



Committee for Economic Development

*Distinguished
Performance
Awards Dinner*

Commitment to Business Statesmanship

Thursday, September 18, 2014

Reception 6:00 – 7:00 p.m. ♡ Dinner 7:00 – 9:00 p.m.

Business Attire

The Pierre Hotel

New York, New York

Distinguished Performance Awards Recipients

Michael T. Duke
Chairman of the Executive Committee
Wal-Mart Stores, Inc.
Global Leadership Award

Award presented by: Christopher J. Williams, Chairman and CEO, The Williams Capital Group, L.P.;
former Board Member, Wal-Mart Stores, Inc.

Roger W. Ferguson, Jr.
President and Chief Executive Officer
TIAA-CREF
Trustee Leadership Award

Award presented by: Donald K. Peterson, former Chairman and CEO of Avaya Inc.;
CED and TIAA-CREF Trustee

Henry R. Kravis
Co-Founder, Co-Chairman and Co-Chief Executive Officer
KKR & Co. L.P.
Excellence in Public Policy Award

Award presented by: Thomas M. Schoewe, Director, KKR, General Motors and Northrop Grumman;
Retired Executive Vice President and Chief Financial Officer, Wal-Mart Stores, Inc.

J.B. Pritzker
Managing Partner
Pritzker Group
Owen B. Butler Education Excellence Award

Award presented by: David E. Van Zandt, President, The New School

John S. Watson
Chairman and Chief Executive Officer
Chevron Corporation
Corporate Citizenship Award

Award presented by: Carla A. Hills, Chair and Chief Executive Officer, Hills & Company

Patricia A. Woertz
Chairman and Chief Executive Officer
Archer Daniels Midland Company
Peter G. Peterson Award for Business Statesmanship

Award presented by: Maggie Wilderotter, Chairman and Chief Executive Officer,
Frontier Communications

Welcome

Welcome to the Committee for Economic Development's (CED's) Distinguished Performance Awards Dinner. This event, a long-standing CED tradition, recognizes business leaders who champion public policy solutions, from business, to our nation's most critical issues.

Tonight we are proud to honor six business leaders who have demonstrated such exceptional leadership: Michael Duke, Roger Ferguson, Henry Kravis, J.B. Pritzker, John Watson, and Patricia Woertz.

Michael T. Duke, Chairman of the Executive Committee for Wal-Mart Stores, Inc., is this year's recipient of the *Distinguished Performance Award for Global Leadership*, which recognizes multinational corporations and individual business leaders that demonstrate exceptional leadership on international policy issues.

Roger W. Ferguson, President and Chief Executive Officer of TIAA-CREF, and a former CED Co-Chair, will be given the *Distinguished Performance Award for Trustee Leadership*. This award is reserved for long-standing Trustees to honor their exceptional service on CED's Board and the special contributions they have made to CED's policy research, outreach and impact programs, and the overall governance of the organization.

Henry R. Kravis, Co-Founder, Co-Chairman and Co-CEO of KKR & Co. L.P., will receive the *Distinguished Performance Award for Excellence in Public Policy*, which recognizes leaders who advocate policies that address society's key concerns including long-term economic growth, educational excellence and achievement, and good corporate governance.

J.B. Pritzker, Managing Partner of Pritzker Group, will receive the second annual *Owen B. Butler Education Excellence Award*. Established in honor of Brad Butler, former Chairman and CEO of Procter & Gamble and former CED Chairman, the award recognizes an individual's exceptional commitment to quality education, skills development, and workforce training programs.

John S. Watson, Chairman and CEO of Chevron Corporation, will receive the *Distinguished Performance Award for Corporate Citizenship*, presented to a company and its CEO who demonstrate a strong commitment to corporate responsibility practices and are actively engaged in expanding and supporting those efforts.

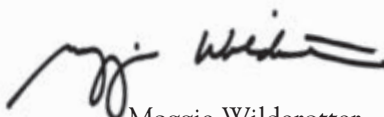
Finally, Patricia A. Woertz, Chairman and CEO of Archer Daniels Midland Company, will be presented with the *Peter G. Peterson Business Statesmanship Award*, established in honor of Pete Peterson, CED's longest-serving Trustee. The award recognizes corporate executives who champion issues in the interest of the public good, holding themselves to the highest standards of ethics and integrity.

