

October 5, 2018

Jessica Fries
Executive Chairman
The Prince's Accounting for Sustainability Project
Clarence House
London SW1A 1BA
The United Kingdom

Dear Jessica,

Many thanks for this opportunity to contribute to The Prince of Wales' 70th birthday celebration by providing our insights concerning our involvement with The Prince's A4S project. My apologies for my late contribution to this important milestone for H.R.H. The Prince of Wales.

A4S is an enormously important and timely initiative, which will serve to unlock many, meaningful sources of capital, that is currently sitting on the sidelines, to both address globally, pressing climate change issues, as well as create opportunities for business to generate new, sustainable growth. Moreover, A4S will be an important source of conceiving new financing, business and partnership models, that are absolutely essential to solving these global climate and sustainability challenges. We have all of the capital we need to tackle the most pressing environmental, social and governance issues and to build a bright, optimistic and sustainable future for generations to come. Ultimately, capital will be unlocked through the design and delivery of new financing and business models, including the construction of diverse, innovative ecosystems that need to be at the core of bringing about rapid, disruptive change.

The Rotman School of Management has had the unique opportunity to work with the A4S leadership team to jointly design an international case competition, which engages our next generation of business leaders. Business schools from around the world are invited annually to participate in delivering finance and business model solutions to important sustainability challenges that are set by leading, global companies. This competition unlocks the creativity, curiosity, leadership and intelligence of the world's emerging leaders to generate exciting, new ideas, at scale, and to take control of their futures, including the well-being of the planet and its communities.

The Rotman International A4S Case Competition is not only a terrific source of new ideas, solutions and business proposals. More importantly, it is an extremely important source of inspiration, insights and networking. The competition brings the new generation together



with incumbent business and institutional leaders to re-imagine our futures in a setting that is unencumbered by political dogma and inclusive of diverse inputs and visions.

Our hope is that this inaugural, annual Case Competition and format will serve as a source of inspiration for other schools, regions and corporate communities to undertake a similar exercise of bringing industry, public institutions and the next generation of leaders together to solve the world's most pressing issues. As a next step, we need to ensure that we create pathways for the ideas conceived in this forum to be executed and funded in real world settings.

We also believe we should be exploring ways to connect this next generation of business and institutional leaders to our emerging STEAM (science, technology, engineering, art & math) inventors. Our young STEAM entrepreneurs often lack exposure and experience to the business skills necessary to commercialize their ideas. As a result, they also lack access to capital. Capital is unlocked by viable business and financing models. Perhaps, A4S has a role to play here as well, by designing university case competitions that bring together these two communities of young leaders and inventors.

A4S has provided us with a unique platform and the "power to convene" the world's young leaders as a means of channelling their passion, energy and talent to re-imagine a new, inclusive global community driven by purpose and enhanced sustainability outcomes. We are enormously grateful for this opportunity and look forward to many more years of collaboration, including new ways of extending this impact into an even broader audience of young leaders and inventors.

Thank you for the enormous impact you have had, your Royal Highness, with young people all over the world. We wish you a wonderful birthday and celebration and hope you will continue to lead and inspire us for a very long time to come.

With best wishes,



Richard P. Blundell
Executive-in-Residence & Adjunct Professor
Sustainability, innovation & entrepreneurship
The Rotman School of Management
The University of Toronto