



FINAL
PROGRAM

The 2007

Leadership Conference on Global Corporate Citizenship

Citizenship as a Growth Driver

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February 27 - 28, 2007

InterContinental The Barclay Hotel
New York, NY

History will tell, of course. But progressive-thinking executives, investors, and their organizations are already benefiting from their investments in “global corporate citizenship.” We are in the midst of only the third major transformation of the past 1,000 years. (Gutenberg and the industrial revolution were the first two.)

We are on the threshold of significant change in global business enterprise – facilitated by technology and innovation, open markets, worldwide brands, and more. The implications for global companies include enormous risk, alongside spectacular growth opportunities.

Join us at this conference to learn:

- How SC Johnson is creating financial and societal value globally
- Insights from the Presidents of Boeing China and Toyota Motor North America
- Advice from Stuart Hart and Peter Senge
- Latest Perspective from Citigroup’s Executive Office
- Goldman Sachs’ latest “green growth” plans
- Microsoft’s plans to train a quarter of a billion people in IT skills by 2010
- The latest developments from The Coca-Cola Company
- Johnson Controls’ plans to grow supplier spending

90
years of trusted insights

About The Conference Board

The Conference Board is the world's leading business membership organization, with a global network of close to 2,000 enterprises in nearly 60 countries.

The Conference Board creates and disseminates knowledge about management and the marketplace to help businesses strengthen their performance and better serve society.

Working as a global, independent membership organization in the public interest, we conduct research, convene conferences, make forecasts, assess trends, publish information and analysis, and bring executives together to learn from one another.

The Conference Board is a not-for-profit organization and holds 501(c)(3) tax-exempt status in the United States

Why Our Meetings Are Different

The Conference Board provides executives from around the world with opportunities to share practical business experience. This focus on actual business experience, rather than theory, primarily from senior executives from major organizations, along with a superior level of networking with peers are the distinguishing features of Conference Board meetings.

The Conference Board's meetings are rated as one of America's leading speaking platforms for top management. More than 150 CEOs address the Board's 12,000 meeting participants each year.

The Conference Board
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New York, NY 10022-6679
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www.conference-board.org

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Dear Colleague:

The tide turned last year – though most did not notice. As always happens when the tide turns, change is not immediately visible. Momentum is building. The post industrial, knowledge-intensive, sustainability-centered revolution is well underway – *quietly*.

Our 2006 Conference had a single, compelling conclusion. The debate is over: leading companies are making a business out of solving the world's toughest problems. Citizenship is establishing itself as the requisite mindset for doing business in the 21st century.

With a slot on the *Fortune 500* becoming increasingly competitive, companies must act fast. Consider this: during the 1980s, 46 percent of the *Fortune 500* companies disappeared from that list. And that was 15 to 20 years before we hit the tipping point. We estimate the average tenure on the *Fortune 500* will be less than 15 years within a decade.

So, learn how to be a winning 21st century corporation, aligned with your corporate values. We invite you to join a carefully selected set of 21st century leaders – large and small.

Please join us! Make sure your business is on track to thrive as an innovative enterprise – and deliver shareholder and societal value – in 2010 and beyond. We hope to see you in New York City at the InterContinental The Barclay Hotel, February 27-28, 2007.

Sincerely,

A handwritten signature in black ink, reading "Gib Hedstrom". The signature is fluid and cursive, with a long horizontal stroke at the end.

Gib Hedstrom
Conference Program Director
The Conference Board

Tuesday, February 27, 2007

Registration and Continental Breakfast: 8 - 9 am

Welcome and Introduction: 9 - 9:15 am

Robert M. Falcey

Senior Vice President
Conferences
The Conference Board

Gib Hedstrom

Conference Program Director
The Conference Board

Testing the Base of the Pyramid Protocol: A Case Study From SC Johnson

General Session A: 9:15 - 10:15 am

It is possible for prosperity and responsibility to coexist as global companies find new strategies for profitable growth in today's challenging business climate. To make this happen, companies must look to fundamentally reinvent their business models to sustainably serve the more than four billion people at the lowest economic level around the world.

