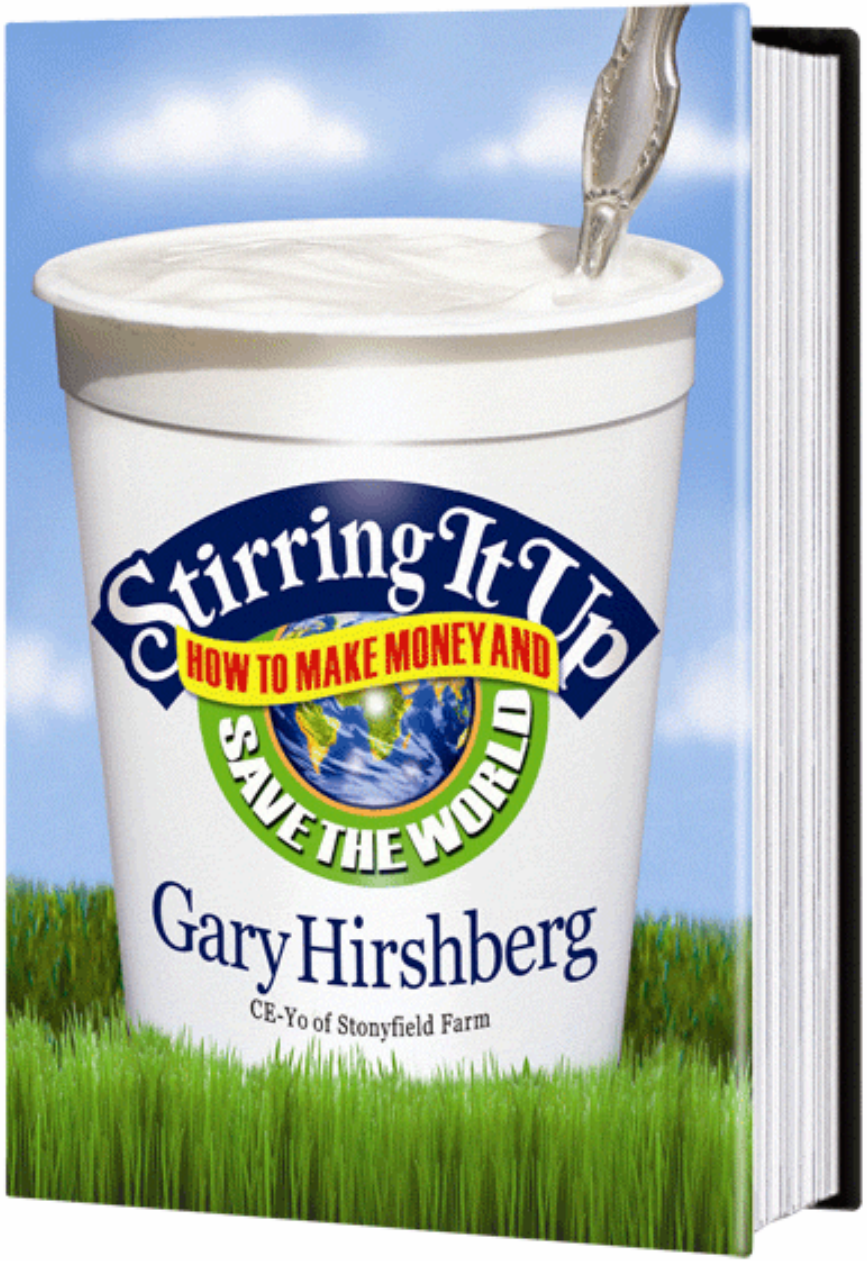
Stonyfield Farm Efforts to Reduce our Carbon Footprint

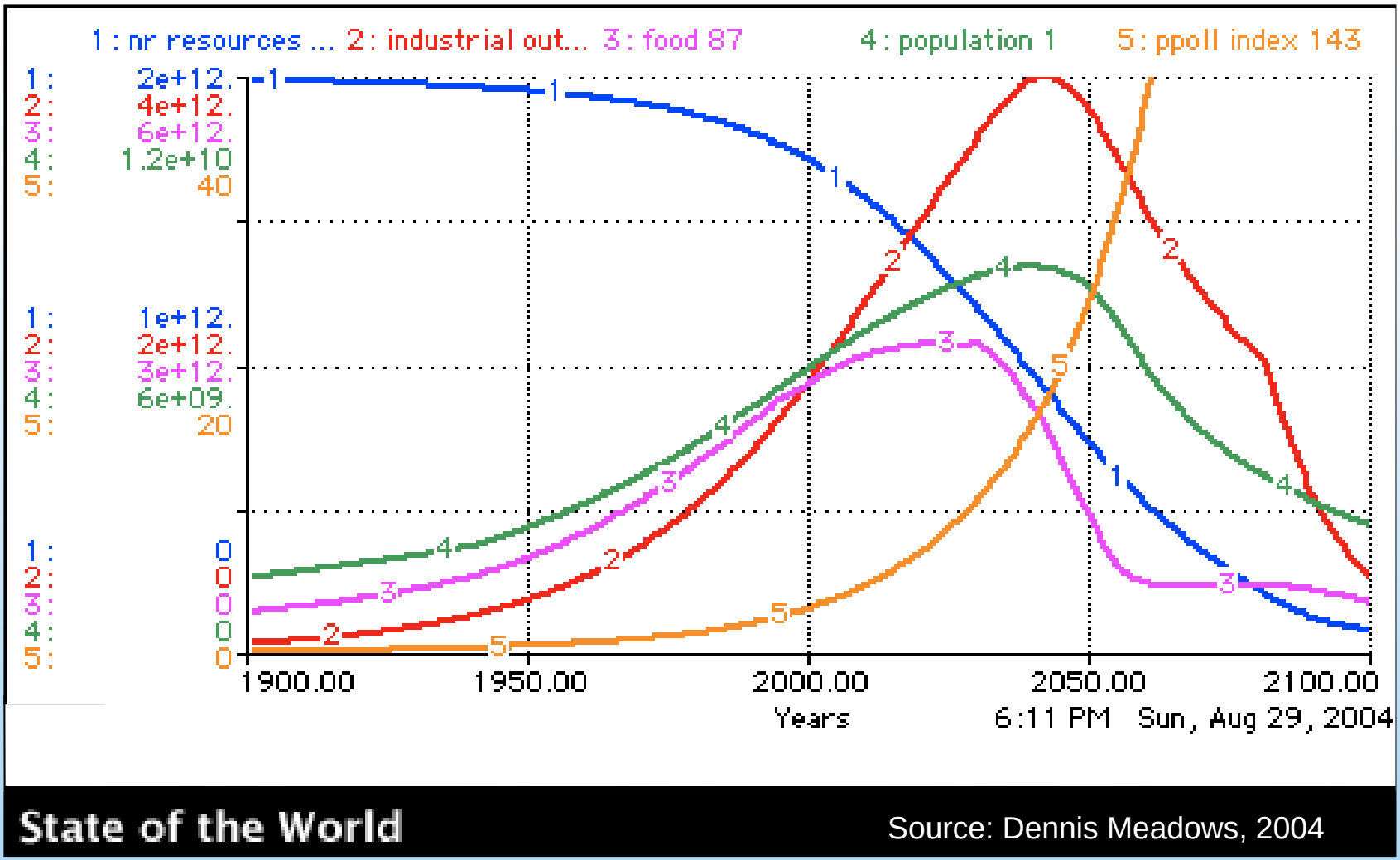
Gary Hirshberg
President and CE-Yo
March 10, 2008



"Gary Hirshberg dared to dream new ways of doing business based on respect for customers, employees, and the earth. And, it worked. If you buy or sell anything, or simply want to feel hopeful about the future, this lively and legitimately optimistic book is worth every minute."