Read more about each honoree's tremendous contributions to their company, community, and country on the following pages.

On behalf of our entire Board of Trustees, thank you for your continued support of CED.



Carl T. Camden
President and CEO
Kelly Services, Inc.



Maggie Wilderotter
Chairman and CEO
Frontier Communications

Committee For Economic Development

The Committee for Economic Development (CED) is a nonprofit, nonpartisan, business-led, public policy organization that delivers well-researched analysis and reasoned solutions to our nation's most critical issues.

We are proud to highlight CED's strong legacy of engaging leaders in public policy and look forward to recognizing the many companies and individuals who have been part of that legacy.

Since its inception in 1942, CED has addressed national priorities that promote sustained economic growth and development to benefit all Americans. These activities have helped shape the future on issues ranging from the Marshall Plan in the late 1940s, to education reform over the past three decades, and campaign finance reform since 2000. CED's research findings are coupled with multi-pronged outreach efforts throughout the country and abroad, achieving tangible impact at the local, state, national, and international levels.

Our nation needs renewed business leadership to reach the goals that we all share, including robust economic growth, increased educational and job opportunities, and rapid productivity. We need civil dialogue to address these challenges, and we need great statesmen and women to support, influence, and lead the discussions.

The Distinguished Performance Awards honor business leaders who have answered CED's call for leadership. In 2014, we are pleased to once again recognize an outstanding group of companies and individuals.

We look forward to including you in CED's Distinguished Performance Awards Dinner.

Distinguished Performance Awards

Past Recipients

Peter G. Peterson Award for Business Statesmanship

David M. Cote, Honeywell
Ian Davis, McKinsey & Co.
Jeffrey R. Immelt, General Electric Company
Andrea Jung, Avon Products, Inc.
A.G. Lafley, Procter & Gamble Company
W. James McNerney, Jr., The Boeing Company
Alan Mulally, Ford Motor Company
Indra Nooyi, PepsiCo, Inc.
Howard Schultz, Starbucks

Corporate Citizenship Award

Herbert M. Allison, Jr., TIAA-CREF
Donald G. Boudreau, Chase Manhattan Bank
Beth A. Brooke-Marciniak, EY
Ursula M. Burns, Xerox Corporation
Wes Bush, Northrop Grumman Corporation
GE Corporation
Raymond V. Gilmartin, Merck & Company, Inc.
E. Neville Isdell, The Coca-Cola Company
Verne G. Istock, First Chicago NBD Corp.
Ira A. Lipman, Guardsmark, LLC
Henry A. McKinnell, Pfizer Inc.,
Samuel J. Palmisano, IBM Corporation
Kendall J. Powell, General Mills
Donald J. Schuenke, Northern Telecom
Frederick W. Smith, FedEx Corporation
John F. "Jack" Smith, Jr., General Motors Corporation
William C. Weldon, Johnson & Johnson
Josh S. Weston, Automatic Data Processing, Inc.

Global Leadership Award

Dr. Isaiah Frank
Yotaro "Tony" Kobayashi, Fuji Xerox
Jiang Jianqing, Industrial and Commercial Bank of China (ICBC)
Kees Kruthhoff, Unilever
James E. Press, Toyota Motor North America
James A. Skinner, McDonald's Corporation

Leadership in Diversity Award

Daniel F. Akerson, General Motors Company
Richard Edelman, Edelman

Owen B. Butler Education Excellence

Edward B. Rust, Jr., State Farm Insurance Companies

Excellence in Public Policy Award

Léo Apotheker, Hewlett-Packard
Carl T. Camden, Kelly Services, Inc.
The Honorable Frank C. Carlucci,
Senator Russell Feingold
Kenneth C. Frazier, Merck
Dean Kamen, FIRST
Ambassador Carla Anderson Hills
The Honorable James B. Hunt, Jr.
Bob Kerrey, The Concord Coalition
Andrew Liveris, Dow Chemical Company
Senator John McCain
Congressman Martin Meehan
Peter G. Peterson, The Concord Coalition
Hugh B. Price
Warren B. Rudman, The Concord Coalition
Congressman Christopher Shays
Bobby Shriver, (PRODUCT) RED
Paul E. Tsongas, The Concord Coalition

