

Executive Report

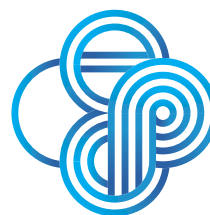
CEO Investor Forum

HOSTED BY THE
STRATEGIC INVESTOR
INITIATIVE, CECP



CEO Investor Forum 4.0

APRIL 19, 2018 | SAN FRANCISCO



CECP
THE CEO FORCE FOR GOOD
STRATEGIC INVESTOR
INITIATIVE



CIF 4.0 Overview

IN AN EFFORT TO SHIFT TRILLIONS OF INVESTOR CAPITAL TO COMPANIES THAT EMBRACE LONG-TERMISM, CECP'S STRATEGIC INVESTOR INITIATIVE (SII) HELD ITS FOURTH CEO INVESTOR FORUM, THE FIRST EVER ON THE WEST COAST. The CEO Investor Forums are the premier platform for CEOs to share their long-term business plans for sustainable value creation with institutional investors. CEO Investor Forum presentations can be viewed at cecp.co/SII. Speakers at the CEO Investor Forum 4.0 included:

Geisha J. Williams, CEO & President, PG&E Corporation

Timothy J. Sloan, CEO & President, Wells Fargo & Company

The CEOs presented their strategies to an audience of more than 100 major institutional investors that represent more than \$25 trillion in assets under management. CEOs answered seven key questions laid out in CECP's recently released Investor Letter:

- 1** What are the key risk factors and mega trends (e.g., climate change) your business faces over the next three to seven years and how have these influenced corporate strategy?
- 2** How do you identify your financially material business issues and which frameworks do you use for reporting on these issues? How do these figure into your future strategy and capital allocation plans?
- 3** How do you describe your corporate purpose and how do you help your employees share your vision for the company's role in society? How does this shape your long-term strategy? How does your future strategy act upon this purpose?
- 4** How do you manage your future human capital requirements over the long-term and how do you communicate your future human capital management to your investors?
- 5** What is the corporation's framework/strategies for interacting with its shareholders and key stakeholders?
- 6** How will the composition of your board (today and in the future) help guide the company to its long-term strategic goals?
- 7** What is the role of the board in setting corporate strategy and setting incentives for and overseeing management? How does the corporation ensure a well-functioning and diverse board accountable to its key stakeholders?

CEO Investor Forums: Track Record of Success

20+ PRESENTING
CEOs AND
C-SUITE
LEADERS

\$1 TRILLION
IN MARKET
CAPITALIZATION
OF PRESENTING
COMPANIES

AUDIENCE
REPRESENTING
\$25+ TRILLION
IN ASSETS UNDER
MANAGEMENT



CEO Investor Forum 4.0 Key Takeaways

PRESENTER

Timothy J. Sloan, CEO & President, Wells Fargo



“Our corporate purpose is our vision, which is to satisfy our customers’ financial needs and to help them succeed financially. We’re a bank. That’s what our primary focus should be. We go about that by staying very focused on our five values: doing what’s right for the customer; people as a competitive advantage—our team members; doing things in an ethical way; our commitment to diversity and inclusion; and leadership. That’s really the foundation for the culture of the company.”

Reflecting its focus on stakeholder engagement, **Timothy J. Sloan, CEO & President**, articulated **Wells Fargo’s** six goals: customer service and advice, team member engagement, innovation, risk management, corporate citizenship, and shareholder value. From a corporate philanthropy standpoint, Wells Fargo is almost doubling its commitment to help solve societal challenges by increasing its investment from \$286 million in 2017 to \$400 million in 2018. Also announced at the conference was the company’s \$200 billion sustainable finance commitment.

Wells Fargo Announces New Commitment at CEO Investor Forum

- » Funding the transition to a low-carbon economy: \$200 billion by 2030
- » More than \$100 billion to promote clean technology and renewable energy
- » Remainder of investment to sustainable projects and businesses
- » Collaboration with peers on common approach to sustainable finance
- » Leadership in accounting, reporting and disclosures

In addition to the two CEOs presenting their plans, the audience heard about the latest developments in long-termism from the following speakers:

Katherine Blue, Principal, Americas Sustainability Services Leader, KPMG

Verity Chegar, Vice President, BlackRock Sustainable Investing, BlackRock

Janine Guillot, Director of Capital Markets Policy and Outreach, SASB

Evan Harvey, Global Head of Sustainability, NASDAQ

Mike Krzus, Senior Advisor, BrownFlynn

Charles Penner, Partner, JANA Partners LLC



Looking Ahead

PRESENTER

Geisha J. Williams, CEO & President, PG&E



“I strongly support the Strategic Investor Initiative objective to shift the conversation between CEOs and investors from short-term thinking, to really a focus on long-term strategy and earnings growth.

Our growth plans are designed to enable and accelerate California’s transition to a low-carbon economy in a sustainable way, and hopefully, set an example for others to follow.”

