Save the Date: February 23, 2015
10th Annual Board of Boards CEO Roundtable
Welcome

“I helped to start CECP with the belief that corporations could be a force for good in society.”

Paul Newman
(1925 – 2008)
Founding Co-Chair, CECP

Welcome to the 9th Annual Board of Boards CEO Roundtable. You are in good company. Represented in the room today are nearly 2,000 years of executive leadership, $1 trillion in revenue, 3 million employees, and $1.5 billion in societal investment. It's no surprise we were recently noted in Forbes as a top three “power player” CEO event.

As we gather, CECP embarks on its 15th year of partnership with the world’s leading companies. Through our work with you and your companies, we have captured more than $120 billion in total giving by companies, and advanced leading ideas and best practices. We have seen efforts advance from pure philanthropy to a more comprehensive, strategic approach to corporate societal investment. Thanks to your engagement, CECP has rallied some 200 CEOs aligned with the belief that the world’s leading companies can be a force for good in society. We have celebrated innovative solutions to global societal challenges, initiated important collaborations among an array of companies, and tracked and measured progress.

CECP and its Board of Directors are proud to convene you here today. We have harnessed hundreds of meaningful interactions with your company and your peers over the last year to develop a relevant, interactive agenda. Under the theme of “Restoring Trust by Being a Force for Good,” CECP is building on its founding focus. An insightful panel discussion on long-term capitalism. Company case studies with award-winning CEOs. The reflections of an outgoing CEO on his legacy in leading the world’s biggest company to make meaningful connections with its community. And an opportunity to interact with fellow CEOs at small tables focused on areas of particular interest to you.

We will hear that the world has high expectations of those of us in the room, with 84 percent agreeing that business can pursue its own interests while doing work that promotes society as a whole. And we will see that corporate societal investment is a powerful pathway to connecting with customers, reducing risk, entering new markets, strengthening your brand, and attracting investors, resulting in long-term value creation. We encourage you to share your passions, obstacles, and opportunities—to reach outside of your company to find answers together. We are here to help uncover solutions to the great challenges that the world and your company face.

Sincerely,

Daryl Brewster
CEO
CECP
# CEO Roundtable Agenda

**MONDAY, FEBRUARY 24, 2014 | NEW YORK STOCK EXCHANGE**

## MAIN DINING ROOM

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<td>8:30 AM – 9:00 AM</td>
<td>Networking Breakfast</td>
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| 9:00 AM – 9:20 AM | Welcome and Introduction  
Duncan L. Niederauer, CEO, NYSE  
Daryl Brewster, CEO, CECP |
| 9:20 AM – 10:05 AM | Panel: Long-Term Capitalism and Investing in the Enduring Health of Communities  
Dominic Barton, Worldwide Managing Director, McKinsey & Company  
Richard Edelman, President and CEO, Edelman  
Duncan L. Niederauer, CEO, NYSE  
Anne Stausboll, CEO, CalPERS |
Presented by Doug Conant, Former CEO, Campbell Soup Company  
President’s Award Winner: Anthony F. Earley Jr., Chairman, CEO, and President, PG&E Corporation |
| 10:25 AM – 11:00 AM | Finding Solutions to Leading Challenges: Small Group Conversations  
Including topics such as employee engagement, collaboration, and CEO leadership  
Discussion leaders at each table |
| 11:00 AM – 11:15 AM | Finding Solutions to Leading Challenges: Report Back  
Summarized by Martin Dickson, US Managing Editor, Financial Times  
Table discussion leaders |
Presented by Doug Conant, Former CEO, Campbell Soup Company  
Chairman’s Award Winner: Gregory Page, Executive Chairman, Cargill |
| 11:35 AM – 11:50 AM | Closing  
Daryl Brewster, CEO, CECP |

## LOUNGE

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| 12:00 PM – 1:30 PM | Luncheon Keynote: Wal-Mart’s Journey  
Michael T. Duke, Retired President and CEO, Wal-Mart Stores, Inc. |
| 1:30 PM – 3:30 PM | Media Interviews  
For confirmed participants |

## BOARDROOM

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| 3:30 PM – 4:00 PM | The NYSE Closing Bell™ Ceremony  
For registered NYSE bell-ringing participants |
The following CEOs were recognized at a ceremony on February 23, 2014 in New York City:

**LAWRENCE A. WIEN LEGACY AWARD:** John Whitehead, Former Co-Chair, Goldman, Sachs & Co.; Former Deputy Secretary of State, for his role in the founding of CECP and unwavering lifetime commitment to corporate societal investment and community betterment.

**FOUNDERS AWARD:** Barry Salzberg, Global CEO, Deloitte Touche Tohmatsu Limited, for his work in leading a company that has embraced community needs as its own and for formalizing a culture of pro bono service across the firm’s 200,000 employees.

**COLLABORATION AWARD:** Jack Larsen, CEO, UnitedHealthcare Medicare & Retirement, for his work in rallying fellow CEOs and companies to join Hunger-Free Minnesota.

