

CPR Corporate Policy Statement on Alternatives to Litigation

LIST OF SIGNATORIES

(as of September 28, 2018)

More than 4,000 operating companies have committed to the CPR Corporate Policy Statement on Alternatives to Litigation© (available online [here](#)). The CPR Corporate Pledge, which was initiated in 1984, obliges subscribing companies to seriously explore negotiation, mediation or other ADR processes in conflicts arising with other signatories before pursuing full-scale litigation. The following list of companies subscribing on behalf of themselves and their major operating subsidiaries is also available on the CPR Website ([here](#)).

3COM Corporation	1988	Alexander & Alexander Services Inc.	1990
3M Company	1984	Alexander & Baldwin, Inc.	1988
7-Eleven, Inc.	1989	All First Financial	1988
A.B. Dick Company	1990	Alleghany Corporation	1994
A.O. Smith Corporation	1994	Allegheny Energy, Inc.	1997
Abbott Laboratories	1985	Allen Telecom Inc.	1990
ABM Industries Incorporated	1997	Allen-Bradley Company	1984
Ace Hardware Corporation	1990	Allergan Inc.	1995
Acheson Industries Inc.	1985	ALZA Corporation	1996
Acme Steel Company	1990	American Annuity Group Inc.	1989
Advanced Micro Devices Inc.	1985	American Express Company	1984
Advantica	1994	American Family Insurance Company	1990
AEGIS Insurance Services, Inc.	1996	American Financial Corporation	1989
Aeroquip-Vickers, Inc.	1988	American Greetings Corporation	1988
Aetna, Inc.	1984	American International Group, Inc.	1990
Ag Processing Inc.	1989	American National Can	1984
AGA Gas, Inc.	1988	American President Companies, Ltd.	1993
Agri-Mark, Inc.	1992	American Protective Services, Inc. (APS)	1998
Agway, Inc.	1986	American Standard Inc.	1995
Aid Association for Lutherans	1991	American Stores Company	1993
Air Products and Chemicals, Inc.	1985	AmerUS Assurance Company	1991
Akzo Nobel Inc.	1999	Ametek Inc.	1995
Albank Financial Corp	1993	AMF Incorporated	1995
Albany Engineering Corporation	1994	Amgen Inc.	1994
Albert M. Higley Company	1988	AMOCO Corporation	1990
Alcatel USA, Inc.	1994		
ALCOA Inc.	1984		

AMR Corporation	1989	Baxter International	1986
Amsted Industries	1990	Bechtel Group, Inc.	1985
Amtran, Inc.	1994	Bell & Howell Company	1993
Anadarko Petroleum Corporation	1988	Bell Atlantic Corporation	1989
Analog Devices, Inc.	1988	Bemis Company, Inc.	1990
Anchor Glass Container Corp.	1995	Bernard Johnson Young, Inc.	1985
Anchor Hocking LLC	2010	Best Products Company Inc.	1989
Andersen Corporation	1994	Bestfoods	1992
Andron Construction Corporation	1993	Bethlehem Steel Corporation	1984
Angelica Corporation	1990	BetzDearborn Inc.	1987
Anheuser-Busch Companies, Inc.	1996	Bicoastal Corporation	1985
Anschutz Corporation	1994	Bindley Western Industries, Inc.	1990
Apple Inc.	1989	BioWhittaker, Inc.	1992
ARAMARK Corporation	1997	Bird Inc.	1989
Archer Daniels Midland Company Inc.	1994	BJ's Wholesale Club, Inc.	1990
Aristech Chemical Corporation	1990	Black & Decker	1988
Arkansas Best Corporation	1989	Block Drug Company, Inc.	1988
Arvin Industries, Inc.	1988	Blount, Inc.	1985
ASARCO, Inc.	1984	Blue Bell, Inc.	1985
Ashland Inc.	1993	Boehringer Mannheim Corporation	1986
AT&T Inc.	1990	Boeing Company	1986
Atkinson Construction Company	1988	Boise Cascade Corporation	1985
Atlantic Richfield Company	1986	Borden Chemical, Inc.	1984
Atofina Petrochemicals Inc.	1985	Bourns Inc.	1988
Automatic Data Processing Inc.	1997	Bowater, Incorporated	1989
Avery Dennison Corporation	1988	Bridgestone Americas Inc.	1985
Avon Products, Inc.	1985	Briggs & Stratton Corporation	1989
B.F. Goodrich Company	1989	Bristol-Myers Squibb Company	1984
Baker Hughes Incorporated	1995	Brooklyn Union Gas Company	1991
Ball Corporation	1993	Brown-Forman Corporation	1991
Baltimore Gas & Electric Co.	1998	Browning-Ferris Industries, Inc.	1988
Bancorp Hawaii, Inc.	1991	Brunswick Corporation	1991
Bandag, Incorporated	1994	Brush Wellman, Inc.	1988
Bank of America Merrill Lynch	1984	Budd Company	1988
Bank of California National Association	1990	Budget Rent a Car	1993
Bankers Trust Company	1990	Bulova Corporation	1988
BANKONE Corporation	1989	Burger King Corporation	1989
BASF Corporation	1995	Burlington Industries, Inc.	1984
Bassett Furniture Industries, Inc.	1988	Burlington Motor Carriers Inc.	1991
		Butler Manufacturing Company	1989

