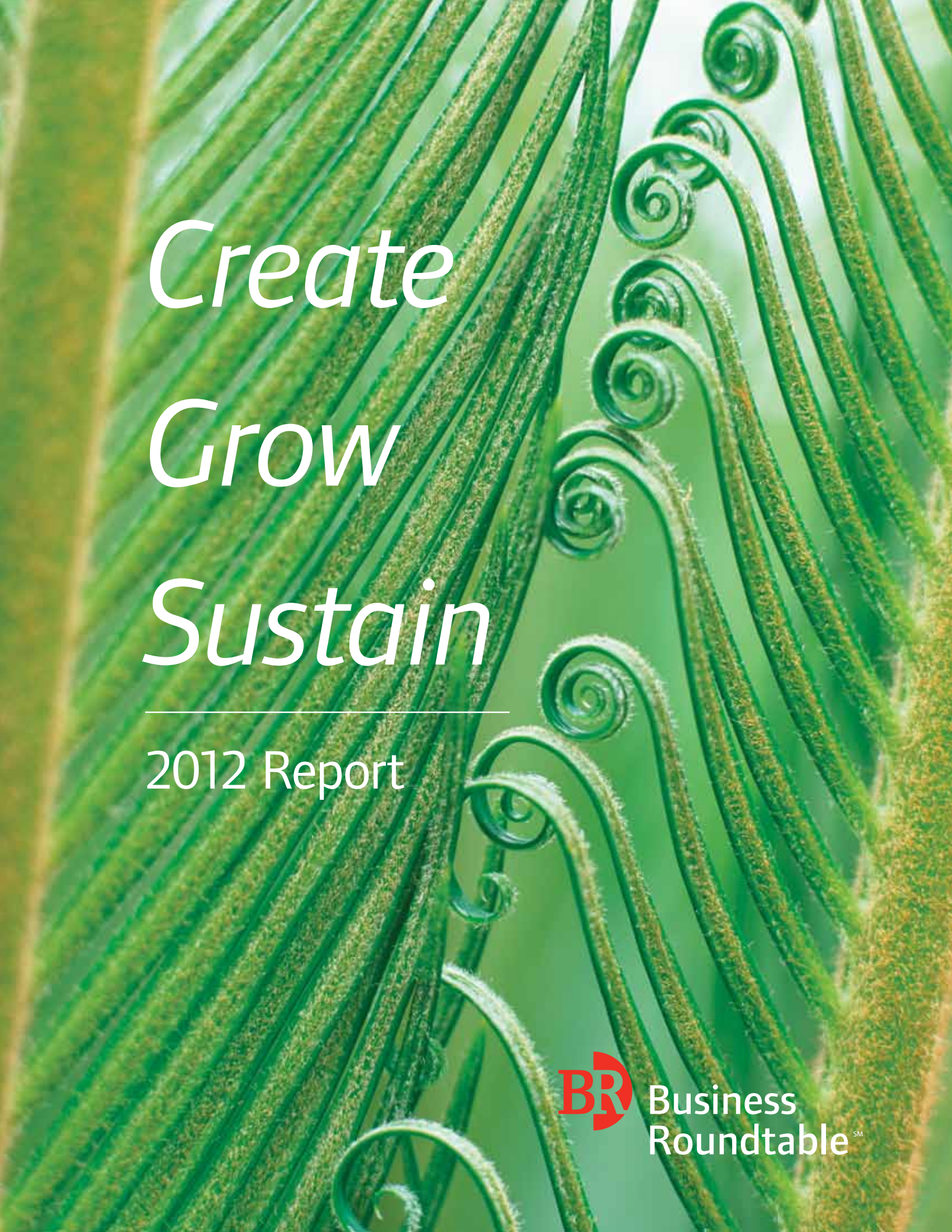

Create
Grow
Sustain
2012 Report
Business
Roundtable℠

Business Roundtable (BRT) is an association of chief executive officers of leading U.S. companies with over $6 trillion in annual revenues and more than 14 million employees. Our companies generate an estimated $420 billion in sales for small and medium-sized businesses annually. BRT members comprise nearly a third of the total value of the U.S. stock market and invest more than $150 billion annually in research and development — nearly half of all private U.S. R&D spending.

BRT companies pay $163 billion in dividends to shareholders and give nearly $9 billion a year in combined charitable contributions.

Please visit us at www.brt.org, check us out on Facebook and LinkedIn, and follow us on Twitter.

Copyright © 2012 by Business Roundtable

Create, Grow, Sustain

2012 Report

April 2012

DEAR BUSINESS LEADERS AND STAKEHOLDERS:

On behalf of the members of Business Roundtable, I am proud to share with you Business Roundtable's 2012 Sustainability Report — *Create, Grow, Sustain*. The report, now in its fifth year, features narratives from 126 CEOs on how their companies are leading the way with solutions to make the U.S. economy more sustainable while also driving economic growth and job creation.

From sustainable supply chain and water management to energy efficiency and the use of cutting-edge technology, sustainable business practices are ingrained into the fabric of each featured company's business practices. America's CEOs are committed to addressing sustainability in innovative ways to help *create* jobs, *grow* the U.S. economy, and *sustain* and enhance the quality of life on our planet for generations to come.

I hope you will enjoy reading *Create, Grow, Sustain* and learning more about the strategies that leading U.S. companies are employing to make their operations more sustainable, more efficient and more valuable for their shareholders and customers.

Sincerely,

David M. Cote
Chairman and CEO
Honeywell International, Inc.

TABLE OF CONTENTS

A. O. Smith Corporation 1
ABB Inc. USA 2
Abbott 3
Accenture 4
ACE Limited 5
Aetna Inc. 6
AGCO Corporation 7
AK Steel Corporation 8
Alcoa Inc. 9
Altec, Inc. 10
American Electric Power Company, Inc. 11
Amerigroup Corp. 12
Apache Corporation 13
AT&T Inc. 14
Avery Dennison Corporation 15
Ball Corporation 16
Barclays PLC 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
Campbell Soup Company 25
Case New Holland Inc. 26
Caterpillar Inc. 27
CBRE Group, Inc. 28
CH2M Hill Companies, Ltd. 29
Chevron Corporation 30
CIGNA Corporation 31
Cisco Systems, Inc. 32
Citigroup, Inc. 33
The Coca-Cola Company 34
Cognizant Technology Solutions Corporation 35
ConocoPhillips 36
Cooper Industries plc 37
Covidien plc 38
CSX Corporation 39
Cummins Inc. 40
CVS Caremark Corp. 41
DaVita Inc. 42
Deere & Company 43
Dell Inc. 44
Deloitte Touche Tohmatsu 45

The Dow Chemical Company 46
Duke Energy Corporation 47
DuPont 48
Eastman Chemical Company 49
Eaton Corporation 50
Edison International 51
Eli Lilly and Company 52
EMC Corporation 53
Ernst & Young, L.L.P. 54
Exxon Mobil Corporation 55
FedEx Corporation 56
Fluor Corporation 57
FMC Corporation 58
Freeport-McMoRan Copper & Gold Inc. 59
General Electric Company 60
General Mills, Inc. 61
W.W. Grainger, Inc. 62
Harman International Industries, Inc. 63
The Hartford Financial Services Group 64
Hasbro, Inc. 65
Honeywell International, Inc. 66
Humana, Inc. 67
IBM Corporation 68
Ingersoll-Rand Company 69
International Paper Company 70
ITC Holdings Corp. 71
ITT Corporation 72
Johnson Controls, Inc. 73
KPMG LLP 74
Macy's Inc. 75
Marathon Oil Corporation 76
MassMutual Financial Group 77
MasterCard Incorporated 78
The McGraw-Hill Companies 79
McKesson Corporation 80
Medtronic, Inc. 81
Merck & Co., Inc. 82
Meritor, Inc. 83
Motorola Solutions, Inc. 84
National Gypsum Company 85
Navistar International Corporation 86
NextEra Energy, Inc. 87
Norfolk Southern Corporation 88
Northrop Grumman Corporation 89
Owens Corning 90
PepsiCo, Inc. 91

Praxair, Inc. 92
PricewaterhouseCoopers LLP 93
Principal Financial Group, Inc. 94
The Procter & Gamble Company 95
Prudential Financial 96
Public Service Enterprise Group, Inc. 97
Qualcomm Inc. 98
R. R. Donnelley & Sons Company 99
Rockwell Automation Corporation 100
Rockwell Collins, Inc. 101
Ryder System, Inc. 102
SAP 103
SAS 104
Siemens Corporation 105
Simon Property Group, Inc. 106
Southern Company 107
State Farm Insurance Companies 108
Suffolk Construction 109
Target Corporation 110
Tenet Healthcare Corporation 111
Tenneco 112
Texas Instruments Incorporated 113
Textron Inc. 114
Thermo Fisher Scientific Inc. 115
Tishman Speyer 116
Union Pacific Corporation 117
United Parcel Service, Inc. 118
Verizon Communications 119
Wal-Mart Stores, Inc. 120
Western & Southern Financial Group 121
Weyerhaeuser Company 122
Whirlpool Corporation 123
The Williams Companies, Inc. 124
Wyndham Worldwide Corp. 125
Xerox Corporation 126

A. O. Smith Corporation is one of the world's largest manufacturers of residential and commercial water heaters. Our company is committed to sound resource management and sustainability with an emphasis on energy-efficient products and operating in an environmentally responsible manner.

Studies show the water heater is the second-largest consumer of energy after heating and air conditioning. A. O. Smith has been in the forefront of developing energy-efficient residential and commercial water heaters for nearly 35 years. We currently offer the broadest array of high-efficiency water heaters on the market, including hybrid electric heat pump, solar thermal systems and hybrid tank/tankless water heaters, a number of which are ENERGY STAR® qualified. Last year's acquisition of Lochinvar added high-efficiency condensing boilers for domestic hot water and hydronic heating applications. Our engineers continue to pursue technologies to heat water more efficiently and cost-effectively.

Our global facilities are embracing the goal of operating in a more sustainable fashion. Each of our facilities employs professionals focused on safety, health and the environment who are finding ways to reduce waste and emissions, minimize the use of hazardous materials, and ensure the health and safety of our employees. Last year, our Johnson City, TN, plant became the first A. O. Smith plant to earn Leadership in Energy and Environmental Design (LEED) Silver certification. The plant implemented a number of resource- and energy-saving technologies, such as upgrading its lighting and ventilation systems and improving water usage practices. It also implemented a "green" chemical cleaning program and expanded its recycling efforts. These efforts resulted in significant energy and resource savings and annual cost savings of more than $125,000.

Another example is our plant in Franklin, TN, which installed a new waste water recovery system in its production area that reclaimed and reused more than 1 million gallons of process water last year. In addition, Franklin installed new equipment and improved processes that reduce its annual electricity usage 18 percent and natural gas consumption 16 percent.

In April 2011, our water heater plant in Juarez, Mexico, received national recognition for its work in reducing waste and emissions. The award was given by Mexico's Secretariat of Environment and Natural Resources for the plant's role in implementing the Environmental Leadership for Competitiveness Program. A. O. Smith was one of just 28 facilities in Mexico to receive this award.

A. O. Smith and our 10,500 employees worldwide pride ourselves on being responsible stewards of the environment and will continue to find ways to Create, Grow and Sustain a better world.

Paul W. Jones
Chairman and Chief Executive Officer

A. O. Smith
Innovation has a name.

www.aosmith.com

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.

Many of our gains in sustainability have come from the efforts of our own employees. At our New Berlin, WI, manufacturing facility, employees found a company that would buy the waste plastic wrap generated at the plant and recycle it. The money received from this effort was donated to a local nature center. Our facility in Alamo, TN, has cut energy significantly over the past two years, in part by painting the roof of the plant white to reflect heat and lower the air conditioning load.

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 50 million homes every year and more than 180 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, use efficient DC power systems on board 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 135,000 employees live and work. I am proud of our continuing effort to deliver "power and productivity for a better world."

Enrique Santacana
President and CEO
Region Manager, North America

At Abbott, our sustainability strategy is grounded in four strategic areas — innovating for the future, enhancing access, supporting patients and consumers, and safeguarding the environment.

Innovation is Abbott's core purpose — creating new technologies to make a difference in people's health and well-being. In 2011, we invested a record $4.1 billion in research and development of important new health care devices, tests, medicines, nutritionals and other health care products. We also expanded our efforts to combat neglected tropical diseases, as exemplified by a new partnership with the not-for-profit Drugs for Neglected Diseases initiative.

We believe that it is just as important to ensure that innovative health care products reach the people who need them. We work in partnership with governments, professional societies, nongovernmental organizations, patient groups and other key stakeholders to expand access, increase health system capacity and improve infrastructure. In China, India and other developing markets, for example, we work with government health ministries to improve the quality of local health care centers and sponsor health fairs and clinics to screen for diseases such as diabetes.

Abbott engages proactively with patients, consumers and a wide range of external stakeholders to gain insights into what products are needed and how to manufacture and distribute those products in a safe and responsible manner. We work constantly to improve our products and the systems by which we develop, manufacture and distribute them — and we hold our suppliers accountable to the same high standards. In 2011, we conducted more than 1,000 on-site quality audits of our suppliers to ensure the safety of our product ingredients and the integrity of our supply chain.

Recognizing the importance of a clean and healthy environment is another facet of our dedication to health. We've set clear goals to reduce our environmental impact by 2015, and we continue to make progress in improving our performance. In 2011, this included implementing new approaches in our facilities that improve energy efficiency, optimize natural light and ventilation, and incorporate other green technologies such as renewable energy and co-generation.

Abbott is committed to sustainability and is honored to have received recognition for our leadership in countries around the world. In 2011, we again earned inclusion on the Dow Jones Sustainability Indexes for the seventh consecutive year — a point of pride for our 91,000 colleagues around the world.

Miles D. White
Chairman and Chief Executive Officer

Abbott
A Promise for Life

www.abbott.com/citizenship

accenture
High performance. Delivered.

www.accenture.com

At Accenture, corporate citizenship is fundamental to our character and the way we run our company as a high-performance business, and we remain committed to making a sustainable, measureable difference in the world.

As part of that commitment, our corporate citizenship initiative, **Skills to Succeed,** focuses on building skills that enable people around the world to participate in and contribute to the economy. We have set an overarching goal for our impact: By 2015, we will equip 250,000 people around the world with the skills to get a job or build a business. Today, approximately 200 initiatives with our long-term, strategic nonprofit partners are creating measurable impact. By increasing marketplace competitiveness and economic resilience, building sustainable businesses, and helping grow employment opportunities, we are nearly two-thirds of the way toward achieving our goal.

Another key element of our corporate citizenship focus is environmental stewardship, which spans our entire business — from internal operations, to the sustainability services we provide clients, to how we engage with suppliers and employees. In the last year:

- Our score on the Carbon Disclosure Project's Global 500 Leadership Index jumped to 93, and we were named a leader in the Information Technology sector;
- We now implement Telepresence technology in more than 80 Accenture locations worldwide, which has helped us avoid more than 12,000 tons of carbon dioxide; and
- More than 160 teams, representing more than 1,400 employees, joined our employee Team EcoChallenge — and committed to reduce more than 3,300 metric tons of carbon.

With our core values as a foundation, Accenture enjoys an authentically diverse culture, and our employee resource groups (ERGs) — including Lesbian Gay Bisexual Transgender, American Military, Hispanic-American and African-American — connect individuals who wish to strengthen their support networks. In the United States, nearly half of all employees participate in one of our 15 ERGs.

This focus on people extends to our supply chain, and last year, 98 percent of the RFPs issued by Accenture Procurement included questions about suppliers' environmental performance, e.g., whether they have undertaken environmental assessments, set targets for reducing their environmental impact and been accredited through an environmental system like ISO 14001.

We are encouraged by our progress, but we recognize there is more to do. And along with our more than 244,000 employees, we are committed to expanding and extending our corporate citizenship efforts. We know that our ability to make an even bigger impact depends on it.

Jorge L. Benitez
Chief Executive United States, and
Managing Director North America

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.

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.

Our company is also focused on reducing our carbon footprint around the world. In 2010, we achieved our goal of reducing global greenhouse gas (GHG) emissions by 8 percent per employee two years ahead of schedule, and in 2011, we reported a further decrease in GHG emissions, bringing our overall reduction to 15 percent per employee since 2006.

Through a combination of energy efficiency and other environmental improvements, ACE's Bermuda office building earned LEED Gold certification in 2011, the first building on the island to be LEED certified, joining our Philadelphia building, which earned LEED certification in 2009.

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 2011 are helping 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 56th overall in *Newsweek*'s 2011 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.acegroup.com

www.aetna.com/about-aetna-insurance/aetna-corporate-profile/green-initiatives.html

At Aetna, we place the power of good health in consumers' hands. We also build on this important goal by working with all of our constituents to promote a responsible, sustainable view toward the use of all our precious resources, be they health care related or environmental in nature.

Aetna has a long history of commitment to sustainability. Our recycling and energy-use reduction efforts have resulted in significant accomplishments. We are expanding the use of solar panels on our campuses, and we continue to meet stringent environmental standards for our building projects. In fact, in recent months we have secured the prestigious Leadership in Energy and Environmental Design (LEED) Silver certification for the renovation of our entire Atrium building on our Hartford, CT, campus.

As effective as these initiatives are, we know we can move the needle on sustainability farther and faster through strategic collaborations with our constituents and business partners. Our new Supplier Relationship Management program is a great example.

We introduced our key suppliers to the program in 2010 when we launched our annual supplier symposium. An interactive forum, the symposium allowed us to discuss the importance of sustainability with many of our vendors and review how our Supplier Relationship Management program works.

In 2011, 45 of Aetna's key suppliers participated fully in the program's inaugural year. Each supplier is evaluated annually on an enterprise level using a five-element scorecard followed by a strategic business review of the supplier's operational performance and level of compliance and risk.

A key component of the scorecard is an online sustainability assessment that measures a supplier's engagement and proficiency level in a broad range of business practices that contribute to long-term viability. Opportunities for further development of sustainable business practices are discussed with each supplier. In some cases, an action plan is formulated.

By year-end, we found that nearly 70 percent of the enrolled suppliers exceeded expectations, and six achieved perfect scores. We found across the board that supplier performance has improved, and initial doubts that some may have had about the program have given way to an appreciation for the newfound transparency and focus on sustainability the program has generated.

The end result is a more powerful surge toward mutually held sustainability goals and adherence to a more sustainable business model for everyone involved. This approach represents a promising way forward, for the health of our planet and for long-term economic growth.

Mark T. Bertolini
Chairman, CEO and President

At AGCO, we believe our vision, *"High-tech solutions for professional farmers feeding the world,"* is directly aligned with long-term economic, social and environmental sustainability. As the largest manufacturer purely focused on agriculture, we are uniquely positioned to provide innovative technology for more productive agriculture.

As the world prepares to embrace a population of almost 9 billion people by 2040, and the middle class increases by 3 billion over the next 20 years, global requirements for food, fuel and fiber will be exponential. Consumption of products originating with agricultural crops will continue to accelerate. The forecast of increasingly growing wealth and livelihoods brings optimism to our business. But we are cautious in knowing alongside this news that there are new challenges for farmers and agribusinesses to meet these needs.

We committed to approach these trends and issues in a strategic manner and have found that we are uniquely positioned to be a key link in enabling a more sustainable food system. The profitability and productivity of farms will be instrumental in meeting the challenges of the future, and as we include these indicators in our business, we are seeing greater growth opportunities.

Many of our products are setting industry standards for supporting environmental and economic sustainability on the farm. Examples include:

- Our high-horsepower tractor, the Fendt 936 Vario, awarded world record Best in Class by DLG (Deutsche Landwirtschafts Gesellschaft — German Agricultural Society), consumes 20 percent less diesel than the DLG Powermix average.
- Our work with the U.S. Department of Energy has developed unique solutions for harvesting and processing new energy crops to produce second-generation biofuels.
- Precision agricultural systems, tracking and guided steering technology are improving farm productivity and profitability as they work for the environment with less overlap, less soil compaction and fewer transport costs.

Along with these advancements in the tools for farm production, our recent acquisition of a company focused on grain storage and protein production systems has enabled us to facilitate more innovation opportunities down the agricultural product value chain. We will continue to support the livelihood of farmers through machinery that enables maximum production yields while providing harvesting and storage systems to reduce post-harvest losses.

As we invest in solutions to address the growing demand for food, fuel and fiber, we are implementing our sustainability initiative, which will create new avenues of savings in our operations and will grow our business through new opportunities.

Martin H. Richenhagen
Chairman, President and Chief Executive Officer

AGCO
Your Agriculture Company

www.agcocorp.com/company/sustainability.aspx

AK Steel

www.aksteel.com

At AK Steel, we manufacture flat-rolled steel products that create benefits for our customers and society. Steel is the most recycled material on Earth, and our products 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.

Through research and development, we are also taking innovative steps to grow our use of advanced energy technologies. In recent years, we have been studying a potential project that would use waste gas from our Middletown, OH, blast furnace to produce steam and electrical power. In addition, we worked directly with SunCoke Energy on the construction of a state-of-the-art heat recovery cokemaking and electric co-generation plant in Middletown. Coke is a necessary fuel and chemical reducing agent in the production of molten iron in a blast furnace. The new SunCoke plant, which became operational in October 2011, will provide our Middletown blast furnace with a long-term supply of coke and produce approximately 45 megawatts of electricity from heat recovery generators. This technology produces significantly lower carbon dioxide emissions than traditional fossil fuel-fired power plants.

AK Steel also participates in the U.S. government's ENERGY STAR® program, and all of our steel plants have received ISO 14001 environmental management certification. In addition, we recycle significant amounts of raw materials and steelmaking byproducts each year, including approximately 800,000 tons of scrap metal annually — keeping everything from vehicles to appliances out of the landfill. We also formed Magnetation LLC in 2011, a joint venture that recovers iron ore "tailings" from previously mined material. Utilizing these iron ore tailings in the steelmaking process eliminates the need for traditional drilling, blasting and excavating, and can result in the creation of new wetlands in an environmentally sound manner.

As a responsible company, we also strive to conserve natural resources. In recognition of our ongoing environmental efforts at our steel plant in Coshocton, OH, the company received "Wildlife at Work" recertification in 2011 from the Wildlife Habitat Council, a leading nonprofit organization dedicated to restoring and enhancing wildlife habitat. We were also honored to receive Honda's Green Factory Environmental Achievement Award in 2010.

James L. Wainscott
Chairman, President and CEO

Without a question, 2011 was a volatile year in the world economy — one that demanded that we further strengthen our operations and financials. With the financial crisis of 2008–09 a stark and painfully recent memory, we built on the disciplined approach that we applied during the start of the crisis, challenging ourselves with even higher targets, aggressively going for growth through innovation and generating value from our strategic investments.

Through the lingering turbulence, we never lost sight of our efforts to advance our sustainability initiatives throughout Alcoa. With all of the stringent metrics and data that go along with measuring our environmental and cost impact, it's easy to lose sight of what sustainability means to Alcoa. More than metrics, sustainability is a long-held Alcoa value. Sustainability is part of everything we do; it is embedded in our up-, mid- and downstream businesses; it is a cost-saver for our company and our customers; and it drives much of the work we do in communities around the world, from recycling to tree planting and caring for parks and rivers.

But it begins here: We at Alcoa get to work with the most sustainable material in the world, aluminum. At a time when the world — consumers, businesses and governments alike — is demanding more environmentally friendly solutions, aluminum is a tough, noncorrosive, recyclable and lightweight material that helps reduce emissions and fuel consumption wherever it is used. Only aluminum offers these advantages. Nothing else affords cars and planes the weight savings and reduced emissions that come with it. No other material makes consumer electronics recyclable and lends a unique beauty to laptops, tablet computers and smart phones. Indeed, our miracle metal is the cornerstone of Alcoa's sustainability.

In 2011, Alcoa made measurable progress against many of our strategic sustainability targets. We reduced the intensity of our greenhouse gas emissions and cut the use of fresh water in our operations. We continue to garner recognition for our progress and for our best-in-class processes; organizations such as the Dow Jones Sustainability Index and the U.S. Carbon Disclosure Project acknowledge Alcoa for our holistic sustainability portfolio and diligent self-reporting.

As the world changes around us, we continually challenge ourselves with the hard questions. How do our products and processes save money and add value for our customers? Are we conducting ourselves and our business with the highest ethical standards? Always, we ask: *How can we do better?* As we continue to set the bar higher in our business and in our approach to sustainability and aluminum, I believe we are doing better every day.

Klaus Kleinfeld
Chairman and Chief Executive Officer

ALCOA

www.alcoa.com

www.altec.com

At Altec, we are committed to sustainable solutions and continuous improvement. This commitment to sustainability is reflected throughout our company — in the products we build, the facilities in which we build them and in the way we do business. For more than 80 years, Altec has maintained strong values focused on our customers and associates, and we believe it is crucial to protect our shared environment.

As a company, we make conscious business decisions that meet the needs of the present, without compromising the future. We consistently strive to contribute to a healthier environment by keeping sustainability at the forefront of engineering and research, production and manufacturing processes, and all other aspects of our business.

Altec is the industry leader for sustainability efforts and is dedicated to listening and creating solutions. That's why we acknowledge the tremendous challenges and opportunities our customers face and aspire to responsibly care for the environment and the communities in which we operate. Altec's allegiance is evident in the development of numerous sustainability initiatives:

- **The Industry's First Green-Focused Facility.** Located in Dixon, CA, Altec products are manufactured in a plant that features state-of-the-art sustainable construction that exceeds Title 24 energy and lighting codes.
- **Meeting Customer Needs.** Our Green Fleet product line decreases fuel consumption and greenhouse gas emissions, while lowering noise pollution. In partnership with the Department of Energy, Electric Partners Research Institute, CALSTART Hybrid Truck Users Forum and others, we offer a range of hybrid/electric and job-site energy management systems, along with recycled lightweight materials and alternative fuels.
- **Facilities and Processes.** Each Altec facility has established procedures and environmental management programs and actively engages in recycling steel, copper and aluminum, as well as consumer recyclables. The installation of powder coat and e-coat paint systems has substantially reduced solid waste volume and air emissions, and energy-efficient lighting has replaced traditional lighting in all facilities.

By creating products and implementing sustainability initiatives and manufacturing processes to reduce our environmental footprint and build a healthier environment, Altec has established a sound environmental protection approach. We support sustainability throughout our products' life cycles and strive to generate environmental stewardship solutions that contribute to sustainable change and economic growth.

Lee Styslinger III

Lee J. Styslinger III
Chairman and CEO

Sustainability is the foundation of our culture at American Electric Power (AEP). Our rich history of technological innovation and operational excellence has allowed us to provide reliable, affordable electric service to our customers for 106 years. I am honored to have taken the helm as AEP's CEO in November 2011 following the retirement of Mike Morris, who led the company for eight years and remains non-executive chairman of our Board.

My tenure begins at an exciting and challenging time of transformation for our company and our industry, as we work to meet new environmental regulations and improve our operations while remaining a strong, sustainable, profitable company.

We have begun to transition our electricity-generating fleet to rely less on coal and more on natural gas, renewable energy and other resources in the future. We have added 4,800 megawatts of natural gas-fired capacity in the past decade, including 580 megawatts from the Dresden plant that began operating this year. We also are completing the John W. Turk Jr. Plant, which will be the first in the country to use ultra-supercritical pulverized coal technology and will be the most efficient coal plant in the nation when it becomes operational in late 2012.

AEP River Operations has introduced its first "green boat" — the M/V Donna Rushing — equipped with the most fuel-efficient, low-emission, energy-saving equipment available. The boat's new engines run on biofuel, and it is the only towboat in the country with all-LED lighting. We also are investing in the efficiency of our buildings, running our facilities with 15 percent less energy than we used in 2007. Five of our buildings — including our corporate headquarters — are Leadership in Energy and Environmental Design (LEED) certified.

AEP is demonstrating smart-grid technologies that improve electric reliability for customers and provide timely information so they can better manage their energy use and save money. We also are focused on improving the nation's transmission infrastructure and building new high-voltage transmission as the most efficient way to transmit electricity.

To be sustainable, we know we must continue to invest in the communities we serve, which is why we are ramping up our economic development efforts to attract new businesses to our service territory, help companies expand their operations and create jobs.

AEP will continue to be a leader in finding cleaner, more efficient ways to generate the electricity that powers our nation's economy — providing safe, reliable and reasonably priced energy for years to come.

Nicholas K. Akins
President and Chief Executive Officer

AEP AMERICAN® ELECTRIC POWER

www.aepsustainability.com

Amerigroup RealSolutions in healthcare

www.amerigroup.com

Amerigroup is a different kind of health insurance company. Our work helps people live healthier and more independent lives. It is about case workers, doctors and nurses listening to our members, understanding their problems and coming up with solutions — one member at a time. Our employees and the solutions we provide deliver improved health outcomes, access to care and the promise of healthy communities.

We have invested in a diverse, culturally competent workforce, 5,600 strong, that solves problems and drives innovation — the essence of a high-performing, sustainable business. Connecting our social responsibility with our business charter — our company's heart and mind — Amerigroup employees volunteered more than 20,000 hours in service to their communities last year. These combined efforts were recognized when Amerigroup was named a 2011 Best Place to Work in five states.

As our employees connect members to the right source of care at the right time, our commitment to innovation in health care delivery goes beyond call centers and claims payments. It is on the ground in places like Wise County, VA, where dozens of Amerigroup employees volunteered to help provide free medical services to thousands of uninsured and underinsured Americans. It is in the homes of members, where — with a little time and know-how — families are reunited with loved ones who have what they need to live independently, rather than in an institution. It is at the doctor's office, where health professionals become medical homes delivering immediate care that keeps children with asthma out of the hospital.

It is about finding a way to make a difference and doing it.

While the recession has forced curbs in investment, for us it has renewed focus on the need for solutions. Many of our states are facing revenue shortfalls and higher needs. Through investment in promising practices — especially community-based long-term care — we help the health system work better by putting people first. In fact, we have helped move hundreds of members back into their communities, improving quality of life and providing savings to taxpayers.

Through these efforts, we have been an economic bright spot in the midst of the most significant recession in almost seven decades. At Amerigroup, we are marking our 18th consecutive year of job growth, and each one in America. Since the recession began, we have added more than 1,800 jobs nationwide.

With the nation's health challenges before us, our mission — doing well by doing good — will continue to define us.

James G. Carlson

James G. Carlson
Chairman, CEO and President

Apache Corporation is moving forward in our journey to grow a profitable global exploration and production company while exploring new ways to promote a clean, safe and prosperous future. Sustainability is an evolving process, and at Apache we take this responsibility very seriously.

Across five continents, Apache explores for and produces crude oil and natural gas. Our commitments to the environment, safety and community are sustained by the primary motivations of the business: building value for our shareholders, developing a talented team of employees, operating more efficiently and maintaining positive connections with all interested groups. We believe these efforts help spur economic growth in the communities where we do business.

We've learned that the right decisions for our business match up well with the right decisions for the environment and the economic well-being of our essential stakeholders:

- Apache spends considerable resources to maintain and protect freshwater marsh habitats and ecosystems in the environmentally sensitive south Louisiana wetlands. These efforts support plant, wildlife and fish populations and promote economic development and job growth in the wildlife and fishing industries.
- We promote the use of compressed natural gas (CNG) as an alternate fuel source, resulting in a cleaner environment and fostering domestic development of U.S. gas resources. In the United States, we built seven CNG fueling stations and converted 246 field vehicles to operate on CNG with the goal of converting the majority of our field vehicles within five years.
- Apache seeks nonpotable sources for the volumes of water necessary to find and produce oil and gas, and we recycle a significant amount, resulting in substantial savings and preserving clean surface water for other economic uses.
- We substitute lower-cost, cleaner-burning natural gas for diesel fuel to power our operations, reducing both emissions and costs. By cutting our use of diesel fuel throughout Apache's operational regions, we free up more fuel for domestic markets to grow and prosper.
- We kicked off our "Give Where We Live" program, presenting $100,000 in grants to nonprofit organizations in Louisiana. The popular Facebook campaign is a grassroots effort that supports the economic welfare of nonprofit groups working in local neighborhoods.

