IN PERSON & VIRTUAL BOARD MEETING

SEPTEMBER 15, 2026 AT 8:30 AM

BOARD OF INVESTMENTS MEETING

TO VIEW VIA WEB

https://lacera.gov/leadership/board-meetings

TO PROVIDE PUBLIC COMMENT

Members of the public may address the Board orally and in writing. To provide Public Comment, please visit the above link and complete the request form.

Attention: If you have any questions, you may email PublicComment@lacera.gov.

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION
300 N. LAKE AVENUE, SUITE 650, PASADENA, CA

FRAMEWORK FOR THE FUTURE

ELEVATING STRATEGIC RESILIENCE

BOARD OF INVESTMENTS
OFFSITE 2026

AGENDA

A SPECIAL MEETING OF THE BOARD OF INVESTMENTS

AND BOARD OF RETIREMENT

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

HYATT REGENCY | 200 S. PINE AVENUE LONG BEACH, CA 90802

8:30 A.M., TUESDAY, SEPTEMBER 15, 2026

This meeting will be conducted by the Board of Investments and Board of Retirement both in person and by teleconference under California Government Code Section 54953.8.3.

Any person may view the meeting in person at LACERA's offices or online at https://LACERA.gov/leadership/board-meetings

The Boards may take action on any item on the agenda, and agenda items may be taken out of order. Times stated below are estimates that may change.

8:30 a.m. **CALL TO ORDER**

Pledge of Allegiance

Procedure For Teleconference Meeting Attendance Under Sb707

A. Just Cause (Section 54953.8.3)

B. Statement of Persons Present at SB707 Teleconference Locations

PUBLIC COMMENT

(Members of the public may address the Board orally and in writing. To provide Public Comment, you should visit https://LACERA.gov/leadership/board-meetings and complete the request form.

If you select oral comment, we will contact you via email with information and instructions as to how to access the meeting as a speaker. You will have up to 3 minutes to address the Board. Oral comment requests will be accepted up to the close of the Public Comment item on the agenda.

If you select written comment, please input your written public comment within the form as soon as possible and up to the close of the meeting. Written comment will be made part of the official record of the meeting. If you would like to remain anonymous at the meeting without stating your name, please leave the name field blank in the request form. If you have any questions, you may email PublicComment@lacera.gov.)

8:35 a.m. **WELCOME & OPENING REMARKS**
Jonathan Grabel, Chief Investment Officer

8:45 a.m. **Reviewing LACERA's Board of Investments Strategic Framework and Initiatives**
Trustee discussion facilitated by Jonathan Grabel, Chief Investment Officer

This session will review the Board's current strategic framework, including results from the Trustee survey on progress made to date, and identify prospective refinements. The discussion will be facilitated by LACERA's Chief Investment Officer to consider conceptual options for a revised framework.

10:15 a.m. **BREAK**

10:30 a.m. **Venture Capital: Roles, Risks, and Portfolio Fit**
Didier Acevedo, Senior Investment Officer
Seyonne Kang, Partner, StepStone Group (Moderator)
Scott Brady, Founding Partner, Innovation Endeavors
Tae Hea Nahm, Partner and Co-Founding Managing Director, Storm Ventures
Deven Parekh, Managing Director, Insight Partners

This session will provide an overview of venture capital fundamentals, including the asset class's risk-return characteristics and investment stages. A panel of venture capital investors will discuss prevailing market trends, key opportunities, and the outlook for the asset class.

12:00 p.m. **LUNCH**

1:00 p.m. **Board of Investments Governance Survey Results and Discussion**
Tim Filla, Managing Principal and Consultant, Meketa Investment Group

This session will review Trustee survey results on Board governance and oversight. LACERA's general investment consultant will lead a Trustee discussion of key governance themes and potential future enhancements.