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C.H. Robinson Co.	1994	Clarcor	1991
C.R. Bard Inc.	1996	Clayton Corporation	1985
Cabot Corporation	1989	Cleveland Clinic Foundation	1988
Caliber System, Inc.	1988	Cleveland-Cliffs, Inc.	1988
California and Hawaiian Sugar Company	1988	Clorox Company	1989
Camco International, Inc.	1990	CMS Energy Corporation	1988
Cameron Mutual Insurance Company	1987	CNA Commercial Insurance	1993
Canadian Marconi Company	1988	Coastal Lumber Company	1986
Capital Cities/ABC Inc.	1993	Coats & Clark	1988
Cardinal American Corporation	1988	Coca-Cola Company	1985
Cargill Incorporated	1993	Colgate-Palmolive Company	1991
Carlson Companies, Inc.	1993	Collins Industries, Inc.	1989
Carnation Company	1985	Colonial Pipeline Company	1993
Carnival Cruise Lines	1994	Columbia Energy Group, Inc.	1988
Carpenter Technology Corporation	1989	Comdisco, Inc.	1988
Carter Hawley Hale	1988	Commonwealth Edison Company	1990
Cas Chem, Inc	1985	Communications Equity Associates, Inc.	1990
Caterpillar, Inc.	1985	Compass Bancshares, Inc.	1991
CBI Industries	1993	Connell Limited Partnership	1995
CDI Corporation	1990	Conseco, Inc.	1998
Centel Corporation	1985	Consolidated Natural Gas Company	1985
Centerior Energy Corporation	1995	Consolidated Stores Corporation	1997
Centex Corp.	1993	Constar International Incorporated	1989
Central Vermont Public Service Corporation	1987	Conwood Company LP	1989
Ceridian Corporation	1984	Cooper Industries, Ltd.	1985
CertainTeed Corporation	1988	Cooper Tire & Rubber Company	1985
Champion International Corporation	1998	Coopers & Lybrand	1994
Charles Schwab & Co. Inc.	1993	Coors Brewing Company	1990
Chevron Corporation	1985	Copperweld Corporation	1985
Chicago Pneumatic Tool Company	1989	Corning Inc.	1994
CHS, Inc.	1990	Crompton & Knowles Corporation	1996
Chubb & Son, Inc.	1985	Cross & Trecker Corporation	1988
CIGNA Corporation	1984	Crowley Maritime	1993
Cincinnati Financial Corporation	1988	Crown Central Petroleum Corporation	1985
Cincinnati Milacron, Inc.	1988	Crown Cork & Seal	1997
CitiSteel Corporation	1989	CSX Lines, LLC	1991
Citizens Security	1986	CTS Corporation	1988
City Federal Savings Bank	1989	Cushman & Wakefield, Inc.	1992

