkers".

Marijn E. Dekkers

Chairman of the Board of Management



www.bechtel.com

Bechtel designs and builds challenging projects in all kinds of places, from cities to remote areas. To ensure that our impact on people and the land is positive, we work hard at sustainability — and the innovation and follow-through required to achieve it.

With more than 60 Leadership in Energy and Environmental Design (LEED)-accredited professionals on staff, we are incorporating cutting-edge sustainability into engineering, procurement and construction on projects ranging from transportation systems to industrial facilities.

For example, Bechtel is helping construct the centerpiece of the Crossrail commuter railway, a 21-kilometer tunnel under London. At each station, Bechtel is mitigating environmental impact through the use of energy-efficient equipment and materials and low-carbon construction methods, while minimizing the amount of waste-to-landfill. Innovative design features will also reduce the energy required to heat the stations.

Sustainable design is also being incorporated into the New Doha International Airport in the desert nation of Qatar. The huge passenger terminal's architectural overhangs, angled walls and massive motorized sunscreens will permit daylight while providing shade, saving energy in the process. Centralized airport cooling plants will use the highest-efficiency chillers, while carbon dioxide sensors will monitor how many people are in the terminal to adjust ventilation and cooling for maximum efficiency.

Bechtel is also using innovation to bring renewable technologies to scale in unprecedented ways — as in California's Mojave Desert, where Bechtel is building one of the largest thermal-solar power complexes of its kind on the planet. Our systems will reduce the time it takes to install thousands of sunlight-reflecting mirrors, setting a standard for fast construction of similar solar plants in the future.

Innovation in sustainability isn't limited to design and construction. Bechtel is also reaching beyond our own operations to help shape social and environmental practices more broadly. For example, we will leverage our experience in implementing sustainability programs in the engineering and construction industry by partnering with the International Business Leaders Forum to promote owner-contractor alignment on social performance.

Sustainability and innovation have become critical to success in our industry. At Bechtel, we believe that they go hand-in-hand.



Riley P. Bechtel

Chairman and CEO



www.bnsf.com

BNSF believes that our chief contribution to sustainability innovation is the major fuel efficiency and emissions reductions our customers achieve by shipping by rail instead of by truck. BNSF provides most of our customers with customized analyses of their total rail carbon footprint and savings compared to movements of those shipments via the highway. In 2010, BNSF's intermodal, automotive, industrial products and agricultural products customers reduced emissions by about 30 million metric tons of carbon dioxide by moving freight via rail instead of over-the-road. This is the equivalent of reducing the consumption and resultant emissions of approximately 3 billion gallons of diesel fuel when compared to the truck-only alternative.

We continually strive to improve fuel efficiency and emissions reductions for our customers. We are expanding our lower-emission locomotive fleet, having recently acquired more than 1,100 new locomotives in the last four years that are 15 percent more fuel efficient than the older locomotives they replace and produce fewer emissions. We are also continuing our efforts to improve fuel efficiency and sustainability through technology by:

- Installing several energy management systems on locomotives that offer tremendous potential for fuel savings.
- Investigating alternative fuels and rail lubrication technologies.
- Establishing training and incentive programs for locomotive engineers to utilize the most fuel-efficient train-handling practices.

As a result of these efforts, BNSF has improved our fuel efficiency by more than 9 percent in just the last four years. A BNSF train can now move each ton of freight nearly 500 miles on a single gallon of diesel fuel.

Fundamentally, our strong capital program is at the heart of our continuing improvement of a business model — more fuel-efficient transportation. In 2011, we are committing \$3.5 billion to capital expenditures that improve our network, facilities and operations.

The sustainability facilitated by these investments translates to reducing supply chain costs for American businesses, including those that compete in global markets. Most important, it minimizes our impact on the environment and contributes to the long-term sustainability of every community we serve. In short, expanding freight rail and pursuing the most fuel- and emissions-efficient operational strategies result in a win-win outcome not just for our customers and the communities we serve but also for the American economy, which benefits from the economic efficiency of freight rail.

We play an essential role in meeting today's transportation needs and in building a transportation network to serve future generations. Our country demands more affordable, efficient and environmentally responsible freight transportation, and BNSF believes railroads can provide an important role in delivering it.



Matthew K. Rose

Chairman and Chief Executive Officer



www.boeing.com/aboutus/environment

Environmental performance considerations continue to drive innovation in our business — and in our customers' businesses, as well. Over the past 50 years, design improvements have reduced carbon dioxide emissions from commercial airplanes by approximately 70 percent, while limiting noise emissions — another important environmental factor — by 90 percent.

Working with other firms, leading academic institutions and our customers around the world, we have extensively researched and tested advanced aviation biofuels, which could provide a sustainable alternative for jet fuel without adversely affecting world food or water supplies or impeding valuable land use. Last year, for example, we supported the first supersonic biofuel test flight with the U.S. Navy in a Boeing F/A-18 Super Hornet and the first biofuel-blend rotorcraft flights with the Royal Netherlands Air Force in a Boeing AH-64 Apache.

We also are helping to improve the efficiency of the global air traffic management system, keeping airplanes from wasting fuel on the ground and in the air. Our technology-based solutions will transform the way we fly while enhancing safety and improving operational environmental efficiency.

Internally, conserving energy, water and natural resources reduces our overhead costs while reducing the environmental footprint of Boeing operations. On a revenue-adjusted basis, Boeing has reduced carbon dioxide emissions by 28 percent, energy consumption by 30 percent, hazardous-waste generation by 44 percent and water intake by 41 percent since 2002. Boeing recently received an ENERGY STAR® Partner of the Year award from the U.S. Environmental Protection Agency for ongoing commitment to energy efficiency in internal operations.

In addition, we are collaborating with our global supply chain to improve the environmental performance of products and processes used throughout the aerospace industry. In the past year, we introduced new contracting provisions that make our suppliers' environmental initiatives and capabilities a key factor in winning business from Boeing.

Finally, Boeing is teaming with major utilities in the United States to demonstrate next-generation smart grid technologies that increase reliability, reduce costs and increase the efficiency of local, regional and national energy systems.

We have challenged ourselves to make our products, services and operations ever more environmentally progressive. Boeing employees around the globe embraced this challenge and are making incredible strides that benefit our communities and our business. As we accelerate these incremental improvements, we also continue to pursue new game-changing possibilities.



A handwritten signature in black ink, appearing to read "Jim McNerney".

Jim McNerney

Chairman, President and Chief Executive Officer



www.starrcompanies.com

It has always been our policy that product innovation is critical to remaining successful as an insurer. It has been our policy to try to anticipate the needs of corporate America and indeed corporations throughout the world. That has been one of the hallmarks of our organization, and virtually all of our insurance executives share that belief and strategy.

We live in a world that is in great turmoil in a number of regions. Obviously, the Middle East is one of those regions, and the Indian Ocean and Gulf of Aden are others. The upheaval that exists in those regions has created a need for insurance coverage by many companies, which we have responded to with our creative risk mitigation programs.

Currently, in the environmental field, while many companies have introduced insurance coverage to meet new needs, there is no limit to developing specialty programs for different companies engaged in the alternative and renewable-energy sector. The availability of insurance products that provide protection against third-party liability claims, including claims for damage to the environment and natural resources, is essential to the viability of companies as they develop, manufacture, deploy and maintain these sources of energy that will result in the decline in our dependence on oil and other finite sources of energy.

Here at Starr Companies, we have taken a number of steps to reduce our own "carbon footprint." Many of the buildings we currently occupy are Leadership in Energy and Environmental Design (LEED) certified. Starr's recent Los Angeles office build-out is a prime example of how businesses can apply innovative sustainability. In design and construction, we used bamboo for flooring and wall paneling, as well as recycled glass for countertops. In our New York office build-out, we recarpeted 100,000 rentable square feet and ensured the old carpet was recycled, apparently to make sneakers. In most of our locations, we use sensor lighting, which shuts off automatically when spaces do not have activity.

I don't intend to burden you with all the areas we are working in, but simply to say that our own economy is constantly changing. It is quite clear that economic activity has picked up somewhat. Currently, however, the burden of higher oil prices may interrupt that growth — hopefully not for long. We are confident that we will meet the insurance needs of corporate America whether the economy grows or stays the same.



M. R. Greenberg
Maurice R. Greenberg

Chairman and CEO



www.ca.com

Building a successful business in today's world requires more than a sustainable business model.

It requires a broad commitment to sustainability — to doing the right thing for the environment, the economy, and the communities where we work and live. At CA Technologies, we believe doing the right thing attracts the best people, builds our brand value, and deepens our relationships with customers and partners. In other words, it's smart business — good for people, good for the planet and good for our company.

Some of our most significant technology innovations have been inspired by our sustainability goals. We have become a leader in software that monitors and manages corporate sustainability, as well as solutions that help corporations deploy and manage more sustainable information technology (IT) approaches like virtualization, automation and cloud computing.

These new products and services are critical to our future growth. And since we use these solutions ourselves, the resource efficiencies and cost savings they deliver also benefit our bottom line today. Additionally, our innovations to reduce energy consumption and increase operating efficiency are especially important in the context of continuing economic challenges and growing concerns about climate change around the world.

The relationship between sustainability and IT is profound. Solutions like CA ecoSoftware identify and track the key data points that facilitate meaningful action. Studies show that 30–50 percent of computing capacity is sitting idle at any given time. This creates a huge opportunity to save on energy costs by using virtualization and cloud computing to increase utilization of existing IT infrastructure, while also reducing carbon emissions, hardware purchases and real estate space requirements.

CA Technologies serves a broad range of stakeholders. Along with customers, employees and shareholders, we engage in a variety of partnerships, industry associations and sustainability organizations. Please visit our website for our full sustainability report at www.ca.com/sustainability-report.

It's clear to us that sustainability is smart business, and we are already realizing significant returns on our energy-saving investments and have a growing business in helping customers do the same. As global citizens, we have a responsibility to use all resources more effectively and efficiently, and we want to encourage other companies, governments and nonprofits to join us.

Individually we make a difference, but as a team, we'll achieve even more.



A handwritten signature in black ink, appearing to read 'Bill McCracken'.

Bill McCracken
CEO



www.caesars.com/codegreen

During 2010, Caesars Entertainment Corporation dramatically expanded its environmental-sustainability and energy-efficiency efforts, setting new performance goals and launching a companywide environmental data-collection scorecard at 35 of its domestic resorts to track and manage its performance with greater precision.

Caesars also published the first sustainability report in the gaming-entertainment industry, using the rigorous G3 guidelines of the Global Reporting Initiative. The report announced a first carbon inventory and U.S. Environmental Protection Agency-approved absolute reduction goal of 10 percent by 2013.

Restaurants throughout the company's Las Vegas resorts installed efficient on-site water filtration and bottling systems that reduce the purchase and transport of plastic water bottles. The Octavius Convention Center expansion at Caesars Palace was awarded Leadership in Energy and Environmental Design (LEED) Silver certification from the U.S. Green Building Council and Green Building Certification Institute. Caesars resorts in Atlantic City, St. Louis and Laughlin won Green Business of the Year awards, and the Toiyabe Chapter of the Sierra Club in Nevada and Eastern California named Caesars "Corporate Environmental Steward."

Virgin Holidays selected Caesars as one of only three companies worldwide to receive its 2010 Partner in Sustainability awards. Travelocity awarded "eco-friendly hotel" status to seven of Caesars resorts. This "green leaf" designation helps travelers find hotels whose operations are in alignment with the Global Sustainable Tourism Criteria. Caesars is proud that these awards were based on an independent, on-site audit of its resorts.

Caesars' environmental-sustainability initiative, CodeGreen, is driven forward by the passion and dedication of innovative CodeGreen teams at its resorts. These teams generate fresh approaches to the critical issues of energy, carbon emissions, waste and water and engage its 70,000 employees to reduce natural resource use and promote reuse and recycling.

Caesars' commitment to sustainability is integral to its business, engages its employees and customers, and makes an important difference to the communities in which it operates.



Gary Loveman

Chairman, CEO and President



www.cat.com

For more than 85 years, Caterpillar Inc. has been making sustainable progress possible and driving positive change on every continent. With 2010 sales and revenues of \$42.5 billion, Caterpillar is the world's leading manufacturer of construction and mining equipment, diesel and natural gas engines, industrial gas turbines, and diesel-electric locomotives. The company also is a leading services provider through Caterpillar Financial Services, Caterpillar Remanufacturing Services, Caterpillar Logistics Services, and Progress Rail Services. More information is available at www.caterpillar.com.

Caterpillar products, services, and solutions are found throughout the energy value chain, from extraction to processing and delivery. Our business and the energy and climate-related challenges and opportunities facing the world are deeply interconnected.

Caterpillar leverages technology to expand global energy access while at the same time limiting environmental impact. With distributed generation solutions, utilizing diesel and natural gas engines and turbines, along with the use of alternative fuels, Caterpillar helps get power where it is needed. Caterpillar is also a key supplier to the mining and resources industries that harvest natural resources needed to create increased access to power.

Caterpillar supports intelligent, responsible public policies addressing climate and energy solutions. Climate and energy challenges cannot be addressed in a vacuum; and there is no single solution to providing globally abundant, secure, clean and reasonably priced energy. We believe that innovation will lead the way to new sources of energy and improved use of existing, abundant resources.

We all have a role to play in ensuring resources are used in the most efficient manner possible. The Caterpillar business model works well to do that throughout the value chain — from initial product selection by our customers, through product support and maintenance through our dealer network, through the end of useful product life and rebirth through remanufacturing and rebuilding to start the cycle over again. We're focused on helping our customers by improving jobsite safety, finding environmentally responsible and profitable uses for by-products and commodities, increasing material and energy efficiency, and reducing greenhouse gas emissions.

We are committed to protecting the long-term health and safety of everyone at Caterpillar and the environment in which we operate. By focusing on safety and efficiency, we save money, reduce our environmental footprint, and improve employee satisfaction.

Caterpillar makes sustainable progress possible by powering change. Increasing efficiencies, reducing waste, and profitably growing the business will create and capture value for our customers, investors, employees, suppliers, and other stakeholders.



A handwritten signature in black ink, appearing to read "Doug Oberhelman".

Douglas R. Oberhelman
Chairman and CEO

CB Richard Ellis' (CBRE) history of sustainable innovation began in 2007, when we became the first company in our sector to adopt a companywide environmental policy and one of the few global companies to adopt a goal of becoming carbon neutral. Since then, we have developed a broad platform of sustainable practices and programs for use in our own operations and in real estate strategies for our clients.

As the world's largest commercial real estate services firm, CBRE is uniquely positioned to both influence and learn from the sustainability requirements of our client companies, many of which are similar in size, complexity and geographic diversity. Often the lessons learned in implementing our own sustainable strategies can translate into — or be informed by — the sustainability services we provide our clients. This collaborative approach drives innovation in three key areas, with examples following:

Service and program delivery

- ▶ Launching CBRE Solar in conjunction with Smart Energy Capital
- ▶ Launching CBRE Carbon Services
- ▶ Achieving 134 LEED® for Existing Buildings certifications and more than 12 MSF of LEED CI/NC/CS certifications
- ▶ Earning more than 250 labels and benchmarking 1,400-plus buildings in the U.S. Environmental Protection Agency's ENERGY STAR® program
- ▶ Engaging 260 million square feet of our global management portfolio in Earth Hour 2010
- ▶ Hosting 150-plus Earth Day 2010 events at CBRE-managed properties in the United States
- ▶ Achieving more than 450 LEED Professionals globally

Corporate commitment

- ▶ Pursuing carbon neutrality for 2010 with offset purchases in 2011
- ▶ Pursuing LEED® certification in key offices around the globe, including Beijing, Denver, Madrid, Minneapolis and Washington, DC
- ▶ Achieving ISO 14001 in all CBRE United Kingdom offices
- ▶ Employing environmental facilities requirements for all new occupied buildings
- ▶ Establishing locally relevant environmental management systems in each of our global regions
- ▶ Launching our Toward a Greener Tomorrow internal certification program for U.S. offices

Thought leadership

- ▶ Co-authoring the U.S. Green Building Council's *Green Operations Guide*
- ▶ Publishing *Do Green Buildings Make Dollars and Sense?*, the largest green building study ever, with the University of San Diego and McGraw-Hill Construction
- ▶ Publishing our industry's first law firm sustainability trend study, *Law Firms Build a Case for Green*
- ▶ Developing our industry's first *Green Building Global Certification Guide*, featuring 15 key green building standards across all global regions
- ▶ Announcing a partnership with *The Green Standard* on green procurement training

The rapidly evolving sustainability market requires commitment to learning and innovating on behalf of our clients, our stakeholders and the environment — a commitment CBRE takes very seriously.



Brett White

Chief Executive Officer



www.ch2m.com/corporate/services/sustainable_solutions/default.asp

Demands for energy, water and other resources are increasing. These issues will be accelerated by the population doubling in the next decade, further stressing our finite natural resources. The growing scarcity of natural resources is forcing our clients to set aggressive goals for how they use and manage available resources. These goals require innovation to develop long-term sustainable solutions. Environmental stewardship compels us to integrate technical disciplines and balance the interconnected challenges of climate variation, energy, water and land development in addition to social and economic considerations. CH2M HILL builds sustainability into the way we do business, using our cradle-to-cradle approach and technical expertise to turn sustainability strategy into action.

Our firm was one of the first in our industry to publish a sustainability report and the first to establish an internal Environmental Management System (EMS) that follows ISO 14001 guidelines. We support the United Nations Global Compact principles, and we measure and report our environmental performance annually. In 2010, CH2M HILL was named a leader in sustainable engineering by Verdantix, an independent analyst firm focused on sustainable business issues.

Internal to CH2M HILL, our North American EMS program successes include decreasing annual paper consumption by 18.3 percent; raising our recycled paper use from 63 to 82 percent; providing recycling and reuse programs; operating Leadership in Energy and Environmental Design (LEED®) and ENERGY STAR® certified buildings at our Denver headquarters; recycling 237,945 pounds of e-waste; replacing paper and plastic with durable goods in office kitchens; saving 1,377 tons of carbon dioxide equivalent per year through teleworking; reducing our leased square footage by 17 percent; including sustainability language in vendor contracts; and purchasing carbon offsets and renewable energy certificates to offset 20 percent of our facility emissions.

In addition to reducing our company's internal environmental footprint, we help our clients implement leading-edge sustainable solutions around the world. We do this by integrating sustainability principles into each step of the project life cycle — from planning, design, construction and operations to sustaining the project or program over time. Some of our most rewarding projects involve helping distressed communities work through conflicting agendas and bewildering technical options. Our solutions range from integrating sustainability principles into local park designs to developing master plans for new sustainable cities. We promote sustainability as part of our choice to do business differently, which has long been CH2M HILL's approach in our own operations and in finding and delivering solutions for our clients.



A handwritten signature in black ink, appearing to read "Lee McIntire".

Lee McIntire

Chairman and Chief Executive Officer



Human Energy®

www.chevron.com

Energy is essential to human progress — it creates jobs, fuels innovation and powers virtually every element of the global economy. Providing that energy safely, reliably and economically is a great responsibility that we take seriously.

Over the past few decades, our industry has changed dramatically. New technology and advanced skills have combined to unlock new production and growth in geologic areas once beyond our reach. Those same advances have enabled our innovative response to the issue of climate change and renewable energy sources.

Chevron's Action Plan on Climate Change continues to guide our efforts in greenhouse gas (GHG) emissions reduction, improved energy efficiency, and research and development in innovative, low-carbon energy technologies.

Since 1992, we have reduced the total energy consumption required to perform all our business operations by 33 percent compared with the energy we would have used to complete the same functions. We have deployed a new enterprise-wide system for reporting GHG emissions and energy efficiency, implemented a strategy to manage future carbon-market activity growth, and conducted third-party verification of our GHG emissions. Chevron Energy Solutions, our energy services company, works with public institutions and businesses to increase energy efficiency and reduce energy costs. On average, these projects reduce energy use by nearly 30 percent.

Even with improved efficiency, to meet the need for affordable and reliable energy, the world will have to rely on all energy sources. While applying new technologies to develop oil and natural gas resources, we also are investing in renewables. Through internal research and collaboration with governments, businesses and academia, we are focusing on research and development of renewable energy technologies that can operate at industrial scale without subsidies. For example, Catchlight Energy LLC, our joint venture with Weyerhaeuser Company, is working to commercialize advanced biofuels made from forest-based resources.

We also invest in ongoing renewable energy generation. We are the world's largest producer of geothermal energy, and we continue to explore for more geothermal resources in Indonesia and the Philippines. In California, we are developing and demonstrating solar technology that will produce steam needed for production operations at our Coalinga oil field.

These commitments provide a compelling near-term approach to managing GHG emissions while increasing energy supplies needed to keep costs affordable and our economic recovery on track.



A handwritten signature in black ink that reads "John S. Watson".

John S. Watson
Chairman and CEO



www.cisco.com

Over the past 25 years, Cisco has grown into a company that constantly strives to be the best company in the world and the best company for the world. Technology can help us work, live, play and learn in new and more sustainable ways. We're innovating to address environmental challenges, reduce our own impact and help customers reduce theirs.

Cisco's approach to environmental sustainability is holistic, and our goals are ambitious. We concentrate on improving how we operate as a company — minimizing our greenhouse gas emissions, reducing waste and managing our water supplies. We've made a commitment to reduce our own carbon emissions by 25 percent from 2007 levels by 2012, and we're on track to do just that. And we also strive to create efficient products by ensuring energy efficiency is not an afterthought but embedded in the design from cradle to grave.

We also know that the network is the platform to connect devices that measure, monitor and manage energy consumption and to connect people without travel, not only to bridge ideas that help overcome social problems but also to interconnect information technology systems that conserve energy and natural resources through virtualization.

Through smart grid solutions, we can securely manage energy on electrical grids, from generation to consumption, to make homes and buildings more productive and economical. And through a combination of public-private partnerships, we lead the way in delivering transformational learning, providing remote health care options and developing new infrastructure models for tomorrow's sustainable cities.

Our social advancement initiatives and environmental programs address fundamental issues that are important to people all over the world. And as Cisco looks to strengthen our business by helping to strengthen global communities, we continue to support and report our progress toward the universal principles embodied in the United Nations Global Compact.

At Cisco, we see that the world is much more connected than it was 25 years ago, and next-generation intelligent networks will serve as the platform for helping us meet the challenges we face today, as well as to prepare for our future.



A handwritten signature of John T. Chambers in black ink.

John T. Chambers
Chairman and CEO



www.coca-cola.com

Sustainable innovation has been part of Coca-Cola's DNA for 125 years. Our holistic approach to innovation — from developing new ingredients and beverages to designing new packaging and equipment — has always focused on delighting our consumers and improving the sustainability of our communities and our planet.

On the sustainable packaging front, our PlantBottle™ is the first-ever recyclable PET beverage bottle made partially from plants. PlantBottle looks, functions and recycles just like traditional PET plastic, but does so with a lighter footprint on the planet and its scarce resources. The presence of these packs in 2010 alone is equivalent to eliminating almost 30,000 metric tons of carbon dioxide or approximately 60,000 barrels of oil from our PET plastic bottles. We are aiming to use PlantBottle packaging for all of our plastic bottles by 2020.

Our ever-expanding portfolio of more than 3,300 beverages — which is three times the number we offered a decade ago and more than 10 times the number we offered 20 years ago — includes nutrient-enhanced products like NutriJuice. We developed this innovative drink with the Food and Nutrition Research Institute of the Department of Science and Technology to address the high prevalence of iron-deficiency anemia in elementary school children in the Philippines. Fortified with iron, zinc, lysine, and vitamins A and C, NutriJuice is provided free of charge to children in the Philippines through a partnership with the Ministries of Education and Health.

The largest contributor to our climate footprint is found in the roughly 10 million pieces of refrigeration equipment our system uses to keep our beverages cold. That's why we have invested more than \$60 million in research and development over the last decade to advance the use of climate-friendly cooler technology. We are on track to achieve our goals to purchase 50 percent of all new coolers and vending machines without hydrofluorocarbons (HFCs) by 2012 and transition all new purchases to 100 percent HFC-free equipment by 2015. This will reduce our carbon emissions by more than 52.5 million metric tons over the life of the equipment — the equivalent of taking more than 11 million cars off the road for one year.

Another game-changing equipment innovation — the Coca-Cola Freestyle™ fountain dispenser — is dazzling consumers across the United States by dispensing an array of more than 100 branded sparkling and still beverages — including low- and no-calorie offerings — from a single freestanding unit. In addition to providing consumers with an unprecedented array of choices, Freestyle® also has many environmentally friendly features; in fact, it takes 30 percent of the water and packaging associated with our fountain business out of our system, and its cartridges are manufactured in a Leadership in Energy and Environmental Design (LEED)-certified facility.

We have always linked the success of our business to the strength of the communities in which we operate. We are proud of our heritage to fuel sustainable innovation, and we remain committed to doing even more to make a positive difference in the world.



Muhtar Kent

Chairman and Chief Executive Officer

At Cognizant, our success and that of our customers and partners depend on sustainability. Our ability to counsel clients on vital business and technology issues is interconnected with how we:

- ▶ Do what's best for people and the environment.
- ▶ Conduct our business affairs, employing the highest standards of personal and corporate conduct.
- ▶ Serve and satisfy our customers, while shaping our ability to sustain our own future.

Sustainability also guides how we support our employees, the communities where we work and the next generation of information technology (IT) professionals. We do this through our Cognizant Foundation, Project Outreach for our global education endeavors and Go Green for reducing pollution for our planet, among other initiatives. All of this and more defines sustainability at Cognizant. We call it Responsibility at Work.

