

MEMORANDUM

DATE: April 8, 2010
TO: Business Advisory Committee
FROM: Jeremy Graves, Community Development Director 
SUBJECT: BAC Candidate Interviews

As discussed at the March 18th meeting, the BAC will conduct five-minute interviews with the candidates listed below to select the final BAC-appointee member. City Council Resolution No. 5090 indicates that the BAC-appointees should be “local business people and/or commercial landlords.” The term of office for this position will be three years, expiring on June 30, 2013.

BAC membership applications from the parties listed below are attached for review. Bonnie MacGregor and Lori Randell withdrew from the interview process.

- Rob Perica
- Steven Flahive
- Amy Belser
- Peter Van Meter
- Michael Sobel

CDD\Boards & Committees\BAC\Staff Reports\BAC Candidates 4-8-10



**CITY OF SAUSALITO
BOARDS AND COMMISSIONS APPLICATION**

Name Rob Perica Date Dec 5, 2008

Home Address 2 A Dock, Gate 6 Road Home Phone (415) 425-6325 Business Phone _____

Mailing Address ROBPERICA@gmail.com FAX Number _____ Mobile Phone _____

E-Mail Address robert@percatus Occupation Information Technology Manager

(Note: We will use your email address only for official City business and will not make it available to others without your consent.)

Type of Business Software

Education (list highest year completed and all degrees) Masters of Science (IT), Bachelor of Arts (English)

Year you became a resident of Sausalito 2007 Are you a Registered Voter in Sausalito? Yes No _____

Are you able to attend: Daytime meetings? Yes No _____ Evening meetings? Yes No _____

Are there specific days or evenings you would not be able to attend meetings? Yes No _____
If your answer was "Yes", please list the days and times of day you are unavailable:

Mon 7:30-9pm, Tues 7-10pm, Thurs 7:30-9:30pm, Fri 6-9pm (negotiable!)

Are you now or have you ever been employed by the City of Sausalito? Yes No

Do you have any relatives employed by the City of Sausalito? Yes No

List civic activities, clubs, associations, etc.: Sausalito Arts Festival, Mountain Play and Tall Ships volunteer

ADVISORY BOARDS, COMMISSIONS AND COMMITTEES

Please indicate your preference(s). If more than one, number them in the order of your preference.

- | | |
|---|---------------------------------------|
| <input checked="" type="checkbox"/> Arts Commission | _____ Parks and Recreation Commission |
| _____ Board of Library Trustees | _____ Planning Commission |
| <input checked="" type="checkbox"/> Business Advisory Committee | _____ Tree Committee |
| _____ Citizens' Advisory Review Board on Police Matters | _____ Underground Committee |
| _____ Disaster Preparedness Committee | _____ Waste & Recycling Commission |
| _____ Historic Landmarks Board | _____ Other: _____ |
| _____ Housing & Dangerous Appeals Board | |

Please list any community references:

With respect to the Board(s), Commission(s) or Committee(s) in which you have interest, PLEASE ATTACH A BRIEF STATEMENT as to why you are interested in serving; list special qualifications, and feel free to attach a resume if you feel it is pertinent.

Your service to the City on a board, committee or commission makes it necessary for staff and members of the public to be able to contact you on matters related to your board service. The City publishes a Directory of Boards, Commissions and Committees and provides the information on the City website. We will honor your request to withhold some categories of contact information from the public if you so indicate. Please check the appropriate boxes below to let us know which information may be made public in the event that you are appointed by the City Council.

	Please check the boxes below if you consent to having your contact information published in the DIRECTORY OF CITY BOARDS AND COMMISSION MEMBERS. If you do not check a box, the information will not be published:	Please check the boxes below if you consent to having your contact information published on the CITY OF SAUSALITO WEBSITE. If you do not check a box, the information will not be published:
Name	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Residence Address	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Mailing Address	<input type="checkbox"/>	<input type="checkbox"/>
Home Phone	<input type="checkbox"/>	<input type="checkbox"/>
Mobile Phone	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Work Phone	<input type="checkbox"/>	<input type="checkbox"/>
FAX	<input type="checkbox"/>	<input type="checkbox"/>
E-mail address	<input checked="" type="checkbox"/>	<input type="checkbox"/>

With my signature below, I hereby:

Attest that I have read City of Sausalito Ordinance No. 1133 relating to City boards, commissions and committees. (Text of Ordinance attached at the end of this application)

Submit my application for consideration by the City Council.