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Cypress Semiconductor Corporation	1992	Eaton Corporation	1985
DaimlerChrysler Corporation	1984	EBCO Manufacturing Company	1985
Dan River Inc/Chemical Products Div	1985	Echlin Inc.	1990
Dana Corporation	1985	Ecolab Inc.	1995
Dauphin Deposit Corp.	1994	EG&G Incorporated	1989
Day International Corporation	1987	ELCOR Corporation	1988
Dean Foods Company	1995	ELDEC Corporation	1985
Deere & Company	1984	Elf Atochem North America, Inc.	1985
Degussa Corporation	1985	Eli Lilly and Company	1989
DEKALB Genetics Corporation	1990	Emerson Electric Co.	1993
Del Webb Corporation	1990	Enesco Group, Inc.	1988
Deloitte LLP	1997	Engraph, Inc.	1985
Delta Air Lines, Inc.	1988	Entergy Corporation	1993
Deluxe Corporation	1988	EOTT Energy Partners, L.P.	1994
Dennis Chemical Company	1985	Epstein, A. and Sons International, Inc.	1990
Dentsply International Inc.	1988	Erb Lumber Company	1990
Deposit Guaranty National Bank	1995	Ernst & Young LLP	1995
Detroit Edison Company	1986	Estée Lauder Companies Inc.	1985
Dexter Corporation	1993	E-Systems, Inc.	1993
DHL Worldwide Express	1993	Eversource Energy	1989
Diebold, Inc.	1988	Exelon Corporation	1990
Dispute Resolution Services - Canada	1994	Exide Corporation	1990
Dispute Resolution Services, Inc.	1994	Fabri-Centers of America, Inc.	1988
Dominick's Finer Foods, Inc.	1993	Falcon Tool Company	1985
Dover Corporation	1990	Farm & Home Financial Corporation	1990
DowElanco	1991	Farm House Foods Corporation	1988
Downey Savings & Loan Association	1993	Farmer's Group, Inc.	1988
Dr. Pepper Snapple Group, Inc.	1990	Farmland Industries, Inc.	1993
Dresser Industries Inc.	1993	Fedders Corporation	1989
Duke Energy Corporation	1985	Federal Paper Board Company, Inc.	1988
DuPont	1984	Federal Signal Corporation	1989
DuPont Pioneer	1992	Federal-Mogul Corporation	1984
DynCorp	1993	Federated Department Stores, Inc.	1987
E. E. Black, Ltd	1985	Federated Mutual Insurance Company	1998
E.R. Carpenter Co. Inc.	1993	FedEx Corporation	1989
Eagle-Picher Industries, Inc.	1985	Ferro Corporation	1984
East Ohio Gas Company	1988	Fireman's Fund Insurance Company	1987
Eastman Chemical Company	1997	First Bank Systems, Inc.	1988
Eastman Kodak Company	1993		
Easton Manufacturing Co. Inc.	1999		

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First Brands Corporation	1991	General Signal Corporation	1988
First Chemical Corporation	1985	Genuine Parts Company	1994
First Data Corporation	1993	Georgia Gulf Corporation	1985
First Financial Corporation	1995	Georgia-Pacific Corporation	1984
First National Supermarkets, Inc.	1988	G-I Holdings, Inc.	1989
First Virginia Banks Inc.	1994	Giant Food Inc.	1989
Firststar Corporation	1989	GIW Industries, Inc.	1985
FirstFed Financial Corp.	1995	GlaxoSmithKline	1988
Fleetwood Enterprises, Inc.	1991	Global Petroleum	1993
Fleming Companies Inc.	1989	Gold Kist Inc.	1990
Florida Rock Industries Inc.	1989	Goldman Sachs & Co.	1993
Fluke Corporation	1990	Golub Corporation	1994
Fluor Corporation	1992	Goodyear Tire & Rubber Company	1984
Flying J	1995	Graco Incorporated	1990
FMC Technologies, Inc.	1985	Graphic Controls Corporation	1992
FMR Corp.	1993	Graybar Electric	1993
Ford Motor Company	1985	Great American Insurance Companies	1986
Fort Howard Corp.	1993	Great Lake Chemical	1984
Forte, Inc.	1992	Great Lakes Construction Co.	1988
Fourth Financial Corp.	1995	Great West Casualty Company	1986
Fox Meyer Health Corporation	1995	Great Western Financial Corp.	1994
Frito-Lay, Inc.	1992	Greyhound Financial Corp.	1986
Fruehauf Corporation	1988	Greyhound Lines Inc.	1993
Fuqua Industries, Inc.	1988	Grolier, Inc.	1984
G. D. Searle & Company	1989	Grow Group Inc.	1989
Gannett Company Inc.	1995	GTE	1985
Gap, Inc.	1993	Guardian Industries Corporation	1989
Gates Rubber Company	1985	Guilford Mills, Inc.	1993
GATX Corporation	1988	Gulfstream Aerospace Corporation	1990
GATX Logistics	1995	H.F. Ahmanson & Co.	1994
GEICO Corporation	1985	HAL, Inc.	1990
General Aluminum & Chemical Corporation	1985	Halliburton	1994
General Dynamics Corporation	1987	Hanover Insurance Companies	1991
General Electric Company	1988	Harcourt General Inc.	1988
General Instrument Corporation	1988	Harley-Davidson, Inc.	1988
General Mills, Inc.	1984	Harleysville Mutual Insurance Company	1990
General Motors	1985	Harnischfeger Industries, Inc.	1988
General Public Utilities Corporation	1990	Harper Group	1994
General Reinsurance Corporation	1988	Harsco Corporation	1985