While operating as a responsible global citizen since 1994, Cognizant has achieved important milestones in the past year. We hired our first Chief Sustainability Officer and initiated a broader sustainability program, which includes our first sustainability report based on the guidelines set forth by the Global Reporting Initiative (GRI), the global gold standard in sustainability reporting. We have embraced the GRI's foundation of environmental, social and governance indicators, as well as economic considerations. This engagement will inform how we will contribute to the value and sustainability of our brand and to our continued financial success.

To Cognizant, education ranks as the most significant sustainability issue not just for our industry, but perhaps, of our time. Emerging gaps between the availability and demand for skilled talent in developed countries like the United States and Europe pose new challenges for Cognizant and our customers. We have developed a unique approach — in part to address these challenges — called The Future of Work and we believe it will enhance organizational productivity and competitive advantage for our customers, while guiding them in building more sustainable businesses and communities. We will build on this knowledge to advance a worldwide sustainable supply chain and to raise our overall awareness of sustainability practices and adapt them to local needs.

The path forward for Cognizant and our industry is clear: We must move beyond the current focus on green IT and advance into what we call sustainable IT — using technology to address not only environmental but also social and governance issues. We are striving to do this within Cognizant, while encouraging and helping our customers adopt sustainable IT practices. We are committed to becoming a world leader in sustainable IT because it enables us to contribute something bigger both for our customers and our global community.



A handwritten signature in black ink that reads "Francisco D'Souza". The signature is stylized with a large, looped 'F' and 'S'.

Francisco D'Souza
President and CEO



www.cognizant.com



www.conocophillips.com/susdev

For ConocoPhillips, sustainable development means conducting our business to promote economic growth, a healthy environment and vibrant communities, now and into the future. We believe this approach builds long-term value for all stakeholders, while furthering our mission to responsibly deliver energy to the world.

Our recent business results reflect strong financial and operational performance. But of all our 2010 milestones, we are most proud of achieving our best-ever safety performance. At ConocoPhillips, we consider a thriving safety culture to be a business necessity. In fact, our "SPIRIT" values begin with safety and provide the foundation for progress in sustainable development and environmental stewardship. We strive to eliminate all injuries, occupational illnesses, unsafe practices and environmental incidents.

To achieve our ambitious safety and operational goals, we engage in comprehensive training of our personnel, practice rigorous contractor selection, integrate sustainable development into planning processes, and invest in a broad range of technological research and development. For example, in the Gulf of Mexico, although ConocoPhillips currently operates just one production platform, we are working with others in our industry to develop new spill-collection capabilities that improve oil capture and recovery, and to place equipment in strategic locations that facilitate immediate response in the event of an emergency.

To help meet our commitment to deliver the energy that powers modern society, we have established a leading position in the Canadian oil sands, the world's second-largest oil resource and a reliable supply that enhances U.S. energy security. To ensure responsible development, we are conducting a five-year \$300 million oil sands research and development program. Among its objectives are reducing the environmental footprint of production, specifically by lowering water use and increasing recycling, reducing atmospheric emissions of carbon dioxide, and minimizing facility size and land use.

Our oil sands innovations include applying advanced evaporator technology, lowering the steam-to-oil production ratio, incorporating a more efficient well pad configuration, conducting continuous land reclamation and faster forest regeneration, and developing more efficient refining processes.

Additionally, we are working with area communities to enhance our approach to responsible development, support their sustainability and encourage local entrepreneurial development.

All these efforts are focused on long-term sustainability of energy supplies and environmental resources. ConocoPhillips looks forward to delivering energy responsibly for many generations to come.



A handwritten signature in black ink, reading "J. J. Mulva".

James J. Mulva
Chairman and CEO



www.csc.com

Since the creation of the CSC Corporate Responsibility Office in 2009, we have significantly advanced our transparency as a business with respect to our triple bottom line. During difficult economic times, we have made steady progress toward our financial and environmentally sustainable goals, as well as toward our efforts to attract, develop and retain the best talent in the world. For example, we launched Employee Resource Groups (ERGs) to provide global and regional forums in which employees with shared interests or perspectives meet regularly to advance best practices, share ideas and form mentoring relationships. We also have substantially reduced our carbon footprint and energy usage and have since attained ISO 14001 certification in a number of CSC locations.

Last year, we were honored by numerous global agencies for our corporate responsibility accomplishments, including:

Business in the Community Corporate Responsibility Index — Bronze Ranking: Business in the Community (BITC) is an international network of businesses that are committed to sustainable business practices that benefit society. CSC's ranking in the Corporate Responsibility Index demonstrates that the company's corporate responsibility program is evident in the workplace, marketplace, environment and community.

Best Corporate Citizen/Government Contracting, *Corporate Responsibility Magazine*: *Corporate Responsibility Magazine's* new list of responsible government contractors is based on the same methodology as the magazine's 11-year-old 100 Best Corporate Citizens List, one of the world's top corporate responsibility rankings.

FORTUNE Magazine's "World's Most Admired Companies" — Top 5 Information Technology Service Providers: Based on an in-depth evaluation of approximately 1,400 companies worldwide, this award reflects our focus on building a great place to work. Our high rating in social responsibility demonstrates our progress in developing forward-thinking programs that contribute to a sustainable future for our employees, clients and partners. We also received a high rating in quality of executive management, which recognizes our culture of integrity and our focus on hiring top talent and industry thought leaders.

FTSE4Good Index: For the first time, CSC is listed on the FTSE Group's prestigious index, inclusion in which indicates we have met stringent social and environmental criteria and are positioned to capitalize on the benefits of responsible business practice. CSC was one of only two U.S. companies added to this list in 2010.

In the coming year, we will continue our progress by engaging more CSC stakeholders in our corporate responsibility efforts, including our clients, partners and investors. We will also fully participate in the global Carbon Disclosure Project and enhance our environmental sustainability efforts both internally and on behalf of our clients.

I encourage you to read more about our achievements in our annual Corporate Responsibility Report (www.csc.com/2010_CR_Report).



A handwritten signature in black ink, appearing to read "Mike Laphen".

Michael W. Laphen
Chairman and CEO



www.csx.com

Did you know a freight train can move one ton of goods nearly 500 miles on a single gallon of fuel? Freight rail is one of the most environmentally friendly ways to ship the goods America's businesses and consumers need. From technology to operations, partnerships to volunteerism, CSX and our 30,000 employees actively contribute to the nation's goals of strengthening the economy and improving the environment. Safety and protection of the environment are fundamental to our business.

Our commitment spans decades of diligent work and billions of investment dollars. We are leading the way to a more sustainable future by employing fuel-efficient locomotives, lowering emissions and reducing congestion on our highways — we are “How Tomorrow Moves.”

Pledging to protect the environment is nothing without concrete steps toward that goal. We voluntarily committed to reduce our carbon dioxide-equivalent emissions intensity by 8 percent by the end of this year, and we're on track. We're employing new ultra-low emission locomotives across our network and piloting energy management technology that combines GPS, track and train data to identify the most fuel-efficient settings for each trip.

Partnerships with respected organizations help multiply the effects of our work. Connecting with The Conservation Fund helps us continue to protect land and water resources, and we're active participants in the Carbon Disclosure Project. In fact, CSX was in the top 10 in the S&P 500 on the Carbon Disclosure and Carbon Performance Leadership Indices last year.

As a proud member of the global supply chain, we constantly seek to promote sustainable practices among our suppliers and customers. CSX spearheaded the National Gateway, a groundbreaking \$842 million, multistate public-private infrastructure initiative that will improve the flow of freight between key markets and avoid 20 million tons of carbon dioxide emissions.

We have tens of millions of neighbors along our railroad, people we consider partners in our sustainability goals. The men and women of CSX volunteer thousands of hours each year to give back to the communities we serve. In fact, we are planting one tree for each of the 21,000 miles of our network, providing better environments for neighbors across the nation.

At CSX, we recognize that innovation and constant effort are vital to preserving the environment for future generations, while also providing for the current one. Sustainable practices are paramount across our network and throughout our business decisions.



Michael Ward

Michael J. Ward
Chairman, President and CEO



www.cummins.com

As we look to a future that offers significant growth prospects, Cummins' ability to innovate and create a sustainable global organization that is responsive to the needs of our stakeholders has never been more important.

Innovation is a key element of our environmental sustainability efforts, and we drive it across our business through the framework of our 10 climate change principles and dedicated resources in our climate change working group and Six Sigma teams.

For example, we have created a work team of experienced Six Sigma professionals that focuses specifically on coordinating efforts and leveraging expertise to develop environmentally responsible products, processes, supply chains and facilities. We have begun to measure the environmental improvements of our transportation projects, create a process to develop sustainable packaging and share our energy-efficiency knowledge with our suppliers. We are assessing the total energy consumption embedded in the design and manufacture of our products.

Six Sigma collaborations with our end-user truck fleet customers have resulted in 67 fuel economy projects leading to 50 million gallons of fuel saved and 446,000 metric tons of greenhouse gases avoided over the past seven years.

Our engineers are developing technologies that will greatly improve the fuel economy of heavy- and light-duty vehicles and reduce greenhouse gas emissions. In fact, we have embraced emissions regulations as both a competitive advantage for Cummins and the right thing to do for the environment.

We also are the market leader in commercial diesel hybrid and natural gas engines. Our high-tech remanufacturing uses techniques to salvage more engine components more times than once thought possible.

We included the cost of carbon in our financial decisions to invest in nearly 300 energy-efficiency capital projects, and our Energy Champions and Energy Leaders program has trained hundreds of employees to find and implement energy-efficient solutions in our facilities.

Our "Environmental Challenge" program is a prime example of our focus on the environment as a global priority for volunteerism and philanthropy and has led to 150 community environmental projects around the world the past two years. In one example, Cummins employees in India brought power and economic activity to a remote village by engineering our generators to run on vegetable oil extracted from the seeds of indigenous trees.

Cummins' mission statement demands that "everything we do leads to a cleaner, healthier, safer environment," and we are committed to pursuing innovative solutions to fulfill that mission everywhere we do business around the world.



A handwritten signature of Theodore M. Solso in black ink.

Theodore M. Solso
Chairman and CEO



www.davita.com

DaVita is sensitive to the importance of the environment as well as the health of our patients. In order to maintain a balance between our mission of saving lives and our dedication to environmental stewardship, DaVita is committed to implementing successful and meaningful environmental programs to promote conservation, stewardship and sustainability at our more than 1,600 offices, centers and other facilities around the United States.

The 35,000 teammates of the DaVita "Village" share these values and innovate ways to integrate them into daily operations. DaVita is committed to training teammates about sustainability and how to be environmentally sensitive in their daily actions. Teammates, in conjunction with our Village Green sustainability program, work to establish DaVita as an environmental leader among health care providers by creating high-impact, measurable and fun activities for teammates across the Village.

DaVita recently executed its first renewable energy installation with a solar thermal application in Scottsburg, IN. The DaVita data center in Tacoma, WA, has undergone extensive retrofits to increase efficiency in heating and cooling loads while also consolidating servers to reduce energy consumption. Our teammates around the country have started recycling and composting programs at our clinics by partnering with local entities — including one clinic in the Phoenix metro area that diverts food waste from the landfill through a partnership with a local hog farm. The interim Denver headquarters currently diverts 95 percent of waste through composting and recycling programs. And in an effort to promote sustainability outside of the workplace, DaVita offers every teammate in the Denver office a complimentary annual pass for all modes of public transportation.

DaVita is committed to promoting environmental sustainability through educational outreach, implementation of green policies and procedures, and transparent reporting of environmental metrics while maintaining service excellence and industry-leading clinical outcomes for our patients.

Our dedication to giving back is grounded in a belief that DaVita is a community first, a company second. We have a profound commitment to both roles and strive to balance our business goals with our social, educational and environmental ones.

Just as we care for our patients and are committed to ensuring their well-being, we must care for the environment and commit to its well-being for future generations.

We must continually strive to be not only a leading provider of kidney care, but also an environmental leader in the health care industry.

Our business decisions must serve the best interest of the patient while accepting and acknowledging responsibility for our environmental impact.

By balancing the two, we can give life to both.



A handwritten signature in black ink, appearing to read "K J Thiry".

Kent J. Thiry
Chairman and CEO



JOHN DEERE

www.JohnDeere.com

John Deere's 56,000 employees are united in a common goal of serving our global customers — those linked to the land — with advanced products, services and solutions. Underpinning these efforts is a focus on sustainability.

Our company fully understands that developing and providing sustainable products and practices is good business. We are mindful of the importance of minimizing environmental impacts as part of our broader commitment to responsible corporate citizenship. We view ourselves and our customers as stewards of the environment.

Innovation has defined John Deere from the company's start, when our founder successfully introduced the polished steel plow in 1837. It revolutionized farming in that era. Ever since, innovation has been one of our core values and guiding principles. It has been a key to our long record of success in providing value to customers and other stakeholder groups.

As shown in the following examples, John Deere products are designed to conserve resources while helping our customers produce the food, fuel, fiber and infrastructure needed by a rapidly growing and developing world:

- The John Deere 8320R, a 320-horsepower row-crop tractor, established a new fuel-efficiency record for its class at the Nebraska Tractor Test Lab. Tests are now being conducted on lower-emission Interim Tier 4 engines, though favorable results are anticipated.
- Green Tech MHG (Micro Hydroelectric Generator) powers a complete irrigation-controller system with renewable energy. Electricity is generated from water flowing through pipes. MHG incorporates a solar-powered backup system for extended periods of no irrigation.
- GreenStar precision solutions apply innovative technology to seeding, nutrient application and harvesting, among other operations in the farm field. These solutions lead to higher crop production while saving fuel and minimizing the use of chemicals.

At the same time, John Deere is making further progress curbing greenhouse gas emissions in our operations. Our goal is to reduce such emissions by 25 percent per dollar of revenue by 2014 in relation to the base year of 2005. To this end, various energy-reduction projects are under way at Deere facilities worldwide. We also emphasize sustainability when constructing or updating facilities. A number of the company's office buildings have received Leadership in Energy and Environmental Design (LEED) recognition, an international green building certification system.

John Deere is aiming higher and reaching farther than ever before in the pursuit of ambitious business goals. In this process, we remain squarely focused on the broader obligation of supporting a higher quality of life — and a more sustainable one — in all we do.



Samuel R. Allen

Chairman and Chief Executive Officer

Deloitte Touche Tohmatsu Limited (DTTL) ended fiscal year 2010 as the largest professional services organization in the world, with approximately 170,000 professionals in 150 countries and revenue of \$26.6 billion. As a global organization of member firms, our marketplace prominence comes with increased responsibility and greater expectations.

Acting As One

Deloitte professionals around the world share a commitment to be responsible leaders. Indeed, the same values and culture that have fueled our growth also drive our desire to be sustainable. Although acting responsibly has always been a prerequisite to be deserving of the public trust, over the last year member firms have embraced a formal corporate responsibility policy, based on our U.S. model, whose specific measures and goals include respect for the environment.

This past year, we introduced the Deloitte As One strategy to achieve a strong collaborative and unified approach to the marketplace. An essential part of As One is the integration of responsible business practices in everything we do.

Charting paths around the world

Deloitte's more than 600 Sustainability and Climate Change (S&CC) specialists serve clients worldwide. In 2010, the S&CC group within our U.S. member firm led the collaborative development of the U.N. Global Compact Management Model. The model aids Global Compact signatories to align their operations and strategies with both the letter and the spirit of the Global Compact's 10 universally accepted principles.

A major initiative launched during the past year has been Deloitte21, which seeks to drive innovations in education and skills for underserved young people and help them succeed in the 21st century. In the United States, a comprehensive national community involvement program — Their Future is Our Future — aims to make college attendance the norm in America.

Greening the dot

As demonstrated by our U.S. member firm, sustainability depends on the active engagement of our people. On an opt-in basis, more than 30,000 employees have taken the Footprint surveys for the office and home. And since its introduction on Earth Day 2010, PlanetSaver has been installed on more than 28,000 computers to reduce the energy level of conventional screen savers. Further, we are extending sustainability to young people through our *Greening the next generation* program. And greening extends to our facilities: Four Gold-level Leadership in Energy and Environmental Design (LEED) certifications were earned in 2010, with more to come in the months ahead.

We look back with pride on what has been accomplished, within the context of an enduring recognition that there is so much more to do.



James H. Quigley
James H. Quigley

CEO, Deloitte Touche Tohmatsu Limited



www.dom.com

Sustainability is about finding an appropriate balance. At Dominion, we embrace the complex challenges of our business by seeking the balance needed to provide safe, reliable, affordable and responsible energy. Our pledge is to work for sustainable solutions that serve our customers, communities, shareholders and employees. Our passion is dedicated to creating a smarter, cleaner and more efficient energy future.

Investing in the technologies of tomorrow

Dominion's Alternative Energy Solutions group assesses the commercial viability of new technologies and works with Dominion's business units to implement those with commercial promise. Since the formation of this group, Dominion has announced investments in a smart grid infrastructure company, a solar demonstration and battery storage project, and a partnership with Ford Motor Company on electric vehicles.

Reducing our environmental footprint

Between 1998 and 2015, Dominion will have spent \$5.1 billion on environmental improvements at our generating fleet. As a result, our emissions of nitrogen oxide, sulfur dioxide and mercury are being reduced by approximately 80 percent. At the same time, we are creating the equivalent of a major, emissions-free power station by improving efficiency of our existing stations. And our carbon dioxide intensity — already among the lowest among our peers — continues to decrease.

Providing green opportunities for our customers and communities

Dominion offers customers in Virginia and North Carolina the opportunity to participate in green power programs. We also are committed to meeting the renewable portfolio standards of those states. We have added 371 megawatts of renewable energy to our generation fleet since 2004 and are seeking to add more than 600 megawatts of renewable energy in the future. On the demand side, the company has launched a portfolio of energy-efficiency and conservation programs that are estimated to save our customers more than \$600 million over the next 25 years.

Engaging our employees and stakeholders

Dominion's commitment to sustainability starts at the top. Our executive-level Sustainability Council provides strategic direction to our efforts. But the commitment is also broad based, with staff-level sustainability and "green" teams in place.

Dominion employees donated nearly 150,000 hours of volunteer service in 2010 in addition to the \$23.6 million in financial donations made by the company.

Dominion is committed to responsible performance and continuous improvement to serve the social, economic and environmental well-being of our customers and communities. We intend to continue working with lawmakers, regulators, industry peers, community organizations and other stakeholders to shape workable solutions to the sustainability challenges of our time.



Thomas F. Farrell, II
Chairman, President and CEO



www.dow.com/sustainability

With Dow's transformational strategy firmly in place and delivering clear results, our innovation engine, people and global reach are bringing our mission to life: to passionately innovate what is essential to human progress by providing **sustainable solutions** to our customers. When you consider that more than 96 percent of all manufactured products are enabled by chemistry, Dow has a unique vantage point and role in helping individuals, communities and economies address sustainable development. Exponential population growth and demand for quality of life are not at odds with environmental stewardship. Instead, they are interdependent and, with the right collaboration, can be mutually beneficial. Here are examples of how Dow approaches world challenges as wellsprings for collaboration, innovation and growth:

Smart Solutions for Today

- High-performance epoxy systems that enable lighter and stronger wind blades
- Water technologies that treat more than nine billion gallons of water per day
- All-in-one seed trait combination that protects corn from weeds and insects for increased yield
- Zero trans-fat Omega-9 oils that address demand for healthier foods

Innovations for Tomorrow

- Solar shingle that makes harnessing the sun's energy more practical for common households
- Advanced manufacturing plant that is developing superior battery technology for hybrid and electric vehicles
- Diesel particulate filters that will deliver lower emissions with reduced impact on fuel economy
- Desalination technologies that aim to reduce cost of water desalination/re-use by 35 percent

Partners for Change

- Collaboration with The Nature Conservancy translating ecosystem services into business value
- Worldwide Partner and Official Chemistry Company of the Olympic Movement
- Global sponsorship of the United Nations-designated International Year of Chemistry
- 7th U.S. Presidential Green Chemistry award for novel propylene oxide technology jointly developed with BASF

Responsible Operations

- First chemical company to earn Robert W. Campbell Award from the National Safety Council for Environment Health & Safety performance
- Since 1994, absolute greenhouse gas emissions reduced by 20 percent, exceeding Kyoto Protocol targets
- Municipal wastewater re-used at Netherlands site to save water and energy
- Dow's insulation products in service that avert more than five times our own carbon dioxide emissions from operations annually

Our company's mission is deeply rooted in the connection between science and human progress ... between chemistry and "The Human Element." We are committed to our core value of protecting the planet because that commitment unlocks opportunities that are good for the environment, good for people and good for business.



Andrew N. Liveris

Chairman and Chief Executive Officer



www.duke-energy.com

Innovation is not an option for an energy company in the 21st century — it's a necessity.

Investing in new energy infrastructure and related technologies can be the spark that ignites the next engine of American prosperity — bringing jobs and building energy security.

New technologies can make electricity cleaner, more reliable and affordable. New, more efficient generating plants, all seamlessly integrated into a smart grid, will create the foundation for a low-carbon future. A switch to electric vehicles will drive entire new industries and new jobs. A trend toward more efficient buildings and appliances will create opportunities for investment, jobs and expertise as well.

Duke Energy's efficiency programs are designed to involve our customers in saving energy and reducing our environmental footprint. For example, in 2010 we distributed more than 10 million compact fluorescent light bulbs to residential customers. We also launched Envision: Charlotte, a public/private partnership that aims to reduce energy use by uptown businesses in our headquarters city.

To give our customers the digital tools they need to manage their energy use, we're building a smarter power delivery grid. Moving from analog to digital technology will also enable us to better detect and resolve power problems, and prevent and shorten outages.

We will also produce electricity more efficiently — and reduce environmental emissions — by modernizing our power plants.

- ▶ Duke Energy is building cleaner, advanced-technology coal plants and new natural-gas generation that will allow us to retire older, less-efficient plants.
- ▶ We're expanding our renewable portfolio with commercial wind and solar energy development. In the Carolinas, factories, businesses and schools are renting out their property and rooftops to Duke Energy for solar installations.
- ▶ We're also pursuing plans to expand our nuclear fleet. Nuclear is the only generation technology that can meet growing demand for electricity with zero greenhouse gases, 24/7.

Electric vehicles are an important innovation in cleaner transportation and smarter energy use. We're working with manufacturers to promote adoption of plug-in electric vehicles and conducting pilot programs with employees and customers. We're also "greening" our own fleet with more hybrid and electric vehicles.

In January 2011, we announced that Duke Energy would merge with Progress Energy, a company that shares our view of an energy future powered by technological innovation. Our focus on sustainability will remain a key priority of the new Duke Energy.



A handwritten signature in black ink that reads 'James E. Rogers'.

James E. Rogers
Chairman, President and CEO



www2.dupont.com/Sustainability/en_US/

The world is undergoing transformational change triggered by global population growth and the rising middle class in developing geographies. The need to help feed our planet's growing population, reduce our dependence on fossil fuels, and protect people and the environment is driving DuPont science.

The question today is "How will we feed nine billion people by mid-century?" From advancing the nutritional content of crops, to helping farmers and growers around the world increase their yields, to finding better ways to ensure food safety, we're working every day to help populations feed themselves. We continue to introduce innovative products and practices that we feel will provide food security for those most in need.

We also need to find alternative energy sources and ways to use our existing resources more responsibly. We are working with our partners to take what we know of microbiology, fermentation, polymer science and electrochemistry to help the world transition from fossil fuels to more sustainable alternatives.

With solar energy, we continue the path toward grid parity. Our goal is to make solar more mainstream by improving the efficiency of solar cells, introducing new designs and finding ways to make modules lighter, thereby reducing the cost of construction and installation.

We are focused on second-generation biofuels such as cellulosic ethanol and biobutanol from nonfood feedstocks like corn stover, switch grass and algae, both expected to be commercial by 2013.

As our population increases, so do the threats to human safety and the well-being of the planet. One of our greatest challenges in the coming decades will be adequately protecting humanity and the world we share. DuPont is working with companies, governments, academics and scientists to develop a vast range of materials, products and consulting solutions that protect life and our ecosystem. From life-saving body and car armor to cleaner refrigerants, we're working to keep the most precious things on Earth, and the Earth itself, safe from harm.

All of this work is happening daily at the intersection between innovation and sustainability. It's a business model that our customers are demanding, our employees are embracing and our children are expecting. It's not the business of the future — it's the business of now.



A handwritten signature in black ink that reads "Ellen Kullman".

Ellen Kullman

Chair of the Board and Chief Executive Officer

At Eastman, our goal is to consistently demonstrate we are an outperforming chemical company by delivering value-creating growth.

In recent years, we have seen sustainability and consumerism trends converge, creating a world of new possibilities. We believe these global megatrends provide a lens for focusing our growth initiatives. The expanding middle class and the trend toward consumerism are enabling us to leverage geographic diversity as a source of strength. Robust growth in fast-expanding regions is prompting us to increase research and development investments and to continue expanding capacity to meet growing demand for our products.

The impact of environmental constraints on ever-stressed natural resources is increasing the need to embed sustainability in our product development and innovation processes. Our customers need solutions that provide performance, value and an improved environmental footprint. Our goal is to accelerate our efforts to deliver innovative solutions that our customers desire.

While sustainability is becoming increasingly important in business practices, it's not altogether new to Eastman. We have used our unique insights and expertise to provide more sustainable solutions that the world is looking for, like our copolyesters manufactured without BPA, our cellulose esters produced from renewable resources and our Eastman 168™ non-phthalate plasticizers.

