The Global CEO Advisory Firm

Teneo is a global advisory firm that works exclusively with the CEOs and leaders of the world’s largest and most complex companies providing strategic counsel across their full panoply of key objectives and issues.

Comprised of the most senior talent, we work collaboratively to solve the most complex issues. Our teams integrate the disciplines of strategic communications, investment banking, management consulting, business intelligence, talent development, digital analytics, corporate governance, government affairs and corporate restructuring to solve for the most complex business and reputational challenges and opportunities.

The Firm was founded in June 2011 by Declan Kelly, Doug Band and Paul Keary and now has more than 550 employees located in 14 offices around the world.

Our clients are the foundation of our business:

- Our clients have always been – and will always remain – the driving force behind everything we do, from our development of an integrated operating structure to our decisions on whom to hire and where to locate our offices.
- Our clients turn to us on a 24/7 basis for trusted counsel and holistic programs to:
  - achieve critical business objectives;
  - protect and enhance their reputation;
  - successfully navigate legal, political and regulatory challenges; and
  - maximize value.

Our charter calls upon us to:

- Serve clients with the highest levels of trust, professionalism and integrity.
- Attempt to do something extraordinary for our clients every day.
- Anticipate client issues and needs.
- Get it right the first time.
- Execute flawlessly.
The Teneo Way: A Unique Way of Solving Global Issues

- Global Relationships
- Intellectual Strength
- Unparalleled Experience
- Integrated Execution
- Capital
- Consulting
- Digital
- Diversity & Inclusion
- Governance
- Intelligence
- Restructuring
- Risk
- Sports
- Strategy
- Talent
- Ventures

We View Everything Through the Eyes of the CEO

Today’s CEO Leads in a World of Global Disruptors
Our 12 Operating Divisions

Capital
Independent investment bank providing financial and strategic advisory services.

Consulting
Management consulting advisory and transformational services.

Digital
Digital analytics consulting and strategy services.

Diversity & Inclusion
Inclusive leadership, culture and organizational diversity advisory services.

Governance
Assisting CEOs and boards in addressing governance, compliance and proxy voting issues.

Intelligence
Global and region-specific political and policy risk advisory services.

Restructuring
Distressed investment banking, advising debtors, creditors and equity holders.

Risk
Advising major companies and organizations on key risk identification, prevention and response.

Sports
Branding, sponsorships and bid advisory services.

Strategy
Creating, enhancing and protecting reputational equity on a global scale.

Talent
Strategic alignment, leadership and board effectiveness and c-suite recruiting.

Ventures
Partnering with and advising emerging businesses.
Teneo’s Global Reach

Teneo has professionals located in key markets around the world.

550 Professionals
14 Offices
12 Divisions
Senior Led Advisory Firm

Teneo's highly experienced and dedicated professionals come from diverse backgrounds including: investment banking, private equity, corporate finance and strategy, government, government affairs, communications, investor relations, media, and public policy.
Teneo Senior Advisors

Teneo’s team of dedicated senior advisors offer our clients unique insights and expertise because of their unique sector or subject matter expertise on the global stage. From activist investing, corporate governance, cyber security, financial regulations, government affairs, and international relations – our Senior Advisors work closely with our clients on a day-to-day basis advising them on the issues having the greatest impact on their business.

Senator George J. Mitchell
(Former US Senate Majority Leader and US special Envoy for Middle East Peace.)

Lord Davies of Abersoch
(Former Minister for Trade, Investment and Small Business, and Infrastructure.)

Brian O’Driscoll
(Former professional Irish Rugby Football Union player.)

Lord Hague of Richmond
(Former British Foreign Secretary and Leader of the UK Conservative Party.)

General Raymond T. Odierno
(Former Chief of Staff of the United States Army.)

Sir Michael Rake
(Former President of the Confederation of British Industry.)

Harvey Pitt
(Former Chairman of the United States Securities and Exchange Commission.)

Cris Conde
(Former President and CEO of SunGard Data Systems Inc.)

The Rt. Hon. Brian Mulroney, P.C.
(Canada’s Eighteenth Prime Minister.)

Sir Clive Woodward
(Former Rugby Manager of England’s national team.)

Dr. Jerome Hauer
(Former Commissioner of the Division of Homeland Security and Emergency Services for NY.)

Chris Clark
(Former Chief Executive Officer of PricewaterhouseCoopers LLP.)

Eamonn Coghlan
(Former Senator in the Irish Government.)

Pam Craig
(Former Chief Financial Officer of Accenture.)

John Nixon
(Former Group Executive Director at ICAP Plc.)