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Hartford Financial Services Group, Inc.	1984	Intercraft Industries, L.P.	1990
Hartz Group Inc.	1989	Interlake Corporation	1995
Heinens Inc.	1988	Intermedics, Inc.	1990
Hemphill Brothers, Inc.	1985	International Paper Company	1998
Hercules Inc.	1985	International Truck and Engine Corp.	1994
Hershey Foods Corporation	1985	Inter-Ocean Holding Company	1996
Hewlett Packard Enterprise	1988	Interpublic Group	1993
Hillenbrand Industries, Inc.	1988	Invensys	1999
Hillman Company	1994	Irvine Company	1986
Hills Department Stores Inc.	1989	J. R. Simplot Company	1990
Hilton Hotels Corporation	1988	J. Ray McDermott, S.A.	1995
Hoechst Corporation	1985	J.C. Penney Company, Inc.	1984
Hoechst Marion Roussel	1988	J.M. Huber Corporation	1988
Hoffmann-La Roche, Inc.	1990	Jack Eckerd Corporation	1985
Home Depot Inc.	1993	John Hancock Financial Services, Inc.	1986
Homestake Mining Co.	1994	Johns Manville Corporation	1985
Hon Industries, Inc.	1991	Johnson Controls, Inc.	1988
Honeywell International, Inc.	1991	Johnson Matthey Inc.	2003
Hormel Foods Corporation	1993	Jostens, Inc.	1985
Household International	1984	Joy Technologies, Inc.	1988
Howard Corporation	1988	JP Foodservice, Inc.	1994
Huntington National Bank	1994	JPMorgan Chase	1984
IBM Corporation	1985	Kaiser Aluminum & Chemical Corporation	1984
ICI Americas Inc.	1985	Kanematsu USA Inc.	1993
IDEX Corporation	1988	KB Home Corporation	1997
IDS Financial Services Inc.	1989	Kellogg Company	1989
IDX Systems Corporation	1992	Kellwood Co.	1993
IKON Office Solutions, Inc.	1994	Kelly Law Registry	1993
Illinois Power Company	1988	Kendall International	1990
Illinois Tool Works Inc.	1993	Kennedy Van Saun Corporation	1985
IMO Industries Inc.	1989	Keyport Life Insurance Company	1995
Imperial Holly Corporation	1989	KFC Corporation	1992
Indiana Farm Bureau Cooperative Association, Inc.	1989	Kimball International Inc.	1989
Indiana National Bank Corporation	1988	Kolene Corporation	1986
Ingersoll-Rand Inc.	1990	KPMG International	1984
Inland Steel Company	1988	Kroger Company	1994
Insilco Corporation	1988	Laclede Gas Company	1988
Intel Corporation	1989	Lamson & Sessions Co.	1988
		Landstar System, Inc.	1993

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Larry D. Cooper, M.D., P.A.	1999	Maytag Corporation	1990
Lear Corporation	1994	McCormick & Co. Inc.	1993
Learjet Incorporated	1990	McDermott International Inc.	1995
Leaseway Transportation Corp.	1988	McDonald & Co Securities, Inc.	1988
Leggett & Platt Inc.	1989	McDonald's USA LLC	1993
Lennox International Inc.	1995	McDonnell Douglas Corporation	1984
Levitz Furniture Corporation	1990	MCIMetro	1988
Lexmark International	1993	McKesson Corporation	1985
Liberty Mutual Group	1986	MCN Energy Group Inc.	1999
Life Insurance Company of Virginia	1995	McNally Pittsburg, Inc.	1985
Lifetime Brands, Inc.	2010	MeadWestvaco Corporation	1984
Limited Brands, Inc.	1994	Medtronic plc	1985
Lincoln National Corporation	1990	Mellon Bank Corporation	1988
Litton Industries, Inc.	1993	Menasha Corporation	1987
Lockheed Martin Corporation	1993	Mercantile Bankshares Corp.	1994
Lonza, Inc.	1985	Mercantile Stores Company, Inc.	1988
Louisiana Land and Exploration Company	1993	Merck & Co.	1993
Louisiana-Pacific Corporation	1995	Meredith Corporation	1989
LTV Corporation	1995	Meridia Health Systems	1988
Lukens Incorporated	1989	Merisel Inc.	1995
LyondellBasell	1990	Meritor Automotive, Inc.	1998
M.A. Mortenson Co.	1993	Mesa Limited Partnership	1988
Mack Trucks, Inc.	1988	Metropolitan Property-Casualty	1986
Magellan Health Services, Inc.	1993	Miami Elevator Company	1989
Magma Copper Co.	1993	Michigan National Corporation	1990
Mallinckrodt Group, Inc.	1994	Microsoft Corporation	1993
Manitowoc Company Inc.	1989	Milk Marketing Inc.	1993
Manpower Inc.	1994	Milliken & Company	1990
Manufacturers Bank	1990	Millipore Corporation	1989
MAPCO Inc.	1989	Minorco (U.S.A.) Inc.	1991
Maritz Incorporated	1990	Missouri Basin Systems Group	1997
Mark Controls Corporation	1990	Mitchell Energy & Development Corp.	1988
Mark VII, Inc.	1995	Mitel Networks, Inc.	1999
Marley Company	1990	Mobil Corp.	1993
Maryland Insurance Group	1985	Modine Manufacturing Company	1989
Masco Corporation	1993	Monogram Industries, Inc.	1990
Massachusetts Mutual Life Insurance	1990	Monsanto Company	1984
Mattel Inc.	1995	Montgomery Ward & Co.	1994
Mayflower Group Inc.	1993	Mooney Chemicals, Inc.	1984