Eastman consistently strives to create safe solutions that offer more value with less environmental impact. In 2010, we set a goal that two-thirds of our new product launches will be advantaged on assessed sustainability criteria. We are evaluating new product growth options with a disciplined approach and are proud to say that the majority of our innovation pipeline is sustainably advantaged.

Our culture is one of continuous improvement, innovation and responsibility. Part of that responsibility is to conduct business in a way that supports the success of future generations. Sustainability gives Eastman opportunities as a company to show our heart and also use our head. For us, it's not only the right thing to do but the smart thing to do.

Our vision is to be recognized as a company committed to sustainability. I am pleased with our progress and proud of what we have achieved so far. I recognize we are on a journey and appreciate the long road ahead.



A handwritten signature in black ink, appearing to read 'James P. Rogers'.

James P. Rogers
Chairman and Chief Executive Officer

EASTMAN

www.eastman.com/sustainability



www.kodak.com/go/sustainability

Kodak knows that innovation is the key to offering products and services that enable our customers to unleash the power of pictures and printing. Innovative approaches are also at the heart of our sustainability strategy in product development.

Eco-Efficient Tools: Kodak employs a number of tools to help inform our product design decisions and continues to partner with academic institutions to enhance our capabilities. Application of tools such as Life Cycle Assessments (LCA) and carbon footprinting enable a better understanding of the environmental profiles of various imaging systems and the opportunities for improvement.

Innovative Products: Key findings from activities such as these are fed back to research and product development teams maximizing the opportunities to enhance future products. For example, an LCA for digital photo frames enabled product developers to focus on key product aspects in order to reduce energy consumption. Kodak now offers ENERGY STAR® qualified frames with efficient LCDs and innovative activity sensors that turn the frames off and on depending on the proximity of viewers.

Disruptive Technology: In the book printing market, our groundbreaking STREAM Continuous Inkjet Printing Technology has great promise to help the industry create a much more efficient and sustainable operating model. The industry's traditional model comes with a lot of waste in the form of excess inventory and returned copies. Our PROSPER Press is reducing waste and shrinking inventories by enabling print-on-demand, while delivering quality and cost in the same class as offset printing.

Partnering with Customers: Kodak provides solutions and services that assist our customers in their own pursuit of sustainability goals. The KODAK Printer's EnviroServices Program and the KODAK Sustainable Printers Program give graphic customers access to recycling programs, as well as expertise in chemical, water and energy conservation. On the consumer side of our business, customers can get cash back toward new products by trading in their old products for recycling and proper disposal.

As Kodak people continue to drive innovation across our business every day, I'm confident that we are creating a future that combines profitable growth with sustainable practices and products for the benefit of future generations.



Antonio M. Perez
Chairman and CEO



Powering Business Worldwide

www.eaton.com/Eaton/Sustainability/index.htm

Eaton Corporation is in the business of “power management” — helping customers manage power more efficiently, effectively, safely and sustainably. We believe power management will be one of the biggest trends shaping the future as the world’s energy demands grow along with the responsibility to protect our environment.

Eaton’s innovative technologies improve the energy efficiency of buildings, vehicles and machinery; help to conserve natural resources; shrink the carbon footprints of our customers; and reduce the environmental impact of everyday life. Examples of key technology applications are found across Eaton’s global businesses:

- ▶ Eaton hybrid power systems for commercial vehicles have accumulated more than 100 million miles of service and helped save more than four million gallons of fuel while reducing emissions by 40,000 tons.
- ▶ Eaton’s multifaceted family of electric vehicle charging stations is helping to build the infrastructure vital to this new mode of transportation.
- ▶ Our advanced hydraulic and electrical technologies support wind, solar and hydropower manufacturers around the world.
- ▶ Eaton helps reduce power consumption in energy-hungry buildings by providing efficient products and services such as lighting controls, electric drives and uninterruptible power system solutions.
- ▶ We are working with the world’s leading aerospace manufacturers to develop solutions such as fluid conveyance and cockpit panel systems that make air transportation safer, more reliable and more energy efficient.
- ▶ Eaton superchargers enable small, efficient automobile engines to deliver the power of much larger ones, while using less fuel and reducing emissions.

In addition to helping our customers be more sustainable, Eaton remains focused on improving the efficiency and sustainability of our own operations. We’ve reduced our greenhouse gas (GHG) emissions, indexed for sales, by 12.9 percent since 2006, keeping us on track to meet our goal of reducing GHG emissions by 18 percent by 2012.

Eaton’s new global headquarters, being built in Beachwood, OH, along with our new, state-of-the-art information technology centers in Louisville, KY, will be world-class models for sustainability, embracing the latest energy-efficient technologies. And new technologies and processes are making our manufacturing plants around the world more energy efficient.

This year marks Eaton’s 100th anniversary of providing customers around the world with innovative and sustainable products, systems and solutions. As we celebrate our centennial, we look forward to building further momentum for our most impactful technologies that will help our customers everywhere address some of the world’s toughest power management and sustainability challenges.



Alexander M. Cutler

Chairman and Chief Executive Officer



www.lilly.com

At Eli Lilly and Company, we believe what we do today matters tomorrow. We're committed to making medicines that help people live longer, healthier, more active lives. We promise to operate our business with absolute integrity. That's why, as a company, we aspire to contribute to a healthy environment by thoughtfully incorporating environmental sustainability into research, manufacturing, procurement, information technology, and many other aspects of our business operations.

In 2008, we set aggressive companywide environmental goals, and I'm pleased to report that we are making significant progress. These goals, which have a 2013 target, include:

- ▶ **Energy** — 15 percent reduction (based on energy per square foot of facility space) including an equal (15 percent) reduction in our **greenhouse gas emissions**. We've already improved our energy efficiency by more than 5 percent and our greenhouse gas emissions by more than 11 percent.
- ▶ **Water** — 25 percent reduction in our water intake. We are close to exceeding this goal in the first three years.
- ▶ **Waste** — 40 percent reduction in our waste sent to landfills. We're proud to say we've surpassed this goal in the first two years. We now beneficially re-use, recycle or treat 90 percent of our waste and landfill less than 10 percent of all our waste.

We're transparently communicating these natural resource goals and performance on www.lilly.com. We've partnered with independent, internationally recognized agencies like the United Nations Global Compact, Carbon Disclosure Project and UK Carbon Trust to meet external criteria for measurement and reporting.

Some of the ways we identify and implement cost-effective solutions to reduce our environmental footprint include:

- ▶ Establishing an energy, water, and waste reduction capital fund for initiatives that contribute to our goals. Since 2006, the fund has allowed us to invest nearly \$30 million in more than 100 projects while returning a \$16 million benefit annually.
- ▶ Incorporating green chemistry to help reduce or eliminate the use and generation of hazardous substances in our research and development and manufacturing processes. This also means creating safer working conditions for our employees.
- ▶ Integrating, when possible, renewable energy technologies like solar and geothermal at our research and manufacturing facilities across the globe and using co-generation and waste to energy as additional energy sources when possible.
- ▶ Educating and engaging our employees on the positive environmental and financial benefits of sustainability, spawning numerous grassroots projects like car-pooling, recycling, and employee-led clubs that promote awareness and action.

Our corporate responsibility strategy is consistent with Business Roundtable's (BRT) position of balancing society, environment, and economy. We'll continue to partner with other BRT members to share and leverage best practices whenever possible.



John C. Lechleiter, Ph.D.

Chairman, President and Chief Executive Officer



www.emc.com/sustainability

Second only to its people, there is nothing more valuable to a company than its information. Over the past 30-plus years, EMC has helped organizations bring the power of information to life by storing, protecting, securing and adding intelligence to their information, all with the aim of contributing to their sustained success.

Part of this success involves strategically aligning sustainability both within EMC's business operations, products and services and within the strategies of our customers' and partners' organizations.

The sustainability challenges we face today — whether economic, societal or environmental — require the development and application of innovative solutions for the present and the future. EMC, along with the entire information technology (IT) industry, plays a key role in developing these solutions.

Within our business operations, we encourage and empower EMC employees to integrate sustainability into their units and practices. Our manufacturing operations and supply chain have introduced innovative solutions, including smarter packaging, which reduces the impact on our ecosystem and achieves greater cost-efficiencies. Our community outreach increases teamwork and volunteerism on a global scale. In our own data centers, we leverage our leading products and services to inspire and assist our customers with achieving their sustainability goals, whether they are seeking economic efficiencies, reduced environmental impact or more productive staff.

Through our products and services, we offer our customers and partners innovative IT solutions, with an eye toward people, planet and prosperity. For decades, EMC's innovation in the world of storage has delivered tremendous efficiencies in the management of vast quantities of information. More recently, our focus on transforming IT departments by adopting cloud computing has driven the innovative use of virtualization technology. Over the last five years, this has enabled hundreds of thousands of customers to mitigate their environmental impact and pave the path toward economic sustainability.

We are pleased with our track record of delivering innovative approaches to sustainability for our company, customers and partners over our 30-plus year history. We continue to see the IT industry as an enabler for collaboration in finding new solutions to the global goal of sustainability.

EMC stands poised to rise and meet the challenge of sustainability. With EMC, organizations can harness the power of their information, illuminate new opportunities and, at the same time, rest assured that their sustainability goals are in good hands.



A handwritten signature in black ink, appearing to read "Joe M. Tucci".

Joseph M. Tucci
Chairman, President and CEO

Innovation doesn't happen by accident; it needs to be nurtured. At Ernst & Young, we work across disciplines to help our clients develop and drive innovative environmental sustainability strategies. Within our own organization, we look for creative ways to reduce our environmental impact and engage our people in making a difference.

To support our clients, Ernst & Young's Climate Change and Sustainability Services professionals help businesses respond to climate change and sustainability issues. Our multidisciplinary teams comprising professionals from Tax, Advisory, Assurance and Transaction Advisory Services possess both technical skills and deep subject matter knowledge. They help our clients identify opportunities to reduce costs, generate revenue and mitigate risks so they can achieve their goals without compromising the ability of future generations to meet their own needs. For example, Ernst & Young LLP and Environmental Defense Fund (EDF) are piloting a program called Green Ops for Private Equity that is designed to help private equity firms harness the power of environmental innovation to improve financial and environmental performance across their portfolios. And through our involvement in the Integrated International Reporting Committee, we are helping to create a globally accepted reporting framework that brings together financial, environmental, social and governance information.

We use a similar cross-functional approach internally. Our information technology and real estate teams collaborated to design one of the first data centers to receive the U.S. ENERGY STAR® rating. At the headquarters of our U.S. firm, Ernst & Young LLP, we're reducing electricity consumption by 18 percent by replacing 15,000 old lighting fixtures with new energy-efficient ones, and we've agreed to purchase 100 percent green energy. Across the United States, we've engaged our people by recruiting environment champions, eliminating trays in our cafes and reducing disposable cup usage by 58 percent. Across the Americas, we have seen a 21 percent reduction in our carbon footprint, and the first global footprint for the Ernst & Young organization will be available later this year.

We also take an innovative approach to community engagement. Every spring, we send teams of volunteers to Central and South America with the Earthwatch Institute to participate in scientific research and assist local businesses in adopting sustainable practices. Such experiences foster our people's commitment to the environment and provide them with richer perspectives on sustainability to bring back to our offices and our clients.

We are committed to securing a sustainable future; encouraging innovative action across disciplines, industries and communities will enable us to get there.



James S. Turley
James S. Turley
Chairman and CEO



www.exxonmobil.com

Access to reliable, affordable energy can transform people's lives and the communities in which they live. At ExxonMobil, meeting the challenge of sustainability requires that we effectively address complex environmental, economic and social issues while delivering on our primary responsibility — finding and providing the reliable supplies of energy needed by current and future generations for progress and development. We are taking on these challenges by expanding the bounds of innovation through operations improvements, product development, research investments and community outreach.

As our diverse portfolio of projects spans the globe and requires us to work in remote and sensitive environments, we are committed to operating in a way that protects the environment. Through the use of enhanced technologies, we can now drill multiple wells from a single location, reducing our surface footprint and impact on wildlife habitat. Across our operations, we focus on flare reduction, cogeneration of power and steam, and improving energy efficiency as the key levers to reduce greenhouse gas emissions. Between 2005 and 2009, we invested more than \$5 billion in gas utilization and commercialization projects that reduced by more than 40 percent routine gas flaring. Recovering and re-injecting, instead of disposing associated gas through a flare, decreases the greenhouses gases released to the atmosphere.

As a leader in the global petrochemical industry, ExxonMobil is focused on providing value and improving the efficiency of our customers throughout the supply chain, particularly vehicles and packaging. We develop strong, lightweight plastics for car parts that reduce vehicle weight as well as a polymer that keeps tires properly inflated longer, reducing fuel consumption and curbing emissions. Stronger-yet-lighter products reduce packaging material and shipping weights, requiring less energy for transport.

Longer-term, game-changing technologies are an essential part of our research portfolio. We are collaborating with vehicle and engine manufacturers to develop breakthrough engine technologies that could produce step changes in fuel efficiency. We are working with partners to develop advanced biofuels from photosynthetic algae that are compatible with today's gasoline and diesel fuels.

Finally, we attempt to make strategic community investments that are aligned with global and social priorities as well as our business strengths and goals. ExxonMobil's *Women's Economic Opportunity Initiative* and multiple programs supporting math and science education strive to unlock opportunities and innovation, enabling a better future for women and youth around the world.

For a number of years, our business lines have been incorporating sustainability considerations in their operations and sharing outcomes with stakeholders. We are committed to helping meet the world's energy needs while addressing the challenge of sustainability — balancing economic growth, social development and environmental protection, so that future generations are not compromised by actions taken today.



Rex W. Tillerson

Chairman and Chief Executive Officer



www.fedex.com

Everyday, FedEx team members deliver about 7 million packages to 220 countries. To do that, we fly about half a million miles and drive almost 12 million miles daily. Most of it, like the vast majority of global trade, is powered by oil. In fact, petroleum was responsible for 43 percent of U.S. carbon emissions in 2009. As a nation, we must end our overdependence on oil. At FedEx, we are embracing new energy alternatives to do so.

One alternative is participation in the field of biojet fuel development. FedEx is working with the Federal Aviation Administration, the Department of Energy and the Commercial Aviation Alternative Fuel Initiative to develop certification standards for biofuels, and we want to buy from companies that meet those standards with competitive pricing. In Washington, we are participating in a "Farm to Fly" program that supports farmers in cultivating crops to be turned into petroleum alternatives. We are also collaborating with the Department of Agriculture and other agencies to identify alternative-fuel "feedstocks" of oil from such crops as camelina, canola and jatropha. Though these feedstocks may provide less than 5 percent of our domestic fuel needs now, our support sets the stage for the future growth of higher-yield alternative fuels, such as algae, when they become cost-effective to produce.

Another new energy alternative is electric vehicles. While we have used several hundred hybrid vehicles for some time, we've now deployed our first all-electric vehicles and will have 31 in service by mid-2011. Early results confirm that operational and maintenance costs are much lower than those for gas engines — in some cases, 70–80 percent lower. As the cost of these electric vehicles comes down and their battery capacity and range go up, we'll add more to our fleet. It's all part of our company's vision to help create an entirely new transportation system that relies strongly on electric cars and light trucks.

We believe that potential is not so far away. The Electrification Coalition, of which I'm a member, has recommended the creation of "electrification deployment communities," regions where incentives would support electrification on a broad scale. Federal resources could be leveraged in a market-friendly way that encourages communities to work with employers, utilities and other stakeholders to find the most cost-effective paths to electrification.

In summary, as a company, FedEx will continue to pioneer or support new technologies that make our planes, trucks, systems and routes more efficient, more socially responsible and less dependent on oil.



A handwritten signature in dark ink, reading "Frederick W. Smith".

Frederick W. Smith

Chairman, President and CEO

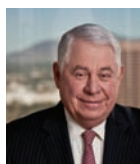
Freeport-McMoRan supplies the metals that connect the world's infrastructure. Copper is essential in modern energy, transportation and telecommunications systems. Our molybdenum is found in corrosion-resistant piping and in solar cells. These products are vital to world economies and improved living standards.

Extracting metals brings inherent sustainability challenges, but also presents great opportunity when undertaken responsibly. Socioeconomic impacts in the mining sector are dynamic. We have developed mines in areas where local populations have few educational and economic opportunities and limited access to basic services. We seek to ensure that our contribution to communities near our global operations is long term.

We maintain a target to invest 1 percent of the average of our previous three years' revenues into our communities. In the last four years, we spent almost \$700 million on local projects and programs — from comprehensive malaria control to new school buildings. Formal systems and programs help us manage these large investments, and the Freeport-McMoRan Social Investment Criteria guide us in directing resources effectively to address high-priority needs. Partnering with nongovernmental organizations, foundations and government institutions around the world also is critical to meet social development objectives.

One of our newest programs in the United States, the Community Investment Fund, is a model that allows local stakeholder representatives to oversee disbursement of funds directly to projects that contribute to sustainability. This process has helped identify or create more effective projects and has increased the vested interest of local partners. Similarly, the PT Freeport Indonesia Partnership Fund for Community Development, initiated 15 years ago, supports the economic, health and social development of communities near our operation in Papua, Indonesia. In 2010, our PT Freeport Indonesia subsidiary contributed \$64 million to this Partnership Fund, which is governed and managed by representatives from indigenous tribal groups, the government and the company who review and approve projects.

The power of collaboration — listening to stakeholders, creating local ownership and making decisions that have lasting impacts — is the catalyst for meaningful social investing. There is a practical reason for our doing this, as it develops strong local relationships in communities, which directly benefits our operations. More significantly, it helps fulfill our obligation to help build capacity to sustain communities when our operations cease. To sustain benefits provided by our programs, we must continue to evolve our partnerships and investment strategies. This is the essence of our commitment to work toward sustainable development.


Richard C. Adkerson
President and CEO



www.ecomagination.com

GE has been innovating energy technology ever since Thomas Edison flipped the switch on America's first central power station in 1882. Since then, we have developed a portfolio of ecomagination products that help our customers manage the most fundamental energy resources: electricity, fuel and water. Whether it's power generation, oil and gas production, or water re-use, GE employees are working every day in cities across America to invent the cleanest, smartest, most efficient technologies to meet the world's needs. In the last five years, GE has sold more than \$80 billion worth of cleaner energy and water products around the world.

At GE, we believe in the power of innovation. We are committed to investing an additional \$10 billion in clean energy and water technology research and development by 2015. Last year, GE and our partners committed \$200 million in capital investments as part of GE's "Smart Grid Challenge" to achieve technology breakthroughs for a smarter, cleaner and more efficient electrical grid.

GE is at the leading edge of sustainability innovation. Our advanced membrane technology for water treatment and re-use, for example, enabled customers to reduce annual wastewater disposal by more than 22 billion gallons, reducing the burden on treatment plants and water supply systems. Demonstrating that sustainability is good business, one GE customer was able to recover 80 percent of the copper from the wastewater stream of a copper mine — the equivalent of nearly 19 tons of copper per day.

GE has developed highly efficient advanced gas turbine combined cycle technology that is flexible enough to respond quickly to variable power loads, enabling greater integration of intermittent renewable energy sources, such as wind and solar power, while protecting the stability and reliability of America's electric grid. GE's integrated gasification combined cycle technology produces electricity from coal with dramatically reduced sulfur oxide, nitrogen oxide, mercury and particulate emissions.

GE is using innovation to make our own operations more sustainable. Since 2004, GE has reduced our worldwide greenhouse gas emissions by 22 percent and our energy intensity by 34 percent. GE has reduced our water consumption by 30 percent since 2006. GE will buy 25,000 electric vehicles by 2015, converting at least half of one of the world's largest vehicle fleets.

At GE, we are committed to creating a cleaner and more secure energy future for America because we believe clean energy innovation is a great investment for our country, our employees and our shareowners.



Jeffrey Immelt
Chairman and CEO

At General Mills, being a responsible corporate citizen — socially, economically and environmentally — is at the center of everything we do. Our objective is to fully integrate sustainability into our strategies, our operations and our products.

When we think of sustainability, we think of the things that we very much want to *sustain* — a great community, a well-nourished global population and an environment that will be preserved for future generations — and our *ability* to make a positive difference. Innovation truly drives our ability to sustain and is a core value at General Mills.

Let me give you a few specific examples of how innovation is fueling our sustainability work at General Mills.

- ▶ A new biomass unit at our oat milling facility in Fridley, MN, is enabling us to tap into the hidden value of oat hulls — a product leftover from making oat flour used in Cheerios and other products — as a clean, renewable source of energy. Oat hulls are used to generate 90 percent of the steam needed to heat our plant and produce the oat flour. Our oat hulls also are burned at a nearby biomass plant that generates enough electricity, on average, to power 17,000 homes.
- ▶ Our first U.S. facility to produce its own electricity via solar panels came online last summer in Methuen, MA. The solar panels will supply 80 percent of the plant's electricity needs in the summer and 40 percent during the rest of the year.
- ▶ We opened the nation's largest Leadership in Energy and Environmental Design (LEED) Gold-certified building in the United States at our new distribution center in Social Circle, GA. The facility spans the size of 28 football fields and includes environmentally friendly features such as a white roof to reduce urban warming, a retention pond to redirect water for irrigation, low-flow plumbing fixtures and motion-sensor lighting.
- ▶ Our Belvidere, IL, facility has initiated a cross-functional sustainability team that spends two hours every day evaluating virtually every facet of its production process in search of opportunities to improve the operation and reduce environmental impacts. In 2010 alone, the plant reduced the waste generated by 869 tons from the previous year, despite an 8,000 ton increase in production.

These innovations have helped build momentum along our sustainability journey. Looking ahead, we'll *sustain* our commitment to protect the planet we share by applying our unique *ability* to continuously improve our approach — one step at a time.



A handwritten signature in dark ink that reads "KJPowell".

Ken Powell
Chairman and CEO



www.GeneralMills.com



www.grainger.com

W.W. Grainger, Inc. is the leading broad line supplier of facilities maintenance products serving businesses and institutions in the United States and Canada, with an expanding presence in Japan, Mexico, India, China and Panama. Through a highly integrated network including more than 600 branches, 18 distribution centers and multiple Web sites, Grainger team members help their nearly 2 million customers get the job done.

Commitment to Sustainability

Grainger is committed to being a leader in setting the standard for sustainable, environmentally safe facilities. This commitment is focused on partnerships inside and outside the organization, including those with customers, suppliers and local community organizations. Grainger strives to manage its own operations, in addition to helping customers manage theirs, with cost-effective, sustainable practices and solutions.

The Grainger Catalog Goes Green

As a company focused on sustainability, Grainger knew there were opportunities to make its 4,000-page catalog more environmentally friendly. After testing in 2009, Grainger was able to source enough Forest Stewardship Council (FSC) paper to print 100 percent of the 2010 and 2011 catalogs using this environmentally preferable alternative. By using FSC-certified paper, Grainger supports environmentally appropriate forest management and helps ensure that the harvest of timber and nontimber products maintains the forest's biodiversity, productivity and ecological processes.

In addition, Grainger continues to publish a special green catalog that specifically identifies attributes for a select group of products that support sustainability.

Renewable Energy

In August 2010, Grainger completed its first solar panel installation on the roof of its Distribution Center in Robbinsville, NJ. The solar panels currently generate 40 percent of the facility's electrical load. In May 2011, Grainger will complete the second phase of the project, which will increase the electrical load generation for the Distribution Center to 98 percent.

Sustainable Operations

Grainger maintains its commitment to build all new construction projects to energy-efficient standards. As the first industrial supplier to have a Leadership in Energy and Environmental Design (LEED) facility, Grainger today operates 12 LEED-certified facilities, including its Distribution Center in Mexico, which now increases the company's total LEED square footage by 9 percent to 2.8 million square feet.

In 2010, the Illinois Sustainable Technology Center, in cooperation with the Illinois governor's office, recognized Grainger for its commitment to sustainable operations in Illinois.

Smart Transportation

Grainger is the **first** major industrial distributor to be certified as an U.S. Environmental Protection Agency (EPA) SmartWaySM Transport Partner. Not only can Grainger deliver next day to more than 98 percent of its customers, but it also accomplishes this through a partnership with its SmartWay-certified carriers, actively reducing carbon emissions with every mile. The EPA's voluntary SmartWay program includes carriers, shippers, logistics companies and truck stops that are committed to reducing transportation-related emissions to improve air quality for the future.



James T. Ryan

Chairman, President and Chief Executive Officer

The Hartford, which celebrated its 200th year in 2010, has adapted continually to a changing environment. It is committed to working with stakeholders and partners to create a sustainable future.

The company is demonstrating innovative sustainability by reducing greenhouse gas emissions, bringing “green” insurance products to market, responding to the renewable energy market’s needs, adopting an environmental investment policy and investing in electric vehicle technology.

In 2007, The Hartford issued a climate change statement, created an environment committee and began reporting its greenhouse gas emissions to the international carbon data repository, Carbon Disclosure Project.

Reducing Carbon

The Hartford has publicly committed to reduce its greenhouse gas emissions by 15 percent from 2007 to 2017. Measures include expanding its remote worker program, consolidating buildings, increasing fleet vehicle efficiency and going “green” with information technology. The company has also saved one billion sheets of paper since 2009. The Hartford’s newest building was built to the Leadership in Energy and Environmental Design (LEED) Silver standard. The company is also consolidating its seven data centers into two, including one state-of-the-art center at its Connecticut headquarters. The Hartford is also the first insurer in the country to install electric vehicle charging stations, located at three of its Connecticut offices.

The Carbon Disclosure Project has recognized The Hartford’s environmental stewardship by placing it on the “Carbon Disclosure Leadership Index” in 2008, 2009 and 2010. The Hartford is one of two financial services firms to be on the list three years in a row and the only insurer on the list in 2010.