Building on **PG&E’s** mission to deliver safe, affordable, reliable, and clean energy, **Geisha J. Williams, CEO & President**, shared a plan to build the sustainable energy network of tomorrow, touching on the grid, environment, transportation, and clean energy. With sustainability and risk management as the foundation of the company’s operations, PG&E is pursuing innovative solutions for transforming the energy system on a large scale.

Mike Krzus, Senior Advisor, BrownFlynn

“These Strategic Investor Initiative CEO Investor Forums are a first step towards moving from backward looking short-term metrics buried in multiple reports to a stronger focus on long-term corporate viability.”



Footage from many of the sessions can be viewed at <https://cecp.me/2018AprilCIFVideos>

SII will hold the fifth CEO Investor Forum on September 20, 2018 in New York City with confirmed speakers:

- ▶ **Mauricio Gutierrez, President & CEO, NRG Energy, Inc.**
- ▶ **Martin Schroeter, Senior Vice President, IBM Global Markets, IBM Corporation**

SII will hold the sixth CEO Investor Forum on February 25, 2019 and feature presentations from:

- ▶ **Steven Collis, Chairman, President & CEO, AmerisourceBergen Corporation**
- ▶ **Tim Hockey, President & CEO, TD Ameritrade Holding Corporation**

Corporations interested in reserving the few remaining investor presentations in the next CEO Investor Forums should contact SII Director Mark Tulay, mtulay@cecp.co.

Evan Harvey, Global Head of Sustainability, NASDAQ

“Short-term thinking artificially inhibits growth and innovation. We want to facilitate a transition in the markets generally from stock trading to shared ownership.”



CEO Investor Forum 4.0 Attendees

ATTENDEES OF THE CEO INVESTOR FORUM 3.0 INCLUDED REPRESENTATIVES FROM:

Bold lettering indicates Strategic Investor Initiative Advisory Board member

*Indicates event sponsor

American Banker

Applied Materials

Athena Capital

Barrow Hanley

Bernstein

Better Markets, Inc.

BHBT

BlackRock

Boston Common Asset Management

Boston Consulting Group

Breckinridge Capital Advisors

BrownFlynn

Brunswick Group

BSR (Business for Social Responsibility)

Burton-Taylor International Consulting

CalSTRS

CamberView Partners

Candlewood Holdings

Capacity Building Assessment Center

CDP

Chapin Hall

Charles Schwab Investment Management

Chevron Corporation

Citadel

Climate Earth Inc

CSRHub

CSRware, Inc.

Deloitte

Des Moines Register

DPM Capital LLC

Duane Morris

EcoVadis

Edelman

Equilar

Equinix

EY

Fairshare Model

FCLTGlobal

Financial Services Forum

Franklin Mutual

Gallagher & Gallagher Worldwide, Inc

Generation Investment Management

Glass Lewis

Global CEO Ventures

GlobeScan

Goldman Sachs

Great Lakes Advisors

HBS

Hermes EOS

IEX Trading

Impactt Consulting

inNative

Instinctif Partners

Integer Asset Management

International Integrated Reporting
Council

JANA Partners LLC

Keefe, Bruyette, & Woods

Kellogg School of Management

KMS Financial Services, Inc.

Koch

KPMG LLP*

Lehigh University

Materiality Consulting LLC

Merrill Lynch

Moody's Investor Services

Morgan Stanley

MSCI

MSI Integrity

NASDAQ*

Nielsen

The Old Hill Company LLC

Orange Silicon Valley

Pareto Asset Management

Patagonia

PG&E Corporation

Princeton International Business Group

PwC

RBC Capital Markets

Reuters Breakingviews

RFJBinder

S&P Global

Sageview Capital

Salesforce

San Francisco Business Times

San Francisco Chronicle

SASB

Schaper Benz & Wise Investment

SINAI Technologies Inc.

Social Impact Consulting

South Pole Group

Stanford University

SustainAbility

Sustainable Concepts

Tellus Institute

Teradata

The Wall Street Journal

Thomson Reuters

TIIP - The Investment Integration Project

TPG

TruValue Labs

U.S. Bancorp

UBS

Unicom Capital

Universal Orbit

University of San Diego

USPS

ValueAct Capital

Verrado Investment Group

Visa Inc.

Wells Fargo & Company

Wise Strategies

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ABOUT THE STRATEGIC INVESTOR INITIATIVE

The Strategic Investor Initiative is developing a new platform for leading companies to develop, convey, and deliver their long-term plans to institutional investors. SII will spark the movement of trillions of dollars of capital to companies demonstrating performance excellence over the long term and will help build trust in capitalism as an engine of global prosperity.



Pictured above: CIF 4.0 participants

ABOUT CECP: THE CEO FORCE FOR GOOD

CECP is a CEO-led coalition that believes that a company's social strategy— how it engages with key stakeholders including employees, communities, investors, and customers—determines company success. Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of the world's largest companies that represent \$7 trillion in revenues, \$18.6 billion in societal investment, 13 million employees, and \$15 trillion in assets under management. CECP helps companies transform their social strategy by providing customized connections and networking, counsel and support, benchmarking and trends, and awareness building and recognition



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Daryl Brewster, CEO, CECP
Mark Tuly, Director, Strategic Investor Initiative

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Bloomberg



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