As our sustainability efforts continue to evolve, Apache's mission remains steadfast: We continually seek innovative solutions that create value to our operations and help drive economic growth while incorporating initiatives to reduce greenhouse gas emissions, protect biodiversity in sensitive areas, provide a safe workplace and support the communities where we operate.

G. Steven Farris
Chairman and CEO

Apache

www.apachecorp.com

www.att.com/sustainability

At AT&T, we are committed to leadership and growth in the most transformative technology of our time: *the mobile Internet*. With smartphones and tablets increasingly serving as the hub of each person's mobile universe, this phenomenon is driving an unprecedented wave of innovation — changing how we do business, how we stay connected with family and friends, how we access and share information, how we learn, and how we provide essential services. In all of these areas, we're using the mobile Internet to innovate and build new tools to help create a more sustainable world.

Yet, as impressive as this revolution has already been, we're barely out of the starting blocks. The mobile Internet's next few years — driven by fast networks with cloud connectivity — hold even greater promise, giving us the ability to make everything more intelligent:

- **Safer, more efficient homes.** We'll be able to remotely monitor all sorts of machines and functions — security systems, air conditioners, water heaters, sprinklers and more — giving us unparalleled control over energy usage and costs.
- **Healthier citizens.** Sensors connected to our wireless network will revolutionize health care. Parents will be able to monitor their babies' health through wirelessly enabled clothing. Heart rates, blood pressure and other vital signs will be transmitted automatically to doctors for real-time diagnostics and seamless record-keeping. The growing number of senior citizens will be able to live more securely and independently at home.
- **Smarter cars.** Automobiles will become smart devices — connecting to information in the cloud, responding to voice commands, updating their own mechanical systems, alerting us before parts malfunction and avoiding traffic jams.

These are just a few examples; there are enormous opportunities ahead for innovation on the mobile Internet to improve our lives. As we build this future, we're honored that our network serves as a critical enabling platform for a growing ecosystem of high-tech developers, and we understand that good ideas come from all places. That's why we opened the AT&T Foundry — to help speed innovation through collaboration and bring developer innovations onto our network faster. And it's why we launched an internal online portal enabling us to tap into our employees' best ideas; more than 120,000 employees have collectively generated and enhanced some 17,000 concepts, many of them sharing a passion for using technology to benefit society. We also work closely with our supply chain to bring to market sustainable products that conserve energy and make greater use of recycled materials.

All of these initiatives underscore our commitment to the idea that in the era of the mobile Internet, innovation and sustainability go hand in hand — providing the infrastructure for better lives and stronger communities.

Randall Stephenson
Chairman and CEO

For Avery Dennison, sustainability is about creating shared value for our customers and suppliers and the communities in which we operate. As one of the world's leading providers of materials and solutions for labeling, packaging and branding, we view sustainability not only as a responsibility, but also as an opportunity to serve customers and advance our market leadership.

We are embedding sustainability in everything we do to optimize our operations, engage employees, meet customer needs and drive growth. We have increased energy efficiency and set a 2015 goal to reduce greenhouse gas emissions indexed to net sales by 20 percent from 2005 levels. Our main priority, however, is reducing waste impacts. By 2015, we aim to have 85 percent of the waste from our facilities diverted from landfill through waste reduction, recovery and recycling programs. Our long-term vision is zero manufacturing waste to landfill.

Our innovation work is focused on providing solutions that not only help customers sell more, but also reduce their environmental impact. We are integrating life cycle assessment (LCA) into product development, and customers are using Avery Dennison™ Greenprint, our LCA-based tool, to assess their labeling and packaging choices. We also introduced the labeling industry's thinnest liner and sustainable apparel packaging.

We recognize the importance of collaboration. More so than ever before, we are pursuing mutually beneficial solutions with customers, end users, and nongovernmental and industry organizations on issues such as product stewardship, responsible sourcing and labor practices. We are also working with partners to reduce waste impacts across the value chain through the adoption of industrywide recycling and waste management initiatives.

For Avery Dennison, corporate social responsibility is part of sustainability, and it has long been a part of the way we do business. In 2012, we are working to ensure the environmental and social compliance of key supply chain partners. Wherever we operate, we strive to create an environment of respect and integrity, and we expect the same of our partners. In addition, the Avery Dennison Foundation supports educational and environmental initiatives in emerging markets, and our employees volunteer thousands of hours of outreach work to their communities each year.

Our vision, "to make brands more inspiring and the world more intelligent," expresses our desire to help our customers grow in ways that enhance our world. We invite you to visit www.averydennison.com/sustainability and learn how sustainability is integral to our vision.

Dean A. Scarborough
Chairman, President and Chief Executive Officer

AVERY DENNISON | Inspired Brands. Intelligent World.™

www.averydennison.com/sustainability

www.ball.com

Effective, long-term sustainability efforts focus on more than environmental impact. Sustainable success requires balancing economic, social and environmental impacts — the triple bottom line — in the decision-making process.

Ball Corporation's Drive for 10 vision links our company's economic success to actions that strengthen communities and support positive environmental change. That means we have a responsibility to be financially successful, growing our company, expanding the market for our products and creating jobs, all while maximizing returns, as we pursue our sustainability priorities of:

- Developing the lightest weight, most recycled, consumer-preferred packaging for the markets in which we compete.
- Significantly and cost-effectively reducing our energy consumption.
- Reducing our water usage and sending zero waste to landfill.
- Having zero accidents in our facilities.
- Recruiting, developing and retaining talented, diverse employees who share our core values and reflect our communities.

We are making progress, which we will detail this summer in Ball's third sustainability report. Recent economic, social and environmental sustainability successes at Ball include:

- The growth of specialty metal beverage packaging in our businesses, which led to increased investment in 2011 in Ball's Golden, CO, and Fort Worth, TX, manufacturing plants, creating nearly 100 new jobs. In our aerospace business, Ball completed last year a 28,000-square-foot expansion of our Aerospace Manufacturing Center in Westminster, CO, and began a 70,000-square-foot expansion of the John W. Fisher Manufacturing and Environmental Test Facilities in Boulder. The expansions will improve productivity and enable Ball to host larger programs, growing that business and creating roughly 40 new jobs.
- The establishment of the Ball Foundation in 2010, a key proof point for our commitment to social sustainability. The foundation's mission is to provide financial support to not-for-profit organizations that sustain the communities in which we live and operate by improving and promoting education, recycling and community engagement.
- The realization of Ball's greenhouse gas (GHG) emissions reduction goal of 16 percent set in 2004 as part of the U.S. Environmental Protection Agency's Climate Leaders program. Ball exceeded our goal, reducing our global GHG emissions by 18 percent through 2010, and we continue to take actions to further reduce emissions.

Ball Corporation has thrived for 132 years, and we are familiar with taking the long view. Linking economic, social and environmental sustainability offers the best opportunity to drive long-term, sustainability progress.

John A. Hayes
President and CEO

Citizenship is one of Barclays four execution priorities and is integral to our business.

Citizenship at Barclays is about contributing to growth in the real economy, creating jobs and supporting sustainable growth. It is also about the way we do business: putting the interests of our clients and customers at the heart of what we do and managing our social and environmental impact responsibly. In addition, it is about supporting our communities through investment programmes and the direct efforts of our employees.

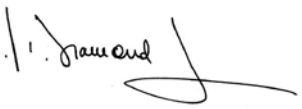
The global economy still faces challenges despite the progress that has been made since the onset of the 2008 financial crisis. In the U.K., no challenge is more pressing than the need to reduce the fiscal deficit and stimulate economic growth by creating jobs and supporting businesses. Barclays is focused on doing all it can to support those objectives not just in the U.K., but around the world.

Barclays provides banking services to millions of individuals globally, supporting them in growing their businesses, managing their money or buying their homes. For example, we raised more than US$1 trillion in funding for institutions in the capital markets around the world, helping those institutions access the money they need to pay pensions and governments to finance essential infrastructure, social programmes and public services.

We seek to reinforce our integrity every day in the way that we manage our business and treat our customers. The interests of our customers and clients are at the heart of what we do, and we strive to improve the service that we provide. We make responsible decisions in how we govern the business and treat our colleagues and actively manage the social and environmental impacts of what we do. For instance, as part of our Climate Action Programme, we have committed to reduce our carbon emissions by 4 percent by 2013.

The economic challenges described above have also resulted in high levels of unemployment among young people. Our community investment is responding to this by supporting young people to get the necessary financial, enterprise and life skills to achieve economic independence and security. In 2011, we invested £63.5m across all of our community programmes, reaching more than 2 million people globally.

Our 2015 Citizenship Plan, which will launch later this year, will outline our commitments, targets and key initiatives through to 2015. We know that it will need to evolve over time.



Bob Diamond
Chief Executive

BARCLAYS

www.barclays.com/citizenship

Science For A Better Life

www.bayer.com

Sustainability is a key element of Bayer's core business, and this is true in more ways than one. First, we are committed to managing our business sustainably, which means with the long term in mind and in balance with social and environmental needs. Second, our portfolio offers a variety of approaches to meet the major challenges of sustainable development throughout the world. Health care, nutrition, climate protection and resource efficiency are some of the biggest global challenges we are facing, and they are becoming even more pressing as the world population steadily grows. Our products offer solutions in all these areas.

Innovation is Bayer's driving force and the basis for our success as an inventor company. For us, innovation is what drives sustainability, too. That's why we make systematic use of innovative business models and partnerships, providing more and more people access to our products and opening up new markets and growth opportunities. For example, we are working with the international aid organization U.S. Agency for International Development in Africa to enable women to make use of contraceptives.

In the future, food supplies will depend to a greater extent on managing the entire food chain sustainably. This is precisely what we are already doing, for example, in the cultivation of vegetables in India, where we are helping farmers meet the increasing quality requirements of retailers and consumers.

Climate change and limited natural resources make energy efficiency a key tool for effective climate protection and an important competitive factor. We are constantly committed to enhancing the energy efficiency of our production processes, which means cutting carbon dioxide emissions and costs at the same time. We are also offering the market innovations, such as a new chlorine production technology that reduces energy use by 30 percent. What is still too little known is the role chemical products play as problem solvers in our daily lives. For example, high-tech plastics in building insulation help save 70 times the energy used in their production.

In our business practices, we attach special importance to the areas of compliance, human resources, product stewardship, employees' health, safety and supplier management. For us, sustainable corporate practices also include open dialogue with all stakeholders and social commitment.

It is especially important to me that we live and breathe the principle of sustainability. This is a constant in Bayer's corporate culture and closely linked to our mission: Science for a better life.

Dr. Marijn Dekkers
Chairman of the Board of Management

Socially responsible and responsive business practices have long been essential to everything we do — globally, locally and personally. Bechtel's core values promote the long-term preservation of resources and improvement in the quality of life in the communities where we work. To this end, Bechtel works with customers to develop sustainable solutions that help drive our nation's economic growth. While many companies view sustainability only through an environmental lens, we also focus on social sustainability, bringing positive development impacts to surrounding communities.

In California, for example, we are building two renewable energy projects, where more than 1,400 construction workers are applying skills that will serve our nation well as investment in renewable energy continues to grow. Together, the Ivanpah Solar Electric Generating System and the California Valley Solar Ranch will produce clean, efficient and more affordable solar power to more than 240,000 homes, while providing a much-needed boost to the state's economy.

A big part of Bechtel's work in the United States involves managing, with the University of California, two of the nation's premier security and scientific institutions — the national laboratories in Los Alamos, NM, and Livermore, CA. These institutions often share their scientific knowledge in ways that help drive sustainable economic growth. Lawrence Livermore National Laboratory, for example, is applying its expertise in high-performance computing and energy research in collaboration with the Navajo Nation to help develop their extensive energy resources, including renewable and alternative energy technologies, in a way that will promote self-reliance and protect natural resources.

Smartly planned rail transit, too, contributes to the nation's economic growth and renewal. Bechtel is building the Dulles Corridor Metrorail Project, a mass transit rail extension in one of the busiest traffic corridors in the United States. More efficient transportation helps to reduce traffic congestion, increase productivity, reduce energy consumption per capita and enhance the quality of life for local residents. In addition, we are working with nearly 200 disadvantaged and minority businesses on the project, helping these companies develop skills in the mega-project systems and procedures required to deliver top-notch quality and environmental, health and safety performance.

Finally, Bechtel partners with global nonprofit organizations that support science, technology, engineering and math education. Encouraging and educating the next generation of innovators will help ensure economic growth and improve the quality of life in the United States and abroad for decades to come.

Riley P. Bechtel

Riley P. Bechtel
Chairman and CEO

www.bechtel.com

www.bnsf.com

Rail transportation is critical to the economy, and it has significant environmental advantages over other forms of surface transportation. BNSF is working hard to build on those advantages for the benefit of our customers, the communities we serve and the economy.

The efficiencies created by rail save American consumers billions of dollars each year, while reducing energy consumption, lowering greenhouse gas emissions and reducing highway congestion.

In addition, America's freight railroads generate nearly $265 billion in total annual economic activity and sustain 1.2 million jobs, including 184,000 in the industry itself.

BNSF's chief contribution to growth and sustainability is its ability to provide its customers with innovative options to ship their products more efficiently by rail. Rail is four times more fuel efficient than trucking, and in 2011, BNSF's intermodal, automotive, industrial products and agricultural products customers reduced carbon dioxide emissions by about 30 million metric tons by moving freight via rail instead of over the road. This is equivalent to reducing the annual fuel consumption and resultant greenhouse gas emissions of more than 6 million passenger vehicles.

We are always looking for improvements in technologies and processes that bring greater fuel efficiency, as well as reduced carbon footprint. Since 2000, BNSF has acquired more than 2,500 new locomotives that are more fuel efficient than the older locomotives they replaced. This effort has yielded one of the industry's newest and most fuel-efficient fleets of road locomotives that are able to pull more freight with less fuel.

According to the U.S. Department of Commerce, every dollar invested in rail systems returns $3 to the American economy in terms of job creation, business efficiency gains and expansion opportunities. In 2011, BNSF invested $3.5 billion to improve its network, facilities and operations. For 2012, BNSF's planned capital commitment program is a record $3.9 billion. BNSF's investments in the construction of our Kansas City Intermodal facility and our proposed Southern California International Gateway are part of our continuing efforts to provide our customers with the most efficient and sustainable transportation network possible.

A vibrant national rail system creates a healthy flow of commerce, decreases carbon emissions and reduces U.S. dependence on foreign oil. Our country demands more affordable, efficient and environmentally preferred freight transportation, and we believe railroads can provide an important role in delivering it.

Matthew K. Rose
Chairman and Chief Executive Officer

Boeing strives to set the standard for the future of flight. Each new generation of products we bring to the marketplace is more fuel efficient and better for the environment. The 747-8 and 787 Dreamliner — both with a smaller noise and emissions profile than airplanes they replace — entered into service late last year. And we also launched the 737 MAX, which will be 10 to 12 percent more fuel efficient than today's 737.

This builds on a long legacy of continuously improving the environmental performance of our products. Today's airplanes produce 70 percent less carbon dioxide than jetliners that flew during the 1960s.

In 2011, Boeing co-led a broad industry effort that won approval for the use of cleaner, sustainable biofuels in commercial and military aviation worldwide. These innovative new fuels are derived from plants and other biomass sources that do not adversely affect food and water supplies or impede valuable land use. In fact, they significantly reduce the net carbon dioxide output.

We also began powering our South Carolina production facility with 100 percent renewable energy generated, in part, by solar panels on the new final assembly building, where we are assembling the 787 Dreamliner and providing thousands of new manufacturing jobs.

Looking to the future, we are devoting a significant portion of our R&D efforts to develop cleaner, more efficient aircraft. For example, development of the Phantom Eye — an unmanned, high-altitude aircraft powered by clean-burning hydrogen — is well under way with the first flight scheduled for this year. Later in the decade, we will introduce the Solar Eagle, an unmanned aircraft powered by sunlight.

In 2007, we set a five-year goal for a 1 percent absolute reduction in greenhouse gas emissions, energy use, hazardous-waste generation and water intake. We remain on track to achieve most of these measures — even during a time of unprecedented increases in airplane production.

Boeing achieves the seemingly impossible because of our people. Our employees continue to find new and better ways to enhance our environmental performance, which benefits our communities as well as our business. I am honored to lead a team that is so focused on advancing the kinds of innovation that benefit the entire world.

Jim McNerney
Chairman, President and Chief Executive Officer

BOEING

www.boeing.com/environment

STARR COMPANIES
GLOBAL INSURANCE & INVESTMENTS

www.starrcompanies.com

At Starr Companies, a global insurance and investment organization, we do not measure success solely based upon our balance sheet but also by our positive impact on the world around us. It is our corporate responsibility to hold ourselves and our clients to a higher standard when it comes to providing solutions to the world's problems, whether economic, social or environmental.

Starr believes that when it comes to the environment, there are no shortcuts. Efforts made to solve environmental problems can take years, if not decades, to manifest results. Those efforts begin at home with our choice of office space and extend to selecting business partners that we see making the same concentrated effort to improve the world around them.

Starr has chosen many of our office sites based upon their Leadership in Energy and Environmental Design (LEED) certification. The designation means that our sites are recognized for sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. One example is company recycling programs. Yet another is our recently renovated space in Los Angeles that is complete with sustainable materials like bamboo flooring and wall paneling as well as recycled glass for countertops.

Many of our clients are just as concerned with the environment as we are. We actively partner with organizations taking notable measures to protect the environment through their operations and environmentally conscious loss prevention.

Starr has long acted as the standard bearer among insurance providers for public authorities including water, utilities, transit authorities and joint power authorities. During the underwriting process we review the business practices for each of these entities, becoming experts on the unique coverage needs for the most vital service providers in every community across the United States. For years, Starr has underwritten a light-rail system in Virginia that connects a community college, state university, city hall and hospital. The system makes 500 trips per week while carrying 1.6 million passengers on an annual basis — 1.6 million commuters who are no longer driving passenger vehicles, thereby reducing carbon emissions and cutting down on wear and tear on the local roadways, all while supporting a state and federally funded program. Whether the goal is protecting the water supply from contamination, upgrading equipment or rebuilding community infrastructure, these clients trust us to ensure they continue doing business efficiently and safely.

It is incumbent upon the leaders of the business community to not only solve the problems of today but also help build the foundation for the future of our global economy. At Starr, we believe the only way to build a strong foundation for tomorrow is to work with our business partners to create, grow and sustain their future, thus allowing them to help their communities, wherever they are.

Maurice R. Greenberg
Chairman and CEO

CA Technologies is committed to being a responsible corporate citizen that creates value for customers, shareholders, employees and other stakeholders by always operating in environmentally and socially sustainable ways.

Simply put, it is smart business — good for people, good for the planet and good for our company. We're seeing that doing the right thing attracts the best people; builds our brand value; creates new business opportunities; and deepens our relationships with customers, partners and our employees.

We have anticipated the growing concerns about dwindling energy resources and climate change around the world and have partnered with our customers to deliver more with less. Our innovations to reduce energy consumption and increase operating efficiencies are especially important in the context of continuing economic challenges. For example, our CA ecoSoftware solution is designed to help customers manage and reduce their use of energy while meeting the needs of the information economy we live in.

These solutions and services are critical to CA Technologies' future. We are a leader in enabling customers to adopt and manage new technologies that deliver more sustainable information technology services, using our capabilities in areas like:

- Virtualization;
- Automation;
- Software-as-a-service; and
- Cloud computing.

We use these solutions ourselves today, delivering efficiencies that also improve our bottom line.

It is our experience that highly engaged employees deliver measurable business results. As supported by studies by Towers and Watson as well as Gallup, creating opportunities for employees to get involved helps energize the company's efforts and our employees' sustainable practices in and outside the office. At CA Technologies we focus on accelerating engagement through our Green Teams. These local teams leverage our expanded set of sustainability goals to drive initiatives at an office level, ensuring relevance, ownership and real impact.

Our call to lead expands beyond our partnerships with our customers. We take a leading role in a variety of partnerships, industry associations and sustainability organizations, including Ceres, ENERGY STAR® Service and Product Provider Partner, and The Green Grid. More information about our activities and contact information can be found on our website: www.ca.com/sustainability-report.

There is a responsibility to use all resources more effectively and efficiently. This is simply good business and good for our futures. I would encourage other companies, governments and nonprofits to join us as we work toward sustainability management.

William E. McCracken
CEO

www.ca.com/sustainability-report

CAESARS ENTERTAINMENT

www.caesars.com

It's never been clearer that corporate responsibility (CR) plays a critical role in business success.

Caesars first recognized this in 2003 by creating the Energy & Environmental Services Group to reduce energy consumption and costs. Over time, that recognition grew to encompass carbon emissions, waste and water. In 2008, we launched CodeGreen, a company-wide, grassroots environmental program driven by the passion, enthusiasm and creative ideas of our employees.

2010 saw a redesign of Caesars' volunteerism efforts globally, aligning community engagement and CodeGreen programs around high-impact initiatives specific to the hospitality industry. We also published the industry's first sustainability report, and announced the first U.S. Environmental Protection Agency-approved target for carbon emissions reduction in the industry.

In 2011, we completed an extensive update of our CodeGreen strategy with an expanded CR vision, an aggressive set of two- to five-year performance goals, and a determination to achieve greater alignment across the organization globally. Simply put, we emerged with a renewed vision of — and operational plan for — sustainability.

2011 Targets: New targets include a 25 percent reduction in energy consumption and 50 percent diversion of waste from landfill (1997–2020), expanded use of renewable energy and alternative fuels, and increased employee and guest perceptions of CodeGreen.

Transparency: We published our second sustainability report (2010–2011) and submitted our second voluntary report to the Carbon Disclosure Project.

Employee Wellness: By 2011, more than 80 percent of our employees had enrolled in the Wellness program that we launched in 2010. WellNurses provide health counseling and monitor chronic disease at nearly every U.S. resort. Eleven thousand employees have been identified as candidates for ongoing condition management services. Many have been alerted to the presence of hypertension, dangerously high blood glucose levels and early-state cancers.

Employee-Community Involvement and Philanthropic Giving: From January 2010 through June 2011, our employee "HERO" volunteers contributed more than 109,000 hours to strengthening the well-being of their communities. During the same period, Caesars giving to nonprofit community groups from all sources reached $109 million. Beneficiaries included Clean the World, Meals on Wheels Association of America and Second Wind Dreams.

Green Conventions: Caesars launched the industry's first Green Meetings and Events certification program in 2011. More than 200 of our meeting and convention managers have completed the training.

I am very proud of the work of my 70,000 colleagues, whose dedication and ingenuity continue to advance our sustainability agenda.

Gary Loveman
Chairman, President and CEO

At Campbell, we are hard at work executing a new strategic framework, designed to make us a more innovative, balanced and responsive company. I believe that as we build a better company under this strategic vision, we also have the opportunity to become one of the most socially responsible consumer goods companies in the world. As part of this effort, Campbell continues to strengthen our longstanding commitment to stewardship of the environment and the resources used to produce our food and beverage products.

I believe in making corporate social responsibility (CSR) a part of a company's business objectives and also its culture. At Campbell, we have actively integrated CSR into how we conduct our business, ensuring that these concepts are not standalone initiatives. We have also engaged our employees in our CSR efforts and have made it a part of their performance expectations. By bringing these two important facets together, CSR becomes an integral part of our culture.

In 2010, we adopted Campbell's *Corporate Imperative CSR 2020 Agenda,* designed to leverage our company's heritage, mission and core competencies to define our opportunities and our signature in our society. As part of that, we declared a goal to cut the environmental footprint of our product portfolio in half, as measured by water use and carbon dioxide emissions per product produced.

We continue to achieve strong results while delivering efficiencies for our shareowners and innovation to our consumers and customers. Our investments in resource conservation since 2009 have saved more than $27 million.

In 2011, we …

- Reduced water use by more than 3 percent and energy use by more than 4.5 percent;
- Eliminated more than a million pounds of packaging from our portfolio (and more than 14 million pounds since 2008);
- Completed construction of solar panel systems, including one of the nation's largest (60 acres/10 megawatts) at our Napoleon, OH facility;
- Recycled more than 80 percent of the waste we generated;
- Were named to the Dow Jones Sustainability Indexes for the third consecutive year; and
- Were recognized as the #2 Best Corporate Citizen (out of the Russell 1000) by *Corporate Responsibility Magazine.*

I have seen firsthand the pride Campbell employees have in our company, our communities and our environment. We are committed to nourish consumers' lives "their way," with tasty, affordable, convenient food and beverages while helping to make our communities and environment better.

Denise Morrison
President and CEO

www.campbellsoupcompany.com/csr

www.cnh.com

For more than 160 years, Case New Holland's (CNH) businesses have been producing machinery to build roads, bridges, schools and hospitals and to help grow and harvest food. With 2011 revenues in excess of $19 billion, CNH is a world leader in the agricultural and construction equipment businesses. Supported by approximately 11,300 dealers in approximately 170 countries, the company brings together the knowledge and heritage of its Case and New Holland brand families with the strength and resources of its worldwide commercial, industrial, product support and finance organizations.

CNH is a majority-owned subsidiary of Fiat Industrial S.p.A. and, as such, is part of the Fiat Industrial Group's integrated approach toward sustainability that comprises all its sectors. In 2011, Fiat Industrial entered the Dow Jones Sustainability World and Europe Indexes, ranking as Industry Leader in both. The company received a score of 81/100 compared to an average of 49/100 for all companies in its sector (Industrial Engineering) as evaluated by SAM (Sustainable Asset Management), the investment group specializing in sustainability investing.

To assist it in carrying out its commitment, CNH is supportive of thoughtful and balanced public policies and regulations designed to promote the creation of, among other things, jobs and infrastructure; the growth of our collective standard of living; and sustainable development.

Ongoing research into innovative solutions enables CNH to design and manufacture products that are efficient, productive and respectful of the environment. The company has designed products to operate on natural gas, hydrogen and biofuels. CNH has also the broadest range of products compliant with Tier 4A/Stage IIIB emission regulations. In addition, CNH works closely with other companies, like its sister company FPT Industrial, to develop high-quality, sustainable solutions.

CNH's sustainability activities also involve its employees, who are committed not only to the company but also to the communities in which they live and where CNH operates. Through active participation in charitable organizations such as Habitat for Humanity and the United Way, CNH employees help to improve the lives of others in their communities and beyond. When natural disasters strike, CNH often participates in humanitarian efforts through the donation of equipment and organized employee fundraising.

Richard J. Tobin
President and Chief Executive Officer

CATERPILLAR®

www.caterpillar.com/sustainability/

For more than 85 years, Caterpillar Inc. has been making sustainable progress possible and driving positive change globally. With 2011 sales and revenues of $60.138 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 Corporation, Caterpillar Remanufacturing Services, Caterpillar Logistics Inc. and Progress Rail Services Corporation. More information is available at www.caterpillar.com.

Caterpillar has a fundamental interest in and understanding of energy as a global energy consumer, global industrial manufacturer, and a major manufacturer of energy conversion and power generation products. Caterpillar is a leading technology supplier to various energy markets and leverages its technology and innovation to meet the world's growing energy needs, while at the same time limiting environmental impacts.

Caterpillar supports balanced and comprehensive energy policies that include the responsible development and use of all energy resources, including traditional sources of energy and expanded use of alternative energy technologies. We believe that innovation will lead the way to new sources of energy and improved use of existing, abundant resources.

With distributed generation solutions, using diesel and natural gas engines and turbines, along with the use of alternative fuels, Caterpillar helps get energy 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 energy.

We all have a role to play in ensuring resources are used efficiently. 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 impacts and improve employee satisfaction.

Caterpillar makes sustainable progress possible by supplying energy solutions for a demanding world. Increasing efficiencies, reducing waste and profitably growing the business creates value for our customers, investors, employees, suppliers and other stakeholders.

Doug Oberhelman
Chairman and Chief Executive Officer of Caterpillar Inc.

www.cbre.com/environment

Create.

CBRE creates sustainability strategies for commercial property owners and occupiers around the globe, and for operational excellence in our more than 300 offices worldwide. CBRE recognizes that a thoughtful approach to sustainability and its application to the built environment can create a positive impact on our business, the communities in which we live and work, and the health of the planet.

CBRE was among the first commercial real estate services firms to offer a wide range of sustainable client solutions, including solar, carbon, energy, leasing, and building assessment and certification. We also were among the first to commit to sustainability in our own operations.

Grow.

In the past five years, we have seen our service and corporate commitments grow significantly. In the client service area, this involves:

- managing the Leadership in Energy and Environmental Design (LEED) certification process of 186 buildings in our U.S. management portfolio;
- benchmarking and registering 1,520-plus buildings in the U.S. Environmental Protection Agency's ENERGY STAR® program;
- engaging 414 MSF of our global management portfolio in Earth Hour 2011; and
- achieving more than 475 LEED Accredited Professionals globally.

In our own operations, our growth has occurred through three key programs:

- employing environmental facilities requirements for all new offices, including LEED certification in major offices around the globe;
- establishing locally relevant Emergency Management Systems in each of our global regions, including a U.S. office certification program and ISO 14001 certification in all CBRE U.K. offices; and
- encouraging cultural shift through education, standards implementation and events that encourage sustainable employee behaviors.

Sustain.

CBRE recognizes that as the sustainability market continues to mature and globalize, so must our client services. Governed by a global committee of executive management across all business lines and geographies, we are working to ensure our sustainability services reflect a clear market understanding and translate that perspective into real client value.

In 2011, CBRE fulfilled our commitment to carbon neutrality by purchasing offsets equal to our 2010 emissions that support a range of environmental and ecological projects. While reducing our carbon footprint through measurable and sustainable business practices remains a responsible strategy, we recognize that the market now values innovation and mitigation beyond neutrality. Accordingly, CBRE is currently developing a new corporate sustainability commitment that balances industry leadership with the knowledge and wisdom we have gained in the past five years.

Brett White
CEO

Three years ago the world crossed a new threshold: 50 percent of our growing population now lives in cities, and millions of people are moving from a subsistence diet to a higher-protein diet. At the same time, 884 million people do not have access to safe drinking water, and 2.6 billion people live without adequate sanitation facilities. This global transformation, combined with water scarcity and resource depletion, is producing unprecedented demand on water, energy and resources.

As the world's demands for energy, water and food grow, we need better infrastructure to meet resource requirements. Communities need infrastructure that provides long-term stability, such as water solutions and reliable sources of energy. Companies feel the pressure, too, and are looking for growth options in this economic reality while managing costs and risk. Innovative engineering solutions are needed to address the water-environment-energy-food nexus.

The shifting demands of economies in crisis, poverty, climate change and water scarcity create a dynamic push and pull between business-as-usual and trying something new. CH2M HILL's strategy has always been a little bit different. We are not looking for a single solution; innovative, cost-effective and comprehensive solutions are required to address the interconnected demands for water, energy and food while protecting the environment. For example, water conservation can reduce the energy spent pumping water, and co-locating industries can mean that waste from one feeds the products of another.

Sustainability is more than what we do on our projects and within our organization … it's also what our employees do outside of CH2M HILL to support the communities where we live and work. Our employees donate thousands of hours and dollars each year to provide sustainability solutions to address the needs of their communities.

We strive to thread sustainability through the fabric of our work and use our technical expertise to solve the world's most complex challenges.

Lee McIntire
Chairman and CEO

CH2MHILL

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

Chevron Human Energy®

www.chevron.com

Affordable, reliable energy is essential to global economic development and key to efforts to raise living standards. To meet growing global demand for energy, the world needs to develop all sources of energy — including fossil fuels, renewables, geothermal, nuclear and coal — as well as use energy more efficiently. Chevron's license to operate depends upon assuring the communities where we live and work that we can develop energy resources in a sustainable fashion, which includes a commitment to safe and environmentally responsible development. Below are several examples of Chevron's commitment to sustainable energy development.

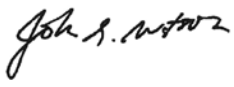
Sustainable Development of Oil and Natural Gas from Shale — Our efforts to bring oil and natural gas from shale to the market illustrate our belief that long-term success can be achieved only through a comprehensive framework and visible commitment to sustainable development. The foundation is safe and responsible operations as a company and as an industry and engagement in efforts to ensure continuous improvement of industry technology, standards and practices. It is not enough to do it right, we also need to earn and maintain public trust through an open dialogue and meaningful disclosure on projects, local impacts and mitigations. Sustainability also means a community commitment, anchored by the fact that we are in these projects for the long haul.

