



EXECUTIVES OF BARCLAY'S GLOBAL INVESTORS JOIN NYSE CEO JOHN THAIN AND NYSE PRESIDENT AND CO-COO CATHY KINNEY IN RINGING THE OPENING BELL APRIL 2, WHEN THE FIRST ETFS TO BE BASED ON NYSE-BRANDED INDEXES BEGAN TRADING.

Identifying the right partner is often key to gaining market share in today's truly global economy, where companies' successes are increasingly more interdependent. In this issue of *nyse magazine*, several CEOs discuss their strategies for cultivating strong business partnerships, in the Roundtable on page 22, and also in the For Stakeholders column on page 48.

Recently, the Exchange was proud to join its partner Barclays Global Investors in bringing investors two new exchange-traded funds—iShares NYSE Composite Index Fund and iShares NYSE 100 Index Fund, the first to be based on the NYSE's own branded indexes. This expansion of our ETF product line is an important complement to our core equities business.

At the Exchange, we consider not only every listed company a trusted partner, but each a user of our marketplace. Since assuming my role, I've been listening to customers — investors, listed companies, buy-side and sell-side institutions. In responding to them, my goal is to ensure the NYSE remains the most liquid, efficient and investor-friendly marketplace in the world.

Essential to this process are the 1,500 trusted partners that comprise the remarkable NYSE team. Among our new additions, we're delighted to welcome Amy Butte as chief financial officer and Rick Ketchum as chief regulatory officer. As he explains in the Q&A on page 40, Rick is off to a fast start creating an effective regulatory structure and executing an ambitious set of goals that build on the strengths of our independent regulatory group.

On the NYSE governance front, we are delighted John Reed will remain our chairman at least through April 2005 and take us through our first full year under a new governance structure. And, as part of our commitment to strengthening the independence and transparency of the Exchange's governance, we instituted a new procedure that for the first time allows the investing public to nominate independent director candidates. The board's Nominating & Governance Committee will consider the more than 100 candidates submitted by the March 24 deadline, meeting with a number of them and taking those findings into consideration in nominations for the April 2005 election of directors and in appointments to the Board of Executives and Advisory Committees.

Meanwhile, as we evolve our market structure to that of a hybrid market — one in which we offer fast, electronic order executions while retaining all the value-added benefits of the auction process — our commitment to create the best price for investors remains paramount. We're working hard to keep in place the market-structure rules that ensure investors in NYSE-listed stocks receive best-price trade executions. Many of you also have shown your support for their continuation by contacting your elected representatives, and we thank you for doing so. Together, we'll never lose sight of our commitment to doing what's right for investors.

Sincerely,

John A. Thain
Chief Executive Officer