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Morgan Stanley	1994	Norwest Corporation	1989
Morrison Knudsen Corporation	1988	NTH Consultants, Ltd.	1988
Morrison Restaurants Inc.	1990	NWNL Companies, Inc.	1990
Morton International, Inc.	1993	NYNEX Corporation	1985
Motorola Solutions, Inc.	1988	Ocean Spray Cranberries, Inc.	1990
Mount Vernon Mills, Inc.	1991	Ogden Corporation	1993
Munsingwear Men's Apparel Div.	1988	Ohio Bell Telephone Company	1987
MX Consulting & Mediation Services	1998	Ohio Casualty Corporation	1988
NACCO Industries, Inc.	1988	Ohio Edison Company	1993
Nalco Chemical Company	1988	Old Dominion Freight Line, Inc.	1991
National Convenience Stores, Inc.	1990	Olin Corporation	1984
National Grange Mutual Insurance Co.	1986	OM Group, Inc.	1993
National Life Insurance	1988	OMI Corporation	1991
National Railroad Passenger Corporation	1991	Oneida Limited	1990
National Semiconductor Corp.	1993	Orion Capital Companies	1989
National Service Industries, Inc.	1991	Orion Corporation	1985
National Starch & Chemical Corporation	1985	Oshkosh Truck Corporation	1985
National Steel Corporation	1990	Owens-Corning	1994
National Westminster Bancorp, Inc.	1988	Owens-Illinois, Inc.	1984
Nationwide Mutual Insurance Company	1986	Paccar Inc.	1988
NCH Corporation	1995	Pacific Enterprises	1994
NEC Electronics, Inc.	1994	Pacific Gas & Electric Company	1994
NEC Technologies, Inc.	1994	Pacific Mutual Life Insurance Company	1988
New York State Electric & Gas Corp.	1993	Pall Corporation	1991
Newell Rubbermaid Inc.	1990	Paranova-Gruppen A/S	2004
NGC Settlement Trust	1986	Parker Hannifin Corporation	1985
Niagara Mohawk Holdings Inc.	1993	Parsons Corporation	1994
NICOR Inc.	1991	Payless Cashways Inc.	1989
Noland Company	1991	PCS Nitrogen, Inc.	1993
Nordson Corporation	1988	Pennsylvania Lumbermens Mutual Insurance Company	2004
Nordstrom, Inc.	1993	Pennsylvania Power & Light Co.	1991
Norfolk Southern Corporation	1988	Pennzoil-Quaker State Company	1988
Northern Trust Corporation	1993	Pentair Inc.	1988
Northrop Grumman Corporation	1984	People's Bank	1991
Northwestern Mutual Life	1990	Pep Boys-Manny, Moe & Jack	1990
Norton Company	1989	PepsiCo, Inc.	1992
		Perini Corporation	1989
		Perkin-Elmer Corporation	1993

