

Capital Link Annual CSR Forum

"CSR & IR - Maximizing Shareholder Value"

Corporate Social Responsibility as a competitive
advantage in finance & investing

Wednesday, March 13, 2013
Metropolitan Club, New York City



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"CSR & IR - Maximizing Shareholder Value"

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Wednesday, March 13, 2013 at the Metropolitan Club, New York City



CSR & IR: Maximizing Shareholder Value CSR as a Competitive Advantage in Investing & Finance

Companies and investors are increasingly looking at Corporate Social Responsibility (CSR) not only as a means of accomplishing corporate governance, but also as a measurable, concrete way to increase shareholder value and profits.

CSR is becoming a fundamental component of a company's business model meant to produce tangible and profitable results in response to stakeholder expectations. The need for increased CSR activities is not just mandated by a growing regulatory trend. Market forces also push in this direction as corporations demand their business partners to adopt and implement CSR policies of their own. A consistent CSR commitment and track record can become a differentiating factor and a competitive advantage from an operational, commercial and financial point of view, impacting a company's valuation and cost of capital, along with its overall profitability and long term viability.

Capital Link's Forum focuses exactly on how CSR impacts a company's valuation and cost of capital. In this context, our Forum debates three major topics.

From the corporate perspective it explores how CSR can impact the valuation and cost of capital for private and publicly listed companies as investors and financiers may perceive them as safer and more sustainable financing and investment choices.

From the investors' point of view, it explores how CSR integrates among the investment criteria, what Socially Responsible Investing (SRI) is all about and its comparative return performance.

The third topic, explores the alignment of the CSR, IR and the overall corporate communications strategy, message and function. Also, the developments in the area of Integrated Reporting Standards and updates on Reporting Solutions, standards and guidelines. Corporate executives are placing increasing emphasis on the alignment of CSR, IR and the overall communications strategy responding to market demands. In most cases CSR and IR departments are operating separately and independently and for most companies their coordination is a developing process.

Capitalizing on our 17-year track record with the organization of uniquely successful investment conferences in New York, London and Athens, Capital Link has pioneered a series of CSR-focused forums in London, Athens and now in New York. As an Advisory and Investor Relations firm Capital Link is at the forefront of the major issues of interest and concern among financiers, analysts, investors and companies, enabling us to put together a powerful agenda with the right topics and panelists and reach out to the proper target audience.

We express our appreciation to the New York Stock Exchange for their support of our initiative to organize this Forum and their active participation in it. Particular thanks also to our Sponsors and Media Partners for their contribution to the success of the event.

We look forward to organizing this Forum on an annual basis aiming to provide constructive debate and thought leadership on CSR & IR related issues and raise awareness to a wider audience.

Sincerely,
Nicolas Bornozis
President



Capital Link, Inc.

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Capital Link's Annual CSR Forum

"CSR & IR - MAXIMIZING SHAREHOLDER VALUE"

CSR as a competitive advantage in finance & investing

March 13, 2013 - The Metropolitan Club, New York City

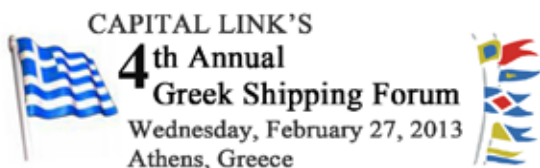


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12:00 PM – 12:30 PM	REGISTRATION
12:25 PM – 12:30 PM	Introductory Remarks & Industry Overview Nicolas Bornozis, President - Capital Link, Inc.
12:30 PM – 1:05 PM	<p>"VALUING COMPANIES BEYOND FINANCIAL METRICS - CSR, Finance & Capital Markets" <i>Does CSR enable companies to have easier access to the capital & financial markets & lower cost of capital?</i></p> <p><i>Moderator: Eric J. Hespenheide, Global Leader, Deloitte Sustainability Audit & Enterprise Risk Services - Deloitte & Touche LLP</i></p> <p><i>Panelists:</i></p> <ul style="list-style-type: none"> • Erika Karp, Managing Director, Head of Global Sector Research - UBS Investment Bank • Marc Fox, Director, Investor Initiatives - The Carbon Disclosure Project • Bruce Kahn, Sustainability Management Program - Columbia University
1:10 PM – 1:55 PM	<p>"CSR & SHAREHOLDER VALUE: OPTIMIZING VALUATION & RETURNS" <i>Does CSR increase shareholder value & will the momentum for voluntary disclosure satisfy all stakeholders and really change the game?</i></p> <p><i>Moderator: Joe Sibilis, Chief Executive Office - CSRwire</i></p> <p><i>Panelists:</i></p> <ul style="list-style-type: none"> • Adam Kanzer, Managing Director & General Counsel - Domini Social Investments; VP & Chief Legal Officer - The Domini Funds • Kevin Anton, Chief Sustainability Officer – Alcoa, Inc. • Michael Jacobson, Director, Corporate Responsibility Office - Intel Corporation • Al Iannuzzi, Sr. Director, Product Stewardship, WW Environment, Health & Safety - Johnson & Johnson • Paula Luff, VP Corporate Social Responsibility - Hess Corporation
2:00 PM – 2:40 PM	<p>"CSR, ALIGNING STRATEGY & COMMUNICATIONS" <i>Integrating CSR & IR, making sure all departments are communicating the same message internally and externally.</i></p> <p><i>Moderator: Michelle Greene, SVP & Head of Corporate Responsibility - NYSE Euronext</i></p> <p><i>Panelists:</i></p> <ul style="list-style-type: none"> • Dave Stangis, VP Public Affairs & Corporate Responsibility - Campbell Soup Company • Curtis Ravenel, Global Head, Sustainability Group - Bloomberg • Beth Shiroishi, VP, Sustainability & Philanthropy - AT&T • Maggie Kohn, Director, Global Corporate Responsibility – Merck & Co., Inc. • Jacqueline Strayer, VP, Corporate Communication - Johnson Controls, Inc.

2:40 PM - 3:10 PM	COFFEE BREAK
3:15 PM – 3:50 PM	<p>” INTEGRATED REPORTING AND UPDATES ON REPORTING SOLUTIONS, RATINGS STANDARD & GUIDELINES”</p> <p><i>The growing uptake of the GRI’s Sustainability Reporting Framework – and its latest edition: the G4. Latest trends in corporate disclosure and sustainability reporting. How to navigate the numerous assessment models, ratings, rankings and analyst queries/analysis. What matters most to investors in terms of ratings, rankings, scores and opinions? Panelists will help you understand how different standards, initiatives and frameworks contribute to mainstream and SRI/responsible investment analysis and decision-making.</i></p> <p>Moderator: Hank Boerner, Chairman - Governance & Accountability Institute, Inc. (G&A)</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Marjella Alma, Manager External Relations - Global Reporting Initiative USA (GRI) • Stathis Gould, Head of Professional Accountants in Business - IFAC • Janice Warren, President - OneReport • Mark Tulay, Program Manager - GISR
3:55 PM – 4:30 PM	<p>“CSR & INVESTING-THE INVESTOR’S POINT OF VIEW-WHAT MATTERS?”</p> <p><i>Do investors include CSR in their criteria?</i></p> <p>Moderator: Dan Hanson, Managing Director & Portfolio Manager - BlackRock</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Jan C. Childress, Director, Investor Relations - Consolidated Edison, Inc. • Gary Buesser, Director - Lazard Asset Management, LLC • Elizabeth Seeger, Principal - Kohlberg Kravis Roberts (KKR) • Joseph M. Kinard, Investment Committee Member, Board of Pensions - Presbyterian Church USA Pension Fund
4:35 PM – 5:10 PM	<p>“SUSTAINABLE INVESTING & CREATED SHARED VALUE”</p> <p><i>The role & significance of SRI/impact investing; how to construct SRI portfolios; SRI Indices; comparative performance for SRI Portfolios.</i></p> <p>Moderator: Paul Hilton, Portfolio Manager & Director of Business Development - Trillium Asset Management, LLC</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Orin Kramer, General Partner - Boston Provident L.P. ; Chairman of the Board of Directors - Robert F. Kennedy Center for Justice & Human Rights • Bennett Freeman, SVP, Sustainability Research and Policy - Calvert Investments • Mark D. Sloss, Executive Director, Sr. Portfolio Manager - UBS Wealth Management Americas
5:15 PM – 6:00 PM	<p>“PUBLIC PRIVATE PARTNERSHIPS/GLOBAL CSR”</p> <p>Moderator: Laura Herman, Managing Director - FSG</p> <p>Panelist:</p> <ul style="list-style-type: none"> • Bulbul Gupta, Head of Market-Based Approaches - Clinton Global Initiative • Judith Moore, Consultant, Environment and Corporate Responsibility, Treasury & former Head of CSR - World Bank • Sharon D’Agostino, VP, Corporate Citizenship - Johnson & Johnson • Mauricio Barbeiro, Sustainable Business Manager - Banco Santander Brasil
6:00 PM – 6:45 PM	COCKTAIL RECEPTION



CAPITAL LINK'S
4th Annual
Greek Shipping Forum
Wednesday, February 27, 2013
Athens, Greece

Greek shipping remains important to the maritime economy despite recent hurdles in the markets. This event will not only cover the latest developments and trends in international trade, dry bulk commodities, and the energy markets, but also review the various funding alternatives for raising capital among listed and private shipping companies. To enhance your knowledge of shipping across all sectors, please attend.