Efficient Use of Resources — One of the cleanest and most readily available "sources" of energy is simply to use what we are producing more efficiently. Chevron uses an energy index to measure energy efficiency improvements across our global operations. As of 2011, that index has shown a 34 percent improvement since 1992. Chevron Energy Solutions, our energy services company, works with public institutions and businesses to increase energy efficiency and reduce energy costs.

Research and Development Initiatives — 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 Co., is working to commercialize advanced biofuels made from forest-based resources. We also established the Chevron Center for Sustainable Energy Efficiency in Qatar, where new solar and lighting technologies are being tested.

Renewable Energy Generation — Chevron invests 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 examples are just a sampling of the many efforts under way at Chevron to promote economic and human progress while protecting the environment in a balanced and sustainable way.



John S. Watson
Chairman and CEO

We hear a lot about "going green" as a way to reduce consumption and save money. But for Cigna, sustainability — cleaner air, less waste and environmental pollution, fewer toxins in our water supply — creates a healthier planet, healthier communities and, ultimately, healthier people. As a global health service company dedicated to improving the health, well-being and sense of security of our customers, we value our role in helping solve environmental issues that contribute to the health of future generations.

Cigna is growing globally, but as we grow, we are working hard to minimize our environmental footprint. All of our new facilities use advanced energy management systems to maximize energy savings and waste reduction measures such as recycling and water filtration. We have nine Leadership in Energy and Environmental Design-certified locations, and in 2011, we saved 13,744,019 gallons of water and more than 33,000 trees.

Our technology infrastructure supports sustainability through energy conservation, recycling and transitioning to a paperless office. We use virtual server technologies to reduce our number of servers and energy use. As hardware becomes outdated, Cigna's zero-landfill equipment disposal policy means we don't add unnecessary waste. We remarket or recycle more than 18,000 devices every year, and our appliance replacement policy earned Cigna the U.S. Environmental Protection Agency's ENERGY STAR® certification in 2011, ranking us with the most energy-efficient health care companies in the nation. We also handle more than 70 million electronic claims annually, helping to reduce our paper consumption.

We also added jobs without adding more cars in our parking lots, proving that growth and sustainability can happen simultaneously. Through partnerships with WageWorks and Zimride, we offer tax breaks to employees who use mass transit and ridesharing alternatives. We have more than 5,000 employees working full time from their homes, with many more telecommuting part time or using flexible work arrangements. This reduces emissions and contributes to the well-being of our employees.

Employees play an essential role in shaping our environmental policies and leading our local efforts. With more than 300 volunteer members, our employee-led Green STEPS (Sustainability Team for Environmental Protection & Stewardship) teams execute localized greening efforts, including educating our employees on eco-friendly practices; leading local activities such as tree plantings; and maintaining year-round recycling bins for cell phones, batteries and other recyclables.

As we look forward, we will continue to strive to create a healthier world while maintaining responsible growth that will help protect and preserve our environment.

David M. Cordani
President and Chief Executive Officer

Cigna®

www.cigna.com

www.cisco.com/go/csrreport

Innovation is at the core of Cisco's environmental sustainability initiatives. With advanced products and solutions, along with updated business processes, we are multiplying the impact of the network to create sustainable business models and increased economic opportunity.

Cisco is changing the way we work, live, play and learn through innovative network technologies that create new business and social value. One example is our remote collaboration solutions. "Dematerialization" — replacing the physical with the virtual — reduces business travel and employee commuting, decreasing costs for our customers, Cisco and all of our employees. Remote collaboration also increases productivity, improves employee work-life balance and job satisfaction, and reduces greenhouse gas (GHG) emissions.

This disruptive virtualization technology establishes the network as a platform to create new markets in the low-carbon economy while also reducing GHG emissions:

- Companies are creating virtualized, sustainable models of health care that reduce costs and improve access in both developed and emerging markets, bringing routine and advanced health care to more patients throughout the world.
- The education sector is leveraging remote collaboration solutions to better engage new generations of students, disrupting existing delivery models by reducing costs and improving access and quality. Such disruption creates economic opportunity by lowering barriers to market entry for companies offering products and services built on top of the network.
- Sustainable cities are being created through the efforts of an ecosystem of new businesses. Employees no longer need to clog highways commuting; instead, they are able to work locally while being even more connected globally.

Similar market disruption and opportunity formation is unfolding in energy management. Cisco is embedding in our routers, switches and endpoint devices open-architecture, energy monitoring and control technologies that integrate building and home systems as well as smart utility grids to deliver increased functionality, lower costs and improved sustainability.

At Cisco, the interplay between innovative business practices and sustainability is being implemented in every business function. Just as we learned in the 1970s and 1980s that quality must be managed as a core business function, so it is with sustainability. Like the commitment to quality, sustainability must become part of every business practice and decision. Just as industry discovered that improved quality ultimately benefits the bottom line, Cisco believes that sustainability creates net benefits to our business, our customers and the planet.

John Chambers

John T. Chambers
Chairman and CEO

This year marks Citi's 200th anniversary — a milestone that few institutions ever reach. We were the first major American bank to open branches abroad, and we have financed some of the world's most transformative projects, from the trans-Atlantic cable to the jumbo jet. Today we are a global bank that connects 1,000 cities in 160 countries and millions of people.

Since 1812, Citi's central mission has been to support economic progress. Recent U.S. initiatives include the $200 million Communities at Work Fund for underserved neighborhoods and our 2011 commitment to lend $24 billion to small businesses over three years. However, we know that growth alone is not a measure of long-term success. We must ensure the future we are helping to build is sustainable.

The principles of responsible finance — conduct that is transparent, prudent and dependable — guide our every decision as we enter our third successful century as global citizens. Sustainability and financial inclusion are two of the many ways Citi supports economic progress through responsible finance.

Our sustainability strategy is based on three pillars: reducing our operational footprint, assessing and managing environmental and social risk in the transactions we enable, and investing in solutions to environmental challenges. Citi's approach is informed by engagement with all our stakeholders, including clients, colleagues, governments, communities and more.

Our operational focus is to reduce our company's greenhouse gas emissions through efficiency improvements. Similar efforts target water and waste. In 2011, Citi was named a U.S. Environmental Protection Agency ENERGY STAR® Partner of the Year — the only financial institution in 2011 to receive this honor.

Our Environmental and Social Risk Management policy manages risks in the projects we finance, screens transactions, helps bankers advise clients and promotes sound ways of doing business. Citi co-founded the Equator Principles (EP), the environmental and social risk gold standard in project finance. From just 10 members at the 2003 launch, the EP Association has grown to include more than 70 financial institutions from around the world. Citi currently serves as the Association Chair, leading its ambitious EP update process.

Citi applies our expertise and services to help develop solutions to environmental challenges while also driving U.S. economic growth and job creation. We are on track to achieve our goal, announced in 2007, to direct $50 billion over 10 years to activities that mitigate climate change.

Citi's Alternative Energy Finance team has built top market share in the U.S. Department of Energy Loan Guarantee Program: $4.2 billion or 28 percent of the total program. This includes the largest deal of 2011: Desert Sunlight, First Solar's $2.3 billion, 550-megawatt, thin-film solar Photovoltaic project.

More will have to be done to protect the safety and soundness of the financial system while protecting the natural environment on which we all depend. Citi will continue to do our part to lead the way.

Vikram Pandit
CEO

www.citigroup.com

www.thecoca-colacompany.com

The sustainability of our products and the growth of our business depend on reliable access to water. Water is the main ingredient in every product we make. It is critical to the agricultural ingredients that we rely on for our beverages. And it is vital to the health and well-being of the communities we serve. Stresses on freshwater resources are growing, and there has never been a more important time for coordinated action among government, business and civil society to address this crucial challenge.

At The Coca-Cola Company, our global goal is to be water neutral by 2020 by safely returning to nature and communities an amount of water equivalent to what we use in all our beverages and their production. To achieve this goal, we are focused on **reducing** our water use ratio while increasing product volume, **recycling** the water used in our manufacturing processes and returning it to the environment at a level that supports aquatic life, and **replenishing** or offsetting the water used in our finished beverages by participating in locally relevant community water projects.

Inside our plants, we're working to improve water efficiency by 20 percent by 2012 (from our 2004 baseline). At the end of 2011, we had reached a 16 percent improvement, putting us on track to meet our 2012 goal. In aspiring to treat all of the Coca-Cola system's manufacturing wastewater, we have achieved 96 percent alignment, and by the end of 2012, we expect 100 percent alignment with our stringent standards.

Since 2005, Coca-Cola has been working collaboratively with other businesses, governments and civil society organizations to conduct more than 386 community water partnership projects in 94 countries. These efforts have resulted in the replenishment of about 35 percent (53.3 billion liters) of the water used in our beverages.

With World Wildlife Fund (WWF), we're helping conserve seven iconic freshwater basins in more than 35 countries on four continents. We also partner with the U.S. Agency for International Development and others to address safe water access, helping provide that access to more than 2 million Africans by 2015 through our Replenish Africa Initiative (RAIN).

Even in the developed world, in a country such as the United States, aging infrastructure, conflicting water policies and growing concerns over water quality require investment, innovation and partnerships to secure the ability for continued economic growth.

As the stress on water resources continues to mount, we must continue to work together to identify additional solutions to quench this increasing global thirst. Join us.

Muhtar Kent
Chairman and Chief Executive Officer

At Cognizant, our commitment — indeed our passion — is to help our clients address the challenges and opportunities of a business environment that is undergoing dramatic change. We assist companies in adapting to a future of work that is being transformed by globalization, virtualization, the millennial demographic shift and new technologies.

Yet we cannot prepare any business (our clients' or our own) for the future of work without considering the future of our society and our planet. This realization inspires us to be responsible global citizens and play a positive role in our communities.

The main thrust of our sustainability efforts includes maintaining the highest standards of business conduct; reducing environmental impact; providing a safe workplace while promoting professional development; improving the quality of education in our communities; and delivering on commitments to clients, investors, associates and other stakeholders.

In the past year, we made progress on a number of fronts:

We participated in efforts to create educational innovation. In the United States, we have a major drive to improve science, technology, engineering and math (STEM) education via our *Making the Future* program. Launched in 2011, this includes the Cognizant Maker Space at the New York Hall of Science, after-school and summer programs, and a host of other activities. Globally, we harnessed the power of more than 18,000 associates, who dedicated 100,000-plus hours via our Outreach volunteer program to teach, mentor, improve school facilities and provide learning materials.

We continued to grow our talent base to serve our clients and society and to enhance our value. To that end, we offer not only a safe and healthy workplace, but also extensive professional development opportunities through Cognizant Academy and other programs.

We worked to sustain our environment, advancing aggressively on our targets for carbon emissions, water, paper and waste. Our efforts are embodied in our Go Green program, which helped Cognizant reach No. 16 in *Newsweek*'s U.S. Green rankings.

In 2011 we adopted a Policy on Sustainability and Corporate Responsibility, as well as a Supplier Code of Conduct, to ensure that our priorities and commitments are clear, concrete and unmistakable. We embrace relevant Global Reporting Initiative guidelines and performance indicators and disclose our results in an annual Sustainability Report.

There is much more we can do to advance sustainability. You can be assured that we will continue to approach these efforts with determination, innovation and passion.

Francisco D'Souza
Chief Executive Officer

Cognizant

www.cognizant.com/aboutus/CSR

ConocoPhillips

www.conocophillips.com

ConocoPhillips continues working diligently to attain ongoing fulfillment of our nine sustainable development commitments. We recognize that true sustainability means our company must return value to shareholders, while supplying the energy required to drive the global economy, enhancing our environmental performance and contributing to the well-being of society.

Safety and environmental stewardship, including the operational integrity of our assets, remain our highest priorities. Our operating practices meet or exceed industry standards, with multiple safeguards that ensure protection of people, water, air and land. We plan comprehensively for the full life cycle of responsible field development, including site selection, drilling, well completion, production, and final closure and restoration. Our approach is particularly important given recent debate about natural gas development.

ConocoPhillips believes natural gas is a critical component to sustaining America's energy future. We have confidence in our ability to develop abundant, clean natural gas safely and responsibly, applying proven practices based on sound science and guided by our Global Onshore Well Management Principles as well as relevant regulation.

Recognizing the growing importance of water management, our corporate water strategy includes specific freshwater protection commitments. We are ensuring progress by establishing best practices, deploying new technologies to reduce water consumption and increase recycling, and conducting supply-risk assessments for major assets. Additionally, we completed a biodiversity strategy and benchmarking studies to understand related risks and opportunities.

We continue efforts to respond more effectively to our stakeholders, including employees, investor groups and nongovernmental organizations. This includes an active approach to addressing risks associated with climate change and successful engagement with communities in which we operate.

We are proud of recent energy efficiency measures that reduced greenhouse gas emissions by more than a million metric tons from our global upstream and downstream businesses.

Finally, as part of our longstanding strategy to create shareholder value, we are implementing a repositioning plan to create two leading energy companies. Under the plan, ConocoPhillips will be a large, geographically diverse upstream company focused on exploration and production, with strong returns and investment opportunities. As a separate company, Phillips 66 will be an integrated downstream firm focused on refining, marketing, transportation, midstream and chemicals, with an investment grade credit rating and significant financial flexibility.

These are only a few of many environmental, social and financial steps the company has taken to meet our sustainable development commitments. We invite you to read more in the sustainable development section of our website.

James J. Mulva
Chairman and Chief Executive Officer

For more than 178 years, Cooper has been on the leading edge of transformational technology and driving sustained innovation in our industry. Throughout these years, sustainability has become embedded into our culture — whether through our products and solutions targeted at making the electric grid more efficient, reducing energy consumption via our energy-efficient lighting and controls products, or our relentless focus on reducing our carbon footprint from our manufacturing and distribution facilities. Long-term global trends focused on the demand for electricity and the conservation of energy are principal to Cooper's business focus.

Currently, 5–10 percent of power is lost transporting electricity to the end-user. Cooper's products help make the electrical grid more efficient and reliable. Key investments around technology and innovation help optimize and automate the flow of electricity. Cooper's smart-grid technology allows for the integration of software and hardware that increase the efficiency, delivery and quality of power. Technology and innovation are revolutionizing the way the world thinks about electricity, and Cooper is leading the way to a more efficient electrical grid.

Preserving the planet is paramount. To assist customers in reducing energy consumption and emissions, Cooper is committed to creating energy-efficient products. Whether it is LED technology, occupancy sensors, lighting controls or power demand management products, Cooper leads the way to a better tomorrow for customers and their communities.

Consistent with the guiding principles of the company's environmental policy, Cooper strives to minimize our impact on the environment by assessing the emissions, quality of effluents, utilized resources and waste generated from our business activities. Cooper's annual Environmental Excellence Awards are presented to Cooper facilities that best demonstrate significant, lasting and measurable excellence in such areas as process improvement, pollution prevention, innovative product design and resource conservation. Top-performing sites are awarded grants to convey to local environmental groups, of their choice, so they become partners in making their communities stronger. Recent award winners have included:

- Cooper teams in France implemented a life cycle analysis (LCA) tool that calculates the environmental impact of a product throughout its life, from raw material extraction to manufacturing through transportation and end use. With data about the product's materials, logistics such as the distance between the factory and customer, power consumption, maintenance, and other factors, the LCA software measures a product's environmental impact through the use of 10 indicators allowing us to minimize the overall footprint and impact of the product.
- Cooper teams in the United States and Germany met an unusual need for a customer in Australia. Sea turtles around the customer's facility are attracted to full spectrum lights, interfering with the turtles' life cycle. The Cooper team came up with a lighting solution that not only saved energy but also is "turtle friendly" providing light that the turtles do not see. While the solution was for a unique concern, it demonstrates how our commitment to innovation and sustainability spans across the globe.

At Cooper, we are committed to providing a more sustainable future through our products, solutions and actions.

Kirk S. Hachigian
Chairman, President and CEO

www.cooperindustries.com

COVIDIEN

www.covidien.com/socialresponsibility

At Covidien, we define social responsibility and our commitment to a healthy world through four sustainability priorities:

- **Our People:** We are committed to protecting the health and safety of our employees. We strive to obtain the necessary resources to provide a safe working environment for all of our employees and customers and to promote best practices that protect the environment and ensure health and safety.
- **Our Community:** We are committed to contributing to the availability of quality, affordable healthcare in the communities where we live and work. Many of our resources go to humanitarian projects that improve the care and treatment of people in underserved communities around the world.
- **Our Environment:** We are committed to reducing energy consumption and carbon emissions in all of our facilities and to investing in alternative and renewable energy sources.
- **Our Products:** We are committed to designing products and packages that minimize our environmental impact as we comply with all government guidelines and meet the needs of our customers and patients.

As a manufacturer of medical products and pharmaceuticals, we are reducing our impact on the environment and working to conserve natural resources, while also reducing our operating costs and those of our customers. Further, we're striving to improve the quality of life in the communities where we operate and where our employees and customers work and live. More broadly, we can help preserve the resources that people everywhere need to live longer, healthier lives.

Our pledge as a good corporate citizen is to make the right choices for our business, our customers, patients and the environment. We have made good strides in our sustainability efforts, but we still have room to improve.

Covidien is a proud member of Practice Greenhealth and an active supporter of the Greening the Supply Chain™ Initiative. We recently joined the Healthcare Plastics Recycling Council and the U.S. Environmental Protection Agency's ENERGY STAR® program.

The Company is committed to protecting the environment through the continuous improvement of our energy performance. We believe that an organization-wide energy management approach will enhance our financial performance and aid in preserving the environment for future generations.

Covidien believes that good sustainability practices are consistent with effective products. Reducing our impact on the environment is a fundamental consideration in our decision-making and as part of an overall sustainable strategy can provide benefits for all our stakeholders — customers, healthcare professionals, patients, employees, neighbors and investors.

José E. Almeida
Chairman of the Board, President and Chief Executive Officer

As the global economy becomes more interconnected, businesses both in the United States and around the world are increasingly reliant on an efficient and sustainable global supply chain. At CSX, we move goods to and from manufacturers, ports and consumption centers throughout the eastern United States in a safe and efficient manner. As such, CSX is playing an increasingly important role in the movement of goods throughout the world.

In keeping with our commitment to invest in both the short- and long-term health of our business, CSX expects to invest $2.25 billion into the network in 2012, including environmentally friendly facilities and deploying new technology to enhance the fuel efficiency of our locomotives. This investment supports thousands of jobs and enhances the United States' competitiveness, while reducing emissions. CSX's investments include the National Gateway, a public-private partnership creating an efficient and environmentally friendly rail route using double-stack trains to link Mid-Atlantic ports with Midwestern markets. This project alone creates 50,000 jobs, decreases fuel consumption by more than 2 billion gallons and helps avoid nearly 20 million tons of carbon emissions.

An enhanced supply chain not only increases competitiveness, but it also protects our planet. We have demonstrated success in our commitment to our sustainability goals — from partnering with the U.S. Environmental Protection Agency to reach our voluntary 8 percent greenhouse gas emissions intensity reduction goal ahead of schedule, to consistently being named a top performer in our industry by the Carbon Disclosure Project.

At CSX, we work closely with our partners — from employees to customers to neighboring communities — to continue facilitating sustainable growth. We have made it easier for people to understand how freight rail reduces emissions by launching a user-friendly carbon calculator on our website. Building on that tool, last year, CSX employees visited nearly 5,000 customers to brainstorm ways to increase efficiency together. And to further support the communities we serve, CSX employees volunteered more than 13,000 hours through Dollars for Doers, a company program that provides funding to organizations where CSX employees are active supporters.

The success of these efforts stems from the hard work of all CSX's employees, who share a core principle: People make the difference. This awareness has allowed us to grow and achieve all we have. It is the dedication of our employees that ensures CSX is poised to both drive and meet future growth in a sustainable manner. Only through collaboration can we guarantee the best results for our customers, shareholders, employees and environment.

Michael Ward

Michael J. Ward
Chairman, President and CEO

CSX How tomorrow moves™

www.csx.com

www.cummins.com

Cummins' mission statement demands that "everything we do leads to a cleaner, healthier, safer environment," and we are committed to promoting environmental sustainability from the products that we make to our facilities and the communities where we live and work.

A major effort in 2012 is to create a new global collaborative framework for environmental sustainability across the company, an outgrowth of our climate change focus over the past several years. This expanded team will create a global environmental sustainability plan to more fully integrate these aspects across our businesses and functions.

Cummins embraces product emissions regulations as both a competitive advantage and the right thing to do for the environment. Our engineers are developing state-of-the-art technologies to meet increasingly stringent emissions standards as well as reduce the fuel consumption and greenhouse gases of our engine systems.

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

In our facilities, Cummins has set a new goal to extend the 28 percent greenhouse gas intensity reduction achieved in 2010 to 40 percent by 2015 from a 2005 baseline. This equates to doubling the energy efficiency improvements made over the first five-year period, and we are working hard on adopting the right priorities and management structures to meet this aggressive goal.

We are also taking action in other areas like water use from our operations. Since 2008, Cummins has collected data to support water conservation efforts throughout the company. This year, Cummins will further strengthen water management efforts by setting a company-wide water conservation goal with a specific focus on key water-stressed areas.

I am proud to say that employees are driving some of our broadest impact. Our "Environmental Challenge" program combines employee engagement, community involvement, innovation and sustainability to improve the communities where we live, work and conduct business. The Challenge has led to nearly 300 community environmental projects around the world over the past three years. In 2011, 25 percent of Cummins' workforce invested 50,220 hours in projects in 21 countries.

More complex and comprehensive product environmental regulations; a greater connection between environmental sustainability actions and business success; and increasing customer demand for cleaner, more efficient products have led Cummins to a profound conclusion: Our business ***is*** the environment.

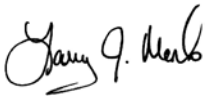
Tom Linebarger
Chairman and CEO

The world of health care has become complex, confusing and scary for most people. What people seek is a clear path to better health so they can ensure a healthy future. As a market leader in pharmacy services and retail medical clinics, CVS Caremark is uniquely positioned to engage patients and plan members in behaviors that can improve their health outcomes while lowering health care costs. To fully realize this potential, we clearly defined our purpose — *helping people on their path to better health* — and sharpened our strategy — *reinventing pharmacy*. Core to our strategy is a focus on innovation.

Innovation to us means demonstrating openness, curiosity and creativity in the relentless pursuit of excellence. If we are going to make a difference in helping people on their path to better health, then we must provide more relevant, caring, expert guidance; more cost-effective solutions; and even more convenient access. Simply put, we must innovate and do things differently.

Our commitment to innovation permeates every aspect of our business and operations. We are continually assessing our operational footprint and creating more innovative, sustainable solutions to address our impacts. For instance, we know that the energy used to power our more than 7,300 retail pharmacy locations accounts for the vast majority of the company's total energy use. We've implemented various measures aimed at reducing energy use in our stores without compromising the customer experience. These measures include upgrading store and signage lighting to more efficient LEDs and adjusting noncritical fixtures such as the backlighting on cosmetic displays. The current roll-out of a new energy management system holds great promise for capturing further efficiencies. The system is run from a centralized location that allows us to monitor energy use and automatically adjust lighting, temperature, HVAC and other systems so energy is used only when needed.

These are just a few of the innovations that are helping us cut energy and associated greenhouse gas emissions along with reducing costs. But the focus today is on tomorrow. We must continually evaluate and invest in new opportunities that can deliver greater energy efficiencies and pursue them in the same way we are reinventing pharmacy and helping people on their path to better health. This is what is expected of a pharmacy innovation company, and it's what we expect of ourselves as stewards of CVS Caremark.



Larry J. Merlo
President and Chief Executive Officer

CVS CAREMARK

www.cvscaremark.com

www.davita.com

In tandem with our 138,000 kidney care patients, caring for the environment through conscientious stewardship has long been a critical part of DaVita's operations. Our sustainability programs have grown and matured over the last decade, and in 2012, we will make a considerable and measurable advancement.

Several of our teammates (employees) collaborated over 12 months to create environmental goals unique to the operations of what we call the "DaVita Village." More than 3,000 teammates voted to determine the final five environmental goals, which went into effect in late 2011.

The DaVita Village is committed to achieving the following environmental goals by 2015:

- Reducing energy consumption by 15 percent;
- Decreasing business office paper consumption by 20 percent and operating paperless clinics;
- Decreasing water consumption by 10 percent;
- Increasing environmentally preferable procurement by 15 percent; and
- Increasing teammate awareness of sustainability initiatives by implementing one new program per year.

Our Village is committed to achieving these goals and has already piloted new technologies to that end. In New York state, 37 clinics are preparing to pilot energy management systems that will control consumption through lighting and HVAC efficiencies. Our sustainability team is tracking a solar-thermal application in Scottsburg, IN, which has reduced natural gas consumption by 67 percent relative to a similar clinic in the same geographical area. If the system continues to achieve efficiencies, we will expand the technology nationwide.

DaVita is nearing completion of new software programs that will render our clinics paperless and increase teammate efficiency. We have evaluated printing demands at our business offices and are working on controls and technologies to reduce the need. We recently installed electronic printing capabilities on every computer across our Village. This allows thousands of our teammates to save any file as an Adobe file on their computer.

Our biomedical technicians are developing protocols that could save 200 million gallons of water annually, without disrupting clinical operations or the delivery of patient care. Our purchasing team is identifying vendors to support new sustainability initiatives, such as having ordered products delivered in reusable containers. In the first 90 days, we reduced cardboard waste at participating locations by more than 3,500 pounds!

This year is an opportunity for growth — for our business and for our environmental initiatives. We are committed to improving and sustaining programs that minimize our impact on the world around us, while continuing to provide quality care to our patients.

Kent J. Thiry
Chairman and CEO

For 175 years, John Deere has provided tools and technologies that make our customers more efficient and productive.

This work has always been important but never more so than today. That's because in the years ahead, the world faces two major challenges: feeding a population growing in size and affluence while, at the same time, developing the infrastructure required to support massive urbanization.

Importantly, this work must be done in a sustainable, environmentally responsible way. Thus we must balance the world's growing need for food, shelter and infrastructure with a concern for our environment and a limited supply of natural resources.

John Deere is uniquely positioned to help our customers — those linked to the land — meet these challenges. To this end, the company has introduced innovative models of equipment that increase productivity with less disruption to the environment:

- Deere's powerful 944K Wheel Loader with a hybrid-electric drivetrain efficiently moves the soil while reducing emissions and fuel consumption.
- Precision-agriculture tools raise productivity and minimize environmental impact. In this regard, John Deere guidance systems help farmers make fewer passes through the field, reducing emissions and soil compaction. Deere's seeding and precision nutrient-management technologies ensure that customers use the proper amount of nutrients and other inputs in order to boost yields. John Deere GreenStar technology gathers data to help customers be both productive farmers and good stewards.
- Already a concern in many areas, clean water is becoming increasingly scarce as the population grows. John Deere Water, one of the largest agricultural-irrigation operations, helps customers make every drop count by enabling them to apply just the right amount of water in the right place and at the right time. Additionally, CropSense moisture-management technology allows farmers to better understand the soil, so they can more effectively manage irrigation and drainage.

Besides Deere's product initiatives, our employees show their personal commitment to the environment by engaging in company-organized stewardship activities. These include tree plantings, river cleanups and educational activities for their communities.

We take great pride in helping customers be more successful. And we are confident this experience puts Deere in a prime position to create the tools and technologies required to meet society's needs both effectively and sustainably.

Samuel R. Allen
Chairman and Chief Executive Officer

JOHN DEERE

www.JohnDeere.com

www.dell.com

Enabling human potential — that's the ultimate benefit of technology and the driving force behind everything we do at Dell. We are listening to and partnering with our customers every day to deliver technology solutions that drive efficiencies, increase productivity, and help people and businesses do and accomplish more.

But this core philosophy is not limited to Dell solutions and products. It's also how we approach our planet and our people. We are committed to practices that help create, grow and sustain our communities, our team and the world we share.

Sustainability is integrated into our business from end to end. Our goal is to continue to optimize our own environmental footprint while focusing on making "green" easy and convenient for our millions of customers around the world.

To that end, we build Dell systems with the environment in mind, and it's a consideration in all aspects of the product life cycle — from design and engineering, to shipping and packaging, to operation and recycling. We are committed to using environmentally preferable substances in our products and to developing reliable, environmentally sound and commercially scalable solutions. And we carefully assess the environmental impact of how these products are packaged, shipped and, in turn, used by our customers.

For instance, we've made our products more efficient — Dell server performance per watt has improved 10,000 percent over the past 10 years. We've institutionalized the use of sustainable bamboo packaging in our product shipments, developed new eco-innovative mushroom packaging and eliminated 20 million pounds of packaging material from our processes. We offer free recycling programs around the world and expect to recycle 1 billion pounds of end-of-life computer equipment by 2014. We've made great progress, earning a top-five ranking among *Newsweek*'s Greenest Companies in America list for the last three years in row.

We strive to be a great corporate citizen in everything we do at Dell, and sustainability is no exception. As we continue to deliver information technology solutions that help millions of people achieve their goals each day, we will always do so responsibly and with integrity.

Michael Dell
Chairman and Chief Executive Officer

Deloitte Touche Tohmatsu Limited (DTTL) and its member firms understand that the goals and successes of individuals, businesses and society are closely linked. Advances in one area can, and ideally should, yield progress across all areas.

People are the greatest asset of DTTL and its member firms. Member firm partners and professionals drive the innovations that help tackle some of the biggest challenges facing markets, their clients and society.

DTTL member firms are focused on helping clients achieve their goals, which in turn helps to grow and sustain the economy, create meaningful employment opportunities, foster confidence, and create value for society. As member firms help clients build sustainable businesses, they strive to identify and tackle the root cause of any challenge, searching beyond short-term solutions.

Our people know and are inspired by the fact that they're making a positive difference. That positive impact takes many forms, whether it's reinforcing the public's trust in capital markets as an audit services provider, working with member firm clients to foster business and job growth by providing consulting and advisory services, or participating in the many pro bono and community service opportunities offered by our organizations.

There are many ways our people are advancing sustainability throughout DTTL and its member firms. We take particular pride in the fact that 900 member firm professionals are exclusively focused on helping clients meet sustainability goals through energy and resource management, water stewardship, sustainability reporting, and strategy development.

In 2011, DTTL and its member firms contributed US$162.3 million globally to communities that did not have the basic conditions for sustainable prosperity in place. Our primary focus was equipping underserved communities with the ability to advance through education and employable skills.

In the area of environmental sustainability, we are continuing efforts to reduce global emissions. As our office space reaches end-of-lease periods, we are moving to more sustainable buildings. And we are proud that the construction of the recently opened Deloitte University earned Leadership in Energy and Environmental Design (LEED) Gold certification.

We are making great progress, but sustainable journeys are long, and long journeys are best shared. We welcome sharing ours with you.

Barry Salzberg
DTTL Global CEO

Deloitte.

www.deloitte.com/us/2011crreport

www.dow.com/sustainability

As population growth and emerging markets place new demands on our finite planet, humankind's problems become more complex and challenging — and the stakes are raised for all of us. Society requires novel solutions to meet its most pressing challenges, such as clean water, renewable energy generation and increasing agricultural productivity. At Dow, we know many of these solutions are found in science.

Today, our transformed company is using the power of chemistry, creativity and collaboration to drive innovation and generate opportunity for shared value. By aligning our own innovation activities with the megatrends that are shaping our future — and by bringing our distinctive capabilities in advance manufacturing to deliver new solutions to market — Dow is uniquely qualified to collaborate with customers, business partners, governments and organizations around the world to improve lives and create growth.

Because the challenges we face are themselves diverse, so is Dow's approach to solutions. Here are examples of how Dow turns world challenges into wellsprings for innovation:

- We are making our operations even more efficient. For example, our Netherlands site re-uses municipal wastewater to save water and energy, and we are developing alternative feedstocks for our facilities.
- In the transportation field, we are building a new facility to manufacture 1.2 billion watt hours of large-format affordable lithium-ion batteries, creating advanced manufacturing jobs along with solutions for electric vehicles.
- In the health and agriculture area, we have developed an all-in-one seed trait combination that protects corn from weeds and insects for increased yields.
- In water, we have developed reverse osmosis filters that affordably treat billions of gallons of water every day. At the same time, we are partnering with organizations across the world to help supply dependable, clean water to places that need it most.
- In energy, our solar shingle makes harnessing the sun's energy more practical for common households.
- And our collaboration with The Nature Conservancy is translating ecosystem services into business value.

