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Carbon Copy

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Welcome New Climate Leaders
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Introduction

This edition of *Carbon Copy* highlights the innovative technologies, management techniques, and employee initiatives that successful companies in the Climate Leaders program are implementing to meet their greenhouse gas (GHG) reduction goals, reduce their impact on the environment, and benefit their bottom line. This issue details case studies of three companies—Advanced Micro Devices, Roche, and Xerox—that have achieved their goals early and have set new, aggressive reduction goals, demonstrating that opportunities for emission reductions continue even after a goal has been achieved. We also interview a corporate environmental manager at Mack Trucks and Volvo Trucks North America, who shares with Climate Leaders some of the reasons the company has been successful in its efforts to reduce emissions, as well as provides tips for environment and energy managers at other companies. The companies featured in *Carbon Copy* share a commitment at the highest levels of management to addressing their climate change impacts, and have a detailed plan for reducing their emissions based on rigorous Climate Leaders guidance for inventories and goal-setting.

2007 GHG Reduction Goal Achievers

Advanced Micro Devices, Inc.

Advanced Micro Devices (AMD) pledges to reduce global GHG emissions by 33 percent per manufacturing index from 2006 to 2010. AMD achieved its initial goal by reducing global GHG emissions by 53 percent per manufacturing index from 2002 to 2006.



Advanced Micro Devices (NYSE: AMD) is a leading global provider of innovative processing solutions in the computing, graphics, and consumer electronics markets. AMD is dedicated to driving open innovation, choice, and industry growth by delivering superior customer-centric solutions that empower consumers and businesses worldwide.

Ensuring a Corporate Commitment

As a charter member of Climate Leaders since 2002, AMD has demonstrated a significant corporate-level commitment to managing its greenhouse gas (GHG) emissions. The company follows an international environmental health and safety policy, AMD Green, which integrates environmental considerations into every

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Goal Achievers

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aspect of its business—from energy-efficient products and sustainable manufacturing and operations, to corporate leadership initiatives. Since 2001, AMD has published an annual Global Climate Protection Plan, which highlights its commitment, strategies, and progress in achieving its goals. AMD's Global Climate Protection Plan is available at <www.amd.com/climate>.

AMD designs multiple energy efficiency features into its products, which reduce the electricity use and GHG emissions associated with their use. AMD has introduced new microprocessors that significantly increase performance-per-watt by transitioning from dual-core to quad-core within the same power and thermal envelopes. A founding member of The Green Grid™, AMD works closely with companies across the IT spectrum, as well as with government authorities, such as the European Union Commission, the U.S. Environmental Protection Agency, the U.S. Department of Energy, and the New York State Energy Research and Development Authority, to identify solutions to the challenges faced by datacenter power and cooling demands.

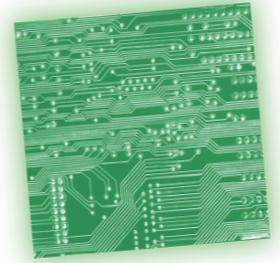
Achieving the Climate Leaders Goal

AMD reduced its emissions through several measures, including the following:

- Increased manufacturing efficiency by implementing alternative chemistries and processes, optimizing processes, and abating process effluents.
- Applied best practices and lessons learned in the construction of new production facilities and only utilized low-PFC-emitting process technology.
- Partnered with tri-generation facilities so that two semiconductor fabrication plants (Fab) in Dresden, Germany, use waste heat from electricity production to generate heat and cooling.

AMD has been a leader in the reduction of PFC emissions associated with wafer fabrication, and was among the first businesses to join EPA's voluntary PFC Reduction Partnership for the Semiconductor Industry in 1996. In support of the World Semiconductor Council's worldwide reduction goal, AMD set a voluntary goal to reduce total PFC emissions by 50 percent by 2010 from a 1995 base year. AMD's 2006 PFC emissions were more than 95 percent below 1995 levels. For the design of its first state-of-the-art

300mm Fab in Dresden, AMD integrated several cutting-edge best practices and lessons learned from the operation of its manufacturing facilities around the globe. Fab 36 has very low PFC and other GHG emissions, thanks in part to cleaning processes and abatement units that remain in standby mode when not in use, reducing electricity demand.



In 2005, the AMD Sunnyvale, California, facility applied a number of energy efficiency improvements, including installing variable frequency drives, new chillers, upgraded temperature control systems, and other heating, ventilation, and air conditioning (HVAC) adjustments, which saved 1,072 megawatt-hours (MWh) of electricity. The company also converted three existing process vacuum loops in a laboratory into a single loop, resulting in combined annual energy savings of 80 MWh.