Products

Since 2009, the company has offered products that allow customers to use “green” rebuilding methods following a loss, upgrade with green equipment and receive discounts on hybrid vehicles. Last year, The Hartford launched a renewable energy practice providing coverage to wind and solar farm operators and installers. The company is also the first insurer to cover electric vehicle charging stations under its homeowner policies.

Investments

Hartford Investment Management Company, the company’s investment group, issued an environmental investment policy in 2010 stating that companies that effectively manage environmental risk and exhibit superior corporate governance can improve long-term investment performance. The Hartford made a strategic investment in Coulomb Technologies, a market leader in electric vehicle infrastructure.

The company also engages employees in environmental stewardship by recognizing those who offer sustainability suggestions, through public transportation subsidies and through Arbor Day tree planting ceremonies.

To learn more about The Hartford’s innovative approach please visit www.thehartford.com/utility/about-thehartford/corporate-social-responsibility/hig-environment/.



Liam E. McGee

Chairman, President and Chief Executive Officer



www.thehartford.com



www.hasbro.com

At Hasbro, doing well by doing right has helped make us the global leader we are today and continues to ignite our creativity, growth and success. We embrace the responsibilities and opportunities that come with entertaining and bringing smiles to millions of children and families and employing thousands of people. Our commitment to corporate responsibility is demonstrated by our recognized leadership in product safety, manufacturing ethics and sustainable packaging.

As we grow, we're working to make our environmental footprint smaller. We're rethinking everything, from packaging to operations, and coming up with innovative solutions to reduce our impact. Some simple choices are helping us save millions of pounds of paper and plastic, dramatically cut greenhouse gas emissions, recycle more, and create less waste. There's more to do, and momentum is on our side.

In 2010, Hasbro was the first major toy company to announce that it's replacing wire ties in all packaging in 2011 with more sustainable materials, such as paper rattan and string. That switch promises a huge reduction in waste — in 2009 alone, we used 34,000 miles of wire ties, more than enough to wrap around the Earth.

We've also set a goal that at least 75 percent of our paper packaging in 2011 will be made from recycled material or sources that practice sustainable forest management. By 2015, we're expanding our goal to include in-box game materials and raising the target to using 90 percent renewable materials.

As a charter member of the U.S. Environmental Protection Agency Climate Leaders Program, Hasbro pledged to reduce greenhouse gas emissions from our operations in the United States by 30 percent from 2000 to 2007. We exceeded our goal and cut emissions by more than 43 percent. Moving forward, we aim to reduce global Scope 1 and 2 greenhouse gas emissions 10 percent by 2012 from the base year 2008.

Additionally, we are proud to be the recognized industry leader for pioneering product safety standards and design. We've integrated safety into our design process, and internal experts apply a rigorous process in reviewing our products from their concept stage until they reach consumers' hands.

The company's ongoing focus on innovating for sustainability is critically important to Hasbro, our employees, our shareholders and the consumers around the world who enjoy our brands and products. We believe this is not only good business, but also the right thing to do.



A handwritten signature in black ink, appearing to read "B. Goldner", with a stylized flourish at the end.

Brian Goldner

President and Chief Executive Officer



www.Hertz.com

Corporate Social Responsibility and Sustainability are important issues for The Hertz Corporation and its employees, customers and key stakeholders. As a car and equipment rental business, many of its processes and operations impact the environment. Given the nature of these industries, Hertz takes its role as a steward of the environment seriously and continues to invest heavily in its Sustainability Program, which acts as the cornerstone of the company's environmental commitment.

Dedicated to minimizing its carbon footprint, Hertz has a proactive Sustainability Program, which enables worldwide operations to strive for consistently sound environmental behavior.

Committed to both sound business practices and innovation, Hertz recently launched a solar energy program that will see the installation of solar systems at 16 rental locations throughout the United States during the first phase of the initiative. Hertz's already-completed solar facility at Denver International Airport is expected to offset approximately 650,000 pounds of carbon dioxide annually.

Hertz is also in the process of creating an electric vehicle mobility ecosystem, including transportation options and charging stations, under the brand "Hertz Global EV." Preliminary rollout began in 2010 in New York City, and the company plans to continue rolling out Hertz Global EV throughout 2011. In both the United States and Europe, Hertz Global EV will be the first to provide a range of electric vehicles (EV) and plug-in hybrid-electric vehicles on a rental and car-sharing basis at scale, along with the charging network to enable such a system.

Hertz is proud to offer its customers The Green Collection, which is a group of preselected vehicles that are fuel efficient and environmentally friendly. Hertz has more than 35,000 vehicles that are reservable by specific make and model, including approximately 5,000 hybrids.

Hertz also offers Connect by Hertz car sharing, which provides members the convenience of a car while shifting the fixed costs of car ownership to pay-as-you-go costs. Members are provided access to a fleet of vehicles distributed over a neighborhood or city with insurance, gasoline, maintenance and cleaning included in the membership usage charges. Every car-sharing vehicle on the road takes up to 14 vehicles off the streets and encourages the use of mass and alternative transportation options. EVs have been integrated into Connect by Hertz's New York City fleet and will be added in several cities and on university campuses this year.

I encourage you to learn more about our green initiatives by visiting www.Hertz.com.



A handwritten signature in black ink that reads "Mark P. Frissora".

Mark P. Frissora
Chairman and CEO



www.honeywell.com

Honeywell is dedicated to protecting the environment with a comprehensive and contemporary commitment to address some of the world's toughest challenges. This is one of the central tenets of how Honeywell does business throughout the world.

Honeywell embraces its obligation of environmental stewardship through the pursuit of technology that is building a world that's safer and more secure ... more comfortable and energy efficient ... more innovative and productive.

Environmental stewardship means acting in a way that is both productive and sustainable. In fact, Honeywell's solutions and technologies expand sustainable capacity and improve the efficiency of products and processes, fostering "Sustainable Opportunity."

Nearly 50 percent of Honeywell's product portfolio is linked to energy efficiency. The United States could reduce its energy consumption 20 to 25 percent by immediately and comprehensively adopting existing Honeywell technologies.

We design products that help conserve energy, reduce waste, and protect our homes and offices. We help other companies become more efficient and productive with our products and solutions.

Our corporatewide core processes identify and address risks and promote a culture of safety excellence. Honeywell values our standing as a respected and responsible global business leader. Honeywell recognizes that environmental stewardship is behavior expected of corporate leaders today. It is a pillar of our reputation with the customers we serve.

Honeywell assists communities and companies in meeting the challenges posed by climate change policies and requirements by reducing the consumption of fossil fuels. Honeywell is a member of the U.S. Climate Action Partnership, an organization of business, climate and environmental groups that works with the federal government and other stakeholders to support policies that reduce greenhouse gas emissions.

Honeywell is working with the Clinton Climate Initiative (CCI) to help reduce energy consumption and environmental impact all around the world. As one of four energy services companies involved at the outset of CCI's Energy Efficiency Building Retrofit Program, Honeywell has already implemented projects to upgrade facilities and cut carbon emissions in London, Melbourne, Seoul, Hong Kong and Puerto Rico.

We will continue to develop products and technologies that improve efficiency and lower greenhouse gas emissions. In 2007, Honeywell established five-year greenhouse gas and energy-efficiency objectives for our internal operations. By 2012, Honeywell will reduce our greenhouse gas emissions by 30 percent and will increase our energy efficiency by 20 percent, both from a 2004 baseline year.

Environmental responsibility is important to our long-term growth. Being a steward of the environment ensures economic sustainability for our shareowners and employees, and it enables continued development of products to meet the demands of an expanding global economy.



David M. Cote

Chairman and Chief Executive Officer

As one of the nation's leading health benefits companies, Humana strives to ensure that every business decision we make reflects our commitment to improve the health and well-being of our members, our associates, the communities we serve and our planet. We recognize that climate change poses a serious challenge to the natural environment and potentially threatens the health and well-being of the people we serve. Humana commits to making the planet a healthier place, and we are taking meaningful action to drive environmental sustainability forward at our company.

This year, Humana further demonstrated our commitment to sustainability by achieving the U.S. Environmental Protection Agency's ENERGY STAR® certification for our corporate headquarters in Louisville, KY. The certification recognizes a 20 percent energy reduction at the facility in 2009.

Humana is a member of the U.S. Green Building Council and Business Roundtable's Climate RESOLVE initiative. In our state (Kentucky) and our hometown (Louisville), we continue to be active members of the Kentucky Excellence in Environmental Leadership and Kilowatt Crackdown programs.

In 2010, we inventoried our greenhouse gas emissions, waste and water usage, and in 2011, we will publish our first formal corporate social responsibility report. In it, Humana will demonstrate further our commitment to environmental sustainability by announcing goals and targets for our energy, waste and water use reductions.

Also this year, Humana will forge a new partnership with the leading environmental advocacy group, the Environmental Defense Fund (EDF), by welcoming an EDF Climate Corps Fellow to serve at Humana and identify actionable ways for us to further reduce our carbon footprint.

We are advancing our commitment to bike-sharing through the Bikes Belong Foundation. We are the premier sponsor of its campaign to improve bike paths, lanes, trails and other facilities nationwide. We hope that by promoting cycling as an alternative to driving, we are helping to reduce fuel consumption and the release of harmful pollutants into the atmosphere, in addition to promoting exercise and helping people live healthy lives.

We are proud of our actions to drive sustainability forward at Humana. Our accomplishments were recognized in 2010 with our selection for the fourth year in a row to the Dow Jones Sustainability World Index and the Dow Jones Sustainability North America Index. We were also recognized on the FTSE4Good Index Series.

In the years ahead, we will continue to demonstrate our commitment to environmental sustainability as we do our part to make the planet healthier for our members, our associates and the communities we serve.



A handwritten signature in black ink, appearing to read 'M. McCallister'.

Michael B. McCallister

Chairman of the Board and Chief Executive Officer

HUMANA
Guidance when you need it most

www.Humana.com



www.ibm.com

This year marks IBM's 100th anniversary as a corporation. Our rich history illustrates the power of information technology to make our world more prosperous, equitable and sustainable and the positive impact a progressive enterprise can have, not only within its walls but also across civil society.

As we enter our second century, we are heightening our focus on making the planet smarter. This need is particularly urgent now, given the imperatives of development — with unprecedented growth in emerging economies placing a severe strain on the planet's resources and environment — and of new technology models — in particular, the capacity for advanced analytics to unearth insight from unprecedented volumes of data.

Collaborating with forward-thinking clients around the world, and applying new capabilities to the way we run our own company, we are engaged in work that fuses IBM's business, societal and environmental objectives as never before. Some examples include:

- Energy-efficient buildings: Smart sensors and control systems are providing new levels of intelligence to make facilities significantly more energy efficient. This is particularly important in countries experiencing exponential rates of urbanization.
- The next-generation data center: IBM advances in servers and storage — and the data center systems of which they are a part — are enabling ever-more energy-efficient management of all the data needed for a smarter planet.
- Smarter Cities: IBM solutions, such as those we are deploying in Rio de Janeiro and hundreds of other cities around the world, are applying the power of information technology to integrate information from water, power, traffic and other urban systems — increasing resource efficiency, reducing costs, cutting waste and improving sustainability.
- Smarter computing: IBM's "Watson," which won on the American television quiz show "Jeopardy!," represents a new frontier of information science. Its advanced analytics and natural language understanding are now being applied in fields ranging from medicine and government to commerce and finance. Eight major universities are already partnering with us to explore and develop Watson's technological capabilities.

These are just a few of the ways information science is continuing to create economic and societal value. IBM's long history of transformational technology, along with our commitment to managing IBM by core values, lead us to be deeply optimistic about the potential for an ever-more progressive future — for our company, for our clients and for the world.



Samuel J. Palmisano

Chairman, President and Chief Executive Officer

Ingersoll Rand is committed to sustainability.

As a world leader in creating and sustaining safe, comfortable and efficient environments in the commercial, residential and industrial markets, Ingersoll-Rand plc makes sustainability an integral part of our mission and how we operate our business.

Our everyday actions and decisions, along with our policies and strategies, are designed to accelerate the adoption of environmental and socially responsible practices into every part of our business, in every market where we operate and with every customer we serve.

On Earth Day 2010, we launched the Center for Energy Efficiency and Sustainability at Ingersoll Rand. This was a profound commitment by our company to incorporate sustainability practices into our own business and provide a mechanism to support governments, policy organizations, academics and customers in their efforts to regulate, research and innovate in the areas of energy efficiency and sustainability.

Since our launch last year, we have created a standard definition for green products and services and laid the foundation to track and report the sales of a green portfolio of products in terms that save energy and reduce greenhouse gas emissions.

We redesigned and expanded a variety of our products and services to meet that definition and help customers improve efficiency and reduce greenhouse gas emissions and ozone depleting substances, while increasing the use of sustainable materials aligned with green building standards.

In addition to enabling energy efficiency and sustainability for our customers, we have reduced our energy use by 6 percent from 2009 to 2010, normalized by sales. This puts us well on the path to premier performance and meeting our 10-year goal of reducing energy use by 25 percent from 2009. We are making similar performance progress in other areas, including reducing hazardous waste and improving our workplace safety. We know our company will see tremendous financial benefits and environmental returns — including reduced greenhouse gas emissions — when we achieve these goals.

Recently, our top 250 leaders made individual sustainability commitments in an effort to embed accountability and ownership for sustainability in our business. Leading by example is the first step to improving our business, delighting our customers and engaging our employees in making our communities and products more sustainable.



Michael W. Lamach
Chairman, President and CEO



<http://company.ingersollrand.com/sustainability/Pages/default.aspx>



www.intel.com/go/environment

Throughout Intel's history, we have pushed the boundaries of what's possible to improve the way that people live, work and play. Over the next decade, our vision is even more ambitious: to create and extend computing technology to connect and enrich the lives of every person on Earth. One key determinant of our success will be our ability to innovate and advance our leadership in sustainability.

At Intel, we don't separate sustainability from our business; it's a core part of our global strategy. Every person at Intel has a role to play, whether they design our products, work in our factories, or interface directly with our customers or suppliers. Intel employees are innovators in the truest sense of the word: I continue to be amazed by both their commitment to operational excellence and their focus on applying our technology and expertise to help tackle some of the world's greatest challenges — from efficient energy usage to empowering the next generation of innovators.

Responsible Operations: Since 2001, Intel has invested more than \$45 million and completed approximately 1,500 projects to improve energy efficiency and resource conservation, saving roughly 790 million kilowatt-hours of energy. For the past three years, Intel has been the largest voluntary purchaser of green power in the United States according to the U.S. Environmental Protection Agency and, in 2010, worked with a third party to construct and operate nine onsite solar installations.

Energy-Efficient Products: Intel is committed to continuous improvement in the performance and energy efficiency of computing. Our new second-generation Intel® Core™ processors, launched in early 2011, represent the largest increase in computing performance, capabilities and energy-efficient performance over any previous generation in our history.

Technology, Expertise and Global Challenges: In February 2011, I had the honor of hosting President Obama at our Oregon site to discuss our shared commitment to improving education and its critical importance to fueling innovation and sustainable economic development. Over the past decade, we have invested more than \$1 billion to improve education globally, collaborating with educators and governments to develop a range of transformative programs and technology solutions.

Perhaps the most important thing we have learned over our history is that leadership — in both innovation and sustainability — must be earned every day. Continued innovations in technology will be the key to improving lives, ensuring environmental stewardship and sustaining business value in the years to come.



Paul S. Otellini

President and Chief Executive Officer

At International Paper, our commitment to the environment begins with responsible forestry. We believe that forests must be managed to balance economic, environmental, recreational and other socially beneficial uses. Our efforts help the forest products industry plant more than 1.7 million trees per day across America, while offering some of the best “green” jobs in the marketplace — supporting responsibly managed forests, making products from renewable resources, deriving the majority of our energy from renewable bio-fuels, and making products that are predominantly either reusable or recyclable.

In 2009, more than 63 percent of all paper and paperboard packaging consumed in the United States was recovered for recycling. Of that total, International Paper reclaimed six million tons of paper — or 12 percent of the nation’s total — at our facilities in the United States.

Over the past decade, we reduced our U.S. fossil fuel usage by 38 percent and corresponding greenhouse gas emissions by 34 percent. This is propelled by our reliance on carbon-neutral biofuels. More than 70 percent of the energy used at our U.S. mills is derived from renewable biomass using efficient combined heat and power (CHP) systems.

Our environmental legacy begins in the forests and extends into the communities where we work, live and operate every day. We deliver the products that people want, while ensuring responsible stewardship of natural resources for generations to come. As part of that effort, International Paper has worked to develop cutting-edge environmental solutions to reducing waste and improving recyclability.

For example, our Retail Ready packaging reduces material usage to improve efficiency and reduce handling. Our ClimaSeries packaging products are 100 percent wax-free, making them the best recyclable packaging choice. Our Foodservice business developed a first of its kind recycling proof of concept program with Starbucks this year that recycled used coffee cups.

In 2010, we partnered with Net Impact, a global organization of students and professionals, on a recycling innovation competition. Together, we worked with business students, Net Impact professionals and Staples on a recycling case competition aiming to increase the paper recovery rate.

Our approach to achieving our goals is more than just a number of successful projects, initiatives and events. We are making progress to embed sustainability in our strategy, business decisions, systems and — most importantly — our culture. To learn more, visit www.ipsustainability.com.



John V. Faraci
Chairman and CEO



www.itt.com

At ITT, we recognize that a focus on sustainability is inherent to the well-being of our business. As a global multi-industry company, we provide essential solutions to meet the needs of our customers and the world community. We take pride in how we develop our products, run our business and coordinate our philanthropic efforts to find sensible, sustainable solutions to issues facing our planet. And as ITT transforms into three new entities by the end of 2011, we have the opportunity to unleash the potential of three standalone companies with a strong foundation of sustainability.

ITT is dedicated to solving global challenges through our technology and products. We are continually finding innovative ways to align our products and services with global macro trends such as resource scarcity and sustainability. Our portfolio includes the development of technologies that will make the U.S. aviation industry more efficient, help communities recycle and re-use water, and measure greenhouse gas emissions with unprecedented accuracy.

Internally, we continue to make strides to minimize our impact on the environment and are making significant progress in setting and reaching measurable goals for improvement. ITT operations are using 27 percent less water, are generating 46 percent less hazardous waste, and have reduced intensity of energy use by 31 percent and intensity of greenhouse gas emissions by 51 percent over the past five years.

Our efforts to further sustainable development are also reflected in our signature philanthropy program, ITT Watermark, which aims to combat the global water crisis by providing safe water to schools and disaster relief sites across the world. To date, ITT Watermark has delivered clean water solutions to more than 500,000 people in addition to 300 schools in Asia and Latin America and has been supported with 20,000 hours volunteered by ITT employees.

Other recent highlights include ITT's launch of the Value of Water Survey, bringing to light the water crisis we are facing within the United States by raising awareness of the nation's deteriorating water infrastructure and treatment systems in the hopes that awareness will lead to change.

At ITT, we've always believed that long-term success will come from pursuing solutions that make a positive difference in the world. ITT has remained committed to the dual advancement of business alongside human progress. The new companies will be led by world-class executives who are dedicated to innovation and delivering long-term value.



Steven R. Loranger
Chairman, President and CEO



www.jnj.com/responsibility

Innovation and Sustainability — a Clear Intersection

This year the people of Johnson & Johnson are celebrating the company's 125th anniversary. For all of us, it's a time to reflect on and take pride in our company's remarkable history as a pioneer in health care solutions. The many products that have emerged since the company's origins — from the first mass-produced sterile surgical dressings and First Aid Kits to the development of a new product to stop excessive bleeding during surgery — have provided generations of doctors, patients and consumers with important health care innovations.

From today's vantage point, we can appreciate the role innovation has played in our company's ability to address unmet health needs. And innovation must continue to be a driving force enabling companies to meet the needs of a burgeoning population that faces increasing health care challenges. We understand the enormity of what lies ahead, and as the world's largest health care company, we are committed to working with others and contributing to a healthy future that will sustain us all.

In our business, the strongest intersection between innovation and sustainability exists in the development of breakthrough products and solutions that enhance people's health and well-being. Almost two years ago our subsidiary, Tibotec, embarked on a partnership with the Global Alliance for TB Drug Development to develop what could be the first new drug for tuberculosis (TB) in more than 40 years. Considering that TB is the second leading cause of adult death globally, a new medicine to treat drug-resistant TB could deliver dramatic social value to the developing world and be a life-saving measure for millions of people. The promise of a healthier future through joint endeavors like this is, for us, both humbling and inspiring.

Beyond our role in developing new health care products, we bring innovation to how we approach environmental sustainability. Environmental stewardship is not something new to Johnson & Johnson. This commitment stems from our Credo, the statement of our company's values, which was written more than 68 years ago.

In 1987, Johnson & Johnson set its first environmental goal — to reduce toxic emissions. Since then, we have established many other goals and initiatives aimed at reducing our footprint and innovating more efficient ways to produce products. Greener manufacturing is one way we are striving to achieve this. For example, a change in the manufacturing process of our ACUVUE line of contact lenses eliminated 50 tons of chemical emissions. The business has also benefited through reduced costs, an important part of enhancing the long-term sustainability of the company.

It's clear to me and I expect to you that, to ensure a sustainable and healthy future, the private sector must continually innovate solutions. But business cannot do this alone. We will always need collaborative partners — whether from the public or nonprofit sectors. By leveraging our collective strengths through partnership, we can help solve the challenges of today and create a better, healthier world for generations to come. I invite you to join us.



William C. Weldon

Chairman and Chief Executive Officer



www.johnsoncontrols.com

Johnson Controls' environmental responsibility is central to our company and values. Dating back to 1885 with Warren Johnson's invention of the first electric thermostat, we have long been recognized as an innovator in energy efficiency. Over the past 125-plus years, we have broadened our focus on energy efficiency to encompass buildings and vehicles.

Through the products we make and the services and solutions we deliver, our three business units help make our customers' businesses, products and operations more sustainable:

- **Building Efficiency** works with customers to optimize the energy and operational efficiencies of buildings, including projects like the retrofitting of the Empire State Building in New York City. By providing real-time monitoring of our customers' utilities spend and greenhouse gas emissions, we help them make more informed operational choices about their facilities.
- **Automotive Experience** has responded to automaker demands for new interior products and technologies, particularly for smaller and more energy-efficient vehicles. We continue to develop products using sustainable materials such as soy foam and focus on the light-weighting of interiors to make vehicles more fuel efficient.
- **Power Solutions** is a leader in AGM and lithium-ion batteries for hybrid and electric vehicles and start-stop applications. Start-stop systems turn off the engine when the vehicle is stopped, achieving up to 12 percent reduction in fuel consumption. We have announced plans to invest \$350 million in this rapidly growing technology over the next two to three years. Our joint venture Johnson Controls-Saft is the first company in the world to produce lithium-ion batteries for mass production hybrid and electric vehicles.

We focus on our own environmental performance with the same discipline we apply to the products, services and solutions we provide customers. Our Glendale, WI, corporate campus was awarded the Leadership in Energy and Environmental Design (LEED) Platinum certification by the U.S. Green Building Council and has the distinction of being the largest concentration of LEED Platinum-certified buildings in the world. We are a member of the Carbon Disclosure Project's Supply Chain Program and encourage our suppliers to determine and report their greenhouse gas emissions.

In 2010, *Newsweek* magazine ranked Johnson Controls as the 14th greenest company among America's 500 largest corporations. Johnson Controls was recognized as an ENERGY STAR® Partner of the Year by the U.S. Environmental Protection Agency for solutions that help our customers reduce energy consumption and greenhouse gas emissions.

We are proud of our environmental leadership and are committed to helping reduce carbon emissions through our products and services.



A handwritten signature in black ink, appearing to read "Stephen A. Roell".

Stephen A. Roell

Chairman, President and Chief Executive Officer



www.kellyservices.com

Kelly Services recognizes the collective responsibility we share in protecting our planet. We are committed to a policy of preservation, conservation and waste reduction on a companywide scale. We continually seek new ways to implement sustainable business practices across all Kelly operations worldwide. Led by our sustainability officer, a team of cross-functional representatives from around the company works to identify and promote green processes and standards.

We strive for sustainability — meeting our present business needs without compromising the ability of future generations to meet their subsequent needs — through operations and procurement policies. Kelly's recycling and waste management practices support the environment, improve efficiency and reduce operating costs. We purchase products and services that are produced and sold by businesses that have management policies in place concerning the environment and are actively engaged in conservation.

Our director of corporate facilities is a Leadership in Energy and Environmental Design (LEED) Accredited Professional, as designated by the Green Building Certification Institute. Green building design is a key element of our effort to conserve resources. From smarter land use and site selection to choosing better building materials, we integrate environmentally friendly plans and energy-efficient practices to help reduce our total footprint.

As a partner in the U.S. Environmental Protection Agency's WasteWise program, Kelly emphasizes recycling as a key component of our waste management efforts. We have recycled 1.36 million pounds of paper and moved to electronic rather than hard copy records wherever possible. We take special care to use a vapor removal system to capture mercury vapors when recycling our lamps and always dispose of our information technology assets and equipment in an environmentally responsible manner.

Since our founding in 1946, Kelly has sustained corporate social responsibility as a core value. Those principles continue to influence our behavior. The Kelly commitment to sustainable business practices is but one example of those principles in action.



A handwritten signature in black ink, appearing to read "Carl Camden".