James Hoge
(Former Editor of Foreign Affairs.)

Victor Cha
(Former Director for Asian Affairs at the National Security Council.)

Paul Haenle
(Former Director for China, Taiwan, and Mongolian Affairs for the National Security Council.)

Lon Augustenborg
(Former COO for the CIA’s Counter Intelligence unit.)

Mark Hass
(Former President and CEO of Edelman US.)

Gillian Gorman Round
(CEO of The Round House and former President of The Lucky Group.)

Andy Somers
(Former Head of the American Chamber of Commerce in Russia.)
Teneo Advises Many of the World's Largest Corporations and Institutions
Crisis Preparedness and Management

We have extensive experience managing live crisis situations related to a wide spectrum of issues – litigation, cyber attacks, workplace and product safety, activist attacks, etc. We provide clients with:

- 24-hour counsel and support
- Media and stakeholder engagement in key markets
- Spokesperson training and deployment

Additionally, we put great emphasis on crisis prevention. We work closely with our clients to:

- Identify potential vulnerabilities inside their companies and map risks inherent in their industries.
- Develop extensive crisis preparation plans for key risks.
- Build dedicated client crisis teams that are put through realistic simulations to identify gaps and weaknesses in the crisis response function.

We are the only consultancy that can respond to the full suite of needs that a Board or a CEO requires in a crisis – from the initial stages through long-term issues management and eventual reputational rebuilding campaign. Additionally, we offer clients comprehensive assessments of their crisis readiness capabilities, including simulation exercises designed to test and strengthen an organization’s ability to identify an emerging crisis and then respond quickly and effectively.

Our Offering to Clients and How We Can Work Together

We work closely with clients to manage through the full cycle of a crisis, including identifying and engaging with key stakeholders to mitigate long-term reputational damage and correcting inaccuracies to ensure balanced media coverage. Additionally, we work with clients to identify and map potential vulnerabilities and make recommendations on how they can minimize these risks. This typically involves interviews with key functional leaders to ensure a holistic understanding of an organization’s most salient internal and external reputational threats, as well as the creation of ‘break-the-glass’ response materials.

Our Approach

We support our clients by bringing to bear the diverse experience of our senior counselors and the power of our relationships. What sets us apart is the ability to draw upon Teneo’s diverse field of experts to provide the experience and knowledge to better understand the long-term challenges of a situation, which helps our clients better manage through a crisis and strengthen response capabilities for future events. The goal is always the same: to protect our clients’ reputations and their licenses to do business.

Team

We are the only global crisis consultancy that brings communications specialists, reputation analysts and financial and commercial strategists together under one roof. Over the course of their careers, our senior team has advised on some the most high-profile corporate crises, and the team is always poised to deploy immediately to support our clients on any emerging crisis, anywhere in the world.
Litigation Support Overview

A well-managed response to complex litigation and/or enforcement actions can have significant impact on a company’s reputation, business interests and operations far into the future and well beyond the short-term timeline of the matter as it unfolds.

Unrivaled Litigation Support Capabilities

Teneo has an unmatched depth of experience supporting clients through the highest-profile litigation and enforcement actions in the world. This begins with pre-event preparedness and data-driven analysis, and lasts through the ongoing issue management, resolution of the matter, and rebuilding post-resolution.

Teneo possesses a multitude of capabilities that not only solve stakeholder communications needs, but help preserve clients' license to operate and resolve the complex problems at the root of the issue.

Process & Strategy

Teneo’s experts work closely with leadership teams and external legal counsel to aggressively manage and defend during periods of sensitive litigation. Our expertise informs a process through which the client will have a more complete understanding of how to manage the matter on an ongoing basis, as well as the implications for the company and its stakeholders.

Investigations

Investigation processes, both internal and external, are a fundamental reality in today’s global environment. Teneo works alongside each client and their legal advisors to manage through these inquiries and support transparency and credibility that will protect reputation in the long term.

Teneo works closely with internal investigators to identify key risks associated with the issues at hand. This allows the client to prepare for a broad spectrum of potential outcomes and ensure that communications are consistent and accurate throughout the investigation. Additionally, our team of experts can utilize the findings of the investigation to make comprehensive recommendations regarding suggested reforms or organizational restructurings the client can make to demonstrate that is has emerged from the investigation stronger than before.