2:30 p.m. **BREAK**

2:45 p.m. **Investment Implications of Artificial Intelligence**
Adrian Gonzalez, Senior Investment Analyst
John Claisse, Chief Executive Officer, Albourne (Moderator)
Kerstin Dittmar, Founder and Managing Partner, L_2 Point Management
Eduardo Kassner, Chief Data & AI Officer, Microsoft
Ron Temple, Chief Market Strategist, Lazard

This session will provide an overview of the development of artificial intelligence and its long- and short-term macroeconomic implications for investors. A panel of industry and market practitioners will share perspectives on navigating the AI buildout and the emerging investment risks and opportunities it presents.

4:15 p.m. **CLOSING REMARKS & GOOD OF THE ORDER**

LACERA
Los Angeles County Employees Retirement Association

FRAMEWORK FOR THE FUTURE

ELEVATING STRATEGIC RESILIENCE

BOARD OF INVESTMENTS
OFFSITE 2026

Reviewing LACERA's Board of Investments Strategic Framework and Initiatives

Reviewing LACERA's Board of Investments Strategic Framework and Initiatives

Today's Discussion

Session Outline

1. **Purpose of a Strategic Plan**

2. **Summary of Survey Results**

3. **Conceptual Options for a Future, Revised Strategic Framework for Discussion Purposes**

   - Trustee discussion facilitated by **Jonathan Grabel**, Chief Investment Officer, LACERA

Objectives

A. Guided discussion to review the Board's current strategic framework and identify prospective refinements

B. Review responses from Spring 2026 Trustee survey, including Trustee perspectives on progress made under the current strategic plan and input on any refinements to the strategic plan going forward

C. Aim to formulate a draft, revised strategic framework for the Board's review before the end of the year

Recap of Trustee Survey Process

100%

response rate from Trustees

2019

Developed "From Allocator to Best-in-Class Investor" Strategic Framework

January 2020 to January 2026

The Board of Investments ("BOI") reviewed and approved updates to the strategic framework annually each January

January 2026

2026 strategic framework includes a commitment to review the framework at the 2026 BOI offsite

April to May 2026

Trustee survey conducted

September 2026

BOI offsite meeting discussion of survey results

Future BOI meeting

Any revised plan will be presented for review at a future BOI meeting

Objectives of Defining a Strategic Plan

Defining and periodically reviewing strategic plans can advance LACERA's mission in numerous ways, including:

Focus and **Discipline** on key priorities

- Proactive versus reactive where we can anticipate core projects and work
- Execute projects without losing sight of longer-term goals

Board Oversight Effectiveness

- Clarify defined priorities for current and future Trustees to monitor
- Provide cohesive and comprehensive visibility into key activities