Continuing the Commitment

AMD is continuing its climate commitment by setting a second Climate Leaders goal to reduce emissions intensity by 33 percent from 2006 to 2010. To meet this goal, AMD is implementing many cutting-edge efficiency projects. The new corporate campus in Austin, Texas, for which the company is seeking LEED® Gold Certification, has committed to operate using 100 percent green power from Austin Energy's GreenChoice program through 2015. AMD was an early member of the semiconductor industry to join EPA's Green Power Partnership, and received the Green Power Leadership award in 2002.

The new Austin campus incorporates numerous innovative energy-saving features, such as adjustable task lighting that reduces the need for overhead lighting, photosensors that automatically shut off lights, raised flooring that allows individual climate control, and roofs that collect rainwater for supplying the energy efficient cooling towers, as well as for irrigation. AMD is also planning to complete comprehensive energy audits at its North American corporate campuses in Austin, Silicon Valley, and Markham, Ontario. As AMD converts its facility in Dresden into the 300mm Fab 38, it will upgrade the facility, by installing energy efficient exhaust ventilators, which will save about 40 MWh of electricity per year, and energy efficient vacuum pumps, which are expected to save about 175 MWh of electricity consumption annually.

Roche Group U.S. Affiliates

Roche Group U.S. Affiliates pledges to reduce total U.S. GHG emissions by 15 percent from 2001 to 2010. Roche Group achieved its initial goal by reducing total U.S. GHG emissions by 11 percent from 2001 to 2006.



Roche Group, one of the world's top 10 pharmaceutical companies, is a global market leader in diagnostics and a leading supplier of prescription medicines in selected therapeutic areas such as oncology, virology, and transplantation. Roche's U.S. operations mirror the global Roche Group's focus on both diagnostics and pharmaceuticals, which address the prevention, diagnosis, and treatment of disease.

Ensuring a Corporate Commitment

A member of EPA Climate Leaders since 2004, the Roche Group's participation in the Climate Leaders program is just one component of the company's strong commitment to the principles of sustainable development.

Roche Group's approach to sustainable development includes the establishment of energy and GHG reduction policies, goals, and directives at the corporate level. Actual implementation is more decentralized, with local site personnel empowered to drive reductions based on optimal solutions for each individual site. Roche's director of energy management provides technical and management support to each of the sites. In addition, mechanisms for sharing best practices among sites, including annual "energy summit" meetings, leverage the benefits of project successes and challenges.

Achieving the Climate Leaders Goal

The Roche Group significantly reduced its emissions when the company replaced two combustion turbine generators with new, more efficient combustion turbine generators in the cogeneration plant at Roche's Nutley, New Jersey, facility. As a result, the site has increased electricity and steam production with lower fuel consumption, resulting in an annual reduction of approximately 10,000 tons of GHGs.

Other capital investments have been made to improve efficiency, specifically in chiller and hot water plants:

- The Nutley site is served by two central chilled water plants containing almost 20,000 tons of chiller capacity. Several projects have resulted in overall improved chilled water plant efficiencies, including

the installation of a water-side economizer, which has completely eliminated the need for mechanical refrigeration when ambient temperatures are below 40 degrees Fahrenheit.

- Also at Nutley, the company installed the interconnection of the two chilled water distribution systems, which allowed for optimal chiller dispatch, more effective chiller loading, and reduced pumping horsepower.
- At the company's Palo Alto, California site, Roche reduced its chilled and hot water plant electricity consumption by more than 50 percent, through improvements such as replacing old units with energy efficient units equipped with variable speed controls and adding an automation system to reduce equipment operating hours.

In addition to capital infrastructure projects, Roche Group has taken steps to improve the efficiency of the company's buildings:

- At three of its sites, Roche Group retro-commissioned buildings and installed control systems and alarms. These projects have resulted in significant improvement in building energy efficiency and comfort, at very low cost.
- Most Roche facilities made improvements to building automation systems. These improvements included nighttime setbacks, economizer cycles, and building controls that allowed for trending reports for evaluating future energy efficiency projects.
- As is common at research-based pharmaceutical sites, Roche laboratory HVAC systems typically use 100 percent outside air to ensure the air quality of laboratory spaces. Conditioning once-through supply air requires a large amount of energy, so several Roche facilities have implemented projects to safely reduce the amount of air and energy required at the laboratories. These projects have included equipment upgrades to provide variable air flow through fume hoods and/or general exhaust, reduced air changes to match space requirements, and off-hour ventilation reductions.
- At several facilities, the company upgraded lighting systems by replacing T12 fluorescent fixtures with



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Goal Achievers

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T8 and T5 fixtures, replacing high-intensity discharge lights with high-bay fluorescent fixtures, and placing stickers on lighting switches to alert cleaners and security personnel to turn off unnecessary lighting after hours.

