

June 14, 2013

To whom it may concern

I heartily endorse Karen Shaff's nomination as a Business Record Woman of Influence for 2013. Karen is among our most impactful senior leaders at the Principal Financial Group and has been so throughout her career. Over 30 years, her dedication, hard work, brilliant insights and advice have contributed greatly to our company's success. I heavily rely on Karen's counsel.

Karen's influence goes well beyond her important role at Principal. Karen is a top expert in governmental affairs at the national level, and more than 50 state and local governments. She is highly sought out for her ability to work with legislators and regulators to resolve complex issues. Over decades, Karen has given generously of her own time, talent and treasure to worthy causes in our community. Whether providing pro bono counsel to underprivileged citizens in need of legal advice through Iowa Legal Aid, or the member of a large number of non-profit boards of directors, Karen is a focused and valuable community leader. She is a top United Way giver and has mentored countless up and coming leaders in business and across our community.

Karen is a passionate advocate for her beliefs, for customers, for those less fortunate and for animals. She operates at the highest level of integrity, ethics and expertise. I can't think of a better candidate to represent the Business Record and all women of influence.

Sincerely



Larry D. Zimpleman
Chairman, President and CEO
Principal Financial Group