Trustee Leadership Award

Roy J. Bostock, Yahoo!
W. Bowman Cutter, Roosevelt Institute
Frank P. Doyle, General Electric Company
Robert H. Dugger, Hanover Investment Group
Edmund B. Fitzgerald, Woodmont Associates
Roderick M. Hills, Hills Stern & Morley LLP
Jeffrey Joerres, ManpowerGroup
Edward A. Kangas, Deloitte Touche Tohmatsu
Joseph E. Kasputys, Economic Ventures, LLC
Philip Klutznick, United States Secretary of Commerce
William W. Lewis, McKinsey & Company
Bruce MacLaury, The Brookings Institution
Lenny Mendonca, McKinsey & Company
James D. Robinson III, American Express
James E. Rohr, PNC Financial Services Group, Inc.
Daniel Rose, Rose Associates
Landon H. Rowland, Janus Capital Group

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2014 Distinguished Performance Awards

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Distinguished Performance Award for Global Leadership

Michael T. Duke
Chairman of the Executive Committee
Wal-Mart Stores, Inc.



The Committee for Economic Development is proud to present Mike Duke, retired President and CEO, and current Chairman of the Executive Committee of the Board of Directors of Wal-Mart Stores, Inc., with the *2014 Global Leadership Award*.

The *Global Leadership Award* recognizes a multinational corporation and its leader that has made significant contributions extending beyond our nation to communities across the globe. Walmart operates in 27 countries and,

under Mike's leadership, the company took bold steps to drive social responsibility across its global business.

Walmart understands that more opportunity for women, particularly in developing countries, is essential for global progress; and in 2011, the company launched the Global Women's Economic Empowerment Initiative. To date, with the help of more than \$79 million dollars in grants from the Walmart Foundation, the company is on track to help train 1 million women on farms, in factories and throughout the workforce through 2016. Additionally, Walmart is ahead of schedule on its goal of sourcing more than \$20 billion from women-owned businesses in the same timeframe.

Central to Walmart's mission of helping people save money and live better is its strong commitment to operating a greener business and creating a more sustainable environment. Under Mike's leadership, Walmart broadened and accelerated its efforts in sustainability — announcing the Sustainable Product Index in 2009 — to measure and improve the sustainability of the products it buys and sells. And, as part of Walmart's more than 335 renewable energy projects worldwide, the company is now able to source 24% of its electricity from renewables. In the U.S., Walmart is making strong progress in waste reduction, with a 81% waste diversion rate. Mike's commitment to a healthier environment extends beyond Walmart to his role on the executive council of Conservation International's Center for Environmental Leadership in Business.

Walmart has also had a significant impact in the area of domestic hunger relief. In 2013, Walmart and the Walmart Foundation became the first partner of Feeding America to donate an astonishing 1 billion meals to feed families in need. And since 2011, the company has saved its customers more than \$3.5 billion on fresh produce alone — helping them to save money and put more nutritious meals on the family dinner table.

CED applauds Mike Duke and Walmart for their contributions worldwide and is proud to honor Mike with the *2014 Global Leadership Award*.

Distinguished Performance Award for Trustee Leadership

Roger W. Ferguson, Jr.
President and Chief Executive Officer
TIAA-CREF



The Committee for Economic Development is proud to present Roger W. Ferguson, Jr., President and Chief Executive Officer of TIAA-CREF, with the *2014 Trustee Leadership Award*.

The *Trustee Leadership Award* recognizes an individual's exceptional service on CED's Board of Trustees and the special contributions he or she has made to CED's policy research, outreach and impact programs, and the overall governance and administration of the organization.

Roger has been instrumental in building support for CED's policies and programs, especially in the areas of education and global competitiveness. He served as Co-Chair of CED for the past three years.

CED commends Roger for his numerous contributions in the public sphere. As the former Vice Chairman of the Board of Governors of the U.S. Federal Reserve System, Roger led the Fed's initial response to the terrorist attacks of September 11, providing both continuity to the U.S. financial system and reassurance to the global financial community.