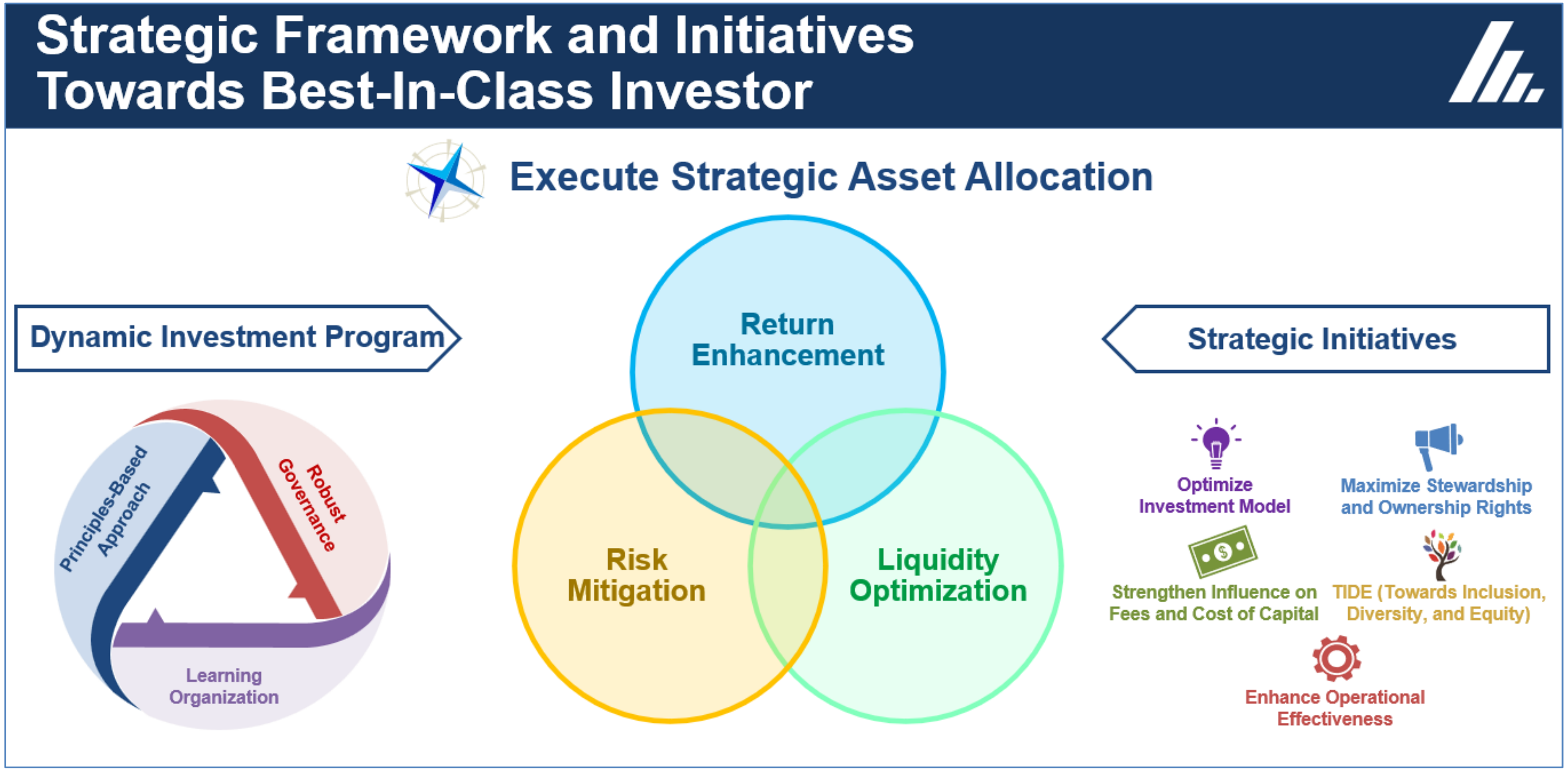
Resource Alignment

- Enable LACERA to properly align resources and staff time
- Plan effective Board of Investments meetings with adequate preparation

Accountability and **Transparency**

- Measure progress, key performance indicators, benchmarks
- Inform earnest assessment and be able to pivot when necessary
- Show clearly what we focus on and do as a public pension plan

Snapshot of Legacy Strategic Framework



See most recent report and materials at 2026 Strategic Framework and Initiatives: Towards Best-In-Class Investor – Board of Investments – January 14, 2026 – YouTube Timestamp: 2:37:30

Part 1

Review and Discussion of Survey Responses

Background on Trustee Survey Response Slides

Survey Organization

The following ten slides follow the general order of the “LACERA Investments Strategic Planning Survey” completed by Trustees in April and May but have been slightly re-organized and grouped by theme to improve readability and facilitate Board discussion

Trustees’ Comments

Write-in comments have been synthesized into key themes and rephrased for conciseness while aiming to preserve their original intent

Trustees are invited to elaborate and expand upon during the discussion

Survey Reference

Appendix 2 includes the full survey questions and answer options with results for each survey question

Key Themes Among Trustee Responses

1. **Trustees indicate it is useful to have a strategic plan**

2. **General belief that LACERA has made progress** under the current “Allocator to Best-In-Class Investor” Strategic Framework

