



PERFORMANCE

Goals Scorecard

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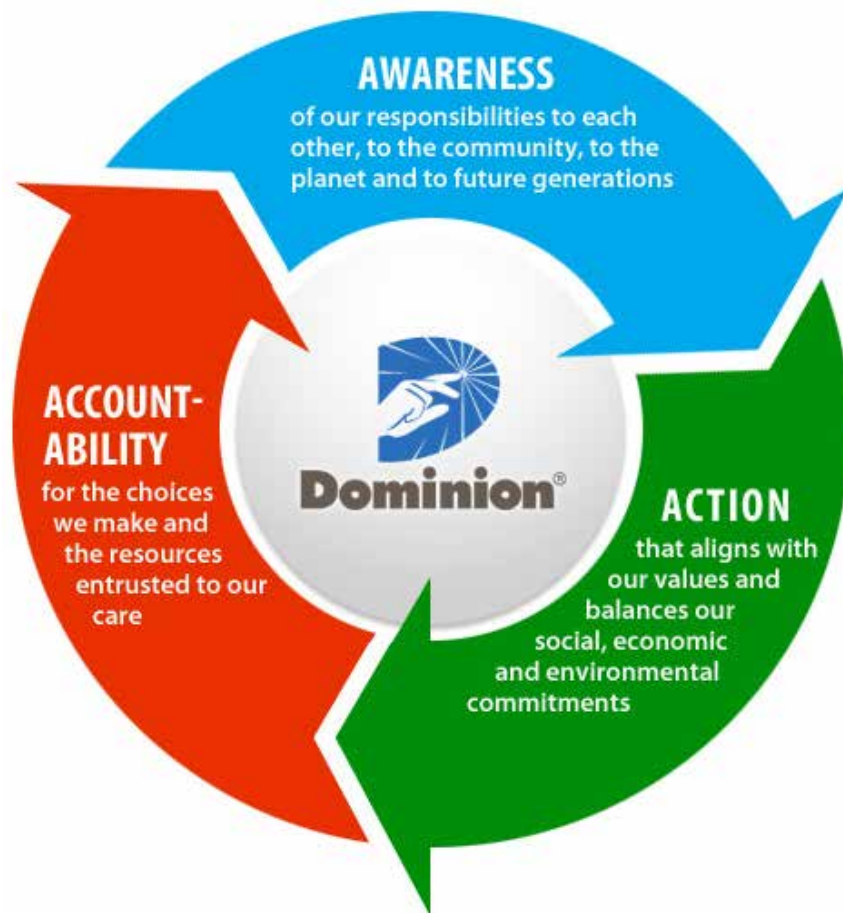
5-Year Performance Summary

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GOALS SCORECARD

INNOVATION. STEWARDSHIP. COLLABORATION. ENGAGEMENT.

These are the cornerstones of our sustainability strategy. They correspond to the four broad focus areas that provide a framework for our sustainability goals and related metrics and for tracking performance over time. Our 2015 progress is reported on the following pages.



OUR SUSTAINABILITY MODEL

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INNOVATION: INVESTING IN THE TECHNOLOGIES OF TOMORROW

INITIATIVES	2015 PROGRESS
<p>GOAL: Evaluate latest technology research in emerging alternative energy sources; assess commercial viability of renewable energy technologies and conservation/efficiency tools to identify business partnership opportunities.</p>	
<p>Plug-In Electric Vehicles</p>	<p>✓ Pilot program underway through Nov. 2016. Program enrollment topped 500 – up 25% from 2014.</p>
<p>Conservation Voltage Reduction (CVR)</p>	<p>✓ Launched EDGE Stabilizer™ voltage optimization product to help utilities manage the impact of distributed energy resources on the power grid.</p>
<p>Offshore Wind Power</p>	<p>✓ Reviewed bids to construct two, 500-foot wind turbines to test wind potential and weather conditions off the Virginia coast.</p>
<p>Micro-grid Research Projects</p>	<p>✓ Upgraded a micro-grid distributed generation and energy storage research project at Kitty Hawk, North Carolina; includes four wind turbines, 24 solar panels, lithium-ion battery storage, back-up diesel generator and newly installed fuel cell.</p> <p>✓ Continued partnership with Randolph-Macon College, Ashland, Va., to build and operate a 125-kW integrated solar and battery storage installation. The project will test two innovative battery technologies linked with a roof-mounted solar system.</p>
<p>Dominion Resources Innovation Center</p>	<p>✓ Relocated Center to new location in Ashland, Va., and welcomed three new entrepreneurs launching high-tech research initiatives.</p>
<p>GOAL: Meet Virginia Renewable Portfolio Standard Goal : 15% by 2025</p>	
<p>4% of sales in VA derived from renewable energy sources between 2010-2015</p>	<p>✓ Providing \$1.7 million in R&D funding in partnership with 12 Virginia universities to evaluate various renewable energy and alternative technology projects.</p> <p>✓ RPS goal achieved for the period.</p>

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GOAL: Meet North Carolina Renewable Energy & Energy Efficiency Goal: 12.5% by 2021

6% of sales in NC derived from renewable power, renewable energy credits and energy efficiency between 2015-2017

✓ Data collection underway for the three-year interim goal.