As a civic leader, Roger also serves as chairman of the Business-Higher Education Forum and is a member of the Council on Foreign Relations, the Economic Club of New York, and the Congressional Budget Office's Panel of Economic Advisers. He serves on the boards of the Institute for Advanced Study, Memorial Sloan-Kettering Cancer Center, and the American Council of Life Insurers.

CED is grateful for Roger's resolute leadership of CED and is pleased to honor him with the *2014 Trustee Leadership Award*.

Distinguished Performance Award for Excellence in Public Policy

Henry R. Kravis

**Co-Founder, Co-Chairman and Co-Chief Executive Officer
KKR & Co. L.P.**



The Committee for Economic Development is pleased to present Henry Kravis, Co-Founder and Co-Chief Executive Officer of KKR & Co. L.P., with the *2014 Excellence in Public Policy Award*.

The *Excellence in Public Policy Award* honors an individual who demonstrates a commitment to advancing policies that are in the nation's long-term interest. Throughout his career, Henry has made a significant impact in the areas of economic growth, corporate governance, and leadership development.

Recognizing that a strong economy and community go hand-in-hand, Henry founded The Partnership Fund for New York City. For nearly twenty years, the Partnership has brought together business and financial leaders to help create jobs and invest in diversifying the city's economy, including the critical sectors of health care, science, and technology. Today, hundreds of business leaders volunteer their time annually in Partnership Fund-sponsored programs that help support New York City entrepreneurs.

Henry also incorporates impactful policies at KKR. Under his leadership and that of KKR co-founder George Roberts, KKR has been at the forefront of thoughtfully incorporating environmental, social and governance (ESG) factors into their investment decisions. A variety of programs demonstrate the firm's strong and growing commitment to responsible investment. Through KKR's Green Portfolio Program, the Firm's participating portfolio companies achieved close to \$1 billion in cost savings and added revenue, while avoiding 1.8 million metric tons of GHG emissions and 4.7 million tons of waste. Through KKR's Vets @ Work initiative, close to 25,000 veterans have been hired by participating companies since the program's inception in 2011. KKR's focus on responsible investment also includes efforts in responsible sourcing, corporate governance, and employee wellness, among others. Most recently, KKR has established a robust employee engagement program that encourages and incentivizes community involvement and non-profit board service through grant matching and days of service.

Through the founding of the Kravis Leadership Institute at Claremont McKenna College, Henry and Marie-Josée Kravis have made it possible to empower a new generation of leaders. Henry also co-chairs the Columbia Business School Board of Overseers and is a vice-chairman of Rockefeller University.

In light of his many contributions, CED is proud to honor Henry Kravis of KKR with the *2014 Excellence in Public Policy Award*.

Owen B. Butler Education Excellence Award

J.B. Pritzker Managing Partner Pritzker Group



The Committee for Economic Development is proud to present J.B. Pritzker, Managing Partner of Pritzker Group, with the *2014 Owen B. Butler Education Excellence Award*.

The *Owen B. Butler Education Excellence Award* was established in 2013 in honor of Brad Butler, former Chairman and CEO of Procter & Gamble, and former Chairman of CED. The award recognizes an individual's exceptional commitment to quality education, skills development, and workforce development programs.

J.B.'s dedication to advancing early childhood education is truly remarkable. Recognizing that a strong society is built from the ground up, the Pritzker Family Foundation puts at-risk children on a pathway to success by generously supporting high-quality early learning and development programs through both the First Five Years Fund and the Ounce of Prevention Fund. To ensure that these critical first years are guided by the finest research, in 2006, J.B. helped establish the Pritzker Consortium on Early Childhood Development at the University of Chicago, led by Nobel Prize-winning economist James Heckman. Early childhood education is a primary focus at CED as well, and we commend J.B. for his passion and influence in this area.

J.B. is co-founder and managing partner of Pritzker Group, a private investment firm with three professional investment teams: middle-market acquisitions, technology venture capital, and asset management. Over the last 20 years, J.B. has championed the development of Chicago into a world-renowned technology hub. He was appointed Founding Chairman of ChicagoNEXT, Mayor Rahm Emanuel's Council on Technology and Innovation, and also founded 1871, Chicago's digital startup center.

CED is pleased to honor J.B. with the *2014 Owen B. Butler Education Excellence Award*.

