

Hye-Won Choi
Senior Vice President, Head of Corporate Governance
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Hye-Won Choi is Senior Vice President and Head of Corporate Governance at TIAA-CREF. TIAA-CREF, a financial services group of companies located in New York, had assets under management of about \$363 billion as of December 31, 2008.

On behalf of the boards of the TIAA-CREF group of companies, Ms. Choi and her colleagues work to enhance the governance/social responsibility practices of companies held within TIAA-CREF's investment portfolios with the objective of increasing shareholder value and improving long-term performance.

Ms. Choi has presented at numerous corporate governance conferences in the United States and internationally and has been quoted in major publications. She also represents TIAA-CREF on various international corporate governance networks and coalitions.

Ms. Choi received an A.B. *cum laude* from Harvard in 1985 and a J.D. from the University of California, Berkeley, in 1989. Prior to joining TIAA-CREF in 1994, Ms. Choi was in private practice in securities and corporate law.