STEWARDSHIP: REDUCING OUR ENVIRONMENTAL FOOTPRINT

INITIATIVES

2015 PROGRESS

GOAL: Transition commercial light-duty vehicle fleet to a green fleet (electric, hybrid and other alternative-fuel vehicles).

Replace commercial sedans and SUVs as appropriate with AFVs

- ✓ Increased green vehicle fleet by 192 vehicles (11%) from 2014
- ✓ 32% of vehicle fleet powered by alternative fuels – up 2% from previous year.
- ✓ Displaced 200,000 gallons of gasoline equivalent with compressed natural gas.

GOAL: Manage our energy footprint at company facilities

Pursue Leadership in Energy and Environmental Design certification for new administrative/warehouse complexes.

- ✓ No LEED-compliant construction undertaken in 2015.
- ✓ Company will pursue at least a gold-level LEED certification for its planned office tower in Richmond, Va.

GOAL: Manage our waste footprint at company facilities

Continue participation in EPA's WasteWise partnership.

- ✓ 2015 data submitted to EPA in April 2016.

Seek beneficial uses for Coal Combustion Residuals (CCRs) that are technically feasible and economically viable

- ✓ Reused 1.2 million tons of CCRs, or 33% of the total produced in 2015.

GOALS SCORECARD

GOAL: Track methane emissions from gas transmission and storage business; adopt best practices to reduce methane emissions

Partner with government, NGOs, academia and industry.

- ✓ Gas distribution and transmission subsidiaries joined EPA's Natural Gas Star Methane Challenge Program as founding partners.
- ✓ Dominion Carolina Gas subsidiary joined EPA's Natural Gas STAR program.

Implement best management practices to reduce methane emissions

- ✓ Took voluntary steps to reduce methane emissions at natural gas transmission and distribution subsidiaries as follows:
 - Dominion Transmission = 422,462 thousand cubic feet (MCF) reduction
 - Dominion East Ohio = 64,113 MCF reduction
 - Dominion Hope = 233,018 MCF reduction

GOAL: Utilize best practices to minimize sulfur hexafluoride (SF₆) greenhouse gas leakage

Estimate annual SF₆ emissions from electric operations, implement cost-effective solutions to reduce leakage.

- ✓ Continued to identify problematic electrical systems and equipment containing SF₆ for replacement or repair.
- ✓ Introduced a bar code system on all SF₆-containing equipment and cylinders to improve natural gas management.
- ✓ Acquired a new, more efficient, higher capacity reclamation system for internal recycling of contaminated gas for re-use within the system.

COLLABORATION: PROVIDE GREEN OPPORTUNITIES FOR CUSTOMERS & COMMUNITIES

INITIATIVES

2015 PROGRESS

GOAL: Provide customers with opportunities to support renewable energy and its development

Solar Partnership Program

- ✓ Announced 2 new program participants – a university science center and two adjacent commercial buildings with installed on-site solar generation.

"Schedule RG" Renewable Energy Purchase Program

- ✓ More than 100 solar installations have been completed – a 33% increase from 2014. Combined production exceeds 1.4 million kWh of clean energy and more than 1,400 Renewable Energy Credits.

Dominion Green Power Program®

- ✓ Customer participation grew by 8%, to 27,000 from 25,000 in 2014.

GOALS SCORECARD

GOAL: Provide customers with energy management & conservation programs

Enhance customer opportunities for energy conservation.

- ✓ Launched a new appliance recycling program for our Virginia residential customers.

GOAL: Support NGO projects that protect natural resources

Engage employee volunteers and/or provide financial support through the Dominion Foundation.

- ✓ "Energizing Communities" employee volunteer projects: 500 volunteers completed 20 projects in 6 states to improve public spaces.
- ✓ \$2.2 million in Foundation giving to environmental/historic preservation projects.

GOAL: Partner with schools to improve STEM and energy/environmental education

Support employee volunteer mentoring and strategic Foundation giving.

- ✓ Multiple employee-led educational outreach/mentoring activities.
- ✓ \$1.5 million in educational grants to 40 colleges and 102 K-12 schools in 11 states.