Distinguished Performance Award for Corporate Citizenship

John S. Watson **Chairman and Chief Executive Officer** **Chevron Corporation**



CED is proud to present John Watson, Chairman and CEO of Chevron Corporation, with the *2014 Corporate Citizenship Award*.

The *Corporate Citizenship Award* is presented annually to a company that integrates the well-being of society into its guiding principles, and whose leader demonstrates an exceptional commitment to carrying out the corporate practices which result from those efforts. Through their business and social investments, Chevron has helped boost

local economies, created jobs, improved livelihoods and supported local businesses. And under John Watson's leadership, Chevron has made a significant impact through its social investments in the areas of health, education and economic development.

Around the globe, Chevron supports education programs, develops and trains local workers to world-class standards, and builds supplier capacity. They put a special focus on cultivating education programs in science, technology, engineering and math (STEM) to ensure students are qualified for the jobs of tomorrow. In 2013 alone, their global investment in education was nearly \$94 million. Workforce readiness is a major focus at CED as well, and we commend Chevron for advancing this important issue.

Chevron has also sought to promote the health of the communities where they operate and improve access to health care aimed at eradicating diseases. For example, in Africa Chevron works with governments and partners both globally and locally in countries such as Nigeria and Angola to strengthen health systems, create greater HIV/AIDS awareness, reduce the stigma associated with the disease, and provide access to testing and treatment.

Additionally under John's leadership, Chevron has continued to develop an admirable internal culture through their commitment to a diverse workforce. Recently, women and minorities made up nearly half of the company's new employees, and they have spent over \$800 million with women- and minority-owned small businesses here in the U.S. Chevron has also been awarded for being a top corporation providing opportunities to women entrepreneurs. These initiatives align with CED's work of placing more women in leadership.

CED is pleased to honor John Watson and Chevron Corporation with the *2014 Corporate Citizenship Award*.

Peter G. Peterson Award for Business Statesmanship

Patricia A. Woertz **Chairman and Chief Executive Officer** **Archer Daniels Midland Company**



CED is proud to present Patricia Woertz, Chairman and Chief Executive Officer of Archer Daniels Midland Company (ADM), with the *2014 Peter G. Peterson Business Statesmanship Award*, for her contributions to education, global economic affairs, and reducing hunger.

The *Peter G. Peterson Business Statesmanship Award* was established in honor of CED's longest-serving trustee, Peter G. Peterson, and recognizes an individual that leads both his or her company and community with integrity; a leader that puts aside self-interest, advocates for the public interest, and engages in policy issues.

Patricia has made a commitment to creating a vibrant future for global agriculture. The ADM Institute for the Prevention of Postharvest Loss works with small farmers in the developing world to help preserve a portion of the millions of metric tons of grains and oilseeds that are lost each year from disease and mishandling. Furthermore, ADM's work with the Invest an Acre Program encourages farmers to give a portion of their crops to prevent hunger in their communities.

CED applauds Patricia for making education a priority at ADM. The Agricultural Innovation Center at Purdue University, founded by ADM, provides cutting-edge laboratory opportunities for students pursuing careers in the field. Outside the U.S., ADM's Institute has, through online learning, assisted farmers in using more efficient farming methods.

Recognizing America's critical role in shaping global economic affairs, Patricia's public service includes being a member of the President's Export Council, serving on the board of the U.S.-China Business Council, and chairing the U.S. section of the U.S.-Brazil CEO Forum.

CED is proud to present Patricia with the *2014 Peter G. Peterson Business Statesmanship Award*.

TODAY'S IDEAS AND SOLUTIONS CAN SHAPE A BETTER FUTURE FOR THE GENERATIONS THAT FOLLOW.

**TIAA-CREF SALUTES THE CED ON ITS
WORK TO SOLVE CRITICAL ISSUES.**

TIAA-CREF is privileged to support the fine work of the Committee for Economic Development. Its members bring reasoned solutions and fresh ideas to help make a better world for our children... and their children.

TIAA-CREF is also proud to salute our President and CEO Roger Ferguson on receiving the 2014 Trustee Leadership Award.