Robert Redford, actor, producer, director and environmentalist

STATE OF THE WORLD



Natural Resources

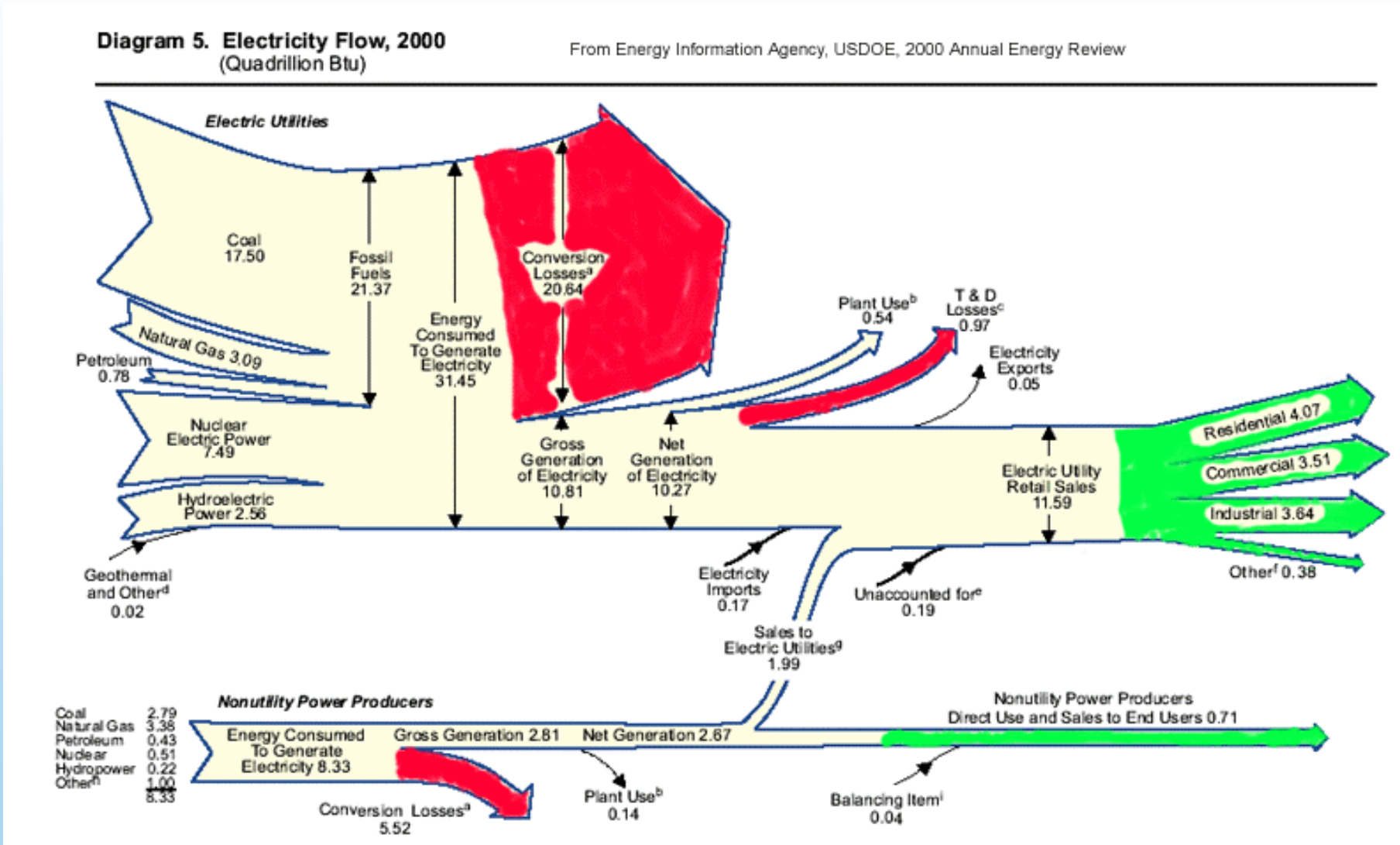
Food

Industrial Output

Population

Pollution

We waste more energy than Japan uses…



THE KEY QUESTION IN 1983 …

19 yr. CAGR: 26.3%

Some of Stonyfield Farm's efforts to address climate change

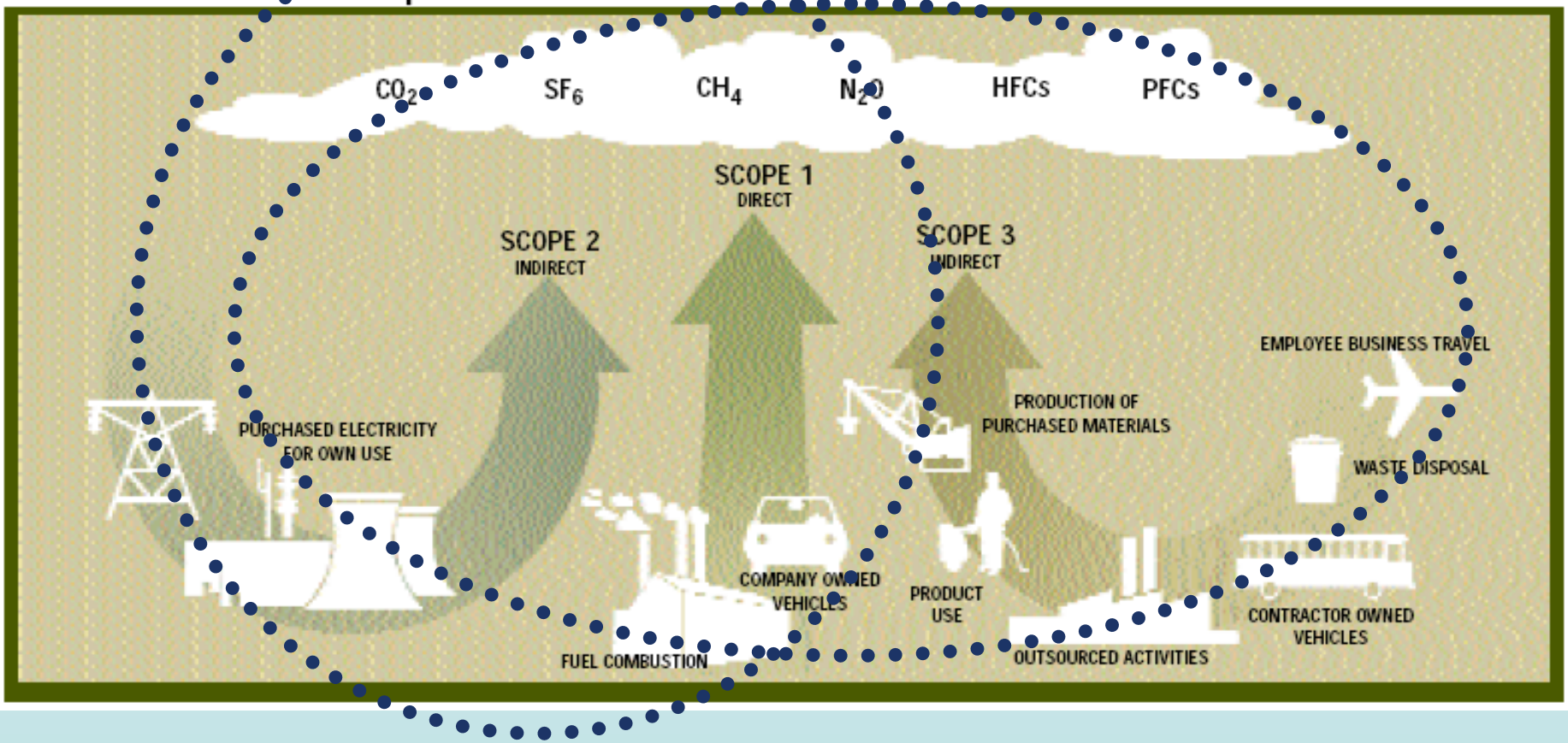
- ✓Measuring our "carbon footprint"
- ✓Reducing Emissions:
  - ✓Energy Efficiency
  - ✓Incorporating Renewable Energy
  - ✓Supply Chain: Farming & Packaging
- ✓Offsetting Emissions
- ✓Education and Advocacy
- ✓Reporting on Efforts

Measuring Our Impact

- Third Party Eco Audits (1994, 1997)
- Whole Company Carbon Footprint 1 (2000)
- Whole Company Carbon Footprint 2 (2006)

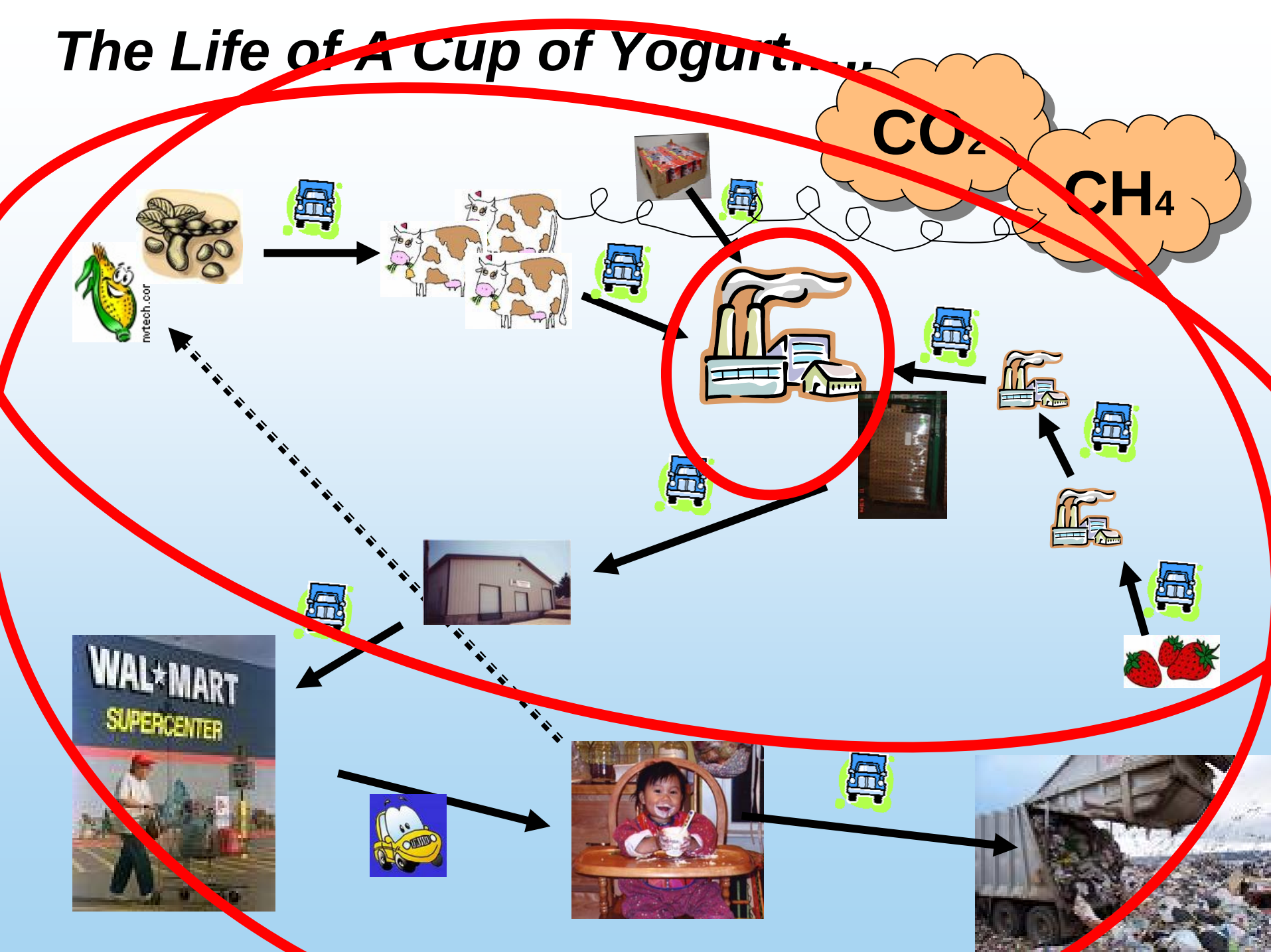
MEASURING OUR IMPACT

FIGURE 3. Overview of scopes and emissions across a value chain



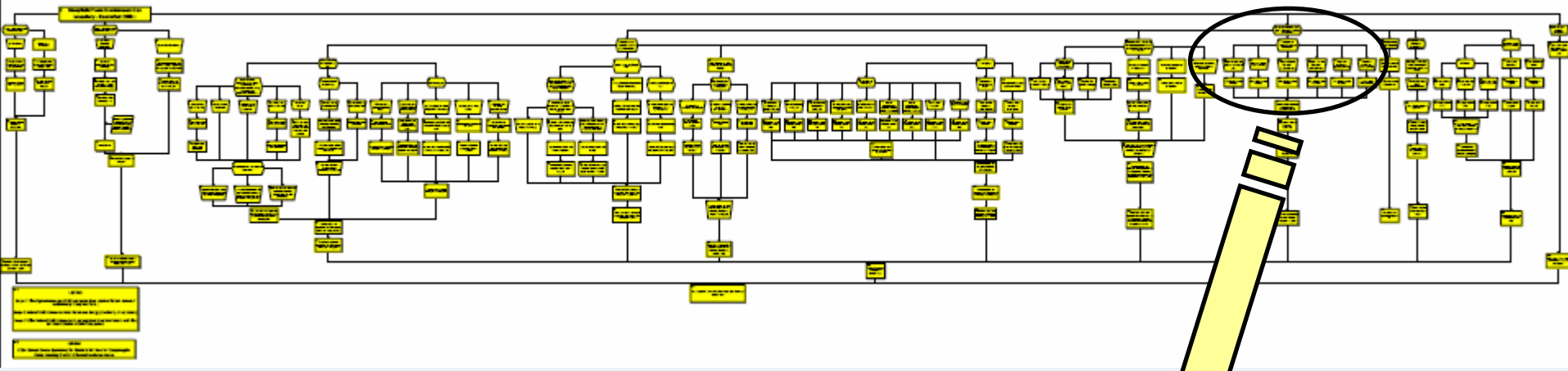
Adopted from WBCSD, 2002

The Life of A Cup of Yogurt...