Carl Camden
President and CEO



www.kpmg.com/US/en/WhoWeAre/CSR/LivingGreen/Pages/default.aspx

Environmental responsibility is a fundamental pillar of KPMG LLP's commitment to our people, our clients and our communities. In late 2007, we embarked on an ambitious program, "Living Green," to measurably improve our environmental performance over a three-year period. Our goals: reduce our carbon footprint by 25 percent, paper use by 15 percent, energy use by 5 percent and waste by 10 percent from our 2007 baseline.

In 2010, the firm delivered on its commitment, exceeding our three-year goal to reduce our carbon footprint by 25 percent in just two years. We achieved this success by weaving sustainable operations into the fabric of our business.

KPMG embraced sustainable information technology (IT), event planning and procurement practices to drive our carbon footprint reduction. In 2008, we drew on technology innovations to offer telepresence capabilities to partners and employees as a means of saving the time, expense and energy associated with travel. Implementing 19 global telepresence studios helped the firm save approximately 100 metric tons from our total carbon footprint during the first year of operation.

Our sustainable IT practices also include recycling every laptop, monitor and printer in our firm — approximately 80 tons of technology equipment — both for re-use and disposal of toxic materials.

We also improved the environmental performance of our events and meetings practices — asking potential venues, for example, to complete an environmental questionnaire prior to final hotel selection. And internally, our large programs are expected to meet a minimum of 10 Green Meeting Guidelines to be considered a "green meeting."

In addition, we developed a "Green Travel Advisor" for the firm's online corporate-travel booking system to direct KPMG people to preferred hotels that comply with environmental guidelines set by the American Hotel and Lodging Association.

We understand the importance of encouraging and rewarding our people for their commitment to sustainability. Last year, we introduced an internal program, the Living Green Champion Awards, to recognize our employees' environmental volunteer efforts. We also recognize the "grass roots" activities of our Living Green teams in our 87 offices across the United States.

We are pleased with our progress, but are not resting on our laurels. We will maintain a sense of urgency as we draw on new methodologies — along with creativity and impassioned partners and employees — to continue our efforts to operate our business in an environmentally friendly manner. We look forward to celebrating and sharing our continued progress for years to come.



John Veihmeyer
John Veihmeyer

Chairman and Chief Executive Officer

Life Technologies (LIFE) is a global biotechnology tools company dedicated to making life better by improving the human condition. Our systems, products and services enable us to lead the charge in helping solve many of society's most critical issues, from the depletion of our natural resources to the proliferation of global disease to the very real concern of climate change.

In 2010, we set our strategy for climate change with a commitment to move toward a zero carbon footprint by 2020. We call this strategy "Transform, Adapt and Grow."

TRANSFORM: We are transforming how we use energy and natural resources from the traditional, take-make-waste linear model of manufacturing toward a more resource-efficient closed-loop system.

- ▶ We converted our TaqMan® Assays and GlutaMAX™ Media Supplement from cold to ambient shipping conditions. These conversions eliminate more than 100,000 Styrofoam® coolers and 700,000 pounds of dry ice and gel packs annually, increasing freight density and reducing 300 tons of carbon emissions.

ADAPT: Our technologies are advancing discoveries, creating solutions that will accelerate society's ability to adapt to a low-carbon lifestyle.

- ▶ We launched the ION Torrent semiconductor technology, a more affordable platform that holds promise to make genome sequencing available to every cell and molecular biology lab. This technology will expedite the discovery and selection of organisms for their ability to generate oil, create energy, produce food, desalinate water and bioremediate pollution.

GROW: We are amplifying our impact on global change through ever-growing transparency and unprecedented partnerships in our value chain.

- ▶ We initiated a cross-industry forum to find alternatives to polystyrene for cold chain shipment. We partnered with UL Environment to validate environmental claims for instruments, becoming the first life science instrument supplier with UL environment certifications. We signed the United Nations Global Compact as confirmation of our commitment to global citizenship.

At Life Technologies, we recognize that business will only prosper if the world prospers; therefore, sustainability must be our driving force as we hasten toward our goal of a zero carbon footprint. With this strategy of transform, adapt and grow, we are convinced that Life Technologies will not only thrive but also help society thrive in a low-carbon economy, one that will result in a cleaner, abundant and more satisfying tomorrow.




Greg Lucier
Chairman and CEO



www.macys.com

At Macy's, Inc., we believe in taking a comprehensive approach to sustainability and renewability with our customers, associates and vendor partners. Among the dozens of tangible steps we have taken to reduce our impact on the environment, we have:

- ▶ Installed active solar power systems at about 40 Macy's and Bloomingdale's stores and facilities. The new 3.5-megawatt solar power system on our Goodyear, AZ, online fulfillment center is the largest rooftop solar power system in the United States;
- ▶ Invested in energy-efficiency projects and consumption reduction initiatives that reduced our total energy use by 23 percent in the period 2002 to 2010;
- ▶ Decreased our use of office/copy paper by 36 percent and paper used in marketing by 14 percent in the period 2007 to 2010;
- ▶ Increased to 90 percent the proportion of recycled or certified paper used in our marketing materials, to 80 percent in our shopping bags, and to 89 percent in gift boxes;
- ▶ Installed more than 130,000 LED light bulbs in 2010 to cut energy consumption by up to 73 percent in 95 Macy's stores in 2010, with continued rollout planned for 2011;
- ▶ Initiated recycling programs that diverted more than 66 tons of waste in 2010 from our stores, offices and distribution centers away from dumping in landfills;
- ▶ Created an internal Web site, *Green Living*, so our 160,000-plus associates can interact with the company on sustainability-related topics at work and home;
- ▶ Substituted biodegradable packing materials in place of foam "peanuts" in shipping products bought by customers online;
- ▶ Eliminated the use of bottled water for internal meetings in the company's offices;
- ▶ Initiated a two-year process for eliminating foam packaging (cups, bowls, plates, to-go containers) in the company's in-store restaurants; and
- ▶ Pioneered efforts to reduce the number of empty trucks on the nation's highways through a coordinated program called *Empty Miles Service* that matches empty trucks/trailers with other shippers or carriers that can use the space.

Macy's has been recognized by ForestEthics for reducing mailings and overall paper consumption, as well as for increased use of recycled and certified paper. The U.S. Environmental Protection Agency has rated Macy's as one of its top 20 partners for generating the most green electricity on site.

We know we have more to learn and more to do in reducing our overall impact on the environment. We want Macy's, Inc., to be a leader in the global effort to improve our climate, and we are moving forward with conviction.



Terry J. Lundgren

Chairman, President and Chief Executive Officer

At MassMutual, we believe our efforts to address environmental sustainability are more than just good corporate citizenship. They also create opportunities to reduce our operating costs, which ultimately will benefit the people who rely on us every day: our policyholders and customers.

This is why MassMutual has had a long history of instituting comprehensive programs and initiatives to help us effectively manage our facilities and our use of natural resources. In fact, our record on this issue spans decades. We received our first award for environmental stewardship in 1980 from the governor of Massachusetts.

Today, we're engaged in a wide variety of activities designed to reduce our environmental footprint, such as recycling, "smart building" technologies and the use of energy-efficient building materials and practices.

Most recently, as part of our renewable energy strategy, MassMutual installed more than 600 photovoltaic and thermal solar panels on the roof of our headquarters in Springfield, MA. The panels provide 50 percent of the building's hot water needs and 2 percent of its power. Over their lifetime, the panels will reduce our carbon emissions by an estimated 1,800-plus metric tons.

Our comprehensive energy-efficiency program ranges from high-efficiency lighting systems and "daylight harvesting" (systems that automatically turn off electric lights when the sun is bright enough to provide natural light) to updating our Data Center. In fact, through server virtualization and ventilation upgrades, our ongoing Data Center project has helped reduce our carbon footprint by more than 40 percent and will significantly curtail our energy costs over the long run.

We have also introduced technologies that reduce paper use, including online insurance application forms, "electronic" insurance policies and an electronic prospectus delivery option for our retirement plan sponsors and participants.

At MassMutual, we're in the business of helping people make good financial decisions. Our aim is to better their lives — and our sustainability programs are a natural part of that goal. We are proud of our progress, and we invite you to learn more by reviewing our Corporate Responsibility report at www.massmutual.com.

A handwritten signature in black ink, appearing to read "R. W. Crandall".

Roger W. Crandall

Chairman, President and Chief Executive Officer

At McGraw-Hill, protecting the environment and providing markets with the insights they need to create a more sustainable world are central tenets of our approach to corporate citizenship.

Over the past year, we have undertaken a number of innovative eco-friendly initiatives, including:

- ▶ **Investing in green buildings.** We dedicated a new state-of-the-art building for our Indian credit rating business in Mumbai that's design features will reduce energy consumption by 40 percent and water consumption by 30 percent.
- ▶ **Raising our sustainability leadership profile.** Our work has been highlighted by *Newsweek*, *Corporate Responsibility Magazine*, the Dow Jones Sustainability Index, the Maplecroft Climate Innovation Indexes and the Carbon Disclosure Project.
- ▶ **Using paper responsibly.** More than 90 percent of the paper we purchase in the United States is now certified as a product of sustainable forestry.
- ▶ **Pursuing innovative partnerships.** New relationships with the National Wildlife Federation and TerraCycle were forged to expand recycling programs for our products.

We also are increasingly helping our customers by offering information and tools they need to build a greener future:

- ▶ Standard & Poor's and McGraw-Hill Financial are providing the research, ratings and indices that are needed to reward companies for reducing carbon emissions and increasing sustainability.
- ▶ McGraw-Hill Education's online, interactive learning tools are reducing the need for commercial printing, paper and energy to ship printed materials. We also are incorporating sustainability into lesson plans for students at all levels.
- ▶ J.D. Power and Associates is examining the demand for alternative-energy vehicles and developing tools to help companies and consumers better understand the carbon dioxide impact of products.

We are proud of our strong record of sustainable business practices, and we are committed to building on our progress so we can all benefit from a smarter, better and greener world.



A handwritten signature in black ink that reads "Harold McGraw III".

Harold McGraw III
Chairman, President and CEO

Sustainability at McKesson goes hand-in-hand with our goal of building healthier organizations that deliver better care to patients. As a company that has been in operation for more than 178 years to provide the delivery of health care services, our success is defined by our accuracy, efficiency and continual improvement.

McKesson has had a long history of making a positive impact on our community. Since 1833, we have delivered medicines to those who need them most. Through improved efficiencies, we are able to reduce energy, fuel, packaging and waste, translating to reduced cost of health care for all. Through our technology solutions, we utilize electronic tracking and communication, resulting in reduced medication errors and the elimination of paper in the health care system. These are just a few examples of ways in which innovation and technology supports our core businesses. We also work to build healthier communities through our philanthropic giving, employee volunteerism and environmental sustainability initiatives.

We have had a lot of success in our most recent fiscal year, including:

- ▶ McKesson partnered with IBM to use the IBM web-based analytics technology called Supply Chain Sustainability Management Solution, which allows McKesson to simultaneously minimize both its carbon dioxide emissions and its distribution costs.
- ▶ We have consolidated three data center facilities, virtualized nearly 1,000 servers and decommissioned another 1,000 servers, which has reduced our annual energy consumption by more than 1.58 million kilowatt-hours and our carbon dioxide emissions by 1,160 metric tons.
- ▶ 71 percent of McKesson's office space was benchmarked through the U.S. Environmental Protection Agency's ENERGY STAR® Portfolio Manager.
- ▶ We have grown the number of employee-driven environmental councils with the goal of fostering local environmental initiatives, affecting change, saving resources and saving costs — all contributing to our mission of reducing costs in the health care system.

We strive to communicate our goals and accomplishments to our employees, customers and suppliers in order to continue to improve our operations. To this end, we publish an annual Corporate Citizenship Report that highlights our triple bottom line approach focusing on social, environmental and financial performance. I encourage you to review McKesson's FY10 Corporate Citizenship Report at <http://sites.mckesson.com/citizenshipreport/>.

McKesson is proud to work with the leading organizations in health care today — from retail pharmacies, physician practices and hospitals, to pharmaceutical manufacturers and payers — to build healthier organizations that provide better care to patients and contribute to a healthier world.



John H. Hammergren
Chairman and CEO



www.medcohealth.com

At Medco, innovation is in our DNA. We believe that health and the environment are intrinsically linked, and we are leveraging the world's most advanced pharmacy to make medicine smarter and contribute to a sustainable environment.

Medco is at the forefront of innovation in its technology and services. We are leading efforts for wiring health care and e-prescribing to eliminate errors and improve efficiency. We're driving personalized medicine and pharmacogenomics, using genetic testing to ensure individuals receive the right medicines in the right doses unique to their individual genetic makeup. Our specialized pharmacists are closing clinical gaps in care for patients with chronic and complex conditions. Through these innovations, we are improving patient care, reducing waste and lowering overall health care costs.

The impacts of climate change and pollution on human health exacerbate the substantial burden on health care and related services. We are positioned to improve the health of individual patients and the environment. Leveraging technology and innovation contributes to both a sustainable health care system and a sustainable environment.

Our collaborative technologies, integrating voice, videoconferencing and screen sharing, enable thousands of employees to create and conduct meetings in virtual meeting rooms and bring Medco experts to client locations through our "Client Solution Centers." Virtual meetings are an innovation that benefits the business (Medco holds approximately 600 videoconferences monthly) and significantly reduces the environmental impact associated with business travel.

Medco's successful Work@Home program also draws on our collaborative technologies, minimizing the environmental impact associated with employee commuting. Today more than 4,000 employees across the enterprise telecommute.

Our data center enables us to efficiently receive, process and administer pharmacy claims and dispense prescription drugs with unmatched speed and accuracy in a secure environment. It also enables Medco to detect potential adverse drug events and alert pharmacists and prescribing physicians of potentially harmful drug interactions. We have optimized energy efficiency of our data center infrastructure and information technology systems through server consolidation and virtualization (almost 50 percent virtualized, eliminating the need for more than 1,700 additional physical servers in our environment) and effective airflow distribution and space management.

Medco's next-generation mail-order facility in Whitestown, IN, designed to be the world's largest and most-advanced automated pharmacy — and one of the most efficient — has earned Leadership in Energy and Environment Design (LEED) Gold-level certification.

We're very proud of these accomplishments, as we leverage the world's most advanced pharmacy to make medicine smarter and foster a sustainable environment.



David B. Snow

Chairman and Chief Executive Officer

As the global leader in medical technology, Medtronic has a proud history of innovation and sustainability, both of which continue to escalate in importance as the world faces critical challenges in global health care and environmental preservation.

We align our therapy innovation with a strong commitment to social and environmental responsibility by adopting progressive sustainability solutions across the entire product life cycle.

Design

Our commitment begins during the design process, when we conduct an Environmental Health and Safety Evaluation Plan that assesses the use of hazardous materials, waste generation, air emissions, energy use, wastewater, packaging and product disposition.

Manufacturing

Our Design for Reliability and Manufacturing program identifies ways to enhance product reliability and reduce manufacturing waste by analyzing aspects related to mass production, such as materials selection and assembly.

In May 2010, Medtronic joined the Electronics Industry Citizenship Coalition and committed to the coalition's Code of Conduct, which provides guidance for labor practices, human rights, health and safety, environment, management systems, and ethics throughout our supply chain.

Documentation

In 2004, Medtronic began its migration to electronic manuals for new and existing products. Our e-manuals can be accessed online in up to 26 languages and have greatly reduced the environmental impact of printed manuals. Implementation at four of our seven business units has resulted in annualized paper savings of approximately 1,252 U.S. tons.

Distribution

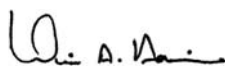
During fiscal year 2011, we began implementing a single, integrated global distribution network that consolidates domestic shipping of all Medtronic products from 11 to three U.S. centers located near freight industry hubs. These efforts have greatly reduced related facility and transportation energy use and emissions impacts. For example, our ability to eliminate a significant number of shipments by air and utilize more ecologically friendly ground transport will reduce annual gasoline use by an estimated 378,000 gallons.

Use and Disposal

While Medtronic devices use minimal amounts of energy, our engineers continue to develop smaller, more energy-efficient devices whenever possible to improve functionality, extend product life and decrease environmental impact.

In addition, we actively comply with all local, state, national and international requirements for the management of electronic waste, including the European Union's Waste and Electronic Equipment Directive, which regulates the collection, treatment and recycling of electronic products.

Medtronic is a medical innovation leader in chronic disease management, bringing solutions and contributions to solve the world's rising health care issues. Along the way, we continue "innovating sustainability" as part of an even broader commitment to *Innovating for Life*.



William A. Hawkins
Chairman and CEO



Medtronic

www.medtronic.com/2010CitizenshipReport



www.merck.com/cr

Today's Merck is a global health care leader working to help the world be well by delivering innovative health solutions through our medicines, vaccines, biologic therapies, and consumer and animal products.

Our responsibility as a leader includes developing and applying innovations that help maintain a healthy planet and a sustainable business today and for the long term. That is why we are striving to minimize our environmental footprint throughout the life cycle of our products and across our business.

As a first step, we are developing a set of near-term targets (these will be available at www.merck.com/cr) to address the sustainability challenges facing our business, industry and society. We are beginning to see the results of a number of innovative and practical solutions that benefit the environment and make our business more sustainable.

One example is Green Chemistry, which is a way of life in our research laboratories. Through the efforts of green chemistry teams, we are finding alternatives to toxic chemicals; significantly reducing our use of raw materials, energy and water in the manufacturing of our products; and preventing the creation of thousands of gallons of solvent waste.

In June 2010, the U.S. Environmental Protection Agency recognized Merck and our partner Codexis, Inc. with a Presidential Green Chemistry Challenge Award for a novel technology that improves the efficiency and significantly decreases chemical waste byproducts in the manufacture of JANUVIA® (sitagliptin/metformin HCl), a Merck medicine for the treatment of type 2 diabetes. Merck and Codexis collaborated to create a custom enzyme, or biocatalyst, that allows for commercial-scale manufacturing of JANUVIA.

We are also evaluating and applying environmentally beneficial solutions to how we package our consumer health products. By replacing PVC plastic with recyclable materials in our DR. SCHOLL'S® packaging, we will avoid the use of 400,000 pounds of PVC packaging materials each year. Another relatively simple change for our MiraLAX® brand — moving from round to oblong bottles to allow for more efficient packaging and transport to our retail customers — is avoiding approximately 1,395 gallons of diesel fuel use annually and eliminating the need for 3,586 wooden pallets.

Finally, within our major facilities we are making our building operations more sustainable. In Pennsylvania, our largest U.S. site has deployed both green roof and solar photovoltaic technology. These two technologies improve energy efficiency, absorb carbon dioxide, clean and reduce storm water runoff, and generate power for the building. We are also composting our food waste, which keeps biodegradable waste out of landfills, avoids the formation of methane — one of the most potent greenhouse gases — and transforms it into rich compost, a valuable commodity that helps to build healthy soils and reduces dependence on chemical fertilizers.

We are committed to a path of environmental sustainability and are confident that through innovation, environmentally beneficial solutions and partnership we will succeed. Though challenging, we believe the actions we are taking will strengthen our business and contribute to moving the world to a more sustainable future.



A handwritten signature in dark ink, reading "Kenneth C. Frazier".

Kenneth C. Frazier
CEO

Meritor, Inc. is a premier global supplier of a broad range of advanced drivetrain, mobility, braking and aftermarket solutions for the global commercial vehicle and industrial markets. Our sustainability strategy focuses on three broad performance areas. We have also chartered a Sustainability Steering Committee to set annual and 10-year goals to track and manage performance.

Operational Excellence in Environmental Protection and Safety

Our goal is to achieve best-in-class environmental and safety performance. In the environmental area, we track our performance and set both annual and long-range goals using six metrics:

- ▶ Volatile Organic Compound emissions
- ▶ Greenhouse gas emissions
- ▶ Energy consumption
- ▶ Water consumption
- ▶ Waste generation
- ▶ Waste recycling

In 2010, our global facilities recycled 80 percent of all waste from operations. Our long-range goal is to eliminate all waste to landfills. Also, in 2010, our global recordable incidence rate fell 33 percent from 2007.

Innovative Product Design

Many of our product developments focus on improving vehicle fuel efficiency to reduce greenhouse gas emissions and optimize vehicle operating costs. Some examples of our efforts:

Meritor's LogixDrive system: Engineered to actively monitor vehicle operating conditions, it addresses the two main areas of power loss in axles: gear and bearing friction and oil churning due to gear rotation. The LogixDrive system provides truck fuel savings of up to 1 percent without the need for driver interface, as well as parasitic energy loss reductions of more than 30 percent compared with prior axle generations.

Meritor's hybrid system: The drive to reduce emissions and fuel consumption is spurring development and application of electric and hybrid-electric systems. Meritor's hybrid drive programs for commercial vehicles are focused on two areas:

- ▶ Dual-mode hybrid-electric powertrain system for heavy-duty applications
- ▶ Electrically powered drive axles for hybrid electric vehicles or battery electric vehicles

Social Responsibility and Governance

Our employees around the world are socially and environmentally responsible. We have set long-range goals to double our funding for charitable giving and achieve a minimum of 40,000 hours of employee volunteerism hours by 2020 while maintaining a global framework of environmental, health and safety (EHS) policies and standards, as well as a global EHS audit program.

Our Board of Directors Committee on Environmental and Social Responsibility reviews our performance in these areas annually and charts our path forward.



Charles G. "Chip" McClure
Chairman, CEO and President



www.meritor.com



<http://responsibility.motorola.com>

Building on our long history of innovation, Motorola Mobility as a new company is committed to helping create a more sustainable world and business marketplace. While continually striving to reduce our environmental footprint, we are pushing the boundaries of eco-innovation by fusing innovative technology and human insight to help simplify, connect and enrich people's lives with less environmental impact.

In our operations, we have reduced our carbon footprint by 45 percent since 2005, and 23 percent of our global electricity comes from renewable sources. For the second consecutive year, we received a Green Power Leadership Award from the U.S. Environmental Protection Agency (EPA) for our commitment to renewable energy and were one of four organizations selected nationwide as Green Power Partner of the year.

Faced with dual challenges of climate change and resource scarcity, finding ways to reuse and recycle more materials and products is an imperative. Our mobile phone portfolio is at least 65 percent recyclable, and we offer take-back programs in 70 countries, covering more than 90 percent of our global mobile phone unit sales. Our set-tops and modems are built to last and can be redistributed after being refurbished and fitted with the latest software.

In 2010, we launched the Motorola CITRUS™ and SPICE™, our first green smartphones with the latest in eco-design. The devices are made with recycled post-consumer plastic water-cooler bottles and are CarbonFree® Certified based on an independent life-cycle assessment. The recycled plastic takes 20 percent less energy to make than virgin plastic, saves thousands of used bottles from going to landfill and creates a market for waste materials.

Leveraging our expertise in eco-friendly mobile phone innovation, we launched the DCX3501-M, the first set-top to use post-consumer recycled plastic. The box is also a third lighter than previous models and requires less material to make.

Improving product energy efficiency continues to be the greatest contribution we can make to tackling climate change. Since 2000, we have reduced standby energy use of our mobile phone chargers by 70 percent, and our latest models are 90 percent more efficient than the current EPA ENERGY STAR® standard. We are also designing our new digital and IP set-tops to meet key energy-efficiency standards.

I invite you to learn more about our contribution toward a more sustainable future at <http://responsibility.motorola.com>.



Sanjay Jha
Sanjay Jha

Chairman and Chief Executive Officer

Low-carbon, highly intelligent and super efficient: This is the future of the markets served by Motorola Solutions. We provide innovative communications solutions that allow businesses and governments to be more connected and mobile workers to be more efficient.

Research by the Global e-Sustainability Initiative shows that the information communications technology industry can reduce global carbon dioxide emissions by 15 percent by 2020. Our technologies are enabling this shift to a low-carbon economy, helping our government and enterprise customers run supply chains, logistics and energy grids more efficiently. For example:

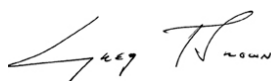
- ▶ Our mobile computers, enterprise digital assistants, radio frequency identification handheld terminals and bar-code mobile terminal scanners help streamline supply chains, operations and distribution.
- ▶ Our GPS and other logistics products help drivers navigate the most efficient routes possible — reducing fuel costs and carbon dioxide emissions.
- ▶ Our mobile computers cut wasted time and fossil fuel by empowering mobile workers and first responders with the ability to capture and exchange critical information remotely.
- ▶ Our mobility services platform lets information technology personnel update, troubleshoot and maintain all mobile devices from their desks — eliminating unnecessary travel, shipping and delays.

We are shrinking the environmental footprint of our products by developing innovative solutions that reduce energy and emissions through the product lifecycle. For example, our products' programmable features like standby mode, low-rate polling, "face-down" modes and variable backlighting save battery power and keep the device operating longer between charges. Our TETRA Enhanced Data Service base station consumes less power than a 100-watt light bulb and boasts a compact design that reduces shipping costs.

While helping our customers reduce their environmental footprints, we continue to reduce our own impacts. Through our rigorous environment, health and safety management system we have reduced our carbon footprint by 35 percent and our energy use by 28 percent since 2005. We have increased our purchase of renewable energy to 21 percent worldwide.

Meeting the needs of a growing global population, while addressing climate change and resource constraints, will require fundamental changes to the way we live and work. Motorola Solutions innovation can make a difference in addressing environmental challenges while we help our customers be their best in the moments that matter.

I invite you to learn more about our environmental journey by visiting www.motorolasolutions.com/environment.



Greg Brown
President and CEO



www.nationalgypsum.com

At National Gypsum, we are proud to offer everything the building and design communities need for innovation in gypsum board systems. For years, our products have contributed toward Leadership in Energy and Environmental Design (LEED) credits for use of recycled and regional materials due to their high recycled content and our nationwide network of plants.