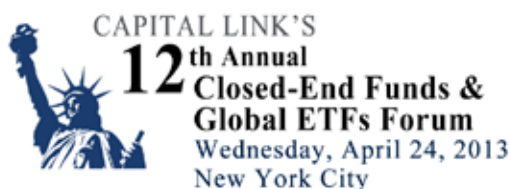
CAPITAL LINK'S
CSR Forum
CSR as a Competitive Advantage
in Finance & Investing
Wednesday, March 13, 2013 - New York City

With the rise in regulatory bodies measuring CSR's progress and success, as well as the unprecedented diversification across different industries and sectors, selecting a responsible course that caters to a company's individual CSR needs is difficult. This event will demonstrate how an effective brand of CSR not only depends on assessing the applicability and practical benefits of CSR, but also how companies communicate the value of CSR to investors.



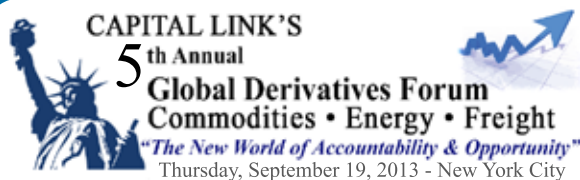
CAPITAL LINK'S
7th Annual
Invest in International
Shipping Forum
Thursday, March 21, 2013
New York City

The seventh installment of the Invest in International Shipping Forums, this investor-focused event allows a platform for high-level executives and shipping companies to share and examine the shipping markets in light of annual results. Institutional investors and analysts, financial advisors, bankers, financial media, and other qualified investors will be in attendance.



CAPITAL LINK'S
12th Annual
Closed-End Funds &
Global ETFs Forum
Wednesday, April 24, 2013
New York City

This annual event, playing host to 1,000 attendees every year, will not only address the benefits and challenges associated with using closed-end funds (CEFs) and ETFs, but will also present a networking platform for financial advisors, financial planners, institutional investors, fund and asset managers, analysts, other well management professionals, and major financial media.



CAPITAL LINK'S
5th Annual
Global Derivatives Forum
Commodities • Energy • Freight
"The New World of Accountability & Opportunity"
Thursday, September 19, 2013 - New York City

As the global derivatives market undergoes further economic and regulatory changes, the ability to effectively manage risks is becoming paramount, and the need for global collaboration is heightening. The fifth in its series, this program will feature a distinguished list of speakers who will provide a unique and insightful global perspective on commodities, energy, and freight derivatives.



CAPITAL LINK'S
6th Annual
International Shipping
& Marine Services Forum
Thursday, September 26, 2013
London Stock Exchange

In cooperation with the LSE, this event provides investors with a comprehensive review of various shipping markets to investment communities in the UK and throughout Europe. Shipowners, shipping executives, institutional investors, research analysts, industry experts, commercial and investment bankers, risk advisors, private equity and venture capital firms, high-net worth investors, and financial media attend this London forum every year.



CAPITAL LINK'S
3rd Annual
Shipping & Offshore
CSR Forum
Thursday, October 24, 2013
London Stock Exchange

With greater industry sophistication, awareness, and expectations, corporate social responsibility (CSR) is an increasingly important issue that shipping and offshore companies cannot afford to ignore. This forum will explore how companies can keep a competitive advantage in terms of gaining market share, attracting top talent, and preserving employee retention by adopting CSR policies.



CAPITAL LINK'S
15th Annual
Investor Forum
- Greece
December 18, 2013 - New York City

U.S. and Greek businesses and investment communities will discuss the latest trends in the capital and stock markets while covering topics ranging from shipping, information technology, energy, banking, and finance to telecommunications and real estate. This event receives annual support from the NYSE Euronext and is held under the auspices of the Ministry for Development, Competitiveness, Infrastructure, Transport & Networks.

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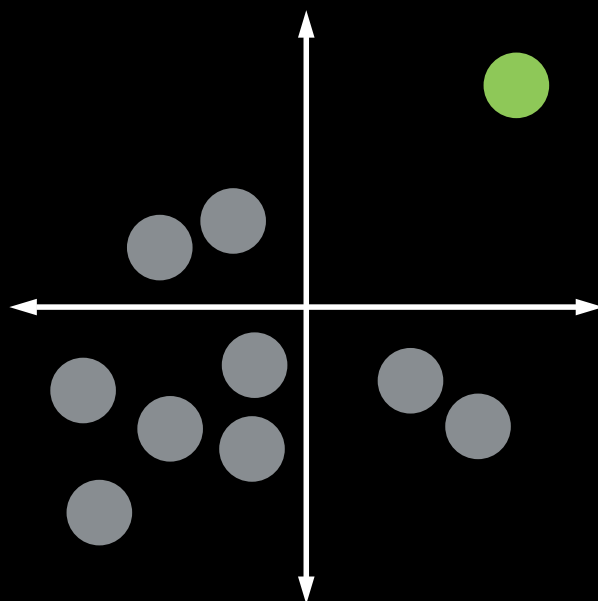
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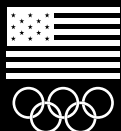
By examining operations through a sustainability lens, we help organizations across industries increase revenue opportunities through innovation; decrease costs via greater efficiency; and manage risk by mitigating resource constraints and proactively addressing potential reputational issues. We are equally passionate about sustainability for our own organization. In its first year, Deloitte's "Greening the Dot" program helped us reduce paper use by 10 percent, cut data-center power consumption by 1.4 million kilowatt-hours, increase recycling and water savings, and improve employee morale.



Sustainable solutions for profitable growth

Sustainability is upon us. And it isn't a fad. It's a fundamental change driving long-term profitability. At Deloitte, we help clients imagine and implement sustainability initiatives that can grow revenues, reduce costs, mitigate risks, and enhance brands. We work with clients to innovate business models, tackle energy, emissions, water, and waste, and implement high value process, human capital, and technology changes. That's not just "feel good." That's "perform great."

www.deloitte.com/us/sustainability



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OneReport, Inc. is a leading provider of corporate responsibility (CR) information management and reporting services. The OneReport® platform integrates the metrics requested by leading CR and responsible investment research/ratings organizations and frameworks. Launched ten years ago to help companies combat survey fatigue, OneReport's online software organizes and simplifies the entire information management and reporting process. Reporting companies efficiently collect, manage and disseminate environmental, social and governance (ESG) information with structured support tools. Clients can easily report and self-publish sustainability information, including a Global Reporting Initiative (GRI) index and report.

Our collaboration with the socially responsible investment (SRI) community and organizations such as the UN Global Compact, Carbon Disclosure Project and GRI facilitates comprehensive and synergistic reporting. OneReport clients can select from a menu of reporting options, view the overlap and nuances among metrics, and make informed decisions about the data to collect and report. OneReport preserves institutional memory and engages colleagues with versatile delegation and oversight options.

A resource for many Fortune 1000 firms and organizations of all sizes, OneReport is a GRI-certified software/tools provider.

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Johnson & Johnson is the world's largest and most diverse medical devices and diagnostics company, the world's sixth-largest consumer health company, the world's fifth-largest biologics company and the world's eighth-largest pharmaceuticals company.



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CSRwire is a digital media platform and the leading global source of corporate social responsibility (CSR) and sustainability news. Founded in 1999 to advance the movement towards a more economically just and environmentally sustainable society and away from single bottom line capitalism, CSRwire has paved the way for new standards of corporate citizenship, earning the international respect of thought leaders, business leaders, academics, philanthropists, activists and the media community. Through innovative techniques and strategic partnerships, CSRwire continues to expand its content, communication technology and distribution channels exponentially.