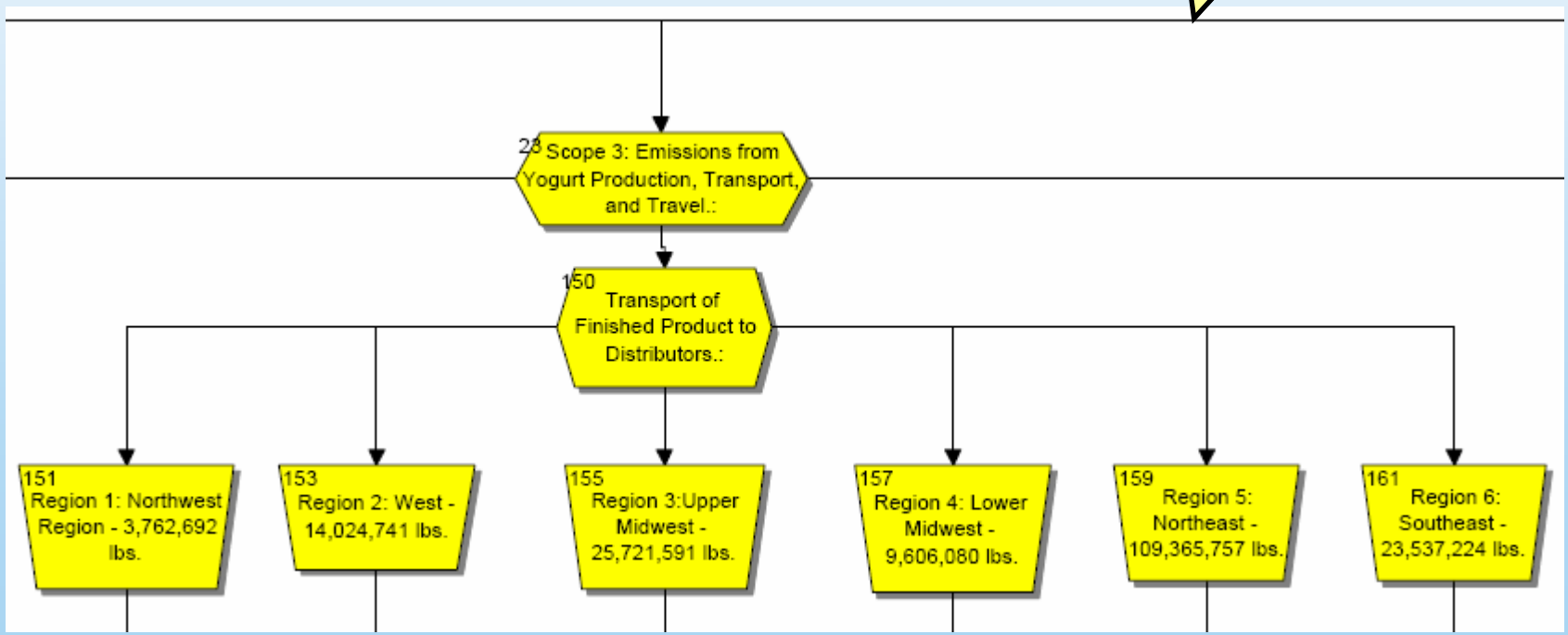


Components/Boundary of 2006 GHG Footprint

Stonyfield Farm GHG Inventory - November 2006



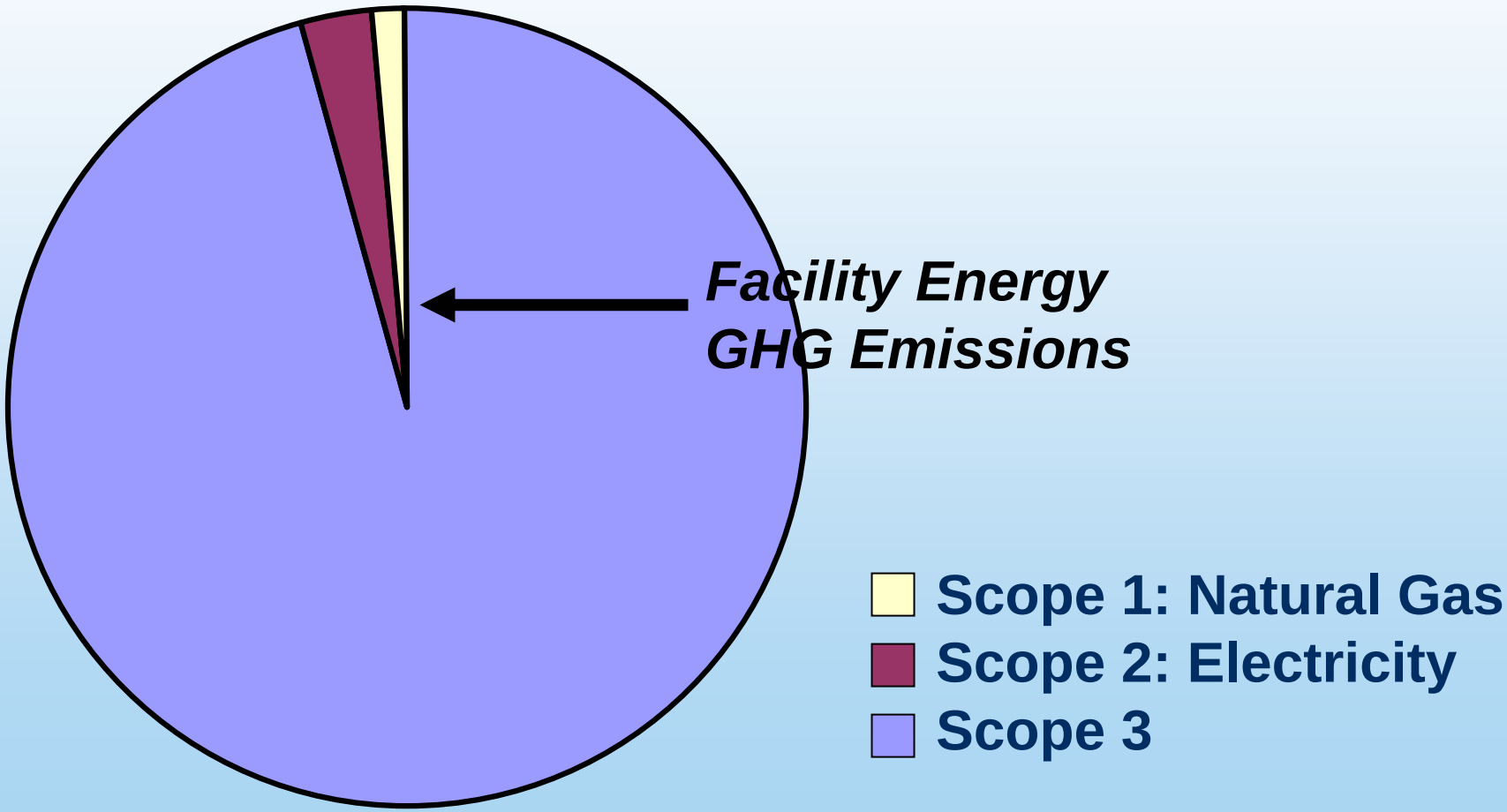
Comprehensive Analysis Measuring Greenhouse Gas Emissions from our Operations and Supply Chain



Stonyfield Farm GHG Emissions

Stonyfield Farm and Brown Cow 2006 Greenhouse Gas Inventory:

Relative Contributions of Scope 1,2 and 3



Key GHG Emissions Contributors

Milk Production

- Enteric emissions (#1)
- N2O from manure and feed production
- On farm energy use
- Transport at each phase (feed and milk)
- Manure methane

Packaging

Material production of primary packaging #1

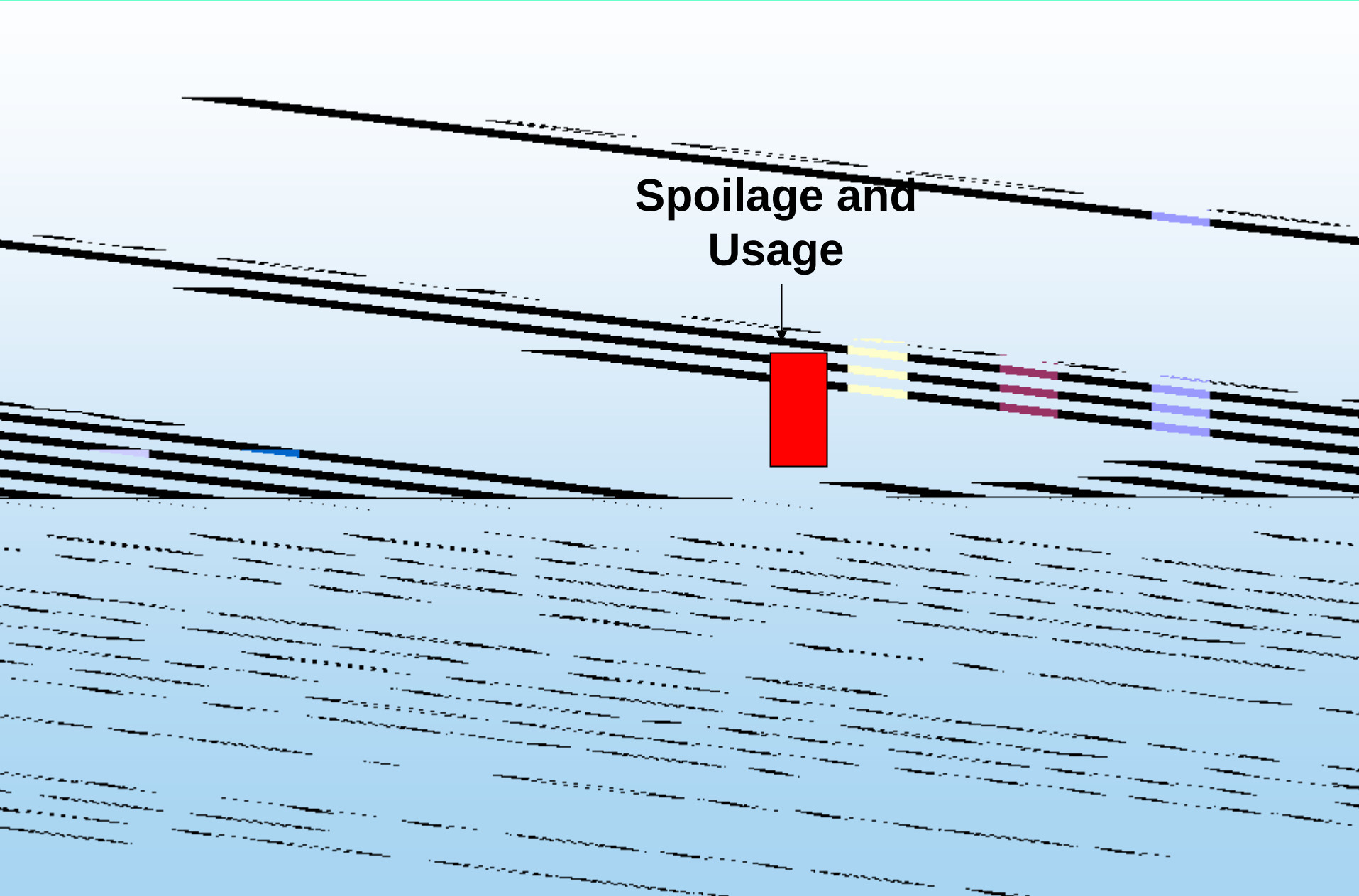
Distribution

Diesel

Facility Energy Use

Refrigeration, steam, air compressors

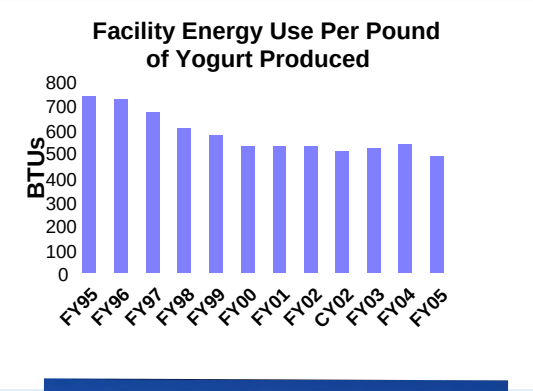
Role of Efficiency/Productivity



Reducing Emissions

- **Milk Production**
  - Organic: 40% of energy used on non-organic farms goes into making chemical fertilizers and pesticides
  - Methane digestion grants
  - Composting grants
  - Danone initiative to reduce enteric emissions
- **Packaging**
  - Sustainable packaging scorecard
  - Goals set
  - U Michigan LCA
- **Distribution**
  - Ryder engaged
  - Metrics in place
  - Study of DCs completed
  - Efficiency measures being implemented

