Programs & the Power of 1

- EPA’s Waste Wise Program
- EPA’s 33/50
- EPA’s Green Lights Program
- EPA’s Energy Star Building Program
- VPP or MVPP
- Mich. Clean Corporate Citizen
- USGBC-LEED (DOE)
- Regulation - Compliance
How to Create a Corporate Culture

Management support
Structure to get things done
Goals and strategy
Results
Environmental Legacy

“Herman Miller shall be a good corporate steward of the environment.” - DJ DePree, 1953
HMI’s Organizational Drivers!

Things that Matter!

* Engagement
* Design
* Curiosity and Exploration
* Relationships
* Inclusiveness
* A Better World
* Transparency
* Foundations

Brian Walker
President & CEO

Herman Miller
EQAT—A Comprehensive Approach

- Communications
- Design for Environment
- ISO-14001
- Green Buildings
- Environmental Affairs
- Environmental Low-Impact Process
- Energy Reduction
- Indoor Air
- Packaging Transportation
Project 2020

Create a 100% footprint free operations:

- Zero Solid waste
- Zero Hazardous Waste
- Zero Air Emissions
- Zero Water Emissions.
- Use 100% Renewable energy.

Use “Cradle to Cradle” Protocol for Design for the Environment of all new products.

New buildings and renovations must meet USGBC’s LEED requirements.
**Project 2020’s Status**

Create a 100% footprint free operations:

- Zero Solid waste
- Zero Hazardous Waste
- Zero Air Emissions
- Zero Water Emissions.
- Use 100% Renewable energy.

Use “Cradle to Cradle” Protocol for Design for the Environment of all new products. **Currently >10%**

New buildings and renovations must meet USGBC’s LEED requirements. **Currently meeting requirements**
## YTD 2006/07 Results

Performance to 2010 Environmental Goals

<table>
<thead>
<tr>
<th></th>
<th>Base Year</th>
<th>2006/07 GOAL</th>
<th>1st Qtr. Goal</th>
<th>1st Qtr Actual</th>
<th>Yearly Estimate</th>
<th>Projected yearly improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Emissions (tons)</td>
<td>256</td>
<td>35.66</td>
<td>8.92</td>
<td>8.60</td>
<td>34.40</td>
<td>87.1%</td>
</tr>
<tr>
<td>Haz-Waste (tons)</td>
<td>291</td>
<td>26.48</td>
<td>6.62</td>
<td>5.06</td>
<td>20.25</td>
<td>93.0%</td>
</tr>
<tr>
<td>Landfill (tons)</td>
<td>10050</td>
<td>1,855.18</td>
<td>463.80</td>
<td>327.05</td>
<td>1308.18</td>
<td>87.0%</td>
</tr>
<tr>
<td>Water Emissions (mil gallons)</td>
<td>114</td>
<td>69.42</td>
<td>17.36</td>
<td>19.19</td>
<td>76.75</td>
<td>32.7%</td>
</tr>
<tr>
<td>% Green Energy (% of total energy)</td>
<td>0%</td>
<td>27%</td>
<td>24.00%</td>
<td>24%</td>
<td>27%</td>
<td>27.00%</td>
</tr>
<tr>
<td><strong>FOOTPRINT TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>65.35%</td>
<td></td>
</tr>
<tr>
<td><strong>FOOTPRINT TARGET FOR 06/07</strong></td>
<td></td>
<td></td>
<td></td>
<td>63%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Design for the Environment ($ DFE approved/Total Sales $)</strong></td>
<td>0%</td>
<td>8.07</td>
<td></td>
<td>8.9</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
EQAT—A Comprehensive Approach

Design for Environment

EQAT

- Energy Reduction
- Indoor Air
- Environmental Low-Impact Process
- Packaging Transportation
- Environmental Affairs
- Green Buildings
- ISO-14001
- Communications

Herman Miller
Design for the Environment-DFE

Version 1

• Durability
• Manufactured with minimal impact
• Innovative design
• Longevity of design
Design for the Environment-DFA