- Roche Group installed cool roof coatings on buildings at the Pleasanton and Palo Alto, California, sites.

Employee energy reduction opportunities extend to every facet of the company's operations. Sales personnel have been encouraged to use hybrid vehicles or the most fuel-efficient vehicles when hybrids are not available.

Approximately 20 percent of the fleet is composed of hybrid cars, and more fuel efficient vehicles are being phased in as vehicles are replaced.

Continuing the Commitment

In an effort to reduce future energy needs and GHG emissions, Roche Group is working to integrate energy efficiency into new construction projects. For the company's existing facilities, both retro-commissioning and continuous commissioning efforts will continue.

Xerox Corporation

Xerox Corporation pledges to reduce total global GHG emissions by 25 percent from 2002 to 2012. Xerox achieved its initial goal by reducing total global GHG emissions by 18 percent from 2002 to 2006.

XEROX®

A Fortune 500 company with \$16 billion in sales worldwide, Xerox Corporation is a leader in innovative technologies, products and services that customers can depend upon to improve business results.

Achieving the Climate Leaders Goal

Xerox joined Climate Leaders in 2003. In the first two years of the program, Xerox defined its organizational boundaries (all emissions under Xerox's operational control) and completed a comprehensive GHG inventory. In 2005, the company developed an inventory management plan (IMP), set an aggressive GHG reduction goal, and launched a flagship corporate-wide program, Energy Challenge 2012, to involve the entire company in meeting the goal. That year, Xerox began

reporting emissions to the Carbon Disclosure Project, showcasing the company's confidence in its emissions inventory and reduction strategy. Xerox recently expanded its efforts by joining the California Climate Action Registry and the U.S. Climate Action Partnership. The Partnership is an alliance of business and environmental leaders working together to protect the climate and spur legislation and regulation aimed at reducing GHG emissions.

Xerox achieved its goal several years early as a result of the clear framework the company developed from the Lean Six Sigma methodology. Fundamental program elements that have enabled Xerox's success include leadership commitment, clear roles and accountability, full value chain engagement, integration into core business strategies and practices, appropriate funding, communication and rewarding of successes, and strong program management. A core team was established that included both business and environmental, health, and safety (EH&S) professionals to lead, guide, and implement the program, and a communications program was launched to engage employees at all levels of the company. A user-friendly global energy and GHG database was developed to collect and retain high quality inventory data and provide an analytical basis for decision-making.



Despite the company's achievement of such significant GHG reductions, Xerox sees opportunities for additional cost-effective reductions. In fact, Xerox has set a new Climate Leaders goal that will build upon the company's commitment to innovation, which helped the company to successfully achieve its first goal.

Note: Xerox's GHG reduction projects were featured as a best practice case study in the Carbon Copy Fall 2006 edition. For more information on the specific technologies Xerox implemented to meet its goal, please download that edition of Carbon Copy at <www.epa.gov/climateleaders>.

Interview with Corporate Climate Champion: Rick Robinson



*Environment Health and Safety Manager
Mack Trucks, Inc. and Volvo Trucks North
America*

EPA: Mack Trucks and Volvo Trucks North America (VTNA) joined Climate Leaders in 2003. What kinds of changes have you seen take place in your company to help meet your Climate Leaders goal?

RR: Mack and VTNA's involvement in the Climate Leaders program has been a huge success and has helped both companies further solidify their stance on climate change as well as their desire to be "best in class" relating to overall environmental performance. Further, it is our hope that through this partnership, and by choosing an aggressive goal to reduce GHG emissions by 20 percent per unit by 2010, Mack and VTNA will send a strong message to employees, customers, and the general public that we're working to be part of the solution—not the problem.

Another significant improvement that has brought about positive changes throughout the organization is the implementation of the ISO 14001 environmental management systems (EMS) in all of our operations. We chose to use our EMS as a tool to help us reach our Climate Leaders reduction goal, as it requires our facilities to establish targets to continuously improve their environmental performance. Now that we're an EPA Climate Leaders Partner and have pledged to reduce GHG emissions by 20 percent, all of the ISO 14001 certified facilities are contributing to the overall reduction goal by establishing specific energy reduction objectives for their particular facilities. So far, it's been effective, as from 2003 to 2006, Mack and VTNA have surpassed their goals, reducing GHGs by 54 percent and 45 percent per unit, respectively.