REDUCING EMISSIONS AT OUR PLANT



Facility Energy Between ‘95 and ‘05 achieved 33% reduction in energy use and CO2 emissions per lb of product

Solid Waste Prevented 18 million pounds of materials from going to landfills or incinerators

Renewables Largest photovoltaic solar array (50 kW) in NH; generating clean burning biogas from our waste water and negligible sludge byproduct

Wastewater Treatment (Anaerobic Hybrid Biological Treatment)

Innovation by Stonyfield Farm

- Runs partially on the biogas it generates
- 40% reduction in energy use
- 50% reduction in operating costs
- No sludge hauled away in 1.5 yrs.

Capital Costs

- 17% higher capital costs than aerobic ($3.4MM vs $2.9MM)

Expected Savings

- $3.6MM over first 10 years

SOURCE: ADI Solution Based on 1st year actual operating costs

2006 LAUNCHED MISSION ACTION PROGRAM (MAP)

- Every employee trained in MAP
- Teams formed by impact area
- GHG reduction goals set
- Action plan development by those held accountable to the goals

Accountability to attaining goals job descriptions, performance review, bonuses

Impact Area: Product Packaging

Team Charter: To create the most environmentally sustainable product packaging possible.

Goal	What is the bold, visionary, aspiration of where SF wants to be? You may have long term and interim goals (ex. 3-5 year goal and/or a 20 yr bold, audacious goal) 1. 100% Sustainable Packaging by 2015: Sustainable Packaging is that which*: • Is beneficial, safe & healthy for individuals and communities throughout the life cycle; • Meets market criteria for performance and cost; • Is sourced, manufactured, transported, and recycled using renewable energy; • Maximizes the use of renewable or recycled source materials; • Is manufactured using clean production technologies and best practices; • Is made from materials healthy in all probable end of life scenarios; • Is physically designed to optimize materials and energy; • Is effectively recovered and utilized in biological and/or industrial cradle to cradle cycles. * From Sustainable Packaging Coalition, 2005 2. From 2007-2015, 10% annual improvement in sustainable packaging.
Objectives	What are the steps needed to achieve the goal? - Create baseline sustainability score of our packaging system from which to measure improvement - Inventory current packaging system including amount and types of materials such as resins, inks, dyes, adhesives, corrugate, palletization efficiency, etc. i. Identify opportunities to optimize our existing packaging system i.e. thin walling, incorporating recycled material, etc. ii. Identify potential innovations to transform our packaging

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surable Outcomes**
come measures for each task.

the 4 oz (257k lbs reduction in PS)

grams (93k lbs HDPE reduction)

grams (88k lbs HDPE reduction)

packaging format for either 4 oz FFS

**packaging materials, associated MSDS's,
also include a system for routinely**

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Management

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tial to sell the fillers to other Groupe Danone entities
sting: risk of consumer acceptance and failure→Education or
unication program
mer refusal or resistance →Education or communication program
tance to use unproven technology (internally, Groupe Danone,
mers, etc...)→