Version 1
• Durability
• Manufactured with minimal impact
• Innovative design
• Longevity of design

Version 2
• Cradle to Cradle Protocol
A Voluntary Energy Efficiency Program
Bay wind turbines
Energy Program at HMI

- Energy Star Savings=$500,000/year from 1999
- HMI’s 2006/2007 contract is for 23,060,124 Kwh of green-e certified renewable energy.
- HMI’s renewable electricity percentage is 27.7%
- Paid for by our energy efficiency program.
- 23,060,124 Kwh Equals:
  - The electricity used by 2,300 homes for a year.
  - Saving 37,767,410 lbs of Greenhouse gas.
    - 41,034,937 miles NOT driven by car.
    - 14,756 trips from LA to NYC not driven.
Green Buildings at Herman Miller, Inc.
## LEED V 2.0

<table>
<thead>
<tr>
<th>Category</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable sites</td>
<td>14 pts</td>
</tr>
<tr>
<td>Water efficiency</td>
<td>5 pts</td>
</tr>
<tr>
<td>Energy &amp; atmosphere</td>
<td>17 pts</td>
</tr>
<tr>
<td>Materials &amp; resources</td>
<td>13 pts</td>
</tr>
<tr>
<td>Environmental quality</td>
<td>15 pts</td>
</tr>
<tr>
<td>Design excellence</td>
<td>5 pts</td>
</tr>
<tr>
<td><strong>TOTAL POINTS</strong></td>
<td><strong>69 PTS</strong></td>
</tr>
</tbody>
</table>

## Commercial Interiors (DRAFT)

<table>
<thead>
<tr>
<th>Category</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable sites</td>
<td>7 pts</td>
</tr>
<tr>
<td>Water efficiency</td>
<td>2 pts</td>
</tr>
<tr>
<td>Energy &amp; atmosphere</td>
<td>14 pts</td>
</tr>
<tr>
<td>Materials &amp; resources</td>
<td>14 pts</td>
</tr>
<tr>
<td>Indoor environmental quality</td>
<td>15 pts</td>
</tr>
<tr>
<td>Innovation &amp; accredited professional</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL POINTS</strong></td>
<td><strong>57 PTS</strong></td>
</tr>
<tr>
<td></td>
<td>New Construction V.2.0</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Total Points</td>
<td>69</td>
</tr>
<tr>
<td>Certified</td>
<td>26-32</td>
</tr>
<tr>
<td>Silver</td>
<td>33-38</td>
</tr>
<tr>
<td>Gold</td>
<td>39-51</td>
</tr>
<tr>
<td>Platinum</td>
<td>52+</td>
</tr>
</tbody>
</table>
LEED at Herman Miller

LEED New Construction (LEED-NC)
Greenhouse: Pioneer Status
Mainsite’s C-1 Bld.: Gold
Marketplace: Gold

LEED for Commercial Interiors (LEED-CI)
Mainsite’s B/G Bld.: Certified
Washington, DC’s NDC: Gold
Design Yard’s Front Door: Gold
New York & Dallas NDC: Gold
Toronto, Canada: Certified

LEED for Existing Buildings (LEED-EB)
Greenhouse: In process
Hickory Manufacturing: In Process
Front aerial view, GreenHouse
Storm water retention pond at GreenHouse
Main Street, GreenHouse
GreenHouse - Good use of daylight
Herman Miller’s new “Market Place”, a 100,000 sq. ft. office building
New Construction V.2.0
HMI’s Market Place Project

- Sustainable sites: 14 pts, 7 pts
- Water efficiency: 5 pts, 3 pts
- Energy & atmosphere: 17 pts, 9 pts
- Materials & resources: 13 pts, 6 pts
- Environmental quality: 15 pts, 9 pts
- Design excellence: 5 pts, 5 pts

