



## Steven L. Scheid, Partner

Steve Scheid is a partner of Strategic Execution Group, a consulting firm formed in 2006 with his business partner, Jane Ingalls.

### Extensive Investment Management Experience

Mr. Scheid is non-executive Chairman of the Board of Janus Capital Group (NYSE: JNS), a leading mutual fund company serving 4 million clients in more than 25 countries. Mr. Scheid has been a member of the Janus board since 2002 and served as the chief executive officer during 2004 and 2005.

Prior to joining Janus Capital, Mr. Scheid was vice chairman of The Charles Schwab Corporation, president of the Schwab Retail Group, and a member of Schwab's Executive Committee. He was responsible for the retail branch network, branding, and internet brokerage, including specialized services for active traders. During his tenure, Schwab's 16,000 Retail Group employees serviced \$500 billion in client assets.

Prior to being named the president of Schwab's Retail Group, Mr. Scheid was the firm's chief financial officer from 1996 through 1999. As CFO, he directed Schwab's finance, risk, and credit policies, and internal brokerage operations. He was also the chief executive officer of Charles Schwab Investment Management, the company's \$300 billion mutual fund enterprise. In addition, he led the firm's human resources, consumer product development, and international divisions.

### Broad Banking Experience

From 1985 to 1996, Mr. Scheid was an executive with Allied Bankshares in Houston, which was sold to First Interstate Bancorp in Los Angeles in 1988. At the time, First Interstate was one of the 10 largest banks in the country. His roles included executive vice president of finance and principal financial officer for First Interstate Bancorp. At First Interstate Bank of Texas, he was the chief financial officer and also managed the bank's retail investment sales and human resources divisions. Earlier in his career, he worked with a leading Midwestern banking consulting firm, as well as Arthur Andersen & Co.

During 2000 and 2001, Mr. Scheid served as the Federal Reserve Bank of San Francisco's representative on the Federal Advisory Council in Washington, D.C. and was a member of the San Francisco Fed, which advised Alan Greenspan and the Federal Reserve System on economic, banking, and regulatory issues. Featured on CNN's "Moneyline" and CNBC, Mr. Scheid has also been profiled as an industry expert in *Forbes*, *The Wall Street Journal*, *The New York Times*, *Business Week*, *SmartMoney*, and *CFO* magazine.

### Awards and Recognition

In 1998, Mr. Scheid was recognized by CFO magazine as a CFO of the Year Award finalist for the risk management practices he established at The Charles Schwab Corporation. Mr. Scheid is a member of the Blue Nile and PMI boards of directors, both publicly traded companies. He previously served as a director on the boards of New Century Chamber Orchestra, San Francisco, Requisite Technology, Inc, the Depository Trust Company and Autodesk.

### Community Service

Mr. Scheid's community involvement has emphasized providing education opportunities to young adults. In 2003, he completed the endowment of the David Catron Music scholarship at Michigan State University; in 2004, he endowed the L. Don Scheid Woodwind Scholarship at the University of Kansas; and in 2006, he established the Next Generation Scholarship to support children of Janus employees. Currently, there are 16 young adults under scholarship at more than a dozen different universities through these programs.

Mr. Scheid earned a bachelor's degree in accounting at Michigan State University and is a Certified Public Accountant. He has completed executive management programs at the University of Wisconsin Prochnow School of Banking and at the Massachusetts Institute of Technology's Sloan School of Management.

Married, with three children, Mr. Scheid resides in the San Francisco Bay Area and Paradise Valley, Arizona.