TEAMS BUILDING THE FUTURE

Transport/Distribution

Facility GHG Emissions

Plant Spoilage /Usage

Sustainable Packaging

Milk Production

Zero Waste

Incoming Materials Transport and the Materials

Water

Green Chemistry

Events Community Marketing, Marketing, Employee Events, Office
Purchases

Conclusion, The Bottom Line for NH

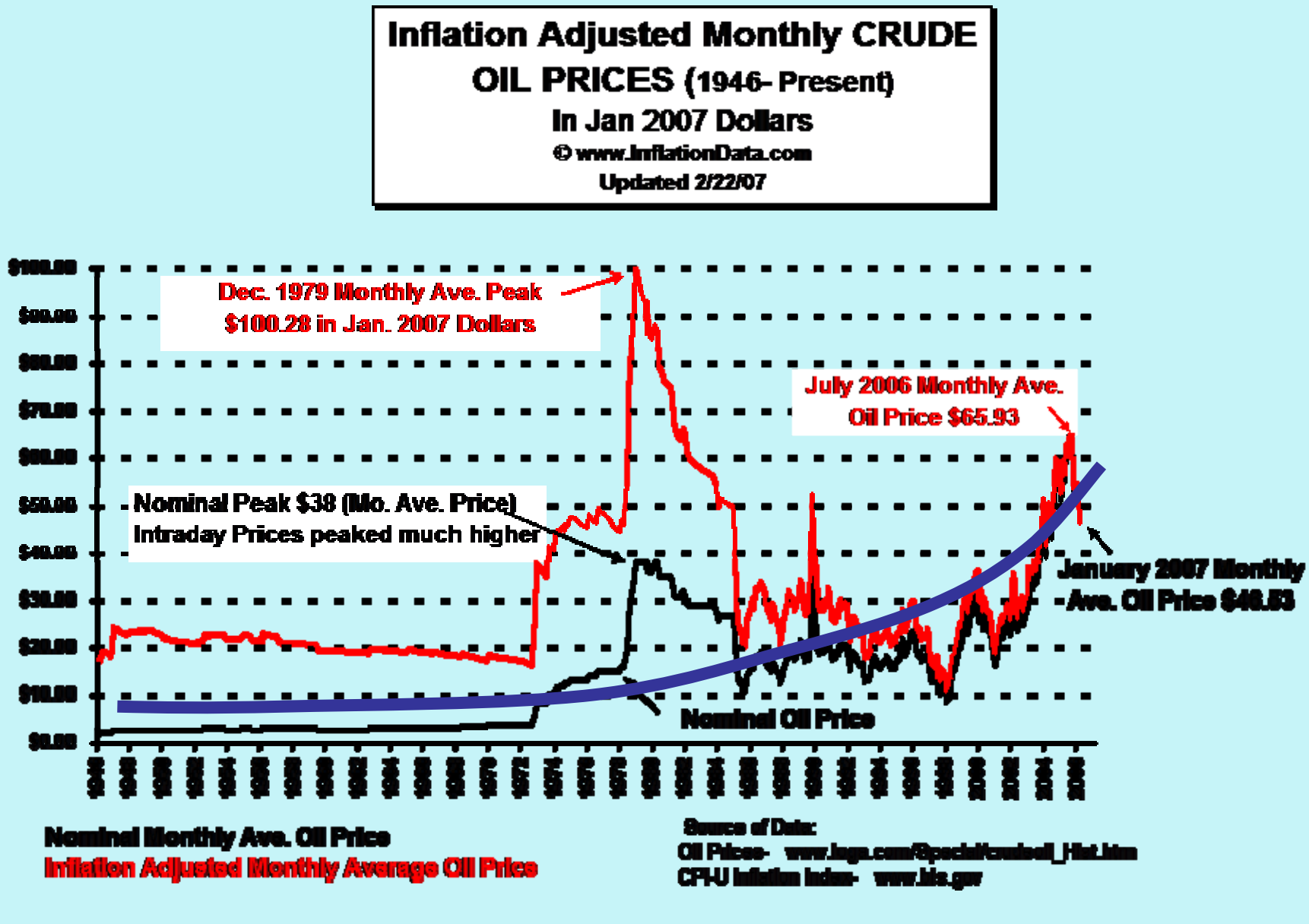
$$$$$$$$$$$$$$$$$$$$

OR NOT

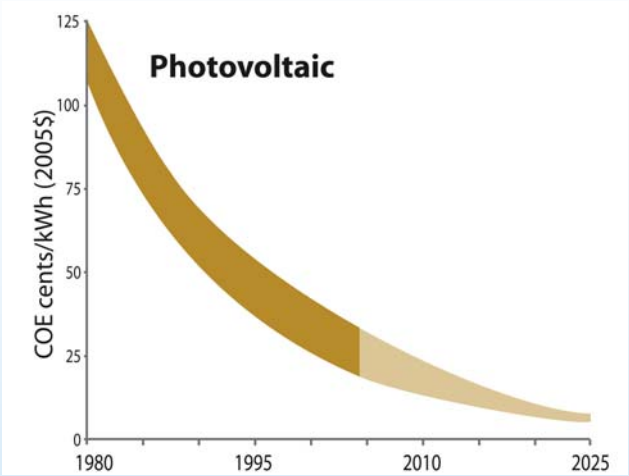
Jobs

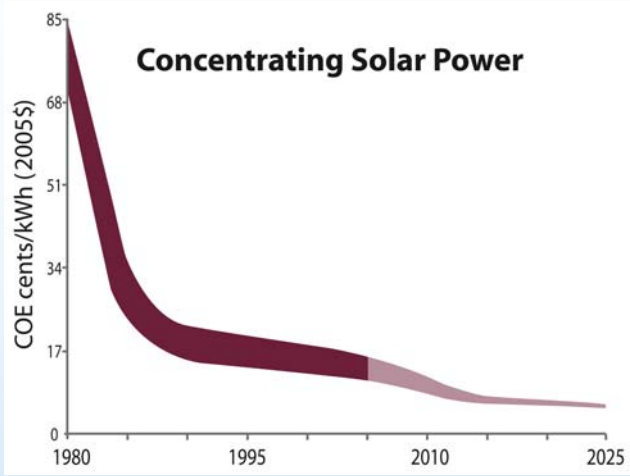
Competitive Advantage

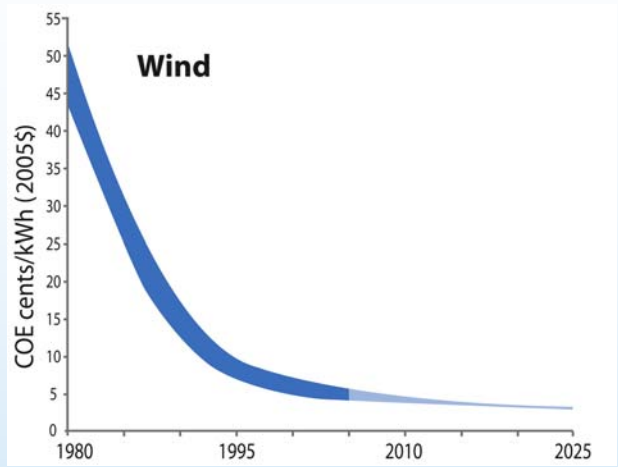
Fossil Costs are Trending Upward

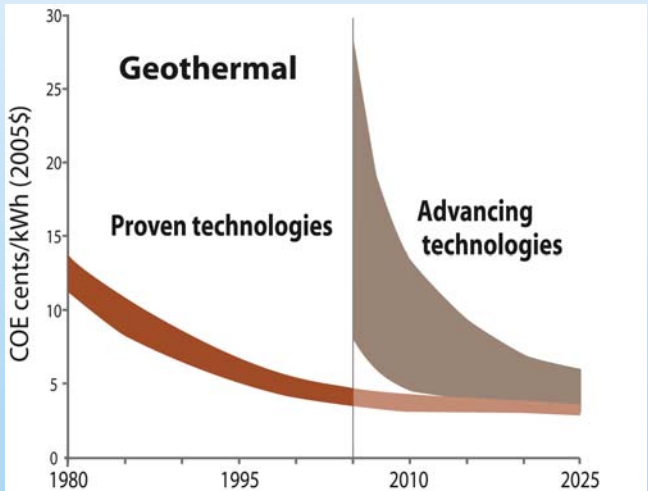


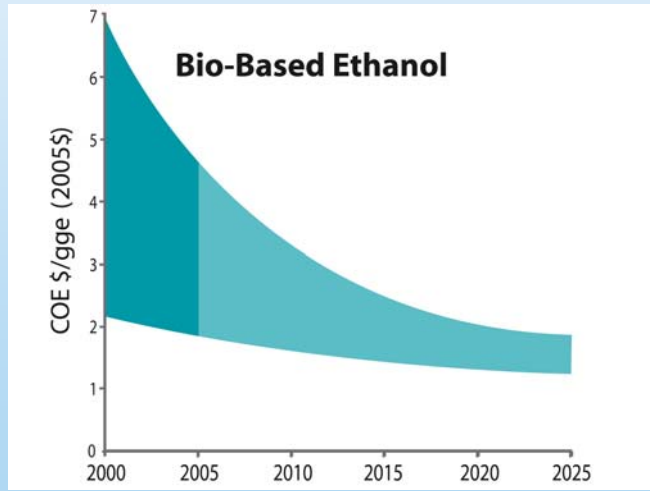
…While RE Costs Trend Downward









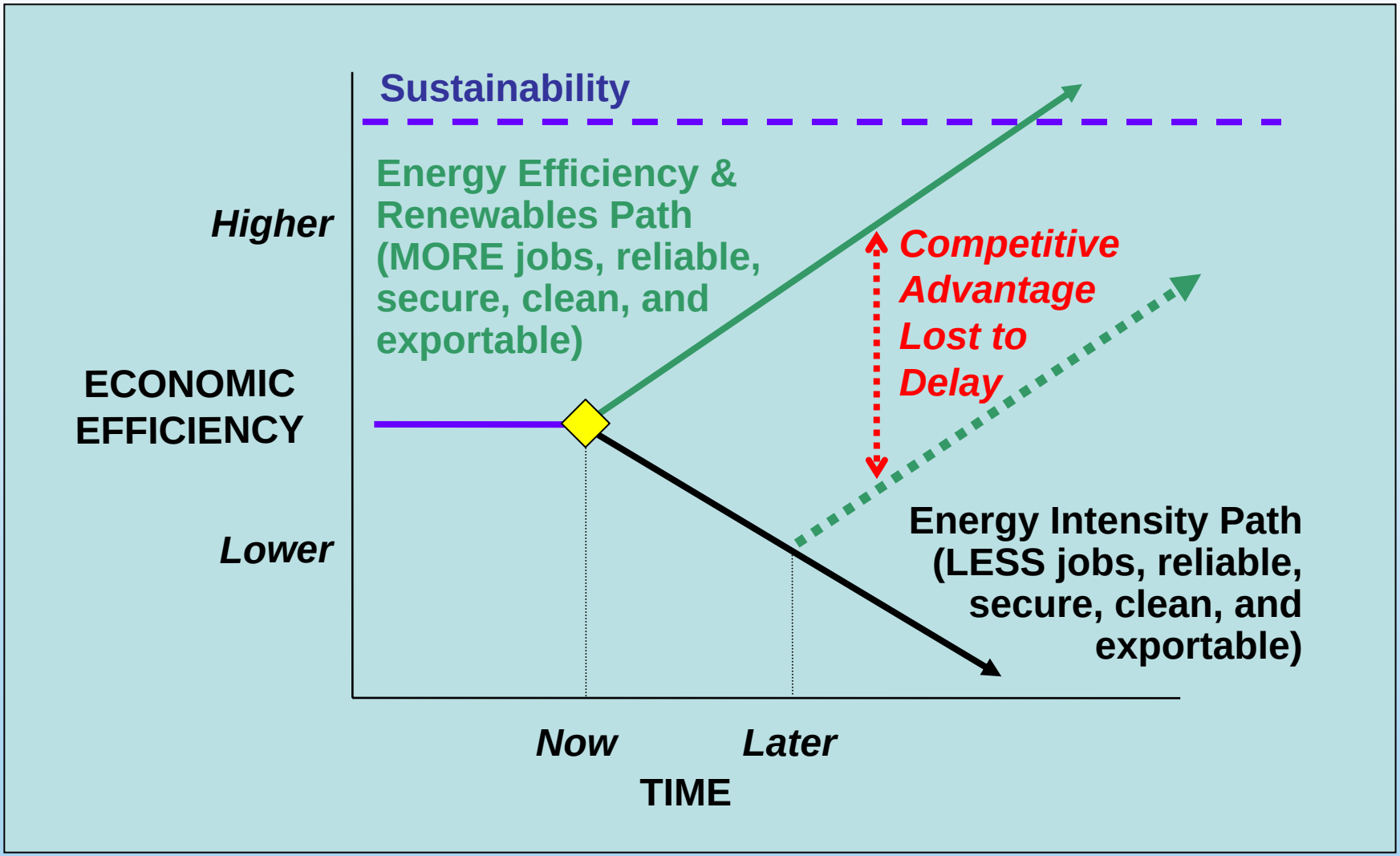


Levelized cost of energy in constant 2005$[1]

Source: NREL Energy Analysis Office (www.nrel.gov/analysis/docs/cost_curves_2005.ppt)

[1]These graphs are reflections of historical cost trends NOT precise annual historical data. DRAFT November 2005

Old or New Energy Path?

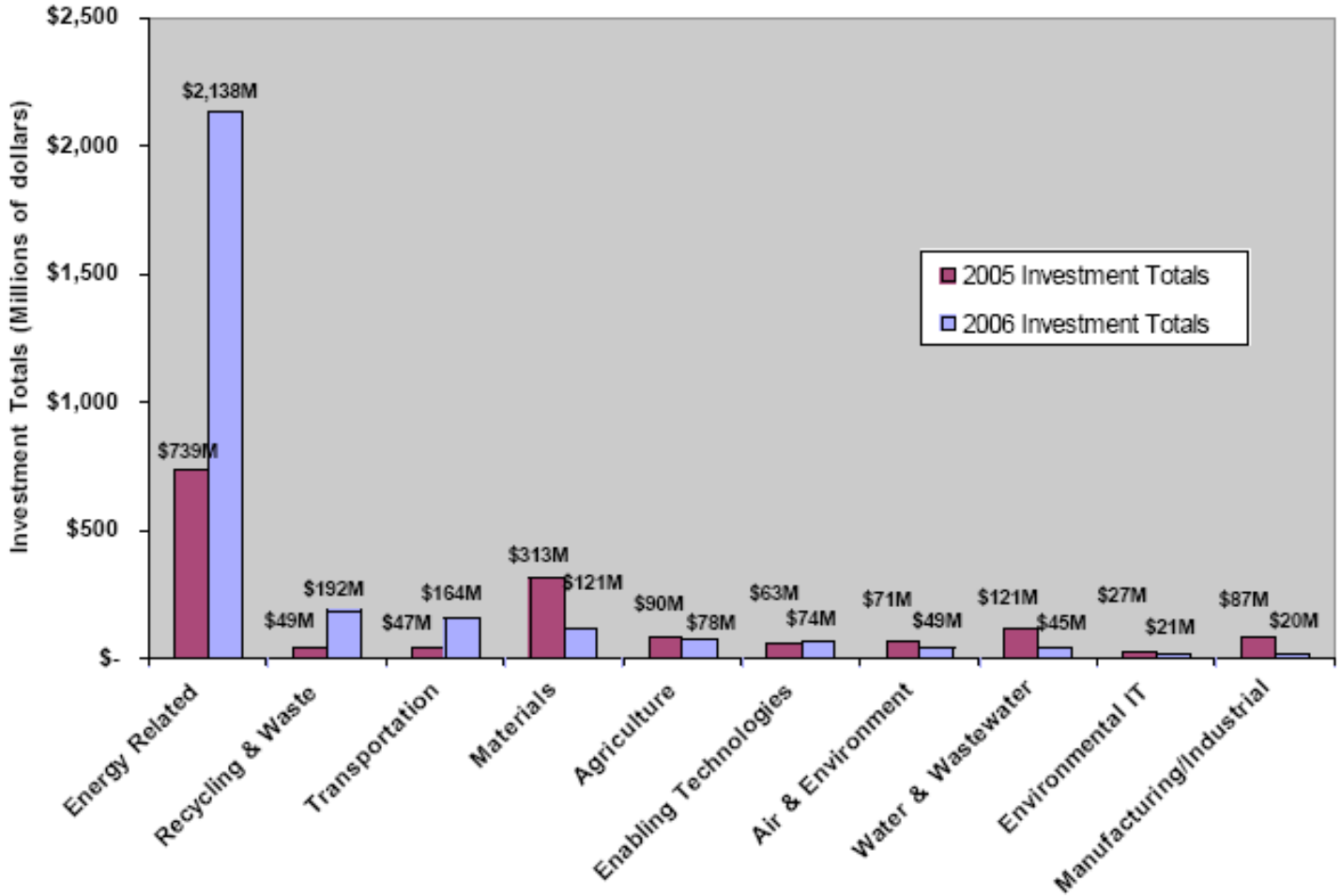


Emerging Green Economy

- Green business was a $265 billion industry in 2005. (*Forbes,* November 2007)
- Green businesses have been growing at a rate of about 5% annually during the past three years. Two hot areas are global carbon credit trading, which doubled to $28 billion from 2005 to 2006, and construction and services associated with buildings that meet LEED standards.
- Today, the green building industry is worth $12 billion. Ten years ago, it was unquantifiable.
- The American Solar Energy Society estimates that renewables and energy efficiency have the potential to generate up to 40 million jobs by 2030, 1 in 4 U.S. jobs.

