

IT'S THE SHOES WE CRAFT AND THE OUTDOORS WE CRAFT THEM FOR

2011 UPDATE

Data Disclaimer: At the end of each year we conduct a final review and replace estimations and/or outdated data with year-end corrections. Any change in previously disclosed annual data is the result of this clean-up. Our final and most accurate accounting of data is available in the Goals and Progress section of Timberland's Responsibility site., which may differ from data in this archived PDF reports.

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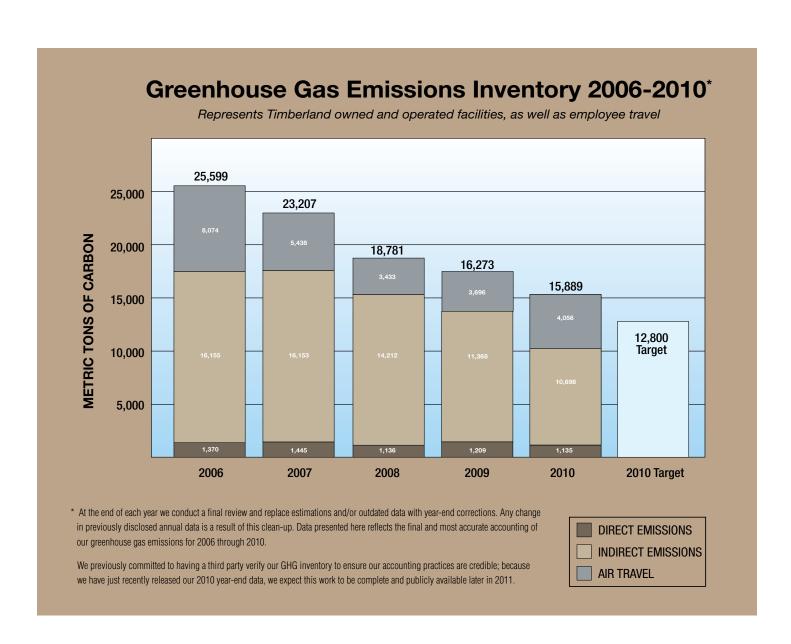
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I. INTRODUCTION

Our passion for the outdoors and responsibility to our stakeholders demand that we address one of the most pressing environmental issues of our time — climate change. Timberland aims to be part of the solution by reducing our energy demand, as well as procuring and investing in renewable energy. In 2009, we released a first-in-our-industry document¹ that disclosed our comprehensive strategy, targets, progress, and challenges for reducing our carbon footprint. The purpose of this new document is to provide an update to stakeholders on our progress, the challenges we face, and our strategy for 2011 and beyond.

II. WHAT WE'VE ACHIEVED: 2010 RESULTS

By the end of 2010, Timberland achieved a 38% absolute emissions reduction for our owned and operated facilities and employee air travel, from a 2006 baseline. The Ceres Roadmap for Sustainability (see next page for table) challenges corporations to reduce their Green House Gas (GHG) emissions by 25% from a 2005 baseline by 2020. This is aligned with scientific targets that call for the U.S. to achieve GHG emission reductions of 80% below 1990 baseline levels by 2050 and at least 25% reduction below 1990 by 2020.² Timberland's goals (and current achievement) are more aggressive than this benchmark.



² See 21st Century Corporation: The Ceres Roadmap for Sustainability. www.ceres.org.

Timberland Performance Compared to Leading

Ceres Expectation (by 2020)

Reduce GHG emissions by 25% from a 2005 baseline

Timberland Performance (at year end 2010)

38% GHG emissions reduction for Timberland owned and operated facilities and employee air travel from 2006 baseline

HOW WE DID IT

We're incredibly proud of the Timberland employees who have helped us achieve this industry-leading result.

Key initiatives that led to these reductions include energy efficiency projects (many guided by the U.S. Green Building Council's Leadership in Energy and Environmental Design [LEED] Standards)³ and renewable energy purchases.