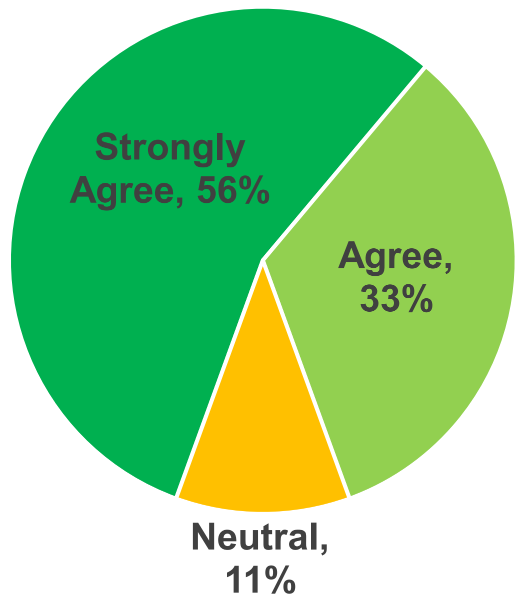
3. Preference for a **simpler, clearer plan** going forward with **measurable milestones and medium- to long-term time horizon**

4. Strong preference for any updated plan to **prioritize strategic asset allocation (“SAA”)**

5. **Emphasize “balance”** in strategic objectives (mix of practical and aspirational objectives, investment models, partnerships)

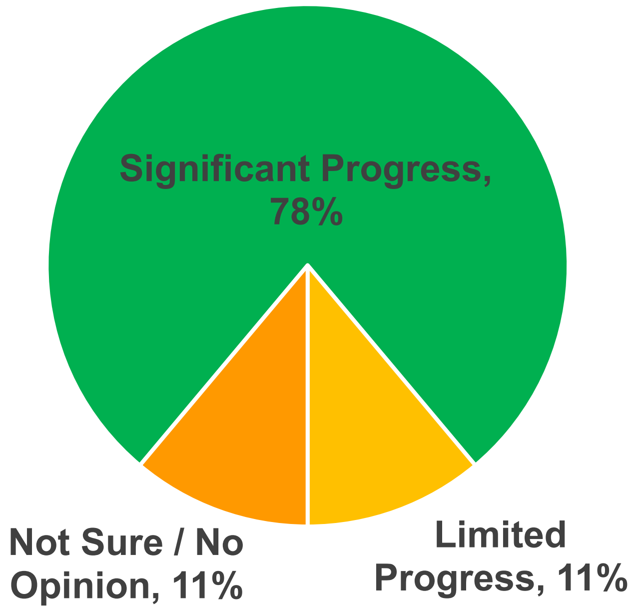
1. Useful to Have Strategic Plan and Progress Made

The Board of Investments' current "Strategic Framework and Initiatives" is useful for me to understand LACERA's investment program priorities and be able to measure progress. (Survey Question #2)



Trustees' write-in comments referenced the framework is generally sound but could be clearer and simpler

LACERA's current "Strategic Framework and Initiatives" articulated a goal of evolving from a traditional "allocator" (primarily selecting and monitoring external managers) toward a more active "investor" (with greater influence on portfolio construction and legal rights). How much progress do you believe LACERA has made toward this goal? (Survey Question #1)

