

ROGER BARNETT  
CHAIRMAN OF THE BOARD AND CEO

Dear World Economic Forum Colleague,

It has been a privilege for me to attend this Forum for seven years, and to benefit in so many ways from the experiences and ideas of its distinguished participants.

For 25 years, world leaders have congregated here to define and address critical social and economic problems of the planet. The solutions to many of the problems highlighted by the Forum — malnutrition and hunger, poverty, violence and environmental degradation — if they exist at all, are frequently perceived to cost states, corporations, and NGO's hundreds of billions of dollars to make a short-term impact, with no guarantee of a sustainable solution for the future. We would like to share another perspective.

In our view, there is a tremendous opportunity to develop more global entities that use private sector incentives to address public sector goals. Rather than separate corporate charitable initiatives from daily business activities, we believe that the future corporate entity will fully integrate its for-profit and socially responsible activities into the essence of its business model.

For 50 years, Shaklee Corporation has engaged millions of people to distribute vitamins and nutrients that have dramatically improved the health of millions of people by providing over \$3 billion in income to on-the-ground entrepreneurs around the world that we helped develop. Along the way, Shaklee became the first company in the world to be Climate Neutral™ certified, an expression of our commitment to address the health of the planet as well as the health of our customers and partners.

Our business model has always been to make healthy profits. But our objectives are the same as those of entities like the World Bank — provide health and income opportunities to everyone around the world. And we have been successful at both.

While we are only one company, we hope to be used as proof that profitable, private sector incentives can accomplish significant positive social change. We look forward to partnering with many of you to continue our mission of creating healthier lives for the next 50 years.

Warm regards,



Roger Barnett  
Chairman and CEO  
Shaklee Corporation