Reducing Store Energy Consumption



"I'm proud that we are implementing improved lighting design and more efficient lighting programs at all of our facilities," says Al Buell, Timberland's Project Manager of Store Construction. "Simple changes help reduce our electrical consumption while simultaneously increasing the quality of lighting and saving our company more than 25% in electricity costs."

Energy Efficiency

LEED Retail Certified Stores

In 2008, Timberland became the first company to receive a leading certification for high performance green stores—LEED Retail. Our new store standards are designed to meet the LEED requirements and are using on average 30% less energy than our old store models. From a total cost standpoint, they are the least expensive stores to build and the most cost-effective to operate.

Lighting Retrofits

We've retrofitted the lighting in our distribution centers, headquarters, and retail stores to help cut energy demand for those facilities by at least 30%. The payback has been realized in under two years. Our most recent retrofit, in 2009, replaced less efficient incandescent spotlights in nearly all of our North American stores with LED spotlights. The new bulbs consume 80% less energy—an average of 56 watts per bulb down to 10 watts per bulb. This saved us approximately \$170,000 in 2010 and reduced

the carbon emissions produced by our retail stores by more than 15%. Lasting an expected 10 years, the retrofit reduces bulb replacement. In addition, the new lighting produces less heat, which helps save on air conditioning during summer months.

Information Technology Savings

Several updates to our server room and desktop equipment procurement have helped cut our energy consumption over the last couple of years. These initiatives include converting our server power usage from 120 volts to 240 volts, which allows our computer equipment to use less energy. We have also decommissioned old equipment and purchased energy-efficient, Electronic Product Environmental Assessment Tool (EPEAT)4 silver- and gold-rated computers for our employees. By completing a server virtualization project, we have been able to reduce software and hardware needs, which also saves energy. Finally, we optimized datacenter layouts to conserve air and coolant flow.

^{*} Leading Practice has been defined here according to The Ceres Roadmap for Sustainability. See Expectation P1.1 for Greenhouse Gas and Energy Efficiency at www.ceres.org/roadmap. Companies are encouraged to achieve this goal by improving energy efficiency, reducing electrical demand, and purchasing renewable energy. Timberland prioritizes these strategies.

³ For more information on LEED, see http://www.usgbc.org.

⁴ For more information, see http://www.energystar.gov.

Improvements at Our Headquarters

In 2010, a major overhaul of our global headquarters, located in Stratham, NH (USA), helped reduce our carbon footprint even further. We worked with our landlord to make improvements to support our goal of meeting the LEED Silver or Gold Standard for Existing Buildings. Projects conducted in 2009 and 2010 included replacing our rock ballast roof with a reflective white roof, which saves on air conditioning costs. All of our T8 fluorescent lighting was replaced with more efficient T5 fluorescent lighting, while inefficient spotlights were exchanged for LED spotlights. Occupancy sensors were installed in all offices and conference rooms, and our entire HVAC system was replaced with high efficiency units. We also installed water pumps that use less energy and eliminated grass around our campus, which requires energy and water to maintain. Our new landscaping at the front of our building is an employee-run community garden, which produces food for employees to take home in exchange for donations to the local food bank. Overall, all of these recent projects reduced energy demand and costs at our headquarters by more than 8% in 2010.

Green Operations Audits

In an effort to raise all of our leased, owned and operated buildings' environmental performance, Timberland launched a Green Operations
Audit in 2008. This audit is based heavily off of the LEED Existing Building operations and maintenance scorecard, but also incorporates environmental best practices we've learned over the years from our colleagues at other likeminded companies. We leverage Timberland's Global Stewards⁵ to perform the audit at all

the facilities located within their regions. Then the Stewards create a work plan to improve the facility score by a minimum of 10% each year. Improvements from this initiative include lighting retrofits, removal or a switch to more energy-efficient appliances, and use of green cleaning and construction materials.