CSRwire content reaches a broad and highly-engaged audience in the international CSR market through syndication partners, members, subscribers, visitors, mobile technology, databases, newsrooms, social media networks, search engines, financial portals, websites and online communities. As the exclusive distributor of CSR news and information for NASDAQ OMX's Globe Newswire and Marketwire, CSRwire offers more visibility than any other newswire in the world.



BarclayHedge is a leading independent, research based provider of information services to the alternative investment industry. Founded in 1985, Barclay began publishing fund data for hedge fund and CTAs in 1991 and currently maintains data on more than 12,000 alternative investment vehicles. BarclayHedge provides access to its hedge fund, fund of funds, and managed futures databases to thousands of investors worldwide in Excel, Access, and formats compatible with most third party analysis packages. Barclay's 18 hedge fund indices, 10 managed futures indices, and 7 UCITS indices are universally recognized as alternative investment performance benchmarks and are utilized by investment professionals around the globe.

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Marjella Alma
Manager External Relations
Global Reporting Initiative – Focal Point
USA

Marjella Alma currently serves as Manager External Relations for GRI's regional office in New York City. In her current role, she is involved in many projects and events aimed at educating North American companies and stakeholders about the value of sustainability reporting and transparency and enhancing the uptake of GRI's reporting framework. Prior to working for GRI's regional office, she managed the Report Services department at GRI's Secretariat in Amsterdam.

She is one of GRI's technical experts when it comes to application and implementation of GRI's sustainability reporting framework and is knowledgeable about ESG trends in the investor community, external assurance and trends in online reporting. Marjella has a MA in International Relations from the University of Groningen in the Netherlands.



Kevin Anton
Chief Sustainability Officer
Alcoa, Inc.

Kevin Anton was named Chief Sustainability Officer for Alcoa in August 2010. In this role, he is responsible for developing a comprehensive strategy that integrates the Company's sustainability efforts. He is a vice president of Alcoa and sits on the Alcoa Executive Council. Kevin joined Alcoa in 1998 and has worked for over 30 years in the metals and mining industry. He has served as Vice President, Finance and Strategy for Alcoa Global Primary Products and President of Alcoa Materials Management, Alcoa's commodity trading arm. Before joining Alcoa, Kevin held senior management positions at Alumax, including serving as Vice President and Controller for its primary aluminum group.

Earlier, Kevin held various financial positions, including Director of Business Planning and Development for AMAX Inc. Kevin is the past Chairman of the U.S. Aluminum Association and currently sits on the boards of the Aluminum Association, Electronic Recyclers International Inc. and EarthWatch Institute.



Mauricio Barbeiro
Sustainable Business Manager
Banco Santander Brasil

Mauricio Barbeiro is Sustainable Business Manager for Banco Santander Brasil, responsible for all transactions related to sustainable business on retail.

He began his financial career as Sustainability Manager for ABN AMRO Bank in 2003, based at the bank headquarters in Sao Paulo, Brazil.

Barbeiro received his B.S in Systems Analysis from the University of Toronto, Canada; M.B.A. in Economics from Fundacao Getulio Vargas, Brazil and Innovation for Sustainability Executive Education from Harvard Business School.

Prior to joining the Financial Sector, Mauricio worked with Footwear Industry and Public Sector. As a member of the Rotary International, Mauricio is also a driving force behind Humanitarian Help and International Volunteering.

He frequently speaks on issues concerning the evolution of Sustainability, Environmental & Social Risk, Value Chain, Integrated Reporting, Human Rights and Diversity.



Henry "Hank" Boerner
Chairman
G&A Institute

Hank Boerner is Chairman of the Governance & Accountability Institute, a New York-based research, knowledge management, advisory and strategies services provider. The Institute serves clients in the corporate sector, capital markets organizations and the not-for-profit sector / civil society NGOs.

Hank leads the Institute team work dealing with a wide variety of assignments in sustainability, corporate responsibility, corporate governance, issue management, and corporate communications.

He has been a business strategist, issue management consultant and senior level advisor for more than 30 years, most frequently supporting clients with issues management services and programs. Hank's current work is about identifying issues in ESG (environmental, societal, governance performance factors) and assisting corporate managements in developing strategies, organizing teams and initiatives, coaching executives, assisting in the disclosure and communication of the company's sustainability journey.

Hank was a partner in the Rowan & Blewitt management consulting organization for almost two decades before creating the Institute. (The Rowan & Blewitt issue and crisis management practice was acquired by Interpublic Group of Companies - NYSE:IPG.)

Hank is active in key professional organizations including the US Forum for Sustainable & Responsible Investing, the National Association of Corporate Directors, and the National Investor Relations Institute. He was recognized by the NACD in 2011 and 2012 as one of "people to watch in corporate governance affairs." Hank has been a contributing editor for Corporate Finance Review (Thomson Reuters) for more than 10 years.



Nicolas Bornois
President & CEO
Capital Link, Inc.

Since 1996 Mr. Nicolas Bornois is the founder, President and CEO of Capital Link, Inc., an international investor relations and financial advisory group. It assists listed companies and capital markets related organizations to develop and maintain access to European and North American investors. Capital Link has offices in New York, London and Athens and is a leader in investor relations for listed shipping companies, U.S. Closed-End Funds and ETFs and international companies accessing the U.S. and European markets.



Hess sponsored Fishermen's Cooperative, Indonesia

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He also established and managed, Alexander Capital, L.P, a US broker-dealer firm, which developed brokerage and investment banking business in North America with the Greek, Egyptian and Russian markets. He sold the company at the end of 2003 to a group of US investors representing Russian interests. Between 1998 and 2002, he also established and managed Alexander Asset Management, Inc. which handled portfolios invested in the Greek and European equity markets.

Prior to Capital Link (1988-1995), he served as President and CEO of CCF International Finance Corp. (CCF IFC), the US broker/dealer subsidiary of Credit Commercial de France, now part of HSBC, and worked at the International Department of Bankers Trust Company in New York (1982-1984) and then at the Commercial Banking operation of CCF in New York (1985-1987) focusing on the financing of Wall Street firms and shipping.

He holds an MBA from Harvard Business School (1982) and a Law Degree from the University of Athens (1979), in Greece with specialization in commercial and corporate law and is a graduate of Athens College in Greece.

For a period of twelve years he was a Visiting Lecturer on International Banking and Finance at the City University Business School (Department for Shipping Trade and Finance) in London, United Kingdom. Also, he served as Chairman of the Investment Management Committee of the Harvard Business School Club in New York.



Gary Buesser, CFA
Director, Research Analyst
Lazard Asset Management LLC
(New York)

Gary Buesser is a Research Analyst focusing on the firm's ESG (Environmental, Social and Corporate Governance) research efforts and evolving and further enhancing Lazard's proprietary accounting validation work. Previously, Gary was a Portfolio Manager/Analyst on several of Lazard's US Equity strategies. He began working in the investment field in 1983. Prior to joining Lazard in 2000, Gary held positions at Evergreen Funds, SG Cowen, Shearson Lehman Brothers and Kidder Peabody. He has an MBA in Finance from the College of William & Mary and a BS in Economics from St. Peter's College. Gary is a member of the New York Society of Security Analysts. He is also a member of the International Corporate Governance Network (ICGN) and the co-chairman of the Financial Accounting Standards Board's (FASB) Investors Technical Advisory Committee.



Jan C. Childress
Director of Investor Relations
Consolidated Edison, Inc.

Mr. Childress has served as director of investor relations for Consolidated Edison, Inc. since 1998. He previously served as vice president of investor relations for KeySpan, where he was employed for seventeen years.

Prior to joining KeySpan, he served four years as a special assistant to a U.S. Congressman representing the 14th Congressional District in New York.

Mr. Childress has a Bachelor of Arts degree in Industrial Labor Relations from the State University of New York's Center for Labor Studies, and Certificates in Industrial Labor Relations and Real Estate Finance from Cornell University and New York University, respectively.



Sharon Kathryn D'Agostino
Vice President, Corporate Citizenship
Johnson & Johnson

Sharon was appointed Vice President, Corporate Citizenship at Johnson & Johnson in April, 2012. She works with senior leaders to drive the company's Citizenship & Sustainability strategy and to ensure implementation across a broad range of corporate responsibility initiatives.

Since 2006 Sharon has also led the J&J Corporate Contributions Group in guiding the company's strategic giving priorities. With a mission of making life-changing, long-term differences in human health, they build community-based partnerships around the world. Their initiatives focus on three areas: saving and improving the lives of women and children; preventing disease in vulnerable populations; and strengthening the healthcare workforce. The team was instrumental in developing the Johnson & Johnson five-year commitment to the United Nations Secretary General's Every Woman Every Child Campaign.