President John F. Kennedy said, "Our problems are man-made. Therefore they can be solved by man, and man can be as big as he wants. No problem of human destiny is beyond human beings." That vision of what society can be is shared by Dow. We are committed to our core value of protecting the planet, as it unlocks opportunities that are good for the environment, good for people and good for business.

Andrew N. Liveris
Chairman and Chief Executive Officer

As Duke Energy prepares for the future, we must also deal with today's realities — the rising cost of providing clean and reliable energy, a painfully slow economic recovery, and the sometimes conflicting needs of our many stakeholders.

We are answering those challenges by embracing the latest technologies, supporting our communities and forging new partnerships — around the corner and around the globe.

In 2012, Duke Energy is set to complete the first phase of the modernization of our power generation fleet. This major undertaking not only provides cleaner energy: It also spurs economic growth — creating thousands of construction jobs and hundreds of permanent jobs.

Our modernization efforts will continue, as we upgrade some of our coal plants and retire others that are reaching the end of their useful lives. We are partnering with energy companies in China to share clean energy technologies. And we continue to pursue the option to develop more nuclear energy — the only technology available today to generate carbon-free, reliable electricity 24/7.

We're also modernizing our aging power grid. A digital grid moves power more efficiently, helps reduce outage restoration time and enables our customers to better manage their energy use. It also provides more options for the use of renewable power and plug-in electric vehicles.

But all this modernization doesn't come without a cost. We recover our capital investments through customer rate increases. To help customers cope with rising rates, we continue to expand our energy efficiency programs.

Our nonregulated renewable energy portfolio is expanding as well — with a record number of wind and solar projects in development.

And support for our communities continues to grow, in spite of a lagging economy. Charitable giving from The Duke Energy Foundation, the company, employees and retirees and the value of volunteer hours totaled approximately $31 million in 2011. And our economic development teams helped bring commitments of nearly $4 billion in capital investments and 13,635 new jobs to our service areas — in the midst of a "jobless recovery."

As we navigate the regulatory process for our pending merger with Progress Energy, our employees remain focused on the work at hand and on what matters most — safety. In 2011, we had the best employee Total Incident Case Rate in company history and no work-related employee or contractor fatalities.

Our ongoing commitment is to be nimble enough to adapt to change and new challenges. In 2012 and beyond, Duke Energy remains well positioned to create a sustainable future.

James E. Rogers

Jim Rogers
Chairman, President and CEO

Duke Energy®

www.duke-energy.com

www2.dupont.com/Sustainability/en_US

DuPont's vision is to be the world's most dynamic science company, creating sustainable solutions essential to a better, safer, healthier life for people everywhere.

DuPont science is driving inclusive innovation to help solve the world's greatest challenges. But innovation is not the measure of success. Ultimate success depends on solutions that are sustainable. Sustainability is part of how we operate at DuPont, and it is embedded in our science-driven innovation.

Our sustainability goals are tied to business growth in the areas of agriculture and nutrition, safety and protection, materials, chemicals, electronics and communications, and energy. With the world population expected to approach 9 billion by 2050, we face unprecedented challenges to sustainably address basic human needs:

- **Feeding the world —** One in seven people on Earth goes to bed hungry each night. Ensuring that enough healthy, nutritious food is available for people everywhere is one of the most critical challenges facing humanity. We commit 60 percent of our R&D dollars to ensuring that the world's growing population has enough food.
- **Reducing dependence on fossil fuels —** By 2035, global demand for energy will increase by 36 percent. DuPont is uniquely positioned to address both the need for energy efficiency and the rising demand for secure, environmentally sustainable and affordable energy sources. We will have to use our existing resources more responsibly and find new and cleaner energy sources.
- **Protecting people and the environment —** A growing global population places increased pressure on people and the environment. And as the world develops, humanity places greater value on both life and Earth and its resources. One of our greatest challenges in the coming decades will be adequately protecting people and the world we share.

We believe that the global companies that succeed in responding successfully and sustainably to 21st century challenges will be those that master the art of collaboration. We are building alliances with customers, companies, governments, nongovernmental organizations, visionaries, thought leaders and others around the world in an effort to address needs sustainably at the local level. We've adopted a new model that we call inclusive innovation — solving problems by designing solutions in cooperation with those who will benefit directly from the product. We welcome others to join us in this endeavor as we uncover unmet needs and respond to them. Our objective is to improve the lives of people everywhere, and together, we can accomplish what no one can do alone.

Ellen J Kullman

Ellen Kullman
Chair of the Board and Chief Executive Officer

The DuPont Oval Logo is a trademark of DuPont or its affiliates.

EASTMAN

www.eastman.com/sustainability

At Eastman, we are establishing new levels of performance in our financial achievements, commitment to growth and sustainability efforts.

Eastman's corporate strategy centers on growing our businesses, investing in fast-expanding regions, forming strategic joint ventures, and making acquisitions that continue to improve our product portfolio and leverage our sustainability advantages. Our future success depends on the way in which we integrate sustainability and innovation into everything we do, from product development and manufacturing processes to our dedication to protecting the Earth's resources.

Sustainability has become an essential component of our business, representing our culture of continuous improvement, innovation and responsibility. We believe that sustainability is about creating value through environmental stewardship, social responsibility and economic growth, now and for future generations.

We continue to invest in research and development and are expanding capacity to meet growing demand for our products. We are also committed to broadening our technical expertise and market insights to drive our robust innovation pipeline.

We have created a pipeline of new opportunities by collaborating with our key customers and leveraging our market insights to deliver innovative solutions that create more sustainable products and enable our customers to satisfy their own sustainability goals. Our commitment is that by 2015, two-thirds of revenues from our new product launches will come from products advantaged on assessed sustainability criteria.

For example, we recently launched our acetylated wood product, Perennial Wood™, which is manufactured using Eastman's proprietary Trulast™ technology — an innovative process that modifies the wood with an organic compound, leaving no toxic substances in the wood. Eastman cellulose acetate is another of our core products and is the heart of the membrane that enables the HydroPack™ — a paper-thin, four by six inch pouch — to transform dirty and brackish water into clean and healthy 12-ounce sources of hydration. These pouches are proving to be a quick, reliable way to provide life-saving fluids during disaster relief.

To reinforce our commitment to sustainability, we have set clear and measurable goals to track our progress and recognize that our targets will continue to stretch as we aim higher.

Sustainability is a core component for Eastman, and I am pleased with our performance so far. I realize we have much to learn, and I welcome the challenges ahead.

James P. Rogers
Chairman and Chief Executive Officer

Powering Business Worldwide

eaton.com

One hundred years ago, entrepreneur Joseph Eaton developed a transformational axle that enabled trucks to endure the rugged roads of the early 20th century, save fuel and reduce maintenance costs. That single product launched what became Eaton Corporation and established a long tradition of developing innovative power management solutions for our customers.

Innovation continues to drive our success. Led by a network of global Innovation Centers, Eaton people worldwide are developing tomorrow's breakthroughs in energy efficiency, fuel economy and greenhouse gas reduction. In January 2012, we opened a new Innovation Center in Prague — our fifth center, complementing facilities in the United States, China and India. We estimate that new technologies being developed by Eaton have the potential to reduce the carbon dioxide emissions of our applications by more than 60 percent by 2050, helping to combat global warming.

Eaton's 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. Eaton technology applications include hybrid powertrains that boost fuel economy and reduce emissions in commercial vehicles, electrical control systems for the efficient use of power in buildings and homes, hydraulic aircraft systems that reduce weight and save fuel, automotive superchargers for enhanced fuel economy, electrical and hydraulic products for solar and wind systems, and many more.

Just as important, Eaton technology is helping us improve the sustainability of our own operations. In 2011, we opened two new data center facilities in Kentucky, both of which incorporate Eaton's energy management technologies and other innovations to reduce square footage, maximize energy efficiency and conserve water.

We're applying similar ideas to the design of our new world headquarters in the Cleveland area. Opening in 2013, the facility will feature many Eaton products — including variable frequency drives and a Forseer monitoring system — as well as a novel HVAC system that will collectively reduce the building's energy use by about 40 percent. A 288-kilowatt rooftop solar array will further showcase Eaton's technologies.

This type of innovation will help us achieve our commitment to reduce our global energy use by 25 percent, indexed to sales, from 2006 to 2016 as a member of the U.S. Department of Energy's Save Energy Now LEADER program.

In the tradition of Joseph Eaton, our company will continue to develop the technology and innovative solutions to meet global demand for safe, reliable and sustainable power.

Alexander M. Cutler
Chairman and Chief Executive Officer

Edison International is the parent company of Southern California Edison (SCE) and Edison Mission Group (EMG); this dual platform of regulated and competitive businesses best positions our company for the transformative change we believe will sweep across the electric power industry.

To prepare for these changes, we are working with policymakers, regulators and other market participants to achieve balanced policies that will enable us to provide customers with affordable, reliable power for years to come.

As we make necessary upgrades to keep our system reliable, we are taking the opportunity to make it even smarter by incorporating digital technologies. Our smart-grid system will be designed to not only support traditional power generation, but also interconnect with intermittent renewables. We are investing approximately $1 billion a year to upgrade our transmission grid; this will help California meet its 33 percent Renewables Portfolio Standard by 2020. In 2011, SCE delivered 15.54 billion kilowatt hours of renewable electricity to our customers, equal to 21.1 percent of our power portfolio. In addition, EMG is the sixth-largest wind developer in the country, operating a portfolio of 31 projects with a generating capacity of nearly 2,000 megawatts.

By the end of 2012, we will complete the installation of 5 million smart meters. The $1.6 billion Edison SmartConnnect program will provide customers with new tools to better understand and manage their electricity use. SmartConnect will be able to communicate with smart, in-home appliances and devices and support off-peak charging for plug-in electric vehicles.

To help ensure the success of the electric vehicle market, SCE has an industry-leading Plug-in Readiness program. SCE is helping customers who choose electric cars prepare their homes for fueling with electricity and informing them about their electric vehicle rate plan options. As the electricity fuel provider, SCE is working closely with automakers, car dealerships, electrical contractors and local cities to help get home charging equipment installed and energized as quickly as possible.

Edison International is making investments in both our business and the diverse communities we serve to support economic growth and a sustainable future. We are creating thousands of direct and indirect jobs with our $4.5 billion infrastructure investment program. SCE in 2011 spent $1.4 billion with diverse business enterprises, representing nearly 34 percent of our total expenditures for material and services. In addition, Edison International shareholders in 2012 will contribute more than $19 million to community organizations.

Theodore F. Craver, Jr.
Chairman, President and CEO

EDISON INTERNATIONAL®

www.edison.com

www.lilly.com

What we do today matters tomorrow. At Lilly, we believe in the relationship between healthy people and a healthy environment. The medicines we make require the use of valuable resources — including energy, water and raw materials. We know the way we operate our business today can have a long-lasting impact. Our commitment to reducing our environmental footprint is evident in our goals. These include:

- **Energy and greenhouse gas (GHG) emissions — 15 percent improvement** (per square foot of facility space). Since 2007, we've improved energy efficiency by more than 12 percent and reduced GHG emissions by more than 9 percent.
- **Water intake — 5 percent reduction.** We met our initial 2013 water-intake reduction goal of 25 percent four years early. We've established a new goal to reduce water intake by 5 percent in absolute terms by 2013 (2010 baseline).
- **Waste to landfill — 20 percent reduction.** We met our initial 2013 waste-to-landfill goal three years early. Through the end of 2010, we reduced our waste to landfill by 50 percent. We established a new goal to reduce waste to landfill by 20 percent, with the ultimate goal of "zero landfill" by 2013 (2010 baseline).

Here are some of the many ways we identify and implement cost-effective solutions to reduce our environmental impact:

- Implementing **energy management programs** to drive energy efficiency in new and updated processes and facilities, conducting energy assessments of our site operations, and using alternative energy sources when feasible.
- Investing through an **energy, waste and natural resource reduction fund** to help fund capital projects; promoting the development of environmentally superior, efficient technologies; and sharing best practices across our facilities globally.
- Promoting **product stewardship** through the use of green chemistry and design for the environment while exploring opportunities for environmentally preferable products.
- Supporting **biodiversity** through engagement in conservation projects and habitat enhancements at several sites worldwide.

We're communicating these natural resource goals and performance on www.lilly.com, where you can find our 2011 Corporate Responsibility report. We've also shared our results with independent, internationally recognized agencies like the United Nations Global Compact, Carbon Disclosure Project and UK Carbon Trust.

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.

John C. Lechleiter, Ph.D.
Chairman, President and Chief Executive Officer

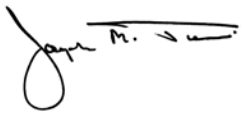
The amount of information in the world is forecast to grow 44 times larger this decade. But the world cannot afford a 44x growth in information technology (IT) management costs, resource consumption or energy use. The only solution to this challenge is a massive transformation of IT — how it is designed, built and used.

EMC is a global leader in enabling businesses and service providers to transform their operations and deliver IT as a service. Fundamental to this transformation is cloud computing. Through innovative products and services, EMC accelerates the journey to cloud computing, helping IT departments store, manage, protect and analyze their most valuable asset — information — in a more agile, trusted and cost-efficient way.

EMC also enables innovative "Big Data" applications that are uncovering insights into the human genome, climate science, public health, smart cities and other previously intractable problems. And EMC is cultivating the emerging field of data science, enabling data scientists and subject matter experts to ask the right questions of data to arrive at answers to some of the biggest challenges of our day.

Meanwhile, EMC's Design for Environment program is working to reduce the impact of making and using our products. We have introduced industry-leading energy-efficient storage products; improved methods for disassembly and recycling of products at end-of-use; and developed new, reusable packaging. Employees around the globe are finding creative approaches to reduce waste and lower our greenhouse gas emissions and are collaborating with local communities to improve education and health care. And we work closely with our suppliers and partners to build a value chain that increasingly protects the workforce, the planet and the business.

These transformations are exciting — rich in opportunity for business, governments and nonprofits. As the pace of change in the world increases, these transformations are also necessary. At EMC, we believe that the decisions we make today will shape the future for our company, for ourselves and for our children. We are on a mission — to transform ourselves, our industry and our world to build that future.



Joseph M. Tucci
Chairman, President and Chief Executive Officer

EMC²

www.emc.com/sustainability

ERNST & YOUNG
Quality In Everything We Do

www.ey.com

Customers expect it, employees demand it and shareholders rely on it. In just a few years, corporate sustainability has gone from a feel-good initiative to a business imperative.

Motivations to create, grow and maintain sustainability initiatives vary, but compliance and regulation are no longer primary drivers. In fact, in a recent study Ernst & Young and GreenBiz conducted with 272 U.S.-based sustainability executives, government regulation is last on a list of issues driving their agendas. Topping the list is cost reduction, with 93 percent citing energy costs as their primary target. At Ernst & Young, as an example, retrofitting lighting at our U.S. firm headquarters and locating 32 percent of our U.S. office space in Leadership in Energy and Environmental Design (LEED) buildings is helping us reduce energy costs. In addition, our sustainability efforts have reduced our per head carbon footprint by 14 percent.

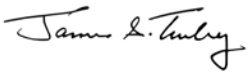
Beyond cutting costs, another driver of sustainability initiatives is increasing revenue opportunities, suggesting that sustainability is becoming more material to business performance. Eighty-seven percent of respondents cite changes in consumer demand and brand risks as factors, while 81 percent mention competitive threats. Eighty percent expect to pursue revenue opportunities as part of their sustainability programs.

Organizations may be looking to generate revenue from sustainability initiatives, but they aren't losing sight of the risks. The scarcity of resources is becoming an area of increasing unease. When asked whether their business will be affected by resource shortages in the next five years, 76 percent of survey respondents say yes.

This focus on the financial impacts of environmental factors has given rise to chief financial officers (CFOs) becoming environmental champions. According to our survey, 65 percent of respondents indicate that the CFO is involved in sustainability. For example, at Ernst & Young, our Americas CFO champions efforts to modify business processes so that, as the economy improves and our business travel increases, we mitigate the impact on our carbon footprint.

Employees are also gaining a louder voice. According to our survey, employees have become the second most important stakeholder for an organization's sustainability efforts behind only customers. At Ernst & Young, we involve our employees in promoting sustainability through our "Workplace of the Future" and "EcoCare" initiatives.

Once considered an afterthought, sustainability is now integrated into business strategies, corporate culture and financial reporting. In 2011, social and environmental resolutions comprised 40 percent of shareholder proposals. As approaches to sustainability mature, so do the opportunities to drive initiatives that are environmentally, socially and financially beneficial.



James S. Turley
Chairman and CEO

ExxonMobil
Taking on the world's toughest energy challenges.™

www.exxonmobil.com

Our world faces an enormous challenge: providing energy for economic growth and improved standards of living while addressing the environmental impacts that come with energy production and use. Energy is crucial to enabling economies to create, grow and sustain.

International energy companies such as ExxonMobil play important roles in addressing this sustainability challenge — both as producers of reliable, affordable energy essential to economic growth and also as effective managers of the environmental impacts and risks associated with producing energy to meet the world's needs.

ExxonMobil's commitment to sustainability starts with a relentless focus on the safety of our employees and of the communities in which we operate. Nothing gains more attention, and it is an area of focus every day, for every employee, in every operation around the world.

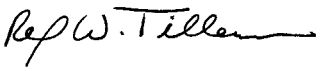
We also work every day to manage environmental risks. For example, we have invested billions of dollars to improve energy efficiency, reduce natural gas flaring and lower greenhouse gas (GHG) emissions at our facilities.

We are also committed to continued technological innovation to reduce the environmental footprint of new energy production, as we are doing in the development of Canada's oil sands — the second largest oil reserves in the world. Developing these resources in a way that is economically and environmentally sound has been one of the great engineering and technology challenges of our industry. Efficient cogeneration of electricity and heat, new separation processes, and other advanced technologies to be implemented at our Kearl project will help produce oil sands with about the same GHG footprint as many other oils consumed in the United States.

Over the coming decades, natural gas is expected to play an increasingly important role in meeting the world's energy needs. When used in electricity production, natural gas can reduce carbon dioxide emissions by up to 60 percent compared with coal. By combining technology with operational excellence, we can safely unlock the benefits of this reliable, cleaner-burning fuel for generations to come. This is particularly critical for the United States, which is home to an extraordinary shale gas endowment — enough to meet the nation's natural gas needs for more than 100 years at current consumption rates.

ExxonMobil is also investing in long-term scientific research that may have transformative potential for the economy and the environment, from carbon capture and storage to advanced biofuels from algae.

As populations grow, economies expand and living standards rise around the world, we will need to increase energy supplies in a way that is safe, secure, affordable and environmentally responsible. At ExxonMobil, we are committed to responsible operations, careful risk management, continuous improvement and ongoing innovation. These commitments are critical to our ability to deliver energy to meet the world's growing demand in a way that balances economic growth, social development and environmental protection.



Rex W. Tillerson
Chairman and CEO

www.about.fedex.com

At FedEx, we seek to connect the world responsibly and resourcefully. That's why we've organized a host of sustainability initiatives under an umbrella concept we call EarthSmart. Here are a few of our EarthSmart efforts.

We recently announced the acquisition of 27 new Boeing 767-300F aircraft that offer an approximate 30 percent increase in fuel efficiency and at least a 20 percent reduction in operating costs over the MD-10s they replace. Also, our new 777Fs fly farther on less fuel (with fewer emissions) while carrying more cargo than MD-11s.

This fiscal year FedEx Express added almost 4,000 vehicles that exceed 18 miles per gallon, twice the mileage of the vans they replace. And we have new scheduling processes that ensure the most fuel-efficient vehicles are used on the longest routes. The result? Less fuel consumed, lower emissions and more savings.

Our all-electric vehicle (EV) fleet is growing globally as we seek to be a moving force in this technology. While still in the developmental phase, EVs are proving to be reliable and cheaper to operate — 60 to 70 percent less than internal-combustion-powered vehicles. As the price of batteries comes down, EVs will be even more affordable. We are also operating more than 365 hybrid pickup-and-delivery vehicles.

We continue to be more productive with less money in a host of other areas — fuel-cell forklifts, green roofs, solar facilities, jet biofuel research and more. We are determined to pursue a variety of energy options that can significantly reduce FedEx petroleum consumption.

Just as important, we go beyond our own company to help effect change worldwide. FedEx continues to be a bold voice in national energy policy. We were instrumental in helping to effect new fuel-efficiency standards for commercial vehicles. We have advocated new aviation technologies that improve safety and reduce fuel consumption. We have worked hard to help develop new national policies for highway investments and safety enhancements, reduced congestion, and better truck fuel efficiency. And we continue collaborating across sectors such as utilities, manufacturing, transportation, academia and government to expedite and expand the potential of all-electric transportation and biofuel alternatives.

At FedEx we are committed to finding solutions for a more sustainable world and will remain an EarthSmart business.

Frederick W. Smith
Chairman, President and CEO

FLUOR®

www.fluor.com

This year marks Fluor Corporation's 100th anniversary and offers a good time to reflect on the steps we have taken to build sustainability into our global business model. Conducting business in a socially, economically and environmentally responsible way is fundamental to meeting our clients' needs and the expectations of our broader stakeholder groups.

Achieving true sustainability requires commitment, but it also requires an understanding that sustainability is an ongoing process. As a global leader and responsible partner, Fluor has always striven to be forward looking, innovative and transparent — because above all else, we believe in leading by example.

Fluor has been and continues to be a leader in the elimination of corrupt business practices. We were a founder in 2004 of the World Economic Forum's Partnering Against Corruption Initiative. This past year, we co-chaired efforts to provide a global business perspective on fighting corruption for G20 leaders and helped define specific actions the G20 could take to more effectively advance government's anti-corruption agenda. Fluor is currently co-chairing the 2012 version of this work. We also co-chaired creation of a code of conduct for small and medium-sized engineering and construction companies under the auspices of the Asia-Pacific Economic Cooperation forum.

Fluor's global health and safety performance (representing both self-perform and subcontractor work) ended 2011 with excellent results, reinforcing our strong safety culture. On the environmental side, we improved our carbon footprint by reducing energy consumption by more than 1.3 kilowatt-hours per square foot. Additionally, we saved and/or recycled millions of pounds of paper, tons of iron and steel, and tens of thousands of gallons of paint and motor oils. We also exemplified our commitment to environmental protection with our Leadership in Energy and Environmental Design (LEED) and ENERGY STAR® certified buildings.

Our most recent global employee engagement survey assessed employees' attitudes and beliefs about a broad range of work-related topics, including Fluor's core values of Safety, Integrity, Teamwork and Excellence. Employees continued to demonstrate strong positive perceptions about our values, with questions about safety and integrity rating among the highest on the survey. Fluor's engagement score continued to place us within the "Best Employer" range, indicating that the company inspires employees to do their best work every day.

Our focus on sustainability stands Fluor, our clients, the environment, and the communities in which we live and work in good stead as we move into our second 100 years.

David T. Seaton
Chairman and Chief Executive Office

www.fmc.com/sustainability

FMC Corporation is committed to Business Roundtable's goals of *creating, growing* and *sustaining* a better world for future generations. As a global chemicals business, we have evolved and adapted for well over a century to create shared value for our stakeholders. Today, our competitiveness is influenced by economic, social and environmental conditions in the markets we serve and the communities where we operate.

We are adapting our product and technology portfolios to address the megatrends of the coming decades. For example, FMC scientists are working on sustainable agriculture, natural food ingredients, a new generation of energy storage materials, and environmental solutions for industries and utilities, to name a few. FMC engineers and businesspeople are looking inward at our own operations, from reducing our environmental impact to adapting business practices that will endure the pace of change in regions and cultures around the world. Success is not a one-person show — collaboration is critical as we search for answers to solve common challenges with customers, suppliers, governments, interest groups and communities.

At FMC, we're already well on our way toward a more sustainable future. Our safer chemistries have increased sugarcane crop yields in Brazil for alternative fuel use. New lithium materials are responsible for advances in electric vehicle technology. We're helping to conserve scarce resources by developing natural and renewable raw materials in food and pharmaceutical applications. And our growing remediation and pollution prevention products are making water safer and air cleaner.

To help *create* a better world, about one-quarter of our current agricultural products have been introduced in the last five years. FMC's innovation engine is delivering new technologies that perform more effectively and safely. Our natural biopolymers and crop protection chemistries are *growing* the world's food supply and doing so responsibly to conserve our planet's finite resources. And we are contributing to economic *sustainability* in many developing countries by empowering their coastal communities with income from mariculture.

Creating shared value among global constituencies is a tall order. But if done right, and properly integrated into a company's vision and business strategy, it can pay handsome economic, social and environmental dividends.

Pierre Brondeau
President, CEO and Chairman of the Board

Worldwide attention has been drawn to the continuous advances in renewable energy technologies, electric vehicles, stronger and lighter alloys, and high-tech devices that capture the imagination. Essential to these applications are copper, molybdenum and cobalt, and we are a global leader in bringing these metals to market.

Our approach to sustainable development combines three essential elements: continued economic success, building stakeholder trust, and minimizing and mitigating environmental impacts.

Freeport-McMoRan's strong financial performance continued in 2011, exceeding net income and operating cash flow records we recorded in the previous year. We are advancing growth projects that are expected to result in a 25 percent increase in copper production over the next four years. Our significant exploration drilling programs continue to identify opportunities for future reserve and production growth.

Throughout our global operations, direct community engagement is the cornerstone of developing stakeholder trust, assisting with the identification of priorities for social development. Core to this process are the investment funds managed with the engagement of local leadership. Our direct community investment contributions totaled almost $900 million over the last five years. Additionally, we operate in remote regions of the globe where we encounter civil unrest and security issues. Freeport-McMoRan works cooperatively with governments and nongovernmental organizations to address these issues. We are an active member of the initiative to establish and promote the Voluntary Principles on Security and Human Rights.

Water is scarce in many regions where we operate. Partnership projects, such as the development of water and wastewater treatment plants in Peru, demonstrate our commitment to critical local infrastructure and the efficient use of natural resources. Based on the current water situation near our Candelaria mine in Chile, and its influence on the socio-economic development of the region, we are constructing a seawater desalination plant for our future operational water supply. We have an obligation to help build capacity to sustain local communities beyond the productive life of our operations.

Our focus is on the long term — a must for any credible and successful sustainable strategy. The nature of mining demands this view toward the future. Our sustainable development effort is demonstrated by resource planning that extends over decades, training for our workforce, developing and using technologies to protect the environment, and ultimately achieving an overall positive contribution to society.

Richard C. Adkerson
President and Chief Executive Officer

FREEPORT-McMoRan COPPER & GOLD

www.fcx.com

www.ecomagination.com

At GE, we believe that innovation is the key to addressing and solving the world's toughest challenges. Innovation is our heritage and our future. It is what drives the more than 300,000 GE employees across the globe, who are committed to making things that matter.

Our passion for innovation drove us to launch ecomagination in 2005. Ecomagination is much more than a corporate sustainability program. It is core to our business strategy, and that makes it truly sustainable.

Ecomagination represents GE's belief that through innovation we can deliver what our customers need, whether they are countries, municipalities, companies or individuals: great economics and resource efficiency. As the global population grows, improved resource efficiency is the only way we can improve and maintain our way of life.

Companies like GE that respond to these global needs remain relevant and thrive. They have access to large and critical markets. And they can attract and retain top talent, the essence of all great organizations.

Now seven years in, ecomagination is everything we thought it would be. It has generated more than $100 billion in revenue to date. The ecomagination portfolio includes more than 140 products and solutions. We'll put $10 billion of R&D to work from 2010 to 2015 and will dramatically reduce our own footprint in greenhouse gas, water and energy usage.

Most importantly, ecomagination has delivered for our customers. Our RailEdge Movement Planner software, for example, can increase average train velocity within a rail network, enabling railroads to move more cargo faster with their existing fleets. GE's Jenbacher J920 is the most efficient gas engine in the 10MW class, lowering fuel efficiency, costs and carbon dioxide emissions relative to comparable gas engines. With a global customer base as diverse as ours, the resource efficiency that our ecomagination portfolio delivers takes many forms.

Innovation is strong at GE's businesses and our Global Research Centers in Niskayuna, Beijing, Bangalore and Munich and soon in Rio de Janeiro. But we're also opening up GE to outside innovation through the ecomagination Challenge. Collaborating with venture capital firms, we've invested more than $130 million in 22 companies to help scale exciting new technologies. One of our winners, Project Frog, designs and builds prefabricated buildings that are highly efficient and quick to assemble. Another, SynapSense, reduces electricity consumption in data centers. All have the potential to transform markets and radically increase resource efficiency.

GE is committed to being a leader in resource efficiency — not just in traditional clean tech areas like electric vehicles, wind and solar, but also in resource-intensive industries like oil and gas production and mining. Over the coming decades, innovation will transform these important industries, and ecomagination will help lead the way.

Jeffrey R. Immelt

Jeffrey R. Immelt
Chairman and CEO

Nourishing Lives is our mission at General Mills, and one of the most meaningful ways we bring that to life is through our work to alleviate hunger. In addition to the programs we support domestically, we have developed a hunger-fighting nonprofit called Partners in Food Solutions (PFS), which is focused in Africa.

The initiative represents a new transformative way to fight hunger in Africa, providing local food processors with the technical expertise and resources needed to manufacture high-quality, nutritious and safe food at affordable prices. As the processors expand, they're hiring additional workers and sourcing more products from small-holder farmers. These farmers, with additional income, now can pay school fees, get better medical care and start new businesses.

How do the food processors in Africa gain this knowledge?

It comes through a network of more than 300 volunteer scientists, engineers and others at General Mills, who are sharing their expertise on topics ranging from food safety to product development and from packaging to fortification.

Currently, PFS is working with 28 food processors on 77 projects in Kenya, Zambia, Tanzania and Malawi. These processors source from more than 90,000 small-holder farmers and serve 4.5 million consumers across Africa, including many vulnerable populations.

For example, PFS worked with the World Food Programme (WFP) to help solve problems with shelf-life, smell, taste and color in its corn soy blend. The team determined the problem (undercooking) and initiated changes in ingredients and equipment. The nearly 650,000 children in Malawi alone who depend on WFP's corn soy blend are now getting sustenance that's more nutritious, better tasting and easier to digest.

As its name implies, Partners in Food Solutions is based on the power of collaboration. As such, General Mills, which officially launched the nonprofit organization in 2011, has welcomed partners Cargill, DSM, TechnoServe and the U.S. Agency for International Development (USAID) to the initiative.

The work General Mills and our partners are doing to share food industry expertise in Africa is having a sustainable impact on local economies and improving lives. While progress has been made, our work is far from over. We will continue to create, grow and sustain solutions that bring together food expertise, knowledge and resources to nourish lives in Africa.

KJ Powell

Ken Powell
Chairman and CEO

GENERAL MILLS

www.generalmills.com

GRAINGER
FOR THE ONES WHO GET IT DONE

www.grainger.com

Grainger is North America's leading broad line supplier of maintenance, repair and operating products, with an expanding global presence. Millions of customers rely on Grainger for pumps, motors, hand tools, janitorial supplies and much more. More than 3,500 manufacturers supply Grainger with nearly 1 million products available online and through a highly integrated network of local branches and distribution centers.

Our Commitment to Sustainable Solutions Remains Strong

At Grainger we believe that sustainability means doing business the right way. We have expanded the ability to help customers operate more sustainably by offering comprehensive products, services and solutions to challenges related to:

- Managing energy consumption and reducing utility costs;
- Conserving water by lowering usage;
- Reducing waste and preserving our natural resources; and
- Improving indoor air quality with chemical-free cleaning products.

In 2011, Grainger's Alliance Energy Solutions business completed more than 600 indoor lighting retrofit projects for customers in the northeastern United States, resulting in $11.2 million in reduced operating costs and emissions savings equivalent to removing more than 12,000 cars from the road. Grainger also increased our green product offerings to more than 12,000 including products that have third-party certifications.