Signature of Applicant

Jan 12, 2009
Date

This application will be kept on file for a period of one (1) year and will be considered by the City Council whenever a vacancy occurs or a term expires on the Board(s), Commission(s) or Committee(s) you have selected. You will be notified shortly before the City Council is prepared to conduct interviews to schedule an appointment for an interview.

Drop off completed applications to: Sausalito City Hall / 420 Litho Street, Sausalito CA 94965 or
Mail, FAX or email to: Ms. Dale Vaughn, Administrative Services Manager/Volunteer Coordinator
Phone (415) 289-4130 / FAX (415) 289-4167 / Dvaughn@ci.sausalito.ca.us

Rob Perica
#2 A Dock
Gate 6 Road
Sausalito, CA 94965
(415) 425-6325
robert@perica.us

PROFESSIONAL SUMMARY:

- Strong technical background with Masters degree in IT
- Experience in managing multiple projects and teams of 4-12 staff
- Committed to the long term development of team members
- Experience on multi-national projects with long-term roles in Europe and the Middle East
- Proven ability to think strategically, handle ambiguity and work in a fast paced environment

PROFESSIONAL EXPERIENCE

**Advent Software
Migration Services Manager**

Aug 2007 – Sep 2008

- Expanded the migration team to seven direct reports including Project Managers and Data Reconciliation Analysts. As the **Manager** directed the budget, hiring and goal setting. Monitored and guided work undertaken by team resources, and provided the mentoring, coaching, performance evaluations and associated compensation adjustments.
- Drove the development of Advent's Geneva migration related service offerings including service proposals, definition of processes and documentation for hedge funds, fund admins and prime brokers.
- Defined the team's business model for integration with Support, Product Development, Account Management and Sales. Collaborated and communicated cross functionally to ensure successful management of migration projects and deliverables to clients. Worked with the account management team to scope and deliver migration services opportunities to nine major clients.
- Provided input to the Product Development group on the development of migration tools and repeatable processes. Instrumental in further developing automated processes to identify and rectify known issues across the client base. Collaborated with clients on their migrations and managed all ongoing Enterprise migration projects.

**GreenPoint Mortgage Funding
IT Manager**

Mar 2007 – Jun 2007

- Served as the **IT Manager** for GreenPoint's software interfaces and Oracle database development. Reported to the Director of Software Applications Development and managed a team of two business analysts and five programmers.

- Responsible for the mentoring and assessment of team members, capacity planning and improving their effectiveness. Worked with Unanet and MS Project, Remedy, Visio and the full suite of MS Office products.
- Led meetings, presented development strategies and coordinated cross-functional teams to implement the Branding and Integration goals of the parent company Capital One.
- Collaborated with Secondary, Correspondent Lending, Treasury and Accounting to improve the functionality of 63 interfaces for Pre and Post Funding. Escalated audit and compliance issues and supervised swat teams to brainstorm and solve urgent issues.

**Common Knowledge
Project Manager and Consultant**

2003 – 2007

- Served as the **Project Manager** and **Consultant** to implement retail websites. Designed and created multiple customizations for a Linux platform. Advised on sales and marketing strategies and recommended technical solutions including platforms and providers.

**PricewaterhouseCoopers Consulting
Senior Consultant**

2001 – 2003

- Served as a **Senior Consultant** for PwC's Application Process Outsourcing service for Oracle Financials clients. The role involved solving Oracle 11i system issues, providing additional Oracle consulting services to existing clients, and developing further business opportunities. As the Senior Consultant assisted with clearing a backlog of customer service issues resulting in increased customer satisfaction and further business.
- Collaborated with the proposal team to redevelop the business process and product offering of the APO division. Assisted with the presentation delivery and associated solution design.
- Assisted as the **Security Project Lead** for the audit of Oracle Financials for a customer credit agency. Responsibilities included creating recommendations for enhanced personnel profiling, restricted user access and application tracking.