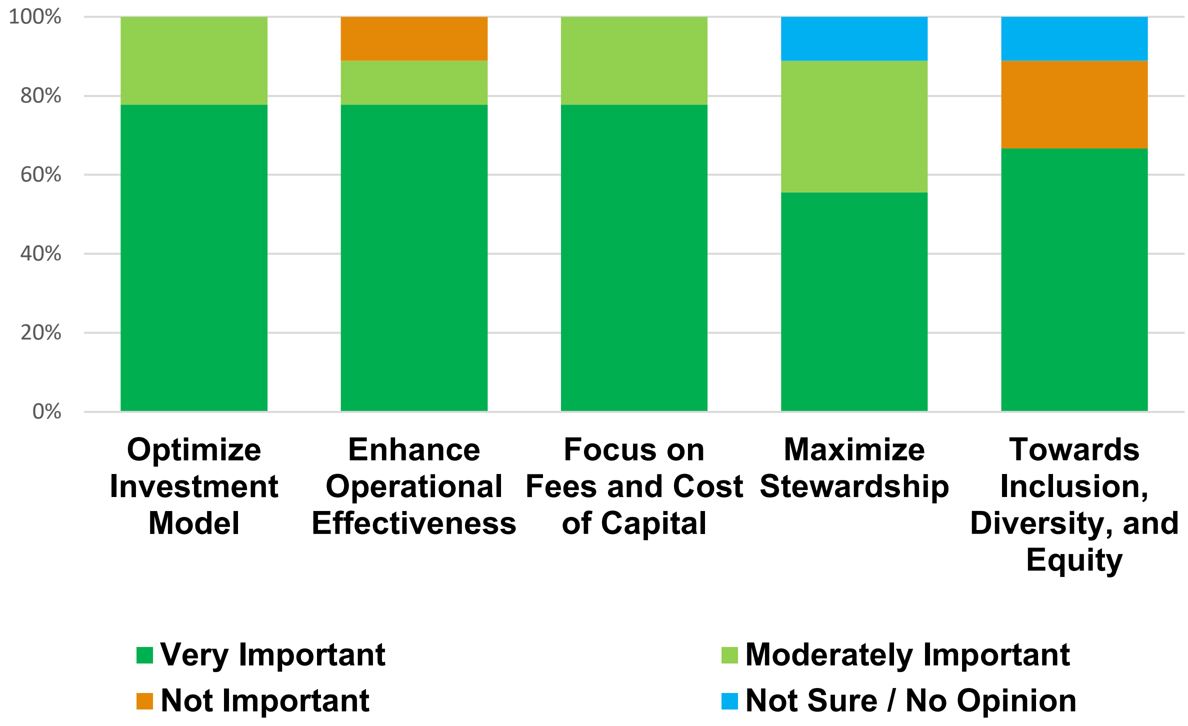


Trustees' write-in comments referenced uncertainty of progress, noting that adding managers may move the organization further from direct investing

Evolution of LACERA's Portfolio – Board of Investments – [September 13, 2023] & [September 11, 2024]

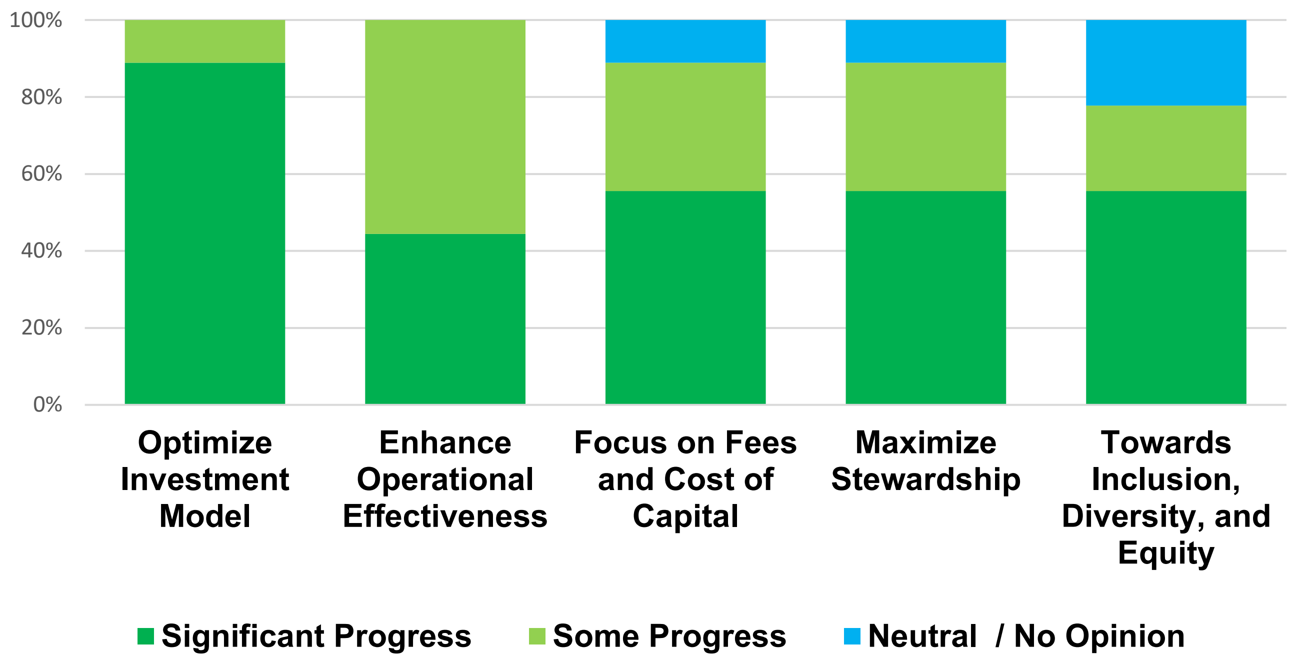
2. Current Pillars Important and Progress Made