Renewable Energy

Distribution Centers

Some of the largest facilities we operate around the world are our distribution centers (DCs). Due to their size, they have become the focus of our efforts to source clean, renewable energy. Here are a few of the projects that have had the biggest impacts so far. To read more about them, see our 2009 Climate Strategy Report at www.timberland.com/ClimateStrategy2009.

Our European DC, located in Enschede, Holland, was our first distribution center to

Holland, was our first distribution center to source renewable energy. Beginning in 2002, the facility contracted with their local utility to source 100% of its electricity from local

wind sources through the electric grid at a competitive cost. This saved us over 2,500 carbon emissions to date.

Timberland Renewable Energy Purchases

As of 2010, 13% of the energy for our owned and operated facilities is obtained from clean power sources.

Our Ontario, California, DC followed in 2006 by building (at the time) one of the largest solar arrays in CA. The 400 kilowatt system covers a substantial portion of our truck yard, and provides approximately half of the electricity needs for this 500,000 square foot facility. A substantial rebate (50% of the installed cost) combined with tax incentives helped cover the installation costs. While the initial investment was significant, the system has provided a good hedge against utility rate increases.



⁵ The Global Stewards are a team of passionate individuals and emerging leaders within our company who volunteer above and beyond their regular job responsibilities to engage and empower employees to take part in corporate responsibility initiatives worldwide. For more information about the Stewards, see www.timberland.com/EngagingEmployees2009.

Our Danville, Kentucky, DC which is located in the heart of coal country, has benefited from very low power rates over the years. It was extremely challenging to find competitive clean energy options, until we met three enterprising engineers who were determined to restore an old run-of-the-river hydro power facility. With incredible engineering skills and creativity, they brought the facility back to life and received a small scale hydropower facility certification. Timberland began supporting this project in 2009 by purchasing renewable energy credits through our local utility.6 While participating in this program comes at a premium, the benefit to the environment and local community far outweighs the cost. Purchasing clean energy credits in this region has saved us over 3,000 carbon emissions to date.

Manufacturing

Another large facility operated by Timberland is our footwear manufacturing factory located in Santiago, Dominican Republic. The emissions produced by the factory are high because power comes from fossil fuels that are shipped into the country. Fortunately, it's located in a region that maps well for wind power. So, in 2005 we installed a small 5 kilowatt wind turbine to test the potential for this energy source. The system surprised us by managing to spin on hot and humid days when nothing else seemed to move. While we continue to be excited about the potential of harnessing wind to produce the majority of our power needs, challenges in building large wind turbines in such a remote location, on land we don't own, have been insurmountable. We continue to investigate opportunities for further developing this project, and in the meantime, we're working to improve our energy efficiency and identify other sources of less polluting energy (e.g. natural gas or biodiesel options).

Retail

In addition to designing stores according to LEED Retail certification standards, we've investigated opportunities for purchasing onsite renewable energy for our stores. However, Timberland retail stores typically have a small footprint (less than 5,000 square feet) and are located within other retail operations such as department stores or shopping malls, which makes building on-site clean energy especially challenging. A solution in some locations has been purchasing renewable energy in bulk. In this scenario, we buy all the energy for a group of stores (or offices) from one supplier instead of sourcing electricity from separate utilities. With the volume discount, we can afford to invest in renewable energy purchases. The net is our facilities get access to clean power at a cost-effective price. We've had success with this model in purchasing clean energy for over 90% of our needs Germany, Austria and most recently, for nearly all of our electricity needs in Italy.

CHALLENGES IN MEETING OUR TARGET

While our goal of 50% emissions reduction was bold and almost impossible to achieve back when we established it in 2005, we came close to meeting that target in 2010. One challenge we did not plan for was record temperatures (highs and lows) in several regions, which led to an increase in energy consumption for either air conditioning or heat. These fluctuations offset energy savings we were expecting at facilities within these regions.