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Petrolite Corporation	1985	Reckitt & Colman Inc.	1993
Pfizer Inc.	1984	Recognition International Inc.	1990
PHH Group Inc.	1989	Reebok International Ltd.	1988
Philip Morris International	1988	Reichhold Chemicals, Inc.	1984
Philips Electronics North America	1995	Reilly Industries, Inc.	1996
Phoenix Home Life Mutual Insurance Company	1993	Restaurant Enterprises Group, Inc.	1993
Pillsbury Company	1989	Revco D.S., Inc.	1991
Pitt-Des Moines Inc.	1988	Rexnord Inc.	1984
Pittston Company	1988	Reynolds Metals Company	1986
Pittway Corporation	1988	Riceland Foods, Inc.	1985
Pizza Hut, Inc.	1992	Rich Products Corporation	1993
Plaskolite, Inc.	1985	Rio Tinto Alcan Canada Ltd	1989
PNC Financial Services Group, Inc.	1995	Risk Enterprise Management, Ltd.	1990
Pneumo Abex Corporation	1988	Robbins & Myers, Inc.	1991
Poly One Corporation	1988	Rochester Gas and Electric Corporation	1996
PPG Industries, Inc.	1984	Rochester Telephone Corporation	1990
Praxair, Inc.	1994	Rockwell Automation	1984
Premark International, Inc.	1993	Rohm and Haas Company	1984
Price/Costco, Inc.	1994	Rolm Systems	1989
PricewaterhouseCoopers LLP	1993	Roundy's Inc.	1988
Princeton Digital Image Corporation	2010	RUSNANO Corporation	2015
Principal Financial Group	1989	Rykoff-Sexton, Inc.	1988
Progress Energy, Inc.	1985	Ryland Group, Inc.	1988
Progressive Corporation	1993	Safeco Insurance Companies	1988
Prudential Financial, Inc.	1984	Safety-Kleen Corporation	1994
PSI Energy	1988	Safeway Inc.	1988
Public Service Company of Colorado	1990	Sage Automation Corporation	1998
Public Service Electric and Gas Company	1985	Salomon Smith Barney Holdings Inc.	1993
Publicker Industries, Inc.	1988	Sammons Enterprises, Inc.	1993
Purolator Products Company	1989	Sandoz Corporation	1990
Quaker State Corporation	1990	Santa Fe Pacific	1990
Qwest Communications	1994	Sanwa Bank California	1993
R.B. Pamplin Corporation	1990	Sara Lee Corporation	1993
R.J. Reynolds Tobacco Holdings Inc.	1984	Savannah Foods & Industries Inc.	1989
R.R. Donnelley & Sons	1985	Save Mart Supermarkets	1993
Ralston Purina Company	1985	Savin Corporation	1988
Rayonier Inc.	1994	Scherer & Cuttler	2004
Raytheon Company	1988	Schlumberger Limited	1990
		Schwan's Sales Enterprise	1993

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Science Applications International	1995	State Farm Insurance Companies	1985
Scientific-Atlanta, Inc.	1991	State Mutual Life Assurance Company of America	1993
Sealed Air Corporation	1999	Stepan Company	1990
Sealy Corporation	1990	Steris Corporation	1989
Sears, Roebuck and Co.	1984	Stewart & Stevenson Services, Inc.	1993
Sentry Insurance Group	1986	Stockholm Arbitration & Litigation Center (SALC)	2010
Service Merchandise Company	1989	Stone & Webster, Incorporated	1991
Servistar Corporation	1988	Stop & Shop Companies, Inc.	1993
SFN Companies, Inc.	1986	Storage Technology Corporation	1988
Shaklee Corporation	1984	Stroh Brewery Company	1993
Sherwin-Williams Company	1988	Sturtevant, Inc.	1985
Shoney's North America Corp.	1991	Subaru of America, Inc.	1988
Siemens AG	1984	Summit Bancorp	1997
Siemens Energy & Automation, Inc.	1990	Sun Electric Company	1989
Silicon Graphics Inc.	1994	SunAmerica, Inc.	1997
Simpson Investment Company	1988	Sun-Diamond Growers of California	1990
Smith International, Inc.	1988	Sundstrand Corporation	1985
Smith's Food and Drug Centers, Inc.	1994	Sunoco, Inc.	1984
Smurfit-Stone Container Corp.	1995	SUPERVALU INC.	1993
Snap-On Tools Corporation	1988	Suter Company, Inc.	1985
Solvay America, Inc.	1996	Svedala Industries, Inc.	1993
Sonoco Products Co.	1995	Sweetheart Cup Company	1993
Sony	1985	Syntex Corporation	1991
Southern California Edison Co.	1994	Syro Steel Company	1985
Southern National Corporation	1993	SYSCO Corporation	1993
Southern New England Telecommunications Corp.	1998	Talley Industries, Inc.	1988
Southern States Cooperative, Inc.	1988	Target Corporation	1988
Southern Wine & Spirits of America, Inc.	1997	TAVA/R.W. Beck, LLC	1999
Spire Group Ltd.	1990	Tecumseh Products Company	1993
Springs Industries, Inc.	1990	Tejas Gas	1994
Sprint Nextel	1988	Tektronix Inc.	1989
Square D Company	1990	Temple-Inland, Inc.	1988
Standard Chartered Bank PLC	1993	Tenet Healthcare Corporation	1988
Standex International Corporation	1989	Tenneco Automotive Operating Company, Inc.	1985
Stanley Consultants, Inc.	1992	Teradata Corporation	2011
Stanley Works	1985	Teradyne, Inc.	1988
Starwood Hotels & Resorts Worldwide, Inc.	1984	Terex Corporation	1993