To what extent is each of the current strategic initiatives important:
(Survey Question #3)



Trustees' comments referenced current initiatives are important but need to reassess for potential changes

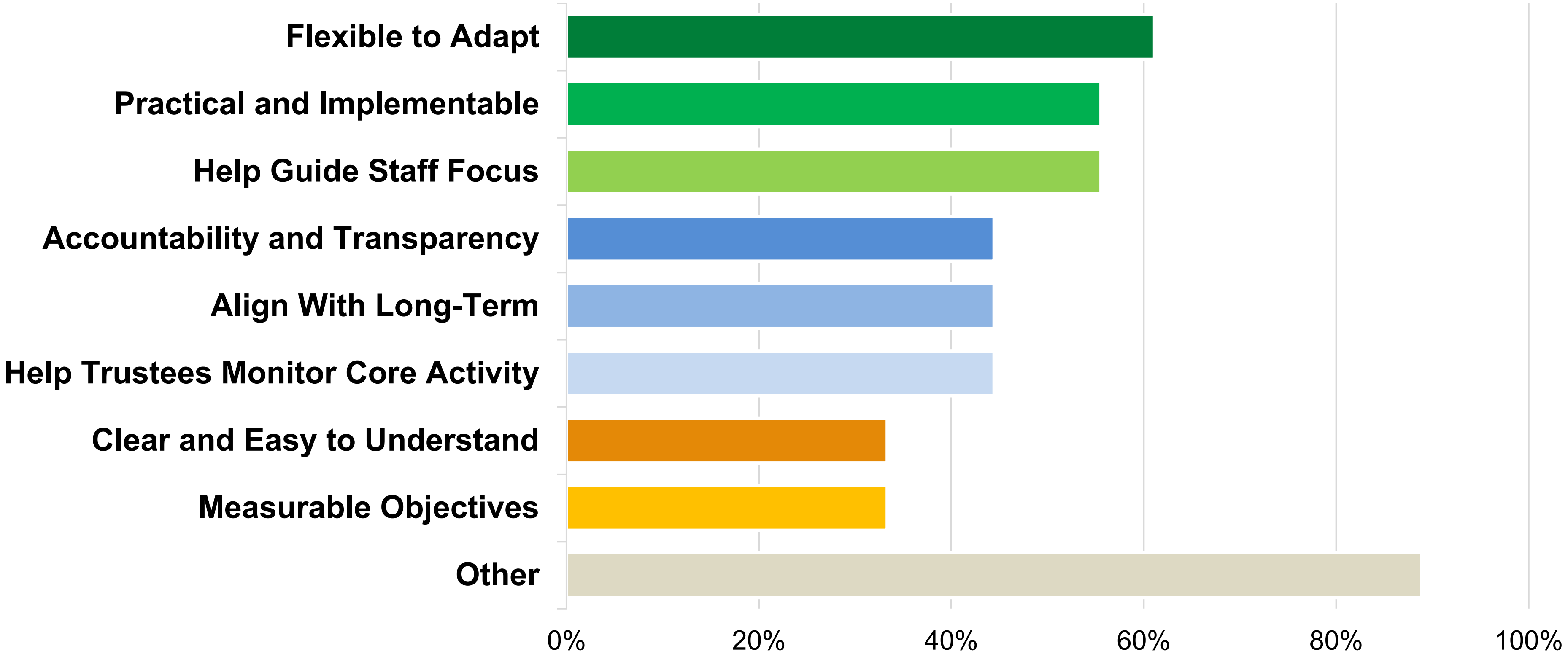
To what extent has LACERA made progress on each strategic pillar:
(Survey Question #4)



