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Who Are We?

- An Oregon company based in Portland
- Our business model:
 - Family of wholly-owned, small business subsidiaries
 - Diverse sectors
 - Products & Services
 - BC, WA, OR, ID, MT & CA

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Our Mission

**Financial, social and
environmental performance.**

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Who Created Upstream 21?

- Portfolio 21 Investments
- Bryan Redd

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Who Owns Upstream 21?

- Socially responsible investors
- Investing their own money
 - Support small businesses
 - Support local communities
 - Belief in our corporate charter and business model.
 - Sustainable future
- Employees

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Not!

- Closing plants and off-shoring to cheap labor
- Cutting costs with layoffs
- Sacrificing employees, community and the environment for profits
- Buying companies and “flipping” them for a quick profit
- Taking companies apart and selling the pieces

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Yes!

- Strengthening and building small companies
- Working with the management and employees of our companies to help them get better at what they do.
- Producing products and providing services that are part of our vision for a sustainable future.
- Planning and operating with a long-term view

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“A Nation of Sharecroppers”

Warren Buffet (2005)

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Our aim must be “for everybody
to gain—stockholders,
employees, suppliers, customers,
community, the
environment—over the long term”

W. Edwards Deming

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Strengthening Local Economies

The Living System Upon Which
We Depend

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Upstream 21 Companies

Jefferson State Forest Products,
Hayfork, CA

Community Smallwood Solutions,
Wallowa, OR

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Investment Capital

Patient Capital vs. Short-term Capital

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Community Capital

Debt and Equity

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The logo for UPSTREAM 21 features a stylized wave icon to the left of the text "UPSTREAM 21". The wave is composed of three curved lines, with the top line being the most prominent. The text "UPSTREAM 21" is in a clean, sans-serif font, with "UPSTREAM" in all caps and "21" in a slightly larger font size.

UPSTREAM 21

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