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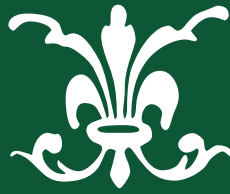


to those who lead with distinction

Thank you for the positive impact you continue to
have on your company, community, and colleagues

Kelly Services® is proud to support the Committee for
Economic Development, and we congratulate this year's
outstanding award recipients. ▬





Joseph Kasputys
congratulates
2014 Distinguished
Performance Awards
Honorees
and the
Leadership of CED



FOR GRATITUDE

Your hard work and dedication is an inspiration to us all. FedEx is honored to congratulate the 2014 Distinguished Performance Awards Winners on a job well done.



Archer Daniels Midland Company salutes the Committee for Economic Development for its decades of commitment to promoting economic growth that benefits all Americans.

And, we congratulate all of the 2014 Distinguished Performance Awards recipients on their remarkable accomplishments.



COMMUNITIES ARE PART OF A SMART BUSINESS PLAN.


WE AGREE.

Thank you to the Committee for Economic Development for recognizing corporate leaders who create opportunities for society and companies to succeed together.

Congratulations to all the 2014 Distinguished Performance Award winners, including our own John Watson.



Human Energy®



KKR is honored to join
in celebrating each of the 2014
Distinguished Performance Awards Honorees

Michael T. Duke

Global Leadership Award

Roger Ferguson, Jr.

Trustee Leadership Award

Henry R. Kravis

Excellence in Public Policy Award

J.B. Pritzker

Owen B. Butler Education

Excellence Award

John S. Watson

Corporate Citizenship Award

Patricia A. Woertz

Peter G. Peterson Business Statesmanship Award





**The Peter G. Peterson Foundation
is proud to support the Committee
for Economic Development.**

**We salute all of this year's
award winners.**

The Peter G. Peterson Foundation is devoted to increasing public awareness of the nature and urgency of key fiscal challenges threatening America's future and accelerating action on them.

To learn more, visit PGPF.org.



Peter G. Peterson
Foundation
Our America. Our Future.

The Pritzker Children's Initiative,
a national project of the J.B. and
M.K. Pritzker Family Foundation,
is proud to support
the expansion of high quality
early learning opportunities for
disadvantaged children.

PRITZKER CHILDREN'S INITIATIVE



At Walmart, we're proud to join the
Committee for Economic Development
in celebrating the 2014
Distinguished Performance Award recipients.

A special congratulations to **Mike Duke**,
with sincere thanks for nearly 20 years of service.



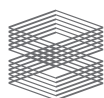
A salute to those who make a difference.

Thank you for leading the way.

Bank of America is proud to support the
Committee for Economic Development
Distinguished Performance Awards Dinner.
Congratulations to all of this evening's
honorees on your well-deserved recognition.

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CONGRATULATIONS
To All Of The Honorees



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Congratulations

Michael T. Duke

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Trustee Leadership Award

Henry R. Kravis

Excellence in Public Policy Award

J.B. Pritzker

Owen B. Butler Education
Excellence Award

John S. Watson

Corporate Citizenship Award

Patricia A. Woertz

Peter G. Peterson Business
Statesmanship Award

The desire to excel, combined with the right support network, leads to success. Booz Allen Hamilton is proud to recognize the Committee for Economic Development's Distinguished Performance Award winners. We applaud your leadership and commitment to serving the business community.

WHETHER
IT'S CEO, CHAIRMAN
OR PARTNER,
YOU ALL SHARE
ONE TITLE:
PROGRESS MAKER.

Citi congratulates tonight's Committee for Economic Development Distinguished Performance Award winners. Business can be a powerful solution to problems facing our nation. Thank you for answering the call to lead your companies to strengthen the communities in which they operate.

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Making a strong impact.

Deloitte is proud to support the work of the Committee for Economic Development.

Congratulations to the Distinguished Performance Award 2014 Honorees:

Michael T. Duke

Roger W. Ferguson, Jr.

Henry R. Kravis

J.B. Pritzker

John S. Watson

Patricia A. Woertz

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working world

EY is proud to salute the Committee
for Economic Development and
congratulates this year's award
recipients:

Patricia A. Woertz
Chairman and CEO
Archer Daniels Midland Company
Peter G. Peterson Business
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