

Brian P. Lancaster

Professional Experience:

12/2012 – Current

Royal Bank of Scotland

Co-Head of Structured Transactions, Analytics, Risk and Strategy (STARS) Team

Promoted to co-head a new team that integrates all modeling, structuring, data analysis and analytics into my existing team. The new 34-member team, the intellectual think tank of RBS's \$2 billion (profit in 2011, 55 trader) securitization department, is responsible for all analytics, models and investment strategies used by trading desks, sales, risk and institutional investors.

7/2009- 11/2012

Royal Bank of Scotland

Head of MBS, CMBS and ABS Strategy team

Hired and created top ranked (by Greenwich Associates) 13 member team responsible for all investment strategies evaluations and risk analysis of agency (Ginnie Mae, Fannie Mae, Freddie Mac) MBS, CMOs, Non-Agency MBS (prime, alt-A, subprime, hybrid ARMs, option ARMs), commercial mortgage backed securities (CMBS, CRE CDOs), Collateralized Loan Obligations (CLOs) and Collateralized Debt Obligations (CDOs), Consumer ABS (credit cards, car loan, student loans, as well other ABS products) and all related derivatives (ABX, CMBX, PRIMEX, IOS, TRX1 and TRXII). Work closely with Treasury, agency debenture, high yield and high grade corporate, futures, foreign exchange analysts and domestic and international economists in devising investment strategies for institutional clients (PIMCO, Blackrock, Fidelity, JPMorgan etc) that incorporate quantitative and qualitative analysis of bond micro risks and the impact of the larger macro environment. Develop actionable investment models, such as roll rate loss analysis, CMBS loss models, relative value models, prepayment and credit models.

3/2008 – 5/2009

Wachovia Capital Markets LLC, a Wells Fargo Company

Chief Investment Officer, Real Estate Division

In charge of capital allocation and investment strategies, commercial real estate credit and market research and reporting for the \$88 billion (commercial \$63.5 billion and residential \$24.5 billion) Real Estate Division (RED). Developed investment and capital allocation strategies to exploit expected opportunities and mitigate potential risks in Wachovia's commercial real estate portfolio and businesses; analyze and forecast commercial real estate property and debt markets; development of valuation models (hold-sell for distressed and non-strategic assets, CMBS/CRE default/loss models for relative value investments and chargeoff models for expected portfolio losses); periodic presentations to CEO, senior management and Board of Directors. Deep knowledge of commercial real estate property markets and finance (capital market products – CMBS, CRE CDOs, CMBX) and balance sheet products - B-notes, mezzanine, mini-perm, construction, land loans). Accomplishments: Successful avocation of early sale of \$20 billion in commercial real estate exposure which saved company several billion dollars; developed 3-year strategic plan which restructured lending and investment businesses away from lower yielding, high capital usage, high risk businesses and investment to higher yielding, lower capital usage, lower risk investments increasing risk adjusted return on capital by 1%; key player in Wachovia's merger activities and in the integration of Wells Fargo and Wachovia real estate platforms. Promoted to position in part based on a number of key correct calls on the market and deals.

5/2002 – 3/2008

Wachovia Capital Markets LLC

Head of Structured Products Research

As a “player/coach” created and led the 20- member Structured Products Research team (RMBS, ABS, CRE property markets, CMBS, CRE CDOs, CMBX, and CDOs). Individually developed and globally marketed CMBS, CRE CDO, commercial real estate property, and CMBX and CRE fund investment strategies to institutional investors (e.g. pension funds, insurance companies, asset and money managers, commercial banks, sovereign funds etc). Developed and marketed a proprietary commercial real estate market forecasting system, CMBS loss models; unified all Wachovia CRE exposures in one database and reporting system. Accomplishments: Catalyst for \$3 billion to \$5 billion of trades per year; increased company’s client base by 40%; accurate and early calls on US CMBS and CRE market in 2003, 2007 and condominium market in late 2005; key driver in rejection of Archstone-Smith deal; in 2006, voted by National Real Estate Investor (NREI) magazine as one of "Ten to Watch" in commercial real estate in part for role in development of super senior AAA CMBS structure; in 2006, awarded the CMSA/CMBS World annual best research report award for report, *Understanding Commercial Real Estate CDOs*, an award also received in 1999; voted best CMBS Analyst of the Year in 2003 by *Real Estate Finance & Investment*, an Institutional Investor publication; built Wachovia real estate brand through numerous domestic and international speaking engagements at industry conferences, television appearances and quotes in media; authored numerous books and reports in English, German, French, and Chinese on the commercial and residential real estate and structured product markets, including *Collateralized Debt Obligations: Structures and Strategies* and *Structured Products and Related Credit Derivatives*, co-edited with Glenn Schultz and Frank Fabozzi, Wiley Publications. Joined Wachovia Securities as a Managing Director, senior CMBS/Real Estate analyst, in July 2001.