Sharon joined J&J in 1989 and held leadership positions for several consumer businesses before being named a Global President in 2002. Her high-performing teams had a track record of driving innovation and business growth. She transferred to Corporate Headquarters in 2006.

Sharon is one of two Private Sector representatives on the Board of The World Health Organization's Partnership for Maternal, Newborn & Child Health. Her personal passion is to help ensure that the voices of girls, women and children everywhere are heard and their stories are told. As a global health advocate, Sharon is a prolific blogger about issues that impact the survival, health and empowerment of girls and women.

She can be found on Twitter: @SharonD'Agostino. Additional information about Sharon can be found at: www.linkedin.com/in/SharonKathrynD'Agostino



Marc Fox
Director of Investor Initiatives for North America
The Carbon Disclosure Project

Marc joined the Carbon Disclosure Project as Director of Investor Initiatives for North America in May 2012. Previously, Marc spent seven years as a research analyst at Goldman Sachs in London and New York, where he developed a framework for integrating environmental, social and corporate governance (ESG) analysis with fundamental equity research, co-authored Introducing GS SUSTAIN in 2007, and established the product in North America in 2008.

Marc has served on the Expert Group that created the UN Principles



LEED® by example.

Platinum certified. That's what the U.S. Green Building Council® awarded Johnson Controls for being a model of energy efficiency and sustainability at our Wisconsin headquarters campus. This represents the largest concentration of LEED Platinum buildings—four—on one site ever awarded.

Even more impressive is what we did to earn this recognition. Hundreds of wireless controllers and sensors are linked to our Metasys® building management system, which continuously monitors and controls energy use. The result? Energy usage slashed by 21% even as campus space doubled. Onsite solar electricity generation reduces greenhouse gas emissions by 852,000 pounds annually. Low-flow fixtures and rainwater recycling save 1.7 million gallons of water a year. These are just some of the hundreds of improvements we have made to earn LEED Platinum distinction.

Payback? We expect to recoup our investment in energy and operational efficiency within eight years. And our employees are even more engaged with an enhanced work environment that features desktop control of workspace temperature, lighting, airflow and white noise.

We have made our headquarters a campus that works. From educational institutions and hospitals, to government facilities and commercial buildings, Johnson Controls can make your buildings work for you more efficiently, sustainably and profitably. To learn more, visit MakeYourBuildingsWork.com.



for Responsible Investment (PRI) in 2005 and on the Advisory Council to the Carbon Disclosure Project since 2008. Marc holds an MBA from the University of Cambridge and a BA in History from the University of Maryland.



Bennett Freeman
Vice President for Sustainability
Research & Policy
Calvert Investments

As Senior Vice President for Sustainability Research and Policy at Calvert Investments since April 2006, Bennett Freeman leads the environmental, social and governance analysis, shareholder advocacy and public policy work of the largest family of sustainable and responsible (SRI) mutual funds in the U.S with over \$12 billion assets under management based in Bethesda, MD. He has helped to develop the investment themes of new Calvert funds and contributed to Calvert's leadership on issues such as Sudan divestment; extractive revenue transparency; Internet freedom of expression and privacy; water sustainability; and climate change adaptation.

Prior to joining Calvert, Freeman was a Managing Director at Burson-Marsteller from 2003-2006, where he led the Global Corporate Responsibility practice and advised multinational corporations on policy development, stakeholder engagement and communications strategies related to human rights, labor practices and sustainable development. Freeman served as a presidential appointee in three positions at the U.S. Department of State in the Clinton Administration. As Deputy Assistant Secretary for Democracy, Human Rights and Labor from 1999-2001, Freeman was responsible for the State Department's bilateral human rights diplomacy. In that capacity, he led the year-long multi-stakeholder dialogue and negotiation to develop and launch the Voluntary Principles on Security and Human Rights as the global human rights standard for oil, gas and mining companies. He previously served as Senior Advisor to Under Secretary for Business and Economic Affairs Stuart Eizenstat and as Deputy Assistant Secretary of State for Public Affairs and Chief Speechwriter for Secretary Warren Christopher. Freeman was previously Manager-Corporate Affairs for GE based in the corporate headquarters in Fairfield, Connecticut and the Washington government relations office from 1985-93. He began his career as a speechwriter and presidential campaign aide to former Vice President Walter Mondale from 1982-84.

Freeman is Chair of the Advisory Board of Global Witness; Vice Chair of the Board of United to End Genocide; a Trustee and International Advisory Board member of the Institute for Human Rights and Business (IHBR); Board Secretary of the Global Network Initiative (GNI); a member of the Governing Board of the Revenue Watch Institute (RWI); and Board Chair of EG Justice. He served on the Board of Oxfam America from 2002-10 and represented Oxfam on the Board of the Extractives Industries Transparency Initiative (EITI) from 2006-09.

Bennett Freeman earned an AB in History (Highest Honors) in 1979 from the University of California at Berkeley and an MA (Honours) in 1981 in Modern History from the University of Oxford, where he studied as an English-Speaking Union Churchill Scholar at Balliol College.



Jacqueline F. Strayer
Vice President, Corporate
Communication
Johnson Controls, Inc.

Jacqueline Strayer joined Johnson Controls as vice president, Corporate Communication in October 2008 and was elected a corporate officer. She oversees media relations, advertising, brand, internal communications, digital and social media. She has responsibility for the function globally for \$42 billion company which operates in 150 countries with over 170,000 employees.

Before joining the company, Strayer was vice president, Corporate Communications, for Arrow Electronics, Inc. Prior to that, she held communication leadership positions at United Technologies Corporation and GE Capital Corporation. Earlier in her career, she was a communications consultant at William M. Mercer in New York.

Strayer holds a Master's of Professional Studies from New York University, Tisch School of the Arts, Graduate Division of Film and Television and a Bachelor of Arts in economics and political science from the University of Connecticut. She has completed course work toward a Doctorate of Management in organizational leadership, and is currently writing her dissertation on the role of Chief Executive Officers in change programs. A former producer, Strayer has interviewed Heads of State, Nobel Laureates, Pulitzer Prize recipients and Hall of Famers.



Stathis Gould
Head of Professional Accountants in
Business
IFAC

At the International Federation of Accountants (IFAC), Stathis heads up the development of international services for professional accountants working in business and the public and not-for-profit sectors. A key element of his work has been to publish guidance in support of professional accountants and their roles in helping to facilitate sustainable organizational success, including providing leadership on how organizations can incorporate sustainability factors into their decision making. Before moving to IFAC, he was at the Chartered Institute of Management Accountants (CIMA) responsible for planning and overseeing a program of thought leadership and research for management accountants.

Previous to his role at CIMA, Stathis was in a performance and financial management role in the UK National Health Service, particularly in relation to commissioning healthcare services and implementing better performance management and policy structures. His early experience was managing software development and localization for the computer industry.

5 Years of Creating Sustainable Value.

KKR is committed to managing the Environmental, Social, and Governance (ESG) issues and opportunities in our Private Equity portfolio. We began our journey in 2008 by way of a partnership with Environmental Defense Fund. This effort, known as the Green Portfolio Program, has grown and evolved during the past five years. Today, 24 of our global private equity portfolio companies participate in this effort. Between 2008 and 2011, 16 of these companies reported results. Together, they achieved:

\$644
million
in financial impact



1.2
million

metric tons of
avoided greenhouse
gas emissions



3.4
million

tons of avoided
waste disposal



13.2
million

cubic meters of
avoided water use



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KKR
GREEN PORTFOLIO

The reported impact of initiatives of the Green Portfolio Program is based on internal analysis of KKR and/or KKR Capstone and information provided by the applicable portfolio company. Impacts of such initiatives are estimates that have not been verified by a third party and are not necessarily reported according to established voluntary standards or protocols. KKR does not guarantee the accuracy, adequacy or completeness of such information. They may also reflect the influence of external factors, such as macroeconomic or industry trends. There is no guarantee that results shown will be replicated in the future and actual results may be better or worse in future years. For more information on the methodology and terms used in the Green Portfolio Program, please see <http://green.kkr.com>.