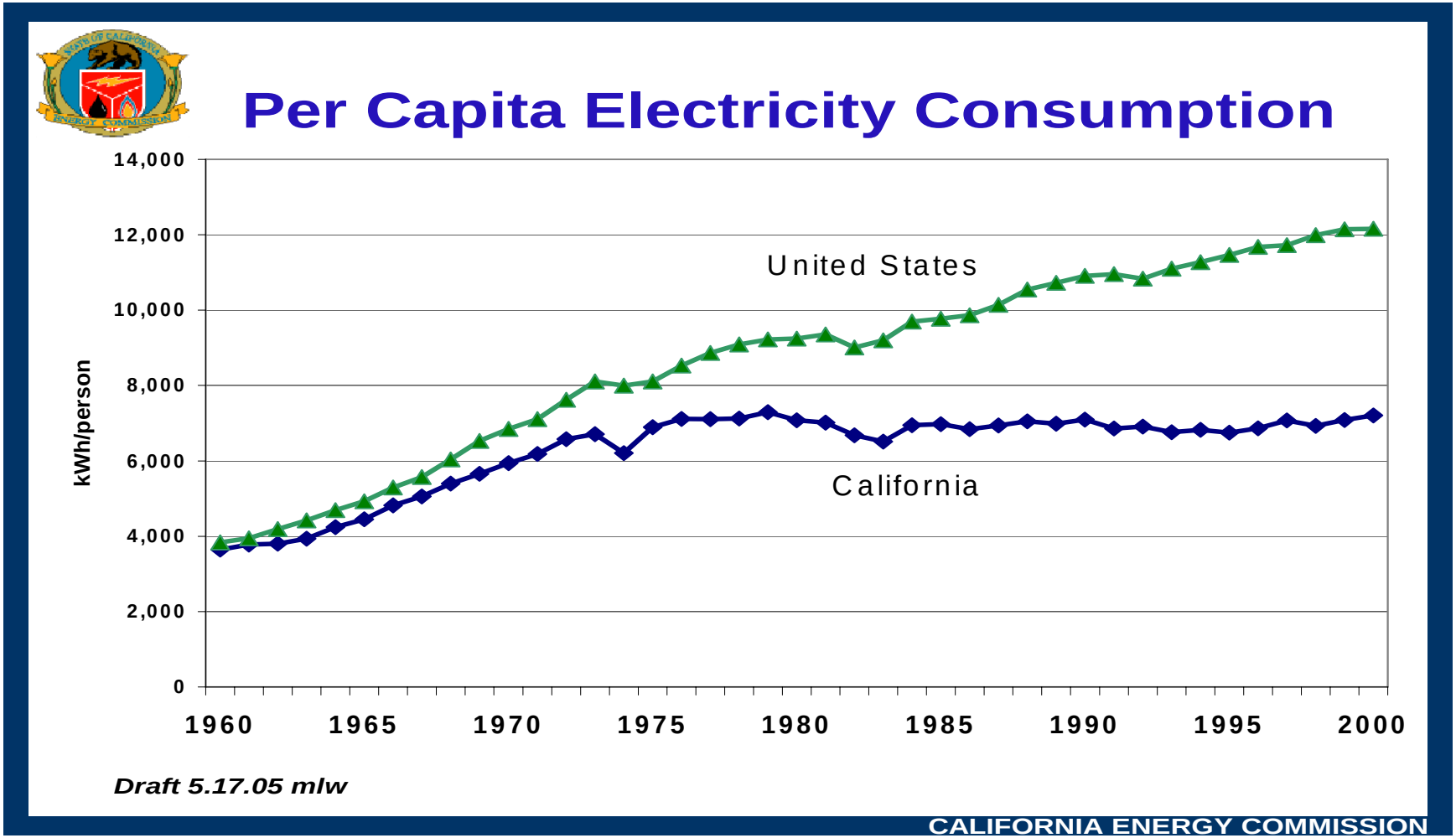
Cleantech Venture Investments by Sector

Figure 1.1 *North American Cleantech Venture Capital Investments by Industry Segment, 2005-2006 (Millions of dollars)*



E2/Cleantech Venture Network, *Cleantech Venture Capital: How Public Policy Has Stimulated Private Investment*, May 2007.

California – It's Already Working



California:Energy Supply & Jobs

Scenarios (to meet 20% of current US electricity demand)	Construction, Manufacturing, Installation	O&M and Fuel Processing	Total Jobs	Ratio Over "BAU"
1. 20% RPS by 2020 85% biomass, 14% wind, 1% PV	52,533	111,136	163,669	1.89
2. 20% RPS by 2020 60% biomass, 37% wind, 3% PV	85,008	91,436	176,444	2.04
3. 20% RPS by 2020 40% biomass, 55% wind, 5% PV	111,879	76,139	188,018	2.18
4. Fossil Fuels as Usual to 2020 50% coal, 50% natural gas	22,711	63,657	86,369	1.00
5. 20% Gas Intensive by 2020 100% natural gas	22,023	61,964	83,897	0.97

a) "Across a broad range of scenarios, the renewable energy sector generates more jobs than the fossil fuel-based energy sector per unit of energy delivered (i.e., per average megawatt)."

b) "Supporting renewables within a comprehensive energy policy that includes EE and sustainable transportation will yield far greater employment benefits than supporting 1-2 of these sectors separately."

c) More effort => more jobs.

Source: Daniel Kammen et al, UC Berkeley, Putting Renewables to Work, April 2004.

Economic/Jobs Impacts

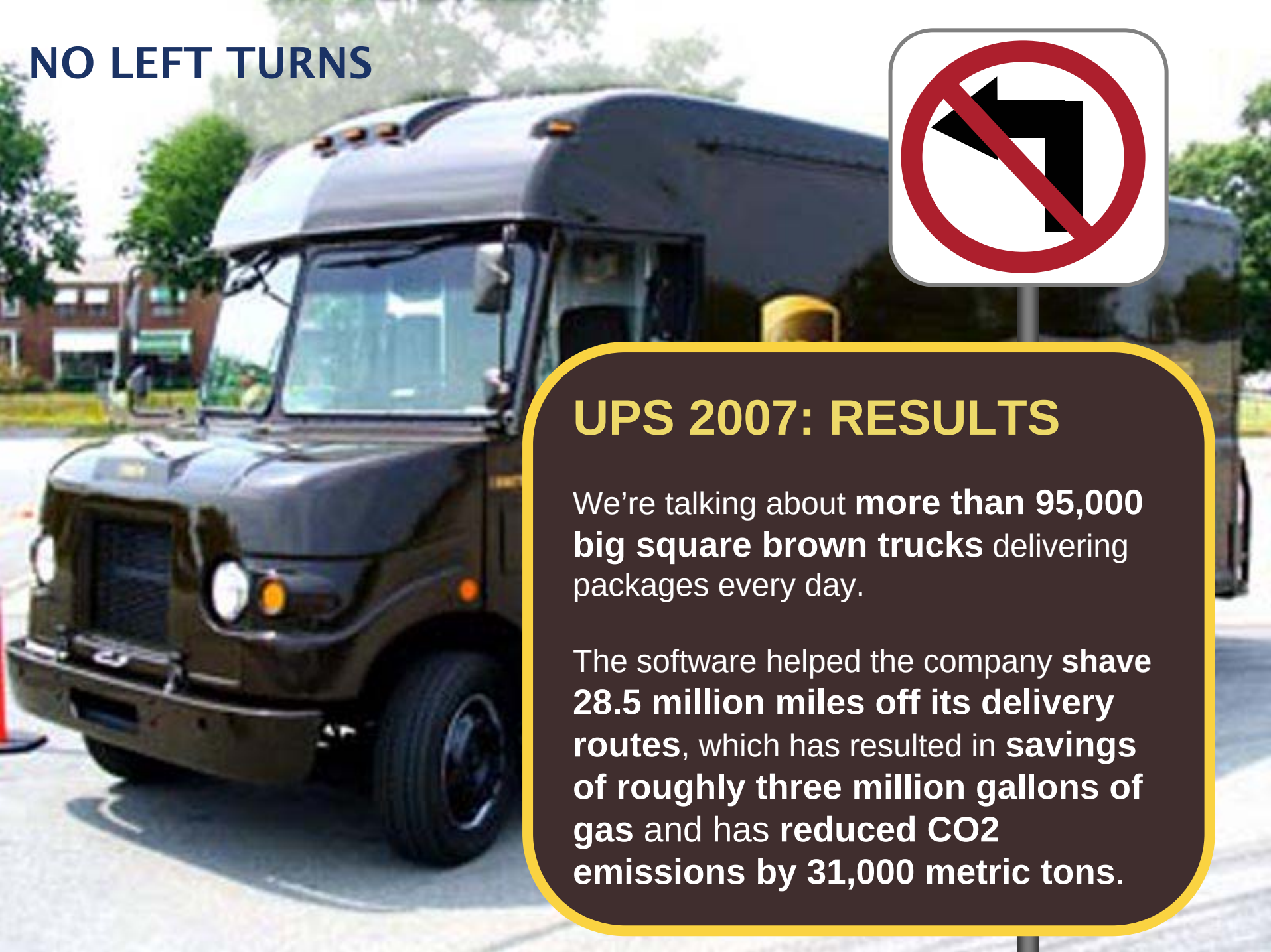
- The State's top energy modelers found that *83,000 jobs and $4 billion in income* could be generated in California by meeting California's AB-32 goals by 2020. (UC-Berkeley)

- Leading economists from UC found that eight policies can take the state over half way to meeting the 2020 reductions. Such policies as cleaner standards for vehicles and capturing methane from landfills, can *increase the Gross State Product by approximately $60 billion, and create over 20,000 new jobs*. (Climate Action Team report)

Sampling of State Climate Plan Results

State	End Date	Policy Options	Degree of Unanimity	Amount of GHG Reductions	Overall NPV Cost or Savings	Jobs Impact
AZ	2006	49	92%	• 2000 level by 2020 • Half 2000 level by 2040	$5.5 billion savings 2007-2020	285,000
CA	2008	n/a	n/a	• AB-32: 1990 level by 2020	AB-32 $4 billion savings	AB-32 83,000
CO	2007	70	87%	• 37% below projected emissions by 2020	~$3 billion savings 2007-2020	Not assessed
CT	2005	55	High	• 1990 level by 2010 • 10% below 1990 level by 2020	Net Savings	Not assessed
ME	2004	54	High	• 1990 level by 2010 • 10% below 1990 level by 2020	Net Savings	Not assessed
MT	2007	54	98%	• 1990 level by 2020	$78 million savings 2007-2020	Not assessed
NC	2007	56	85%	• 47% below projected emissions by 2020	$7.5 billion savings 2007-2020	44,500
NM	2006	69	97%	• 2000 level by 2012 • 10% below 2000 level by 2020	$2.2 billion savings 2007-2020	Not assessed
VT	2007	37	86%	• 25% below 1990 level by 2012 • 50% below 1990 level by 2028	$1.3 billion savings 2007-2028	Not assessed

NO LEFT TURNS



UPS 2007: RESULTS

We're talking about **more than 95,000 big square brown trucks** delivering packages every day.

The software helped the company **shave 28.5 million miles off its delivery routes**, which has resulted in **savings of roughly three million gallons of gas** and has **reduced CO2 emissions by 31,000 metric tons**.