In 2005, SC Johnson sponsored field testing of the Base of the Pyramid Protocol™ in Kenya. The effort continued the company's commitment to advancing social progress, seeking out partnerships to drive positive social change and reaching consumers who need and value quality products and services. Understand the initiative from company leadership and those on the ground in Kenya.

Stuart Hart

Samuel C. Johnson Chair of
Sustainable Global Enterprise
and Professor of Management
Johnson Graduate School of
Management
Cornell University

Scott Johnson

Vice President
Global Environmental & Safety Actions
S. C. Johnson & Son, Inc.

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Networking Refreshment Break: 10:15 - 10:45 am

Sponsored by: *The Coca-Cola Company*

Profitable Growth: Creating Tomorrow's Winning Brands

General Session B: 10:45 am - 12:15 pm

Tomorrow's license to operate and grow will be earned daily at all corners of the globe – from Bangalore to Berlin and from Juneau to Johannesburg.

Hear how some of the most respected brands are reinventing themselves to profit from offering products and services that help customers and consumers lighten their environmental footprint and solve major societal problems.

We are delighted to have Peter Senge moderate this panel, building a bridge from his active involvement in our 2006 conference.

Moderator

Peter Senge

Founding Chairperson, Society for
Organizational Learning
Senior Lecturer
Massachusetts Institute of Technology

Panelists

Hannah Jones

Vice President
Corporate Responsibility
Nike, Inc.

Roger Saillant

Chief Executive Officer
Plug Power

Sandra E. Taylor

Senior Vice President
Starbucks Coffee Company

Register Online

www.conference-board.org/globalcitizenship.htm

Wall Street Viewpoint: Strong Citizenship Builds Shareholder Value

Luncheon Keynote Session C: 12:30 - 2 pm

Sponsored by: **Microsoft**
Your potential. Our passion.

Citizenship – a simple concept, really. Building the company that society wants to exist. It is about delivering strong financial returns to share-holders today and tomorrow, while solving the world’s toughest challenges – for our customers, for us and for our children. Corporate citizenship has two defining and interlocking propositions:

- Providing products and services to current and potential customers – a substantial number of whom are today counted among the world’s poor – at accessible prices while deliberately reducing negative environmental and social impacts throughout the value chain; and
- Demonstrating, by word and deed, the values, ethics, culture, and spirit of “the kind of company that society would want to exist” – being more global, more innovative and more risk-savvy than your peers.

Hear from a leading Wall Street executive how the next wave of great investment opportunities will be green at the core.

Introduction

Andrea Taylor

Director, U.S. Community Affairs
Microsoft Corporation

Keynote Speaker

Todd S. Thomson

Chairman & Chief Executive Officer
Global Wealth Management
Citigroup Inc.

Building a Lasting Reputation

Concurrent Sessions D1 & D2: 2:15 - 3:30 pm (Choose One)

How do you create a robust business strategy for 2010 and beyond that enhances your reputation? Companies need to see and profit from the powerful new set of risks and opportunities created by changing societal expectations of business. Two concurrent sessions are described on the following page.

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Philanthropy, Community, Employees: Getting a 10x Return

Concurrent Session D1: 2:15 - 3:30 pm

Philanthropy, community investment (e.g., education, volunteerism, health care, employee involvement, etc.), and other traditional approaches to corporate citizenship have an ever-increasing role in this changing world. Hear how to reinvent your programs and gain a significantly greater return on investment.

Mark R. Kramer

Co-Author (with Michael E. Porter)

“Strategy & Society:

The Link Between Competitive

Advantage and Corporate

Social Responsibility”

Harvard Business Review, December 2006

Anna Eleanor Roosevelt

Vice President

Global Corporate Citizenship

The Boeing Company

Andrea Taylor

Director

U.S. Community Affairs

Microsoft Corporation

Reaping Value from New Citizenship Opportunities

Concurrent Session D2: 2:15 - 3:30 pm

Wall Street places a premium on innovation – now more than ever. Analysts agree that the more innovative companies enjoy a share price premium over their less innovative counterparts. From 1975 - 1995, 60% of the less innovative companies vanished from the *Fortune 500*. Today, leading companies are using citizenship – creating the company society wants to exist – to innovate and create shareholder value.

Ralph Earle

Managing Director

The Assabet Group

Nicholas Parker

Chairman & Co-founder

Cleantech Group LLC

Mark R. Tercek

Managing Director

Goldman Sachs & Co.