**Oracle Corporation
Senior Consultant and Project Manager**

1993 – 2001

- Served as the **Senior Consultant** to implement Oracle Receivables for Oracle Belgium and transfer the processing to a shared service center in Dublin. Responsibilities included producing the requirements document, creating the gap analysis, managing the training, data conversion, and system testing to prepare the system for cut-over. The implementation reduced their workload by 20% and closed the accounting period four times faster.
- As a **Project Manager** and **Senior Consultant** implemented integrated systems for Oracle the world's largest enterprise software company, network hardware manufacturer Cisco, biotech firm UCB, telecommunications company Nortel, insurance company AXA, games manufacturer Electronic Arts and food manufacturer Nestle, amongst others. Created project plans, analyzed client business processes and created functional requirements.
- Promoted to **Program Manager** of European tax changes for Cisco's enterprise system. Collaborated with tax attorneys and program executives. Implemented improved tax accounting for cross-border deliveries that saved the company 5% of turnkey sales.

- Promoted to **Project Manager** of the Oracle Accounting software development. Created a team, relocated the office to a cost-effective site and managed the development. The successful project rolled out to 130 existing and 26 new customers, transforming a liability of \$2.5m into an asset of \$3.2m.
- Demonstrated a laboratory information system as a **Presales Consultant** for a major electric utility in Europe. Managed the creation of the demonstration database and presentation materials for the project.

EDUCATION / TRAINING

Master of Science degree in Information Technology from the University of Strathclyde, Scotland

Bachelor of Arts degree in English from the University of Texas at Austin

Certificates from Advent University, San Francisco, CA-

Leading Technical Professionals
Project Management Skills
Leading at Advent

Certificates from Oracle University, Richmond, England -

Oracle Financials
PL/SQL
Database Design

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RECEIVED
MAY 13 2009
CITY OF SAUSALITO

CITY OF SAUSALITO
BOARDS AND COMMISSIONS APPLICATION

Name STEVEN FLAHERTY Date 4/30/09
Home Address 550 SAUSALITO Blvd Home Phone _____ Business Phone 249 2089
Mailing Address _____ FAX Number _____ Mobile Phone 726 1488
E-Mail Address Steve.Flaherty@Credit-Suisse.com Occupation FINANCE
(Note: We will use your email address only for official City business and will not make it available to others without your consent.)

Type of Business Financial Advisor

Education (list highest year completed and all degrees) BA - FINANCE & INTL RELATIONS

Year you became a resident of Sausalito 1992 Are you a Registered Voter in Sausalito? Yes No _____
Are you able to attend: Daytime meetings? Yes No _____ Evening meetings? Yes No _____
Are there specific days or evenings you would not be able to attend meetings? Yes _____ No
If your answer was "Yes", please list the days and times of day you are unavailable:

Are you now or have you ever been employed by the City of Sausalito? Yes No
Do you have any relatives employed by the City of Sausalito? Yes No
List civic activities, clubs, associations, etc.: STAR OF THE SEA FINANCE COM.

ADVISORY BOARDS, COMMISSIONS AND COMMITTEES

Please indicate your preference(s). If more than one, number them in the order of your preference.

- | | |
|--|--|
| <input type="checkbox"/> Arts Commission | <input type="checkbox"/> Parks and Recreation Commission |
| <input type="checkbox"/> Board of Library Trustees | <input type="checkbox"/> Planning Commission |
| <u>2</u> <input type="checkbox"/> Business Advisory Committee | <input type="checkbox"/> Sustainability Commission |
| <input type="checkbox"/> Citizens' Advisory Review Board on Police Matters | <input type="checkbox"/> Tree Committee |
| <input type="checkbox"/> Disaster Preparedness Committee | <input type="checkbox"/> Underground Committee |
| <input type="checkbox"/> Historic Landmarks Board | Other: _____ |
| <u>1</u> <input type="checkbox"/> Housing & Dangerous Appeals Board | _____ |

Please list any community references:

TINA & EVERT HYNNEMAN, CAROL FORD, LINDA PFEIFER, JEAN COMARFORD

Anyone from STAR OF THE SEA

With respect to the Board(s), Commission(s) or Committee(s) in which you have interest, PLEASE ATTACH A BRIEF STATEMENT as to why you are interested in serving; list special qualifications, and feel free to attach a resume if you feel it is pertinent.

Your service to the City on a board, committee or commission makes it necessary for staff and members of the public to be able to contact you on matters related to your board service. The City publishes a Directory of Boards, Commissions and Committees and provides the information on the City website. We will honor your request to withhold some categories of contact information from the public if you so indicate. Please check the appropriate boxes below to let us know which information may be made public in the event that you are appointed by the City Council.