Most recently, we have introduced new products and enhancements to positively impact indoor air quality, an essential element in sustainable design. For example, our XP® gypsum board features the most effective mold-fighting technology available today. In addition, we offer the industry's only ready-mixed joint compound designed to reduce airborne dust by more than 60 percent. As a result of these developments, National Gypsum products create a healthier indoor environment not only for the construction crew, but also for building occupants.

As a complement to research and development, we believe in the importance of third-party validation of our sustainability efforts. We're proud to offer the industry's broadest line of gypsum and related products to have achieved GREENGUARD Indoor Air Quality Certified® status, meaning our gypsum board, cement board and interior finishing products have achieved the most stringent indoor air quality certifications possible. Many of our products also are included in the Collaborative for High Performing Schools database.

Finally, this past year we introduced our Green Product Score (GPS), an easy-to-use online resource for architects, contractors, distributors and others that can be used with LEED and several other green building rating systems. Our GPS is the only tool of its kind that takes the guesswork out of reports by offering project-specific data on recycled materials, regional materials and product certifications by zip code in one simple, readable document.

As the standards and measures associated with sustainable design continue to evolve, so too will building products and processes. National Gypsum is committed to being part of that evolution and will continue to develop new products that positively contribute to indoor air quality, durability, fire safety, acoustics, energy efficiency and other environmental efforts. In addition, we look forward to continuing to work with the building community to find new ways our products can work in wall and ceiling assemblies to together achieve broader sustainability goals.



A handwritten signature in black ink that reads "Tom Nelson".

Thomas C. Nelson
Chairman, President and CEO

Navistar's three-pillar business strategy — great products, competitive cost structure and profitable growth — is made possible by sustainable innovation. That means empowering our employees to pursue new ideas that reduce environmental impact while helping our customers succeed.

This focus on innovation has had a significant impact on our product lineup over the years, resulting in trucks, buses and engines that not only reduce emissions, but also help customers cut their energy costs. We offer a comprehensive range of vehicle power options, ranging from low-emitting diesel to natural gas to hybrid and all-electric.

We were the first engine manufacturer to release a smokeless diesel engine and the first to have its engines certified by the U.S. Environmental Protection Agency (EPA) for meeting near-zero particulate and hydrocarbon emissions standards. We also were the first truck and bus manufacturer to enter line production of commercial diesel hybrid trucks and school buses and the first to receive total hybrid certification from the California Air Resources Board for improving fuel economy and overall emissions. Recently, we delivered the nation's first purpose-built commercial class 2c-3 electric truck, the eStar.

Navistar manufactures the most aerodynamic heavy trucks on the market. We are working closely with NASA and Lawrence Livermore National Laboratory to further reduce trucks' aerodynamic drag, save energy and cut carbon dioxide emissions.

Navistar's emphasis on innovation has also allowed our products to meet the EPA's 2010 standards for nitrogen oxides (NOx) emissions without requiring drivers to add an additional fluid. By using a technology that reduces NOx in the cylinder, Navistar keeps responsibility for emissions compliance with the manufacturer.

Our operations are also committed to innovation that reduces waste, energy use and greenhouse gas (GHG) emissions. Navistar is a partner in the Climate Leader program of the EPA, and is active in Business Roundtable's Climate Resolve Program. We were the first truck maker to receive dual certification through the EPA's Smartway Program, which helps to reduce GHGs, as both a manufacturer *and* a transporter.

Navistar's approach to health, safety and wellness is based on sound science. It improves employees' quality of life and keeps health care costs manageable for both the company and employees. Our plants continue to set new safety milestones, protecting our employees while also improving productivity. And our company's scientific research into product stewardship and environmental health provides significant insights for the industry as a whole.

Sustainable innovation at Navistar positions us for leadership and growth in the long term, delivering value for shareholders, as well as for customers and the environment.



A handwritten signature in black ink that reads "Dan Ustian". The signature is stylized and fluid.

Daniel C. Ustian
Chairman, President and CEO



www.nexteraenergy.com

NextEra Energy: Providing Power Sustainably

NextEra Energy is the nation's leading clean energy producer.

Approximately 90 percent of the electricity we generate comes from low-emissions natural gas plants and no-emissions nuclear and renewable energy sites. If every power producer operated as cleanly, carbon dioxide emissions from the electric power sector would be cut by 49 percent and total U.S. carbon emissions by 20 percent — the equivalent of removing eight out of every 10 vehicles from U.S. roadways.

Operational Sustainability

NextEra Energy operates the country's largest gas-fired fleet and third-largest nuclear fleet. And at 8,300 megawatts across 17 states and Canada, our wind fleet ranks as the largest in North America and second largest in the world. By itself, our wind fleet would rank as America's 29th-largest power producer. In all, 53 percent of our nearly 43,000 megawatts of generation capacity is gas-fired; 19 percent comes from wind; 13 percent from nuclear; and the remainder comes from oil, coal, hydro and solar power.

Technological Sustainability

Deploying advanced technology is a cornerstone of our approach. For instance, we recently replaced 209 miles of solar collection tubes at our 310-megawatt Solar Energy Generating Systems facility in California, the world's largest solar site. These improvements will increase capacity by as much as 20 percent. In addition, we recently commissioned the Martin Next Generation Solar Energy Center in Florida, the world's first facility to directly connect solar technology to an existing combined-cycle gas unit. At our nuclear fleet, we are upgrading units to add more than 600 megawatts of capacity. And at our rate-regulated utility Florida Power & Light (FPL), we have modernized our fleet and improved fuel efficiency by 17 percent over the past decade.

Customer-Driven Sustainability

FPL is a national leader in demand-side management (DSM). In total demand reduction, we have the second-largest DSM program of any U.S. utility, according to Department of Energy data. We have provided 2.8 million energy-saving home audits to customers, saving millions of megawatt-hours of production. Overall, our programs have avoided the need to construct 13 medium-sized power plants since 1981.

Doing Well by Doing Good

At NextEra Energy, sustainability and profitability go hand-in-hand. Over the past 10 years, as we have modernized our operations and taken a leadership position in renewables generation, we have delivered a significantly higher total shareholder return than the industry as a whole. Our achievements are gaining notice. In 2011, we were named one of the top 10 companies in the world for social responsibility on *FORTUNE* magazine's "Most Admired Companies" list and maintained the No. 1 overall spot in our sector for the fifth year in a row.



A handwritten signature in black ink, appearing to read "Lew Hay".

Lew Hay

Chairman and Chief Executive Officer

Business Roundtable's theme of innovation resonates with all of us at Norfolk Southern, both historically and from a contemporary perspective. Our predecessor Southern Railway built a reputation as the company that "gives a green light to innovations." We sustain that culture of ingenuity today. Innovation is one of our key values, and I know of no better demonstration of this than the creativity our people show in forging industry-changing sustainability initiatives.

Norfolk Southern is committed to achieving transportation industry leadership in fuel conservation, emissions reduction, efficient energy use, recycling, use of renewable materials, and environmental partnerships.

A good example of our dedication to sustainability is our first-ever goal for reducing our carbon footprint. We have committed to a 10 percent reduction in greenhouse gas emissions per revenue ton-mile by 2014, using 2009 as the base year. We plan to achieve the goal through continuing investments in more fuel-efficient locomotives and technology, innovative information systems, and public-private partnerships to meet the rising demand for freight transportation services that keep America's economy competitive while reducing fuel consumption and greenhouse gas emissions.

We opened the Heartland Corridor in 2010, and we will continue work on the Crescent Corridor in 2011, with strategic investments in new terminals in Alabama, Tennessee, North Carolina, and Pennsylvania. These projects improve customer service and operating efficiencies while providing green jobs and other economic and environmental benefits to communities. The U.S. Department of Transportation last year awarded the Crescent Corridor a \$105 million TIGER grant. With these programs, Norfolk Southern is the leader in developing public-private partnerships that improve the nation's infrastructure.

Our efforts to improve energy efficiency in our facilities were recognized this year by the U.S. Environmental Protection Agency, which awarded our Norfolk headquarters building its ENERGY STAR®.

Our innovative approach extended to our 2010 sustainability report, the company's third report and the first available exclusively on our environmental website at nssustainability.com. It comprehensively describes our focus on responsible business practices that are good for our people, our communities, our customers, and our stockholders. I invite you to go online and read about how our people have embraced responsible business practices that will help ensure the ongoing strength of our company, the livability of their communities, and the quality of their lives. As I note in the report, working toward sustainable economic, environmental, and social performance is more than a corporate goal: It's a way of living.



A handwritten signature in black ink that reads "Wick Moorman". The signature is fluid and cursive, written in a professional style.

Wick Moorman
CEO



www.nssustainability.com



www.nucor.com

Nucor Corporation is the largest recycler in the western hemisphere, recycling more than 17 million tons of scrap metal in 2010, and has always been a “green” company. Our main raw feedstock is scrap metal, which is everything from millions of old automobiles to retired roller skates. From these, we literally create new steel products that return to the marketplace. Our sustainability is rooted in being the safest, most profitable high-quality manufacturer of steel products in the world. We have always recognized the importance of the environment and communities in which our employees live and in which we operate. Our success truly comes from the strength of our people.

But Nucor did not become this company overnight. Over 40 years, Nucor has revolutionized steelmaking at least three times. These changes resulted in significant reductions in material costs, energy and environmental emissions. These milestones have resulted in major increases in productivity, profitability and safety. Here are some highlights:

1969 — Our first Electric Arc Furnace (EAF) mill, located in Darlington, SC, went into production. This was the milestone of Nucor’s introduction of the EAF into the U.S. steel industry and the beginning moment of Nucor’s journey to transform the market into a largely scrap-based, continuously cast and efficient steel industry. This philosophy also included not laying off teammates during the down times. These changes have proven to be a winning combination.

1989 — Nucor ushered in a new era of steelmaking as thin-slab technology went online at a new mini mill in Crawfordsville, IN. It was the first mill in the world to make high-quality flat rolled steel using this technology.

2002 — Another world first: Nucor’s Castrip® micro mill went online in Crawfordsville, IN, to produce Ultra-Thin Cast Steel. Compared to an integrated steelmaking facility, the Castrip® process consumes 95 percent less energy and emits less than one-tenth the greenhouse gases.

This journey has created our culture, and as a result, we have a recipe for a highly successful and sustainable company. Building upon our rich history, we have recently highlighted our current data and environmental stories in the inaugural **2009 Nucor Sustainability Report**, which was published in September 2010. It includes Life Cycle Assessments (LCAs) that evaluate some of Nucor’s products. These LCAs were first released in this inaugural report. We encourage you to look at these and our other significant environmental accomplishments at the following link: www.nucor.com/sustainability/2009/download/Nucor_SustainabilityReport09.pdf.



Daniel R. DiMicco

Chairman and Chief Executive Officer

Our Commitment to Sustainability

At Owens Corning, we define sustainability as meeting the needs of the present without compromising the world that we leave to the future. This approach to our business energizes our people, creates growth opportunities for our customers and drives value for our shareholders.

Sustainability is a core business strategy at Owens Corning. We are focused on three specific initiatives to achieve our goals in this arena:

- ▶ Greening our operations;
- ▶ Greening our products; and
- ▶ Accelerating energy efficiency and renewables penetration in the built environment.

Our Operations

In Owens Corning's operations, we are focused on achieving continued environmental footprint reductions through employee engagement, capital investments and breakthrough manufacturing technologies. From a 2002 baseline, we set aggressive 10-year footprint reduction goals across seven key aspects including resource consumption, waste and air emissions. We have already met four of these seven goals prior to our commitment. Details on our progress and remaining challenges can be found at: <http://sustainability.owenscorning.com>.

Our Products

As a leader in energy efficiency, Owens Corning's products have a significant positive impact on the environment. We are a leader in the manufacture of high-performance reinforcements used in wind turbine blades. We have developed solutions for sealing the building envelope for improved energy efficiency. And we have increased the recycled content in several of our products, increased our use of plant-based materials and initiated an end-of-life shingle recycling program.

In addition, our composites business delivers a broad range of reinforcement products that provide lightweight alternatives to steel, wood and aluminum, thereby reducing weight and improving energy efficiency.

Our Opportunity

According to the World Business Council on Sustainable Development, buildings account for 30 to 40 percent of primary energy used in most countries. In the United States alone, buildings consume 40 percent of energy and more than 70 percent of electricity used. Energy use is expected to increase 35 percent by 2025. Energy efficiency in buildings is the most cost-effective alternative fuel. We are working to unlock this fuel source by delivering energy-efficient systems to new homes and commercial buildings, as well as the existing 80 million underinsulated homes in the United States.



Michael H. Thaman
Chairman and CEO



INNOVATIONS FOR LIVING™

www.owenscorning.com



www.PeabodyEnergy.com

Energy is essential, the foundation of our global economy and the engine of progress. Our world needs more energy, delivered more reliably, affordably and cleanly. Sustainability can be achieved only in a world of energy equality.

Today, 3.6 billion people lack adequate energy access; 1.5 billion have no power at all. Another 2 billion will require energy as our population grows over the next 20 years. We are on a path to have 5 to 6 billion people without adequate energy access. This is unacceptable. An environmentally sound energy future must put people first.

Coal has been the world's fastest growing fuel for the past decade, and coal generation growth is expected to double the closest alternative by 2020. Our Peabody Plan outlines a vision to eliminate energy poverty and advance environmental solutions through greater coal use. The plan calls for:

- Working to eliminate energy poverty by ensuring coal fuels at least half of new generation;
- Replacing older coal plants with supercritical and ultrasupercritical plants, which are more efficient and carbon-capture ready;
- Developing at least 100 major projects that capture, store or use carbon dioxide from coal-based plants within 20 years;
- Deploying significant coal-to-gas, coal-to-chemicals and coal-to-liquids projects in the next decade; and
- Commercializing and deploying next-generation clean coal technologies to achieve continued environmental improvement.

Innovation and technology drive progress. Since 1970, technologies have helped regulated emissions from coal improve 84 percent. Advanced coal technologies bring us to near-zero emissions. Peabody is advancing projects and partnerships to commercialize clean coal solutions. These include GreenGen in China, the COAL21 Fund in Australia and FutureGen in the United States. We are partners in two emerging technology developers: GreatPoint Energy and Calera Corp. With GreatPoint, we are developing coal-to-gas and coal-to-hydrogen projects with carbon capture and storage. Calera converts carbon emissions into green building materials.

In 2011, Peabody and Calera joined China Huaneng Group to develop a green coal energy campus. Peabody and Yankuang Group also are pursuing development of a supercritical power plant and substitute natural gas facility. These demonstrate the growing U.S.-China clean energy alliance fostered by the U.S. Energy Cooperation Program, which Peabody helped found.

In the energy business, we push the limits of possibility. Billions of people who aspire for better quality of life are in the balance. The solutions to meet environmental objectives and energy needs are technology-based. Clean coal technology provides the path.



Gregory H. Boyce

Chairman and Chief Executive Officer

Sustainable development is a platform of Praxair's global strategy. In 2010, we integrated environmental metrics across operations, distribution and capital projects. We set targets in operations and in distribution to continuously improve our product energy and greenhouse gas intensity — and exceeded all of them. Our productivity organization reported environmental savings of more than \$30 million, including savings of more than 250,000 metric tons (MT) of carbon dioxide equivalents (CO₂e) and more than a quarter billion gallons of water.

Much of Praxair's business depends on environmental innovation: We frequently enable customers to reduce their energy use and greenhouse gas emissions while increasing their product throughput. Our core atmospheric gases business helps improve eco-efficiency for industrial processes such as steelmaking and glassmaking, yielding up to 30 percent energy efficiency and 80–90 percent fewer nitrogen oxide (NO_x) emissions. We pursue environmental innovation by design: We have a target that commercial applications under development annually enable the elimination of 2MM MT CO₂e. We achieved this in 2010 and expect to do so again this year.

Praxair's growing hydrogen business provides social and environmental benefits worldwide. New research from the United Nations Environment Programme reports that control of black carbon particles through rapid implementation of proven emission reduction measures have immediate and multiple benefits for human well-being, including short- to medium-term slowing of the rate of anticipated global temperature increase. More than 30 percent of our hydrogen is used to make ultra-low sulfur diesel fuel. A verified 2010 Praxair white paper shows that the CO₂e benefits from the reduction of black carbon through use of ultra-low sulfur diesel fuel (produced at refineries using hydrogen), coupled with diesel particulate filters in vehicles, exceed the carbon dioxide generated by hydrogen production by a factor of 15.

Praxair was selected as a component of the 2010 Dow Jones World Sustainability Index for the eighth consecutive year. We scored among the top 10 companies in the world by the Carbon Disclosure Project 2010 Global Carbon Disclosure Leadership Index and new Carbon Performance Leadership Index.

Praxair's mission is to make the planet more productive. It is my goal, and that of Praxair's board, to continue to embed sustainable development into our business and continue to promote its broad value for our customers, shareholders, employees and communities.



A handwritten signature in dark ink that reads "Steve Angel". The signature is fluid and cursive.

Steve Angel
Chairman and CEO



www.praxair.com



www.pwc.com

As a global network of professional services firms, PricewaterhouseCoopers (PwC) has a unique opportunity to contribute to the business community with responsible leadership.

Part of what we do is to help others see the economic aspects of environmental and social challenges. We help some of the largest companies in the world develop strategies that lead to more sustainable growth. Partners and staff in PwC member firms — now more than 161,000 people in 154 countries — are positioned to help clients forecast market shifts, assess business risks and opportunities, develop new strategies, report to their stakeholders, and take steps to reduce their environmental impact.

PwC's work with the World Economic Forum and the World Business Council for Sustainable Development helps to bring business leaders and policymakers together to promote public debate. As a long-standing advisor and report writer for the Carbon Disclosure Project, we support the disclosure of environmental practices that are important to investors.

PwC's commitment to acting responsibly has led the United Nations Global Compact to invite us to participate in its new leadership program, LEAD. Our participation in LEAD culminates nearly a decade of good standing with the UN Global Compact that has also inspired us to be a signatory to the Global Compact's Water Mandate.

Across the globe, PwC member firms have been examining how to reduce their environmental footprint. In 2008, we set a goal to reduce our carbon emissions, targeting a 20 percent reduction from our largest member firm, the U.S. firm, by 2012. This goal was achieved two years ahead of schedule.

In 2010, the U.S. firm opened a state-of-the-art data center that serves 31,000 employees and has earned a Leadership in Energy and Environmental Design (LEED) Gold certification through the U.S. Green Building Council. It's a truly innovative space, one that will help keep to the highest standards of energy efficiency through the next two decades, even as data needs expand.

Today, PwC member firms are working on new goals to reduce carbon, waste and water use. A big part this effort is a data management system, which will allow us to analyze the relationships between sustainability metrics and the more traditional business metrics of employee retention, productivity and profitability.

By fine-tuning our analytics, we believe we can identify sustainability initiatives that take us well into the next decade and give us confidence that we are living up to our overall commitment to do what is right for our clients, our people, our communities and our environment.



A handwritten signature in black ink, appearing to read 'Dennis M. Nally'.

Dennis M. Nally

Chairman, PricewaterhouseCoopers International Limited

Using our core value of integrity as a guide, the Principal Financial Group® (The Principal®) believes *how* we do things is every bit as important as what we do. The following are a few examples.

Going Green — Inside and Out

The Principal® uses the U.S. Environmental Protection Agency ENERGY STAR® program to track greenhouse gas emissions on a monthly basis. In 2009, the carbon footprint of The Principal® was reported 32 percent lower than the target footprint of similar office users.

Our Principal Child Development Center is certified by the U.S. Green Building Council Leadership in Energy and Environmental Design (LEED). The Center's construction and furnishings include the use of recycled and reused materials. Environmentally friendly practices are incorporated into the learning curriculum, ensuring the children attending the center understand the importance of conservation and the environment.

Our goal is to receive ENERGY STAR certification for office buildings that we own and occupy. We have made significant progress, to date, with 10 of our 11 buildings ENERGY STAR certified. And in 2010, The Principal® took another important step in boosting sustainability efforts by earning chain-of-custody certification for our print-to-mail facility. This demonstrates that the timber and paper The Principal® uses has been managed in a sustainable fashion.

In addition, we continue to support environmentally conscious projects, such as The Principal Riverwalk. Working closely with the Iowa Department of Natural Resources, this project encourages outdoor recreation through pedestrian and bicycle paths and plazas along the banks of the Des Moines River, connecting 300 miles of Central Iowa trails. The Principal Riverwalk is a gift to the City of Des Moines in honor of the 125th anniversary of the Principal Financial Group® in 2004.

To continue finding new ways to improve our environmental contribution, a committee of leaders from across the company meets regularly to address sustainability issues.

Building for the Future

Principal Real Estate Investors embraces the movement toward green buildings for properties we invest in on behalf of our clients. We define and measure green features using the LEED Green Building Rating System™. Currently, we have eight LEED Accredited Professionals on staff, as well as a green task force that focuses on building and operating practices that are environmentally sustainable.

Paying It Forward

By working together with the Principal Financial Group Foundation, Inc., The Principal® serves as a responsible corporate citizen by giving to those in need in a variety of ways. In 2010, more than 4,650 employees of The Principal® logged more than 31,500 hours of paid time off to volunteer in their communities. Our Principal Volunteer Network also organized 20 formal projects engaging 1,500 employees, providing year-round support to local nonprofits.

Employees, agents and retirees of The Principal® pledged nearly \$2.7 million to United Way in 2010. With the 100 percent match, made possible by the Principal Financial Group Foundation, Inc., the company's contributions total more than \$5 million.

All of these efforts help to sustain quality of life in communities where we do business and our employees and customers live and work. We are very proud of the accomplishments The Principal® has had, to date, and look forward to future opportunities to support environmental sustainability and social responsibility.



Larry Zimpleman
Chairman, President and CEO



www.principal.com



www.pg.com

Procter & Gamble's (P&G's) purpose — to touch and improve lives, now and for generations to come — inspires everything we do. It guides our strategic choices, leads to bigger and better innovation, drives brilliant execution, and compels us to make a difference in environmental and social sustainability.

Our responsibility as a company is integral to our purpose as a company. We recognize and embrace the reality that companies like ours must be a force for good in the world. This happens when we integrate a responsibility for improving lives into every aspect of our business and operations. This is precisely how we approach sustainability at P&G.

Last year, we updated our growth strategy to connect it explicitly to our purpose. This strategy — to touch and improve the lives of more consumers in more parts of the world, more completely — requires us to accelerate our already strong progress in sustainability. We announced a new long-term environmental sustainability vision that includes:

- ▶ Powering our plants with 100 percent renewable energy;
- ▶ Using 100 percent renewable or recycled materials for all products and packaging;
- ▶ Having zero consumer and manufacturing waste go to landfills; and
- ▶ Designing products to delight consumers while maximizing the conservation of resources.

This vision is stretching, and we believe it will take us decades to achieve. Yet we are fully integrating it into our businesses and processes today. It will influence the products we develop, how they are produced and distributed, and the programs in which we make social investments.

To ensure we make steady progress toward this vision, we also announced goals that we've committed to reach by 2020. They include powering our operations with 30 percent renewable energy and replacing 25 percent of our petroleum-derived raw materials with sustainably sourced renewable materials.

Committing ourselves to a demanding vision and holding ourselves accountable with clear, stretching and measurable goals are important ways we will fulfill P&G's purpose. It captures our imagination and passion. It focuses us on the people we serve — today and in the future. And it motivates us to leverage strengths that set us apart — innovation, consumer understanding and scale — to make a meaningful difference.

Together with a global network of external partners, we will continue to touch and improve lives, now and for generations to come. This is our purpose. Our responsibility. And an inspiring opportunity. I invite you to learn more at www.pg.com/sustainability.



Robert A. McDonald

Chairman of the Board, President and CEO



www.qualcomm.com

Qualcomm strives to consistently advance our sustainability efforts. We monitor opportunities to improve our products and operations, making them as sustainable as is technically and commercially feasible. Balancing our growth with our commitment to minimizing adverse environmental impacts is challenging, yet imperative.

Improving energy efficiency is an essential first step in creating greener mobile devices. Our enhanced chipsets, such as the Snapdragon™ platform, reduce the power demands placed on mobile devices by extending battery life; hence, increasing the amount of time between recharging. Our mirasol® displays also offer significant reductions in power consumption while enabling new features.

Through our environmental management system and hazardous substance elimination programs, we address the environmental, health and safety effects of all our products. Effective January 2009, we began eliminating brominated and chlorinated compounds from all new integrated circuit (IC) products, including Gobi™. In 2010, we overcame significant technical challenges to introduce several lead-free flip chip IC products.

Qualcomm's dedication to sustainability applies to all aspects of how we conduct business, including the way we design, build and operate our facilities. Some examples:

- ▶ Our investments in highly efficient lighting, heating, ventilation and cooling systems, as well as in cogeneration and renewable energy such as solar panel installations on our buildings, save 23.7 million kilowatt-hours of electricity and approximately 7,805 metric tons of greenhouse gas emissions annually.
- ▶ We implement the Leadership in Energy and Environmental Design (LEED) methodology prescribed by the U.S. Green Building Council into construction projects.
- ▶ Our green information technology practices include recycling more than 239 tons of "e-waste" and installing a more energy-efficient data center at our headquarters, which is expected to cut energy use by 30 percent.
- ▶ Through water conservation efforts, such as using reclaimed water for industrial purposes, we save more than 18 million gallons of water annually.
- ▶ We're successfully reducing the amount of waste generated and recycling more. In 2010, our San Diego facilities alone recycled more than a thousand tons of waste, as well as 178 tons of debris — 61 percent of total waste — from various construction projects.
- ▶ Our cafes are Certified Green Restaurants™ from the Green Restaurant Association, thanks to our sustainable kitchen practices.