Networking Break: 3:30 - 3:45 pm

[Register Online](#)

Responsible Profitable and Sustainable Growth

Concurrent Sessions E1 & E2: 3:45 - 5 pm (Choose One)

To beat the competition in tomorrow's markets, companies have a choice. You can deliver competitively priced, quality goods and services that carry a lighter (full life-cycle) environmental and social footprint to existing customers. Or you can deliver newly created products and services to current and potential new customers. Or both! Two concurrent sessions offer concrete examples:

Leveraging the Supply Chain for Competitive Advantage

Concurrent Session E1: 3:45 - 5 pm

Opportunities abound to beat competitors in existing markets. But, the winning game plan of tomorrow needs to include a lighter (full life cycle) environmental and societal footprint, in addition to cost, quality and service.

Hear great stories from three companies that see tremendous profits from adopting the sustainability ethic and greening the supply chain.

John A. Delfausse
Vice President
Global Package Development
Estee Lauder Companies

Donald R. Droppo, Jr.
Vice President
Marketing
Curtis Packaging Corporation

John Frey
Director, Corporate Environmental Strategy
Hewlett-Packard Company

Next Generation Business Models: Blueprints for a Greener Future

Concurrent Session E2: 3:45 - 5 pm

Three leaders of entrepreneurial organizations at the forefront of their respective movements talk about the emerging sustainable business landscape and their role in shaping it.

Craig A. Hart
Vice President
U.S. Power Generating Co. LLC

Terry Kellogg
Executive Director
One Percent for the Planet

Mike Newman
Vice President
ReCellular

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February 27 - 28, 2007

Networking Reception: 5 - 6 pm

Hosted by:



TOYOTA

APCO
worldwide*

Wednesday, February 28, 2007

Continental Breakfast: 7:30 - 8:30 am

Bold Commitments: Actionable Steps

General Session F: 8:30 - 10:15 am

What are the “top 10” actions every company should take now? Building on the dialogue since our 2006 Citizenship conference, we will define the “top 10” actions to take now to reduce cost and risk, gain enduring and new customers, and create options for growth – leading to favorable Wall Street ratings and superior brand and reputation capital.

Moderator

Nancy Murphy

Senior Vice President, Corporate Citizenship
APCO Worldwide

Panelists

Ernesta Ballard

Senior Vice President
Corporate Affairs
Weyerhaeuser Company

Bob Corcoran

Vice President
Corporate Citizenship
General Electric Company

Karen Flanders

Director
Corporate Responsibility
The Coca-Cola Company

Reginald Layton

Director
Diversity Business Development
Johnson Controls, Inc.

Register Online

www.conference-board.org/globalcitizenship.htm

Networking Refreshment Break: 10:15 - 10:45 am

C-Suite Dialogue

General Session G: 10:45 am - 12:15 pm

With global operations come global responsibilities. As our 2006 conference concluded, global responsibility today means making a business out of solving the world's toughest problems.

Our final plenary 'C-Suite' panel will bring a far-reaching conclusion to this conference. From China and Asia, hear the views of the (GE trained) President of Boeing China. From Japan and North America, the President of Toyota North America will share his perspective on corporate citizenship in the 21st century. And from Europe, the CEO of The CarbonNeutral Company (a South African native) will outline innovative products and services to help global businesses tackle their carbon footprints in a way that delivers commercial and environmental value.

Moderator

David Vidal

Research Director

Global Corporate Citizenship

The Conference Board

Panelists

James E. Press

President

Toyota Motor North America, Inc.