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Home Phone	<input type="checkbox"/>	<input type="checkbox"/>
Mobile Phone	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Work Phone	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FAX	<input type="checkbox"/>	<input type="checkbox"/>
E-mail address	<input checked="" type="checkbox"/>	<input type="checkbox"/>

With my signature below, I hereby:

Attest that I have read City of Sausalito Ordinance No. 1133 relating to City boards, commissions and committees. (Text of Ordinance attached at the end of this application)

Submit my application for consideration by the City Council.

4/30/09

Signature of Applicant

Date

This application will be kept on file for a period of one (1) year and will be considered by the City Council whenever a vacancy occurs or a term expires on the Board(s), Commission(s) or Committee(s) you have selected. You will be notified shortly before the City Council is prepared to conduct interviews to schedule an appointment for an interview.

Drop off completed applications to: Sausalito City Hall / 420 Llitho Street, Sausalito CA 94965 or
Mail, FAX or email to: Debbie Pagliaro, Assistant to the City Manager
Phone (415) 289-4165 / FAX (415) 289-4167 / dpagliaro@ci.sausalito.ca.us

May 11th, 2009

To whom it may concern:

I have lived in Sausalito since 1992. Shortly after moving to Sausalito I decided to start saving to buy a multi-family property. Unfortunately, the property values increased faster than my savings, however, by 2005 I finally found a great multi-family duplex near my rental location on Sausalito Blvd.

Given both my long term rental experience and my more recent owner/landlord experience I understand the importance of affordable housing in Sausalito. The affordable housing complex completed by rotary which provides senior housing they would not normally be able to afford is what I consider a win/win for Sausalito. Also, my 13 years in the Finance industry at Citigroup and Credit-Suisse should be useful skills for the board in exploring all aspect of the quotas and financial operations.

Other than 8 years on the Star of the Sea Finance committee, this is the only board I have requested to serve on or served on. Thank you for taking the time to consider me.

Sincerely,



Steven Flahive
550 Sausalito Blvd.
Sausalito, Ca 94965
415-726-1488

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Debbie Pagliaro

From: amy_belser@sbcglobal.net
Sent: Sunday, June 21, 2009 6:46 PM
To: Jonathan Leone; Jeremy Graves; Debbie Pagliaro
Subject: BAC

Hi all

In reviewing the minutes of the BAC
I note that one resident position on the BAC vacant.

I will be a " resident w/o portfolio", and I would like to put my name on the list for consideration for the future. I will fill out a form (Deb)?

Amy

Sent via BlackBerry by AT&T

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RECEIVED

AUG 20 2009

CITY OF SAUSALITO
BOARDS AND COMMISSIONS APPLICATION CITY OF SAUSALITO

Name Peter Van Meter Date 8/20/09
Home Address 4 Cloud View Circle Home Phone 332-5291 Business Phone 332-2974
Mailing Address " FAX Number " Mobile Phone 699-2739
E-Mail Address mycre@packell.net Occupation Trainer

(Note: We will use your email address only for official City business and will not make it available to others without your consent.)
Type of Business ESOP
Education (list highest year completed and all degrees) MSME

Year you became a resident of Sausalito 1974 Are you a Registered Voter in Sausalito? Yes No
Are you able to attend: Daytime meetings? Yes No Evening meetings? Yes No
Are there specific days or evenings you would not be able to attend meetings? Yes No
If your answer was "Yes", please list the days and times of day you are unavailable:

Are you now or have you ever been employed by the City of Sausalito? Yes No (did get "pay" as Councilperson)
Do you have any relatives employed by the City of Sausalito? Circle One: Yes No Councilperson
List civic activities, clubs, associations, etc.: Citizen's Oversight Committee, Harbor & Downtown Area Committee, Rotary club, etc.

ADVISORY BOARDS, COMMISSIONS AND COMMITTEES

Please indicate your preference(s). If more than one, number them in the order of your preference.

- Arts Commission
- Board of Library Trustees
- Business Advisory Committee
- Citizens' Advisory Review Board on Police Matters
- Disaster Preparedness Committee
- Historic Landmarks Board
- Housing & Dangerous Appeals Board
- Parks and Recreation Commission
- Planning Commission
- Tree Committee
- Underground Committee
- Waste & Recycling Commission
- Other: _____

Please list any community references:

With respect to the Board(s), Commission(s) or Committee(s) in which you have interest, PLEASE ATTACH A BRIEF STATEMENT as to why you are interested in serving; list special qualifications, and feel free to attach a resume if you feel it is pertinent.

