

Our businesses are implementing strategies to reduce GHG emissions from small actions — such as replacing incandescent lightbulbs with energy-efficient LED bulbs — to large-scale actions, such as investing in energy from renewable sources, building ISO-compliant buildings, and establishing a global network of sustainable jet fuel sources for our customers and ourselves.

We are actively instituting initiatives such as these to increase our environmental performance and reduce our global carbon footprint. As a result, our GHG emissions over the past decade have declined 12.4%, even as our revenues have increased 21.2%. This is an average reduction of CO<sub>2</sub> emissions per metric ton of revenue of 2.7% per year. We endeavor to achieve a similar rate of improvement over the next decade.

## Metric Tons CO<sub>2</sub> Equivalents

Year	Emissions (Metric Tons CO <sub>2</sub> )	Metric Tons CO <sub>2</sub> per \$M Revenue	Revenue (\$M)
2008	904,725	30.9	29,300
2009	890,499	27.8	31,981
2010	870,103	26.8	32,466
2011	878,201	26.9	32,677
2012	884,563	28.1	31,513
2013	887,515	28.4	31,218
2014	901,666	29.2	30,852
2015	817,293	26.0	31,469
2016	821,773	26.9	30,561
2017	784,264	25.3	30,973
2018	794,161	21.9	36,193
2019	762,200	19.4	39,350



In 2020, General Dynamics corporate headquarters switched its corporate fleet to all-electric, zero-emission vehicles.