3/1990 – 7/2001

Bear, Stearns & Co. Inc., New York, NY

Managing Director (Principal)

As a “player/coach” sitting on the various trading desks (pass through desk (headed by Scott Simon; and CMO trading desk (headed by Howie Rubin) developed and marketed securitized product investment strategies (relative value analysis of debt, bond and real estate property markets), for institutional investors (e.g. pension funds, pension fund advisors, insurance companies, asset and money managers, commercial banks, sovereign funds etc.); development of OAS, PORC, and default/loss models; structured and analyzed Resolution Trust Corporation bonds. *Institutional Investor* All-America Fixed-Income Research Team in 2001, 2000, and 1999. Built out and led one of the first structured product research teams on Wall Street that ultimately grew into the 400 member Financial Analytics and Structured Transactions (FAST) group at Bear Stearns.

10/1987 – 2/1990, New York, NY

Chemical Securities

Vice- President in New Financial Products and Engineering

Evaluated, modeled and created numerous financial products, in the fixed income markets involving corporate debt, mortgages and other debt with embedded options. Goal to securitize as many of the bank’s assets to increase its capital to asset ratio so that it could acquire other institutions such as Manufacturers Hanover, Chase Manhattan Bank, etc.

7/1984 to 9/1987

**Federal Reserve Bank of New York
Senior Capital Markets Economist**

Analyzed the US Treasury, Debenture, and corporate bond markets for the Federal Reserve Board. Provided brief weekly updates on markets with Chairman Volcker. Reverse engineered new financial products, helped develop uniform risk based capital measures for these new products; young professional program rotation - worked on open market desk ; foreign exchange intervention desk; bank examination and reporting; and gold vault and balance of payment reporting.

6/1986 – 6/1987

**Bank of England in London
Senior Capital Markets Economist on Secondment from Federal Reserve**

Reverse engineered new financial products, helped develop uniform risk based capital measures for these new products; part of team developing UK's "Big Bang" liberalization of London's financial markets. Served as the coordinating liaison between the Federal Reserve and Bank of England, the first such position ever created. Using Bank of England as base, conducted analysis of individual European bond markets by liaising with Bundesbank, Banque de France and the National Bank of Switzerland with the goal of gathering information that would be used to develop the 1988 Basel Accord (Basel I) which set minimal capital requirements for banks.

Education:

New York University, MBA, (Finance).

Columbia University, Masters in Public and International Affairs, (Finance) where he was selected as an International Fellow.

Massachusetts Institute of Technology, Bachelor of Science, Economics.

Other Professional Activities:

2009 - Current

Executive Committee member and Governor of the Board of the Commercial Real Estate Finance Council

Testified on behalf of the Commercial Real Estate Finance Council on various industry issues and proposed regulations before the House Financial Services Committee led by Barney Frank.

2007 - Current

Governor of the Board of the Mortgage Bankers Association

Periodic consultations/discussions with other board members and with senior government officials, such as Chairman Bernanke and the Federal Reserve Board of Governors, Acting FDIC Chairman Gruenberg) on the ongoing financial crisis as well as various regulatory proposals and their impact on the real estate and capital markets.

2009 - Current**Editor-in-Chief of CRE Finance World**

Revised magazine format, put it on a sound financial footing, greatly increased the quality and number of submissions to the magazine so now approximately 60% of all articles submitted are rejected.

2008-Current**Chairman of the Global Real Estate Advisory Council****2003 – 2007****CMBS World Magazine, Co-editor.**

Reviewed Street and academic research articles for quality and publication in journal.

1996 to 1999**Columbia University's MBA program****Adjunct Professor of Finance**

Taught courses on the capital markets (structured products, fixed income, and derivative markets). Highly ranked by student evaluations. Class size grew to over 70 students because of popularity of course. Periodic guest lectures at Duke, Harvard, Wharton, and New York University business school.

Publications:

Structured Products and Related Credit Derivatives: A Comprehensive Guide for Investors, Lancaster, Schultz, Fabozzi, Wiley 2008.

Collateralized Debt Obligations: Structures, Strategies and Innovations, Lancaster and Wang.

Numerous articles and chapters published in various books such as:

Professional Perspectives on Fixed Income Portfolio Management, Fabozzi,

Investing in Commercial Mortgage Backed Securities, Fabozzi,

Real Estate Backed Securities, Fabozzi and Dunlevy

Various articles published in

Journal of Fixed Income Securities, The Financier, The Securitization Conduit, Journal of Housing Finance, Journal of Real Estate Finance, CMBS World and Commercial Real Estate Finance World.