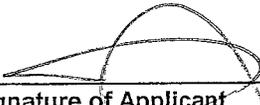
Commercial real estate (30 yrs.), former Planning Commission, City Council

Your service to the City on a board, committee or commission makes it necessary for staff and members of the public to be able to contact you on matters related to your board service. The City publishes a Directory of Boards, Commissions and Committees and provides the information on the City website. We will honor your request to withhold some categories of contact information from the public if you so indicate. Please check the appropriate boxes below to let us know which information may be made public in the event that you are appointed by the City Council.

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Work Phone	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
FAX	<input type="checkbox"/>	<input type="checkbox"/>
E-mail address	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

With my signature below, I hereby:

- Attest that I have read City of Sausalito Ordinance No. 1133 relating to City boards, commissions and committees. (Text of Ordinance attached at the end of this application)
- Submit my application for consideration by the City Council.

 _____
 Signature of Applicant

8/20/09

 Date

This application will be kept on file for a period of one (1) year and will be considered by the City Council whenever a vacancy occurs or a term expires on the Board(s), Commission(s) or Committee(s) you have selected. You will be notified shortly before the City Council is prepared to conduct interviews to schedule an appointment for an interview.

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 Mail, FAX or email to: Ms. Dale Vaughn, Administrative Services Manager/Volunteer Coordinator
 Phone (415) 289-4130 / FAX (415) 289-4167 / Dvaughn@ci.sausalito.ca.us



CITY OF SAUSALITO
BOARDS AND COMMISSIONS APPLICATION

Name Michael Sobel Date 9/8/09

Home Address 139 Cursey Ave, Sausalito 94965 Home Phone 415 332 3124 Business Phone 415 597 2435

Mailing Address Same as Home Address FAX Number 415 418 5637 Mobile Phone 415 806 0541

E-Mail Address sobemik@gmail.com Occupation Asset Management (Head of Trading, MD)
(Note: We will use your email address only for official City business and will not make it available to others without your consent.)

Type of Business Financial services, Global Asset Management

Education (list highest year completed and all degrees) BS Accounting, SUNY Binghamton, 1993

Year you became a resident of Sausalito 2003 Are you a Registered Voter in Sausalito? Yes [checked] No

Are you able to attend: Daytime meetings? Yes [checked] No Evening meetings? Yes [checked] No

Are there specific days or evenings you would not be able to attend meetings? Yes No
If your answer was "Yes", please list the days and times of day you are unavailable:
I can attend afternoon meetings (after 3pm)

Are you now or have you ever been employed by the City of Sausalito? [] Yes [checked] No

Do you have any relatives employed by the City of Sausalito? [] Yes [checked] No

List civic activities, clubs, associations, etc.:
New York Stock Exchange Institutional Trader Advisory Committee, CHAIR

ADVISORY BOARDS, COMMISSIONS AND COMMITTEES

Please indicate your preference(s). If more than one, number them in the order of your preference.

- Arts Commission
Board of Library Trustees
1 Business Advisory Committee
2 Citizens' Advisory Review Board on Police Matters
Disaster Preparedness Committee
Historic Landmarks Board
Housing & Dangerous Appeals Board
Parks and Recreation Commission
2 Planning Commission
Sustainability Commission
Tree Committee
Underground Committee
Other:

Statement of interest

I am submitting my interest in serving on Sausalito's Business Advisory Committee. I have been a resident of Sausalito for 6 years and my wife and I have come to truly love Sausalito and all that it offers both to residents and visitors. I am interested in joining this committee as I believe that I could bring a unique international perspective having recently worked and lived in New York, San Francisco, and Tokyo. My work in finance at one of the premier global asset management firms might provide valuable perspective on the state of the global economy on how this might filter into the Sausalito business environment. I also believe that Sausalito has one of the most beautiful waterfront properties in the world that needs continuous investment and care to ensure that it retains its world-class status.