Operating Grainger More Sustainably

In an effort to reduce our energy consumption, Grainger is committed to building new construction to U.S. Green Building Leadership in Energy and Environmental Design (LEED) standards. Grainger recently added two new LEED-certified facilities to our network in Minooka, IL, and Patterson, CA. Both distribution centers are LEED certified, achieving LEED-CI Platinum and LEED-NC Gold, respectively. The Minooka, IL, facility is the largest LEED-CI Platinum facility in the world at more than 1 million square feet. With more than 3.5 million square feet of LEED-certified space at 14 facilities across the United States and Mexico, Grainger is setting a strong example of LEED building.

Stewarding Our Sustainability Commitment

Grainger's commitment to sustainability is extended into our supply chain operations. Grainger was the first industrial distributor to be recognized by the U.S. Environmental Protection Agency as a SmartWay Transport Partner. Grainger works with carriers to promote sustainable practices into their business, ensuring that our products are delivered in a more efficient way.

Employees are also vital to Grainger's sustainability commitment. The company's innovation team introduced a "Green Idea Challenge" to help Grainger become more sustainable. Team members bring forward ideas ranging from continuous improvement opportunities to innovative ideas on how we can better conduct our business.

James T. Ryan
Chairman, President and Chief Executive Officer

As a technology leader supplying premium audio and infotainment solutions to customers and consumers the world over, HARMAN recognizes our responsibilities toward a sustainable future for our stakeholders. Our initiatives during the past year focused on creating value through new technologies for safe, sound enjoyment; innovating to improve our environmental performance; and making sound investments in our people and communities.

Our research efforts are increasingly focused on improving safety amidst the potential distractions of today's highly "connected" lifestyle. In response to the mass appeal of mobile communications devices, for example, we introduced new solutions that help automobile drivers keep both hands on the wheel and both eyes on the road. Advanced text-to-speech technologies allow drivers to exchange e-mail and text messages and even monitor their favorite social media networks via streaming audio. Similar HARMAN technologies let drivers manage in-car audio and entertainment, navigation, and climate control systems via simple spoken commands.

The growing popularity of electric and hybrid cars poses another special challenge as drivers lack the familiar engine sounds that help keep them aware of speed and as pedestrians and nearby motorists may not always be aware that one of these quiet vehicles is approaching. HARMAN is responding with advanced sound synthesis solutions that provide customers with audible feedback both inside and outside the car.

Our environmental commitment at the drawing board is yielding energy-efficient audio and infotainment systems that deliver the same premium performance as earlier generations while more than doubling power efficiency. These improvements span solutions ranging from compact automotive systems to high-performance audio systems for large entertainment and sporting venues.

We also continue to optimize the energy efficiency of our manufacturing sites around the world. Our energy usage, adjusted for production volume, has declined over the past three years, and we have launched a program at several key facilities with the goal of further reducing consumption by at least 5 percent this year.

HARMAN recognizes that our many talented employees and the communities where we operate are also critical elements of the journey to create, to grow and to sustain. We have implemented a number of new programs for employee development and promotion from within, while launching a new scholarship program to assist employees' children with higher education. Building upon our company's long-time passion for great sound and talented performers, we have sharpened the focus of our charitable giving programs for greater emphasis on music education and the arts.

Dinesh C. Paliwal
Chairman, President and CEO

HARMAN

www.harman.com

www.thehartford.com

The Hartford believes people should live with financial confidence. We exist to provide the confidence and peace of mind that help people achieve their financial goals.

In business for more than 200 years, The Hartford takes a long-term view of our responsibilities to stakeholders, and that includes being a good steward of the environment. Years ago, we issued a climate change statement, formed an environment committee and joined the Carbon Disclosure Project. Since then, we have expanded our environmental stewardship by advancing the company's work-from-home initiative, reducing the engine size of fleet vehicles, improving the energy efficiency of facilities and upgrading information technology infrastructure, and we have found innovative ways to reduce our use of paper. As a result, we achieved our first goal of reducing greenhouse gas (GHG) emissions 15 percent in just three years. Our new target is to reduce GHG emissions an additional 20 percent by 2017.

The Hartford has insurance products to help individuals and businesses "go green," with policy endorsements that allow policyholders to rebuild green after a loss and discounts for owners of hybrid and electric vehicles. For decades, we have provided insurance to the renewable energy industry. On this foundation, we established a renewable energy insurance practice that offers coverage to the wind, solar, biomass and fuel cell industries. On our Connecticut campuses, we have installed electric vehicle charging stations. We insure the largest private solar panel installation in the Western Hemisphere, conduct an annual survey of employees' commuting habits and stage an employee "Alternative Commuter Challenge" week. The Hartford has tapped a willing volunteer base to help with many of our initiatives, led by a group of our young professionals.

In 2011 *Newsweek* recognized The Hartford's environmental performance by ranking us the greenest financial services company in America. In addition, for our significant purchases of power from renewable energy sources, the U.S. Environmental Protection Agency recognized The Hartford as a Fortune 500 "Top Partner" in its Green Power Partnership program. Environmental stewardship has become a sustaining principle at The Hartford.

Liam E. McGee
Chairman, President and Chief Executive Officer

At Hasbro, our deep commitment to corporate social responsibility (CSR) goes hand in hand with building a safe and sustainable world for future generations. As we continue to evolve into a branded play company, we aim to do so in a sustainable way.

For us, "playing right" means acting responsibly — and in a manner that makes good business sense as well. It starts with honoring the trust that comes with employing thousands of people and entertaining millions of children and families around the world. "Playing right" means designing safe products and manufacturing in an ethical manner, while giving back to communities and taking great care with our planet.

We are harnessing our creativity and embedding sustainability into our design process. Our focus on sustainable packaging dates back many years and has led us to make a range of important improvements that have eliminated millions of pounds of waste. We also replaced wire ties from our products with more sustainable materials — eliminating more than 34,000 miles of wire, enough to wrap around the equator.

Another major step in our CSR journey is replacing polyvinyl chloride (PVC) in all new core toy and game packaging with more easily recyclable alternatives beginning in 2013. For perspective, we used approximately 31 million tons of PVC in our packaging in 2010. Eliminating PVC from our packaging presents many challenges, yet our ingenuity and commitment from so many at Hasbro allows us to continually develop sustainable solutions, such as offsetting higher costs by reducing packaging size and the amount of plastic used.

Achieving bold goals is at the heart of our CSR approach. For example, part of our commitment is to shrink the global environmental footprint of every aspect of our business — from operations to product development. One important example includes a 2012 goal of reducing the Scope 1 and 2 global greenhouse gas emissions from our owned and operated facilities by 10 percent from 2008 levels. I'm proud to report that we are ahead of schedule in reaching and exceeding this goal, and we are honored to have been selected as a recipient of the U.S. Environmental Protection Agency's inaugural Climate Leadership Award for Excellence in Greenhouse Gas Management Goal Achievement.

For Hasbro, CSR is a journey of innovation and continuous improvement. We have learned a great deal along the way and know the road holds still more ahead — but we are a better company just for the travel.

Brian Goldner
President and Chief Executive Officer

www.hasbro.com/csr

Honeywell

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.

Our solutions and technologies expand sustainable capacity and improve the efficiency of products and processes, fostering "Sustainable Opportunity." 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 corporate-wide core processes identify and address risks and promote a culture of safety excellence.

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 are 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.

Honeywell also has a commitment to making our business operations more environmentally friendly and sustainable.

In 2007, Honeywell established five-year greenhouse gas and energy efficiency objectives for our internal operations. Honeywell met these goals, reducing our greenhouse gas emissions by more than 30 percent and increasing our energy efficiency by more than 20 percent, both measured from a 2004 baseline year. Annual goals will continue to reduce greenhouse gas emissions and increase energy efficiency.

Honeywell has developed a global inventory of water usage in our manufacturing operations. Based on that, the company is developing conservation targets at our sites in areas that are experiencing "water stress" as defined by the World Resources Institute. Implementation of the conservation targets will begin in 2013.

Honeywell is committed to integrity and compliance in everything that we do. This commitment is set forth in our Code of Business Conduct. We also are committed to ensuring that our suppliers engage in sustainable health, safety and fair business practices. As part of this commitment, Honeywell is launching an enhanced Supplier Code of Conduct, which will include a supplier reporting and audit and verification program.

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

Humana

www.humana.com

At Humana, our dream is to help people achieve lifelong well-being. As a leading health care company, we offer a wide range of insurance products and health and wellness services that foster well-being. As a good corporate citizen, we take responsibility for integrating corporate social responsibility (CSR) into our business strategy and operations across the United States. In 2009, we solidified our dedication to CSR via our three-pronged platform, *Healthy People, Healthy Planet, Healthy Performance*. We strive to take into account the health of our members, our associates, our planet and the communities we serve in every business decision we make.

This year marks an important first for Humana: We are publishing our formal CSR report, self-verified at a level C using the Global Reporting Initiative (GRI) guidelines. In the report, we announce three energy-saving targets: to reduce building energy consumption, greenhouse gas emissions and annual energy expenses by 10 percent each by the end of 2012, from a 2009 baseline. In 2011, we initiated a program to survey and better understand the sustainability initiatives of our major suppliers so that we may more fully collaborate around improving our supply-chain sustainability. Our focus on sustainability and environmental stewardship also led to ENERGY STAR® certification for our Louisville headquarters building in April 2011 and our improved standing in the 2011 *Newsweek* Green Rankings and the Carbon Disclosure Project.

Our CSR report also illuminates a range of ways Humana is helping people achieve lifelong well-being across our three-pronged platform, including our partnership with Walmart to make prescription drugs more affordable for Medicare beneficiaries; our pledge to hire at least 1,000 military veterans and/or their spouses for roles across the company; and the creation of our Network Resource Groups (African-American; Hispanic; Caregiver; and Gay, Lesbian, Bisexual and Transgender) for Humana associates.

Last year, Humana celebrated our 50th anniversary of helping people. For half a century, we have honored a tradition of service and responsible business practices. Moving forward on this journey, we look forward to sharing our efforts and aspirations to further integrate CSR throughout our organization.

Michael B. McCallister
Chairman and Chief Executive Officer

www.ibm.com

As IBM moves into its second century as a company, we've had an extraordinary opportunity to look back at our history and reflect on what companies must do to "create, grow and sustain" themselves and contribute to sustaining the world in which we all live. Four lessons stand out:

1) The value of values

IBM's values are an affirmation of our reason for being. They set the company apart and drive our actions as individuals. IBM's values are the premises on which the company's policies and actions are based. Our values have also shaped IBMers' perspective on our company's role in society.

We believe that a major factor of our corporate success has depended on faithful adherence to our values and that, to continue to meet the challenges of a changing world, we must be prepared to change everything about ourselves … except our values.

2) The benefit of leveraging what makes us unique

The world faces unprecedented development, urbanization and globalization. To play a key role in making this growth sustainable, we are committed to innovating in ways that will truly make a difference. As evidenced by our Smarter Planet solutions around the world, IBM is bringing its deep expertise, innovation and transformational technology to business, science, government, medicine, energy, environmental protection and more to help enable a more sustainable world.

3) The contribution of collaboration

We also recognize that more can often be achieved through strategic collaboration than can be realized alone. IBM is partnering on a wide range of initiatives and solutions with companies, universities, governments, nongovernmental organizations, even our competitors. By leveraging this wealth of knowledge and expertise, IBM and its partners are enabling significant advances in areas ranging from energy generation and smarter energy grids to water, building and transport efficiency.

4) The need to manage and innovate for the future

From IBM's founding, we have recognized the importance of managing for the long term — not in quarters but in decades and beyond. We have described this as "moving to the future," and this vision guides IBM's business model and decision-making. It enables us to identify and develop long-term solutions; invest in research and development through both good times and bad; break from what brought us success in the past to what will be needed for a better world tomorrow. We believe this long-term perspective is vital for future success — for both IBM and for the world.

Virginia Rometty
President and Chief Executive Officer

Ingersoll Rand shares a vision of a better future — a world of sustainable progress and enduring results. We are a $14 billion global business committed to sustainable progress within our company and for our customers.

We are driven by a purpose to advance the quality of life by creating and sustaining safe, comfortable and efficient environments. Through our people and our market-leading brands — including Club Car®, Ingersoll Rand®, Schlage®, Thermo King® and Trane® — we help meet growing, critical needs for clean and comfortable air, secure homes and buildings, safe and fresh food, energy efficiency, and sustainable business practices around the globe.

As we look at global macro-trends, Ingersoll Rand recognizes sustainability as a long-term driver to address the challenges posed by constrained resources in an increasingly populated world. That is why we view sustainability as a fundamental element in our three enterprise strategies:

- Building a progressive, diverse and inclusive culture;
- Growing through innovation, emerging markets and services; and
- Deploying operational excellence.

With a focus on innovation from diverse employees worldwide, we continue to make energy efficiency improvements that support reductions in greenhouse gas emissions. Whether it is through our Trane Tracer XT technology for improving energy efficiency in data centers, a Club Car Precedent i2 golf car that runs on solar power or the Nexia™ Home Intelligence system designed to reduce energy consumption in homes, we search for ways to help our customers meet their toughest energy-related challenges through technology, services and policy deployment.

Meeting our customers' environmental and sustainability objectives underpins Ingersoll Rand's commitment to developing a portfolio of products and services that follow the criteria for world-class environmental design. Our Green Portfolio, developed in 2011, includes products and services that provide a measurable benefit to our customers in the areas of energy efficiency, recycled input material or resource efficiency.

Our Green Portfolio is one initiative from Ingersoll Rand's Center for Energy Efficiency and Sustainability (CEES). Since launching two years ago, the CEES has been instrumental in driving sustainable behavior by growing our people's skills and competencies, applying cradle-to-cradle product design thinking, and tapping into new markets by developing solutions that address unmet environmental and social needs.

Through sustainability, and with a clear purpose and shared values, Ingersoll Rand possesses a strong foundation to drive our future growth.

Michael W. Lamach
Chairman, President and Chief Executive Officer

http://ingersollrand.com

INTERNATIONAL PAPER

ipsustainability.com

International Paper makes the things that weave our world together. We manufacture the paper on which businesses are launched, maps are plotted and contracts are recorded. We create the packaging that moves global commerce, showcases new technologies and safeguards goods. Each day our 70,000 employees around the globe are making what matters to an interconnected world. But making what matters is much more than manufacturing and distribution. It's also doing what matters, in ways that matter.

That's why, through every phase of the International Paper supply chain — from the design of our paper and packaging products to the renewable and responsible harvesting of trees to end-use recycling and composting — International Paper drives sustainability throughout the life cycles of our many products.

International Paper's 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 a million trees per day across North 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 biomass and biofuels, and making products that are predominantly reusable or recyclable.

We're one of North America's largest recyclers of recovered office paper and corrugated boxes, with 20 recycling facilities, 17 containerboard mills and a significant national brokerage system. We collect, consume or market more than 6 million tons of paper annually. We use this recovered paper at our own plants to make new paper products or sell it to other manufacturers across the globe. In fact, our mill in Cedar Rapids, IA, is the largest 100 percent recycled packaging facility in North America, reusing 1.1 million tons of old corrugated containers annually.

International Paper is also a leader in renewable energy production. In 2010, we met nearly 70 percent of our global energy requirements with renewable biomass such as bark and wood residuals. Over the last decade, we've invested $250 million to improve energy efficiency, and we've reduced by nearly 50 percent the amount of fossil fuel we use to manufacture each ton of paper and paperboard.

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 important, our culture. The needs we are called to meet can and will change, but the substance of International Paper — who we are and how we do things — never will.

John V. Faraci
Chairman and CEO

Sometimes the most innovative and sustainable solutions to a major challenge — such as the high cost of energy — are the most obvious. Building efficient electric transmission lines that help lower the cost of delivered power is by no means a new idea. But in many regions, the lines and transformers that make up our grid are 30 to 60 years old and operate inefficiently. ITC is committed to upgrading the system with modern technology that increases efficiency, reduces system losses and lowers costs.

Building new transmission also can connect customers to a more diverse range of energy sources, including renewables, which make the most cost-effective and sustainable resources available to all customers. This diverse energy mix can bolster reliability while creating economic activity throughout the supply chain, helping both the environment and the economy.

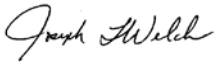
ITC has received numerous accolades for sustainability in our operating practices, including the "Clean Corporate Citizen" (C3) designation from the state of Michigan's Department of Environmental Quality (DEQ) in February 2012. DEQ says ITC has "exemplified corporate environmental responsibility through its efforts to maintain, protect, and enhance Michigan's environmental resources."

This C3 designation resulted, in part, from our implementation of an Environmental Management System across our operations, which enabled us to recover more than 5 million pounds of recycled metal and 108,000 gallons of recycled oil in 2010 and 5.7 million pounds of metal and 284,000 gallons of oil in 2011. We also initiated a number of Leadership in Energy and Environmental Design (LEED)-inspired green buildings initiatives.

Other awards include:

- Washtenaw County Environmental Excellence Award for Pollution Prevention in 2011;
- *Detroit Free Press* Green Leaders — Large Businesses Honorable Mention in 2012;
- Wildlife Habitat Council's *Wildlife at Work* Certification for ITC's headquarters and our power line corridors at Wolcott Mill Metroparks in 2010 and Stony Creek Metropark in 2011; and
- EPA — SF6 Emission Reduction Partnership: SF6 Team Award in 2012.

ITC will continue to look for ways to reduce our impact on the environment while pushing to make all energy options accessible and affordable in the regions where we operate.



Joseph L. Welch
Chairman, President and Chief Executive Officer

www.itc-holdings.com

ITT

ENGINEERED FOR LIFE

www.itt.com

In 2011, ITT completed a separation plan that transformed us into a diversified global industrial company. While we have undergone significant change with the launch of a new, more focused ITT, our long-standing commitment to our most fundamental values of respect, responsibility and integrity has remained the same.

As we enter this new chapter of our history, these values underpin our guiding principles around leading with technology, differentiating with customers and optimizing our work. In addition, we know that our success in achieving these objectives will be enhanced by our ability to operate at their intersection with sustainability.

ITT has long been known for providing highly engineered, customized solutions to the essential industries — oil and gas, transportation, and aerospace — that underpin our modern way of life. Today, more than ever, we are providing technologies that help our customers achieve their sustainability goals as well.

Our recently launched ECO series hydraulic shock absorbers offer industry-leading environmental benefits with the use of biodegradable fluids rather than hydraulic oils, and our ProSmart monitoring and control systems help industrial customers save energy and increase efficiency for a wide range of applications. Our commitment to sustainable solutions is also demonstrated in our growing role as a provider of charging connector solutions for electric vehicles.

At the same time, we recognize that a focus on sustainable practices within our operations is crucial to optimizing our work, and our facilities around the world are exploring new and innovative programs to optimize efficiency and reduce our global energy, water and waste footprint.

From installing energy-efficient lighting and expanding recycling; to improving machine performance and minimizing hazardous waste; to improving supply chain management and reviewing product materials; to deploying audit tools and training to advance our environmental, safety and health performance, our sites are taking a variety of approaches to integrating sustainability into their daily operations.

All of these efforts are important in achieving the goals we have set for ourselves, and we will continue to seek out new opportunities in the days ahead. At ITT, we are looking forward to our next chapter and to differentiating ourselves through our technologies, our customer relationships and our operations while helping to create an enduring impact for generations to come.

Denise L. Ramos

Denise L. Ramos
CEO and President

Sustainability is central to our company and values we embrace as an organization. Through the products we make and the services and solutions we deliver, our 162,000 employees worldwide work to make our customers' businesses, products and operations more sustainable:

- Building Efficiency optimizes the energy and operational efficiencies of buildings for our customers. In 2011, we introduced our innovative Panoptix™ solution, a new approach to building efficiency that makes it easier and more affordable for owners and operators of any size facility to achieve better building performance.
- Automotive Experience responds to automaker requirements for new interior products and technologies, particularly for smaller and more energy-efficient vehicles. In 2011, we introduced a modular front seat structure, believed to be the lowest-weight structure of its kind on the market. Lightweight seats help improve vehicle fuel consumption and reduce carbon dioxide emissions.
- Power Solutions is leading the advanced battery industry for more fuel-efficient vehicles. Over the next several years we will invest $520 million globally to add battery capacity for Start-Stop vehicles that improve fuel economy and reduce emissions by turning off the engine when a car is stopped. In 2011, we continued to lead the development of an electrified vehicle industry through the launch of our lithium-ion hybrid and electric vehicle battery facility in Holland, MI.

Besides helping customers reduce energy use and greenhouse gas (GHG) emissions, we seek opportunities to reduce energy in our own facilities around the world. Major goals for reducing energy use and GHG emissions include energy efficiency retrofits, fleet efficiency improvements, on-site renewable energy, manufacturing process improvements and green power purchases.

We lead efforts to improve sustainability in our supply chain through our Johnson Controls Supplier Sustainability Rating System, a tool designed to promote sustainability, and through the Carbon Disclosure Project's corporate supply chain program.

In 2011, *Corporate Responsibility Magazine* recognized Johnson Controls as #1 among the "100 Best Corporate Citizens" in the United States. The company ranked first based on our performance in seven key areas: environment, climate change, human rights, philanthropy, employee relations, financial and governance.

Dating back to Johnson Controls' beginnings in 1885, following Warren Johnson's invention of the first electric room thermostat, we have long been recognized as an innovator in energy efficiency and the environment. We remain committed to continuing our progress toward being a leader in sustainability.

Stephen A. Roell
Chairman, President and Chief Executive Officer

Johnson Controls

www.johnsoncontrols.com

www.kpmg.com/sustainability

At KPMG, we are keenly aware of the impact we have on the environment and our responsibility to help ensure its sustainability.

We approach our commitment to the environment in two ways: through our firm's own best practices and programs and the world-class professional services we provide our clients through our Climate Change & Sustainability practice.

I am proud to report that our internal efforts continue to meet with strong success. Our Living Green program over a three-year period has achieved a 22 percent absolute emissions reduction with substantial reductions in energy, nonrecyclable waste, travel and paper consumption. Going forward, KPMG is committed to reducing our overall carbon footprint by an additional 10 percent per employee by 2015.

Across our firm, KPMG is focused on meeting this challenge and capitalizing on the opportunity to incorporate sustainable practices in all parts of our business — from procurement to business travel to server virtualization.

We recently installed solar panels at our work site in Montvale, NJ, our largest employee site in the United States, which we anticipate will lower our commercial energy usage by approximately 10 percent. We have also committed to ensuring that all major office renovation and relocation projects will be Leadership in Energy and Environmental Design (LEED) certified. We now have 10 LEED-certified offices.

In conversations with our clients, we hear increasingly that CEOs recognize that environmental performance and business performance go hand-in-hand. Through our Climate Change & Sustainability practice, we advise businesses about the complex and evolving risks related to climate change and sustainability and how to capitalize on the business opportunities they present.

In February, KPMG hosted "Business Perspective on Sustainable Growth: Preparing for Rio+20." This summit included speakers ranging from Mayor Bloomberg of New York to United Nations Secretary General Ban Ki-moon. It provided a forum for more than 600 business and policy leaders to identify and prioritize key sustainability issues. I was deeply impressed by their depth of experience, innovative ideas and dedication to environmental stewardship.

My frequent conversations with people within KPMG, fellow CEOs and environmental leaders fill me with optimism. I am encouraged by the extent of our collective progress, the promise embodied in our united efforts and the tremendous success that can be achieved through our shared vision of a sustainable future.

John Veihmeyer

John Veihmeyer
Chairman and Chief Executive Officer

At Macy's, Inc., we believe that smart initiatives to reduce waste, recycle more and protect the environment help our business to innovate and prosper. Sustainability is integral to our culture of growth, which has helped make Macy's and Bloomingdale's among the best-performing retail operations in America over the past three years. We have increased our workforce and improved shareholder returns.

A key example of our commitment to sustainability involves energy management. In the nine years between 2002 and 2011, we reduced our company's nationwide energy consumption by about 31 percent while also increasing the use of alternative energy sources through solar installations on 41 facilities. We have pursued a wide range of energy management solutions, including collaborating with manufacturers on the development of new LED lighting technology now used in more than 800 Macy's stores. The net result of this dramatic reduction in energy use has lowered our utility bills while also alleviating strain on local power grids.

A similar process has improved our use of paper. Over the past four years, we have reduced our company's total paper consumption by more than 17 percent — including a 34 percent reduction in office copy paper. In 2011, about 93 percent of all paper used for marketing purposes was recycled or certified, up from 43 percent in 2009. Many of our paper-reduction actions have been highly visible, such as introducing a new recycled paper shopping bag in all Macy's stores, which made a bold statement about sustainability to our customers and associates.

As we build new Macy's and Bloomingdale's stores and remodel existing ones, we are identifying the most sustainable materials, construction practices and waste management. In 2011, our purchases of sustainable building materials increased by 40 percent.

We also are working with our supply chain to develop ways to be more sustainable. For example, we initiated a program with our suppliers to reduce the size of corrugated boxes for our merchandise. By reducing the size of cartons, we are reducing the quantity of cardboard, freight costs and tons of carbon dioxide.

Over the past year, our workforce of 170,000 associates has become more engaged in sustainability. In November 2011, we hosted a two-week internal program to educate associates on the benefits of recycling and other everyday actions they can take to reduce their impact on the environment. The company operates a robust sustainability website, "Green Living" (www.macysgreenliving.com), to offer new information, launch new ideas for action and gather new ideas for further progress.

Terry J. Lundgren
CEO, Chairman of the Board, President

macy's inc

www.macysgreenliving.com

Marathon Oil Corporation

www.MarathonOil.com

At Marathon Oil Corporation, we believe conducting business in any community is a privilege, and we honor this by caring for the people and the environment where we operate. We strive to be an exemplary neighbor, employer and business partner in our host communities. Every day, events around the world reinforce the strategic importance of accessible, affordable supplies of energy. Our core values of health and safety, environmental stewardship, honesty and integrity, corporate citizenship, and a high-performance team culture guide our response to such events. We align these values with our business strategy to make a positive difference in the communities where we live and work.

Oil and gas operations are capital intensive and provide many positive impacts. Some economic benefits associated with oil and gas development include job creation; stimulus to suppliers; taxes; royalties for governments and landowners; and social progress through strategic investments in public infrastructure, health, education, training and culture.

We also work diligently to mitigate adverse impacts through strategic, long-term, sustainable programs to improve the quality of life in our communities. We start by initiating proactive dialogue and building effective relationships with individuals and groups that may have a stake in Marathon Oil projects or operations. We believe this stakeholder engagement must be a core business activity. We are committed to earning the trust and respect of our neighbors by doing all we can to minimize the disruptions to our communities and, along the way, to making them safer, cleaner and better places to live.

As we approach our 125th anniversary, Marathon Oil will continue to strive to be a positive influence in communities. We will foster constructive working relationships, build alliances, address sustainable development issues and contribute to the viability of communities where we conduct business. This approach will enhance our ability to develop energy resources safely, operate profitably, and add value for Marathon Oil and our stakeholders.

Clarence P. Cazalot Jr.

Clarence P. Cazalot, Jr.
Chairman, President and CEO

For more than 160 years, MassMutual has been committed to helping our customers make good decisions that will help them meet their long-term financial goals. We are also dedicated to making good choices for the future by focusing on environmental sustainability in our facilities and operations.

Every day, MassMutual strives to reduce our environmental footprint by effectively managing our facilities and the natural resources we consume. Conservation, efficiency and renewable energy are the three most important parts of our green strategy.

We're engaged in a wide variety of activities such as recycling, "smart building" technologies, and the use of energy-efficient building materials and practices. In 2011, this work was recognized when MassMutual was awarded Leadership in Energy and Environmental Design Silver certification for existing buildings at our corporate headquarters in Springfield, MA. The project was a two-year effort to ensure the building, which was built in 1927 and has had multiple additions over the years, is operating in a highly efficient and environmentally responsible manner.

Additionally, in 2011, as part of MassMutual's renewable energy initiative, we expanded our solar array to include more than 1,700 photovoltaic and thermal solar panels at our headquarters. Over their lifetime, the panels will reduce our carbon emissions by an estimated 5,500-plus metric tons, the equivalent of saving more than 640,000 gallons of gasoline.

Our comprehensive energy efficiency program ranges from installing highly efficient lighting throughout our headquarters to continuously updating the technology in our Data Center. We also strive to reduce our own paper use as well as that of our customers by using online forms and "electronic" policies and prospectus delivery and offering electronic statements to our retirement plan sponsors and participants.

Reducing our carbon footprint and improving environmental sustainability is not just good for business, it's a good decision for all of us. All of MassMutual is proud to join our policyholders and fellow corporate citizens in helping to create a healthier environment for future generations. To learn more about MassMutual's corporate social responsibility efforts please visit www.massmutual.com.

Roger W. Crandall
Chairman, President and Chief Executive Officer

MassMutual FINANCIAL GROUP

www.massmutual.com

MasterCard Worldwide

www.mastercard.com

MasterCard is committed to sustainability by respecting and preserving the environment in our daily activities and in how we work with others. As we pursue our vision of a world beyond cash, our innovations in electronic payments create value for society while reducing reliance on paper and plastic, especially by embedding payment technology in mobile devices. Our global efforts involve creating sustainable business practices and giving our employees opportunities to promote environmental responsibility.

We're decreasing our overall environmental footprint by focusing on three areas — energy conservation, recycling and pollution control. Recognizing that seemingly small steps can have a large effect, programs at our offices worldwide include:

- Motion sensors on faucets and lights;
- Black-and-white and double-sided printer defaults;
- Eco-friendly food packaging;
- Recycling batteries, plastic, cans and glass;
- Rain water harvesting to reduce potable water use; and
- Electric car charging stations.

We're especially proud that the MasterCard Technologies headquarters in St. Louis has achieved Leadership in Energy and Environmental Design (LEED) Gold certification for existing buildings. While a 24x7 operations center inherently has large energy demands, we designed our facility with sustainable features and continue to focus on optimizing how we use energy to power our network.

We want to work with others who share our commitment to environmental responsibility, so sustainability is a key feature of our Supplier Compliance Program. We've established a supplier sustainability website and are working with other financial services companies to share best practices in global supply chain management.

Our focus extends to the many stakeholders in the communities we serve. Working with partners in the private and public sectors, we help provide prepaid and debit cards for payroll and government benefits, saving money and virtually eliminating paper. Walmart estimates it will save 300,000 pounds of paper each year by replacing payroll checks with MasterCard prepaid cards. Similarly, the U.S. Treasury is replacing paper Social Security checks with electronic payments. We're also partnering with banks in China, the Netherlands and the United Kingdom to give consumers ways to support environmental causes that matter to them by using their cards.

Employee volunteers on our Environmental Action Team have taken initiative to drive both awareness and action. By harnessing their energy and passion and continuing our company-wide efforts, we're investing in programs that drive economic growth and create a sustainable world today and for the future.

Ajay Banga

Ajay Banga
President and CEO

McGraw-Hill

www.mcgraw-hill.com/site/cr

At McGraw-Hill our approach to environmental sustainability is an embedded part of our business strategy reflected throughout our operations as well as our products. As a leading financial information and digital learning company, we are committed to using our expertise to provide customers with the insights they need to create a more sustainable world. Examples include sustainability-related research, ratings and indices provided by our Standard & Poor's (S&P) Indices, S&P Capital IQ and S&P Ratings Services, and *GreenSource, the Magazine of Sustainable Design* published by McGraw-Hill Construction.

In 2011, we also continued to implement a number of initiatives to improve our energy efficiency, manage our supply chain responsibly and empower our employees in our efforts to be more environmentally sustainable. Highlights include:

- **Investing in renewable energy:** At our East Windsor, NJ, campus in collaboration with NJR Clean Energy Ventures, we built a 14.1 megawatt solar field that is the largest privately owned, net-metered solar project in the Western Hemisphere. Spanning 50 acres, the renewable energy produced by the project will reduce McGraw-Hill's annual global carbon emissions by close to 10 percent and significantly lower our long-term electricity costs.
- **Managing our supply chain responsibly:** We developed a Supplier Code of Conduct that sets out the responsible principles, guidelines and expectations we have of our suppliers. The code is slated for implementation this year. We also created a Supplier Scorecard to evaluate the environmental processes of our key nonmanufacturing-related suppliers.
- **Achieving ISO 14001 certification:** In our U.K. offices in Maidenhead and Wooburn Green, we received ISO 14001 certification of our environmental management system. This is an international standard that recognizes exceptional initiatives to minimize environmental impacts and risks.
- **Expanding employee engagement opportunities:** We continued to expand our Green Team initiative, which is now in 32 office locations including Brazil, Canada, India, Mexico and the U.K. The Green Teams have raised employee awareness and championed environmentally friendly behavior in our offices globally through employee educational events, recycling campaigns and promoting environmental stewardship in local communities through volunteer projects.