Settlements & Resolution

Teneo works closely with clients and their legal counsel to ensure that a resolution of litigation is positioned appropriately in the context of significant scrutiny and in light of the terms of the agreement. Doing so ensures that the company can build on the announcement to operate its business in a successful and trustworthy manner in the future.
Reputational Support Overview

Teneo has unparalleled experience managing communications around major investigations and enforcement actions. However, our unique value is derived from our team of experts who provide advice and counsel around related reputational and operational challenges to help clients manage through the legal issues and emerge stronger. In any given case we may provide services across some or all of the following.

<table>
<thead>
<tr>
<th>REPUTATIONAL STRATEGY</th>
<th>NARRATIVE DEVELOPMENT</th>
<th>INFLUENCER ENGAGEMENT</th>
<th>MILESTONE SUPPORT</th>
<th>OPERATIONAL RESTRUCTURING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teneo’s experts provide a full-suite of advisory services so clients can protect and build their reputations through challenging situations.</td>
<td>Overall strategy and positioning to help provide master narrative to serve as guidepost for all comms around enforcement actions, proxy fights, and other matters.</td>
<td>Identify and build relationships with influencers to help provide credible commentary on issues.</td>
<td>Pre-emptive strategies in anticipation of significant filings, strategic leaks or expected witness testimony.</td>
<td>In many cases, clients will find they need to bolster their senior leadership teams as a result of governance, compliance, or business issues.</td>
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<tr>
<td>We develop and execute on strategies designed to help clients manage the short-term response, as well as prepare for long-term reputation rehabilitation.</td>
<td>Collateral materials (talking points, fact sheets, press releases, internal/external communications, etc.)</td>
<td>Engagement program to enable influencers to echo positive developments during the course of the litigation.</td>
<td>Key internal and external actions and comms in relation to case milestones.</td>
<td>Teneo can advise clients on gaps based on our team’s experience working with other clients, as well as industry best practices.</td>
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<td></td>
<td>Vulnerabilities assessment / to identify possible lines of attack from opposition and plan responses accordingly.</td>
<td>Targets may include elected officials, former regulators, members of academia, policy experts, influential business leaders, and top-tier media.</td>
<td>Stakeholder and key audience outreach activities before, during and after trial or settlement.</td>
<td>We advise clients on organizational needs, structural considerations, and can tap our extensive network to find the appropriate targets and senior advisors.</td>
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<td>Reputational forensic analysis of any materials that could be turned over to authorities to identify reputationally sensitive documents that may become public.</td>
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II. Select Credentials
### Select Litigation and Enforcement Action Experience

Teneo has a depth of experience supporting clients through high-profile litigation or enforcement actions from regulators, as well as additional follow-on issues like leadership transitions and final resolutions.

#### Multi-Jurisdictional Enforcement Actions

**Novartis**

- Supported communications around DOJ investigations / settlements in multiple states.
- Global support in Japan, EU, Brazil, and many other locations around the globe.

**F-Squared Investments**

- Managed all communications around 2014 settlement with the SEC, as well as related CEO transition and bankruptcy.

#### FCPA Investigation

**BHP Billiton**

- Supported internal investigation around global FCPA issues.
- Developed and executed communications strategy around major case milestones.

**Alcoa**

- Supported company through FCPA investigation and eventual announcement during annual earnings day.

**Dow**

- Provided litigation support around major high-profile, government-led enforcement, as well as related class-action suit in Louisiana.

#### Employee Litigation

**Bloomberg**

- Advised on numerous corporate litigation matters including a class-action sexual harassment case.

**Lawsuit**

- Advised on employee related litigation matters.

#### Investigation/Trial Support

**Dresdner Kleinwort**

- Advised Dresdner Kleinwort around $1.6 billion gender discrimination class action against the firm – the largest-ever lawsuit of its kind.

**Class Action Gender Discrimination Lawsuit**

- Provided litigation support around major high-profile, government-led enforcement, as well as related class-action suit in Louisiana.

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*Experience includes engagements worked on by Teneo personnel prior to joining the Company.

Strictly Private and Confidential
Teneo’s crisis management team has advised companies on crisis situations around the globe. We also work with clients to prepare crisis management response plans and provide simulation-based training.