Michael Sobel

Head of Equity Trading, United States

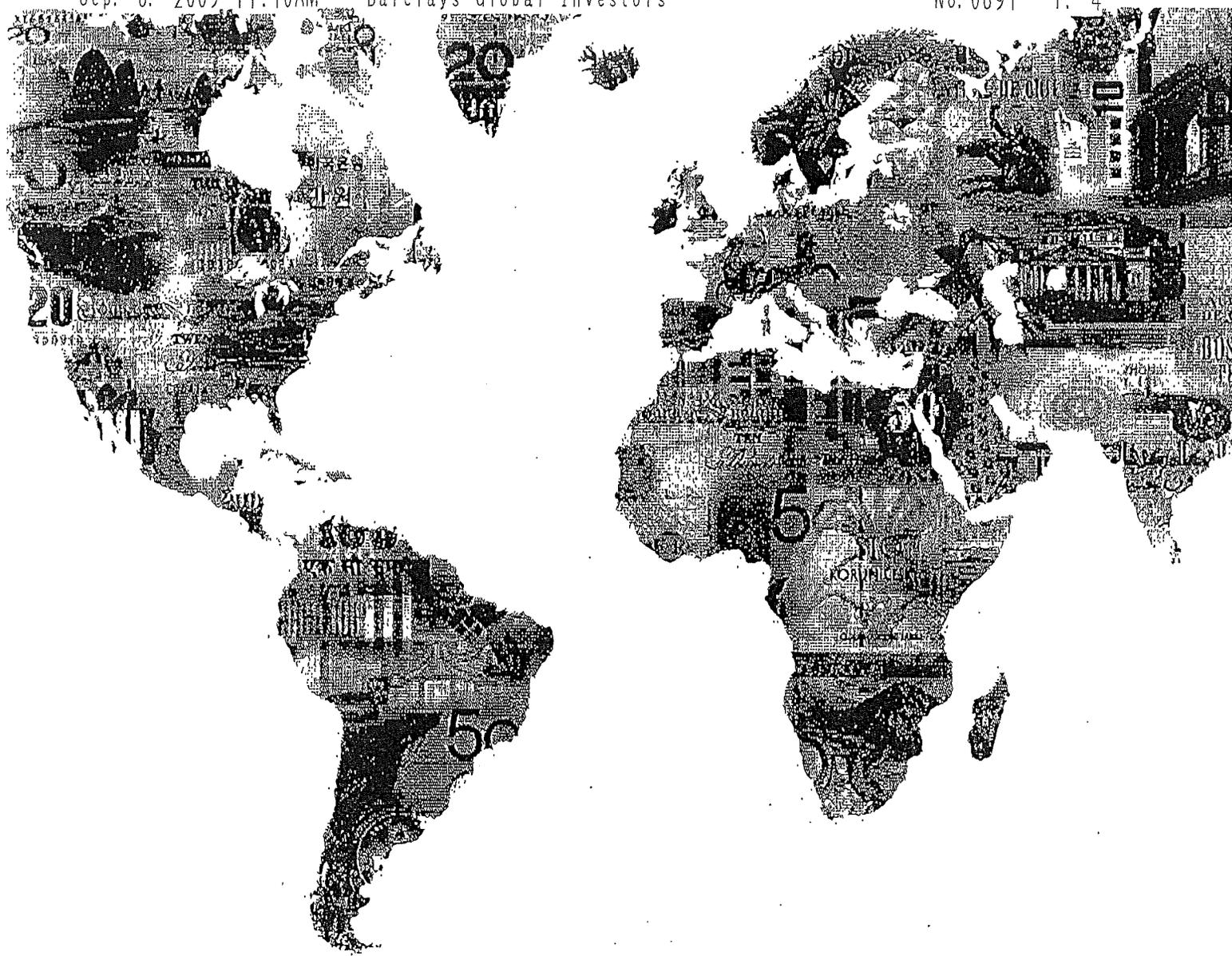
Managing Director

Michael Sobel is the US Head of Equity Trading at BGI. In this role, Mike has overall responsibility for all equity and listed derivative trading originating from the US. His primary duties include ensuring that delivered execution results are in line with BGI global best execution principles, counterparty relationship management, trader recruiting, and systems development oversight. Mike has over fifteen years of trading experience in global equities. Prior to joining BGI in 1999, Mike spent seven years at Morgan Stanley in Tokyo and New York in their global derivatives group. Mike's first two years at BGI were spent in the Japan office expanding trading capabilities in Asia. Mike graduated with honors from the State University of New York (SUNY) at Binghamton with a BS in Accounting. Last updated 8/27/2008

The Business Advisory Committee was originally established in 1995 by Resolution No. 4296. Prior to the adoption of this resolution, it was called the Business Advisory Task Force and had as a mission "to study the contribution of the business community to the fiscal well-being of Sausalito and using these findings to formulate recommendations for incorporation of any economic element in the General Plan of Sausalito." By adoption of Resolution No. 4296, the Business Advisory Board was officially created and later re-named the Business Advisory Committee by a resolution adopted in February, 2009.