GOAL: Partner with NGOs to conduct energy efficiency improvements in communities where we do business

Align charitable grants with volunteer assistance to implement improvements.

- ✓ Conducted 7 "Energizing our Communities for Veterans" volunteer projects in 2 states;
- ✓ Provided more than \$245,000 in Foundation grants to 18 nonprofits supporting veterans' organizations in 5 states.

Offer energy retrofit and energy audit programs for homes and businesses.

- ✓ Partnered with independent service provider to conduct home energy assessments for Ohio natural gas customers.
- ✓ Continued to offer home energy check-ups and non-residential energy audits for Virginia customers.

GOALS SCORECARD

ENGAGEMENT: PARTNER WITH EMPLOYEES AND STAKEHOLDERS ON SUSTAINABILITY ISSUES

INITIATIVES	2015 PROGRESS
<p>GOAL: Enhance company data disclosure and transparency</p>	
<p>Utilize online/print company reports and social media</p>	<ul style="list-style-type: none"> ✓ Published 2015 Methane Management Report ✓ Published 2015 Water Disclosure Report, CDP ✓ Expanded use of social media to engage more fully with stakeholders ✓ Published 9th annual Citizenship Report ✓ Filed Annual Report on Conservation & Renewable Energy with state regulatory agency ✓ Filed annual Integrated Resource Plan with state regulator agency
<p>GOAL: Engage with employees and other stakeholders to advance sustainability agenda and partnerships</p>	
<p>Employee focus</p>	<ul style="list-style-type: none"> ✓ Launched two new employee resource groups – one for African-American employees and one for Latino employees.
<p>External stakeholder focus</p>	<ul style="list-style-type: none"> ✓ Continued to emphasize outreach and partnership opportunities in areas such as supplier diversity, solar energy development, customer energy conservation programs, philanthropy, volunteerism, energy assistance initiatives and veterans recruiting. ✓ Expanded public outreach initiatives along the proposed route of the Atlantic Coast Pipeline through West Virginia, Virginia and North Carolina for landowners, businesses, civic associations and other stakeholders to discuss the economic and environmental benefits of the proposed 550-mile pipeline.

SUMMARY PERFORMANCE TABLE, 2011-2015

KEY INDICATORS	2015	2014	2013	2012	2011
BUSINESS					
Operating revenue (billions)	\$11.7	\$12.4	\$13.1	\$13.1	\$14.4
Operating earnings per share (non-GAAP) ¹	\$3.44	\$3.43	\$3.25	\$3.05	\$2.99
Dividends declared per share	\$2.59	\$2.40	\$2.25	\$2.11	\$1.97
Year-end stock price	\$67.64	\$76.90	\$64.69	\$51.80	\$53.08
Total assets (billions)	\$58.8	\$54.3	\$50.1	\$47.3	\$45.6
Total taxes paid (billions)	\$.62	\$.56	\$.56	\$.55	\$.61
Diverse supplier spend (millions) (% of total)	\$503 (8.4%)	\$472 (8.2%)	\$393 (8.6%)	\$398 (8.9%)	\$314 (7.5%)
WORKPLACE					
Total # of employees	14,743	14,429	14,570	15,513	15,820
Employee turnover	5.3%	6.2%	10.4%	5.1%	4.2%
Percentage ethnic minorities (work force)	17.5%	17.3%	17.3%	16.9%	16.9%
Percentage ethnic minorities (management)	10.8%	10.4%	9.9%	9.7%	9.9%
Percentage women (work force)	20.5%	20.7%	20.9%	21.1%	21.2%
Percentage women (management)	16.0%	15.2%	15.8%	15.9%	15.5%
Percentage union membership	35.7%	36.5%	36.8%	37.1%	37.5%
Safety – recordable incidents	110*	108*	127*	145*	157*
Safety – lost day/restricted duty cases	56	48	53	57	68
Fatalities	0	0	0	0	0