Air travel is also a challenging component of our carbon footprint. From 2006 to 2009, we were able to cut the emissions from air travel in half. These reductions were a direct result of financial constraints caused by the economic downturn. Because we source products globally from approximately 38 countries and sell products all over the world, there are large demands on employees to travel to those regions. The economic situation forced employees to be creative about working "long distance." However, in late 2010 as the economy and

our business rebounded, we experienced a large increase in air travel, which prevented us from making further gains. In order to meet our absolute emission reductions goals going forward, we will need to find a solution that keeps air travel at or below our 2009 levels.

While some increase in air travel was forecasted, savings from other planned projects were not realized because of delays in their implementation. Plans for bulk procurement of renewable energy for our US and UK facilities could have reduced emissions further and put us within reaching distance of our 50% emission reduction goal; however, contract issues have pushed those projects into 2011. In addition, plans to explore and implement telepresence technologies were canceled due to cost considerations and the fact that the technology would not necessarily meet all of our needs. Finally, a solar project for our corporate headquarters is still under financial review.

The Importance of Transparency

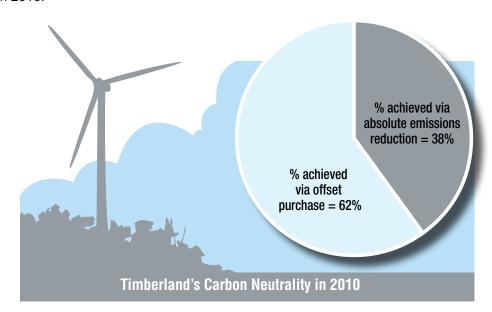
Timberland believes that transparency is critical to ensure we're accountable for our climate impacts. We have disclosed our comprehensive GHG emissions since 2004 using the WRI/ WBSCD GHG Protocol. We measure and report our global carbon footprint on a quarterly and annual basis, which allows external stakeholders to compare our footprint to that of other companies⁷ and also helps drive ownership of climate reduction gains internally. In 2009, we voluntarily responded to the Climate Disclosure Project questionnaire⁸ in an effort to further communicate our accountability and highlight the business case for reducing our carbon footprint. We previously committed to having a third party verify our GHG inventory to ensure our accounting practices are credible; because we have just released our 2010 year-end data, we expect this work to be complete and publicly available later in 2011.

GETTING TO CARBON NEUTRAL

When we established our carbon neutral goal in 2005, our commitment was to first reduce emissions by the greatest extent possible, and then invest in renewable energy. Offsets have always been a last resort for meeting our commitment. While we have made significant gains in reducing energy demand and emissions to achieve a 38% emissions reduction for our owned and operated facilities and employee air travel, meeting our carbon neutral goal required an offset purchase for the emissions we weren't able to eliminate in 2010.

The offsets we purchased support the development of a wind farm in Shangyi County, China, which is approximately 200 miles northwest of Beijing. We purchased these offsets from *Native*Energy and the CO₂e reductions will be retired by Clean Air-Cool Planet.⁹

We chose this project because we're increasingly looking to invest in opportunities that bring clean, alternative energy options to the regions where we manufacture. In this case, we were able to invest in a project located near our footwear supply chain (which is mainly based in China and southeast Asia). Also, the sustainable development benefits for this project were numerous; for example, by investing in this wind farm Timberland will help:



- Stimulate and accelerate the commercialization of grid-connected renewable energy technologies.
- Decrease GHG emissions from fossil—fuel fired power plants in the area, particularly emission of SOx, NOx, and dust.
- Create local employment opportunities during the assembly, installation, and operation of the wind turbines.
- Improve air quality and local livelihoods in and around Shangyi County.

⁷ All of our detailed reports can be found at www.timberland.com/csr.

The Carbon Disclosure Project (CDP) is an independent not-for-profit organization that acts as an intermediary between shareholders and corporations, providing primary climate change data from the world's largest corporations to the global marketplace. Companies that respond to CDP questionnaires demonstrate their commitment to carbon disclosure and emissions management to a wide range of stakeholders, especially investors.