Michelle Greene
Senior Vice President & Head of
Corporate Responsibility
NYSE Euronext

Michelle Greene is Senior Vice President and Head of Corporate Responsibility for NYSE Euronext, overseeing the company's global corporate responsibility efforts. She is responsible for NYSE Euronext's internal corporate responsibility policies and initiatives, and for developing programs to leverage and enhance efforts of NYSE Euronext listed companies, promoting collaboration and cooperation on issues of common interest. In addition, she is the Executive Director of the NYSE Foundation. Previously, Ms. Greene served as Deputy Assistant Secretary for Financial Education and Financial Access at the U.S. Department of the Treasury, where she advised senior Treasury and Administration officials on policy and legislation involving all aspects of financial access and financial education and helped drive the development of major new policy initiatives in this area. She also served as Executive Director of the President's Advisory Council on Financial Literacy and as a member of the White House Council on Women and Girls. She began her service in the Obama Administration as a Senior Advisor in Domestic Finance focused on the financial crisis. Previously, Ms. Greene was Senior Policy Advisor to the Assistant Secretary for Financial Markets at Treasury from 1998 through 2001. Ms. Greene's professional experience includes working as a consultant for McKinsey & Co., Inc. and serving as the Executive Director of the Carr Center for Human Rights Policy at the John F. Kennedy School of Government at Harvard University. She began her career practicing corporate law in Washington, D.C. Ms. Greene serves on several advisory boards, including for the Corporate Responsibility Officers' Association, the Conference Board's Sustainability Initiative, and Net Impact, as well as on non-profit Boards of Directors, including CFED, a national organization working to create economic opportunity that alleviates poverty, and Junior Achievement NY. Ms. Greene received her J.D. from Harvard Law School and her A.B. from Dartmouth College.



Bulbul Gupta
Head of Market-Based Approaches
Clinton Global Initiative

As Head of Market-Based Approaches at the Clinton Global Initiative, Bulbul Gupta works with corporations, non-profits, government, private citizens, and family foundations that rely on the power of markets and market mechanisms to address social and environmental challenges. Bulbul works with member organizations on topics ranging from financial inclusion at the base of the pyramid, small-and-medium size enterprise growth and innovation, impact investing, and redefining the future of capitalism. Previously, Bulbul was an Assistant Director at The Asia Foundation, managing a portfolio of projects at 19 field offices in Asia - designing, implementing, and monitoring programs for economic reform, women's empowerment, disaster recovery, environmental management, and more.

Prior to this, she worked with the David and Lucile Packard Foundation's Population and Development program, as a Presidential Management Fellow at USAID on policy and strategy, and on and off Capitol Hill in Washington D.C. Her areas of expertise include strategic planning, international development, trade and investment, economic development, foreign policy and diplomacy,

budgeting, advocacy, and government relations. Bulbul did her B.A. in International Affairs at The George Washington University, and an M.P.P. at the Gerald R. Ford School of Public Policy at the University of Michigan.



Dan Hanson
Managing Director & Portfolio Manager
BlackRock

Dan Hanson, CFA, Managing Director and Portfolio Manager, is the lead portfolio manager for the BlackRock Sustainable Large Cap Core (Socially Responsible Equity) portfolio, and a member of BlackRock's Large Cap Series equity team (AUM \$23B).

Mr. Hanson's service with the firm dates back to 2003, including his years with Merrill Lynch Investment Managers (MLIM), which merged with BlackRock in 2006. At MLIM, he was responsible for all fundamental research for the Large Cap Series. Previously, he spent six years at Bear Stearns, most recently advising on equity and debt financing and mergers & acquisitions. Earlier Mr. Hanson was a leveraged finance securities analyst. Prior to his time at Bear Stearns, he traded collateralized mortgage obligations and was assistant portfolio manager at Pine Tree Capital.

Mr. Hanson regularly comments on investments for various media outlets, including The Wall Street Journal, The Financial Times, BusinessWeek, Bloomberg, and Reuters. Mr. Hanson is a member of the board of the Sustainability Accounting Standards Board (SASB), and he is involved in a number of initiatives in the area of sustainable investing. He earned a BA degree, cum laude, in economics and French from Middlebury College, and an MBA degree in analytical finance and accounting from the University of Chicago.



Laura Herman
Managing Director
FSG

Laura Herman is a Managing Director at FSG and has worked with corporate, foundation and nonprofit clients to address a wide range of global issues. Laura currently leads FSG's Global Health impact area. She has led research in dozens of countries in Africa, South Asia, and Latin America where she has evaluated in-country operations of partners, assessed impact and opportunities for new initiatives, and developed relationships for long-term strategic initiatives. She has published several papers and frequently represents FSG speaking at conferences around the world. She was most recently the author of FSG's paper for the UN's Every Woman Every Child effort, "Private Enterprise for Public Health" examining opportunities for companies to create shared value through a focus on maternal and child health.

Laura started her career at Deloitte Consulting, focused on large-scale organizational change initiatives. In addition to her client work, Laura took a leave of absence in 2004 to work in Tanzania, where she conducted cost analyses of various social marketing programs for Population Services International. She holds an MBA with Certificate in Public and Nonprofit Management from Stanford Graduate School of Business, an MA in International Policy Studies



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from Stanford University, and a BBA in International Business from University of Michigan. She is a Term Member on the Council for Foreign Relations; a Board Member of Village Reach; and an Advisor to Ashoka University.



Eric Hespenheide
Global Leader Deloitte Sustainability
Audit and Enterprise Risk Services
Deloitte & Touche LLP

Eric Hespenheide serves as the Global Leader of the Deloitte Touche Tohmatsu Limited (DTTL) member firms' Climate Change and Sustainability group within Audit and Enterprise Risk Services. He represents DTTL in various forums such as the Liaison Delegate to the World Business Council for Sustainable Development, Deloitte's Organizational Stakeholder for GRI and a member of the Working Group of the International Integrated Reporting Committee. He also chairs the Taxonomy Committee for IRIS (Impact Reporting and Investment Standards).

He is a frequent speaker and author on the topic of sustainability, particularly related to reporting and assurance matters. He also hosts Deloitte's monthly Finance Executives Sustainability Briefings webcast series which is dedicated to bringing current topics regarding sustainability to the finance community. Eric is a CPA and has served numerous global companies during his 35 year career.



Paul Hilton, CFA
Senior Vice President
Trillium Asset Management

Paul is a senior vice president, a portfolio manager and the director of business development, joining Trillium Asset Management in June 2011. Prior to joining Trillium, Paul was Vice President, Sustainable Investment Business Strategy at Calvert Investments, leading SRI product and business development, with a particular focus on the institutional and international arenas. He also previously held senior positions within Calvert's Equities and Marketing Departments. Prior to Calvert Paul was Portfolio Manager for Socially Responsible Investing at The Dreyfus Corporation.

He also served as a research analyst in the Social Awareness Investment (SAI) program at Smith Barney Asset Management, then a division of Citigroup. Paul serves as Vice Chair of the board of US SIF, the U.S. membership association for professionals, firms, institutions and organizations engaged in socially responsible and sustainable investing. Paul is also former Treasurer of the United Nations Environment Programme Finance Initiative (UNEP-FI). A Chartered Financial Analyst, he holds Master's degrees in Anthropology from New York University and Education from Roberts Wesleyan College.



Al Iannuzzi
Senior Director
Johnson & Johnson

Al Iannuzzi, Ph.D., is a Senior Director in the Worldwide Environment, Health & Safety department at Johnson & Johnson where he leads the global Product Stewardship and Green Marketing programs. He has over 30 years experience in the EHS field and leads Johnson & Johnson's EARTHWARDS® greener product design process, Healthy Future 2015 product stewardship sustainability goals, green marketing, and emerging issues. Prior to J&J, Al worked as an environmental consultant and the NJ Department of Environmental Protection. Al received his Ph.D. degree in Environmental Policy from the Union Institute & University in Cincinnati where he researched EHS self-regulation programs. He is the author of the books, Greener Products: the Making & Marketing of Sustainable Brands (CRC Press 2011) and "Industry Self-Regulation and Voluntary Environmental Compliance" (CRC Press, 2002) and has written numerous articles on product stewardship and environmental issues.



Michael Jacobson
Director, Corporate Responsibility Office
Intel Corporation

Michael Jacobson is director of Intel's Corporate Responsibility Office. In this role, he is responsible for leading Intel's corporate responsibility strategy with stakeholders across the company. He has an experienced team of experts in corporate social responsibility, strategic alliances, communications, stakeholder management and reporting who are committed to building upon Intel's performance as a leading corporate citizen. Prior to this position Michael managed Intel's Corporate Affairs team in California and Texas where he was responsible for leading corporate responsibility programs, philanthropic investments and public policy.

Michael also worked in Intel's Corporate Real Estate and Site Development Group as a site selection manager. In this capacity, Michael was responsible for evaluating locations across the globe for potential Intel investment. Jacobson came to Intel from the Fort Worth Chamber of Commerce where he was a director of business development. During his four-year tenure with the Chamber, Fort Worth ranked in the top ten in the United States for business recruitment. Intel was one of the companies that he helped recruit to Fort Worth.