**PACESETTER AWARD:** John Replogle, President and CEO, Seventh Generation, Inc., for leading the movement of nimble companies operating under the conviction that customers and investors expect them to be responsible and successful.

**FORCE FOR GOOD AWARD:** Michael T. Duke, Retired President and CEO, Wal-Mart Stores, Inc., for his work over his tenure in impacting Wal-Mart’s journey as a global leader in community investment and sustainability, and imparting a clear focus on creating better lives.
The Chairman’s Award and President’s Award recognize excellence in **CEO leadership, measurement, innovation, and partnership.**

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**CHAIRMAN’S AWARD**

*This award recognizes companies with revenues greater than or equal to US $20 billion.*

**Cargill**  
*Presented to Gregory Page*

Launched in October 2008, a partnership between CARE and Cargill leverages their respective strengths – working with business units and local employees in eight countries within important supply chains. Gregory Page, Executive Chairman, engages senior leaders at Cargill and advocates for changes in government and trade policy to help improve access to abundant, safe, affordable, and nutritious food, globally. His passion for improving livelihoods, enabling smallholders, strengthening agricultural supply chains, and alleviating poverty is a key force driving the global challenges taken on by the Cargill and CARE Rural Development Initiative (RDI). The program has benefited the livelihoods of more than 100,000 people in India, Ghana, Côte d’Ivoire, Egypt, Honduras, Guatemala, Nicaragua, and Brazil.

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**PRESIDENT’S AWARD**

*This award recognizes companies with revenues less than US $20 billion.*

**PG&E Corporation**  
*Presented to Anthony F. Earley Jr.*

Providing renewable energy to hardworking families helps keep home ownership affordable. Supporting the environment and fostering economic and community vitality: those are the goals of the Solar Habitat program, in partnership with Habitat for Humanity. Over the last nine years, with the support of thousands of PG&E employee volunteers, the program has brought solar to more than 500 Habitat homes in Northern and Central California, saving each of those families $500 annually on their energy costs. Anthony F. Earley Jr., Chairman, CEO, and President of PG&E Corporation, shares the ideals of the program and has inspired the company with his personal commitment to the community. With his support, PG&E has achieved all-time highs in volunteerism and employee donations.
MICHAEL T. DUKE (Keynote)  
Retired President and CEO, Wal-Mart Stores, Inc.

During his five-year tenure as CEO, Michael T. Duke helped Walmart navigate a period of economic, social, and technological change while delivering strong financial results. He put in place the building blocks for the company’s future by making critical investments in technology and talent, including a strong management team. He also broadened Walmart’s commitment to lead on some of the most pressing social and environmental issues of our time. Michael has long been a champion for diversity and was especially engaged in the advancement of women, both inside and outside the company.

Michael joined Walmart in 1995, and over his 18 years with the company led the logistics, distribution, and administration divisions as well as Walmart U.S. In 2005, he was appointed to vice chairman with responsibility for Walmart International. Prior to joining Walmart, Michael had 23 years of experience in retailing with Federated Department Stores and May Department Stores.

DOMINIC BARTON  
Worldwide Managing Director, McKinsey & Company

Since joining McKinsey & Company in 1986, Dominic Barton has advised clients in a range of industries, including banking, consumer goods, high tech, and industrial. Dominic also leads McKinsey’s work on the future of capitalism, long-term value creation, and the role of business leadership in society. In 2011–2012, he co-led a task force on inclusive capitalism sponsored by the Henry Jackson Society, a London-based think tank, which developed new approaches for engaging and scaling business actions to address issues that create both social and economic value. Before becoming Worldwide Managing Director, Dominic served as McKinsey’s chairman in Asia, and led McKinsey’s office in Korea.

Dominic is an active participant in many international fora, including the World Economic Forum, Le Cercle des Économistes: Les Rencontres Économiques d’Aix-en-Provence, the Asia Business Council, and the China Development Forum. In 2009, Dominic was awarded the Magnolia Gold Prize by the Shanghai government for his outstanding contributions to the city’s development. In 2013, he received the Order of Civil Merit from former President Lee of South Korea.

MARTIN DICKSON  
US Managing Editor, Financial Times

Martin Dickson was appointed US Managing Editor of the Financial Times in September 2012. In this role, he oversees the FT’s print and online editions in the Americas. Martin’s appointment marks his return to the US, where he spent nearly five years in the early 1990s as New York bureau chief, leading the paper’s coverage of North American financial, management, and business affairs. Martin has held several other senior positions on both the writing and editing sides of the FT. In 2005, he won a Business Journalist of the Year award. In 2006, he won a prestigious Wincott Foundation award as Senior Financial Journalist of the Year.

His other senior positions at the FT have included financial editor, responsible for corporate and markets coverage, and Europe editor, responsible for the paper’s European edition. Martin joined the FT in 1976 as a writer on African and diplomatic affairs, becoming Africa editor. He started in journalism as a graduate trainee at Reuters.