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<td>Advising FIFA on all communications and stakeholder engagement around multiple ongoing litigation matters.</td>
<td>Crisis communications advisory around ‘unauthorized trading’ incident.</td>
<td>Ongoing crisis support around issues related to hospital network.</td>
<td>Currently advising BHP Billiton following a dam failure at its Brazilian JV partner iron ore operation.</td>
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<tr>
<td>Advised BoD of ARCP (now Vereit) around accounting scandal, as well as related SEC inquiry into company and executives.</td>
<td>Identified current reputational risks and offered both structural and communications-related recommendations to mitigate those risks moving forward.</td>
<td>Provided strategic counsel and onsite support to the company following the explosion on the Deepwater Horizon oil rig and subsequent oil leak.</td>
<td>Developed communications strategy for Brazilian inquiry into alleged corruption, as well as issues related to CEO’s arrest on related charges.</td>
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Select Crisis Management Experience

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<td>tenet HEALTH</td>
<td>bhpbilliton</td>
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<td>Ford</td>
<td>TIAA</td>
<td>Transocean</td>
<td>ODEBRECHT</td>
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<td>• Developed extensive crisis training workshops for employees in a range of communications, legal and government affairs functions.</td>
<td>• Identified current reputational risks and offered both structural and communications-related recommendations to mitigate those risks moving forward.</td>
<td>• Provided strategic counsel and onsite support to the company following the explosion on the Deepwater Horizon oil rig and subsequent oil leak.</td>
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Teneo’s investor relations team provides a wide range of services to clients including general strategy, earnings management, peer analysis, financial announcements, issues management and financial media.

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<td>Caesars Entertainment</td>
<td>Xerox</td>
<td>United Technologies</td>
<td>Amgen</td>
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Special Situations Communications Experience

Teneo has decades of experience guiding CEOs and senior management through special situations including IPOs, M&A, litigation, executive appointments and other major events.

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<tr>
<th>Special Situation</th>
<th>Examples</th>
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<tr>
<td><strong>Spin-Off</strong></td>
<td>• Advised Xerox on split into $11 billion document technology company and a $7 billion business services company.</td>
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<td>• Advised First Data on its 2015 IPO, raising $2.6 billion in its October debut.</td>
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<td>• Advised United Technologies’ subsidiary, Carrier, on agreement and announcement with the Trump Transition team to keep manufacturing jobs in the US.</td>
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<td></td>
<td>• Advised Grupo Televisa on comms and IR around independent investigation into anonymous letter sent to Board of Directors making false allegations against the company.</td>
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<tr>
<td><strong>Corporate Restructuring</strong></td>
<td>• Advised company on all communications around restructuring of Caesars Entertainment Operating Co.</td>
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<tr>
<td><strong>IPO</strong></td>
<td>• Advised BHP Billiton on its $9 billion spin-off of South32.</td>
</tr>
<tr>
<td><strong>Government Affairs</strong></td>
<td>• Advised United Technologies around rebuff of merger discussions with Honeywell.</td>
</tr>
<tr>
<td><strong>Independent Investigation</strong></td>
<td>• Advised BC Partners on $8.7 billion LBO of PetSmart.</td>
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</tbody>
</table>
CEO Advisory

Teneo works closely with our CEO clients and their teams to advise on a wide range of reputational and business issues and opportunities.

**Ongoing Strategic Counsel**

- **Coca-Cola**
  - Provide ongoing strategic counsel to the CEO.
  - Support development of financial and corporate communications.

- **IBM**
  - Provide ongoing strategic counsel to the CEO.
  - Corporate communications, CEO-positioning and media relations advisory services.

- **Xerox**
  - Provide ongoing strategic counsel to the CEO.
  - Corporate communications, CEO-positioning and media relations advisory services.

- **United Technologies**
  - Provide ongoing strategic counsel to the CEO.
  - Corporate communications, thought leadership, CEO-positioning and media relations advisory services.

- **Caesars Entertainment**
  - Provide ongoing strategic counsel to the CEO.
  - Support corporate-level communications to meet business goals.

- **Dow**
  - Provide ongoing strategic counsel to the CEO.
  - Corporate communications, CEO-positioning and media relations advisory services.

- **Alibaba Group**
  - Provide ongoing strategic counsel to the Executive Chairman.
  - Develop and manage ongoing senior executive positioning program.

- **BT**
  - Provide ongoing strategic counsel to the CEO.
  - Corporate communications, CEO-positioning and media relations advisory services.

*Experience includes engagements worked on by Teneo personnel prior to joining the Company.*
M&A Communications

Our team has decades of experience guiding CEOs and senior management through a wide range of M&A transactions around the globe.