Jonathan Shopley

Chief Executive Officer

The CarbonNeutral Company

David C. Wang

President

Boeing China

The Boeing Company

Conference Summary: 12:15 - 12:30 pm

Adjournment: 12:30 pm

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Conference Advisory Board

Stuart Hart

Samuel C. Johnson Chair of
Sustainable Global Enterprise
and Professor of Management
Johnson Graduate School of Management
Cornell University

Pradeep Jethi

New Product Development Manager
Investor Relations Solutions
London Stock Exchange
United Kingdom

Tachi Kiuchi

Chairman and Chief Executive
Officer Emeritus
Mitsubishi Electric America
Co-founder and Chairman, The Future 500
Chairman, GRI Japan Forum
Chairman, E-Square, Inc.
Japan

Alvin Lee

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International Relations & Public Policy
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Hong Kong

Jane Nelson

Senior Fellow
Director, Corporate Social
Responsibility Initiative
Harvard University

Mike Rose

General Manager
SASOL
South Africa

Peter Senge

Founding Chairperson, Society for
Organizational Learning
Senior Lecturer
Massachusetts Institute of Technology

Jonathan Shopley

Chief Executive Officer
The CarbonNeutral Company
United Kingdom

David Vidal

Research Director
Global Corporate Citizenship
The Conference Board

Global Corporate Citizenship

Corporations and Organizations Represented at our 2006 Citizenship Conference (selected):

Abbott Laboratories	KPMG LLP
Altria Corporate Services, Inc.	London Stock Exchange
American Healthways, Inc.	Marriott International, Inc.
APCO Worldwide	Michelin North America, Inc.
Avon Products, Inc.	Nestle Waters North Americas
Booz Allen Hamilton Inc.	New York Stock Exchange
BT plc	Novartis Corporation
Burson-Marsteller	PricewaterhouseCoopers
Cornell University	S. C. Johnson & Son, Inc.
DaimlerChrysler Services	Sonoco Products Company
Dell Computer Corporation	Southern California Edison
Duke Energy	Southern Company
ExxonMobil Corporation	The Boeing Company
General Electric Company	The Coca-Cola Company
Harris Interactive Inc.	The Hitachi Foundation
Harvard University	Time Warner Inc.
Hewlett-Packard Company	U.S. Agency for International Development
Honda U.K.	U.S. Chamber of Commerce
HSBC - North America	Unilever N.V.
Innovest Strategic Value Advisors, Inc.	Visa International
Intel Corporation	Wachovia Corporation
Johnson Controls, Inc.	

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Registration Information

Leadership Conference on Global Corporate Citizenship: Citizenship as a Growth Driver

Online www.conference-board.org/globalcitizenship.htm

By Phone Call Customer Service at 212 339 0345
8 am to 6 pm ET Monday through Friday

By Fax Complete the registration form and fax to:
212 836 9740

By Mail Complete the registration form and mail to:
The Conference Board, Inc.
P.O. Box 4026, Church Street Station
New York, NY 10261-4026

Cancellation Policy

Full refund until three weeks before the meeting. \$250 administration fee up to two weeks before the meeting. No refund later than two weeks before the meeting. **Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.**

Team Discounts per person

For a team of two or more registering *from the same company at the same time*, take another \$100 off each person's registration.

Hotel Accommodations

Fees do not include hotel accommodations. For reservations, contact the hotel directly no later than the cut-off date and mention The Conference Board's Global Corporate Citizenship Conference.

InterContinental The Barclay New York
111 East 48th Street
New York, NY 10017
Tel: 212 755 5900
Fax: 212 644 0079

Hotel Reservations Cut-off Date: Monday, February 5, 2007

Unconditional Guarantee

For more than 80 years, The Conference Board has been providing senior executives worldwide with opportunities to share practical business experience. If for any reason you are not satisfied with this conference, please let us know. We will immediately credit your attendance to another conference of your choice, or, if you prefer, promptly refund 100% of your registration fee.

Registration Form

Leadership Conference on Global Corporate Citizenship: Citizenship as a Growth Driver

February 27 - 28, 2007

InterContinental The Barclay New York

New York, NY

Please type or attach a business card; for additional registrants, duplicate this form.

Name _____

Title _____

Functional Area _____

Company _____

Address _____

City _____ State _____ Zip _____

Telephone () _____ Fax () _____

E-mail _____

Please select your preferred Concurrent Sessions.

Tuesday, February 27, 2007

D1 or D2 choose one

E1 or E2 choose one

Conference (B09007-3)

Conference Board Associates\$1,695

Non-Associates\$1,995

Team Discount (Associate)\$1,495

Team Discount (Non-Associate)\$1,895

Educator (Associate)\$950

Educator (Non-Associate)\$1,095

Non-Profit/Government (Associate)\$1,320

Non-Profit/Government (Non-Associate)\$1,545

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