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Tesoro Petroleum Corporation	1991	United Continental Holdings, Inc	1985
Texaco Inc.	1992	United Energy Resources, Inc.	1985
Texas Industries, Inc.	1994	United Industrial Corporation	1989
Texas Instruments Incorporated	1988	United States Shoe Corporation	1990
Textron Incorporated	1986	United States Steel Corporation	1985
Thomas Industries Inc.	1989	United Stationers Inc.	1990
Thomas J. Lipton, Inc.	1985	United Technologies Corporation	1991
Thrift Drug, Inc.	1992	Univar Corporation	1991
Thrifty PayLess, Inc.	1994	Universal Foods Corporation	1989
TIAA-CREF	1988	UNOCAL Corporation	1984
Time Warner Inc.	1993	UNUM Life Insurance Company	1989
Times Mirror Company	1993	UPS (United Parcel Service)	1984
Timex Corporation	1990	USA Waste Services Inc.	1993
Timken Company	1994	USAA	1987
TJX Companies, Inc.	1989	Vail Rubber Works, Inc.	1999
Tokheim Corporation	1988	Valassis Communications Inc.	1995
Tom Brown Inc.	1990	Valley National Corporation	1988
Toro Company	1994	Van den Bergh Foods Company	1991
Toyota Motor Sales, U.S.A., Inc.	1992	Van Dorn Demag Corporation	1988
Tracor, Incorporated	1998	Venture Stores, Inc.	1990
Trammo, Inc.	1993	VF Corporation	1985
Trans World Airlines, Inc.	1988	Viacom Inc.	1995
TransAmerica Corporation	1989	Viad Corp	1986
Tribune Company	1988	Volkswagen of America, Inc.	1989
TriMas Corporation	1993	Vulcan Materials Company	1988
TRW Inc.	1984	VWR Scientific Products	1998
TU Electric	1990	W.R. Grace & Company	1989
Turner Construction Company	1990	Wachovia Corporation	1989
Tyco Toys, Inc.	1995	Walgreen Company	1993
U.S. Bancorp	1993	Wal-Mart Stores Inc.	1989
U.S. Generating Company	1996	Warner-Lambert Company	1989
UAL Corporation	1985	Washington Energy Company	1985
UCC Investors Holding Inc.	1993	Washington Federal Savings	1993
Ultramar Diamond Shamrock	1991	Washington Mutual Bank	1990
Unigard Security Insurance Company	1985	Watkins-Johnson Company	1988
Union Carbide Corporation	1984	We the People, Glen Burnie	2004
Union Pacific Railroad Company	1984	Weatherford Enterra, Inc.	1998
UnionBanCal Corporation	1992	Weirton Steel Corporation	1988
Uniroyal Chemical Company, Inc.	1993	Wellman Inc.	1995
UNISYS Corporation	1988	Wells Fargo Bank, N.A.	1984

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Western Resources, Inc.	1994	Winnebago Industries Inc.	1989
Westinghouse Electric Corporation	1984	Wisconsin Electric Power Company	1989
Wetteau Inc.	1989	Wisconsin Public Service Corporation	1990
Weyerhaeuser Company	1985	Wise Resolution, LLC	2005
Wheeling-Pittsburgh Corporation	1993	Witco Corporation	1985
Whirlpool Corporation	1984	Wold Oil & Gas Company	1985
White Consolidated Industries	1987	Wolverine World Wide, Inc.	1990
Whitman Corporation	1994	Woodward & Lothrop Incorporated	1993
Whittaker Corporation	1990	Woodward Governor Company	1988
Williams Companies	1987	Worthington Industries Inc.	1989
Williams Patent Crusher & Pulverizer Co.	1985	Wyle Laboratories	1990
Willmut Gas & Oil Company	1996	Xerox Corporation	1984
Wilson Bennett, Inc.	1988	York International Corp.	1998
Wilson Foods Corporation	1988	Zenith Electronics Corporation	1988
Winn-Dixie Stores, Inc.	1995	Zurn Industries, Inc.	1990

A copy of the CPR Corporate Policy Statement on Alternatives to Litigation Pledge is attached and available online ([here](#)).

If you have any questions, please contact CPR:

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CPR Corporate Policy Statement on Alternatives to Litigation

More than 4,000 operating companies have committed to the CPR Corporate Policy Statement on Alternatives to Litigation[®]. The CPR Corporate Pledge, which was initiated in 1984, obliges subscribing companies to seriously explore negotiation, mediation or other ADR processes in conflicts arising with other signatories before pursuing full-scale litigation. The list of companies subscribing on behalf of themselves and their major operating subsidiaries is available on the CPR Website at www.cpradr.org.

CPR CORPORATE POLICY STATEMENT on ALTERNATIVES TO LITIGATION[®]

COMPANY

We recognize that for many disputes there is a less expensive, more effective method of resolution than the traditional lawsuit. Alternative dispute resolution (ADR) procedures involve collaborative techniques which can often spare businesses the high costs of litigation.