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<td>• Advised Dow Chemical on $130 billion merger with DuPont.</td>
<td>• Advised Willis on $18 billion merger with Towers Watson.</td>
<td>• Advised Altice on $17.7 billion acquisition of Cablevision.</td>
<td>• Advised BHP Billiton on $15.1 billion acquisition of Petrohawk Energy.</td>
</tr>
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<tr>
<td>• Advised Salix on $10.1 billion sale to Valeant Pharmaceuticals.</td>
<td>• Advised BHP Billiton on $9.1 billion spinoff of South32.</td>
<td>• Advised Suddenlink on $9.1 billion sale to Altice.</td>
<td>• Advised Liberty Global on $7.4 billion acquisition of Cable and Wireless Communications Plc.</td>
</tr>
</tbody>
</table>
III. Select Team Members
Declan Kelly is the Chairman, CEO and a co-founder of Teneo. He is responsible for running all of the company’s operations globally across its 12 operating divisions. Mr. Kelly is an advisor to several of the world’s leading CEOs and corporations and is recognized in particular for his crisis management experience.

Prior to Teneo, Mr. Kelly served as the U.S. Economic Envoy to Northern Ireland at the U.S. Department of State. Mr. Kelly was appointed Economic Envoy by Secretary of State, Hillary Clinton, in September, 2009.

In his role as Economic Envoy, Mr. Kelly is recognized as having helped bring significant investment to the region from U.S. corporations. He also played a significant role in supporting the efforts that led to the historic devolution of policing and justice powers to the Northern Ireland Assembly, giving Northern Ireland fully devolved political governance for the first time in its modern history.

Prior to his government service, Mr. Kelly served as Executive Vice President and Chief Integration Officer of FTI Consulting (FTI), one of the world’s leading international consulting companies. In his role at FTI, then a 3,500 person business with a market capitalization in excess of $2 billion, Mr. Kelly was responsible for the operational integration of the company’s various businesses in more than 20 countries around the world. He also had responsibility for corporate strategy, global business development, global client management and all of the company’s marketing and communications functions.

Prior to taking an executive officer position at FTI, Mr. Kelly was Chairman and CEO of Financial Dynamics in the United States and Chairman of Financial Dynamics in Ireland.

Mr. Kelly was a member of the senior management team which sold Financial Dynamics (FD) to FTI Consulting in September of 2006. Mr. Kelly had become part of the FD business when he sold his company, Gallagher and Kelly Public Relations, to FD in 2000. Prior to that, he held a number of senior management positions with other leading communications companies in Ireland. Mr. Kelly previously worked as a journalist for more than a decade. He was selected as the recipient of the AT Cross Business Journalist of The Year Award in 1994.

Mr. Kelly is a graduate of The National University of Ireland (Galway). In 2012, he was awarded the Ellis Island Medal of Honor, presented to individuals of different ethnic backgrounds who distinguish themselves by their contributions to society in the United States. In 2011, Mr. Kelly received an honorary doctorate from Queen’s University, Belfast in recognition of his service to the community and economy of Northern Ireland. In 2008 he became the youngest-ever recipient of the American Irish Historical Society’s prestigious gold medal, given annually to one person deemed to have made a unique contribution to Irish American society. He created and continues to underwrite and personally oversee the Northern Ireland Mentorship Program in partnership with the American Ireland Fund. The Northern Ireland Mentorship Program enables young university graduates from Northern Ireland to spend a year working within several leading corporations in the United States with a view to using their experience to embark on new careers in Northern Ireland.

Awards and Recognition
- Ellis Island Medal of Honor (2012)
- Honorary Doctorate Recipient, Queens University (Belfast) (2011)
- AT Cross Business Journalist of The Year Award (1994)

Memberships and Affiliations
- Founder and Board Member, Northern Ireland Mentorship Program
- Board Member, Sesame Workshop
- Chairman, Royal Academy America
Douglas J. Band is a co-founder and President of Teneo.

Mr. Band began working in the White House in 1995, serving in the White House Counsel's office for four years and later in the Oval Office as the President's Aide. In 1999, he was appointed by President Clinton as a Special Assistant to the President before he was made one of the youngest Deputy Assistants ever to serve a President.

Mr. Band served as President Clinton's chief advisor from 2002 until 2012, advising him as the Counselor to the President, and was the key architect of Clinton's post-Presidency. He created and built the Clinton Global Initiative, which to date, has raised $69 billion for 2,100 philanthropic initiatives around the world and impacted over 400 million people in 180 countries. On March 1, 2012, President Clinton said of Doug: "I couldn't have achieved half of what I have in my post-presidency without Doug Band. Doug is my Counselor and a board member of the Clinton Global Initiative, which was created at his suggestion. He tirelessly works to support the expansion of CGI's activities and my other foundation work around the world. In our first ten years, Doug’s strategic vision and fund-raising made it possible for the foundation to survive and thrive. I hope and believe he will continue to advise me and build CGI for another decade."

