

Good afternoon. I'm David Steiner, CEO of Waste Management. On behalf of our nearly 50,000 employees across the continent, I'm happy to share with you a very special announcement.

Today I'm going to talk about environmental initiatives that will serve as a platform for our sustainable growth between now and 2020....to leverage what we do today...and do it better and more efficiently.

Waste Management – you probably know us because we pick up waste from over 22 million customers, so we're probably picking up the waste from your home, businesses, schools and other places where people gather.

But we do so much more than that. Waste Management is an energy company, a technology company, an environmental company and a people company.

We are a pioneer in each of these areas. When your garbage is picked up outside your home or place of work, we can take it to a state of the art single stream recycling center; or it can go to a landfill where waste is converted into alternative energy as it decomposes, or it can go to one of our clean burning power plants that uses waste for fuel.

In fact, we have found that the better we manage the environmental challenges and opportunities associated with garbage, the better our business performs. And the family of Waste Management employees is dedicated to protecting and enhancing the environment for the benefit of our communities.

Earlier today I announced that Waste Management sustainability efforts will focus on four key goals:

- 1. Increasing waste-based energy production,**
- 2. Increasing the volume of recyclable materials we process,**
- 3. Investing in cleaner technologies to reduce greenhouse gas emissions and,**
- 4. Reuse our resources by preserving and restoring more wildlife habitat across North America.**

Where most people see waste, we see opportunity.

For example, in a world of diminishing natural resources, we can harness waste for alternative forms of energy. Your garbage is our renewable energy source. Today we use it to create enough energy to power more than 1 million homes every year. That's the equivalent of replacing 14 million barrels of oil or 3.6 million tons of coal...each and every year.

By 2020, we expect to double that output by powering 2 million homes using your waste as fuel. And that's just Waste Management.

Compare that to the domestic solar industry, which, according to the Solar Energy Industries Association, only generates enough energy to power roughly 250,000 U.S. homes.

The beauty of waste-based energy technology is that it's cost-effective and works even if the sun isn't shining. It puts the waste we all generate to beneficial use by capturing methane, and creating clean, renewable energy.

As North America's largest recycler, we currently manage about 8 million tons of material.

By 2020, we expect to triple that amount to 20 million tons. Part of that will come from increasing our volumes through new technologies such as single-stream recycling and through new offerings like electronics recycling through programs like our recently announced partnership with Sony Electronics.

We will also be investing in cleaner technologies and technologies to enhance the waste business.

Today, Waste Management has 24,000 vehicles in its fleet. Over the next 10 years, we will be directing capital spending of up to \$500 million annually to improve fuel efficiency by

15 percent and reduce emissions by 15 percent during that period.

With our \$5 billion investment we hope to provide an incentive to our truck suppliers that will be the catalyst for a breakthrough technology for a new more efficient engine. And I ask today that our manufacturers continue to partner with us to make this goal a reality.

Finally, we are proud of our strong relationship with the Wildlife Habitat Council. They have certified 24 of our landfills as wildlife habitats, and by 2020, we anticipate a four-fold increase with up to 100 landfills certified by the Council. We will have set aside approximately 25,000 acres for conservation and wildlife habitat. That is more than one and a half times larger than Manhattan Island.

We all have heard of the triple bottom line, and our commitment to investing in this area will meet those standards. But I have different triple bottom line. That bottom line is that I have three boys, they are my triple bottom line, and I want to be a part of making their future better.

The old view of Waste Management taking trash away from your curb has been replaced by a new vision – one where we take trash away, but also recycle materials and deliver the energy that powers your home or business; while developing new technologies that will make the earth greener.

Not only do we tap into the energy of your waste, but we will accomplish our goals by tapping into the energy and expertise of the men and women who wear the green – our nearly 50,000 employees – environmental stewards doing their part to improve our environment every day. We look forward to working with all of you to create a sustainable tomorrow, not only for my three sons, your sons and daughters but also for their sons and daughters and the generations that will follow.

Thank you.