PURPOSE: The purpose of this committee is to periodically evaluate the economy of the City and what changes should be made to promote the economic health of the business community, and shall have such other responsibilities and duties as may be requested of them from time to time by the City Council, or as considered advisable by the Board and approved by the City Council.

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2009 Profile from Barclays Global Investors

as of March 31, 2009

For more than thirty years, Barclays Global Investors (BGI®) has been at the forefront of developing innovative investment ideas.

Built on a sound investment philosophy that applies science and technology to the investment process, BGI focuses on the three dimensions of performance: return, risk, and cost—offering clients total performance management.

FACTS ABOUT BGI

BGI has a long record of creating performance through Innovation for our clients. While BGI has long been an incubator of new ideas, our investment philosophy has never changed. That's why clients know we provide a discipline and consistency rare in the investment management business.

- BGI is one of the world's largest asset managers, with US\$1.44 trillion in assets for more than 2,900 clients in 50 countries around the world.
- BGI employs more than 3,500 people globally, and is owned by Barclays PLC, one of the world's leading financial services providers.
- BGI is one of the world's largest providers of structured investment strategies, including indexing, market strategies, and risk-controlled active products, running more than 4,300 funds globally.
- BGI created the first index strategy in 1971, and is one of the largest institutional tax-exempt index fund managers.^{1 (2008)}
- BGI created the first target-date fund.
- BGI is a global product leader in the exchange traded funds business, with more than 300 ETFs.

- BGI is one of the largest securities lenders in the world, averaging US\$168.4 billion daily in loans outstanding in all global lending markets during 2008.
- BGI's transition management team, which has transitioned over US\$1.5 trillion during the last 5 years, has been restructuring portfolios since 1985.²
- BGI remains committed to maintaining its lead in investment research, investing millions of dollars annually.²
- BGI has been managing cash for more than 25 years, and today oversees US\$160 billion in cash assets worldwide.²

- Asset allocation*
- Global asset allocation
- Indexed asset allocation
- Other services*
- Liability-driven investment
- Alternative investments
- Currency management
- Securities lending
- Cash management
- Hedging strategies
- Transitions
- Commodities management

PRODUCTS AND SERVICES

- Index strategies*
- Equity and bond index strategies covering the world's capital markets
- Developed international and emerging markets index strategies
- Equity and bond index strategies for charities
- Active strategies*
- Developed equity market and fixed income strategies

MARKET SHARE

- Institutional*
- 56% of the world's top 100 largest pension plans.^{2 (2008)}
- 49% of Forbes Top 200 Global Companies.^{3 (2008)}
- Intermediary Investor*
- Global leader of exchange traded products and assets²

A HISTORY OF INNOVATION

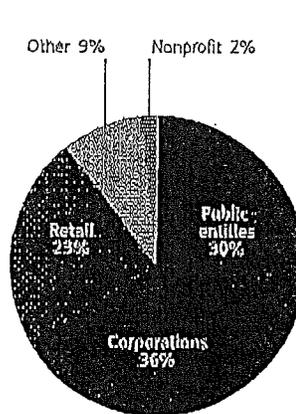
71 Created the first index strategy	81 Developed securities lending program Initiated international equity indexing Began managing non-US client assets	Began defined contribution capabilities	91 Introduced the first emerging markets index fund	96 Introduced world equity benchmark shares Launched first long-short strategy
77 Pioneered the first tactical asset allocation strategy	83 Introduced the first bond index fund	86 Introduced currency management capabilities	93 Developed target-date strategies	98 Introduced EMU strategies and eurozone bond funds Launched active currency management
79 Pioneered the first quantitative active equity strategy Introduced cash management strategies	85 Introduced transition management services	87 Pioneered cross-trading	94 Developed the proprietary alpha investment process	
		88 Began international bond indexing Introduced mutual fund advisory services	95 Introduced active bond strategies	