Total Points Possible: 69 pts, 39 pts
Gold Plaque for the Marketplace
Natural light & greenery, MarketPlace
Natural lighting from atrium, MarketPlace
## Value Metrics – 100,000 SF Building

<table>
<thead>
<tr>
<th></th>
<th>Traditional “Leased”</th>
<th>MarketPlace Costs</th>
<th>Savings</th>
<th>Savings per 7 Yr. Lease</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Building Costs (incl. TI)</strong></td>
<td>$135/ft²</td>
<td>$89/ft²</td>
<td>$46/ft²</td>
<td>33%</td>
</tr>
<tr>
<td><strong>FF&amp;E Costs</strong></td>
<td>$31/ft²</td>
<td>$27.58/ft²</td>
<td>$3.42/ft²</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Operations Costs</strong>*</td>
<td>$3.84/ft²</td>
<td>$2.26/ft²</td>
<td>$1.43/ft²</td>
<td>37%</td>
</tr>
<tr>
<td><strong>Churn Costs</strong>**</td>
<td>$1.58/ft²</td>
<td>$0.55/ft²</td>
<td>$1.04/ft²</td>
<td>66%</td>
</tr>
<tr>
<td><strong>Total Savings Over 7 Year Lease Period</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
MarketPlace
Organizational Effectiveness Outcomes

- +3% increase in work group process quality
- +7% sense of “belonging” to the organization
- +11% design reflects departmental identity
- - 20% in personal travel distance
- +31% design of the space communicates corporate identity to customers
- +36% design of the space will attract new employees
Design Yard – Front Door

LEED, CI – Targeted Gold

Interior Architects – IA Chicago
### US Green Building Council: LEED CI Certification Categories

**Design Yard – Front Door**

<table>
<thead>
<tr>
<th>Categories</th>
<th>Submitted</th>
<th>Possible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable Sites</td>
<td>4 pts</td>
<td>7 possible</td>
</tr>
<tr>
<td>Water Efficiency</td>
<td>0 pts</td>
<td>2 possible</td>
</tr>
<tr>
<td>Energy &amp; Atmosphere</td>
<td>4 pts</td>
<td>12 possible</td>
</tr>
<tr>
<td>Materials &amp; Resources</td>
<td>9 pts</td>
<td>14 possible</td>
</tr>
<tr>
<td>Indoor Environmental Quality</td>
<td>10 pts</td>
<td>17 possible</td>
</tr>
<tr>
<td>Innovation &amp; Design Process</td>
<td>5 pts</td>
<td>5 possible</td>
</tr>
<tr>
<td></td>
<td><strong>32 total</strong></td>
<td><strong>57 possible</strong></td>
</tr>
</tbody>
</table>

**Rating Scale:**
- 21-26 Certified
- 27-31 Silver
- 32-41 Gold
- 42+ Platinum
Herman Miller, Inc.

Paul Murray
paul_murray@hermanmiller.com
616 654 5035
## Waste Reduction

<table>
<thead>
<tr>
<th>Method</th>
<th>Amount</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landfill</td>
<td>40,000,000 lbs</td>
<td>$600,000/yr</td>
</tr>
<tr>
<td>Recycling</td>
<td>17,000,000 lbs</td>
<td>$1,500,000/yr</td>
</tr>
</tbody>
</table>
Reduce
Reuse
Recycle
Compost
Incinerate
Landfill
Ethospace System
Old supplier packaging for Ethospace tile
Current supplier packaging for Ethospace tile
Powder coat reduces VOCs
Reduce
Reuse
Recycle
Compost
Incinerate
Landfill
Blanket wrapping
Old supplier packaging, sled base
Current supplier packaging, sled base
Current supplier packaging, Equa base
Reduce
Reuse
Recycle
Compost
Incinerate
Landfill
Scrap fabric collection for recycling
Automotive textiles from scrap fabric
Office paper recycling
Office paper recycling by-products
Herman Miller, Inc.

Paul Murray
paul_murray@hermanmiller.com
616 654 5035