ANTHONY F. EARLEY JR.  
Chairman, CEO, and President, PG&E Corporation

Anthony F. Earley Jr. joined PG&E Corporation in 2011 after 17 years at Detroit-based DTE Energy, where he served as Chairman and CEO for 12 years before becoming Executive Chairman in 2010. Under Anthony’s leadership, DTE successfully navigated the largest blackout in U.S. history in 2003 and played a critical role in revitalization efforts of its headquarters city. As former Chairman of the Edison Electric Institute, the trade association of investor-owned utilities, Anthony was directly involved in the development of national policies on energy, the environment, and climate change issues. Anthony also served as Chair of the Nuclear Energy Institute and worked to revitalize the nuclear industry in the United States.

His commitment to the community includes memberships to the Boards of United Way Bay Area and The Exploratorium. His community service has also been recognized by readers of The Detroit News, and in 2003 he was selected as a Michiganian of the Year.
RICHARD EDELMAN  
President and CEO, Edelman

Richard Edelman is the President and CEO of the world’s largest public relations firm with 67 offices and 4,800 employees worldwide. Edelman was named “PR Agency of the Decade” by both Advertising Age and The Holmes Report, and “Large Agency of the Year” in 2011 by PRWeek US.

Richard has extensive experience in marketing and reputation management, with current assignments for Hewlett-Packard, SAP, Dairy Management Inc., Penn State and PepsiCo. Richard topped PRWeek’s list of powerful executive in 2013. He serves on the Board of Directors of the Ad Council, the Atlantic Council, the Children’s Aid Society and the National Committee on U.S.-China Relations. He is a member of the World Economic Forum, the Arthur Page Society, and PR Seminar.

DUNCAN L. NIEDERAUER  
CEO, NYSE

As CEO of NYSE, Duncan Niederauer is proud to have overseen the transformation of the company into an innovative, globally integrated organization with a high-tech, high-touch focus. Prior to his current position, Duncan was President and Co-COO of NYSE Euronext with responsibility for U.S. cash equities. Before joining NYSE Euronext in April 2007, Duncan was Managing Director and co-Head of the Equities Division Execution Services franchise at Goldman, Sachs & Co. His career at Goldman Sachs spanned 22 years.

Duncan has served on the board of Archipelago Holdings, LLC and Colgate University, and now serves on the board of Operation Hope, The American Ireland Fund, and the Congressional Medal of Honor Foundation. He and his wife led the Newmark School’s “Destination of Promise” campaign, which built a state of the art school for children with autism and related disabilities.

GREGORY PAGE  
Executive Chairman, Cargill

Greg Page serves as Executive Chairman of Cargill. He served as Cargill’s CEO from June 2007 to December 2013. He was elected to the Board of Directors in August 2000 and elected Chairman of the Board in September 2007. Greg joined Cargill in 1974 as a trainee assigned to the Feed Division. Over the years, he held a number of positions in the United States and Singapore. Greg worked with the start-up of a poultry processing operation in Thailand, the beef and pork processing operations of Cargill’s Excel subsidiary in Wichita, Kansas, and the Financial Markets Group in Minneapolis.

Greg serves as a member of the Board of Directors of Eaton Corporation, Carlson, and Deere & Company. He is immediate past-chair of the board of Big Brothers Big Sisters of America and continues to serve on this board. He is a president of the Northern Star Council of the Boy Scouts of America.

ANNE STAUSBOLL  
CEO, California Public Employees’ Retirement System

Anne Stausboll became CEO of the California Public Employees’ Retirement System in January 2009. She is the eighth CEO and first woman to head the pension fund. Anne oversees 2,600 employees, a budget of more than $370 million, and programs spanning investments, health and retirement benefits administration, actuarial and employer services, supplemental retirement programs, and government affairs. CalPERS is the largest public pension fund in the United States, with approximately $280 billion in managed assets. Before coming to CalPERS, Anne was Chief Deputy Treasurer to the California State Treasurer. Prior to serving in the State Treasurer’s Office, she worked for six years in the CalPERS Legal Office.

Anne serves as Co-Chair of the Ceres Board, the nation’s largest coalition of investors, environmental groups, and nonprofit organizations working with companies to address sustainability challenges. In 2012, Anne was appointed as an inaugural member of the Let’s Get Healthy California Task Force, an organization formed to develop a 10-year plan to make Californians healthier.
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Paul L. Newman
(Jan. 26, 1925 – Sept. 26, 2008)

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ABOUT CECP: THE CEO FORCE FOR GOOD

CECP is a coalition of CEOs united in the belief that societal improvement is an essential measure of business performance. Founded in 1999, CECP has grown to a movement of more than 150 CEOs of the world’s largest companies across all industries. Revenues of engaged companies sum to $7 trillion annually. A nonprofit organization, CECP offers participating companies one-on-one consultation, networking events, comparative data, media support, and case studies on corporate engagement. For more information, please visit http://cecp.co.

The 2014 Board of Boards CEO Roundtable is made possible with support from Newman’s Own Foundation and PricewaterhouseCoopers LLP.

CECP is proud to partner with the Empire State Building and the New York Stock Exchange to light the buildings in CECP blue and to ring The Closing Bell™ on February 24, 2014.

CECP
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