Mr. Band has traveled to 125 countries and to over 2,000 cities. In the Summer of 2009, he traveled to North Korea with President Clinton to orchestrate and secure the release of two American journalists. Additionally, he has been involved in other negotiations to free and help Americans held around the world. He has assisted in the rebuilding of nations and regions after some of the worst natural disasters in the past two decades, including New Orleans, Haiti, Southeast Asia, and Gujarat, India.

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Mr. Band has advised several heads of state, governors and mayors transition out of public office into private life. He was part of the negotiation team that handled all aspects of Hillary Clinton’s becoming Secretary of State. He continues to serve his country in assisting various domestic agencies and advising foreign governments on nation-building, infrastructure creation and democratic governance structure.

Doug Band graduated from the University of Florida in 1995 and while working at the White House for six years, he simultaneously obtained a masters and a law degree from Georgetown University by attending both programs in the evenings.

Doug lives in New York City with his wife Lily and their three children, Max (5), Sophie (4) and Elle (2).

Memberships and Affiliations
- Adjunct Professor, New York University
- Advisory Board, Clinton Global Initiative
- Board of Directors, Clinton Foundation Sweden
- Humana Challenge in Partnership with the Clinton Foundation Board of Directors
- Board of Regents, Georgetown University
- International Advisory Board, Coca-Cola Company
- Board of Directors, New York City Football Club
- America’s Cup Organizing Committee
- Trustee, Boy’s Club of NY
- Trustee, Center for American Progress
- Trustee, First Tee of NY
- Trustee, Oklahoma City National Memorial Museum
- Board of Directors (2008 – 2012), Clinton Global Initiative
- Board of Directors (2010), United States Bid Committee for the World Cup
Paul Keary is a co-founder of Teneo and COO of the company’s 12 operating divisions globally.

Prior to Teneo, Mr. Keary ran a business and communications strategy consultancy where he advised some of the largest companies in the world on reputational, operational and strategic challenges and opportunities.

Mr. Keary previously served as Senior Managing Director and Director of Business Integration at FTI Consulting (FTI), one of the world’s leading international consulting companies. He also served with the Company’s Executive Committee. FTI, then a 3,500-person-strong consulting firm, advises companies and intermediaries on investigations, litigation, mergers and acquisitions, regulatory issues, reputation management and restructuring.

Prior to joining FTI, Mr. Keary ran the North American business of Financial Dynamics (FD), the world’s largest business communications consultancy. Mr. Keary was instrumental in growing the business through a strategy of acquisition and organic-based growth, and also advised Fortune 500 companies, governments and industry organizations on positioning strategy, reputation management, capital market communications and crisis management strategies.

Prior to joining FD, Mr. Keary held a senior management position for a leading global communications agency and worked extensively in Europe, Middle East and the Americas, advising a wide number of blue chip technology companies on communications strategy surrounding IPOs and M&A activity.

Mr. Keary was also previously Head of Communications for Xerox Europe Ltd. during a time of significant restructuring and realignment for the company.

Awards and Recognition
- Recipient, PRCA Award for Consulting Excellence

Memberships and Affiliations
- Director, US Foundation Board for National University of Ireland, Galway

Senior Leadership Team
Richard Powell is the President of Teneo Strategy and the Chair of the Americas Executive Committee. Mr. Powell’s career has included senior management roles in communications, public affairs, government relations and venture capital firms. He has spent considerable time orchestrating global projects for multinational corporations, as well as providing political and communications advice to CEOs and world leaders, including the Prime Minister of Italy and the President of the Ukraine.

Prior to joining Teneo, Mr. Powell was Bloomberg L.P.’s Chief Communications Officer, where he built Bloomberg’s global communications strategy and infrastructure to support the company’s core financial products business, as well as its growth in new products and emerging markets.

Prior to joining Bloomberg, Mr. Powell was Chief Operating Officer Worldwide of the global public relations and communications firm, Burson-Marsteller. He also served as the Global Chair of Burson-Marsteller’s Corporate Practice and counseled many clients, including Coca-Cola, HP and Accenture.

Before his 2007 return to Burson-Marsteller (where he started his career), Mr. Powell served as Managing Director of Quinn Gillespie & Associates (QGA), one of Washington, D.C.’s leading public affairs and lobbying firms. At QGA, he managed the financial and operational functions of the firm and provided public affairs and corporate communications counsel to a variety of QGA clients, including: Bank of America, HP, PricewaterhouseCoopers and Dell. He also managed QGA’s International Practice and led projects in China, Brussels, Italy, Serbia, Bosnia, Albania, Macedonia and the Ivory Coast. Additionally, Mr. Powell helped guide the acquisition of QGA by WPP in 2004.