Jacobson joined the Chamber after serving eight years in Washington D.C. He held positions as assistant to the deputy secretary for management planning and operations for the U.S. Department of Housing and Urban Development, special assistant to the Commissioner for the Social Security Administration and special assistant to the Administrator of the Urban Mass Transportation Administration. He is actively engaged in national and local community based organizations. He currently serves on the board of the Business for Civic Leadership Center of the U.S. Chamber of Commerce, Valley Vision (Sacramento) and the Folsom Economic Development Corporation. He has served on numerous boards and held leadership positions including being the Chair of the Sacramento Metro Chamber of Commerce board in 2008. He also has served on the boards of the Sacramento Asian Chamber

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With its headquarters in New York and presence in London and Athens, Capital Link has been active since 1995 in the field of Investor Relations and Financial Communication. Its activities focus mainly on three areas: 1) Linking companies with strategic and institutional investors, bankers, analysts, and the financial media in Europe and the United States, 2) American Closed-End Funds and ETFs, 3) Listed shipping Companies. Capital Link's programs combine IR, IT and financial media in one comprehensive package enabling Companies to maximize their penetration and recognition in the global investment community.

Capital Link maintains close collaboration with the three main US Stock Exchanges (New York Stock Exchange, American Stock Exchange (now part of NYSE) and NASDAQ), the London Stock Exchange, the Athens Stock Exchange as well as numerous companies in Greece, Europe, US and Chile. It also organizes annually in New York, London and Athens a series of Investment Forums focusing on its main activity fields (www.capitallinkforum.com).

Capital Link has a leading position globally in the area of Investor Relations with respect to **shipping**, as it cooperates with the majority of shipping companies listed on the three US Stock Exchanges, as well as in London (LSE and AIM) and Milan. Capital Link is by far the most recognizable IR firm in this sector with unique access to investors, analysts, media and bankers. It has built the most extensive and effective platform for linking Listed shipping Companies with the investment community in Europe and the United States. Capital Link is a member of the Baltic Exchange and organizes regularly Analyst and CEO Forums on tankers, containers and dry bulk shipping. Additionally, it holds annually the "Invest in International Shipping" Capital Link Forums in New York and London. Finally, it also maintains a shipping portal with information on all UK and US Listed shipping Companies (www.capitallinkshipping.com).

Capital Link has also a leading position in **US Closed-End funds and ETFs**, as it cooperates with the major fund sponsors in these sectors. The Annual Capital Link "Closed-End Fund and Global ETF" Forum taking place in New York, celebrating its 12th year, is considered the most significant Forum of the sector. In the context of this Forum, Capital Link organizes the "Annual Closed-End Fund & Global ETF Awards" which recognize funds and managers who adhere to high standards of Corporate Governance, financial disclosure and Investor Relations. Capital Link also maintains a portal with information on these funds (www.closedendfundforum.com).

Capital Link has built one of the most extensive and effective networks for the promotion of **international companies** that want to access the European and US capital markets. In this area, Capital Link has built extensive **regional expertise across developed and emerging markets** having worked with listed companies and capital markets related organizations from several countries, including Canada, Chile, Cyprus, Greece, France, Germany, Ireland, Italy, Portugal, Russia, Spain, Switzerland, Turkey, United Kingdom and the United States. Also, **broad and diversified industry expertise** with a client base across several sectors - banking & finance, chemicals, cement & construction, food and beverage, insurance, investment management, IT & computers, mining, oil & energy, packaging, pharmaceuticals & cosmetics, retailing, telecommunications, transportation etc.

Capital Link is proud to have worked with several **governmental organizations** organizing presentations to U.S. investors for the **Finance Ministers** of Bulgaria, France, Greece and Portugal. We have worked with the majority of **Stock Exchanges** in the United States and Europe (New York, American, NASDAQ, Chicago Board Options Exchange, Athens Exchange, Euronext, London Stock Exchange/ AIM, Deutsche Boerse, Lisbon Stock Exchange, MICEX, Swiss Exchanges. The Paris Bourse was our first client in 1995.

of Commerce, KVIE Public Television, the San Jose Chamber of Commerce, United Way of the Capitol Region to name a few.

Jacobson received his bachelor's degree in Political Science from Baylor University in 1984. He resides in Folsom, CA with Kristen, his wife, and Jonathan, their 20 year old son is a junior at Arizona State University.



Bruce M. Kahn, Ph.D.
Lecturer, Sustainability Management Program
The Earth Institute, Columbia University

Bruce has over 25 years of experience in environmental and investment research and management. Bruce was a Director in Deutsche Bank's Asset Management division where he acted as an investment strategist conducting high-level analytical research on sustainable investing including clean tech, water and agricultural-based investment strategies as well as ESG/SRI strategies. Prior to that, he managed assets at Smith Barney's Private Wealth Management Group in sustainable investments including agri-business and clean tech for Foundation/Endowment, HNWI and Institutional clients.

Bruce currently serves as a Trustee and member of the Finance Committee of the Jesse Smith Noyes Foundation, a US endowment and funder of sustainable agriculture organizations in the US. He also serves as a member of the Board of Visitors for the Gaylord Nelson Institute of Environmental Studies at the University of Wisconsin, Madison and is on the Technical Review Panel of National Renewable Energy Laboratory. Recently Bruce has joined the Advisory Council of the Sustainability Accounting Standards Board and serves on the Advisory Panel of Mercer Investment Consulting and Management's Sustainable Opportunities Fund.

Bruce holds a BA in Ecology & Evolutionary Biology from the University of Connecticut; MS in Fisheries and Allied Aquacultures from Auburn University; PhD in Land Resources from University of Wisconsin, Madison; recipient of both a J. William Fulbright Scholarship and a National Science Foundation Fellowship in ecological economics. Bruce currently is a Lecturer at Columbia University's Earth Institute in the Sustainability Management Program.



Adam M. Kanzer
Managing Director and General Counsel
Domini Social Investments
Vice President and Chief Legal Officer
Domini Funds

Adam Kanzer is Managing Director and General Counsel of Domini Social Investments and Vice President and Chief Legal Officer of the Domini Funds. His responsibilities include directing Domini's shareholder advocacy department, where for more than ten years he has led numerous dialogues with corporations on a wide range of social and environmental issues.

In June 2009, Mr. Kanzer was named to the Securities and Exchange Commission's Investor Advisory Committee, representing "social investors." In 2008, he was named to Directorship magazine's Directorship 100, the magazine's listing of the most influential people

on corporate governance and in the boardroom. He is a founding member and serves on the board of the Global Network Initiative, an organization addressing threats to freedom of expression and privacy rights on the Internet and other communication technologies, and serves on the public policy committee of the Social Investment Forum. He co-chaired the Contract Supplier Working Group at the Interfaith Center on Corporate Responsibility for two years, focusing on improving working conditions in corporate global supply chains. He is the author of "Putting Human Rights on the Agenda: The Use of Shareholder Proposals to Address Corporate Human Rights Performance," a chapter in Finance for a Better World: The Shift to Sustainability (Palgrave Macmillan, April 2009) and is a frequent speaker and commentator on socially responsible investing and corporate accountability.

He holds a B.A. in political science from the University of Pennsylvania and a J.D. from Columbia Law School.



Erika Karp
Managing Director, Head of Global Sector Research,
UBS Investment Bank

Erika Karp chairs the UBS Global Investment Review Committee and manages a team of sector analysts and strategists around the world. She sits on the UBS Securities Research Executive Committee and the Environmental and Human Rights Committee of the UBS Group Executive Board. Erika created and drives products including the UBS Q-Series®, the Global I/O®, and the "UBS Global Portfolio Manager's Spotlight" which synthesizes top UBS investment themes and ideas each week. Her work has been featured by Investment Dealer's Digest, Euromoney, The Financial Times, Bloomberg Businessweek, Wall Street Week, Investor Relations Magazine and Forbes to which she is a regular contributor.

Erika's work in driving global collaboration across the capital markets has led to her having been named among the nation's "Top 50 Women in Wealth" by AdvisorOne. She is a founding Board member of the Sustainability Accounting Standards Board (SASB) and a member of the International Integrated Reporting Council (IIRC). Erika also sits on the Program Design Advisory Council for Harvard Business School's Executive Education Program on "Innovating for Sustainability". She is a member of the World Economic Forum (WEF) Global Agenda Council on Financing and Capital, and represents UBS at events including those of the OECD, the UN Global Compact and PRI, GMI Ratings, Deloitte, Tomorrow's Company (UK), the Smith School at Oxford University, the EPA, and the White House.

