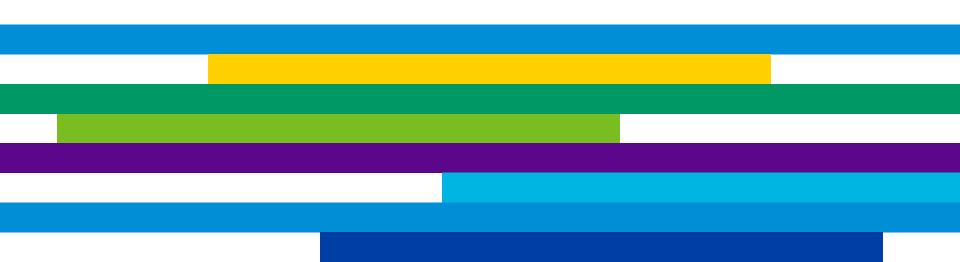
WHAT IS THE FUTURE OF FINANCE?

Ashvin Vibhakar, PhD, CFA Senior Advisor & Executive Sponsor Future of Finance Lima, Peru August, 2014





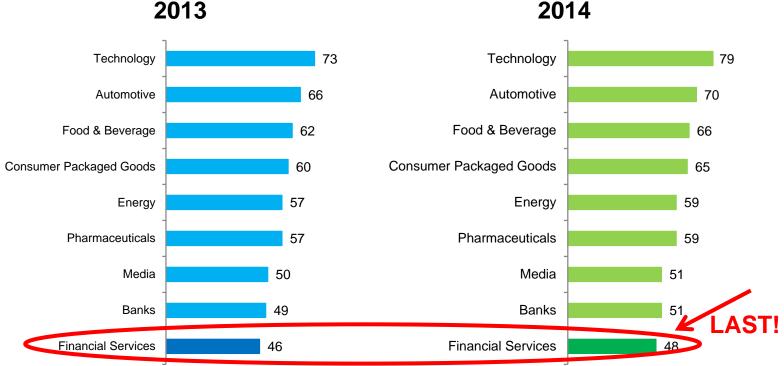
THE FINANCIAL ECOSYSTEM HAS GONE AWRY



WE MUST RESTORE TRUST IN FINANCE

According to the Edelman Trust Barometer, the financial services industry is the least trusted industry globally.

Question: Please indicate how much you trust businesses in each of the following industries to do what is right.



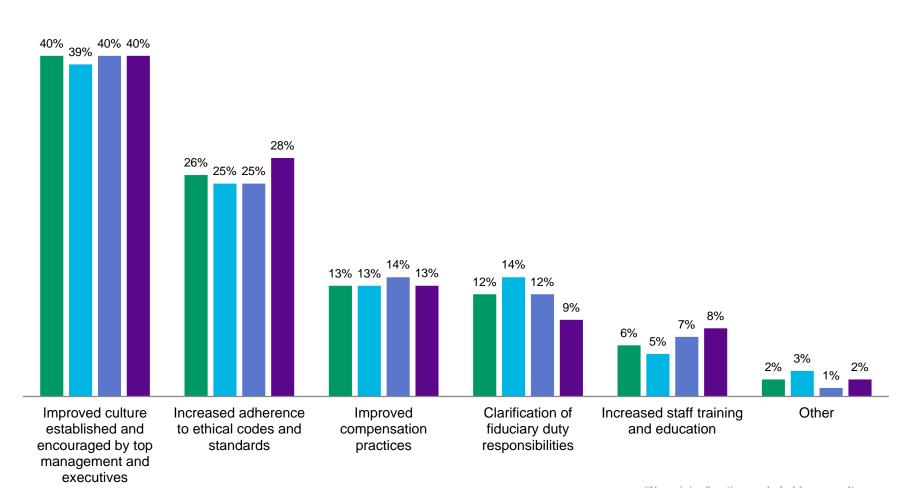
2014



From "Stewardship" by John Taft. This material is reproduced with permission of John Wiley & Sons, Inc.