⁹ See more about *Native*Energy at http://www.nativeenergy.com. See more about Clean Air-Cool Planet at http://www.cleanair-coolplanet.org.

III. 2011 STRATEGY & BEYOND

As we continue to pursue aggressive emission reduction goals, we anticipate several challenges. Of greatest concern is finding new opportunities to curb energy demand and emissions while growing our business. As we open new stores and expand our international presence over the next five years our emissions will also grow. For this reason, we have extended our 2010 target of 50% absolute emissions reduction for owned and operated facilities and employee travel out to 2015. When accounting for forecasted business growth and achievements to date, this target remains ambitious for our business. We will begin reporting carbon intensity data in 2011 to better illustrate improvements in the carbon efficiency of our operations.

Timberland Greenhouse Gas Emissions Targets							
Year	2010 Actual	2011	2012	2013	2014	2015	
% reduction	38%	38%	38%	40%	45%	50%	
Target (in absolute metric tons – MTE)	15,889	15,889	15,889	15,359	14,079	12,779	

CONTINUED FOCUS ON REDUCING TIMBERLAND'S CARBON FOOTPRINT

In 2011 and beyond, we will continue to pursue projects that help us reduce our overall emissions. Projects being explored include:

- LED lighting retrofits for our overseas stores
- 2. Development of technologies that allow us to keep air travel to a minimum
- 3. Solar array installation at our corporate headquarters
- Emissions reductions projects or renewable energy purchases for our factory in the Dominican Republic
- Continuous improvement in our Green
 Operations audit scores and the energy efficiency of all of our buildings
- Bulk procurement of renewable energy for our stores in the US and UK

In addition to specific projects, we'll work to engage the talent and creativity of our employees by increasing the transparency of our energy data and incenting behavior change. We are currently exploring a carbon budgeting concept where individual business units would see the emissions produced from their business activities (currently our data is at a facility level). With this visibility, we could set targets for improvement and create an awards plan for employees who achieve or exceed those targets. A pilot of this concept will be tested in late 2011 with the goal of rolling out a global program in 2012.

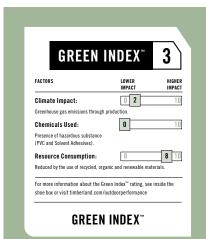




¹⁰ In previous CSR disclosure we had targeted a 75% reduction in 2015. The shift to 50% reduction in 2015 is more aggressive than leading practice, as defined by expectations outlined in the Ceres Roadmap for Sustainability.

EMISSIONS RELATED TO OUR PRODUCTS

Our carbon footprint represents approximately 4% of emissions as compared with our value chain. We know that the environmental impacts of our products far outweigh the impacts of our owned and operated facilities. For example, the climate impact of transporting our products accounts for 16% of our carbon footprint when you include our value chain in such calculations. Our product footwear factories account for approximately 9%, and the climate impacts of the raw materials embedded in our materials account for approximately 71% of our full impact. For this reason, our climate strategy includes collaborating with our value chain to reduce the carbon impacts associated with product design and material sourcing, and educating and incenting factories to reduce their own energy use. Making small changes in these areas will help to reduce the carbon footprint of our products and overall company substantially.



Our Green Index ® label is the first of its kind in the footwear industry.

Many of our shoes—including all of our Earthkeepers™ footwear—have an environmental rating for their climate, chemical, and resource impacts. This rating measures raw materials through finished product. The lower the score, the lower the environmental impact.