We are proud of the progress we have made and the global recognition we have received including being listed in the Dow Jones Sustainability Index and being recognized among the top 25 in the 2011 *Newsweek* Green Rankings list of the 500 largest U.S. companies. During 2012 and beyond, we will stay focused on our commitment to sustainability and look forward to surpassing our achievements.

Harold McGraw III
Chairman, President and CEO

www.mckesson.com

At McKesson, our mission is to achieve *better health* — for our customers, our employees and our communities. Whether we are improving efficiencies in a hospital pharmacy through automation, promoting the safety of the supply chain through bar-code scanning or offering smoking cessation coaches to our employees, we are delivering on our commitment to better health.

McKesson's mission-driven approach manifests itself in action and drives our company forward. In our most recent fiscal year (FY) we developed new programs, and continued others, that address sustainability and social responsibility and support economic growth. A few examples of our programs include:

- **Mobilizing for Health®:** The McKesson Foundation developed the Mobilizing for Health® program and funded six mobile health (mHealth) research studies in the United States. The research studies are focused on building the evidence base for the use of mobile devices to improve health outcomes among underserved patients with chronic diseases.
- **TelePresence:** McKesson outfitted 27 locations with high-definition TelePresence systems that enable employees at two or more McKesson sites to have face-to-face meetings. In FY11, the use of TelePresence saved approximately $4 million and 1,956 tons of carbon dioxide from avoided air travel and 2,133,659 gallons of water from avoided hotel stays.
- **Adaptive Work Environment (AWE):** The AWE optimizes space utilization to support a flexible work environment for our employees and allows business growth without growth of our real estate footprint. Nine McKesson locations adopted AWE, representing more than 400,000 square feet, and avoided costs of approximately $3,500,000.
- **Employee Resource Groups (ERGs):** The Diversity and Inclusion team established nine ERGs to build and support McKesson's cultural awareness and to provide professional development for members. The ERGs include:
  - o African-American;
  - o Asian-American;
  - o Latino/Hispanic;
  - o Lesbian, Gay, Bisexual and Transgender;
  - o Military; and
  - o Women.
- **Annual Community Days:** Our annual, hallmark enterprise-wide volunteer event engaged 16,800 employees in 164 locations across the United States, Canada, Puerto Rico and the U.K. in FY11 to create 28,000 care packages for active-duty troops and those in need in their communities.
- **Employee Wellness:** We provided a variety of healthy-living resources and programs to support our employees' commitment to maintain — or improve — their health.

Our employees come to work each day because they believe in our mission and are dedicated to improving the health of the health care system. I invite you to read our annual Corporate Citizenship Report for more examples of our commitment to better health for all.

John Hammergren
Chairman, President and Chief Executive Officer

At Medtronic, we recognize that sustainability is dependent on proactive management of our environmental impacts. In 2007, Medtronic adopted an Environmental Management System and established long-term goals for reductions in waste, air emissions, energy use, carbon dioxide emissions and water use. We continue to demonstrate continued improvement in our environmental metrics and remain on track to meet or exceed our goals.

Recent highlights include:

Waste Management
By reducing container sizes and using more sustainable shipping materials, the Spinal and Biologics business at Medtronic reduced energy requirements and packaging waste associated with the transport of temperature-sensitive items. The effort also yielded a financial savings in excess of $1 million a year.

Recycling
Medtronic Global Sourcing recently began using an internal transfer system and public auctions to liquidate, reduce and recycle obsolete equipment. In the first year of this program, 330 lots of equipment were transferred among Medtronic locations around the globe. Medtronic also successfully prevented any assets from ending up in landfills during the consolidation of our U.S. distribution centers, selling 220 lots of obsolete equipment to 75 different buyers.

Air Emissions
Our Diabetes business successfully integrated environmental improvements into redesigned manufacturing lines. Use of lean manufacturing techniques along with new automation of a product coating process decreased related volatile organic compound emissions by 90 percent and reduced chemical use by 99 percent.

Energy Use and Greenhouse Gas Emissions
Medtronic recently began generating renewable energy through solar panels installed at facilities in Santa Rosa, CA, and Roncadelle and Torbole, Italy. The panels at our Coronary, Peripheral and Endovascular facility in Santa Rosa are projected to reduce electrical demand by 40 percent during peak hours and net an anticipated savings of $1.8 million over the next 20 years. Panels at our facilities in Italy produce 115,000 kilowatts of renewable energy each year.

Water Conservation
Employee ingenuity is saving an estimated 1 million gallons of water per year at our Cardiac Rhythm Disease Management headquarters. When a Medtronic mechanic noticed an excess amount of condensed water flowing into rooftop drains, he designed a closed-loop sump system to capture and recycle the water back into the cooling system.

Through innovation and employee engagement Medtronic continues to create, grow and sustain critical environmental initiatives that allow the company to successfully manage our long-term impacts while realizing corresponding economic value.

Omar Ishrak
Chairman and Chief Executive Officer

Medtronic

www.medtronic.com/2011CitizenshipUpdate/environmental-stewardship/index.html

MERCK

www.merckresponsibility.com

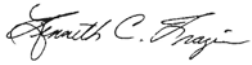
As the theme of this report states, it is essential for the private sector to *create* innovative products and services to *grow* our business and *sustain* shareholder value over the long term. A healthy planet is essential to reach this goal, and that is why we are taking action at Merck to help preserve it.

We are committed to discovering more environmentally sustainable ways to conduct our operations and are making changes to reduce the environmental footprint of every aspect of our business, from discovery and development, through manufacturing and sales. Not only will this help to preserve our planet, but it also will better prepare us to operate in a world of declining resources and increased regulation while at the same time unleashing innovation and cutting costs.

We launched our environmental roadmap last fall. It includes 2015 and 2020 goals that commit Merck to reducing our direct impacts related to our business operations and to the discovery, production, packaging, distribution and use of our products. Water stewardship plays a prominent role. Last year, I was proud to endorse the United Nations Global Compact's CEO Water Mandate, which reflects our commitment to make responsible water resource management a priority. This is a critical priority, not just for Merck but for the world where, every day, 4,000 children under five die due to diseases brought about through unsafe water and poor sanitation. Access to clean water is *foundational* to the world's health and therefore to our mission. It is also critical to the development and manufacture of our products, the operation of our facilities, and the health of our employees.

On World Water Day 2012, we were pleased to announce a three-year partnership with the Safe Water Network, through which we will support efforts to bring sustainable water solutions to the rural poor in India. In addition, through our work with the UNHABITAT, Coca-Cola and NDTV on the innovative partnership Support My School, we are aspiring to increase access to clean water and sanitation facilities for school children across India.

Merck has a long history of environmental responsibility and compliance but realizes that the world's current approach to resource use is not sustainable. We believe companies — including our own — share the responsibility for creating a sustainable economy in which business decisions serve as the foundation for a world that thrives financially, environmentally and socially. We hope you will join us in this journey.



Kenneth C. Frazier
Chairman, President and CEO

Meritor, Inc. is a leading global supplier of drivetrain, mobility, braking and aftermarket solutions for commercial vehicle and industrial markets. We consider sustainability an economic, social and environmental requirement for commercial success. Meritor's Board Committee on Environmental and Social Responsibility reviews performance in these areas annually and charts our path forward. Our sustainability strategy focuses on three primary areas:

Excellence in Environmental Protection and Safety
Meritor's goal is to achieve best-in-class environmental and safety performance. In the environmental area, we track our performance using six metrics: volatile organic compound emissions, greenhouse gas emissions, energy consumption, water consumption, waste generation and water recycling.

In 2011, Meritor's global facilities recycled 90 percent of all waste from operations. Our long-range goal is to eliminate all waste to landfills; two of our sites are now landfill free. Also, in 2011, our global recordable incidence rate was 1.6, a 21 percent reduction from 2010.

Green Miles: Meritor has been recognized by the U.S. Environmental Protection Agency as a SmartWay Transport Partner, a freight-sector effort to improve energy efficiency, reduce greenhouse gas and air pollutant emissions, and improve energy security. In 2011, we accumulated 17,415,079 Green Miles, exceeding the goal of 16 million miles. Green Miles are miles that are eliminated, or not driven, by using more efficient routes or, as in Meritor's case, combining partial cargo loads into one load.

Innovative Product Design and Processes
Meritor is a leader in products that provide superior performance, efficiency and reliability. Many of our product developments focus on improving vehicle fuel efficiency to reduce greenhouse gas emissions and optimize vehicle operating costs. Examples include:

SMARTandem: Balances the compromise between efficiency and traction of the drivetrain system, providing improved fuel economy gains of 3 to 5 percent over a conventional 6x4 tandem.

LogixDrive system: Actively monitors and controls oil level in the axle, and provides truck fuel savings of up to 1 percent.

Hybrid system: Dual-mode hybrid electric powertrain system for heavy-duty applications and electrically powered drive axles for hybrid electric vehicles or battery electric vehicles.

Remanufacturing: Remanufactured truck and trailer replacement parts that preserve raw materials and offer equal or better quality than new parts. The environmental benefits of extending the productive life of a part that might otherwise be scrapped include a carbon footprint reduction of up to 40 percent of original parts.

Social Responsibility and Governance
Meritor employees around the world are socially and environmentally responsible. We have set long-range goals to double our funding for community investments as well as achieve a minimum of 40,000 hours of employee volunteerism by 2020. Volunteerism is part of our culture and is measured through a web-based toolkit called the *Power of Volunteering,* designed to encourage employees to identify opportunities, encourage involvement and track hours of service

Chip McClure
Chairman, CEO and President

MERITOR

meritor.com

MOTOROLA SOLUTIONS

www.motorolasolutions.com

At Motorola Solutions, our technology and innovations enable our customers to improve their environmental footprints by increasing mobility of workers and improving efficiency in their operations.

For example, our mobile computers help our customers reduce paper use through digitizing signature captures and tracking data. Our enterprise tablet and long-range scanners increase worker efficiency and mobility, which further give our customers the opportunity to streamline their supply chains.

We actively consider environmental and social impacts when designing our solutions, are taking steps to eliminate substances of concern in our products, and work with our suppliers to drive improvements in our supply chain.

In 2011, we helped to launch the Solutions for Hope project, a closed-pipe system that responsibly sources the mineral tantalum from the Democratic Republic of Congo. This initiative works with nonconflict mines in the region to ensure that the tantalum we use in our products is not associated with illegally armed groups, while supporting the development of regional traceability methods as well as community development near the mines in the project.

Sustainability is important to us, and we are reducing the environmental impact of our own operations. For example, in 2011 about 20 percent of the electricity we purchased globally came from renewable sources. Our goal is to increase our global use of electricity from renewable sources to 30 percent by 2020. Our employees conducted more than 240,000 hours of meetings online, helping to reduce the need to travel, saving both costs and greenhouse gas emissions.

The Motorola Solutions Foundation focuses on supporting science, technology, engineering and math education, and in 2011 we donated more than $21 million to U.S. nonprofit organizations, a number of which focus on environmental sustainability. We recognize that the future of our environment is not only in our hands, but also with future leaders.

I invite you to learn more about our corporate responsibility initiatives by visiting responsibility.motorolasolutions.com.

Greg Brown
Chairman and CEO

National Gypsum is a "green" manufacturer by choice, committed to the development and implementation of sustainable green building policies, standards and practices and to attaining the highest level of ecological responsibility and energy-efficient technology. The company's primary product is gypsum board, a basic building material for residential and commercial construction.

National Gypsum Company employs sustainable manufacturing practices and processes throughout its network of plants to minimize its environmental footprint.

- Company paper plants manufacture wallboard facer paper exclusively from recycled paper products.
- In 2011, the company increased its use of byproduct gypsum, which is produced when coal-fired power plants scrub their stack emissions. The byproduct of this process is calcium sulfate, or gypsum, which National Gypsum can use to produce wallboard. This frees landfills of thousands of tons of byproduct gypsum annually and allows National Gypsum to use the byproduct to make an essential building material.

The company initiated two innovative energy-saving projects in 2011. The plant in Burlington, NJ, will begin using a land-based turbine for its electricity needs. Exhaust heat from the turbine will provide thermal needs for the plant board dryer.

National Gypsum also entered into a partnership with EnTire Logistics to produce steam for the company's Milton, PA, paper plant. EnTire will burn shredded tires to produce steam and electricity, removing the tires from landfills. The project has been approved by the Pennsylvania Department of Environmental Protection and will begin operating in 2013.

High Strength LITE Gypsum Board was introduced in 2011. The board is 25 percent lighter than regular ½-inch wallboard. The lower weight reduces raw materials and lowers freight and fuel consumption per delivered unit. This product, manufactured at the company's Mt. Holly plant, earned the ULE Platinum designation, the first in the gypsum industry. The certification required validating the sustainable attributes of the manufacturing process from the sourcing of raw materials to the final disposition of the end product.

In a partnership with Duke Energy, the utility has installed more than 5,000 solar panels on the eight-acre Mt. Holly plant roof. The panels generate 1.2 megawatts of power, enough electricity to power 160 average-sized homes annually.

Finally, National Gypsum is proud to offer the broadest line of products in the industry that are GREENGUARD® Indoor Air Quality Certified, achieving the industry's most stringent indoor air quality standards.

Thomas C. Nelson
Chairman, President and CEO

National Gypsum®

www.nationalgypsum.com

NAVISTAR®

www.navistar.com

Navistar's approach to innovation is consistent with Business Roundtable's 2012 theme of "Create, Grow, Sustain." Our company's growth strategy is based on innovation that leverages sustainable transportation solutions, addresses customers' business requirements and makes the most of available energy supplies, while at the same time reducing emissions.

As customers seek ways to reduce their environmental impact, one obstacle they sometimes encounter is added cost. For this reason, Navistar has consistently looked for ways of making low-emitting solutions economically feasible.

One example is natural gas, which has emerged as the most realistic alternative fuel option for the trucking industry. The goal of Navistar's strategic partnership with Clean Energy Fuels Corp. is to provide customers with a sustainable, commercially viable solution for adding natural gas-powered trucks to their fleets. Its fuel purchase incentives will neutralize the cost difference between diesel and natural gas vehicles, making it easier for customers to invest in the new technology.

Another sustainable approach that makes good business sense for customers is our NOx emissions solution, which assures compliance without the need for driver intervention.

Our commitment to sustainable innovation goes back at least as far as 1989, when we pioneered the first smokeless diesel engine in North America. Today's low-emitting diesel technology is an important way of reducing greenhouse gases (GHGs). Emissions of GHGs by diesel vehicles are typically 20 to 30 percent less than those of comparable gasoline vehicles.

Navistar was also the first North American truck manufacturer to go to market with a diesel hybrid solution and the first school bus manufacturer to get into the market with diesel electric hybrids. Navistar is also the first of the major global truck manufacturers to bring an all-electric solution to the commercial truck market. Today, there is no other truck manufacturer worldwide that brings as many carbon-reducing technologies to market as Navistar.

Navistar is also committed to improving fuel economy for all vehicles. In 2010, we were selected to partner with the U.S. Department of Energy to engineer new fuel efficiency and emissions-reducing technologies. The goal of this partnership is to develop a "SuperTruck" that provides a 50 percent improvement in fuel efficiency.

All these solutions are aimed at making it easier for customers to reduce their environmental impact while driving their business forward.

Daniel C. Ustian
Chairman, President and CEO

At NextEra Energy, sustainability is a journey of continuous, incremental improvement — always moving from good to better and from better to best. This quest for excellence informs all that we do, every day.

Over the past decade, NextEra Energy's investments of more than $41 billion to modernize our electric infrastructure across the country have proven that electricity producers can be low cost and clean at the same time.

At our rate-regulated utility, Florida Power & Light Company (FPL), by operating efficiently and responsibly we have kept our residential customer bills the lowest of all 55 electric companies serving Florida in 2011. Today, a typical FPL residential customer bill is 25 percent below the national average. Using 2011 data, FPL's carbon dioxide emissions rate is 36 percent better than the industry average, and our sulfur dioxide emissions rate is 84 percent better.

At NextEra Energy Resources, our competitive generation subsidiary, we are the largest provider of renewable energy in the United States from the wind and the sun. As of Dec. 31, 2011, we have 88 wind facilities in operation in 17 states and Canada, and we operate the world's largest solar site in California.

Our commitment to sustainability includes safe, reliable, emissions-free nuclear energy. At three nuclear sites located in Florida and Wisconsin, we are increasing electricity output through technology upgrades, adding the equivalent of a medium-sized power plant.

NextEra Energy also strives to be a good neighbor and a responsible employer.

We protect species like sea turtles, crocodiles, manatees, birds, bats and desert tortoises that maintain habitats near our facilities. At our Florida headquarters, we earned the U.S. Green Building Council's Gold-level certification for Leadership in Energy and Environmental Design. Our employees share their time to support our communities through "Power to Care" volunteer week, solar education programs in schools and United Way campaigns for those in need.

Our award-winning NextEra Health & Well-Being program provides information and facilities to help employees care for themselves and their families, and our ZERO *Today!* initiative has enabled us to achieve a much better safety record than our industry's average.

NextEra Energy's achievements continue to gain notice. In 2012, we were named No. 1 in our sector for the sixth consecutive year on *Fortune* magazine's "World's Most Admired Companies" list, and in 2011, we were named one of the top 10 companies in the world for social responsibility in the *Fortune* rankings.

Through it all, we have continued to deliver outstanding results. Over the past decade, NextEra Energy's total shareholder return has significantly outpaced that of our industry and the broader market.

NextEra Energy has been called a company that is doing well by doing good. We are proud to continue that tradition.

Lewis Hay, III
Chairman and Chief Executive Officer

NEXTera ENERGY

www.NextEraEnergy.com

NORFOLK SOUTHERN
One line, infinite possibilities.

www.nssustainability.com

As a company founded in 1827, Norfolk Southern takes a long-term view as we consider the business decisions and investments necessary to grow and sustain solid economic performance. As we adapt to changing economic, social, and regulatory conditions, we recognize that our ability to prosper is connected to the health of our communities, our environment, and our economy. By nurturing these relationships, we create shared value for employees, shareholders, customers, and the communities we serve, as well as position Norfolk Southern for continuous business success.

Norfolk Southern's idea of shared value is reflected in the 2011 launch of our 10,000-acre reforestation initiative. This $5.6 million investment will support the planting of more than 6 million native hardwood and cottonwood trees in the Mississippi Alluvial Valley. The effort will promote revitalization of the Delta's environment, bring long-lasting benefits to a region served by our company, and produce carbon-offset credits that we can sell to generate a return on investment. This project is part of our carbon mitigation strategy, a comprehensive program of conservation and emissions reduction initiatives designed to reduce the environmental impacts of our business operations.

Ongoing efforts to improve the company's environmental stewardship include a pledge to reduce our greenhouse gas emissions by 10 percent per revenue ton-mile of freight between 2009 and 2014. We made substantial progress in 2011, reducing those emissions by 3.9 percent per revenue ton-mile.

Our approach to emissions reduction emphasizes sustainable business practices that benefit the environment and contribute to economic performance. For example, we have pioneered the development and use of innovative technologies and information systems that help reduce emissions and operational costs. That includes equipping locomotives, our largest source of greenhouse gases, with LEADER, an onboard GPS-based computer system that prompts train crews with real-time information on optimum throttle, speed, and brake settings to achieve maximum fuel efficiency. In addition, through a unique capital rebuild program at our Juniata Locomotive Shop, we are overhauling 30- and 40-year-old locomotives and equipping them with upgraded engines that are more fuel efficient and environmentally friendly. These like-new locomotives cost half as much as buying new.

Norfolk Southern's sustainability report, available at www.nssustainability.com, describes our focus on responsible business practices. I invite you to visit and read about how we are working to strengthen connections with our stakeholders to ensure that our shared future is a bright one.

Wick Moorman

Wick Moorman
CEO

At Northrop Grumman Corporation, we provide security solutions that not only help protect our nation and its allies around the world, but also enable scientists to monitor the effects of climate change and other global environmental security challenges. We are committed to reducing the impact of our own business operations on the environment and strive to conserve, protect and restore critical natural resources.

Northrop Grumman leverages our advanced sensor technologies and comprehensive data modeling experience to create and deploy a set of systems for environmental assessment. Scientists and researchers use these systems to enhance their understanding and to better inform policymakers to take action addressing environmental risks. Customers and stakeholders rely on our ability to deploy these advanced technologies on platforms in space, air, land and sea.

Our comprehensive company-wide sustainability program, greeNG, is driving improved, proactive and strategic actions that mitigate our operational impact on the environment. We have a five-year goal to reduce greenhouse gas emissions and have committed to identifying and employing best practices in water usage and the minimization of solid-waste generation of our facilities. Environmental sustainability is so important that we tied it to our company's executive incentive compensation process.

Our improvement in environmental sustainability is demonstrated by a number of third-party assessments:

- Northrop Grumman's score in the Carbon Disclosure Project has improved from 42 in 2009 to 80 (out of a top score of 100) in 2011.
- Northrop Grumman is ranked #51 in *Newsweek* magazine's 2011 comprehensive environmental ranking of the 500 largest American businesses. This achievement elevated our company 122 places from our 2010 ranking and 286 places from our 2009 ranking.
- Northrop Grumman is ranked #7 in *Computerworld* magazine's top 12 Green IT organizations in 2011, moving up from #11 in 2010.
- Our company's new corporate office building in Falls Church, VA, received the U.S. Green Business Council's Gold-level certification for Leadership in Energy and Environmental Design (LEED) interiors.

The employees of Northrop Grumman are committed to continuously improving our environmental sustainability and making further contributions to the science of climate change, for our shareholders, customers, government policymakers, employees, and the world in which we live and operate.

Wes Bush
Chairman, Chief Executive Officer and President

NORTHROP GRUMMAN

www.northropgrumman.com

INNOVATIONS FOR LIVING™

www.owenscorning.com

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. Sustainability energizes our people, creates growth opportunities for our customers and drives value for our shareholders.

Sustainability is a core business strategy of Owens Corning. We are focused on three strategic initiatives to achieve our goals:

1. Operations sustainability;
2. Product and supply chain sustainability; and
3. Accelerating energy efficiency and renewables penetration in the built environment.

Our Operations

As we continue to grow our business, we remain committed to reducing our environmental footprint. In 2011, we established new goals to reduce our waste-to-landfill; energy use; greenhouse gas, fine particulate matter and toxic air emissions; and water consumption. We are making progress through employee engagement, capital investments and breakthrough manufacturing technologies.

Improving the environmental footprint of our facilities and products requires contributions from the entire supply chain. We are committed to having an active supply chain sustainability program in place with communication, audits and engagement with all top-tier suppliers.

Our Products

Our products have a significant positive impact on the environment. We are a leader in energy efficiency. We have created solutions for sealing the building envelope for improved energy efficiency. And we have increased the recycled content in our products and initiated an end-of-life shingle recycling program.

Our Composites business delivers a broad range of reinforcement products that provide lightweight and durable alternatives to steel, wood and aluminum. We have created fabric solutions that enable wind turbines to increase energy output and operate effectively at lower wind speeds by reducing blade weight.

We are committed to understanding and improving the environmental impacts from all stages of our products' lives.

Energy Efficiency and Renewables

Buildings are the largest energy-consuming segment of our economy, more than industry and more than transportation. According to the World Business Council on Sustainable Development, buildings account for 30 to 40 percent of primary energy used in most countries. Energy use is expected to grow 35 percent by 2025. Our goal is to increase the energy efficiency of new and existing buildings by at least 50 percent.

Our Opportunity

Energy efficiency in buildings is the most cost-effective alternative fuel. We can unlock this fuel source by delivering energy-efficient systems to new homes and commercial buildings, as well as existing under-insulated homes.

Michael H. Thaman
Chairman of the Board and Chief Executive Officer

As the world's second-largest food and beverage business, with more than $65 billion in revenue, at PepsiCo we believe that our ability to have a positive impact on the world is vast. We know that building a healthier future for people and our planet is good for PepsiCo's financial success and good for the world. The cornerstone of this belief, which we call Performance with Purpose, is the understanding that our long-term profitable growth (our Performance) is linked intrinsically to our ability to deliver on our social and environmental objectives (our Purpose).

We are committed to sustained growth with a focus on Performance, Human, Environmental and Talent Sustainability. We continuously manage our activities against measurable goals that are designed to ensure strong financial performance; a balanced portfolio with healthier choices; sound environmental stewardship; and a safe, supporting workplace for our associates and supply chain partners. Performance with Purpose is woven into the fabric of our company, guiding how we do business, while driving sourcing, operational and consumer impacts that improve both our top and bottom lines.

For example, in 2011 PepsiCo signed a landmark partnership with the Inter-American Development Bank to spur economic growth in 26 countries across Latin America and the Caribbean. The partnership's inaugural project will expand commercial sunflower production to provide a source of heart-healthy, high-oleic sunflower oil for snacks in Mexico. It will provide loans and a source of income for more than 650 Mexican farmers and their families.

On the environmental front, through the third quarter of 2011, PepsiCo achieved an average reduction in per-unit use of thermal energy of 10.5 percent in our foods plants and 27.6 percent in our beverage plants, against a 2006 baseline, and we improved our overall water-use efficiency by 22.1 percent during the same time frame.

Every day, PepsiCo's brands demonstrate our commitment to sustainable growth. Naked Juice completed the national rollout of its 100 percent recycled PET ReNEWabottle in 2011. Tropicana was the first consumer brand in North America to be independently certified by the Carbon Trust, confirming the impact of the orange juice product life cycle. We have also moved to using purified air instead of water to clean Gatorade bottles, saving billions of liters of water each year.

With a potato chip portfolio that generates more than $10 billion in annual retail sales, including Lay's, the world's largest food brand and the number one potato chip brand globally, PepsiCo is one of the leading purchasers of potatoes in the world and a dedicated global partner on sustainable agriculture and responsible sourcing. We have our own potato breeding program to develop new varieties of potatoes that require less land, water, pesticides, fertilizer and fuel to grow. We also work with farmers to restore and increase water availability where we have a presence. In fact, PepsiCo's operations in India achieved positive water balance for two consecutive years, enabling us to give back more water than we used to manufacture our products.

Performance with Purpose is not about altruism. It is not about environmentalism. It is, instead, about enlightened self-interest: We believe that our commitment to sustainable growth will enable us to succeed in today's economy while ensuring a continuing climate in which PepsiCo can prosper. We will continue to work proactively with our stakeholders to create a positive business environment while investing in sustainability as a catalyst for growth.

Indra K. Nooyi
Chairman and Chief Executive Officer

PEPSICO

www.pepsico.com

PRAXAIR

Making our planet more productive

www.praxair.com

At Praxair, ***Making our Planet More Productive*** is more than a slogan. We believe this phrase demonstrates how well we provide efficiency, energy and environmental advantages to our customers around the world. With the increasing global emphasis on reducing greenhouse gases, developing renewable energy sources and reducing waste, we believe that Praxair's demonstrated success in ***Making our Planet More Productive*** sets us apart from our competitors.

What do we mean by ***Making our Planet More Productive?***

At Praxair, we create technology, products and services that help sustain and protect our planet. We partner with our customers, employees and communities to make a difference in the lives of people everywhere.

We are committed to improving our customers' economic and environmental performance. Overall, more than 20 percent of Praxair's revenue is generated by applications technologies that help customers reduce operating costs, increase process efficiencies and improve their environmental performance.

Praxair's operational excellence is world class. Strong financial discipline has consistently produced outstanding return on capital and shareholder value. Our productivity initiatives ensure that we always operate in a lean manner while maintaining rigorous standards of customer service, quality and safety.

Praxair provides a high-performing, rewarding and safe work environment for employees at all of our locations. Our employees, in turn, are dedicated to following safety measures and protecting the environment at work, at home and in their neighborhoods.

And we are committed to improving the global communities where we live and work. Charitable contributions along with employee volunteerism support health care, literacy, and many other programs and initiatives that help make a positive impact.

I am proud to be part of Praxair's highly skilled, innovative, global team that consistently demonstrates our mission of ***Making our Planet More Productive***. This is what sustainable development means to us. Together, we are making a difference, one customer, one person, one community at a time.

Steve Angel

Steve Angel
Chairman and CEO

At PwC, we see Corporate Responsibility, sustainability or "triple bottom line performance" as being about one thing: holistic value creation. Our focus has always been on serving our clients' changing needs and has therefore expanded our range of services to encompass analysis and understanding of economic, social and environmental issues. We are now widely recognized as a leader in sustainability consulting, and PwC Sustainability Solutions provides integrated services that help leading companies link sustainability to business value. Our worldwide network of firms offers more than 700 dedicated professionals with sustainability and climate change expertise.

In addition to the substantial assistance we have provided clients, we have expanded our internal Corporate Responsibility programs. There are four main parts to the PwC responsibility agenda:

1. Creating value for clients and business communities by building trust, enhancing transparency and supporting responsible business;

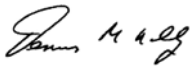
2. Creating value for our people by being more diverse and inclusive;

3. Creating socio-economic value for the communities we operate in; and

4. Creating value for our business and the environment by understanding and reducing our environmental footprint.

Collaborative working relationships are a key means of scaling and sustaining impact and teaming to meet shared goals. Given the magnitude of many of the issues confronting our clients and the communities in which we operate, PwC firms work with a wide variety of stakeholders in many different ways. For example, as a long-standing adviser and report writer for the Carbon Disclosure Project, we support the disclosure of ESG (environmental, social, governance) issues that are being recognized by investors, large and small, as material to long-term financial performance.

By working with clients and suppliers and by making our operations and practices more sustainable, we are assisting clients in achieving their goals. The ongoing dedication to sustainable business practices by our people — more than 169,000 in 158 countries — is clearly making a difference.



Dennis M. Nally
Chairman

www.pwc.com

www.principal.com

The Principal Financial Group® (The Principal®) is a leading global financial company. As part of our commitment to our core value of integrity, we work to create, grow and maintain positive sustainability solutions. Our current efforts focus primarily on energy conservation.

In 2011, The Principal selected Jones Lang LaSalle to manage our owned and occupied properties. The company's expertise will help us grow our energy-saving efforts as we continue to pursue ENERGY STAR® for all of these properties.

We're also bringing a sustainability focus to our community work. In 2011, The Principal was recognized as the first company to sponsor a carbon-neutral Champions Tour golf tournament, which included on-site solar compactors and recycling centers, solar power for skybox televisions, and electric golf carts. All of this took place at The Principal Charity Classic, in West Des Moines, IA, which raised $750,000 for local charities.

Commercial real estate

Environmental stewardship plays a key role in our commercial real estate business, as well. Principal Real Estate Investors, the fourth-largest institutional real estate manager in the United States, was recognized in March 2011 as one of the greenest commercial real estate companies in the country by *Commercial Property Executive*.

Principal Real Estate Investors has eight Leadership in Energy and Environmental Design Accredited Professionals on staff, as well as a green task force of professionals who focus on establishing and driving portfolio-wide initiatives such as energy reduction, environmentally sustainable building features and top-tier operating practices.

The company has developed guidelines for our property managers and joint-venture partners that focus on optimizing building performance and reducing energy consumption. To date, more than 90 percent of the office buildings under management have completed some type of green building project.

Other initiatives

The Principal took another important step in sustainability by earning the Forest Stewardship Council certification for our Print to Mail facility. The certification shows that the timber and paper The Principal uses is managed in a sustainable fashion.

We continually work to reduce the amount of paper we use.

- We encourage customers and shareholders to request electronic delivery of materials like 401(k) and bank statements.
- For the first time, in 2011, we partnered with the Arbor Day Foundation to plant a tree for every shareholder who signed up to receive annual meeting materials electronically.

Finally, the Sustainability Committee at The Principal continues its work educating and engaging employees in sustainability efforts at work and away.

Larry Zimpleman
Chairman, President and CEO

Procter & Gamble's (P&G) purpose is to touch and improve lives, now and for generations to come. We improve billions of lives every day. We know we can improve even more lives if we reach people with products and services they need and want. We also know that we must achieve this growth sustainably and responsibly.