Action Steps for New Hampshire

- *Adopt RGGI (HB 1434)*
- *Comprehensive Climate Action Plan*
- *Renewables*, Decoupling, Distributed Generation
  - Policies, rules, regulations, and incentives
- Tax Incentives for Building Energy Efficiency
- California Clean Cars
- Low Carbon Fuel Standard
- Transportation (vs. current Highway) Trust Fund
- Individual Choices; Public Education & Outreach

LAUNCHED JUNE 07

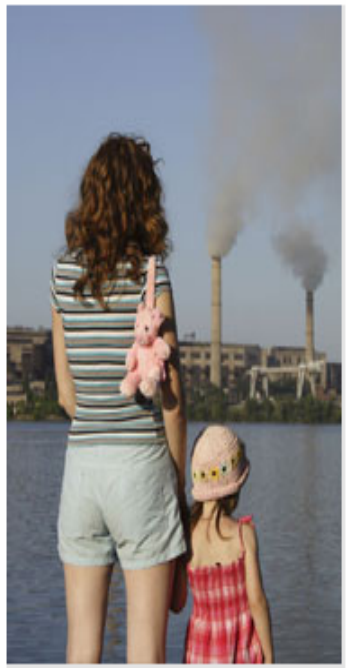
ClimateCounts[sm]
make climate change history

Search or browse
for company profiles and more

GO

A to Z | Categorized | Ranked Listing

HOME | ABOUT US | WHAT IS CLIMATE CHANGE? | ALLIES | NEWS & EVENTS | SCORECARD | COMMUNITY | JOIN US



How You Shop and Invest Changes the World

Everyone's talking about global warming, but what can you personally do about it? When you buy from companies taking responsibility for climate change, you're sending a message that climate change matters to you.

Not all companies share that sense of responsibility. But if they know you're paying attention to what they're doing (or not doing), they'll take action.

As a consumer, you have real power. **USE IT.**

Read a new essay from Climate Counts board chair **Gary Hirshberg**, now on **The Huffington Post**.

Our Scorecard

Business has the power to change the world - and you have the power to change business. Is your favorite company **STUCK**, **STARTING**, or **STRIDING**? The race is on to address climate change. Look for our simple icons to help you support companies that reflect your values. **Download our handy pocket guide** *(English, Spanish)*


Stuck


Starting


Striding

0-to-100 scale

22 criteria that objectively evaluate companies' actual voluntary efforts to reduce climate footprints through:

Reviewing/Measuring impact (22)

Reducing emissions (56)

Taking policy stance (10)

Reporting (12)

ClimateCounts

Sends a strong message that their climate footprint matters
Empowers consumers with simple steps they can take to be part of the process

Climate Counts Scorecard
Evaluation Date:

[Company Name]
[scoring date]

ClimateCounts

www.climatecounts.org

Summary:

	Score	Highest Possible Score
Review	0	32
Reduce	0	58
Policy Stance	0	10
Report	0	12
TOTAL	0	100

Full Scorecard:

	Question/Criteria	Scoring Guidepoints (possible points)	Score	Highest Possible Score	
Review			0	32	
1	GHG emissions inventory completed?	No (0); Yes, partial inventory only reviewing some of the company's emission sources (1-3, dependent on percentage of emitting sectors covered); Yes, almost comprehensive inventory (4); Yes, comprehensive inventory (5)		5	Identify and quantify emissions (32)
2	Rough calculations or standard protocol calculation?	Rough, partial calculations (1); Generalized, but complete calculations (estimates, perhaps using a general calculator) (2); Full calculations using a standard protocol/methodology (e.g., WRI) (3)		3	
3	Are Kyoto gases besides CO2 included?	Just inventorying CO2 emissions (0); Measuring CO2, CH4, and N2O (1); All relevant, material Kyoto gases included (2) If other Kyoto gases are not emitted, full points can be awarded		2	
4	Are indirect emissions accounted for? (e.g., supply chain, travel, commuting, use of/disposal of products/services, investments)	Only accounting for direct and energy (electricity) indirect emissions (0); Including emissions from one indirect source (1); Including emissions from multiple indirect sources (2-4)		4	
5	Is there external, qualified third-party verification of emissions data, reductions, and reporting (where applicable)?	No (0); Yes, verification by a trade association (1); Yes, verification by a qualified, external consultant working on company's inventory (2); Yes, verification by a qualified, third-party, not involved in developing the inventory (3) Extra point for verification beyond basic inventory (e.g., verification of physical reductions or reporting)		4	
6	Is the inventory an ongoing, regular process accounting for multiple years?	One time project (0); Plans for future, annual inventory work (1); At least two inventories completed (2); Multiple inventories completed (3); Multiple inventories completed and a time-series of emissions presented (i.e., emissions covering bay and the baseline and current year) (4)		4	
Reduce			0	58	
7	Has a clear goal been set?	No target (0); Loose, undefined goal (1); Defined goal specifying baseline, reduction amount/percentage, or timeframe but not all three (2-3); Goal with defined baseline, reduction amount/percentage, and timeframe (4)		4	Set goals and establish internal management (18)
8	Strength of baseline year used for the reduction goal (keeping in mind changes in company's size/composition)	No baseline (0); Using year of inventory or 1-2 years back as baseline (1); Using a baseline 3-10 years back (2); Baseline over 10 years back (3); When scoring, consider if company has significantly changed in size or divested during the time period or if the company has picked a year with especially high emissions, as this will affect the appropriateness of the baseline; also adjust scoring if company is new and older baselines are not possible		3	
9	Magnitude of reduction goal (considering size of reduction and target year)	No reduction goal (0); Keep emissions constant (1); Up to 5% reduction (2); 6-10% reduction (3); >10% reduction (4); Discretionary point based on timeliness of target year (i.e., large goal set for near term scores better than small reduction goal set far in the future)		4	
10	Have a management plan and organizational structure been established for climate?	No plan established (0); General carbon/climate plan established (1); Designation of committee or responsible parties for company climate strategy (2); Designation of key responsible people and a specific plan for climate action (3); Climate strategy incorporated into overall business strategy (4); Extra point for publicly available detailed plan		4	
11	Is there top-level support for climate change action?	No (0); Senior level executive or Board members designated as responsible for climate issues (1); Clear, public articulation of company's views on climate by CEO and/or top management (2)		2	
12	Has the company taken steps to track achieving reduction targets or internal progress on reduction)	No (0); Points awarded for actions such as the following: investment in renewable energy; energy use of emissions-reducing technology; Projects to reduce corporate travel; Investments in technology for future reductions; Incentive programs; Purchase of additional, verifiable offsets; etc.; Up to 2 points per action, based on level and depth of actions and company size, for a maximum of 9 points		9	Achieve reductions (take steps, achieve early) (27)
13	Has the company achieved emissions reductions?	No (0); Partial reduction (below target or in limited sub-sectors) (1-6); Achieved goal reductions or reductions on a timeline to meet significant target in a clear year (6-9); Exceeded goal reductions (7-10) Point awarded here for absolute or intensity-based achievements		10	
14	Absolute or intensity-based reductions?	Only intensity-based (relative) reductions (0); Absolute reductions for a sub-unit of the company (1-2); All absolute reductions (3-4) When scoring, consider if company has significantly changed in size or divested during the time period, as this will affect ease of achieving absolute reductions; Note that absolute reductions can be achieved even if a relative target was set		4	
15	Has the company achieved verified reductions to date (prior to current goal setting)?	No (0); Yes, reductions achieved prior to current goal setting (1-5) (based on magnitude, frequency, etc.)		5	
16	Has the company made successful efforts to reduce GHG impacts associated with the use of its products/services?	No (0); Conducting partial analyses (e.g., partial LCA, eco-assessment, etc.) of GHG impacts from use of products/services (1); Conducting full analyses of GHG impacts associated with use of products/services (2); Producing low-to carbon product line that reduces reduction in carbon-intensity of the traditional line of products/services (3-4)		4	
17	Does the company work to educate its employees, trade association, and/or customers on how they can reduce individual GHG emissions through direct education programs, incentives, or philanthropic projects?	No educational efforts (0); Up to 2 points for each of the following categories: Internal employee education, incentives that will increase employee awareness (e.g., tax breaks for using mass transit), Education of peer companies within trade association, and customer/general public education, for a maximum of 6 points		6	
18	Does the company require suppliers to take climate change action or give preference to those that do?	No (0); Yes, gives preference to suppliers who take action (1); Yes, requires suppliers to take action (2)		2	
Policy Stance			0	10	
20	Does the company support public policy that could require mandatory climate	No (0); Yes, on a local level or in a generalized manner (0-2); Yes, on a state or regional scale (3-5); Yes,			
20	Does the company oppose public policy on climate change that could require mandatory action by business, or has it made efforts to undermine climate change action?	No (0); Yes, opposes local initiative (1-2); Yes, opposes a state or regional scale initiative (3-4); Yes, publicly opposes non-voluntary federal-level initiatives (7-10); Range of negative points awarded for depth of opposition as displayed in company materials (website, publications), via a public forum (press, speeches, advertising), and active lobbying; Note: negative points will also be awarded if company belongs to trade association seeking to undermine climate change action		top	
Report			0	12	
21	Is the company publicly reporting on emissions, risks, and actions? How is information disclosed? Company-based (e.g., on their website or annual report) or through a credible third-party program (e.g., CDP, GRI, etc.)?	No information on company climate change actions is available (0); Minimal, general info available through company report or website (1-2); Minimal/basic info available through third party (e.g., CDP) (3-4); Detailed info on emissions, reductions, goals on company website/reports (4-5); Detailed disclosure through third-party (7-8); an extra 1-2 points awarded for time series of emissions and other climate action or risk data (e.g., in 20D filings or 10Ks)			
22	Are emissions broken out by facility, business unit, country of operations, or other meaningful subsegments?	Only total emissions or one lumped number are presented (0); Some sub-unit emissions broken out (1); Emissions clearly tallied by company-appropriate sub-units (2)			
Total			0		

APPAREL/ACCESSORIES	Score
Nike	73
Gap Inc.	39
Liz Claiborne	15
Limited Brands	5
VF Corporation	2
Levi Strauss	1
Jones Apparel Group	0

FOOD SERVICES	Score
Starbucks	46
McDonald's	22
Yum! Brands	1
Burger King	0
Darden Restaurants	0
Wendy's International	0

Key to Climate Counts Scores

Stuck Starting Striding

Icons are intended only for comparisons of companies within sectors.

BEVERAGES - BEER	Score
SABMiller	48
Anheuser-Busch	29
Molson Coors Brewing	20

MEDIA	Score
General Electric*	61
News Corporation	57
Disney	24
Time Warner	10
Viacom	3
CBS	0

SHIPPING	Score
Deutsche Post/DHL	45
US Postal Service	43
UPS	39
FedEx	28

*This company is a conglomerate, with significant holdings in this sector as well as others. It is presented here with some of its major competitors in one of the initial sectors investigated by Climate Counts. Scores based on public information available through mid May 2007.