GLOBAL AND REGIONAL RANKINGS BY AUM

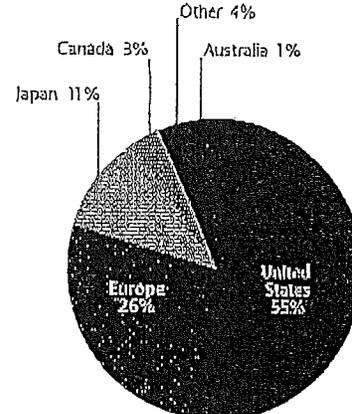
- Global**
 - 1 Index manager¹ (3/03)
 - 1 Asset manager⁴ (6/02)
 - 1 ETF manager¹² (12/08)
- Asia-Pacific**
 - 1 Asia-Pacific sourced assets within global fund house category² (12/08)
- Australia**
 - 5 International equities manager⁶ (12/08)
 - 4 Australian equities manager⁶ (12/08)
 - 4 Institutional investment manager⁶ (12/08)
- Canada**
 - 1 Money manager⁷ (11/08)
 - 1 Largest pooled fund manager⁷ (11/08)
 - 1 ETF manager⁸ (1/08)
- Europe**
 - 1 ETF manager Europe domiciled funds² (1/09)
 - 4 Institutional asset manager Netherlands⁹ (10/08)
- Japan**
 - 1 Manager of Japanese pension funds (investment advisory company)¹⁰ (12/08)
- United States**
 - 1 Asset manager¹¹ (6/09)
 - 1 Manager of enhanced domestic and international equity¹ (5/09)
 - 1 Manager of domestic indexed equity¹ (5/09)
 - 2 Manager of international indexed securities¹ (5/09)
 - 1 REIT manager¹ (5/09)
 - 2 Manager of defined benefit assets¹ (5/09)
 - 4 Manager of defined contribution assets¹² (10/08)

¹Pensions & Investments, ²BGI Internal Data, ³Forbes, ⁴Global Investor, ⁵Asian Investor, ⁶Investor Supermarket, ⁷Benefits Canada, ⁸Industry Research, ⁹Bureau Bosch, ¹⁰Nankin Jaho, ¹¹Institutional Investor, ¹²DC & Savings Plan Alert, ¹³Morgan Stanley Investment Strategies and Bloomberg

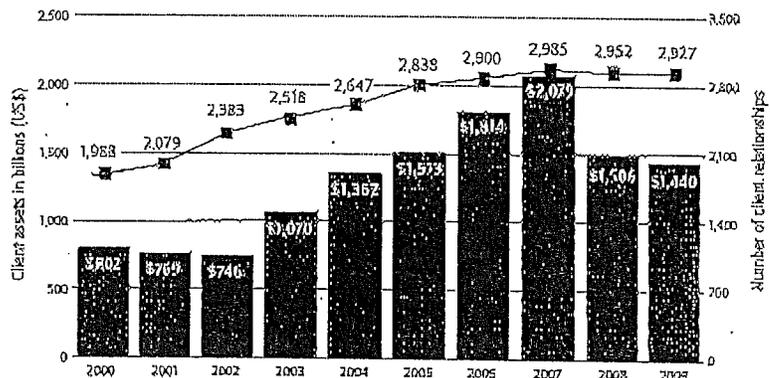
CLIENTS BY TYPE



CLIENTS BY REGION



GROWTH



99 Launched securities crossing network
Launched ETFs in Canada

00 Launched active fixed income strategies
Launched ETFs in US and UK
Launched first corporate bond index fund in UK
Launched world's first bond ETF in Canada

01 Launched series of global market-neutral strategies
Launched ETFs in Hong Kong and Japan
Launched first US high-yield bond index fund
Launched global markets long-short strategy

02 Launched first bond ETFs in US
Created first alpha credit process

03 Launched Asia ex-Japan market-neutral strategy

04 Won first institutional mandate in Mexico
Launched credit long-short strategy

05 Launched LDI strategies
Launched US commodities strategies

06 Launched five long-short fixed income strategies
Introduced Sudan-free strategies

07 Launched local Mexican ETFs
Launched first high-yield ETF
Launched first US municipal bond ETF

08 Launched first all-ETF 529 plan for fee-based advisors

Launched a frontier markets fund
Launched local Brazilian ETFs

09 Listed first corporate bond TRAC in Mexico
Acquired Mexico's NAFTRAC
Launched first US municipal bond ETF
Launched ETF 401(k) solutions for financial advisors*

*As of May 14, 2009

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AWARDS FOR EXCELLENCE

Global Pensions Awards 2009
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Investment Manager—10 years of Excellence
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LDI Manager of the Year
Derivatives Manager of the Year

Global Investor Magazine 2008 Awards
ETF Issuer of the Year
Investment Excellence in European Fixed Income

Pension and Investment Provider 2008 Awards
Transition Manager of the Year

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