In recognition of the foregoing, we subscribe to the following statements of principle on behalf of our company and its domestic subsidiaries:*

In the event of a business dispute between our company and another company which has made or will then make a similar statement, we are prepared to explore with that other party resolution of the dispute through negotiation or ADR techniques before pursuing full-scale litigation. If either party believes that the dispute is not suitable for ADR techniques, or if such techniques do not produce results satisfactory to the disputants, either party may proceed with litigation.

CHIEF EXECUTIVE OFFICER (Signature), Print Name

CHIEF LEGAL OFFICER (Signature), Print Name

DATE

*Our major operating subsidiaries are:

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WHY A CORPORATE POLICY STATEMENT ON ALTERNATIVES TO LITIGATION?

By James F. Henry, Former President
International Institute for Conflict Prevention & Resolution
(formerly the CPR Institute for Dispute Resolution)

"Too much . . . and too expensive."

That is the consensus about litigation in the business community. Even when lawsuits are settled out of court, which happens over 90% of the time, settlement usually occurs only as the trial date approaches and after most of the costs have been incurred. And all too often, the settlement is based strictly on the dispute's perceived monetary value without adequate investigation of mutually-advantageous business solutions.

The purpose of the Corporate Policy Statement on Alternatives to Litigation is to encourage the early resolution of business disputes with creative, businesslike settlements achieved through mediation or other alternative dispute resolution (ADR) procedures. Once a dispute has erupted, emotions are at a high pitch and parties quickly assume an adversary stance. Each is likely to be concerned that suggesting private resolution will be viewed by the other as a sign of weakness. This danger is minimized when parties have adopted a corporate policy calling for exploration of ADR options before resorting to full-scale litigation in disputes with other companies subscribing to the same policy.

The Policy Statement helps subscribers get over the most important strategic hurdle to quick settlement: it lets them make the first move. Negotiations can begin early — before litigation takes on a life of its own.

That is the essence of the CPR Policy Statement. Those who adopt it can choose from the full spectrum of ADR techniques. These include but are not limited to the minitrial, mediation and neutral fact-finding — each has proven its value in helping executives and counsel arrive at economical, expeditious, mutually-acceptable results.

Both the nonbinding minitrial and mediation have been used successfully to resolve complex multimillion-dollar disputes involving, for example, commercial contracts, patents, construction contracts, joint ventures and transnational issues. Most mediations and minitrials have resulted in prompt settlements and dramatic reductions in legal costs and delay. Borden, Control Data, Eaton, Gillette, ITT, Motorola, Shell Oil, Standard Oil of Indiana, Texaco, TRW, Union Carbide and Wisconsin Electric are just some of the companies reporting economical, satisfying results with these ADR procedures.

It should be noted:

- The CPR Policy Statement is not a binding commitment to engage in negotiations or ADR, but is an expression of corporate policy. Subscribers undertake to act in good faith and to genuinely consider ADR. It is not intended, however, to create legally enforceable rights.
- The CPR Policy Statement does not preclude a subscriber from taking those preliminary actions advisable to protect its access to the courts — for example, filing a complaint for statute of limitations or venue purposes. Even when such actions have been taken, negotiation or ADR techniques can still be used.
- Vigorous advocacy is compatible with negotiation and ADR.
- Not every dispute is suitable for resolution through ADR techniques. If either party concludes that ADR would be inappropriate in a particular case — for example, if judicial determination of a critical legal issue is deemed essential — that party is not bound to explore ADR.
- The CPR Policy Statement raises the consciousness of executives and counsel regarding the use of ADR and encourages the systematic review of business disputes for their ADR potential.
- Subscribers may choose to modify the wording of the CPR Policy Statement in ways that do not change its spirit or intent.

Even if ADR does not lead directly to a resolution, the effort increases chances of later settlement by establishing a channel of communications between parties and by giving each a better understanding of the other's position.

The CPR Corporate Pledge has been actively supported by the Business Roundtable, the National Association of Manufacturers, the American Corporate Counsel Association and leading industrial organizations. More than 4,000 operating companies have committed to the CPR Corporate Pledge, including most of the largest corporations — a broad cross-section of American business that accounts for about one half of the aggregate of the gross national product. Companies are not just signing the CPR Pledge; they are using it to resolve significant disputes swiftly, privately and with dramatic cost savings. Efforts to avoid litigation are in the public interest and should reflect favorably on companies making such attempts.

Please note: This Commentary should not be construed as a part of the CPR Corporate Policy Statement. In signing the Policy Statement, a company is subscribing only to the terms of the Statement itself.