Last year, we announced a new long-term environmental sustainability vision to guide our efforts. In this vision, our intent is to ultimately power our plants with 100 percent renewable energy; use 100 percent renewable materials or recyclate for all products and packaging; design products that delight consumers while maximizing conservation of resources; and have zero consumer and manufacturing waste go to landfills. This is a long-term vision, and we don't yet have all the answers necessary to achieve it. But we're committed to making disciplined, step-by-step progress. We've set a series of goals for 2020 that represent an incremental step toward this vision. With P&G's size, capabilities and external partnerships, we are confident we will achieve them.

In our products, we want to provide people with the quality and value they deserve without having to make trade-offs in cost or performance to be more sustainable. Innovation is how we do this, with solutions that require fewer materials, use less energy and water, and produce less waste.

In our operations, we see the ongoing demand for increased productivity as an accelerator of sustainability progress. For example, we operate more effectively and efficiently by increasing the eco-efficiency of our plants. We're also advancing research in renewable materials to develop alternatives to petroleum. To put it simply, what's good for business can also be good for the environment.

Touching and improving lives also means helping the communities in which we live and work. We do this through disaster relief and philanthropic programs that help children and families around the world live, learn and thrive. These efforts allow us to help people when and where they need it most. As a result, we create positive relationships with people that ultimately build our business and allow us to do even more good.

The opportunity to make a difference is what attracts people of remarkable character and caliber to P&G. We're committed, together, to improving life every day, and we're inspired by the challenge to do more.

Robert A. McDonald

Robert A. McDonald
Chairman of the Board, President and Chief Executive Officer

www.pg.com/sustainability

Prudential

www.prudential.com

Prudential has been offering solutions to meet societal needs for 137 years. Our mission, to help customers achieve financial prosperity and peace of mind, is supported by integrating our company's values into all aspects of our work. Prudential's commitment to environmental sustainability is an extension of these values.

Environmental issues are one component of our company's holistic view of sustainability. To this end, we take thoughtful action to manage the impact of our business activities on the environment, while creating opportunities for customers, investors, business partners, employees and our communities to build stronger futures.

Stewardship

Highlights of our stewardship efforts include reducing our energy consumption, maintaining a comprehensive and innovative recycling program, and ensuring sustainable paper procurement and use.

We are increasing the efficiency of our data centers and have standardized procurement of ENERGY STAR® computer equipment for employees. Once employee or data center equipment is deemed obsolete for the company's purposes, it is donated to nonprofits, sold to other firms that have use for it or recycled through a firm certified to ensure environmentally responsible disposal.

We have committed to reducing our greenhouse gas emissions at our U.S. home office properties by 10 percent from our 2007 levels by 2013. We have nearly reached that goal.

Prudential is also committed to using renewable energy within our corporate-owned and leased home office properties. By the end of 2012, Prudential will have installed 6.5 megawatts of power, which equates to an annual solar electricity generation of 7,889 megawatt hours. Along with the solar installations, other initiatives have contributed to a total savings of 8 percent from our 2010 consumption levels.

Opportunity

We have already invested more than $1.5 billion in biomass, geothermal, wind, hydroelectric and solar projects. This includes a recently announced investment in an Arizona solar power project that will generate more than 275,000 megawatts in the first year of operation.

As a major real estate investment manager, we apply sustainable principles to investing in and managing real estate assets. Prudential-managed funds currently own or invest in more than 40 Leadership in Energy and Environmental Design (LEED)-certified buildings and in another two dozen buildings pursuing LEED certification. Prudential projects also "host" solar installations that add value for our investors and tenants.

Engagement

Prudential employees play a critical role in the ongoing implementation and development of our environmental commitments, not only in their day-to-day work but also in their personal lives. Our associates initiate and participate in a range of local environmental projects, some of which are supported by The Prudential Foundation.

We are pleased with our progress in the area of environmental sustainability, but not satisfied. We look forward to engaging with our shareholders and stakeholders to receive guidance and support for our work.

John R. Strangfeld
Chairman and Chief Executive Officer

Public Service Enterprise Group Incorporated (PSEG) has pursued sustainability for more than 109 years by always striving to do the right thing for our customers, communities, employees and shareholders. Sustainability goes hand in glove with our vision of being a leader in providing safe, reliable, economic and green energy.

We believe energy utilities are instrumental for providing a sustainable future — through innovative green energy, robust infrastructure and responsible employment practices to better serve their customers and communities. Achieving this mission allows us to remain the type of business that people regard as a good neighbor and an outstanding place to work, invest in and grow with, from one generation to the next.

Sustainability is good business for PSEG and the people we serve. For example, we are investing more than $1 billion in efforts to expand access to energy efficiency and renewable solar energy in New Jersey. This creates wins for our customers, who otherwise might not invest in these areas. It creates wins for our shareholders, who benefit from the returns we earn on these investments. And it creates wins for society by addressing needs for economic growth, jobs and a healthy environment.

A strong sustainability focus is essential to compete in today's challenging business climate. It is integral to how we are positioning our entire business, including our generation fleet. In recent years, we invested more than $1.5 billion in pollution controls at our coal-fueled stations, reducing mercury and acid gases by 90 percent or more. We believe such investments will serve us well over the long term while benefiting human health and the environment.

Sustainability is not achieved independently but rather requires strong partnerships. We will continue to work closely with our stakeholders in all areas touching on our social, economic and environmental responsibilities. While we have come a long way, there is much more work to do.

Our most important resource remains people with the energy to make things better. Our employees have risen to many challenges over the years and have a wonderful tradition of being there for our customers and applying their skills and talents to help their communities in countless ways. They are the true heroes who exemplify the words "Public Service" in our company's name. With their support, PSEG has been recognized for sustainability leadership. Their dedication will remain fundamental as we strive to continue on a sustainable course for the next century.

Ralph Izzo
Chairman, President and Chief Executive Officer

PSEG
We make things work for you.

www.pseg.com

www.qualcomm.com/qsr

Since our founding, Qualcomm, a world-leading provider of wireless technology and services, has promoted environmental stewardship in our products and services and in the ways we interact with our own employees, partners and the community. Here are just a few examples:

Products

- Qualcomm's Snapdragon processors adapt to users' needs, delivering superior user experience and longer battery life.
- Qualcomm's mirasol display solution harnesses ambient light for the source of illumination, rather than generating illumination, to preserve battery life.
- In 2010, Qualcomm introduced several lead-free flip-chip integrated circuits.

Smart Energy

- Qualcomm has partnered with Consert Inc., a provider of home energy management systems. Pilot programs have demonstrated home energy savings ranging from 7 percent to 54 percent, with an average savings of 17 percent.
- Qualcomm has partnered with ECOtality, a leader in clean electric vehicle (EV) technology, to provide cellular technology support for EV charging station operations. We also have installed charging stations at our own facilities.
- Qualcomm was named by *Computerworld* magazine as a top 12 green information technology (IT) vendor for efforts to reduce energy consumption in our IT equipment and for using technology to lower energy use in our operations.

Reducing Our Carbon Footprint

- After receiving the designation of Climate Action Leader for eight consecutive years by the California Climate Action Registry, we began tracking greenhouse gas (GHG) emissions in 2011 for all of our facilities in North America.
- Qualcomm's energy efficiency efforts to date have saved 26.6 million kilowatt hours of electricity annually and prevented approximately 8,740 metric tons of GHG emissions per year — the equivalent of eliminating the annual emissions of 1,589 cars.

Recycling and E-Waste

- In 2011, Qualcomm was awarded Recycler of the Year by the San Diego Environmental Service Department.
- Qualcomm recycled more than 1,049 tons of waste and 243 tons of electronic waste worldwide in 2011.

Facilities

- Qualcomm buildings have earned the distinction of Leadership in Energy and Environmental Design (LEED) Gold certification as prescribed by the U.S. Green Building Council.
- All Qualcomm cafés at the San Diego headquarters are Green Restaurant Association Certified Green Restaurants™.

Whether we are launching green IT initiatives, reducing water use, maximizing investments in energy efficiency or applying LEED methodology to our facilities, we are optimizing resource management and easing our impact on the Earth. I invite you to learn more at www.qualcomm.com/qsr.

Paul E. Jacobs
Chairman and CEO

RR DONNELLEY

www.rrdonnelley.com

"You forgot to turn the lights on."

That is what a visitor to one of our facilities said as the tour reached a large warehouse area. Indeed, several of the aisles were unlit, until an employee approached the section in a lift truck. Suddenly the lights went on. Special motion sensors activate the lights only when they are needed.

Using only the resources that you need, only when you need them is the essence of supply chain efficiency. At RR Donnelley, we provide almost exclusively custom products and business services, so we are deeply integrated into our customers' supply chains. The same focus on waste minimization that reduces supply chain costs and friction also gives rise to enhanced sustainability.

For example, through the end of 2011, using 15 different lighting, compressed air, fan and other technologies that we have installed in more than 100 plants, RR Donnelley realized energy savings equal to 1.95 trillion BTUs. That is equivalent to the energy used annually by more than 26,000 cars. Even more, we installed energy-efficient oxidizers that save an additional equivalent of more than 9 million gallons of gasoline annually.

RR Donnelley provides substantial logistics services as part of our supply chain management offering. Again, we work collaboratively with customers and providers to minimize waste. That is one reason that when we became a member of the U.S. Environmental Protection Agency's voluntary SmartWay[SM] Transport Partnership, we entered the program with the highest score available.

Raw material consumption is another area in which supply chain efficiency boosts sustainability. Our processes are designed to *reduce, reuse, recycle*. For example, in 2011 we conducted audits that identified additional categories of raw and indirect materials that could be recycled — to help divert them from solid waste landfills. ISO 14001 certifications in more than 35 facilities in Europe, Asia and the United States further reflect this focus on integrating environmentally efficient processes.

Sustainability is also reflected in the Forest Stewardship Council, Sustainable Forestry Initiative and Programme for the Endorsement of Forest Certification certifications that our production facilities have earned across more than 130 facilities on four continents. These certifications give our customers the option to choose papers that reflect best forestry management practices.

Use only what is needed and deliver it precisely when it is needed. As our visitor said when the lights came on, "Bright idea!"

Thomas J. Quinlan

Thomas J. Quinlan III
President and Chief Executive Officer

Rockwell Automation

www.rockwellautomation.com/solutions/sustainability

Our customers face a myriad of sustainability issues. That's why at Rockwell Automation, we take a comprehensive approach to sustainability — one that empowers manufacturers to overcome the rising costs of energy, raw materials, workers' compensation, lost worker productivity and product liability.

In today's business climate, our customers need to find ways to produce their goods with fewer natural resources and use water, compressed air, natural gas, electricity and steam more efficiently. New technologies and the new ISO 50001 Energy Management System standard facilitate deployment of energy management strategies. Rockwell Automation is participating in groundbreaking work with ODVA, Inc., a global automation industry association that supports network technologies built on the Common Industrial Protocol (CIP™), to develop an international energy specification based on the CIP architecture. This protocol, known as CIP Energy, will offer manufacturers and producers a uniform method to measure, report and control energy consumption in their operations. Improved awareness of energy use is the foundation for any strategic energy management program by helping to establish the necessary scope of energy-savings efforts, define key metrics and put the appropriate resources in place. Additionally, we are assisting companies to measure and monitor other environmental impacts including emissions and waste. Our solutions help manufacturers improve product quality while reducing waste and raw materials, manage environmental compliance in real time, and use award-winning software modeling to monitor emissions.

Overall, our smart, safe and sustainable manufacturing approach is designed to help make manufacturing operations cleaner and safer, while simultaneously being more energy efficient and competitive.

At our own company, we are committed to demonstrating the highest standards of environmental management and employee safety, while creating an inclusive and ethical culture in which our colleagues can do their best work. In 2011, we were named to the Dow Jones Sustainability North America Index as one of the most sustainable companies for the second consecutive year. For the 12th year, we are listed on FTSE4Good Index of Companies, a leading social responsibility investment index, and we were again named as a top 100 company in the Justmeans Global 1000 list of Sustainable Performance Leaders. Additionally, the Ethisphere™ Institute recently recognized us as one of the "world's most ethical companies" for the fourth time.

We embrace sustainability and social responsibility as a part of our mission. We believe these are important contributors to the long-term success of Rockwell Automation, our colleagues and the world in which we live.

Keith Nosbusch

Keith D. Nosbusch
Chairman of the Board and CEO

Good stewardship is deeply embedded in the culture of Rockwell Collins. Whether the focus is on a safe and healthful workplace or environmental sustainability, we commit to creating positive change through our efforts and investments. We believe these commitments are integral for creating value — and growth — for our business.

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 and operation of our facilities. Today, a Global Sustainability Team is leading the company in reducing our carbon footprint globally by more efficient energy use. By continuing to find ways to lower the environmental impact of our business, we're creating a more sustainable operating model for our business.

We're also creating technologies that will help replace our nation's current air traffic system with a Next Generation Air Transportation System to meet future demands — and ultimately reduce aviation's environmental footprint. This system will allow aircraft to fly the most efficient routes — which saves fuel and reduces carbon dioxide emissions. These technology advancements will enable economic growth while — at the same time — helping sustain our environment.

Our Green Communities program funds environmental projects undertaken by nonprofit organizations, in partnership with our employees and retirees. Since 2004, we have funded 282 projects in six countries — resulting in benefits ranging from conservation of natural resources, to restoration of ecological habitat. This is just one of many programs that are helping sustain and grow relationships with communities in which we operate.

In the aggregate, through these and other initiatives, we stand committed to fulfill our brand promise of Building Trust Every Day. We accomplish this by taking ownership and accountability for how we conduct ourselves as a corporate citizen around the globe.

We also accomplish it through a strong commitment to diversity and inclusion, focused around three key initiatives — People, Workplace and Marketplace — which fosters a culture that values differences as a competitive advantage. And ultimately — through the diversity of ideas and the innovations of our people — we will continue to strengthen and deepen our commitment to customers, shareowners and communities. These philosophies help us create value — and grow our business.

Clayton M. Jones
Chairman, President and CEO

Rockwell Collins

www.rockwellcollins.com

www.ryder.com

At Ryder, we define sustainability as our responsibility to drive business growth in economically viable, environmentally sound and responsible ways. We recognize that we must achieve results the right way and deliver on our promises with character and accountability.

As a leading provider of transportation and logistics solutions, our stakeholders expect us to be stewards of real-world efficiency and sustainability. Companies choose to do business with Ryder so that they can benefit from best practices that improve the efficiency and cost effectiveness of their transportation and supply chain operations. Many of these practices, such as preventive vehicle maintenance, alternative fuel technologies and logistics engineering strategies that optimize distribution networks, all have associated environmental and economic benefits for our customers.

We are proud of the progress Ryder has made to create, grow and enhance our reputation as a sustainable business. Ryder was recently named an *Inbound Logistics* Magazine Green Supply Chain Partner for the third consecutive year and included as a top company in the *Newsweek* Green Rankings for the second consecutive year. We have continued to research, test and introduce new vehicle technologies that provide our customers with energy-efficient, low-emission solutions. We collaborated with equipment manufacturers, government agencies and customers to launch a first-of-its-kind natural gas project for commercial heavy-duty trucks in Southern California. We continue to invest in innovative technologies to ensure driver safety and collaborate with the public sector to advance supply chain security. Through the Ryder Charitable Foundation, we enhanced our national giving strategy by partnering with the American Red Cross as a member of its Annual Disaster Giving Program.

Looking forward, our sustainability strategy will continue to focus on:

- Advancing world-class governance;
- Maintaining high standards for ethics and compliance;
- Driving environmental leadership;
- Ensuring safe and secure transportation activity; and
- Supporting employees and the communities where they work and live.

We believe that maintaining high standards for governance and ethics, operating with integrity in our business practices, and enhancing employee engagement will lead to exceptional performance. Our actions and investments reflect our commitment to ensure Ryder remains a trusted, respected, responsible and sustainable enterprise.

Greg Swienton
Chairman and Chief Executive Officer

As SAP moves into its 40th year, the world looks very different than it did in 1972. More than ever, it is a world of connections. Economies are increasingly dependent upon one another. Companies are truly global, operating within broader ecosystems that include partners, customers, and even competitors. Populations continue to converge in urban areas — where people are living better, longer lives, yet putting immense strain on resources. Sustainable consumption is no longer optional, it is a necessity.

Today's connectedness is being driven by fast-evolving digital technologies. The amount of data on the planet is doubling every 18 months. By 2013, more than 15 billion smart devices will be connected to the internet. Already, 80 percent of new software offerings are available from the cloud, making them easy and efficient to use. Over 1 billion people are linked virtually via social networks.

These developments present an immense opportunity. Technology innovations from SAP can make sense of the digitized world. We are committed to helping the world run better and improving people's lives. In the future, it will be impossible to separate how well a company is performing from the impact it is having on the world. That is our vision at SAP. It is the foundation of our customer-driven innovation strategy.

SAP is honored to be recognized with the U.S. Environmental Protection Agency's Climate Leadership Award for our own sustainability commitment and for the positive impact we have had on the initiatives of our customers. With more than 183,000 customers impacting more than 500 million people, we have an enormous opportunity to affect change.

Helping Businesses Run Better

Sustainability is mission critical for our customers' operations. Over the past three years, SAP has helped our customers avoid at least 5.7 million tons of carbon emissions. Energy management solutions from SAP helped manufacturers save $550 million in energy related costs. Utilities companies deploying smart grid solutions from SAP will enable 30 million households to use energy more responsibly, saving an estimated $390 million for every percent of efficiency gained among their customer bases.

Improving Our Own Sustainability Performance

In 2011, SAP exceeded its goals in both financial performance and sustainable business practices. We continue to enhance our own sustainability performance by improving policies, upgrading facilities and data centers, and reducing travel through technology, including video conferencing. SAP's energy and sustainability initiatives have led to a cumulative cost avoidance of €190 million since 2008 and €25 million alone in 2011.

Investing in Society

Our social investments focus on supporting education and emerging entrepreneurs with our talent, technology and capital. In 2011, we exceeded our goal to positively impact 1 million lives. SAP's people contributed 104,000 volunteer hours in 40 countries across 90 cities and supporting 85 non-profits with our software tools.

At SAP, we are building on our successes to improve even more lives, evolve our thinking and, most of all, take action to help the world run better. We know that the true measure of leadership is not what we take, but what we give back to the world.

Bill McDermott
Co-CEO

sapsustainabilityreport.com

sas.com/company/csr

At SAS, we want to be the company others call first to solve complex business problems. SAS produces software that is second to none because people are our No. 1 priority. Employee and customer satisfaction are at the heart of SAS' success and sustainability. We see a strong connection between employee loyalty and business success. By maintaining our low turnover — just 3.3 percent versus the industry norm of 22 percent — SAS retains knowledge and delivers deeper, longer-term customer relationships. Our analytics software enables companies across industries — including smart-grid, retail and financial services — to get the insights needed to make better, faster decisions.

In SAS' commitment to education and innovation, we are being responsible stewards of our environment. Our education initiatives inspire more students to study science, technology, engineering and math (STEM) — knowledge required to solve global concerns about limited natural resources. We champion innovation in our operating practices — from data centers to cafés — and in all technology that we deliver.

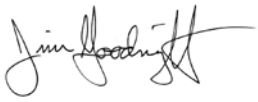
Education

- Provide 21st century technology, expertise, professional development and instructional materials to prepare students for college and their careers.
- Collaborate with Change the Equation national initiative to define metrics for evaluating and sustaining viable STEM initiatives.
- Actively engage the global corporate community in prioritizing efforts that strengthen education and increase the numbers entering careers in STEM.

Innovation

- Emphasize efficiency, flexibility and sustainability in managing SAS' new computing facility. Use robust measurements to make proactive information technology selection decisions — maximizing efficiency and repurposing aging assets.
- Deliver our products, solutions, training and support services at the right time and through the right channel for our customers — Web, on site or mobile.
- Pioneer new computing practices that increase our customers' return on investment by managing more data and reducing response times for critical business insights.

SAS' structure allows us to use the risk and volatility of a challenging economy as opportunities, not constraints. This applies to sustainability practices as well. By embedding sustainable principles into our business decisions — particularly those that involve employees and capital investments — organizations can emerge from uncertain times on a foundation of stability and prosperity.



Jim Goodnight
CEO

SIEMENS

www.siemens.com/sustainability

Siemens has sustained our market leadership in sustainability, as evidenced by the Dow Jones Sustainability Index, which named us the Diversified Industrials Sector Leader for the fourth year in a row. The Carbon Disclosure Project also recognized Siemens as the one of the top-performing companies in its Global 500 Carbon Disclosure Leadership Index, awarding us the third highest score.

But meeting the challenges of the future requires new and visionary answers. For more than 160 years, we have helped meet our customers' needs with innovative products and solutions. We focus on **creating** trendsetting technologies to lay the foundation for a more sustainable future. This commitment is reflected in our R&D expenditures, which last year amounted to more than 5 percent of our revenue — despite the global economic crisis.

Through this investment in technological development, our Environmental Portfolio of products continues to **grow**. The most recent additions to the portfolio include components for solar thermal plants, efficient transformers and several efficient gas turbines. Our 2011 revenues for the portfolio grew to almost $40 billion, with a company-wide goal to reach $53 billion by 2014.

We also continue to invest in the sustainability of our own operations. At our light rail manufacturing plant in Sacramento, CA, more than 80 percent of the facility's power needs are generated on site by a solar PV array. The employees at the plant are currently designing and engineering 70 energy-efficient electric motors for Amtrak trains that will run throughout the Northeast corridor, the busiest route in the country. The locomotives will use regenerative braking that can feed up to 100 percent of the energy generated during braking back to the grid.

At Siemens, we are **sustaining** our manufacturing presence in the United States by investing more than $350 million in the expansion of our gas turbine plant in Charlotte, NC. The new facility will be the most modern gas turbine manufacturing facility in the world, designed efficiently based on lean manufacturing practices and according to Leadership in Energy and Environmental Design standards. This expansion will create 700 new jobs for the local economy. To facilitate the development of a skilled local workforce for these positions, we have partnered with a local community college on an apprenticeship program that provides graduates with employment by Siemens in addition to their degree. We look forward to adding these technically trained, advanced skill-set employees to our team.

Eric A. Spiegel
President and Chief Executive Officer of Siemens Corporation
and CEO of the U.S. Region

SIMON® | PROPERTY GROUP, INC.

www.simon.com

Simon Property Group, Inc. is the largest real estate company in the United States, with an interest in 337 retail real estate properties comprising 245 million square feet in North America and Asia.

As a result, Simon Property Group makes extensive use of reliable sources of energy to provide our tenants and shoppers with a safe and comfortable shopping environment. Our costs for fossil fuel and electric power represent about 14 percent of total operating expenses and an even larger portion of our controllable operating costs. Just as important, nearly 95 percent of the company's carbon footprint is due to our use of energy.

This means that energy management and its resulting eco-efficiency, while they must not compromise the shopping experience, represent a key sustainability strategy for the company. Since 2003, we have engaged with employees to understand, measure and track our energy use and invested time, resources and money to identify, design and develop cost-effective energy efficiency and renewable energy projects. In 2011, we also developed an electric vehicle charging infrastructure at many of our properties across the United States.

These sustainability efforts have resulted in the reduction of our carbon emissions by 25 percent from 2003 through 2010 and in $37 million in annual energy cost savings. They have provided job opportunities for our energy efficiency and renewable energy business partners, led to the company's inclusion in the Carbon Disclosure Project's Carbon Disclosure Leadership Index, and helped meet the needs of our tenants and shoppers.

As we pursue our sustainability strategy in the years to come, Simon Property Group will continue to create economic benefits for firms offering sustainability services, grow employee and tenant involvement by rallying people with diverse backgrounds to an important cause, and sustain results for our shareholders and other stakeholders.

David Simon
Chairman of the Board and Chief Executive Officer

Driving economic growth is integral to Southern Company's business mission. It's part of our "DNA." During the celebration of Southern Company's centennial this year, we've often taken note of how, from the start, our business decisions have been closely tied to the region's broader prosperity. Our company's earliest leaders saw electricity as a means to lift up the Southeast.

Though today's world is infinitely more complex, some things haven't changed. As we focus on innovative ways to better serve our customers, we seek to sustain our region as a great place for people to live and work. This includes implementing new technologies that deliver cleaner energy and also create jobs.

A great example is our addition of two emissions-free nuclear power units at Plant Vogtle in Georgia. We recently received approval from the U.S. Nuclear Regulatory Commission to move forward with building the country's first new reactors in 30 years. This was a milestone not only for Southern Company but also for the notion of a national energy strategy that includes "all arrows in the quiver" — nuclear, 21st century coal, natural gas, renewables and energy efficiency. The Vogtle project also is a powerful economic engine; it will help create 25,000 direct and indirect jobs, including up to 5,000 on site during peak construction, 800 permanent jobs once the units are in operation, and many more at businesses that support the plant and its employees.

With the most advanced, safest nuclear technology, Vogtle is just the biggest of our many investments in the future. Another key project is our 21st century coal plant in Kemper County, MS. Using technology we helped develop, it will feature a carbon footprint similar to that of natural gas. A boost to the area economy, it will employ about 2,000 people during the peak of construction and 300 permanently. We've awarded $457 million so far to Mississippi contractors for this project.

By pursuing diverse energy sources, we can continue to provide reliable, affordable and cleaner electricity for our customers; responsibly manage vital resources; and support growing economies.

Southern Company has always done more than simply sell a product. In Alabama, Florida, Georgia and Mississippi, we actively support education, economic development, natural resource conservation and more. These activities make the region more attractive to potential residents and industries. And they're consistent with a phrase that has been part of our company for many years and continues to ring true: We are "a citizen wherever we serve."

Tom Fanning

Tom Fanning
Chairman, President and CEO

SOUTHERN COMPANY

www.southerncompany.com

www.statefarm.com/aboutus/community/green/green.asp

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 communities.

State Farm has implemented a holistic approach to sustainability, which includes initiatives positively affecting the workplace, marketplace and community. We fully understand innovation and technology are paramount to creating and growing a sustainable organization and society.

In the workplace we have incorporated energy-efficient design and operations as standard. Additionally, we have:

- Expanded monitoring of energy and water use to develop plans for optimum use.
- Expanded use of low-flow fixtures, efficient water treatment and mechanical cooling systems, "Smart Watering," and Xeriscaping.
- Earned a composite U.S. Environmental Protection Agency ENERGY STAR® score of 87 for our largest facilities.
- Instituted a new paper procurement policy and initiatives to reduce paper use.

In the marketplace we have made it our mission to meet our customers' expectations and be the first and best choice for insurance and financial products. We have:

- Initiated a major effort to bring connected vehicle services and telematics savings programs to drivers across North America. This voluntary program, using performance data, may influence how safely a person drives, when he or she drives, and how much he or she drives. By encouraging safer and greener driving, we can all save money on gas and vehicle maintenance as well as reduce vehicle emissions.

In the community we believe a sustainable organization not only conserves resources but also invests in the future of its youth and building strong neighborhoods.

- We have a history of supporting systemic changes in America's education system and have added major initiatives to inspire and motivate youth to set positive goals and achieve them through education.
- Since 2008, the State Farm Youth Advisory Board has approved nearly $5 million for environmentally focused grants.
- With State Farm loan funds, Local Initiative Support Corporation has made direct project investments toward affordable housing and commercial development that incorporates the use of green design elements to increase the energy efficiency and sustainability of new or rehabilitated real estate in low-income neighborhoods.

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

Last year, Suffolk unveiled our new "build smart" brand and promise to clients. Part of that promise is our commitment to corporate social responsibility, which includes our dedication to implementing and upholding green standards and practices.

We have made it our goal to make Suffolk a leader in sustainable building practices in the construction industry. At the beginning of last year, Suffolk established an internal "Green Team" to make our company-wide sustainability efforts a priority. With the help of this national team, we launched a set of sustainability guidelines and goals for both the office and the field that have helped reduce our environmental impact and position ourselves as green leaders. Some of these goals include a 75 percent diversion of construction waste and demolition debris on all our project sites, the implementation of storm water prevention plans on 100 percent of Suffolk projects, and the use of 100 percent nontoxic biodegradable cleaning products in all our offices.

In addition, Suffolk provides training and support for the Leadership in Energy and Environmental Design (LEED) Accreditation and/or Green Associate exams for all our employees who wish to participate. Suffolk now has 200 LEED Accredited Professionals. At the project level, our people are well versed in green building rating systems and are helping clients leverage Building Information Modeling for energy modeling and providing them predictive insights about their building's potential energy consumption throughout its life cycle. By leveraging state-of-the-art collaboration and knowledge management tools, virtual design construction models, lean construction principles, and creative uses of mobile and iPad technologies, Suffolk employees are driving us toward becoming a greener and more efficient organization.

Suffolk also recently applied for Green certification from the Sustainable Performance Institute (SPI). SPI's certification program for the design and construction industry recognizes a firm's capability to deliver consistent, high-quality sustainability services and projects. This process moves us beyond the idea of *individuals* within an organization adopting green practices or certification and instead focuses on the actions of the *firm as a whole*. Once awarded, SPI certification will distinguish our ongoing commitment to improving the sustainability of our built environment.

At Suffolk, we have a tremendous opportunity to affect an entire industry. I believe our company has the dedication, passion and innovative tools to see opportunities where others see inefficiencies and to show that we can provide our clients, industry and environment tremendous value — sustainable value. Just like Business Roundtable, we know that "good for the environment" and "good for business" are not mutually exclusive.

John F. Fish
Chief Executive Officer

build smart

SUFFOLK

www.suffolkconstruction.com

www.Target.com

As Target celebrates our 50th anniversary this year, we also mark a half-century of commitment to environmental sustainability.

Our work in this area began when we opened in 1962 — as we used our industry-leading 5-percent giving commitment to support river and waterway cleanup and the restoration of Minneapolis' Nicollet Mall, which today is home to our headquarters.

And we didn't stop there. By the end of the 1960s, we had launched an in-store cardboard-recycling program. Within our first decade, we were making great strides in reducing our energy consumption companywide.

While I'm proud of what we've done, I'm even more pleased that we haven't stopped setting high goals for ourselves. In addition to pursuing ambitious waste-reduction, energy-efficiency and greenhouse-gas-reduction initiatives, which I shared in this space last year, we continue to innovate and find new ways to build a brighter future for our communities and the world we live in.

- We've installed guest-facing recycling stations in all of our U.S. stores for plastic bags, glass, aluminum, MP3 players, cell phones and ink cartridges. In fiscal year 2011 alone, we helped guests recycle more than 30 tons of electronics and more than 4,000 tons of plastic bags.
- We're promoting sustainable practices among our guests by offering a discount every time they shop with reusable bags.
- We're engaging with government agencies, nongovernmental organizations, industry groups and certification bodies to trace seafood from the supply chain to its source. By 2015, Target is committed to offering fresh and frozen seafood that is sustainable, traceable or in a time-bound improvement process, a bold initiative we're pursuing in partnership with FishWise.

Target team members are committed to our legacy in environmental sustainability and motivated to build on it each year. To track our progress and join in this journey, please follow us on our corporate responsibility website: http://Target.com/hereforgood.

Gregg Steinhafel

Gregg Steinhafel
Chairman, President and CEO

www.tenethealth.com

At Tenet Healthcare, we are committed to providing quality, cost-effective healthcare to the communities in which we operate. As we deliver on this promise, we also strive to grow our business, increase our profitability and create long-term value for our shareholders. We are focused on maintaining a healthy and sustainable hospital environment, improving patient outcomes, and reducing resource consumption.

Our dedicated employees are guided by five core values: quality, integrity, service, innovation and transparency. Our vision for sustainability centers on our fundamental social purpose and responsibility of providing quality healthcare to those who need it and includes:

- A commitment to our patients to continually improve our quality of medical care and patient safety.
- A commitment to our employees to provide a workplace that is safe, a culture that promotes good values and high standards of conduct, and compensation that is fair.
- A commitment to our communities to provide good value for their healthcare expenditures, to advocate for the needs of patients, to be involved in citizenship and volunteerism, and to be mindful of our impact on the Earth's resources and the environment.
- A commitment to our shareholders to create value and operate our business according to strategies and practices that are sustainable.