› SUMMARY PERFORMANCE TABLE, 2011-2015

	2015	2014	2013	2012	2011
CUSTOMERS					
Ave. annual minutes w/o power	119	113	106*	105	111
New customer accounts (gas & electric)	40,236	39,962	38,040	36,765	35,232
Customer satisfaction score/regional ave. ²	684/682	661/658	652/657	636/643	644/642
COMMUNITY					
Charitable giving (millions) ³	\$14.7	\$13.2	\$15.0	\$14.8	\$15.1
Employee/retiree matching gifts (millions)	\$1.7	\$1.5	\$1.6	\$1.5	\$1.5
Energy assistance programs (millions) ⁴	\$8.7	\$1.9	\$2.1	\$4.5	\$4.5
Employee volunteerism (hours)	110,000	100,000	100,000	130,000	160,000
Educational grants (millions)/# of schools ⁵	\$1.5/142	\$1.3/116	\$1.4/127	\$1.4/110	\$1.4/104
ENVIRONMENT					
Total expenditures (millions)					
Environmental O&M	\$190	\$192	\$182	\$189	\$184
Environmental Capital	\$ 59	\$101	\$ 64	\$213	\$403
Electric generation (net GWH, owned)	98,307	93,075	93,383	100,784	99,735
CO ₂ e emissions - electric (million tons) ⁶	37.76	36.86	37.32	39.93	46.41
CO ₂ e emissions - natural gas (million tons) ⁶	2.25	2.53	2.38	2.27	2.70
Total CO ₂ e emissions (million tons) ⁶	40.01	39.39	39.70	42.20	49.11
CO ₂ e intensity rate (lbs/net mWh) ⁶	768	797	799	792	931
Nitrogen oxide emissions (tons) ⁶	30,101	31,631	26,715	28,452	70,916
Sulfur dioxide emissions (tons) ⁶	16,022	29,735	33,529	37,663	109,826
Mercury emissions (lbs)	409	505	526	509	845
Coal ash produced/reused (million tons) ⁷	3.3/1.1	3.6/1.1	3.8/1.1	2.9/1.2	2.7/1.0
Hazardous waste produced (million lbs)	2.4	2.2	2.2	2.0	3.1

› SUMMARY PERFORMANCE TABLE, 2011-2015

	2015	2014	2013	2012	2011
Water withdrawn – electric (billion gallons) ⁸	3,247	3,204	3,362	3,741	4,283
Water reused/recycled (million gallons)	554	533	449	310	364
Notices of Violation (NOVs)	14	18	13	13	15
Environmental fines paid	\$447,732	\$420,500	\$3,692,200	\$43,245	\$43,460

¹ Based on Non-GAAP Financial Measures. See GAAP Reconciliation Table below.

² J.D. Power and Associates, Electric Utility Residential Customer Satisfaction Study, South Region, 1,000-point scale.

³ Data excludes donations to fuel assistance programs, sponsorships and scholarships.

⁴ Does not include donations received from customers and employees. Program expanded in 2015 to include weatherization services and energy efficiency educational outreach to qualified customers.

⁵ Data reflect combined K-12 and higher educational grants.

⁶ All combustion-based emissions are for company-owned electric generation and gas operation sources. Totals exclude all divested assets that were not shut down during the 5-year period. Carbon dioxide emissions have been converted to carbon dioxide equivalent (CO₂e).

⁷ Does not include gypsum.

⁸ Company-owned and operated generation, excluding hydro and wind. Not adjusted for ownership percentage.

* Restatement of data reported in previous CSRs. In "Average Annual Minutes Without Power" category, Dominion began using IEEE Standard 1366 in 2013 to report System Average Interruption Duration Index (SAIDI) to align with industry norms. In the "Safety" category, recordable incident data has been recast to include certain incidents of hearing loss that may be work-related and therefore recordable under OSHA regulations.

RECONCILIATION OF OPERATING EARNINGS (NON-GAAP) TO REPORTED EARNINGS (GAAP)

(MILLIONS, EXCEPT PER SHARE AMOUNTS)	2011	2012	2013	2014	2015
Operating Earnings (non-GAAP)*	\$ 1,743	\$ 1,774	\$ 1,881	\$ 2,003	\$ 2,040
Items excluded from operating earnings (after-tax):					
Loss from discontinued operations	(58)	(1,125)	(92)	—	—
Charges associated with North Anna and offshore wind facilities	—	—	—	(248)	—
Producer Services repositioning	—	—	(76)	(193)	—
Charges associated with liability management exercise	—	—	—	(174)	—
Impairment of generation assets	(139)	(269)	—	—	—
Future ash pond and landfill closure costs	—	—	—	(74)	(60)
Other items	(138)	(78)	(16)	(4)	(81)
Total after-tax items	(335)	(1,472)	(184)	(693)	(141)
Reported Earnings (GAAP)	\$ 1,408	\$ 302	\$ 1,697	\$ 1,310	\$ 1,899
Earnings per common share — diluted:					
Operating Earnings (non-GAAP)*	\$ 3.03	\$ 3.09	\$ 3.25	\$ 3.43	\$ 3.44
Items excluded from operating earnings	(0.58)	(2.56)	(0.32)	(1.19)	(0.24)
Reported Earnings	\$ 2.45	\$ 0.53	\$ 2.93	\$ 2.24	\$ 3.20

*Dominion uses operating earnings as the primary performance measurement of its earnings outlook and results for public communications with analysts and investors. Dominion management believes operating earnings provide a more meaningful representation of the company's fundamental earnings power.