Mr. Powell previously worked in venture capital management, first as co-founder and Managing Director of Washington, D.C.-based technology incubator, VenCatalyst, and then as Managing Director of the New York office of Idealab after its acquisition of VenCatalyst.

He is a native of Tennessee and graduated with a B.B.A in Business and a B.A. in Political Science from Southern Methodist University.

Memberships and Affiliations
- The Center for Communication
- Council on Foreign Relations

Richard Powell
President
Teneo Strategy

Expertise
Corporate Communications
Government Relations
Public Affairs
Strategic Communications
Paul Gallagher is a Senior Managing Director with Teneo Strategy.

Prior to joining Teneo, Mr. Gallagher led the U.S. Crisis Practice at Burson-Marsteller (B-M). In that capacity, he helped B-M's clients manage a wide variety of crisis situations including government investigations related to: insider trading; FCPA and mortgage lending issues; shareholder lawsuits and proxy fights; medical and financial data security breaches; industrial/environmental accidents; product recalls; white-collar crime; corporate campaigns; activist protests; and complex litigation.

Prior to joining B-M, Mr. Gallagher was Director of Media Strategy for Manning Selvage & Lee (MS&L), part of the Publicis Group of companies. While at MS&L, he handled a number of high-profile, media-intensive crisis situations involving mine and plant safety, workplace discrimination, drug safety and patient trials.

From 1996-2006, Mr. Gallagher worked as a producer for Mike Wallace at the CBS News program “60 Minutes.” He won numerous awards for his work, including the 2002 Investigative Reporters & Editors Medal for an investigation of the U.S. Marine Corps' troubled “Osprey” aircraft program. Mr. Gallagher has also reported for The New York Times, The Boston Globe, The Associated Press and National Public Radio.

Mr. Gallagher has a master's degree from Columbia University's Graduate School of Journalism.
Kim Davis is a Senior Managing Director and the founder of Teneo Diversity & Inclusion. During her over 30 years in the financial services industry, Ms. Davis served in wide range of line and staff leadership roles, including: Director of Recruiting, Training & Development for Global Banking; Human Resources Executive for Latin America; Global Director of Leadership Development; and Talent Management and National Sales Manager for Private Banking. Her academic training and corporate experience in Sales, Marketing, Product Development, Strategic Planning, Leadership Development and CSR has helped her develop a unique set of skills that have been used throughout her career.

Ms. Davis co-founded Springboard, Partners in Cross-Cultural Leadership, a leadership education and consulting company committed to building highly-diverse teams. Her passion for the issues surrounding leadership for women prompted her to help develop, design and implement a national leadership center – Spelman LEADS – Center for Leadership & Civic Engagement in collaboration with Spelman College, where she is a trustee and chairs the HR Committee. She also serves on the boards of the Executive Leadership Council and Deloitte’s Center for Inclusion and Leadership.

Prior to joining Teneo, Ms. Davis was Managing Director of Global Philanthropy and CSR, President of the JPMorgan Chase Foundation, and a member of JPMorgan Chase’s Executive Committee. Her responsibilities included: overseeing the firm’s approximately $218 million in annual giving; employee volunteerism; civic engagement; community relations; and strategic corporate marketing programs.

Ms. Davis has been a featured keynote speaker at numerous colleges and universities, guest lecturer at Smith College, and a featured panelist at the Forbes’ Inaugural Women’s Leadership Summit. She has been featured in a number of publications, including: The Business Journal’s “100 Most Influential Women,” Black Enterprise, Forbes, Pink Magazine and FastCompany’s “100 Most Creative People in Business.” Most recently she was profiled in Essence Magazine’s “28 Most Influential Black Women in America.”

Ms. Davis earned a bachelor’s degree in Economics and Finance from Spelman College in Atlanta. She completed ARC International’s Advanced Leadership Program and the Aspen Institute Executive Program.

Memberships and Affiliations

- Co-Founder, Springboard, Partners in Cross-Cultural Leadership
- Co-Founder, Spelman LEADS – Center for Leadership & Civic Engagement
- Trustee and Chair, Spelman College HR Committee
- Board Member, Executive Leadership Council
- Board Member, Deloitte’s Center for Inclusion and Leadership
Casey Morgan: Senior Managing Director and Head of Media Relations with Teneo Strategy. She leads several key accounts and manages the media team to ensure all clients have the media attention they need. She has worked on crisis communications and issues management for a range of corporations. She has spent the last several years providing top-level executives with intensive presentation and media skills training.