We adhere to the Global Reporting Initiative definition of sustainability that brings together social contributions, economic impact and environmental work — all things that help sustain our world and come to us naturally as part of our mission to "improve the quality of life of every patient who enters our door."

As part of this mission, we published our first Sustainability Report in 2011 with a commitment to report annually going forward. We also assembled a Sustainability Interest Group of hospital and home office leaders who are interested in learning and applying sustainability practices in their organizations. Additionally, we joined Practice GreenHealth and sponsored the *Healthier Hospital Initiative,* committing that our hospitals will adopt at least one plank of the initiative.

We believe an integrated commitment to sustainability is crucial to our success as a corporation, as an employer, and as a good steward of the communities and environments in which we operate. We plan to lead in this increasingly important area of corporate stewardship, and we are proud of the commitment and hard work of our employees to constantly innovate as we grow the sustainability of our organization.

Trevor Fetter
President and Chief Executive Officer

TENNECO

www.tenneco.com

Sustainable business practices are central to how Tenneco operates, and this commitment is evident in our products, processes and people.

Tenneco is one of the world's largest designers, manufacturers and marketers of emission control and ride control products for the automotive and commercial vehicle original equipment markets and aftermarket. Our products and systems promote sustainability by helping engines run cleaner, quieter and more efficiently, improving the performance and safety of vehicles ranging from small cars to large commercial equipment.

Innovation drives our ability to design and develop products that help engine and vehicle manufacturers meet increasingly stringent emissions standards around the world. We're developing lightweight products to help make vehicles more fuel efficient, which further reduces environmental impact.

Minimizing the environmental impact of our global manufacturing operations is a major focus for Tenneco. We have established a greenhouse gas reduction initiative, which continues to progress toward our goal of a 20 percent reduction by 2014 compared to our 2008 baseline.

Providing safe workplaces and promoting the health of our employees also reflects our commitment to sustainability. In five years, we have reduced our injury rate (as measured by the Occupational Health and Safety Administration recordable rate) by 60 percent from 3.8 to 1.6 — which is significantly lower than the U.S. automotive industry average. Tenneco also has a dedicated team responsible for our compliance with the European Community's REACH legislation, which aims to protect workers and the environment by regulating the safe use of chemicals in industry.

At Tenneco, we believe that sustainability and integrity go hand in hand. This belief can be seen in our unwavering focus on ethical business practices, including a single code of ethics that sets a consistent standard for all employees. Tenneco values and encourages diversity in our workforce and supply base as a source of innovation and enhanced competitiveness in a global marketplace. We know that developing better solutions for our customers tomorrow depends on harnessing the best thinking from our globally diverse team today.

Everyone at Tenneco is proud of the operational results we achieve together, but we're just as proud of the sustainable manner in which we achieve them: with the highest respect for our customers, for the environment and for each other.

Gregg Sherrill
Chairman and CEO

At Texas Instruments, sustainability goes beyond the company's next earnings report. It is a lasting evolution that challenges us to think about what we're doing today and create what we want to achieve tomorrow.

Create

We continually explore and develop new ways TI can help reduce the world's energy consumption, from the products we create to the way we operate.

As a key innovator in power management, for example, TI has focused on an area with big impact — motors. Motors, which can be found in everything from electric bikes to laptops, use 60 percent of the world's electricity. TI fully staffed our Motor Driver Lab in 2011, which is becoming a proving ground for new motor technology.

How we create our products is as important as our next technology breakthrough. Through our global efficiency and conservation efforts in 2011 we:

- Implemented conservation and efficiency projects that reduced energy use by 2.5 percent.
- Recycled 1.5 billion gallons of water.
- Recycled 92 percent of waste.
- Prevented 31,700 metric tons of carbon dioxide from entering the atmosphere through new energy efficiency projects, helping reduce our carbon footprint.

Grow

We want to deliver on our promise to grow — across our product lines and in our manufacturing — and do so responsibly. In late 2011, we acquired National Semiconductor. We are well matched with our mutual commitment to sustainability, and we are striving to use our combined brainpower and manufacturing capabilities to great ends.

We also leverage our shared world-class supply chain. We will continue to evolve our business practices, standards, policies and management systems to comply with applicable laws while ensuring our company and our suppliers operate efficiently and responsibly.

Sustain

Our future success will be driven by the talent, creativity and conscientiousness of our global workforce.

We actively advocate at the local, state and national levels for legislation to improve education and support a range of initiatives at all points in the education pipeline.

In 2011, TI, the TI Foundation, employees and retirees gave $14.6 million to support science, technology, engineering and math education and increase the number of graduates entering the technology workforce.

Creating problem-solving technology, growing responsibly and sustaining a pipeline of talented engineers for our future workforce are a few of the ways TI is helping to build a better future. TI's 2011 Citizenship Report will reveal more on our performance and our goals for sustainable operations.

Richard K. Templeton
Chairman, President and CEO

TEXAS INSTRUMENTS

www.ti.com/ccr

TEXTRON

www.textron.com

Across Textron, we are working to bring innovative, eco-sound products to market on behalf of our customers and the environment.

Sustainability and Automotive Products

As both the United States and Europe raise the regulatory bar to address concerns about the world's growing mobile population and resulting oil consumption, carbon dioxide emissions and noxious gas emissions, we are developing fuel tank technologies to enable truly clean diesel vehicle production. Diesel engines using this clean technology reduce nitrous oxide emissions by 95 percent and enable significant fossil fuel savings and reductions in carbon dioxide emissions as more of the world moves from gasoline to diesel-powered vehicles.

Sustainability and Aerospace Products

In our aerospace companies, not only are we building and testing full-scale composite components — which will enable lighter airplanes and helicopters that consume less fuel — we are also taking measures to protect the environment. For example, we recently introduced flight planning software that helps reduce carbon emissions by 8 to 16 percent and entered partnerships to produce electric-powered aircraft and other alternative fuel engines. The net effect is a new generation of owner-operators empowered to be far more environmentally responsible than their predecessors.

Sustainability in Golf Car and Turf Care Products

Textron's efforts to ensure sustainability are equally evident in the engineering and design of our golf and turf care products. Electric-powered golf cars with features like regenerative brakes and 100 percent recycled seating material help conserve fuel and our landfills. For our turf care customers, we introduced a nontoxic, completely renewable seed oil-based product to replace petroleum-based hydraulics used in golf applications. New product innovations such as our all-electric and hybrid-powered mowers reduce turf equipment fuel costs by as much as 43 percent — and eliminate the risk of oil leaks that cause long-term turf damage and environmental contamination.

At Textron, the focus on sustainability lets us satisfy modern-day customer concerns and demands, differentiate our brands, and meet our responsibility to our stakeholders. This not only ensures our continued viability as a company, it is central to our commitment to being good corporate citizens of the world.

Scott C. Donnelly
Chairman and Chief Executive Officer

ThermoFisher SCIENTIFIC

www.thermofisher.com/responsibility

At Thermo Fisher Scientific, our mission to enable our customers to make the world healthier, cleaner and safer positions us to address some of society's most pressing needs. From our founding on developments in efficient power sources to our position today as the world leader in serving science, we create responsible solutions for an increasingly complex world. Our diverse product offering, technology investments and commitment to stewardship support our goals for sustainable growth. Our corporate responsibility strategy drives action through Innovation, Operations, Service and Philanthropy.

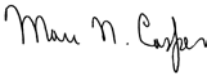
We provide innovative products and services that help our customers meet their corporate responsibility goals, whether they're developing new drug treatments, measuring pollutants or ensuring public safety. For example, our Food Safety Response Center in Germany helps to identify and contain threats to human health from contaminated foods and beverages. And many of our products set industry standards for energy efficiency and responsible materials. We provide micro-volume instruments that require fewer solvents; air quality monitors that measure greenhouse gases; and an extensive offering of laboratory equipment, including biosafety cabinets and ultra low-temperature freezers, that reduce energy consumption by up to 80 percent.

Our corporate responsibility commitment extends to our operations as well. Through our company-wide Practical Process Improvement program, we increase operating efficiencies so we can better serve our customers and generate profitable, sustainable growth. In Asheville, N.C., for example, we implemented energy assessment and reduction initiatives, as well as recycling and reuse for a landfill-free future, while our site in Loughborough, England, was recognized for best practices in chemical bottle collection and recycling.

We encourage employees to give back by supporting hands-on service through an increasing number of Community Action Councils. Teams at our sites around the world are raising funds for medical research, cleaning up lakes and hosting science teacher workshops, among many other volunteering projects.

Since our inception, Thermo Fisher has fostered science education through philanthropy. Our Strategic Grants improve science education through teacher training and student mentoring. Our Matching Gift Program, United Way campaign and disaster relief efforts support employee donations by expanding the impact of their generosity through a company match.

For Thermo Fisher Scientific, meeting the needs of our customers, employees, investors and communities fuels our commitment to sustainable growth. As we face the global challenges of the 21st century, our company will continue to play a leading role by staying true to our mission in all that we do.



Marc N. Casper
President and Chief Executive Officer

TISHMAN SPEYER

www.tishmanspeyer.com

For more than three decades, Tishman Speyer has been committed to developing, redeveloping and operating our buildings with a higher level of efficiency. We use technology and innovation to reduce energy use and waste and to manage our resources better. In this way, we seek to deliver superior performance and opportunities for our investors while also providing real estate of enduring value for our tenants and other stakeholders.

Today, initiatives of this kind are often seen through the lens of sustainability. But for us, they have always been smart business practice. Actions to use renewable energy, recycle building materials, reduce waste and conserve water are grounded in economic decisions to help reduce our operating expenses and mitigate energy price risks. Simply put, we follow sustainable practices in every one of our properties because sustainability builds value.

At Tishman Speyer, we are dedicated to achieving sustainability certifications for properties throughout our global portfolio. These highlight our accomplishments, enhance our ability to meet tenants' needs and constantly improve our assets' operational performance. Since 2006, Tishman Speyer has certified more than 31 million square feet across the world of Leadership in Energy and Environmental Design (LEED), High Quality Environmental and BRE Environmental Assessment Method space.

Creating Sustainable Buildings

As a developer, we are firmly committed to both designing and constructing our buildings to LEED standards. All of our future development projects are slated to be built at the highest standards of sustainability, totaling more than 24 million square feet. We ensure that our architects and construction managers use sustainable materials in the construction process, recycle debris and implement the most energy-efficient building design.

Growing a Sustainable Portfolio

Compared to 2010, Tishman Speyer's global sustainability certifications in 2011 increased by 25 percent, for a total of 11.9 million square feet. An additional 3.5 million square feet were certified in early 2012. Our sustainability efforts are spread across the world; currently, Tishman Speyer has completed or under way LEED projects in Paris, Washington, DC, New York, San Francisco, Chengdu, Shanghai, Sao Paulo, Brasilia, Rio de Janeiro, Frankfurt and Hyderabad.

Sustainability in the Long Term

At Tishman Speyer, it is our goal not only to develop sustainable projects but also to ensure that our assets are operated and maintained at the highest levels of efficiency. Therefore, we have implemented the latest technology to help our engineers view our energy data in real time and make the necessary operational changes to increase efficiency. In addition, we not only use these tools but also benchmark our assets against the data of the U.S. Environmental Protection Agency's ENERGY STAR® data to measure our efforts.

Jerry Speyer
Chairman and Co-Chief Executive Officer

When Abraham Lincoln signed the Pacific Railway Act of July 1, 1862, creating the original Union Pacific, his vision was to connect a nation by rail from east to west. While Lincoln did not live to see the completion of the transcontinental railroad, his vision was fulfilled. More than 7,000 cities and towns were settled along the way, many as Union Pacific depots and water stops.

President Lincoln's expectations were high. What he thought would be a means to settle the West and build commerce has become the infrastructure that moves the American economy.

As we celebrate our 150th anniversary in 2012, today's Union Pacific carries on Lincoln's vision by connecting America to the global economy. Union Pacific helps U.S. businesses compete on domestic and global scales by providing freight transportation that is cost effective, safe, environmentally responsible and reliable. These attributes help companies maximize their supply chain efficiency and enable them to grow. Nearly 40 percent of Union Pacific's freight originates or terminates outside of the United States.

Strong transportation infrastructure is critical to supporting sustainable businesses, the economy and the American way of life. Practically everything that touches our daily lives moves on a train — grains and produce to feed our families; concrete for roads; chemicals that make our water safe for drinking; lumber to build homes; and appliances, furniture and electronics inside our homes. We plan to invest a record $3.6 billion on equipment, track and other infrastructure projects in 2012, adding to the more than $31 billion we spent from 2000 to 2011. These are private investments, not taxpayer dollars.

Environmental responsibility is another key element in creating sustainable businesses. At Union Pacific, we believe when you are part of the American landscape you protect it. That's why we constantly look for ways to increase fuel efficiency, reduce air emissions and energy consumption, and recycle or reuse whatever we can. Our trains can move a ton of freight nearly 500 miles on a single gallon of diesel fuel, and one Union Pacific train removes as many as 300 trucks from America's congested highways.

Looking to the future, our railroad will continue helping this country improve its competitive position globally by investing billions in capital; creating well-paying jobs; and providing safe, environmentally responsible transportation.

Jim Young
Chairman

UNION PACIFIC
BUILDING AMERICA®

www.up.com

WE ♡ LOGISTICS

www.ups.com

For transportation providers facing surging oil prices, sustainability efforts need to improve efficiency and make alternative fuels a priority. With 2.9 billion miles driven last year by UPS vehicles, reducing energy intensity and petroleum dependence, even while we grow our business, is an imperative for UPS.

UPS delivered our first packages by foot and bicycle in 1907 and added a fleet of plug-in electric vehicles in the 1930s. Today, our "rolling laboratory" of nearly 2,600 alternative vehicles is one of the world's largest and still growing. We continue to experiment with all fuels to grow ever more efficient and sustainable.

Last year alone, we deployed 129 new electric hybrids from New York to Hong Kong and ordered 100 plug-in electric vehicles in California. Beyond American borders, UPS deployed 10 new bio-methane tractors for use at the London Olympics, 45 new ethanol package cars in biofuel-rich Brazil and our propane-powered fleet grew to more than 985 vehicles in Canada, Mexico and Korea.

Perhaps most exciting are efforts to use America's plentiful natural gas. Long-haul trucks use more oil per vehicle than anything else on the road. Fortunately, for a decade UPS has been successfully testing trucks powered by liquid natural gas, the only viable alternative for this class. These trucks have a 500-mile range and yield a 25 percent reduction in carbon emissions compared to the trucks they replace. Our centralized hub-and-spoke model allows us to be one of the first companies implementing this technology in a corridor from California to Utah and soon beyond. We are also partnering with several state and local governments to deploy refueling infrastructure accessible to us and the public.

A diverse energy portfolio helps UPS deliver the best value to our customers and shareholders, but our belief in corporate responsibility drives the commitment even further. That is why UPS was the only U.S. company, and one of only four firms worldwide, to earn the highest ranking on the Carbon Disclosure Project's widely recognized Carbon Disclosure Index. We are also proud of our seven-year ranking on the Dow Jones Sustainability North America Index and our three years as the No. 1 consumer shipping company on the Climate Counts scorecard. Most recently, we were the only logistics provider to receive an inaugural Climate Leadership Award from the U.S. Environmental Protection Agency. As UPS continues to grow and expand our energy options, we look forward to continuing our progress on sustainability.

D. Scott Davis

Scott Davis
Chairman and CEO

Technology innovation is changing the conversation about how to create a sustainable society. Some changes are obvious: Digital media replace books and CDs; telecommuting and online commerce substitute for driving; videoconferencing reduces the need for business travel. But the real paradigm shift is just emerging as new technologies — cloud storage, machine-to-machine telematics and wireless sensors — are incorporated into the energy grid, transforming it from a one-way system into a dynamic information processing ecosystem. Experts believe that information and communications technology has the potential to double the nation's energy efficiency over the next 30 years.

Verizon is using innovative technology to become a more sustainable company and create a greener society. By reinventing our networks around mobility, broadband and global connectivity, we are enabling new business models and creative solutions for addressing the world's unmet environmental and social needs — opening new markets for Verizon and creating sustainable long-term value for shareholders and society alike.

Creating a Sustainable Company

Our first obligation is managing our own environmental footprint responsibly. During 2011 we increased our alternative-fuel vehicles to nearly 7 percent of our total fleet, moving us closer to our 2015 goal of 15 percent. This, combined with aggressive conservation measures, has reduced our fuel consumption by 13 percent since 2010. We are also making our networks more energy efficient by deploying innovative solutions like solar panels and fuel cells. Overall, we have improved our carbon intensity by more than 30 percent over the past two years and are on target for our goal of cutting our 2009 carbon intensity levels in half by 2020.

Toward a Smart Energy Ecosystem

We see a growing market for smart technologies that enable better energy management of homes, cars, office buildings and utility grids. We are partners with a number of utilities in their transition to remote meter management, using cloud-based solutions and "e-meters." We are also working with a number of partners in our innovation labs to develop machine-to-machine solutions and sensors that will be critical in modernizing our transportation and electrical systems.

Innovation is transforming every touch-point around the energy ecosystem. Communications technology is making the whole system smarter, from appliances in homes, to cars on the roads, to the electrical infrastructure itself. As the importance of communications in solving the long-term energy challenge grows, so does Verizon's opportunity to be a part of the solution.

For more details, please visit our Corporate Responsibility website at http://verizon.com/responsibility/.

Lowell McAdam

Lowell C. McAdam
Chairman and Chief Executive Officer

verizon

http://verizon.com/responsibility

Walmart

www.walmart.com

Sustainability is a core part of who we are at Walmart. Our model taps the full potential of our company, ranging from our customers and associates to our global supply chain and nearly 10,000 stores worldwide. We feel as if we have been sustainability pioneers at Walmart, and our goal is to lead both in the *difference* that we make and in *how* we make that difference.

It has been six years since Walmart launched our sustainability efforts with three broad goals: to be supplied 100 percent by renewable energy, to create zero waste, and to sell products that sustain people and the environment.

When it comes to renewable energy, we envision a world where people do not have to choose between affordable electricity and renewable electricity. We are committed to piloting and scaling technologies, and we have come a long way with sun, wind, water, biomass and geothermal.

To date, we have more than 180 renewable energy projects in operation or under development, providing us more than 1 billion kilowatt hours of renewable electricity annually. That is enough to power 78,000 American homes every year.

Our approach is three-pronged:

- **Distributed generation.** Walmart is testing and scaling onsite projects, including solar rooftops, micro-wind in our parking lots, biodiesel generator sets and fuel cells. We now have 127 rooftop solar installations in seven countries, 26 fuel cell installations in the United States, 11 micro-wind projects and seven solar thermal projects.
- **Utility-scale, offsite generation.** We changed the way we buy power, extending our contract length and going directly to the source. Long-term agreements enable renewable energy developers to secure preferred financing, lowering cost. This fits our strategy of procuring renewable energy at or below utility rates and, ultimately, making it more affordable for everyone.
- **Grid-connected green power purchases.** In many parts of the world, regulatory barriers prevent Walmart from directly purchasing electricity from wind farms, and other barriers make onsite renewables cost prohibitive. We work with stakeholders to make the grid as renewable as possible, as fast as possible.

We believe that this level of commitment and innovation fits into our broader mission of saving people money so they can live better. This year, Walmart celebrates our 50th anniversary and the legacy of our founder, Sam Walton. Sam directed us to be more socially conscious and to give back to our communities. It is my hope that over this past year, we delivered even more than Sam Walton ever dreamed of.

Mike Duke

Mike Duke
President and CEO

At Western & Southern Financial Group, a commitment to sustainability is a natural part of our culture, which emphasizes long-term vision, disciplined decision-making and continuous improvement.

Create

Through our real estate investments, we have been a leader in implementing sustainable green building policies. Our new $400 million office complex, Queen City Square, serves as an example of how green construction and operation features can be incorporated into a major urban construction project. It was awarded the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Gold certification. It is a state-of-the-art complex built as an investment with many green attributes incorporated — energy and water conservation techniques, features to improve indoor air quality and alternative transportation provisions — benefiting real people living and working in Cincinnati.

Build

Long before the construction of the Queen City Square complex, we began building sustainability into our business practices. Evaluating sustainable production, energy consumption and recyclability is part of the decision-making process used by associates throughout our organization — from corporate procurement and supply chain management and information services to building operations and our cafeteria. We continue to find that, over the long term, the sustainable decision is usually in the best interests of our company and our customers.

A few of the many ways we have incorporated sustainable practices into our everyday business include:

- *Printing operation:* Use of recycled paper, paper that includes fiber from sustainably grown forests and all-vegetable inks; recycling printing chemicals and paper.
- *Information services:* Server virtualization has cut the number of servers required, thus reducing power consumption in our data center; recycling computers and components.
- *Insurance operations:* Our Intelligent New Business (iNB) system and electronic underwriting are reducing the use of paper forms while increasing the speed of processing.

Sustain

Helping to sustain Cincinnati, our home city, as a great place to live, work, play and stay is a focus of our corporate citizenship. Through our corporate foundation, The Western & Southern Financial Fund, we help advance sustainability by supporting the Cincinnati Center City Development Corporation, providing funding for historic preservation, helping to maintain city green space and supporting Local Initiatives Support Corporation (LISC) and its Building Sustainable Communities strategy.

Western & Southern is proud to help make our businesses and communities more environmentally responsible. We remain committed to continuously improving our sustainability over the long term.

John F. Barrett
Chairman, President and Chief Executive Officer

Western & Southern Financial Group

westernsouthern.com

Weyerhaeuser

www.weyerhaeuser.com

Trees are a remarkable natural resource. Forests provide habitat for wildlife, protection for clean water, recreation for people and oxygen for the planet. And because trees are a renewable resource, we can use their fiber to meet a myriad of human needs without exhausting the resource or harming the environment.

What do you think a tree can be? A biodegradable form of plastic? A renewable biofuel for tomorrow's energy needs? At Weyerhaeuser, we ask ourselves these questions every day. And for more than 100 years we've been providing answers by developing innovative sustainable solutions, based on trees.

Create

How will trees continue to fuel innovation?

- We've launched a new business, Weyerhaeuser Solutions, leveraging our expertise to help clients with innovative forest solutions, including ecosystem services, alternative energy resources, biomass feedstock, renewable forest products and environmental benefits.
- We've introduced a new grade of pulp, Pearl®429, that is 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.
- We're developing the next generation of renewable cellulosic transportation fuels from nonfood sources through Catchlight Energy, our 50-50 joint venture with Chevron.
- We're partnering with Zoltek to develop a low-cost carbon fiber from lignin, potentially enabling the light-weighting of autos and large wind turbine blades with a renewable material.

Grow

How are we ensuring our existing product lines meet society's needs? Some examples include:

- Our Wood Products business is making it easier for builders to construct homes using more energy-efficient materials and techniques. Weyerhaeuser Wood Products introduced its Insulated Series to help meet the new energy codes. This integrated set of products delivers higher insulating values, reduces thermal bridging, and optimizes materials and labor.
- Our five homebuilding subsidiaries offer our LivingSmart® green-building program on all new homes they build — a combination of features that create energy efficiencies, conserve resources, improve air and water quality, and minimize water consumption. LivingSmart Homes are designed to be at least 15 percent more energy efficient than the applicable building code.

Sustain

How do we ensure sustainable progress? Our long-term vision is to deliver superior sustainable solutions to the world. To drive sustainability deeper into our core business processes, we adopted a sustainability strategy that lays out an integrated set of sustainability commitments and targets we intend to reach by 2020, centered on Performance, People and the Planet. Visit www.weyerhaeuser.com to learn more.

Daniel S. Fulton
President and CEO

For more than 100 years, Whirlpool Corporation has built a culture of responsibility that is good for our business, the environment and society overall. Every day we strive to make innovative products that minimize the effect on the environment while improving the lives of our customers. Whirlpool Corporation drives economic growth by investing in people, employing more U.S. manufacturing workers than all our major competitors combined.

Leader in Energy Savings in Appliances

Whirlpool Corporation continues to offer some of the most water- and energy-efficient products available, with innovative features that fit consumers' lifestyles. Whirlpool Corporation has 13 top ENERGY STAR® awards and seven consecutive Sustained Excellence wins. We have been honored with 24 ENERGY STAR awards overall, more than any other appliance manufacturer. Continuing to lead in resource efficiency, Whirlpool Corporation has partnered with AHAM to define the new 2014 appliance energy standards for several appliance categories. When the new refrigerator standards are applied, our products will save more than 115 million metric tons of carbon dioxide over 30 years, which is equivalent to the annual release from 20 million cars.

Resource Efficiency and the Economy

Since the 1970s Whirlpool Corporation has decreased energy usage by more than 75 percent in refrigerators, while increasing their capacity by 30 percent; dishwashers and clothes washers now save more than 75 percent in water and more than 70 percent in energy while clothes washers have increased capacity by 20 percent. The total production of efficient washers, refrigerators and dishwashers made by Whirlpool Corporation in 2011 will save consumers more than $750 million in operating cost each year or $11 billion in operating cost over the life of those products being replaced.

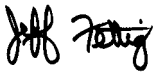
Improving Workplace Environment Impact

Whirlpool Corporation is committed to continually improving the environmental impact of our operations by improving the performance of our facilities, improving the way we transport our products and using natural resources responsibly. Whirlpool Corporation will open three new facilities in 2012, all of which are expected to be Leadership in Energy and Environmental Design (LEED) Gold certified. In North America, we have reduced the amount of water consumed to manufacture one appliance from 272 gallons in 1975 to just 39 gallons. We save more than 6 million gallons of fuel and reduced carbon dioxide emissions by more than 60,000 metric tons by increasing use of rail cars over trucks.

Improving Communities

There is a unique sense of responsibility displayed by our brands and employees, supporting Habitat for Humanity, Boys & Girls Club of America, Komen for the Cure and local United Way agencies with needed funding and volunteers. All these efforts work together to produce a collective impact, sustaining the communities where we live and work.

As we begin our next 100 years, we will continue to focus on leading the appliance industry in all facets of sustainability, including appliance energy standards, water usage and state-of-the-industry manufacturing while improving our consumers' lives one home, one family at a time through innovative world-class products and services.



Jeff M. Fettig
Chairman and Chief Executive Officer

www.whirlpoolcorp.com

We make energy happen.™

Williams

williams.com

Geopolitical, economic and environmental realities make a strong case for developing our natural gas resources. Williams' focus on creating new energy infrastructure to bring natural gas supplies to growing markets will help sustain our business, the economy and our country.

For example, Williams has begun construction on a proprietary floating production system called Gulfstar that will reduce start-up times and costs for offshore field development. In addition, the facility was designed so that U.S. fabricators could build it right here at home. The project is expected to create approximately 1,000 U.S. jobs for 30 months across more than 20 states.

Williams' onshore activities also support our commitment to responsibly developing energy infrastructure. Today, shale gas represents 30 percent of the U.S. supply, and it is expected to represent 50 percent within the next 25 years.

That means the emerging shale basins will require new, large-scale infrastructure for natural gas and natural gas liquids. Low-cost natural gas opens up opportunities for industrial customers (like petrochemical and fertilizer companies), for growing power generation markets, and for producers that are consolidating their positions in growth basins and need to connect their natural gas to the highest value markets.

Just as important are the significant environmental advantages of natural gas. Williams has been monitoring and reducing greenhouse gas emissions for years. For instance, through our operations in Fort McMurray and in Sturgeon County near Edmonton, we are reducing emissions and upgrading the value of the gases produced from oil sands production. Our Canadian operations are reducing emissions of carbon dioxide — a greenhouse gas — in Alberta by 219,000 tons each year and cutting emissions of sulphur dioxide — a contributor to acid rain — by more than 3,200 tons each year.

In pursuing the enormous opportunities presented by the growing demand for energy infrastructure, we acknowledge and accept our obligation to do so responsibly. Being a good steward to the environment and a good neighbor to our communities are responsibilities we take to heart. That's why we work every day to forge meaningful partnerships with landowners, community leaders, regulators and nongovernmental agencies in the areas where we operate. Our goal is to engage in mutually beneficial relationships that create trust and sustainable value over the long term.

Alan Armstrong
President and CEO

Acting with integrity and providing a great experience for our customers and our communities are at the heart of everything we do at Wyndham Worldwide. As one of the world's largest hospitality companies, with more than 100,000 locations in nearly 100 countries, we leverage the versatility of our unique hospitality portfolio of hotels, vacation exchange network, vacation rentals and vacation ownership club resorts to drive sustainable, profitable growth.

Recognized by *Newsweek* as being among the top 100 greenest companies in the United States, and number one among hotels and restaurants, our sustainable practices are created and developed through our Wyndham Green program, now in its sixth year as one of the top five strategic priorities at Wyndham Worldwide.

With a focus to deliver "triple bottom line" results for our people, planet and profits, Wyndham Green works to drive leadership in the industry, encourage engagement among all our key stakeholders and provide the mechanism to turn innovative ideas into achievable results.

With a goal to reduce emissions by 12 percent by 2016 and 20 percent by 2020, driving change in how we operate around the world is led by our Wyndham Green council with representatives from all levels of our company, who combine their passions, talent and expertise in developing sustainable solutions. We support, recognize and celebrate these efforts as part of our culture, in which sustainability and innovation are inherent in everything we do.

We track and measure our progress through a state-of-the-art eco-software program we developed for our owned and managed properties in more than 40 countries and continually develop programs and industry solutions to support our thousands of independent hotel owners and franchisees who have joined us in achieving sustainable results.

Our commitment to and success in developing environmentally responsible practices is far from a new concept for Wyndham Worldwide. Our sustainable legacy begins in the histories of many of our company's hospitality brands, such as Netherlands-based Landal GreenParks, which sources renewable energy from waste and has adopted sustainable practices since its founding in 1954.

We are incredibly proud of these legacies for they have helped **create, grow** and **sustain** our sustainability vision. We view each achievement as a step of a larger journey, during which we continually set our goals higher for our people, our company and the hospitality industry.

Stephen P. Holmes
Chairman and CEO

WYNDHAM WORLDWIDE

www.WyndhamGreen.com

www.xerox.com

Business is more demanding than ever before. It seems like we say this every year as the challenges of globalization, economic uncertainty and rapid shifts in technology accelerate the pace of change. But, at Xerox, there are always certain constants that inform and influence the way we get work done and the ways we help our clients manage their business. Top of mind is running an operation that strives to be environmentally sustainable. We're always in pursuit of the triple bottom line: activities that are good for our customers, good for our company and good for the planet.

Xerox is known in our industry as a pioneer in environmental sustainability; it's a point of pride for our business and for our people. We created two-sided copying and print-on-demand and expanded the use of recycled paper in the office and recycling toner cartridges. We then went on to more sophisticated achievements like designing products for reuse and remanufacturing. We estimate that we have given new life to the equivalent of 3 million products. What started as the right thing to do for the environment has truly become part of our DNA.

It's increasingly becoming more and more part of our customers' DNA — a requirement for the support they need to run more sustainable enterprises. Just about every RFP we receive includes a section on how we're going to help reduce the customer's environmental footprint.

Xerox's focus on outsourcing services, which now represent the majority of our revenue, leads to places you would never expect to find us, doing things you probably didn't know we could, but continuing our legacy of sustainable innovation.

As the world's largest provider of automatic toll machines and other transportation-related processes, we're dramatically reducing energy use by reducing traffic congestion. In Los Angeles, where at certain times of the day, 30 percent of the traffic is due to drivers hunting for parking spaces, we're making it easier than ever to find a parking space. By using Xerox innovation, the city adjusts parking meter rates according to demand — making more spots available at peak times, encouraging the use of public transit and relieving traffic congestion.

This is just one example of many where sustainability becomes the benefit of simplifying the way the world works. We've been at it for more than 50 years. And we're just getting started.

Ursula M. Burns

Ursula M. Burns
Chairman and Chief Executive Officer

For more information on the development of this report,
contact Marian Hopkins, mhopkins@businessroundtable.org.

Business Roundtable℠

300 New Jersey Avenue, NW
Suite 800
Washington, DC 20001

Telephone 202.872.1260
Facsimile 202.466.3509
Website brt.org

FSC logo FPO

Printed on Rolland Enviro100 Print, which contains 100% post-consumer fibre, is manufactured in Canada using renewable biogas energy and is certified EcoLogo and FSC Recycled.