EPA: Can you tell us about Volvo's "Environmental Care" policy and how it has shaped the company?

RR: Our Swedish-based parent company, AB Volvo, established "Care for the Environment" in the early 1990s as one of its three core values, sending a strong message to the group's internal and external stakeholders that the company places a large emphasis on environmental stewardship.

To illustrate this, I've witnessed a significant transformation since Volvo acquired Mack Trucks in 2001, attributed in large part to the core environmental value. For instance,

when I first started working at Mack nine years ago as an environmental engineer, the EH&S department's main focus was ensuring compliance with regulations, and time-permitting, we might work on a recycling project. Today, our department and others put a great deal of focus on energy reduction. Using the corporate office as an example, I recently noticed that on their own initiative the facilities department installed motion sensors in the vending machines, which automatically turn off the display lights when no one is around. We also just partnered with an energy contractor to make facility-wide energy improvements that will result in a guaranteed 30-percent reduction in energy use, and are considering purchasing renewable energy certificates (RECs) to completely offset carbon emissions from electricity use in the corporate offices. These are just a few examples of a significantly changed culture that I'm not sure would have occurred without Volvo's environmental core value.

EPA: What is one of the most valuable lessons you have learned on the job?

RR: One lesson I've learned is that to be effective, you must have upper management's buy-in and support. Without it, the project is doomed to fail. So when we decided to pursue joining Climate Leaders, we started with top management, knowing that once they agreed everybody else would follow suit—which was exactly what occurred.

EPA: The New River Valley, Virginia, facility has reduced its electricity and natural gas consumption by 20 percent each, and has won awards from the state for its environmental stewardship. Can you describe a few of the practices in place at that facility that have made it so successful?

RR: New River Valley (NRV) is often viewed as the most progressive and proactive facility in the Volvo Group when it comes to reducing energy usage. As a result of its significant energy reductions, which have saved millions of dollars, the NRV plant has become a benchmark for the company, and our other facilities have followed its lead. Since 2002, NRV has aggressively pursued a range of energy reduction strategies, including conserving energy, substituting less-polluting fuels, and adopting new energy technologies—especially renewable energy systems. In my opinion, NRV's successes can largely be attributed to several factors. NRV was the first Volvo operation in the United States to obtain the ISO 14001 certification, so its management sys-

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tem is relatively mature. As a result, its employees (including upper management) have a high level of environmental awareness and are accustomed to continually improving environmental performance. The plant's environmental manager has succeeded in convincing management that the facility could reduce both energy and operating costs while reducing GHGs. The savings were realized, the environmental benefits were confirmed, and management was sold!

EPA: What challenges and opportunities do you face as you continue to seek GHG and energy use reductions?

RR: Eventually we will have identified all of the relatively easy, "low-hanging fruit" reductions we can make and will reach the point of diminishing returns where the opportunities to reduce energy will be more difficult to identify. As this occurs, the biggest challenge will be gaining support for projects that have a less favorable return on investment for the near term. However, there are many outside forces that can quickly make these types of projects more cost effective, such as increased energy prices, climate change-inspired legislation, tax incentives, etc.

EPA: Do you have any advice that you would like to share with environmental and energy managers?

RR: Establish a relationship with your corporate communications/affairs departments! Unfortunately, it is typical for achievements to be well understood within the confines of the environmental department, but unknown elsewhere in the organization. In recent years, however, public interest in and concern for the environment has grown tremendously. The company's environmentally-sensitive policies and practices have become a source of pride for most employees, and that pride is demonstrated in how they feel about their jobs and how they communicate that pride outside of the workplace. So if your organization is making positive changes, don't miss the opportunity to brag about them!

What's New at Climate Leaders

Our next Partners Meeting is tentatively scheduled for Fall 2008 in Washington, D.C. Details coming in early 2008!

Climate Leaders just relaunched its Web site with a more user-friendly design. New features include a searchable catalog of Partners' case studies, a page with tips on Achieving a Goal, and a frequently asked questions page. In addition, the Technical Resources and Communications Resources pages have been modified to make them easier to view at a glance.

Climate Leaders will be releasing several new and updated guidance documents in early 2008. Updated guidance includes Direct Emissions from Stationary Combustion Sources, Direct HFC and PFC Emissions from Use of Refrigeration and Air Conditioning Equipment, and Design Principles. The Simplified Greenhouse Gas Emissions Calculation Tool and Guidance will be available in draft form at the Fall 2007 Partners meeting. Partners can also request an electronic form by emailing <climateleaders@epa.gov>.