Prior to joining Teneo, Ms. Morgan was the Director for U.S. Media Strategy at Burson-Marsteller, based in the firm's New York office, where she worked on a variety of accounts across a range of industries including: automotive, technology, wind and solar power, financial services, retail, oil and gas, and manufacturing. In her role, she developed and led strategic communications programs for U.S.-based and global clients, and created thought leadership platforms for chief executive officers and other C-suite executives.

Ms. Morgan has an extensive background in television news, having spent nearly ten years as a producer for the CBS News broadcast, “60 Minutes.” She has reported on an array of investigative, business, social issue and feature stories across the U.S., Europe, Africa, the Middle East, and Antarctica. Ms. Morgan has won an Emmy Award, an American Women in Radio and Television Award, a National Association of Black Journalists Award, and an award for September 11th news coverage from the National Academy of Television Arts & Sciences.

Prior to “60 Minutes,” Ms. Morgan was an assistant producer for the CBS Documentary Unit, where she worked on lengthy projects for National Geographic, The History Channel, TLC, and A&E. Before joining CBS News, Ms. Morgan worked in the Sales & Marketing division of the CBS Television Network.

Awards and Recognition:
- Recipient, Emmy Award (2007)
- Recipient, American Women in Radio and Television Award
- Recipient, National Association of Black Journalists Award
- Recipient, National Academy of Television Arts & Sciences Award for Coverage of September 11th Attack
Padraic Riley is a Senior Managing Director with Teneo Strategy, working on a variety of issues and crisis management programs for Teneo’s clients.

In his most recent role, Mr. Riley served as Director of External Affairs and Communications for the Emirates Nuclear Energy Corporation (ENEC) in Abu Dhabi, United Arab Emirates. Mr. Riley was a key member of the executive team responsible for launching the Middle East’s first nuclear energy corporation, and the largest and most complex nuclear energy procurement in history. Mr. Riley managed the corporation’s international positioning program, media relations and communications efforts, as well as its work with the International Atomic Energy Agency.

Previously, Mr. Riley spent more than 12 years at Burson-Marsteller, the international communications consultancy, serving as one of the firm’s senior international crisis and issues management experts. He led significant work for multinational clients facing intense governmental, legal, and media challenges, including: attempted government takeovers, violent activist campaigns, and international litigation. He had significant client assignments in the Ukraine, Russia and the Middle East, and across the United States.

Prior to joining ENEC, Mr. Riley was a communications executive with The Atlantic Philanthropies, a foundation headquartered in New York. He worked extensively on corporate communications and media relations in the United States, the Republic of Ireland, and Northern Ireland.

Mr. Riley received a B.A., in English Literature from the College of the Holy Cross in Worcester, Mass. He holds dual U.S./Republic of Ireland citizenship.
Senior Leadership Team

Stephen Cohen is a Senior Managing Director at Teneo Strategy. Mr. Cohen began his career as a financial journalist. Since leaving journalism, he has held a number of senior roles in corporate communications at some of the world’s largest and most complex financial institutions, where he was an advisor to senior management and a corporate spokesman. Mr. Cohen currently advises a range of companies, private equity firms and individuals on a range of issues and topics, including reputation management, executive positioning, media relations, investor relations, crisis communications, restructuring, IPOs and other capital raising and M&A.

At Teneo, Mr. Cohen’s clients span a variety of industries and issues, for whom he and his colleagues help develop and execute comprehensive reputation, corporate communications, positioning and investor relations programs aligned to business value and results.

Mr. Cohen joined Teneo in 2011. Prior to joining Teneo, Mr. Cohen was a Vice President in the Executive Office at Goldman Sachs, where he worked with the executive team on financial communications and rebuilding the firm’s reputation after the financial crisis. Previously, Mr. Cohen was a Senior Vice President in Citigroup’s corporate affairs department, where he worked closely with the bank’s senior leadership team in navigating the financial crisis, the failing financial performance of the industry, the U.S. government’s involvement and the reputational backlash of the Troubled Asset Relief Program.

As a reporter at Bloomberg News, Mr. Cohen wrote about financial markets and the financial services industry. In this role, he wrote breaking news stories, as well as in-depth features and profiles for Bloomberg’s Markets Magazine.

Mr. Cohen holds a bachelor’s degree in journalism from the S.I. Newhouse School of Public Communications at Syracuse University. He is a member of the Newhouse44, the school’s alumni leadership group. He lives in New York with his wife and two children.

Memberships and Affiliations

- Member, Newhouse44
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