Through innovative thinking and a determination to make a difference, Qualcomm is creating a more sustainable future, as well as helping to grow our industry and enrich the communities we serve. I invite you to learn more at www.qualcomm.com/qsar.



Dr. Paul E. Jacobs

Chairman of the Board and Chief Executive Officer

RR Donnelley's practices are built around the concept that sustainability does not involve making a choice between being cost-effective or being conscious of environmental impacts. It integrates the two.

Our Environmental, Health & Safety (EHS) Policy, which is available on our website, informs and guides our Sustainability Leadership Committee, an internal multidiscipline team responsible for reviewing and approving initiatives relating to improving business and sustainability outcomes.

Sustainability not only makes a difference, but it also differentiates RR Donnelley. For example:

- We identify, measure and continuously improve opportunities to be more efficient in the consumption and use of energy, raw materials, water and other resources. We are in the midst of a multiyear initiative to install 13 different technologies in more than 100 of our plants and operations. By the end of 2010, the energy savings achieved from these installations was already equal to 1.9 trillion British thermal units or 15 million gallons of gasoline. That is equivalent to the fuel used annually by 25,956 cars or the average energy consumption of 18,514 households.
- Heat is a byproduct of almost every industrial process. It is often simply allowed to dissipate. It may even be offset by cooling systems that ultimately generate even more heat. RR Donnelley is working to harness, rather than to waste, thermal byproducts. Using a proprietary process, RR Donnelley is capturing "waste" heat and using it again. This resource is used to reduce ambient heating needs, to even more effectively dry printing inks and to make boilers operate more efficiently.
- More than 140 RR Donnelley locations worldwide have been triple certified to the Forest Stewardship Council, the Sustainable Forestry Initiative and the Programme for the Endorsement of Forest Certification chain of custody standards, giving our customers the option to choose papers that reflect best forest management practices.

We strive to learn and share best practices through internal and external education, communication, and demonstrations of our commitment and progress. For an overview of all our EHS-related initiatives, as well as information about our efforts relating to diversity and inclusion, ethics and compliance, public affairs/community relations, and wellness programs, please visit our Corporate Social Responsibility Report at www.rrd.com/moresustainable.

By reducing, re-using and recycling, our employees deliver enhanced results to all of our stakeholders.



Thomas J. Quinlan

Thomas J. Quinlan III
President and Chief Executive Officer

At Rockwell Automation, our mission is to improve the standard of living for everyone by making the world more productive and sustainable. As a leading provider of industrial automation, power, control and information solutions, Rockwell Automation helps manufacturers in a wide range of industries implement smart, safe and sustainable production technologies and practices. They optimize their plant-wide use of energy and natural resources, reduce environmental impact, increase plant safety, and enhance product safety and quality.

Advanced manufacturing technologies are rapidly transforming the global competitive landscape as producers change the way that they invent, manufacture, sell and ship their products. Manufacturing innovations — ways to do more with less — continue to improve living standards and transform the lives of ordinary people. These productivity improvements worldwide have pushed prosperity higher and faster than at any time in recorded history.

Manufacturers today must demonstrate responsible energy and natural resource use as a part of their sustainability programs. Traditionally, cost control has been the primary driver for energy and natural resource conservation. But with our Industrial GreenPrint™ methodology, we take a broader view and help companies consider energy as a resource they can manage.

Our approach leverages existing networks, automation and power investments to help manufacturers measure and monitor energy consumption by individual loads, machines and lines; more effectively manage a plant's peak demand; predict the overall impact of production changes on energy use; and ultimately automate production for optimal energy consumption across the enterprise. Our solutions help companies increase quality and reduce waste, manage environmental compliance in real-time, and use modeling for emission monitoring.

Sustainability has truly evolved from a social expectation to an economic imperative. At Rockwell Automation, we've expanded how we measure our environmental footprint and made important investments in energy conservation with the largest green roof in the state of Wisconsin. We continue to work safer than our peer companies. The Ethisphere™ Institute recognized us as one of the "world's most ethical companies" for the third consecutive year, and for the first time, we were named to Dow Jones Sustainability North America Index as one of the region's best-performing sustainable companies.

With smart, safe and sustainable manufacturing, companies will improve worker safety and protect the environment as they pursue the ultimate aim to operate with zero emissions and zero accidents.



Keith Nosbusch

Keith D. Nosbusch
Chairman and CEO



www.rockwellcollins.com

Rockwell Collins is committed to sustainable activities, products and services wherever we do business around the world. That's why we seek to lead and innovate in sustainability and workplace safety efforts, from energy-efficient buildings and renovations, to reducing aviation's environmental footprint, to our Green Communities grant program.

In 2006, we adopted a sustainable life cycle approach to the design of new facilities. Two new Leadership in Energy and Environmental Design (LEED)-certified buildings (2007 and 2008) — coupled with energy-efficient process and equipment changes — are saving our company nearly 3.2 million kilowatt-hours of electricity annually, enough to power 330 homes per year. Today, a Global Sustainability Team is chartered to lead the company in reducing our carbon footprint globally and lowering our operating costs by actively managing and reducing energy usage.

We also consider the entire life cycle throughout the design, development and manufacture of our products and systems. In addition to environmental design considerations for new offerings, we also reduce the impact on the environment by enhancing existing products to improve operational efficiency and extend their life. These performance solutions add functionality, prevent unplanned maintenance costs and enhance performance.

Rockwell Collins is also providing technologies that will help replace our nation's current air traffic system with a 21st-century next-generation air transportation system to meet future demands — and ultimately reduce aviation's environmental footprint. This system will provide an array of advantages ranging from allowing aircraft to fly the most efficient altitudes and routes, to giving pilots the ability to descend to airports more efficiently — all while saving fuel and reducing carbon dioxide emissions.

Our Green Communities program is intended to help fund environmental projects undertaken by nonprofit organizations and public entities, in partnership with Rockwell Collins employees and retirees. Projects eligible for grant awards must result in tangible improvement in the environmental condition of the community and have sustainable project benefits. Since 2004, we have funded 233 projects in six different countries resulting in benefits including conservation of natural resources and restoration or development of ecological habitat.

In corporate responsibility, we stand committed to fulfill our brand promise of Building Trust Every Day. We do this by taking ownership and accountability for how we conduct ourselves as a corporate citizen around the globe. Through the ideas and innovation of our people, we will continue to strengthen and deepen our commitment to our customers, shareowners and communities.



A handwritten signature in black ink that reads "Clayton M. Jones".

Clayton M. Jones
Chairman, President and CEO



www.sapsustainabilityreport.com

At SAP, we are committed to making the world run better. While this is a bold and ambitious statement, we have embraced this vision after careful consideration of our role and potential impact in the world. We strive to create a better-run world where organizations balance short- and long-term profitability and holistically manage economic, environmental and social risks and opportunities. For SAP, this vision holds tremendous promise for a better future. Just as information technology (IT) enabled globalization in the 20th century, it is foundational to sustainable and profitable business growth in the 21st century.

We have made sustainability core to our purpose and business strategy. As the world's largest provider of business software solutions supporting critical business processes for more than 109,000 customers, we are harnessing IT to drive this positive, large-scale global change.

In a better-run world, our vision is for IT to have impact in the following ways:

First, IT helps companies run more profitably and more sustainably. We're proud to provide our customers with solutions that turn sustainability from a risk to be managed into a source of value creation. Our solutions are already impacting how the world runs. Through our work with customers around the world, we estimate that SAP software helps create safer and healthier lives for 800 million consumers and gives 30 million households the ability to use energy more responsibly.

Second, IT leaders become sustainability leaders. We aspire to be a model for sustainability as we innovate customer solutions, internal operations and social impact. For example, we continued to reduce our greenhouse gas emissions by 6 percent in 2010, while at the same time experiencing a year of strong revenue growth. This showcases how positive business results and sustainable operations can go hand-in-hand. Overall, we have lowered our greenhouse gas footprint by 25 percent since 2007.

Third, IT drives economic opportunity for all. Our vision is grounded in pragmatic results: to help build stronger communities where basic needs are met, where education fuels innovation and where economic advancement is a reality. Working toward our goal of impacting 1 million lives, we aim to secure 100,000 volunteer hours and help enable 1,000 nonprofit organizations in 2011. SAP's achievements in 2010 included the launch of our first global SAP Month of Service, contribution of more than 59,000 volunteer hours and the donation of our technology solutions to 715 nonprofit organizations.

We have come to recognize that best-run businesses do not simply embrace a sustainability strategy. Instead, *they make their corporate strategy sustainable*. This distinction is profound. At SAP, our journey with customers, partners, employees and suppliers has just begun. We live by our sustainability credo in every part of the business, from our innovation roadmap to our focus on leadership and people development.

Ultimately, none of this would be possible without the hard work and dedication of our employees. Not only is sustainability a force for innovation across the company, but it also serves as a unique opportunity to engage and excite our global workforce.

Our work continues. We invite you, our customers, partners, employees and stakeholders, to stay engaged in the dialog, share your ideas and, above all, take action at www.sapsustainabilityreport.com. Together we can tackle the challenges and capture the opportunities as we pursue our vision of making the world run better.



Bill McDermott
Co-CEO



www.saralee.com

When Sara Lee adopted its Sustainability Statement, we knew that we were doing more than just putting words on paper. We committed to values and goals that would touch every aspect of our business; every product we produce; every location where we do business around the globe; and every stakeholder with whom we have a relationship. In short, we were setting the bar for being a strong, supportive and sustainable company that takes its responsibilities to heart.

Our sustainability program has grown and become a real strength for the company over the past few years. Our programs make an impact throughout the world, from supporting sustainable coffee growers in South America, Asia and Africa to donating needed food products, especially protein, in the United States. As part of our wellness and nutrition focus and the powerful consumer need for great-tasting, better-for-you products, we've introduced *Hillshire Farm* Lower Sodium Turkey Breast, *Jimmy Dean* Turkey Bacon Breakfast Bowls and *Sara Lee* Lite Bakes. We've also made a companywide commitment to reduce salt an average of 20 percent by 2015 throughout our key product categories.

To be a supportive company means to have a deep and wide commitment to the communities in which we do business, whether it's the work of Sara Lee Corporation or through the grants of the Sara Lee Foundation or *Douwe Egberts* Foundation. We've also been able to support the efforts of major industry initiatives, such as the Healthy Weight Commitment Foundation, where we are part of a group of consumer food companies who are reducing calories in the marketplace by 1.5 trillion by 2015.

To be a more sustainable company ultimately means to produce the highest quality products with the smallest possible environmental impact at every point in the product's life cycle — from raw ingredient to customer delight. Reviewing our processes and making environment-supporting changes, particularly at our manufacturing locations, has been an ongoing commitment. The results of these efforts — less water used, energy consumption eased, wastewater minimized, waste to landfill reduced — have been seen in our plants the world over. We are proud of every effort and outcome we've achieved, but we also know that for every step forward we took in fiscal year 2010, there are more strides to be made going forward. This is just the beginning of our journey to be strong, supportive and sustainable.



Marcel H. M. Smits
Chief Executive Officer



www.sas.com

The economic experience of the past few years has tested the fortitude of business leaders and lawmakers. Organizational transparency, corporate value and executive judgment have all been questioned. In the midst of this crisis, what has strengthened is an understanding that a sustainable business strategy is compatible with profitability.

Competitive differentiation, resource efficiency, cost savings, innovation of products and services, employee engagement, and improved compliance are all hallmarks of sustainable strategies *and* of business success. At SAS, our employees are the lifeline of our success. In 2010, when most businesses were downsizing, we grew our work force by 2.4 percent.

As we enter our 36th year of business, we look forward to continuing our commitment to employee satisfaction, wellness and creativity. We also celebrate the fruits of this commitment: In January 2011, SAS was ranked No. 1 on the *FORTUNE* Best Companies to Work For list in the United States for the second consecutive year.

We are making prudent investments in energy-efficient buildings and renewable energy portfolios. In 2010, we more than doubled the capacity of a solar farm at our Cary, NC, headquarters from 1 megawatt to 2.2 megawatts. The combined electricity generation produces enough power for more than 325 average-size homes. The Cary campus also has solar thermal hot water systems, regenerative drive elevators, water and waste conservation projects, active employee engagement efforts, and two newly completed sustainably constructed buildings designed to attain high-level Leadership in Energy and Environmental Design (LEED) certification.

For our customers, we deliver solutions for identifying and managing sustainable strategies across the spectrum of energy producers and consumers. OGE Energy uses SAS to analyze smart grid data, optimizing energy distribution processes and designing customer-friendly demand response programs that curtail electricity consumption during peak hours. The Hague is using SAS to evaluate which investments will have the most impact on reducing the municipality's carbon footprint.

Sustainable thinking is rapidly becoming an integral consideration for sound business strategies. The insights that come from sustainable business practices provide opportunities to reshape strategies for competitive advantage and growth. This trend is evidenced by the increasing pressure for businesses to publish integrated reporting, including nonfinancial information, to shed light on performance and risk.

SAS is proud to participate in this important discussion through councils such as the World Economic Forum and Business Roundtable, as well as other influential global industry associations. We continue to invest in our sustainable infrastructure and seek opportunities to advance the practice of sustainable management through the application of business analytics.



A handwritten signature in black ink, reading 'Jim Goodnight'.

Jim Goodnight
CEO



www.siemens.com/sustainability

At Siemens, we view innovation as the key to entrepreneurial success. That's why rigorous innovation management is a top priority for us. Every year, we invest more than \$6 billion in research and development globally. We generate more than 30 inventions per day and — in close cooperation with our customers — transform them into new products, systems and solutions.

Innovation is a cornerstone of Siemens' success and one of our core corporate values. Every business day, Siemens in the United States dedicates nearly 8,000 employees to research and development. In 2010, Siemens invested \$1.3 billion in research and development in the United States, working closely with leading universities, hospitals, corporations and government agencies. This culture of innovation not only improves the performance of our products and solutions but also helps our customers achieve their own sustainability goals.

Our portfolio of environmental technologies enables us to create sustainable value through innovation by providing safer, more efficient product choices for our customers, including wind turbines, water technology, efficient traffic systems and the latest low-dose medical imaging equipment. This portfolio comprises approximately one-third of our revenue in the United States and globally. Working closely with our suppliers and our customers, we are constantly renewing our portfolio to provide answers to society's most vital challenges, enabling us to create sustainable value and help our customers be more competitive.

In 2010, Siemens launched its Smart Grid business to provide intelligent, cutting-edge solutions to the increasingly complex challenges the energy business and its stakeholders face, including growing energy demand, aging infrastructure and more sustainable energy sources. For example, Siemens is an early player in the electric vehicle supply equipment market with a range of smart charging stations available today for residential, commercial and public applications.

Siemens' commitment to sustainability was confirmed by the Dow Jones Sustainability Index, which named us the Diversified Industrials Sector Leader for the third year in a row in 2010. The Carbon Disclosure Project also recognized Siemens as the top performing company in its global Carbon Disclosure Leadership Index in 2010.

And through one of our newest Siemens Foundation partnerships — The Siemens *We Can Change the World Challenge* — with Discovery Education, the National Science Teachers Association and the College Board, we encourage K–12 students to develop innovative solutions to the environmental challenges of today's world, inspiring our youth to continue developing sustainable solutions for our future.




Eric A. Spiegel

President and CEO, Siemens Corporation and the U.S. Region



www.southerncompany.com

In business, as in sports, you've got to play both good offense and good defense to succeed. Defense in the business sense means mastering the fundamentals. Fostering innovation is a way of playing good offense.

While we never lose sight of the fundamentals, Southern Company embraces innovation to serve our customers with reliable, affordable and cleaner energy.

Our guiding belief is that a full portfolio of technologies is needed. Therefore, we want "all arrows in the quiver." Nuclear power, 21st-century coal, natural gas, renewable sources and energy efficiency each play a part.

While recent events in Japan underscored the importance of sound, safe design, we remain committed to leading nuclear power's next phase. Southern Company is building two new units in Georgia; they'll join our current fleet of six units, providing safe, emissions-free electricity.

Our coal gasification plant under construction in Mississippi will use advanced technology we helped develop. With 65 percent carbon capture, it will resemble a natural gas facility in terms of greenhouse gas emissions. Carbon capture and storage technology also is the focus of major research, including a large-scale project at one of our Alabama plants. Coal is an indispensable resource for producing electricity; these efforts represent just a sampling of the many steps we are taking to ensure its viability.

Renewable energy is another crucial piece. We partnered with Ted Turner to launch a solar photovoltaic plant in New Mexico that is one of the nation's largest. Our biomass plant in Texas, also one of the biggest of its kind, is nearing completion. Southern Company's research and development organization, rightly recognized as the industry's finest, is pursuing additional projects to explore the potential of cost-effective renewables.

Energy efficiency means using electricity more wisely. We're offering more products and services that help customers save money and also limit the need for new generating capacity. These efforts range from free energy audits to the development and promotion of high-efficiency lighting and other new technologies. Our ongoing installation of smart meters has passed 3.2 million, with a total of 4.6 million to be in service in 2012.

Meanwhile, a continuing capital investment in existing facilities has significantly improved our environmental performance while serving our customers' growing energy needs.

There's more to be done and more we'll be doing. We know we must be smart. In fact, we have given the name "Smart Energy" to our overall strategic framework. Southern Company's 26,000 employees, myself included, are highly motivated and enthusiastic about the opportunities ahead.



Tom Fanning

Tom Fanning

Chairman, President and CEO



www.statefarm.com

At State Farm®, our mission is to help people manage the risks of everyday life, recover from the unexpected and realize their dreams. Our core business is based on a simple principle: keeping promises to customers. We are fundamentally committed to the best interests of our policyholders and our communities.

We stimulate awareness and interest in the environment, providing students and employees a voice to make a significant impact in their communities, to work as a team to make decisions through problem-solving activities, and to explore and demonstrate leadership skills. Grants include:

- ▶ State Farm, in partnership with Skills USA, awarded \$10,000 each to 12 U.S. schools through the State Farm Innovation in Sustainability Grant program.
- ▶ The State Farm Youth Advisory Board approved more than \$1.7 million in environmentally focused grants. Since 2009, more than \$3.3 million has been given.
- ▶ The State Farm Green Neighbor Challenge awarded \$25,000 (five grants for \$5,000 each to nonprofits) for winning employee-driven environmentally focused projects.

We've made it our mission to maintain energy-efficient, low-impact facilities. Careful consideration goes into daily operations, garnering the following:

- ▶ Our largest facilities have a composite U.S. Environmental Protection Agency ENERGY STAR® score of 86, as of December 2010.
- ▶ Our fleet consists of a majority of fuel-efficient four-cylinder models and includes more than 600 hybrids. Our 2010 model year purchases included more than 1,100 SmartWaySM vehicles, exceeding our goal of 75 percent.
- ▶ Our remotely connected building automation system includes 40 State Farm facilities. Network connectivity will provide for the efficient acquisition of energy monitoring and improve energy efficiency.
- ▶ Our optimized network printing initiative reduced the number of desktop printers used by 80 percent and increased the use of Local Area Network printers. This effort also reduced the consumption of energy and print supplies.

Whether it's paperless billing or innovative auto insurance technology, State Farm is working together with our customers toward a greener future for all. We have:

- ▶ Implemented electronic delivery of insurance policy statements, bills, credit card and bank transactions, mutual fund prospectuses, and privacy notices. Through these initiatives we save more than 20,000 trees annually. (Environmental impact estimates were made using the Environmental Defense Fund Paper Calculator.)

State Farm strives to be a corporate leader through integrating financially sound, socially responsible and sustainable business practices. This is the essence of our "a good neighbor is a green neighbor" philosophy.



Edward B. Rust Jr.

Edward B. Rust Jr.
Chairman and CEO

At Suffolk Construction, we recognize that our industry is one of the most environmentally unfriendly on the planet. Physical construction utilizes 40 percent of all available raw materials globally and is responsible for 60 percent of all landfill debris. Once up and running, buildings use 38.9 percent of total energy and 75 percent of all electricity consumed, and they are responsible for 38 percent of greenhouse emissions. These staggering statistics place the responsibility squarely on us to implement sustainable practices that have a positive effect on our natural environment, economy, and the health and productivity of building occupants and their surrounding neighborhoods.

Throughout our history, Suffolk has employed project delivery technologies that result in collaboration and efficiency. Increasingly, our focus has been on how this collaboration can lead to important sustainable outcomes, such as paperless reporting systems and permanent energy savings. Today, these proven systems are implemented across \$1.7 billion in Suffolk projects nationwide, and our sustainable project management systems continuously evolve. This evolution is guided by formal goal setting and sustainability practices that we call “Green Tools.”

Currently, we are leveraging tools such as Green Preconstruction and BIM to optimize building efficiency and reduce waste, and we have implemented technology innovations such as our own on-Trac platform, which promotes paperless project delivery. Our on-Trac proprietary infrastructure yields major reductions in paper- and transportation-related field and office costs.

Green Preconstruction, BIM, on-Trac and other “Green Tools” everyday enable us to reduce the negative environmental impacts of the construction process and to deliver to our clients buildings of lasting sustainable qualities. Suffolk has set aggressive goals including 75 percent diversion in construction and office waste, 50 percent reduction in paper-related costs and 25 percent reduction in temporary lighting electrical costs.

Suffolk supports and is grateful for Business Roundtable’s leadership in addressing current and future sustainability challenges. We are doing our part to encourage sustainability not only as a corporate initiative but also as a lasting benefit to our clients. Through technology and intelligent collaboration, we strive to achieve transformation and measurable green results for our clients throughout the life of each building constructed. Our goal is to build together a better planet, today and for future generations.



A handwritten signature in black ink that reads "John F. Fish". The signature is stylized, with the first letters of the first and last names being large and prominent.

John F. Fish
Chief Executive Officer



www.suffolkconstruction.com



www.Target.com

Target advanced our approach to environmental sustainability in 2010 by establishing comprehensive, company-wide commitments based on our longstanding, responsible business practices.

Target has always invested in the sustainability of our communities, but we recognized the need for more explicit commitments and meaningful goals. Today, we're integrating environmental sustainability throughout our business and engaging guests, team members and partners in environmental commitments we all can keep. Specifically, we outlined plans to:

- Provide the right information, tools and incentives to make it easier for guests and team members to lead more sustainable lifestyles;
- Expand Target's selection of sustainable products that effectively balance price, performance and convenience;
- Leverage our strengths in smart design and development to create more efficient buildings that enhance local communities and maximize convenience for guests and team members; and
- Achieve operational efficiency in responsible resource use, waste elimination and carbon-footprint reduction.

By 2016, Target aims to:

- Reduce operating waste sent to landfills by 15 percent;
- Reduce water usage by 10 percent per square foot;
- Reduce Scope 1 and Scope 2 greenhouse gas emissions by 10 percent per square foot and 20 percent per dollar of retail sales;
- Earn the ENERGY STAR® from the U.S. Environmental Protection Agency for at least 75 percent of our buildings; and
- Improve the efficiency of general merchandise transportation inbound to distribution centers by 15 percent and outbound by 20 percent and support the adoption of cleaner and more fuel-efficient transportation practices.

Our history of investing in the health and sustainability of our communities has led us to set these environmental commitments. We will continue to reduce our environmental impact through continuous improvement and innovation in energy efficiency, operational excellence and new technology, and we'll provide solutions to help our guests and team members live more sustainably. To track our progress and join in this journey, follow us on our corporate responsibility Web site: <http://Target.com/hereforgood>.



A handwritten signature in black ink that reads "Gregg Steinhafel".

Gregg Steinhafel
Chairman, President and CEO



www.te.com/responsibility/

In 2010, TE Connectivity Ltd. launched the TE Responsibility Advantage (TERA) program that coordinates, expands and leverages our environmental, safety, governance, social and philanthropic efforts worldwide — many of which have been in place and steadily improving. We also published our first Corporate Responsibility report. These were significant milestones for our company.

As outlined in the report, we work with our customers everyday to develop products that meet their needs and that also achieve social and environmental objectives, such as reducing environmental impacts, reducing energy consumption, and improving safety and reliability. These efforts include developing smaller, lighter and more energy-efficient components for electronic applications across our diverse markets; solutions and technologies that enable alternative energy sources; and connectivity systems for evolving hybrid and electric vehicles.

Our success as a company is very closely linked to the success of our employees. That's why we are committed to recruiting, developing and retaining diverse talent and to providing an injury-free and healthy workplace. We are likewise committed to the communities where we live and work. That means reducing the environmental impact of our operations, building stronger relationships in the communities where we operate and supporting key philanthropic initiatives in the regions where we do business.

A few of our 2010 innovation highlights around sustainability at TE Connectivity include:

- ▶ Until recently, millions of plastic tubes and trays used to ship connectors from our production facility in Shizouka, Japan, were thrown away each year. Now the plant participates in a recycling program to **reclaim 4.6 million tubes and trays** from our customers and inspects and cleans them for reuse. The program not only dramatically reduces waste but cuts packaging costs by 50 to 60 percent.
- ▶ At our plant in Tijuana, Mexico, employees developed an innovative water recirculation process that filters water used in specific processes, thereby **reducing water consumption by 65 percent, or 6 million gallons, annually.**
- ▶ Our facility in Woert, Germany, modified the cooling water system for manufacturing processes and building offices to take advantage of lower outside seasonal temperatures, resulting in an **annual reduction of 173 metric tons of greenhouse gas emissions.**

We are very proud of the efforts of our employees across all areas of TERA, and we are excited to share our work with you. We look forward to your feedback on our progress and your ideas for how we can continue to improve our performance for TE Connectivity stakeholders around the world.