Climate Leaders is also releasing draft guidelines on the use of external GHG reductions to help achieve voluntary



Climate Leaders reduction goals. These guidelines consist of: 1) a fact sheet; 2) draft guidelines for developing or investing in offset projects (including protocols for specific project types); and 3) draft screening criteria for purchasing GHG reductions (including accounting guidance for Green Power and RECs purchases). The guidelines include provisions for accounting, reporting, and review and approval of external GHG reductions. Partner feedback is welcome on all draft guidances. Please send comments to <climateleaders@epa.gov> by January 25, 2008.

Climate Leaders Partners Announce GHG Reduction Goals

The following Climate Leaders Partners have recently announced GHG reduction goals:

3Degrees pledges to achieve net zero U.S. GHG emissions by 2007 and maintain that level through 2012.

Abbott pledges to reduce total U.S. GHG emissions by 2 percent from 2006 to 2011.

Applied Materials pledges to reduce total global GHG emissions by 20 percent from 2006 to 2012.

Casella Waste Systems, Inc. pledges to reduce total U.S. GHG emissions by 10 percent from 2005 to 2012.

Coors Brewing Company pledges to reduce U.S. GHG emissions by 12 percent per production index from 2005 to 2010.

Dell Inc. pledges to reduce global GHG emissions by 15 percent per dollar revenue from 2007 to 2012, and to achieve net zero global GHG emissions by 2008 and maintain that level through 2012.

Johnson Controls, Inc. pledges to reduce U.S. GHG emissions by 30 percent per dollar revenue from 2002 to 2012.

Lincus, Incorporated pledges to reduce U.S. GHG emissions by 30 percent per square foot from 2006 to 2011.

Merck & Co., Inc. pledges to reduce total global GHG emissions by 12 percent from 2004 to 2012.

National Renewable Energy Laboratory pledges to reduce total U.S. GHG emissions by 75 percent from 2005 to 2009. NREL achieved its initial goal by reducing U.S. GHG emissions by 10 percent per square foot from 2000 to 2005.

PPG Industries, Inc. pledges to reduce total global GHG emissions by 10 percent from 2006 to 2011.

Tetra Tech EM Inc. pledges to reduce total U.S. GHG emissions by 20 percent from 2006 to 2011.

Travelers Companies pledges to reduce total U.S. GHG emissions by 7 percent from 2006 to 2011.

Unilever pledges to reduce global GHG emissions by 25 percent per ton of production from 2004 to 2012.

Welcome New Climate Leaders Partners

ACE Group of Companies

Philadelphia, PA

The ACE Group of Companies is one of the world's largest providers of commercial property and casualty insurance and reinsurance. With more than \$67 billion in assets and more than \$17 billion of gross written premiums in 2006, ACE is distinguished by its underwriting expertise, superior claims handling, and global franchise—a physical presence in more than 50 countries and with business conducted in more than 140 countries.



Aggregate Industries

Rockville, MD

Aggregate Industries, a wholly owned subsidiary of Holcim Ltd., is a producer of high quality, aggregate-based construction materials in the United States and the United Kingdom. The company produces aggregates, ready-mixed concrete, concrete products, and asphalt (and related contracting services) in seven regional businesses in the United States.



Alticor Inc.

Ada, MI

Alticor Inc. is a global corporation offering products, business opportunities, and manufacturing and logistics services in more than 80 countries and territories worldwide. Alticor is the parent company of:

- Amway Corp.—one of the world's leading direct selling brands
- Quixtar Inc.—a leading e-business in North America
- Access Business Group LLC—a manufacturer and distributor of quality products worldwide for both Alticor and non-Alticor companies
- Alticor Corporate Enterprises—a holding company for the corporation's non-direct selling companies including Amway Hotel Corporation and Gurwitch Products



Applied Materials, Inc.

Santa Clara, CA

Applied Materials, Inc. is a global leader in nanomanufacturing technology solutions with a broad portfolio of innovative equipment, service, and software products for the fabrication of semiconductor chips, flat panels, solar photovoltaic cells, flexible electronics, and energy efficient glass. Applied Materials applies nanomanufacturing technology to improve the way people live.



Benziger Family Winery

Glen Ellen, CA

Nurturing the earth is a way of life for the Benzinger family, their employees, and their suppliers. The Benzinger family has integrated many environmental practices in its vineyards and winery, and is committed to sharing the knowledge gained from sustainable farming at their Sonoma Mountain estate for more than two decades. Its 85-acre, certified biodynamic Sonoma Mountain estate has become a research and teaching center for grape cultivation.