Erika sits on the Board of the world's largest GLBT Synagogue (CBST), the Global Advisory Committee of Earth Day Network's WAGE Campaign, and has served on the national Board of GLSEN. She holds an MBA in Finance from Columbia University, a BS in Economics from the Wharton School, and began her career as an Account Representative at IBM Corporation.

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Joseph M. Kinard
Investment Committee Member, Board
of Pensions
Presbyterian USA Pension Fund

Joseph Kinard brings diverse investment industry experience to the Board of Pensions.

He is skilled in analyzing alternative asset firms (hedge fund, private equity and venture capital) to determine valuations of private companies. Mr. Kinard has helped companies in obtaining venture capital, mezzanine and angel financing representing both capital funds and their portfolio companies. He serves on the CEO Search, Investment, Social Responsibility and Church Relations Committees and is a Board of Pensions representative to the General Assembly Committee on Mission Responsibility through Investment (MRTI). In addition, Mr. Kinard serves as a reviewer of the Presbyterian Church, USA Foundation investment strategy.



Maggie Kohn
Director, Corporate Responsibility
Merck & Co., Inc.

Maggie Kohn has been at the global research-based health care company Merck since 1996. During this time, she has taken on roles of increasing responsibility. She currently serves as Director of Global Corporate Responsibility (CR) where she oversees engagement with Socially Responsible Investment groups, coordinates the company's stakeholder engagement in support of its CR strategy, and works with Merck's business units to integrate CR into their day-to-day work.

Prior to her current role, Maggie oversaw CR reporting for Merck, worked in the company's Latin American division focusing on external and internal communications and public policy initiatives, and worked in corporate communications where she gained experience in a number of areas including employee communications, media relations and executive speechwriting. Prior to Merck, Maggie worked at Anderson Consulting in Chicago. She is a graduate of the Medill School of Journalism at Northwestern University with a double-major in African Studies, and is a native of Kalamazoo, Michigan.



Orin Kramer
Boston Provident, L.P.
General Partner
Robert F. Kennedy Center for Justice
and Human Rights
Chairman of the Board of Directors

Orin S. Kramer is a managing partner of Boston Provident, L.P., which manages investment vehicles focusing on the financial services industry. He is a director of Ariel Holdings Ltd., a Bermuda reinsurance company, and has served on the boards of other financial services firms, public and private. He chaired the New Jersey State Investment Council from 2002 to 2010 and was recently appointed to the New York State Council of Economic and Fiscal Advisors by Gov. Cuomo. He is Chair of the board of the Robert F. Kennedy Center for Justice and Human Rights. He is a member of the executive committee of the board of directors of The Climate Reality Project, the organization founded and chaired by

former Vice President Al Gore. He has served on the boards of a number of financial services firms, public and private.

In 2007, he was appointed by the Pennsylvania State Treasurer as a member of the Financial Asset Management Commission, which reviewed the State's investment practices. He was named by President Clinton as a member of the Commission to Study Capital Budgeting. In 1995, he was designated by the Secretary of Treasury to serve as a member of the Advisory Commission on Financial Services. In 1992, he served as a coordinator of President-elect Clinton's transition team on financial services issues. In 1990, he was appointed by the Governor of California as executive director of the California Commission on Ratemaking for Workers Compensation Insurance. In 1986, he served as vice-chairman and executive director of a special commission appointed by Governor Cuomo to study the liability insurance crisis and civil justice reform, and he co-authored the New York DeWind Commission report on product deregulation for banks. Mr. Kramer has published two books and a number of studies on the financial services industry. He has taught financial institutions law at Columbia Law School.

From 1981 to 1983, Mr. Kramer was a member of the financial institutions group at the management consulting firm of McKinsey & Co. From 1977 to 1981, he served as Associate Director of the White House Domestic Policy Staff. Previously, Mr. Kramer had been an associate with the law firm of Simpson Thacher & Bartlett and executive director of the New York State Commission on Living Costs and the Economy. He received his B.A. from Yale College and J.D. from Columbia Law School.



Paula Luff
Vice President, Corporate Social
Responsibility
Hess Corporation

Paula Luff is vice president of Corporate Social Responsibility for Hess Corporation, a global integrated energy company based in New York City.

Luff, who joined Hess in August 2007, established and leads formal Social Responsibility and Philanthropy functions for the company.

Prior to joining Hess, she was senior director of Global Philanthropy for Pfizer Inc where she set strategy and led the teams that developed flagship programs in global health for the company and its foundation: the International Trachoma Initiative, the Difflucan Partnership Program, Global Health Fellows, the Infectious Diseases Institute, Connect HIV, Community Health Ventures and Regional Health Partnerships. She also represented Pfizer on philanthropy and global health issues with the media, public officials, bi-lateral and multi-lateral organizations and other external stakeholders.

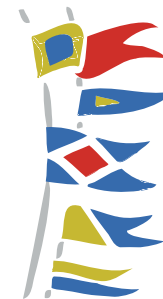
Luff was previously with CARE, the humanitarian organization fighting global poverty.

Luff holds a bachelor's degree from the University of Wisconsin and master's degrees from New York University and the New School University.

She has served on the boards of Grantmakers in Health and Accordia (formerly the Academic Alliance Foundation for AIDS Care and Prevention in Africa).

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Judith Moore
Consultant, Environment and Corporate Responsibility, Treasury
World Bank (and former Head of CSR for the World Bank)

Judith Moore, Consultant, Environment and Corporate Responsibility, Treasury, World Bank (and former Head of CSR for the World Bank).

Judith Moore led the World Bank's Corporate Responsibility team, an interdepartmental working group, for six years. The Corporate Responsibility team was responsible for tracking the environmental impacts of the World Bank's day-to-day corporate operations, particularly its greenhouse gas emissions, and for identifying ways in which these impacts can be reduced. In 2006, the World Bank offices in the Washington DC region became carbon neutral (including facilities operation, business travel, and key meetings), and in 2008, the carbon neutrality program was expanded to include the World Bank's global facilities and travel.

Under her, the Corporate Responsibility team launched sustainability reporting at the World Bank using recognized standards, such as the Global Reporting Initiative and Carbon Disclosure Initiative. As Senior Environmental Specialist, Judith also advised the World Bank Treasury's Capital Markets Department on the development of the Green Bond, including the criteria for eligible projects and the selection of projects for the Green Bond portfolio. Before joining the Corporate Responsibility team, Judith worked with the World Bank's Europe and Central Asia and East Asia and Pacific regional units as an environmental consultant specializing in environmental policy and landscape ecology. She also worked with nongovernmental organizations and the private sector as an ecologist and environmental planner. Judith has a Masters degree in Ecosystem Science from Yale and a PhD in Regional Planning from MIT.



Curtis Ravenel
Global Head of Sustainability
Bloomberg

As Global Head of Sustainability, Curtis Ravenel leads Bloomberg's sustainability initiatives - a Chairman's Office effort and the result of his 2006 Bloomberg Global Leadership Forum proposal. The program aggressively integrates sustainability considerations into all firm operations and leverages the Bloomberg Professional Service to evaluate sustainability-related investment risks and opportunities for its 315,000 customers.

Curtis has worked for Bloomberg in multiple roles. He was the Financial Controller for Asia managing accounting, tax, treasury and audit services for 23 legal entities with combined annual revenues exceeding \$1 billion USD. This was preceded by various roles in the Capital Planning and Financial Analysis Groups.

Prior to his work with Bloomberg, L.P., Curtis co-managed a small real estate development group, founded a micro-brewery and worked with the Recycling Advisory Council in Washington, DC conducting Full Cost Accounting and Life Cycle Analysis work.

He currently serves as a board member at US SIF, The Forum for Sustainable and Responsible Investment, and is an advisor to the Sustainability Accounting Standards Board (SASB) and the Global Initiative for Sustainability Ratings (GISR). Curtis was awarded a David Rockefeller Fellowship with the Partnership for New York City in 2011. He earned an MBA from Columbia Business School and a BA in History from Davidson College.



Elizabeth Seeger
Principal
Kohlberg Kravis Roberts & Co (KKR)

Elizabeth Seeger joined Kohlberg Kravis Roberts & Co (KKR) in 2009 to help oversee the management of environmental and social responsibility issues and opportunities across KKR's private equity portfolio. Elizabeth was previously a Project Manager in the Corporate Partnerships Program of Environmental Defense Fund. Prior to EDF, Elizabeth was a consultant with the Corporate Executive Board, where she advised companies across a broad range of industries in Europe and the United States. Before CEB, Elizabeth was an Associate at the Environmental Law Institute, a non-profit organization focused on environmental law and policy research and education.