HOUSEHOLD PRODUCTS	Score
Procter & Gamble	53
L'Oreal	45
Kimberly-Clark	41
Colgate-Palmolive	40
Avon	11
Clorox	1

FOOD PRODUCTS	Score
Unilever	71
Stonyfield Farm	63
The Coca-Cola Company	57
Groupe Danone	50
Kraft Foods	43
Nestle	42
General Mills	37
PepsiCo	26
Kellogg	24
ConAgra Foods	6
Sara Lee	2

ELECTRONICS	Score
Canon	77
IBM	70
Toshiba	66
Motorola	60
Hewlett-Packard	59
Sony	51
Dell	41
Hitachi	36
Siemens*	34
Samsung	33
Nokia	29
Apple	2

INTERNET/SOFTWARE	Score
Yahoo!	36
Microsoft	31
Google	17
eBay	2
Amazon.com	0

June 2007

CHICAGOBUSINESS
POWERED BY CRAIN'S

- January 26, 2008: “Kraft, Sara Lee make play for green crowd”
- Piece focused on food products sector
- Audra Karalius of Sara Lee (2 out of 100 points): “company is working to improve its rating”

80% by 2050!

Our "World Cup"

Supporting Slides

- California Policies
- CA Financial Incentives
- Washington State
- Arizona
- New Mexico

California RE/EE Policies & Regs (1)

- Appliance / Equiment Efficiency Standards
  - Appliance Efficiency Regulations
- Building Energy Code
  - California State Energy Code
- Contractor Licensing
  - Solar Contractor Licensing
- Energy Standards for Public Buildings
  - Green Building Action Plan for State Facilities
- Generation Disclosure
  - Power Source Disclosure Program
- Interconnection
  - Interconnection Standards

California RE/EE Policies & Regs (2)

- Net Metering
  - Net Metering Regulations
- Public Benefits Fund
  - Public Benefits Fund for RE & EE
- Renewable Portfolio Standard
  - Renewable Portfolio Standard
- Electricity Supply
  - EE/RE Loading Order Preference
- Solar Access Law/Guideline
  - Solar Easement and the Solar Shade Control Act
  - Solar Rights Act
- Alternative Fuel and Vehicle Policies
  - California LEV II Clean Car ("Pavley") Emissions Standards
    - 30% lower GHG emissions by 2016
  - Low-Carbon Fuel Standard
    - 10% reduction in life-cycle carbon intensity of fuels by 2020

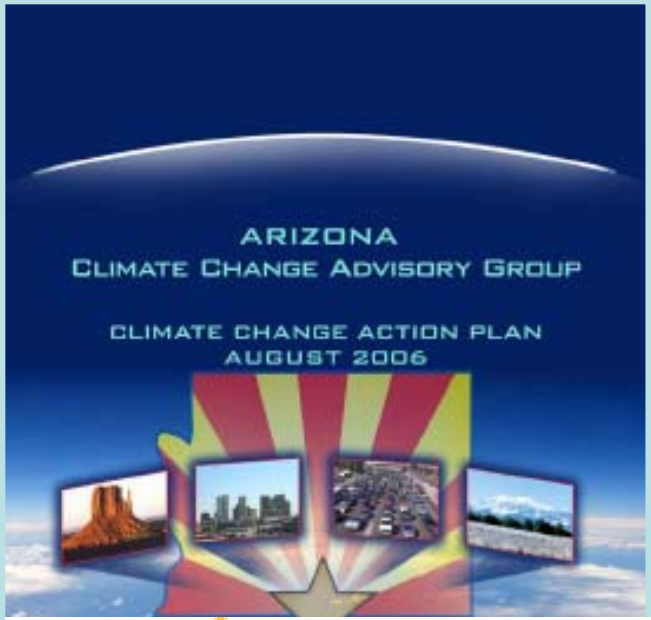
California RE/EE Financial Incentives

- Personal Tax Deduction
  - Tax Deduction for Interest on Loans for Energy Efficiency
- Production Incentive
  - Supplemental Energy Payments (e.g., to RE, CHP, etc.)
- Property Tax Exemption
  - Property Tax Exemption for Solar Systems
- State Loan Program
  - Agriculture and Food Processing Energy Loans
  - Energy Efficiency Financing Program
- State Rebate Program
  - California Solar Initiative - Photovoltaics
- Incentives
  - California Solar Initiative - Pilot Solar Water Heating Program
  - CEC New Solar Homes Partnership
  - Emerging Renewables Program
  - Self-Generation Incentive Program

Washington State's Clean Energy Industry

- 241 entities; more than $2.1 billion in 2004 revenues
  - Larger than the state's logging industry ($1.9 billion) and coffee/espresso shop industry ($1.7 billion)
- 8,400 jobs (2004); average salary $60,000
  - Job growth from 3,800 jobs in 1998; four-fold in last decade
  - Expect 25,000 clean energy jobs by 2020
- Puget Sound clean technology firms grew by 24% (1997-2001) compared to 9% nationally
- 64% greater concentration of clean tech jobs in Washington State than the U.S. average
- Clean energy industries include:
  - Energy efficiency
  - Renewable energy (including solar, wind, fuel cell, geothermal, and biomass)
  - Smart energy (using technological advances to improve all steps of the energy production to end-consumption process).

www.azclimatechange.us



CCAG Recommended Policy Options, by Quantified Cost Per Ton GHG Removed

Cost savings are shown below the axis. Net costs are shown above the axis.

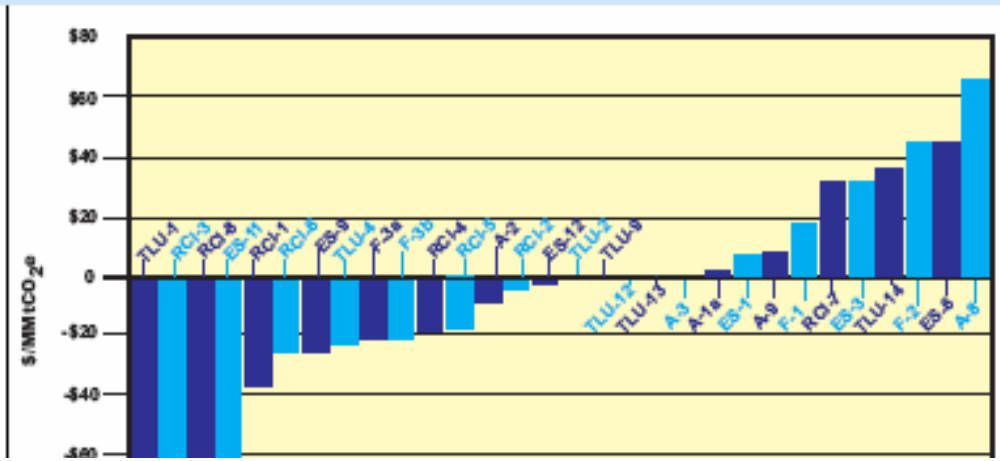


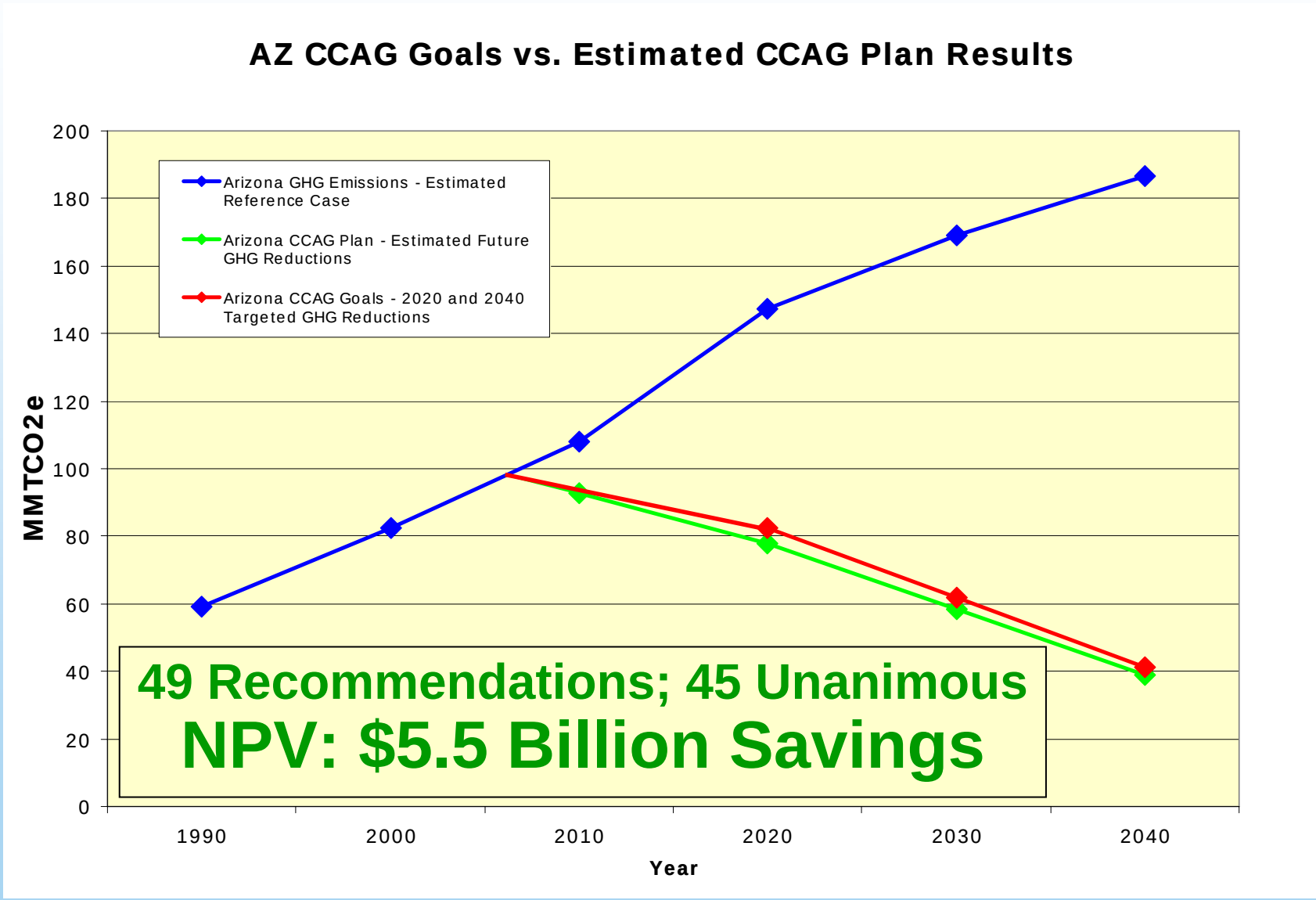
Table 1-3 Totals

Total of all CCAG Options with Adjustments for Overlap (Detailed data may be found in the Tables presented in Chapters 4-8 and the Appendi	2010 Annual GHG Reduction ($MMtCO_2e$)	2020 Annual GHG Reduction ($MMtCO_2e$)	2007-2020 Cumulative Reduction ($MMtCO_2e$)
	15.4	69.4	485.4*

+285,000 jobs

The Center for Climate Strategies (CCS) has calculated overall net economic cost savings from the CCAG's policy option recommendations of more than $5.5 billion from 2007-2020. The CCS also has calculated that the average cost for each ton of GHGs removed would be -$12.74, meaning that there would be a net econmic cost savings of $12.74 for each ton of GHGs removed.[15]

Arizona – Climate Plan Results



Similar Results in Other States…

- **69 Recommendations; 67 Unanimous**
- **NPV: $2.1 Billion Savings**
- **Reductions exceeded Governor's goals.**