Best Buy Co., Inc.

Richfield, MN

Best Buy Co., Inc. operates a global portfolio of brands with a commitment to growth and innovation. The company sells consumer electronics, home-office products, entertainment software, appliances, and related services through more than 1,200 retail stores across the United States, throughout Canada and in China.



Burt's Bees, Inc.

Durham, NC

Since 1991, Burt's Bees has been offering distinctive all-natural personal care products. Today, Burt's Bees is a leading manufacturer of 150 Earth-friendly, natural personal care products, including face care, body care, hair care, lip care, men's grooming, baby care, and outdoor remedies.



Cisco Systems, Inc.

San José, CA

Cisco is a worldwide leader in networking, transforming how people connect, communicate, and collaborate. Cisco technology enables people to make powerful connections—whether in business, education, philanthropy, or creativity. Cisco hardware, software, and service offerings are used to create the Internet solutions that make networks possible—providing easy access to information anywhere, at any time.



Conestoga-Rovers & Associates

Niagara Falls, NY

Conestoga-Rovers & Associates (CRA) is a

full-service engineering and consulting firm with projects and clients worldwide. Originally founded in 1976, CRA has experienced strong and consistent growth, while maintaining a firm commitment to quality.



Cytec Industries Inc.

West Paterson, NJ

Cytec Industries Inc. is a global specialty chemicals and materials company focused on developing, manufacturing, and selling value-added products. The company's products serve a diverse range of end markets including aerospace, adhesives, automotive and industrial coatings, chemical intermediates, inks, mining, and plastics.



Dell Inc.

Round Rock, TX

Founded in 1984, Dell Inc. is one of the world's leading computer systems companies. Dell designs, builds, and customizes products and services to satisfy a range of customer requirements. The company expanded to include, among other services, technology consulting, technology application development, solutions integration, and infrastructure design.



DPR Construction, Inc.

Redwood City, CA

DPR Construction, Inc. is a national general contractor and construction manager specializing in technically complex and sustainable projects. A privately held, employee-owned company, DPR has grown to more than \$1.5 billion in annual revenue, making it one of the largest general contractors in the nation. Founded in 1990, the company cultivates an entrepreneurial, open-office environment based on a well-defined purpose ("We Exist to Build Great Things") and four core values, "integrity, enjoyment, uniqueness, ever forward."



EarthColor

West Orange, NJ

EarthColor's core business focuses on digital printing and related activities, while offering specialty services and expertise in:

- Online inventory management
- Product preplanning and reengineering
- Magazine ad film preparation and distribution
- Print production management
- Magazine insert management specialist
- Onsite production management



Genesis Microchip Inc.

Santa Clara, CA

Genesis Microchip Inc. is a leading provider of image and video processing systems enabling superior picture quality in flat-panel and digital TVs as well as a variety of consumer and PC-display products. Genesis is also the primary driver of the DisplayPort digital interface standard, which enables a common, open source, royalty-free, scalable interface between any flat-panel display and video or data source.



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New Partners

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Genzyme Corporation

Framingham, MA

With products and services available in nearly 90 countries,



Genzyme is a leader in the effort to develop and apply the most advanced technologies in the life sciences. Founded in Boston in 1981, Genzyme has grown from a small start-up to a diversified enterprise dedicated to making a major impact on the lives of people with serious diseases.

Honeywell Inc.

Morristown, NJ



Honeywell is a \$34-billion diversified technology and manufacturing leader, serving customers worldwide with aerospace products and services; control technologies for buildings, homes, and industry; automotive products; turbochargers; and specialty materials. Based in Morris Township, New Jersey, Honeywell has 118,000 employees in more than 100 countries. Honeywell designs technologies that help conserve energy, reduce waste, and protect homes and offices.

Hunter Panels

Portland, ME

Hunter Panels is the first start-up company to enter the Polyiso industry since 1975. The company manufactures a full line of Polyiso roof insulation panels and offers in house Tapered Design.



Kohl's Department Stores

Menomonee Falls, WI

Based in Menomonee Falls, Wisconsin, Kohl's is a family-focused, value-oriented specialty department store offering moderately priced, exclusive, and national brand apparel, shoes, accessories, beauty and home products in an exciting shopping environment. A company committed to the communities it serves, Kohl's operates 929 stores in 47 states and employs more than 114,000 associates nationwide.