Elizabeth has more than 10 years of experience working on corporate environmental and social issues and earned a B.A. with honors from the University of Chicago and an M.B.A. from the Wharton School of the University of Pennsylvania.



Beth Shiroishi
Vice President, Sustainability and Philanthropy
AT&T

Beth Shiroishi is vice president, sustainability and philanthropy with AT&T and serves as the president of the AT&T Foundation. In her role, she has responsibility for integrating charitable giving and sustainability into a cohesive strategy that creates shared value: long term value both for the company and the communities in which AT&T operates. Ms. Shiroishi is also responsible for integrating sustainable business practices throughout the company's operations; contributing to initiative development and execution; developing and communicating AT&T's positions; coordinating community engagement and communications; and managing stakeholder relationships.

Ms. Shiroishi was appointed to this position in August 2011 to further align AT&T's sustainability focus with its philanthropic efforts. Current priorities include energy efficiency, supply chain engagement, privacy and security, and overseeing AT&T's corporate charitable giving programs, including the AT&T's signature charitable program, AT&T Aspire. Under AT&T Aspire, over \$100 million has been invested in programs that help underserved youth succeed in high school and go on to post-secondary education or meaningful employment, and in 2012 the company announced an additional \$250 million towards these same goals.

Prior to her current position, Ms. Shiroishi was assistant vice president, citizenship and sustainability, where she was responsible for driving advancement and adoption of sustainability business practices across company operations.



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Joe Sibilia
Founder and CEO
Meadowbrook Lane Capital

As a visionary of the socially responsible business movement, Joe Sibilia is founder and CEO of Meadowbrook Lane Capital (MBLC) (www.meadowbrooklane.com), described by the Wall Street Journal as a “socially responsible investment bank” specializing in turning values into valuation.

He is also the CEO of CSRwire, (www.csrwire.com), the social responsibility newswire service that distributes and archives corporate social responsibility and sustainability news and information to journalists, analysts, investors, activists, academics, public relations and investor relations professionals worldwide.

Joe also founded the Gasoline Alley Foundation (www.gasolinealleyfoundation.org), a 501(c) 3 corporation that has incubated forty-three small businesses since 1985 and teaches inner city and/or underprivileged persons to be successful entrepreneurs using socially responsible/sustainable business practices while revitalizing inner city neighborhoods.

Through MLBC, Joe has worked with a number of Socially Responsible Companies and has been widely recognized for his work in attempting to take Ben & Jerry's Homemade Ice Cream private, while creating a private stock exchange for CSR companies. MBLC successfully preserved many of the founders' social initiatives, and advanced the connection between good corporate citizenship and increased share value.

Joe recently co-authored, street smart sustainability: the entrepreneur's guide to profitably greening your organizations DNA, with David Mager.

His long range plan for the CSRwire is to establish a “platform for innovative revenue sharing applications advancing the ‘movement’ towards a more economically just and environmentally sustainable society and away from single bottom line capitalism.”



Mark D. Sloss
Executive Director, Senior Portfolio
Manager
UBS Wealth Management Americas

Mark is the Senior Portfolio Manager for the UBS Managed Portfolio of Funds strategies as well as a voting member of the Portfolio Strategy Group Investment Committee. He also serves as Deputy Director of Investment Management Research and Director of Socially Responsible and Sustainable Investing (SRI). Prior to his present role, Mark was responsible for product development in the private client and institutional advisory businesses at UBS. Before that role he was the head of institutional manager research for the firm.

Mark's focus on sustainable or “ESG” investing includes chairing the UBS Global SRI Roundtable and participating as UBS Wealth Management Americas' representative to the United Nations Environmental Programme Finance Initiative North American Task Force. Throughout his career he has organized, participated in and spoken at industry events pertaining to sustainable investing, institutional benchmarking of investment portfolios, market

research, and retirement account investing.

Education/certifications

Mark is a graduate of Northwestern University and is FINRA Series 7, 24, 63, and 66 licensed.



Dave Stangis
Vice President - Public Affairs and
Corporate Responsibility
President
Campbell Soup Foundation

David Stangis was named Vice President-Corporate Social Responsibility (CSR) and Sustainability in September 2008. In 2011, his role was expanded to include oversight of Community Affairs and the Campbell Soup Foundation.

Dave designs Campbell's overarching CSR, sustainability and community affairs strategy, including its efforts to drive environmental sustainability and make a measureable impact on the health of young people in Campbell communities. Working closely with other senior leaders, he is advancing Campbell's operational and communication strategies in these areas and oversees the development of CSR and sustainability goals, policies and programs for the Company.

Dave has helped the company achieve its place on the Dow Jones Sustainability Indexes, the 100 Best Corporate Citizens List, The Global 100 Most Sustainable Corporations and recognition as one of the World's Most Ethical Companies. Since 2009, the company has implemented projects to save more than 4 billion gallons of water, lead the sector in leveraging renewable options and deliver more than \$40 million in energy and water savings.

Prior to joining Campbell, Dave worked for 12 years at Intel, where he created and led the corporate responsibility function.

In 2008, Dave was named one of the 100 Most Influential People in Business Ethics by Ethisphere Magazine. In 2011 and 2012, Trust Across America named Dave one of the Top 100 Thought Leaders in Trustworthy Business Behavior. He is on the advisory boards of the Graham Sustainability Institute at the University of Michigan, Net Impact, The University of Detroit College of Business, and the board of the United Way of Greater Philadelphia and Southern New Jersey.

Dave earned his B.S. degree from the University of Detroit, his M.S. degree in occupational and environmental health from Wayne State University in Detroit, and his M.B.A. degree from the University of Michigan.



Mark Tulay
Program Manager
GISR

Mark brings 20 years of experience in the sustainability movement working with environmental organizations, sustainability orientated investment firms, pension funds, companies, LCA initiatives, and ESG ratings and research providers to advance CSR initiatives and environmentally and socially responsible and sustainable business practices.

SPEAKER BIOS

Mark helped launch and serves as Program Director for GISR, a global sustainability ratings initiative (GISR - www.ratesustainability.org).

Mark served as the first full-time employee of CERES, a global network of investors, non-profit organizations, and corporations. Mark worked in senior leadership positions at Citizens Funds (first SRI mutual fund to reach \$1 billion AUM), the Nature Conservancy (initiated a \$60 million capital campaign), Greenpeace, KLD and Institutional Shareholder Services (ISS) before launching S-ROI.



Janice Warren
President
OneReport, Inc.

With experience in corporate responsibility, investor and stakeholder relations, strategy development, and marketing/corporate communications, Janice serves as President of OneReport, Inc., a leading provider of corporate responsibility (CR) information management, reporting and publishing services. For ten years, the OneReport platform has integrated key CR/responsible investment frameworks and assessments, enabling reporting organizations to combat survey fatigue, navigate the evolving ratings landscape and address relevant metrics efficiently.

Her interest and research in corporate responsibility and responsible investment spans 35 years. She serves as a resource on performance metrics, the social and mainstream investment community, and reporting. She and her firm have collaborated with leading responsible investment research and ratings organizations and frameworks such as the UN Global Compact and the Global Reporting Initiative (GRI). OneReport is also a GRI-certified tools provider.

She has developed systems to support the collection and dissemination of corporate responsibility, strategic and financial information, including the engagement and oversight of colleagues in the reporting and publishing process. She previously worked in the specialty materials and shoe industries, as well as in nonprofit and governmental organizations.

Janice holds a B.A. in government and legal studies from Bowdoin College and an M.B.A from the Kellogg School at Northwestern University, and studied at the Institute for American Universities in Aix-en-Provence, France.

She formerly served on the Board of the Boston Chapter of the National Investor Relations Institute.

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Evangelia D. Zouras



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Evangelia D. Zouras

Financial Advisor

Eva offers over 17 years experience in financial services. She mobilizes the unparalleled scale and expertise of UBS as she focuses on Socially Responsible Investment (SRI) and sustainability and its impact on providing triple-bottom-line results. Each client benefits from the enduring value of a 360 degree financial perspective. Prior to joining UBS in 2011, Eva worked for Spear, Leeds & Kellogg and Goldman Sachs as a trader in the proprietary, NYSE and NASDAQ arenas, and Lexis/ Nexis the archive technology pioneer. She graduated from the University of Pennsylvania (Biology and Anthropology) Magna Cum Laude.

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