WHICH OF THE FOLLOWING FIRM LEVEL ACTIONS IS MOST NEEDED IN THE COMING YEAR TO HELP IMPROVE INVESTOR TRUST AND CONFIDENCE?

Global AMER APAC EMEA



Source: Global Market Sentiment Survey 2014

THE COSTS OF FAILURE OF TRUST

Investors who do not trust the industry are unlikely to:

- Save and invest for their future
- Achieve their long-term financial objectives
- A "savings gaps" means:
 - Longer working lives
 - Lower quality of life
 - Intergenerational stress





WE MUST RESTORE BALANCE TO THE FINANCIAL ECOSYSTEM



FUTURE OF FINANCE PROJECT

CFA Institute mission: To lead the investment profession globally by promoting the highest standards of ethics, education, and professional excellence for the ultimate benefit of society.

Future of Finance Strategic Objective: To motivate and empower each actor in the financial ecosystem What to commit to fairness and integrity in order to shape a trustworthy, forward-thinking industry that better serves society. Financial markets function better when they are fair and investors' Why interests are put first. We will accomplish this via an organizing thematic framework and a structure and platform for engagement. A focused set of practical content and communication tools will How be deployed both directly by CFA Institute through selected, prioritized campaign themes and activities, and through our societies and other partners.

Putting Investors First

The duty to protect investor interests.



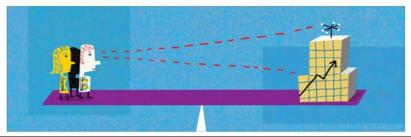
Safeguarding the System

Promoting stability and minimizing systemic risk.



Transparency & Fairness

Standards to promote an open and honest financial system.



Financial Knowledge

Empowering investors to make better decisions.



Regulation & Enforcement

Protecting investors and preserving capital market integrity.



Retirement Security

Sensible solutions to protect pension systems worldwide.



Putting Investors First

The duty to protect investor interests



Putting Investors First The duty to protect investor interests

Our Goal:

To foster a trustworthy environment in which financial agents serve their clients in an ethical and professional manner.

Key Solutions:

- Statement of Investor Rights
- Asset Manager Code of Conduct
- Are You a Visionary Director?
- Literature review on principal/agent issues



STATEMENT OF INVESTOR RIGHTS

Demanding that financial professionals abide by these rights helps you build trust in the person and/or firm you engage with, and thereby collectively restore trust, respect, and integrity in finance.

WHEN ENGAGING THE SERVICES OF FINANCIAL PROFESSIONALS AND ORGANIZATIONS, I HAVE THE RIGHT TO...

1. **Honest**, competent, and ethical conduct that complies with applicable law;

2. Independent and **objective** advice and assistance based on informed analysis, prudent judgment, and diligent effort;

3. My financial **interests** taking precedence over those of the professional and the organization;

4. Fair treatment with respect to other clients;

5. Disclosure of any existing or potential **conflicts** of interest in providing products or services to me;

6. **Understanding** of my circumstances, so that any advice provided is suitable and based on my financial objectives and constraints;

7. Clear, accurate, complete and timely **communications** that use plain language and are presented in a format that conveys the information effectively;

8. An explanation of all **fees** and costs charged to me, and information showing these expenses to be fair and reasonable;

9. Confidentiality of my information;

10. Appropriate and complete **records** to support the work done on my behalf.



Financial Knowledge

Empowering investors to make better decisions.



Financial Knowledge

Empowering investors to make better decisions.

Our Goal:

To support financial education by providing resources that will help investment professionals make decisions that better serve their clients.

Key Solution:

- CFA Institute Education Products
- Financial Market History Project



Retirement Security

Sensible solutions to protect pension systems worldwide.



Retirement Security

Sensible solutions to protect pension systems worldwide.

Our Goal:

To encourage sound retirement planning based on understanding of key issues.