Kroenke Sports Enterprises

Denver, CO



Kroenke Sports Enterprises

Kroenke Sports Enterprises (KSE) is the Rocky Mountain West's largest provider of live sports and entertainment events. KSE is a privately held company that owns and operates five professional sports franchises, three venues, and a regional television network.

More than 3 million fans annually experience professional sports and entertainment through Kroenke Sports' ownership of the Pepsi Center arena, Dick's Sporting Goods Park, and Paramount Theatre, as well as the NHL Colorado Avalanche, NBA Denver Nuggets, National Lacrosse League Colorado Mammoth, and Major League Soccer Colorado Rapids.

L.L. Bean, Inc.

Freeport, ME



L.L.Bean, Inc. is a leading developer and retailer of quality outdoor gear and apparel that enhances their customers' relationships with the outdoors and has been a trusted source for quality apparel, reliable outdoor equipment, and expert advice for more than 95 years. Founded in 1912 by Leon Leonwood Bean, the company has grown from a one-man operation, selling a single product, the Maine Hunting Shoe, to a global organization with annual sales of \$1.5 billion and more than 4,000 employees.

Lincus, Incorporated

Tempe, AZ



Lincus is an energy engineering consulting firm committed to understanding the businesses of clients.

For energy utility clients, Lincus provides demand response (DR) and demand side management (DSM) program design, implementation, technical and marketing assistance. For clients in the commercial, industrial, and institutional sector, Lincus helps meet management goals by reviewing the building mechanical and controls systems, design review, retro-commissioning, and commissioning services.

Mantria Corporation

Bala Cynwyd, PA

Mantria Corporation is a diversified company focused on “green” community development, sustainable resort development, socially responsible investing, low income “green” housing, creative financing, and international fractional ownership sales and marketing. Mantria Corporation has offices in Philadelphia, Tennessee, and Beijing, China.



Millipore Corporation

Billerica, MA

Millipore is a leading provider of products and services that improve productivity in biopharmaceutical manufacturing and in clinical, analytical, and research laboratories. The company is organized in two operating divisions. Its bioprocess division enables pharmaceutical and biotechnology companies to optimize their manufacturing productivity, ensure the quality of drugs, and scale up the production of difficult-to-manufacture biologics. Its bioscience division helps to optimize laboratory productivity and workflows by providing reagents, kits, and other enabling technologies and products for life science research and development.



MTC Limousine & Corporate Coach, Inc.

Bedford Hills, NY

In 1986, MTC Limousine & Corporate Coach, Inc. was launched as a quality ground transportation supplier for executive travelers. Since then, MTC has grown into an international provider of executive sedan, limousine, and group transportation services for both business and leisure travelers.



NCR Corporation

Dayton, OH

NCR Corporation helps customers transform transactions into relationships and use information more effectively and dynamically to make smarter business decisions faster. The company's technology has evolved from the world's first cash registers to the retail systems, ATMs and IT services of today. NCR's central mission—to use innovative technology imaginatively to solve our customers' business problems—



has not changed for over 120 years.

OSRAM SYLVANIA

Danvers, MA

OSRAM SYLVANIA is the North American business unit of OSRAM GmbH of Germany, part of the Siemens family of companies. The company manufactures and markets a wide range of lighting products and precision materials and components for business and industry, consumers, the automotive industry, and the computer, aerospace, and other major industries nationwide.



Owens Corning

Toledo, OH

Owens Corning is a world leader in building materials systems and composite solutions. A Fortune 500 company, Owens Corning produces high-quality products ranging from insulation, roofing, siding, and manufactured stone veneer, to glass composite materials used in transportation, electronics, telecommunications, and other high-performance applications. Founded in 1938, Owens Corning is a market-leading innovator of glass-fiber technology.



PepsiCo

Purchase, NY

PepsiCo is a world leader in convenient foods and beverages, with 2006 revenues of more than \$35 billion and 168,000 employees. The company consists of Frito-Lay North America, PepsiCo Beverages North America, PepsiCo International and Quaker Foods North America. PepsiCo brands are available in nearly 200 countries and territories and generate sales at the retail level of about \$92 billion.



Petaluma Poultry

Petaluma, CA

As a pioneer and leader in the organic foods industry, the company is dedicated to farming practices that renew natural and human resources. Petaluma Poultry's goal is to produce the finest poultry products while reducing waste, preserving the environment, supporting employees' comfort and efficiency, and contributing to the local community.



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New Partners

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Random House, Inc.