Timberland Carbon Footprint* 4% of our emissions Timberland's carbon footprint includes: · Emissions from facilities we own and operate (such as offices, distribution centers, our manufacturing facility in the Dominican Republic, and retail locations) • Emissions from employee air travel **Beyond Timberland Footprint** 96% of our emissions Timberland's opportunities for influence in the value chain include reducing: · Emissions from inbound transportation Emissions from finished product factories (footwear) · Emissions embedded in raw materials as defined by the climate rating in the Green Index * This graph represents an approximation of Timberland's influence in the value chain. It does not include outbound transportation (such as transporting products to our customers). We are working with other businesses and climate experts to develop accurate measurement protocols to account for these impacts in the future. This graph also does not include emissions from finished product apparel factories or licensees. Through our assessment process, we obtain data about these factories' emissions but are still in the process of evaluating the quality of this information.

Our strategy for pursuing carbon emission reductions in our value chain includes:

Going forward, we hope to include these emissions sources in our carbon footprint.

- Designing climate impacts out of our products
- 2. Reducing emissions in our value chain
- 3. Engaging industry peers

Designing Climate Impacts Out of Our Products

The majority of our overall carbon footprint lies in our materials supply chain. Our most effective way to reduce those emissions is to

make better material choices at the beginning of the design and development process, whereby we are choosing less environmentally harmful materials for our products. We can achieve that through providing designers and developers with information and incentives, and by developing sustainable material innovations. To do this, we are using our Green Index® rating system to develop a baseline of environmental performance for our footwear and establishing targets for our product teams beginning in 2012.

Reducing Product Impact



"Materials account for at least 70% of our product footprint. By increasing the recycled content of our materials, we can directly impact our overall environmental footprint," says Emily Alati, Timberland's Senior Manager of Materials Development. "Materials such as Green Rubber (42% recycled rubber) and Bionic Canvas (32% recycled PET) are examples of material developments where we've been able to increase the recycled content significantly while maintaining the material properties and aesthetics. Good looking, good performing materials at a lower impact."

Reducing Emissions in Our Value Chain

Our best opportunity to reduce emissions in our supply chain is to leverage cross-brand programs aimed at standardizing environmental metrics and resourcing improvements in environmental performance. Towards this end, Timberland has partnered with the Leather Working Group¹¹ and Global Social Compliance Programme. 12 Both programs provide an assessment and measurement of environmental best practice for factories that were developed and are used by leading brands. The former is tailored to tanneries we source leather from; the latter to our finished product factories and suppliers. We have trained and given resources to Timberland's Code of Conduct assessors to work with our supply chain partners to measure and improve their environmental performance over time. Our sourcing team supports this work by incorporating these results of environmental assessments into sourcing decisions.



Engaging Industry Peers

To improve consumer education and empower consumers to make sustainable purchasing decisions, we recognize the need to scale our individual company efforts (such as the Green Index® rating system). To that end, we are developing a common environmental index as a member of the Outdoor Industry Association's (OIA) Eco Working Group. This industry-wide tool will help companies in the outdoor industry measure their environmental performance in a consistent manner across many different product types (such as hiking boots, backpacks, tents, apparel, etc.) and also lead to sustainable improvement in our collective value chains. The OIA Eco Working Group, which now includes more than 200 brands, is finalizing the first version of its index this year, which is currently an internal facing tool. Our hope is that this index will soon become consumer-facing, allowing consumers to make purchasing decision informed by environmental impact.¹³ In the meantime, Timberland plans to continue to communicate the environmental impacts of our products to consumers through the Green Index® labels.



¹¹ For more information about the Leather Working Group, please see http://www.leatherworkinggroup.com.

¹² For more information about the Global Social Compliance Programme, please see www.gscpnet.com.

¹³ To learn more about the OIA's Eco Index (currently in beta test), please visit http://www.ecoindexbeta.org.

LEVERAGING OUR INFLUENCE BEYOND TIMBERLAND'S FOOTPRINT

Timberland recognizes that the majority of our carbon footprint lies outside the facilities we own and operate, which is why we are focusing on materials and finished product factories (as mentioned above). In addition to extending our efforts into the value chain, we also have the opportunity to leverage our influence as a responsible business.