Example:

- Essentials of a More Secure Retirement
- Pension Trustee Code of Conduct
- Life Annuities: An Optimal Product for Retirement Income
- Online discussion forum on pension design



Safeguarding the System

Promoting stability and minimizing systemic risk.



Safeguarding the System

Promoting stability and minimizing systemic risk.

Our Goal:

To create a better understanding of and develop resolutions for existing and potential risks that could adversely impact the global financial system.

Key Initiatives:

Seek influential partnerships and support activities to promote a sound financial system, e.g., the Systemic Risk Council

Former FDIC Chair to Lead Systemic Risk Council, Monitor Financial Regulation

Council aims to accelerate financial market reforms

The Systemic Risk Council, a private sector, volunteer group led by former Federal Deposit Insurance Corp. chair Sheila Bair, will convene this month to monitor and encourage regulatory reform of U.S. capital markets focused on systemic risk. The independent, non-partisan council was formed by CFA Institute, the global association of investment professionals that sets the standard for professional excellence and The Pew Charitable Trusts, an independent nonprofit organization that brings a rigorous, analytical approach to solving today's most challenging problems. The Systemic Risk Council is comprised of a diverse group of experts in investments, capital markets and securities regulation, including senior adviser Paul Volcker, former Chair of the Federal Reserve.



Regulation & Enforcement

Protecting investors and preserving capital market integrity.



Regulation & Enforcement

Protecting investors and preserving capital market integrity.

Our Goal:

To advocate globally for workable regulatory and market solutions that promote fair and efficient capital markets.

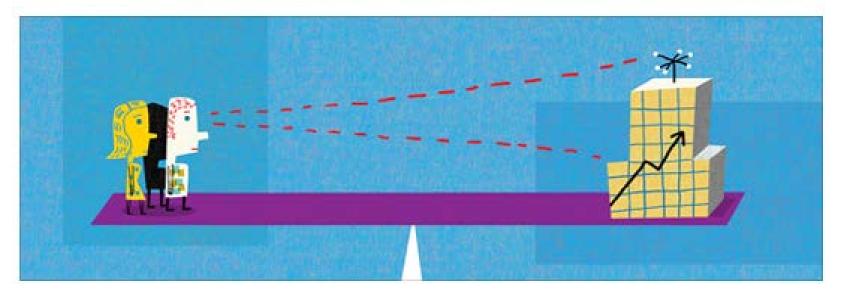
Recent examples:

- Self Regulation in the Securities Markets
- Report on Dark Pools



Transparency & Fairness

Standards to promote an open and honest financial system.



ADVISORY COUNCIL



Chair John Kay, Economist and Author



Keith Ambachtsheer, Director, Rotman International Centre for Pension Management, Rotman School of Management, University of Toronto



Paul Chow, Former Chief Executive, Hong Kong Exchanges and Clearing Limited



Elizabeth Corley, CEO, Allianz Global Investors



Tom Keene, CFA, Editor-at-Large, Bloomberg News







Barbara Novick, Vice Chairman, BlackRock



Saker Nusseibeh, CEO and Head of Investment, Hermes Fund Managers

Andrew Lo. Charles E.

Professor of Finance at the

Management and Director of MIT's Laboratory for Financial Engineering

and Susan T. Harris

MIT Sloan School of

Ng Kok Song, Adviser

Singapore Investment Corporation (GIC)

and Chair of Global

Investments at the

Government of



Robert C. Pozen,

Senior Lecturer, Harvard Business School and Senior Fellow, Brookings Institution



Mary Schapiro, Vice Chairman of the Advisory Board at Promontory and Former Chairman of the U.S. Securities and Exchange Commission (SEC)



Andrew Sheng, President, Fung Global Institute



Robert Shiller, Sterling Professor of Economics at Yale University and 2013 Nobel Laureate in Economics



John Taft, CEO at RBC Wealth Management

THE FUTURE OF FINANCE STARTS WITH YOU!

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