

# My Career Story

## Relationship Bldg

1990 - 1995

- Built collaborative relationships with clients and suppliers/internal stakeholders
- Articulated the why and the how for investors
- Joined IR team at globally branded company

## Innovation

1995 - 2000

- Launched new DSSP, consolidating multiple stock plans, enhancing plan features while reducing costs
- Leveraged technology to advance investor service quality and reduce costs; 1st generation IR website, online and phone proxy voting, online account access, webcasting of investor presentations

## Issue & Project Mgmt

2000 - 2005

- No-drama management of ESG issues
- Perception-enhancing strategic and financial message development
- No-drama execution of high visibility investor events
- Analyzed, recommended and communicated comprehensive cash return strategy

## Higher Level

2005 - 2010

- NIRI-Chi building blocks: Webcast and sponsorship programs
- Perception-enhancing message development and coaching for mgmt
- No-drama execution of high visibility investor events and award-winning materials
- Annually evaluated and updated comprehensive cash return strategy

## Leadership

2010 - 2015

- NIRI leadership roles culminating in Best-Chapter recognition
- Became head of IR and Corp Comm. at industrial materials processing company
- Built highly respected and effective IR program for complex business structure operating in difficult environment
- Strategic leadership of corporate and marketing communications
- Calm perseverance during crises

# Leadership: 2010 - 2015

## Business Context

IPO & spin-off of company and creation of MLP required creation of IR program for 2 public issues

Complex corporate structure and concentrated customer base amplified down-cycle risks

Down turn in industrial materials, slow execution of transformation plan and proposed new tax regulations created crisis environment and attracted activists

## Accomplishments

Built highly respected and effective IR program for complex business structure operating in difficult environment

Led integrated communications function, aligning messages and focus across audiences

Launched governance outreach program

Calm perseverance during several crises

## Value Created

Built positive perceptions of business model and mgmt. team with investor community

Credibility with investors provided mgmt. space to execute strategy during activist campaign

Preserved creditability with nimble and responsive communications in crisis situations

# Higher Level: 2005 - 2010

## Business Context

Uninterrupted global monthly sales growth, new product launches, new marketing campaign, significant cash return strategy and globalization of business and mgmt. team

Elevated influence of IR made it a must-stop function for high potentials

## Accomplishments

Perception-enhancing message development and coaching for mgmt

No-drama execution of high visibility investor events and award-winning materials (i.e., AR & Website)

Annually evaluated and updated comprehensive cash return strategy

## Value Created

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Higher level IR/strategic communications reflected and reinforced perceptions of company's success

Made investor-focused activities easy for mgmt

Provided continuity to ensure IR team sustained high performance level while high potentials rotated through function

# Issue & Project Mgmt: 2000-2005

## Business Context

Business struggles with its identity and opportunity; losing focus and value

Revitalization plan laid foundation for extended period of uninterrupted sales growth, comprehensive capital allocation strategy, plus the resilience to manage through 4 CEOs and activist campaign

SRI investors became more active surrounding ESG issues

## Accomplishments

Perception-enhancing strategic and financial message development

No-drama execution of high visibility investor events

Analyzed, recommended and communicated comprehensive cash return strategy

No-drama management of ESG issues

## Value Created

Reaffirmed business strength and its ability to create long-term value, setting stage for strong stock performance

Made investor-focused activities easy for mgmt

Compelling, multiyear cash return strategy solidified investor confidence

Protected brand reputation by responsively addressing potentially controversial ESG issues

# Innovation: 1995 - 2000

## Business Context

Evolved from a U.S. company to a global business

Skepticism of consumer relevance and doubt about ability to create shareholder value depressed stock performance

Broad regulatory and technological changes enabled a new approach to connecting with investors

## Accomplishments

Launched new DSSP, consolidating multiple stock plans, enhancing plan features while reducing costs

Leveraged technology to create 1st generation IR website, online and phone proxy voting, online account access, webcasting of investor presentations

Implemented philosophy that IR practices should reflect company's leading position

## Value Created

Advanced investor service quality, reduced costs and create efficiencies (reduced team headcount)

Established platform for future – what would become common IR practice for online presence

# Relationship Bldg: 1990 - 1995

## Business Context

Banks sought to reduce/eliminate high-cost fee-based business resulting in significant stock transfer industry consolidation – business unit changed 3 times between 1987-1991

Era of the LBO meant a constant churn of clients being bought-out, business unit spin-offs, etc.

Retail investor prominence in capital markets required need for personal touch

## Accomplishments

Built trust and collaborative relationships with clients

Aligned transaction processes with transaction goals

Articulated the why and how for investors and clients

## Value Created

Retained clients even as business unit was sold 3 times

Executed high touch communications approach to retail investors