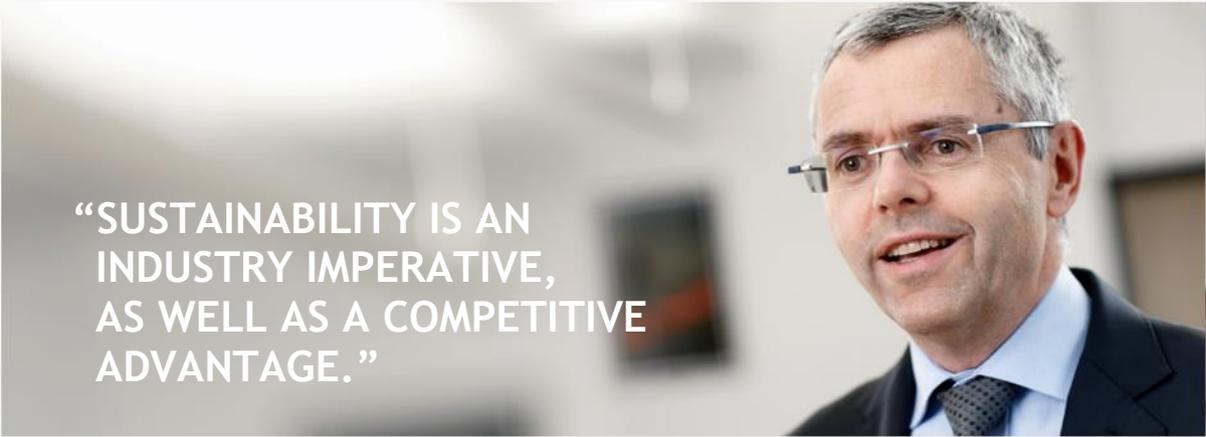


2012

SUSTAINABILITY REPORT
A BUSINESS IMPERATIVE

CEO MESSAGE





“SUSTAINABILITY IS AN
INDUSTRY IMPERATIVE,
AS WELL AS A COMPETITIVE
ADVANTAGE.”

CEO MESSAGE

It's with great pleasure as the new CEO of Alcatel-Lucent since April 1st 2013, that I am introducing this report on our progress in Sustainability.

We live in a connected world where citizen inclusion in the digital economy and society has never been more important or more possible. Smart devices are exploding on networks, everybody wants to be connected 24/7, and mobile communications are as dynamic in Tanzania as they are in China and in the United States.

In this world, Alcatel-Lucent wants to bring ideas, innovation, disruption. Alcatel-Lucent's Bell Labs is at the center of this revolution. The company's technology provides a best-in-class bridge to stronger citizen access to societies and economies in an ever more sustainable manner. Together with our customers, we are co-creating innovations that are fundamentally contributing to improve our way of communicating and interacting. And most important, we have done this by leveraging our global talent base and partnering with universities, prestigious R&D labs and other companies.

Our communications products and solutions provide that leading innovation integrating eco-sustainability through reduced power consumption, more energy efficient networks and efficient low carbon operations, as well as digital inclusion enabling greater coverage and accessibility to consumers. Eco-sustainability and digital inclusion are an industry and a business imperative, as well as a competitive advantage.

I would like to recognize all the teams and individuals throughout Alcatel-Lucent who helped make Sustainability a key part of the company's business activities over 2012. It is proof of the incredible talent, strength and innovation in this company.

In these key times of focus and choices, Sustainability remains for our company a leading indicator in our strategic orientations.

I am committed to maintaining the best-in-class momentum and continuing to make Sustainability an element of customer satisfaction, innovation, a core pillar of our way of efficient operations and a fundamental part of our values and transparency. [Read more](#)

Michel Combes
CEO of Alcatel-Lucent