New York, NY

Random House has more than 120 publishing imprints in the United States and Canada, which publish books in hard-cover, trade and mass market paperback, audio, electronic, digital, and other emerging formats. In 2006, Random House produced nearly 365 million books across 4,300 new titles and 37,000 backlist titles. Random House's parent company is Bertelsmann AG, a leading international media company.



Sprint

Reston, VA

Sprint offers a comprehensive range of wireless and wireline communications services bringing the freedom of mobility to consumers, businesses, and government users. Sprint is widely recognized for developing, engineering, and deploying innovative technologies, including two robust wireless networks serving more than 54 million customers; industry-leading mobile data services; instant national and international walkie-talkie capabilities; and a global Tier 1 Internet backbone.



Tate Access Floors

Jessup, MD

Tate Access Floors, Inc., with more than 45 years of experience creating sustainable building solutions, is a recognized worldwide leader in the research, design, manufacture, distribution, sales, and installation of raised access floors. Tate represents the largest access flooring company in North America, and is headquartered southwest of Baltimore, Maryland. Tate Access Floors and its affiliates have North American offices and manufacturing locations in, Jessup, Maryland; Red Lion, Pennsylvania; and Oakville, Ontario.



Tetra Tech EM Inc.

Pasadena, CA

TETRA TECH

Tetra Tech is a provider of consulting, engineering, and technical services worldwide. The company offers a diverse portfolio of consulting fields, with expertise in science, research, engineering, construction, and information technology. Tetra Tech's service offerings include environmental management; business improvement; energy management; facilities management; and homeland security.

The Dow Chemical Company

Midland, MI

Dow is a diversified chemical company that harnesses the power of innovation, science and technology to constantly improve what is essential to human progress. The company offers a broad range of products and services to customers in more than 175 countries, helping them to provide everything from fresh water, food and pharmaceuticals to paints, packaging and personal care products. Built on a commitment to its principles of sustainability, Dow has annual sales of \$49 billion and employs 43,000 people worldwide.



The Estée Lauder Companies Inc.

New York, NY

The Estée Lauder Companies Inc. (ELC) is one of the world's leading manufacturers and marketers of quality skin care, fragrance and hair care products. The company's products are sold in more than 135 countries and territories under well-recognized brand names, including Estée Lauder, Aramis, Clinique, Prescriptives, Lab Series Skincare for Men, Origins, Tommy Hilfiger, M•A•C, and Aveda.

ESTÉE LAUDER

The Inter-American Development Bank

Washington, DC

The Inter-American Development Bank is the main source of multilateral financing for economic, social, and institutional development in Latin America and the Caribbean. Its loans and grants help finance develop-



ment projects and support strategies to reduce poverty, expand growth, increase trade and investment, promote regional integration, and foster private sector development and modernization of the state.

Tiffany & Co.

New York, NY

TIFFANY & CO.

Tiffany & Co. is the parent company that operates through its subsidiary companies, such as, Tiffany and Company, a jeweler and specialty retailer whose merchandise offerings include an extensive selection of jewelry, as well as timepieces, sterling silverware, china, crystal, stationery, fragrances and accessories. Through Tiffany and Company and other subsidiaries, the company is engaged in product design, manufacturing, and retailing.

Tiffany was founded in 1837 when Charles Lewis Tiffany opened his store in downtown Manhattan. Today, more than 170 Tiffany & Co. stores and boutiques serve customers in U.S. and international markets.

Trane

Piscataway, NJ



Trane (NYSE: TT) provides systems and services that enhance the quality and comfort of the air in homes and buildings around the world. The company offers customers a broad range of energy-efficient heating, ventilation and air conditioning (HVAC) systems; dehumidifying and air cleaning products; service and parts support; advanced building controls and financing solutions. Selling under both the Trane® and American Standard® brand names, the company's systems and services have leading positions in premium commercial, residential, institutional and industrial markets; product innovation; and a powerful distribution network. In 2006 the business generated annual revenues of approximately \$6.8 billion with \$4.9 billion coming from equipment systems and \$1.9 billion from services. Trane has more than 29,000 employees and 29 production facilities worldwide.

U.S. Forest Service

Washington, DC



The U.S. Department of Agriculture Forest Service is a Federal agency that manages public lands in national forests and grasslands. The Forest Service is also the largest forestry research organization in the world, and provides technical and financial assistance to state and private forestry agencies. There are 28,633 people in the Forest Service in 850 offices across the globe.

VF Outdoor, Inc.

San Leandro, CA

VF Corporation is a leader in branded lifestyle apparel including jeanswear, outdoor products, image apparel, and sportswear. For more than 100 years, the company has grown by offering consumers high quality, high value branded apparel.