Timberland Climate Advocacy Activities



Advocating for Policy Changes

Publicly advocating for aggressive climate policy that will achieve worldwide reductions in carbon emissions is a critical way that we can leverage our influence. We believe that greenhouse gas emissions must be capped in order to stabilize our planet's climate. Businesses, government, and individuals are not working rapidly enough to meet emission reductions without regulation. Government listens to business, and consumers listen to consumer-facing brands. By taking a policy stance, Timberland and other brands are in a unique position to influence both groups.

We are taking action in the policy arena

through the following initiatives:

Businesses for Innovative Climate and Energy Policy (BICEP)¹⁴

BICEP is a coalition of consumer-facing brands that advocate for establishing a domestic climate policy that will create a low-carbon economy, new green jobs, and economic growth. Timberland is participating in this coalition as a Founding Member. BICEP has helped facilitate meetings with Congress for Timberland to make the business case for climate change to be regulated.

Conservation New Hampshire

Business (CNHB)15

Along with Stonyfield Yogurt and other New Hampshire businesses, we recently helped launch a Business Roundtable that seeks to bring the business case for environmental and energy issues to the attention of our state legislators in an effort to preserve and grow state policies that reduce our climate impact and encourage conservation of our state's natural resources.

¹⁴ See www.ceres.org/bicep.

¹⁵ See http://conservationnh.org.

Engaging Consumers

As a consumer-facing brand, we have a unique opportunity to empower the people who buy our products to adopt carbon conscious behaviors. Below are a few of our current efforts to do so.

Don't Tell Us It Can't be Done

Timberland launched a campaign in 2009 in conjunction with the UN Conference on Climate Change in Copenhagen to engage consumers to let our leaders know that taking climate action is an imperative. In Copenhagen, we mobilized the voice of over 5,000 consumers who signed a petition to ask government leaders to come to an agreement on fair and binding climate legislation. While government leaders fell short of this goal, our CEO Jeff Swartz participated in the summit to share our company's business case as a way to demonstrate corporate feasibility for responding to caps on greenhouse gas emissions that limit the impacts of global warming.



Innovators Program,¹⁶ we have voluntarily been assessed to show how our efforts to address global warming compare with other brands. The organization's intent is to inform consumer purchasing decisions, which in turn creates a stronger, more competitive market for companies who are addressing climate impact throughout their supply chain. Our new score in 2011 is 86, which is 4 points higher than we scored previously and the second highest score compared to all scored companies.

Tree Planting ClimateCounts.org

million trees around the world to help prevent desertification, reduce drought, fight climate change, and green our communities.¹⁷ Our tree planting model is rooted in a commitment to empower local communities by focusing on environmental restoration as an agent for community improvement. Whether we are planting trees where we live and work in the United States, or our global offices and factories, we seek to create sustainable change and involve consumers in that process. Going forward, we have committed to planting an additional 5 million trees by 2014 worldwide, with focused projects in the Horgin desert in China and rural communities in Haiti. In both of these instances, we are working with credible partners on the ground to leverage tree planting projects that help local communities build sustainable agriculture and socio-economic benefits.

Consumers Desire Eco-Conscious Products



"Our environmental efforts have really drawn attention from accounts and consumers — and also gotten people internally excited," says Don DeSalvio, Timberland's Senior Director for Mens Footwear. "We take it as a challenge to see how we can continue to raise the bar from a product development standpoint. We don't want to settle for just a basic green suite of materials. We want to use the best materials possible and reduce our products' overall impacts while creating a beautiful, functional product that consumers desire."



¹⁶ See www.climatecounts.org for more information.

¹⁷ More information about our tree planting efforts can be found at http://community.timberland.com/Tree-Planting

IV. CONCLUSION

As an outdoor company, climate change affects our business. If our consumers can't use our products in the outdoors based on changes in weather, we can't be profitable. We see reducing our contribution to climate change as a commerce and justice solution. We're committed to protecting the environment and believe this will also help us drive bottom-line business results.

