dramatic population growth
global increase in affluence
systemic change

Declining natural systems
Increasing population & per capita consumption

Sustainable Society

planet

present

future
next quarter seems to be all that matters why does it have to be that way?

we as investors demand it

we as consumers demand it
“It is technically 'illegal' for a public company to invest in the future of our environment or society to the detriment of it's bottom line per it's fiduciary duty”

so change the shareholder direction…
Traditional silo-ed model

- **Shareholders**
  - Next Q $
- **Corporation**
- **Customers**
  - Low price $
- **Government**
  - Voters
  - Election cycle
- **Non-profits**
  - Stakeholders
  - Fundraising

Profit
myth #1

you can’t make money and make a good business
family shareholders can elevate the importance of social and environmental issues

Benefit (B) corporations write into their bylaws that the company is for the benefit of all stakeholders not just shareholders
environmental stakeholders

financial stakeholders

social stakeholders
**B Corporations are ranked and encouraged to improve their scores**

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Example B Report</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountability</td>
<td>5.7</td>
<td>57%</td>
</tr>
<tr>
<td>Governance</td>
<td>3.2</td>
<td>54%</td>
</tr>
<tr>
<td>Transparency</td>
<td>2.5</td>
<td>63%</td>
</tr>
<tr>
<td>Employees</td>
<td>29.3</td>
<td>59%</td>
</tr>
<tr>
<td>Compensation &amp; Benefits</td>
<td>21.8</td>
<td>73%</td>
</tr>
<tr>
<td>Work Environment</td>
<td>7.5</td>
<td>75%</td>
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<tr>
<td>Consumers</td>
<td>5.4</td>
<td>18%</td>
</tr>
<tr>
<td>Beneficial Products / Services</td>
<td>5.4</td>
<td>18%</td>
</tr>
<tr>
<td>Community Area of Excellence*</td>
<td>24.8</td>
<td>62%</td>
</tr>
<tr>
<td>Suppliers</td>
<td>6.5</td>
<td>65%</td>
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<tr>
<td>Local</td>
<td>9.3</td>
<td>93%</td>
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<tr>
<td>Diversity</td>
<td>4.9</td>
<td>49%</td>
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<tr>
<td>Charity / Service</td>
<td>4.1</td>
<td>41%</td>
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<tr>
<td>Environment</td>
<td>18.1</td>
<td>36%</td>
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<tr>
<td>Facilities</td>
<td>4.7</td>
<td>39%</td>
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<tr>
<td>Energy Usage</td>
<td>1.2</td>
<td>16%</td>
</tr>
<tr>
<td>Supply Chain</td>
<td>9.1</td>
<td>51%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>3.0</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>81.3</td>
<td>42%</td>
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</tbody>
</table>
systemic change

investors

sustainable corporation

customers

government non-profits

people

planet

profit

Christina Keller | Business Unit Leader | Confidential
about cascade

founded by Fred Keller in 1973

$300 million
annual sales

registrations:
ISO9001/ISO14001
TS16949 Certified

12 manufacturing plants
1000+ employees
expertise in large injection molding
(40 - 9000 tons)

markets
agriculture
furniture
transportation
material handling
renewable energy
solid waste & recycling
safe water
TBL consulting
sustainability focus

cascade engineering purpose

to make a positive impact on our society, the environment and to be financially successful

LEED Platinum Certified HQ and LEED certified manufacturing plant in NC

B Corporation Certified

looking to partner with like-minded companies
myth 2

the issues are too big to tackle
people

profit

planet

health

education

employment

water

zero waste

B Corp

family owned business
welfare spending is roughly 20% of our state budget
welfare-to-career success
access to transportation
access to childcare
flexibility for child sick time
racism
hidden language of poverty
  – learning to speak each other’s language
transparent path to promotion
transparent path to more pay
our partners
• American Seating
• Butterball Farms, Inc.
• Cascade Engineering
• Cascade Fresh Cleaning Co.
• Clark Retirement Community
• Department of Human Services
• GR Spring & Stamping Inc.
• Grand Rapids Foam Technologies
• Head Start for Kent County
• Holland Home

• Imperial Clinical Research Services
• Porter Hills Retirement Community & Services
• Pridgeon & Clay
• Richwood Industries Inc.
• Spectrum Industries
• St. Ann's Home
• The DECC Company Inc.
• Vi-Chem Corporation
• Wolverine Coil Spring
Jahaun McKinley
*front line leader*
Jo-Anne Perkins
VP Environmental Systems & Services
final myth
change must be big
vision: top-20 regional workforce, globally by 2025

a coalition of 60 CEOs
metrics track progress to vision

<table>
<thead>
<tr>
<th>K-12 EDUCATION</th>
<th>PERCENT</th>
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<tbody>
<tr>
<td>3rd Grade Math Proficiency 2011</td>
<td></td>
</tr>
<tr>
<td>3rd Grade Reading Proficiency 2011</td>
<td></td>
</tr>
<tr>
<td>6th Grade Reading Proficiency 2011</td>
<td></td>
</tr>
<tr>
<td>6th Grade Math Proficiency 2011</td>
<td></td>
</tr>
<tr>
<td>8th Grade Reading Proficiency 2011</td>
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<tr>
<td>8th Grade Math Proficiency 2011</td>
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<tr>
<td>ACT-Reading 2011</td>
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<tr>
<td>Michigan Merit Exam-Reading 2011</td>
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<tr>
<td>Michigan Merit Exam-Math 2011</td>
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<tr>
<td>ACT-Math 2011</td>
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<tr>
<td>High School Graduation Rates 2010</td>
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</table>

<table>
<thead>
<tr>
<th>POST-SECONDARY EDUCATION</th>
<th>PERCENT</th>
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<tbody>
<tr>
<td>Freshman Retention Rate 2009</td>
<td></td>
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<tr>
<td>Enrollment In College or Grad School 2009</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>ADULT WORKFORCE DEVELOPMENT</th>
<th>PERCENT</th>
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<tbody>
<tr>
<td>Associate's Degree or Greater 2010</td>
<td></td>
</tr>
<tr>
<td>Bachelor's Degree or Greater 2010</td>
<td></td>
</tr>
<tr>
<td>Labor Force Participation Rate 2010</td>
<td></td>
</tr>
</tbody>
</table>
profit

measurable impact

employee value

- increase employee engagement
- reduce the $2,730 annual disengagement cost*
- increase retention
- reduce $2,000 - $7,000 turnover cost**
- increase morale
- uplift reputation
- improve recruiting environment
- reduce absenteeism

*www.msnbc.msn.com/id/48177002/ns/business-forbes_com/
** Cascade Engineering 2011
measurable impact

reputation value

- reduce direct marketing costs ($50,000 – $150,000) substituted with positive PR*
- increase awareness, favorability and perceived product value
- justify premium pricing
- increase existing customer’s confidence
- attract new customers
- increase value in the financial marketplace
- enhance relationships with key suppliers and partners
- grows exponentially by word of mouth

*www.msnbc.msn.com/id/48177002/ns/business-forbes_com/?
thank you