Tom Lynch
Chief Executive Officer



www.ti.com

Texas Instruments (TI) semiconductors are helping build a better future. Our products enable unprecedented efficiency in consumer electronics and the development of renewable energy sources. And we are constantly seeking ways to build those products more sustainably.

Products

TI chips play an important role in the more efficient generation, transmission and consumption of electricity. Our solar and LED lighting laboratories are investigating new ways TI technology can help reduce the world's energy consumption.

We also drive sustainable innovation through collaboration. TI has partnered with India's Energy and Resources' Lighting a Billion Lives program to develop solar lanterns for communities with no access to electricity, reducing reliance on kerosene lamps. We are also working with China's Electric Power Research Institute to help enable cost-competitive development and adoption of an energy-efficient grid.

Operations

Our path toward sustainability broadened in 2004 when we needed to expand our manufacturing capacity. Rather than using well-worn blueprints, we considered how we could design in solutions to reduce operating costs and lower environmental impact, never losing sight of our responsibility to surrounding communities.

The outcome was RFAB, the world's first "green," Leadership in Energy and Environmental Design (LEED)-certified semiconductor manufacturing site. Located in Texas, RFAB was designed to use 20 percent less electricity and 50 percent less natural gas than our most efficient fab and to cut water use by 40 percent. Although still ramping up, RFAB is on track to meet those targets.

The success of this sustainable approach to building design and operations has inspired TI employees around the world to do more. Through our global efficiency and conservation efforts in 2010, we:

- Decreased the energy needed to make a product by 25 percent.
- Recycled 1.4 billion gallons of water.
- Recycled 95 percent of our waste.
- Prevented 26,000 metric tons of carbon dioxide from entering the atmosphere through new energy-efficiency projects, helping reduce our carbon footprint.

We have also begun making efficiency improvements to existing facilities and have opened additional LEED-certified manufacturing facilities. Today, we operate almost 2.1 million square feet of LEED-certified space globally.

TI's 2010 Citizenship Report will reveal more on our performance, as well as our goals for sustainable operations in the near and distant future. Our journey toward sustainability is well under way, and our commitment to build a better future will continue.



A stylized, handwritten signature in black ink, appearing to read 'R. Templeton'.

Richard K. Templeton
Chairman, President and CEO

At Thermo Fisher Scientific, meeting our customers' needs to drive sustainable growth is a key factor in our commitment to offer industry-leading innovation. Our mission — to enable our customers to make the world healthier, cleaner and safer — defines our sustainability efforts.

Globally, we provide state-of-the-art products and services that help our customers meet their sustainability goals, from air-quality systems that monitor stack emissions, to radiation detectors for protecting workers, to meters that ensure standards for water quality. Our commitment extends to the way we run our own operations and development programs as well. For instance, our revolutionary virtual laboratory allows researchers to maximize workflow efficiency by assessing diverse equipment and instrument configurations. This includes our offering of eco-friendly laboratory consumables, equipment and workstations that meet strict environmental criteria and maximize use of renewable sources. Many of our products are setting new industry standards for energy efficiency and responsible materials. Examples include:

- ▶ An ultra-low-temperature freezer using 40 percent less energy than conventional freezers and no chlorofluorocarbons or gases that may contribute to global warming.
- ▶ Biological safety cabinets that improve energy efficiency by 50 to 75 percent.
- ▶ Innovative spectrophotometers that allow customers to perform experiments with significantly smaller sample volumes to reduce the use of reagents and chemicals.
- ▶ The first "green" electrode to fully comply with the European Union's Restriction of Hazardous Substances directive, containing no mercury, lead or other hazardous substances and enabling easy disposal.
- ▶ An air quality monitoring system that uses laser absorption technology for continuous greenhouse gas monitoring in ambient air and stack emissions at lower levels than previously possible.

Among our recent operational initiatives is the Zero to Landfill Program, which is reducing scrap metal, standardizing recycling practices and conserving water. FilterforGood®, a partnership between our reusable consumer bottle business and Brita, the filtration company, has helped to avert the effects of an estimated 250 million disposable bottles of water, while our related Community Sustainability Program helps municipalities reduce single-serving bottled water use.

As the world leader in serving science, we have the most comprehensive portfolio in our industry. Our continued investments to increase our depth of capabilities will advance our own environmental stewardship, fulfill our mission, and support both our customers' and our company's goals for sustainable growth.



A handwritten signature in black ink that reads "Marc N. Casper".

Marc N. Casper

President and Chief Executive Officer



TISHMAN SPEYER

www.TishmanSpeyer.com

Since its founding in 1978, Tishman Speyer has been committed to developing, upgrading and operating buildings that deliver enduring value. We focus on providing our tenants with the optimum workplace environment, while striving to add value to the cities and communities in which our buildings are located. And we provide an impressive rate of return to our investors for entrusting us with their confidence and capital.

The concept of “sustainability” is a core aspect of our approach to responsible development and operations. We seek to minimize resource consumption and to maximize the health, comfort and satisfaction of our tenants in each project we undertake.

Our firm has acquired, developed and/or managed more than 116 million square feet of properties. Signature assets have included New York’s Rockefeller Center and the Chrysler Center, Frankfurt’s MesseTurm and OpernTurm, São Paulo’s Torre Norte, and Ventura Corporate Towers in Rio de Janeiro. Currently, we have projects in different stages of development in several cities around the world including Shanghai, Chengdu, Tianjin, São Paulo, Rio de Janeiro, Hyderabad, Frankfurt, London, New York and San Francisco.

In each of our properties, we integrate sustainability into our processes to properly manage our resources and protect the local environment. Our sustainability objectives are built into our new development projects and the operations of our existing properties as well. Overall, we are working to establish and share innovations and best practices in sustainability across our global portfolio in order to realize value and mitigate risks.

- ▶ We are utilizing smart meters and the ENERGY STAR® portfolio manager system to closely monitor energy use at each of our properties in the United States.
- ▶ We have certified, or are in the process of certifying, more than 40 million square feet of projects globally through the sustainability rating systems Leadership in Energy and Environmental Design (LEED), BRE Environmental Assessment Method and High Quality Environmental.
- ▶ Our four most recently completed LEED-certified projects in the United States are collectively conserving more than 12 million gallons of water, 3 million kilowatt-hours of electricity and diverting more than 2 million pounds of waste from landfills *annually*.
- ▶ Our OpernTurm development was the first major building in Germany designed with a hybrid chilled/heating ceiling technology that provides 20 percent more effective cooling and requires 30 percent less operational energy than a conventional ceiling. This project is now the first LEED Gold office building in Frankfurt.
- ▶ We built the first LEED-certified building in South America and recently completed our third LEED development project in Brazil, earning Gold certification at Rochovera Tower A in São Paulo.

Across our regions, we continue to focus on sustainability to enhance our operations, deliver optimal comfort for our tenants, reduce operating costs and empower our staff through sustainability training.

As we look to the future, we see sustainability as an element of our culture that addresses the needs and trends of each market and community in which we operate. We see the results of our innovations and those of others as building blocks for the enduring benefit of our communities and cities.



Jerry Speyer
Chairman and Co-CEO

Every day, Tyco International helps to make the world safer, more secure and more productive, and for our more than 100,000 global employees, protecting the environment is vitally important. Our company-wide environmental program, known as Vital World™, represents the many steps we're taking to reduce our environmental footprint and to help customers reduce theirs.

In 2009, Tyco set an ambitious goal to reduce the company's greenhouse gas (GHG) emissions by 25 percent over five years. In 2010, we cut our energy use and replaced a portion of our vehicle fleet. These combined efforts resulted in an overall 5.5 percent GHG reduction.

Our fleet, the source of more than 40 percent of the company's GHG, represents a significant opportunity. Tyco's security solutions business replaced 4,000 of its full-size vans with smaller vans in North America, cutting GHG emissions by 21,000 metric tons. Tyco's fire protection business replaced 25 percent of its SimplexGrinnell sales fleet with hybrid vehicles. We have also improved the fuel efficiency of our fleet through vehicle replacement projects in South Africa, the United Kingdom and Germany.

Achieving our goal wouldn't be possible without the support of our employees. "Treasure Hunts" bring together teams to identify ways to reduce energy use. In 2010, 19 employee-led Treasure Hunts resulted in GHG-emission reductions of 18,300 metric tons.

In addition, our engineers and designers are developing products and services with the environment in mind.

- We introduced an interactive home security platform that enables customers to manage their security systems from virtually anywhere by remotely monitoring, arming and disarming their home or business security systems. It also remotely adjusts lights and thermostats for added safety and energy efficiency.
- We continued to roll out a remote diagnostics service that enables us to monitor customers' fire alarm systems remotely. This new technology helps us identify and correct problems often before they even occur, enabling us to reduce service visits by our fleet and thereby lowering our carbon footprint.
- We have developed specially designed valves and heat tracing systems to allow for more effective use of molten salt as an effective thermal storage mechanism in solar power generation.

Our company-wide environmental efforts are strongly supported by our employees' commitment and enthusiasm. At Tyco, we understand that doing our part is a shared responsibility, and it's the right thing to do.



Edward D. Breen

Edward D. Breen
Chairman and CEO

tyco

a vital part of your world

www.tyco.com



BUILDING AMERICA®

www.up.com

Innovation long has been at the core of Union Pacific's ability to connect a nation.

Steam engines powered by wood and coal have given way to 200-ton diesel-electric locomotives that can move a ton of freight nearly 500 miles on a single gallon of diesel fuel. As Union Pacific approaches its 150th anniversary, innovation and technology remain critical to making the railroad one of the safest, most reliable, fuel-efficient and environmentally responsible modes of freight transportation.

In 2010 alone, Union Pacific:

- ▶ Improved fuel efficiency by 3 percent, saving more than 27 million gallons of diesel fuel;
- ▶ Increased by 8 percent the number of gross ton freight miles moved by distributed power technology, which generates fuel savings and fewer emissions. Distributed power also enhances train safety by reducing physical forces on the train; and
- ▶ Delivered 13 percent more carloads per day while using only 8 percent more train miles versus 2009.

In August 2010, we opened our Joliet Intermodal Terminal near Chicago. This \$370 million investment enhances our ability to serve our customers by using advanced computers and technology, which coordinate movement in the terminal to improve productivity and performance while reducing emissions. The facility also strengthens the surrounding community by creating more than 8,500 permanent jobs.

Solar technology is commonly used across Union Pacific's 32,000-mile, 23-state network to provide power for track circuits, detector fences and intermediate signal locations.

Union Pacific pioneered the industry's Genset locomotive technology, which reduces greenhouse gas emissions by as much as 37 percent compared to older locomotives. With 165 Gensets in our fleet, we operate more than half of all Gensets in service in the United States.

Our sustainability efforts reach into our information technology systems, where we revised our data center layout to reduce power demand and implemented energy-efficient HVAC and building automation controls, power management software and server virtualization. Since 2008, Union Pacific has increased computing by almost 200 percent and disk storage capacity by close to 700 percent while decreasing energy consumption in the data center by nearly 14 percent.

Union Pacific continues to develop and implement innovative technologies to support sustainable facilities and operations, improve reliability and customer service, and build upon our reputation as one of America's premier companies.



Jim Young

Jim Young
Chairman and CEO

For the new United Airlines, sustainability means achieving and sustaining profitability, so we can continue to deliver a critical service that drives significant economic value across the globe.

For more than a decade, our industry has been vulnerable to the impact of material exogenous shocks, ranging from global recessions to volatile fuel prices to natural disasters. At the new United, our merger helps provide us with a platform to weather these shocks and achieve a sustainable future for our co-workers, customers, shareholders and the communities we serve.

While we work to achieve sustained profitability, we also take responsible actions to reduce our impact on the environment and maintain a steadfast commitment to communities around the world. We're proud of what we do and the value that we provide to society.

United and Continental have had great records of improving fuel efficiency over the years. We have improved our fuel efficiency by more than 32 percent since 1994, and there's more we're planning to do. Our new company has the best new aircraft order book among U.S. network carriers, with new planes that are 20 percent more fuel efficient than the aircrafts they replace. We are also continuing to add winglets to many of our planes, which increase fuel efficiency by up to 5 percent, and enhancing our operational procedures to further reduce fuel use.

In addition, we have helped advance alternative fuels. Our Continental subsidiary performed a demonstration flight with a biofuel blend made from algae and jatropha, and our United subsidiary performed the first U.S. commercial flight using synthetic fuel made from natural gas. Both flights demonstrated that alternative fuels can deliver performance equal to that of conventional jet fuel. We're prepared to use alternative fuels once they reach scalability and cost efficiency, which will take significant time and significant government investment.

Throughout our hubs and the cities where we operate, we are committed to supporting the programs and organizations that benefit our people and our communities. We donate air travel, money and volunteer time to support organizations that help address the critical needs of our communities. I'm proud of the time and energy my co-workers have given to these causes.

Sustainability at the new United is first and foremost about creating a leading airline that achieves stability and profitability in a turbulent industry by delivering a globally competitive product. While accomplishing this, we incorporate into our operations our commitment to environmental and social responsibility in our business.



Jeff Smisek

Jeff Smisek
President and CEO



www.united.com



[http://responsibility.verizon.com/
home/results/environment/](http://responsibility.verizon.com/home/results/environment/)

Verizon engages in sustainable business practices that reflect our commitment to having a positive impact on the environment in which we operate. We firmly believe our broadband and wireless networks can be part of the solution to creating a sustainable economy, and we are actively working with partners and suppliers to leverage the power of technology to create a cleaner, greener world.

The first order of business is to reduce our own environmental footprint by minimizing the impact of our buildings, vehicles and products. We received the U.S. Environmental Protection Agency's (EPA) ENERGY STAR® certification for upgrading 85 of our retail stores, earning the designation as an EPA ENERGY STAR Partner. We received Leadership in Energy and Environmental Design (LEED) certification on 32 buildings. We increased the number of green fleet vehicles to more than 5 percent of our total and are on target to increase this to 15 percent by 2015. Over the last three years, we have reduced our fuel consumption by more than 9.7 million gallons of gasoline and diesel and avoided more than 85,000 tons of carbon dioxide emissions. Going forward, we will use a new metric to measure our energy intensity so we can increase the efficiency by which data move over our networks. Our goal is to make sustainability an integrated part of how our employees do their jobs every day.

We also focus on making our products as "green" as possible. In 2010, we launched energy-efficient set-top boxes for our FiOS video service that use 30 percent less energy and introduced the CITRUS, the world's first certified carbon-free smart phone. We are constantly expanding our portfolio of "smart" network solutions such as video conferencing, smart grids and cloud computing. And we are particularly excited about the work we're doing in our Technology Innovation Center, where we are partnering with entrepreneurs and suppliers to embed next-generation wireless capabilities into devices, vehicles, sensors and other machine-to-machine applications, many of which are specifically designed to maximize energy efficiency.

The opportunities for broadband innovation and energy efficiency are endless. From downloading books and movies on smart phones, to remotely controlling energy consumption in homes and buildings, to substituting videoconferencing for physical travel, the sustainable practices enabled by Verizon's high-IQ networks put us at the heart of the clean economy.

For details, see our Corporate Responsibility Web page on the environment at <http://responsibility.verizon.com/home/results/environment/>.



Ivan Seidenberg

Ivan G. Seidenberg
Chairman and CEO

To be successful in building the next generation Walmart, we must lead on social and environmental issues that are important to our customers, our communities and our world.

Our three broad sustainability goals are to be supplied 100 percent by renewable energy; to create zero waste; and to sell products that sustain people and the environment. During the past few years, we have expanded these goals and made new commitments that have driven real and measurable progress on the environment. Sustainability is also making Walmart a better company by reducing waste, lowering costs, driving innovation, increasing productivity and helping us fulfill our mission of saving people money so they can live better.

Most recently, we made a commitment to support sustainable agriculture. We believe this is an area where we can make a big difference for local communities, local economies and families everywhere.

Globally, more than 1 billion people depend on agriculture for their livelihoods, but 30 to 40 percent of food is wasted as it moves from farms to tables. To support a growing population, we must produce more and waste less. As the world's largest grocer with the largest food supply chain, we have an opportunity to use our size and scale to make a real contribution to sustainable agriculture.

We have made three global commitments:

- First, we will focus on supporting farmers and their communities, by sourcing more directly from them and providing training in agricultural practices. In emerging markets, we expect to help raise the incomes of small and medium farmers; in the United States, we will sell more locally grown food.
- Second, we will reduce waste in the agriculture supply chain and help growers produce more food while using fewer resources, such as energy and water.
- Our third area of focus is to sustainably source key agricultural products, including palm oil and beef from Brazil.

Through these initiatives, we can bring our customers higher quality food for less, make a difference in rural communities around the world and help the world meet its growing need for food in a more sustainable way.

Sustainability is an area where Walmart has led and will continue to lead. Even during the economic crisis, our company does not slow down on sustainability or even just stay the course; we are broadening and strengthening our efforts. We have made a long-term commitment to sustainability, and it is my personal commitment as well.



Mike Duke
President and CEO

Western & Southern Financial Group's commitment to responsible sustainability initiatives and socially responsible environmental practices is integral to our corporate strategy and in the best long-term interests of our policyholders and the communities in which we do business.

Through our Sustainable Practices Committee, we implement and monitor environmentally responsible policies for all of our facilities, real estate investments, purchase decisions and personnel. The committee's functions include developing and implementing environmentally responsible programs, disseminating such programs, and monitoring compliance with all environmental programs and procedures.

As an example of our ongoing commitment, through our real estate investments, we have been a leader in the community for successfully implementing sustainable green building policies. With the recent opening of Western & Southern's \$400 million project, the Great American Tower at Queen City Square, Cincinnati's newest, tallest, largest and greenest office building, we have clearly demonstrated our commitment to sustainability. The U.S. Green Building Council awarded the Great American Tower its Gold level of precertification under the Leadership in Energy and Environmental Design-Core and Shell (LEED-CS) program. Green attributes include numerous energy and water conservation techniques, use of materials with recycled content, extensive recycling of demolition debris and construction waste, use of specially coated insulated glass to avoid unwanted heat transfers, high-efficiency filters to improve the quality of air, and inclusion of alternative transportation provisions such as bike racks and showers for bicycle riders.

The Western & Southern Financial Fund, our philanthropic foundation, has also demonstrated its strong commitment to environmental sustainability. Organizations funded during 2010 include:

- The Urban Land Institute Cincinnati, primarily focusing on research and education related to providing leadership in responsible land use and in creating and sustaining thriving communities, received support in 2010.
- Western & Southern Financial Fund, an original stakeholder, continues to support the Cincinnati Center City Development Corporation, providing funding for public-private partnership, historic preservation and economic revitalization efforts in the Over the Rhine neighborhood and other center city areas.
- Local Initiatives Support Corporation (LISC), funding a strategy of comprehensive community development known as Building Sustainable Communities, has also received significant support. LISC's principles for sustainable communities and its role in Greater Cincinnati include providing loans, grants and technical assistance for green development.

Western & Southern is proud of our efforts to make our businesses and communities more environmentally responsible, and we remain committed to greater sustainability measures.

**John F. Barrett**

Chairman, President and Chief Executive Officer

Innovation is a core component of Weyerhaeuser's vision to deliver superior, sustainable solutions to the world. The land and forests we own or manage — more than 21 million acres worldwide — are the foundation for the sustainable products and services we provide to meet global needs.

For decades, we have innovated to bring improvements to the marketplace. For example:

Energy-efficient homes: Our Weyerhaeuser Real Estate Company's five homebuilder subsidiaries are at the forefront of building energy-efficient homes and introducing other green features that consumers now expect in newly built homes. Camberley Homes, a division within our Washington, DC, area homebuilding subsidiary, Winchester Homes, is testing the market for smaller, more energy-efficient homes by building a model home designed to be 30 percent more energy efficient than required by code.

Job-site waste reduction and efficiency: Our iLevel NextPhase® Site Solutions boost efficiency by 50 percent by delivering a precise package of structural building products, services, software and fabrication equipment to customer job sites. Quadrant Homes, our subsidiary in Washington state, reduced waste by at least 25 percent by eliminating dumpsters on the job site and encouraging suppliers to take back waste for recycling.

Lighter-footprint pulp: In our cellulose fibers business, we've developed a new grade of kraft pulp that can be used in various products, including lacquers, paints, inks and thickening agents. Pearl®429 is more efficient to produce, generates higher yields from the same amount of raw materials, improves product uniformity and has a better environmental footprint when compared with typical dissolving pulp manufacturing processes.

New business models: We are exploring new opportunities to leverage our unmatched expertise in commercial forest management, raw material procurement and manufacturing to deliver economic, social and environmental value for other companies. For instance, we can help clients develop revenue opportunities with innovative forest solutions, including ecosystem services, alternative energy resources, biomass feedstock, commercialized renewable forest products and environmental benefits.

At Weyerhaeuser, sustainability means mobilizing our talented people to capture the potential of our vast renewable resources and deliver innovative products to society in the least consumptive way. Visit www.weyerhaeuser.com/sustainability to learn more about our sustainability strategy and performance.



A handwritten signature in black ink, appearing to read 'D. S. Fulton'.

Daniel S. Fulton
President and CEO



www.weyerhaeuser.com



www.whirlpoolcorp.com

At the core of our vision — Every Home, Every Where — Whirlpool Corporation has, for 100 years, been making products and giving back to society to improve lives — one home, one family at a time.

Throughout our history, we have operated with the belief that there is “no right way to do a wrong thing.” We realize financial success is only sustainable while remaining true to our fundamental values. We have structured programs around protecting the environment and engagement in our communities. Every day, we demonstrate our longstanding belief that in order for our business to grow, society in general has to improve as well.

Environmental Responsibility. Decades before sustainability was trendy, Whirlpool Corporation strove for higher appliance efficiency standards, lower greenhouse gas emissions and a smaller carbon footprint. By embracing our responsibility for creating a better environment, we’ve proudly become the industry leader. Today, we offer families more ENERGY STAR® qualified appliances than any other manufacturer, with innovative features, recyclable parts, and lower water and energy usage. As part of our five-year, \$1 billion United States investment, our newest facilities — including regional distribution centers, a new manufacturing facility in Cleveland, TN, and our new Benton Harbor, MI, office complex — are or will be Leadership in Energy and Environmental Design (LEED)-certified.

Social Engagement. No matter where we live or what cultural differences distinguish us, every family wants a decent place to call home, surrounded by a stable, safe community. Throughout our history, Whirlpool Corporation has built strategic partnerships that allowed us to dare to dream that we could build a better society for all. During our 2011 anniversary year, we will expand our 11-year commitment to Habitat for Humanity® International, to provide funding, volunteerism or energy-efficient appliances to help Habitat families in every region around the world.

Community Spirit. As part of our culture, the people of Whirlpool Corporation help improve lives by investing volunteer hours, financial resources and expertise where we live and work, around the globe. We recently announced a \$4.5 million commitment to the Boys and Girls Clubs of America to reward top clubs on their “dependability” in helping young people in the neediest neighborhoods succeed after high school. Our mission is to create lasting value that reflects our active sense of community spirit.

As we begin our next century of opportunity, our people will continue to live by the values that have guided us throughout the first 100 years.



A handwritten signature in black ink that reads "Jeff M. Fettig".

Jeff M. Fettig

Chairman and Chief Executive Officer

It may seem strange that a company known for cutting-edge printing technologies is helping customers do more by printing *less*, but that's the kind of innovative thinking that shapes Xerox's approach to sustainability. It saves money for our customers. It makes money for Xerox. And it results in a greener world for all of us.

Xerox was an early leader in its industry for focusing on sustainability, pioneering two-sided copying in the 1960s. What started as the right thing to do for the environment became part of our DNA. And along the way we discovered that each of our innovations ended up either saving our customers and Xerox money or creating new markets and new profits. We found, in other words, that we don't have to choose between being a sustainable company and being a profitable one. We can do both. We can do both for our customers, too.

Today, sustainability is a business fundamental, embedded in our operations and technologies, written into supplier specifications and creating economic value for our customers. We approach sustainability from a life cycle perspective because we recognize that the biggest opportunity for us to make an impact is by addressing all aspects of our actions, products and services. Some examples demonstrate our approach:

- ▶ Xerox's innovative solid ink technology enables customers to cut costs and reduce their environmental impact. The Xerox ColorQube™ multifunction printer generates 90 percent less supplies waste, uses 9 percent less life cycle energy and produces 10 percent fewer greenhouse gases than comparable laser devices. The Xerox Production Inkjet System is the first high-speed, waterless inkjet product. Compared with conventional systems, it saves water, produces vibrant colors on lighter papers and has the highest "de-inkability" rating, so pages printed on this device are easier to recycle.
- ▶ We've partnered with The Nature Conservancy to promote sustainable forestry, preserve biodiversity, and help minimize forest loss and degradation that contributes to greenhouse gas emissions.
- ▶ We created the industry's first Sustainability Calculator to help customers develop a fact-based estimate of their print-related environmental footprint. It enables them to pinpoint opportunities to reduce both their environmental impact and their costs. We're also helping customers move from paper to digital documents with innovative business process and document management solutions.

The more we do, the more we see the potential of what is possible. Proud as we are, we are far from satisfied. We must, and we will, be even better tomorrow.



A handwritten signature in black ink that reads "Ursula M. Burns".

Ursula M. Burns
Chairman and CEO



www.xerox.com

For more information on the development of this report,
contact Marian Hopkins, mhopkins@businessroundtable.org.



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with vegetable-based inks.*

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