Trustees' comments referenced that evaluating progress may be challenged by different length of Board service among Trustees; and Efficiency in Board material preparation and operational processes

3. Desired Characteristics of a Strategic Plan

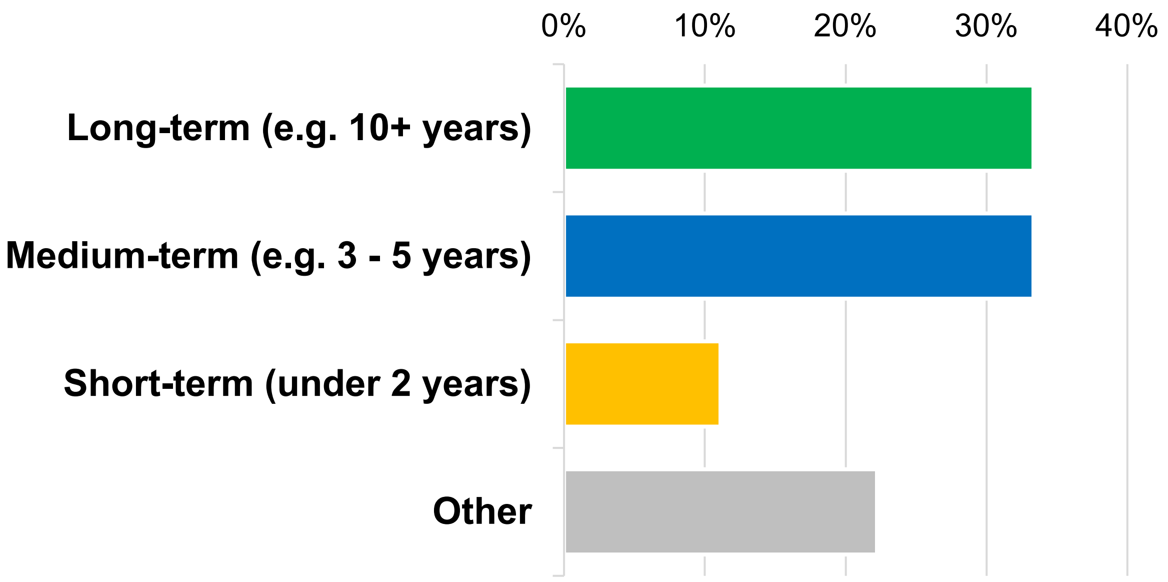
A strategic plan for LACERA's Board of Investments and investment program should be:
(Survey Question #5)



Trustees' comments referenced items are all important and interdependent, though some may be higher priority

4. Most Support Medium- to Long-Term Horizon

Which of the following statements best reflects the appropriate time horizon and durability of the Board of Investments' strategic plan: (Survey Question #6)

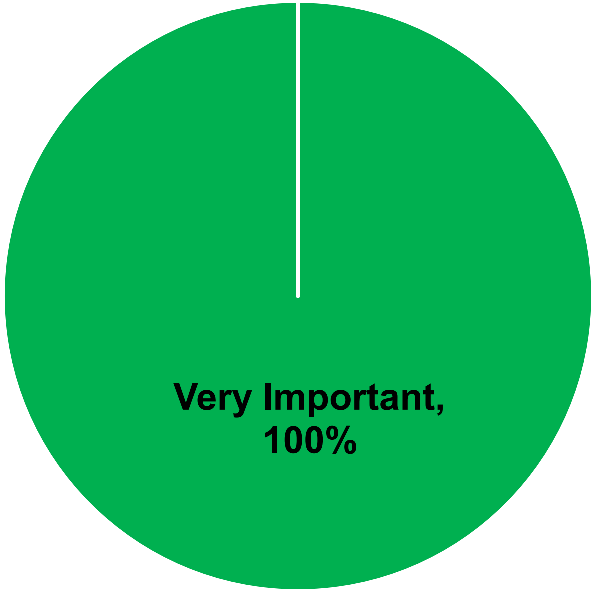


Trustees' comments referenced favoring long- and medium-term perspectives, while also incorporating short-term views

5. Preference to Prioritize SAA

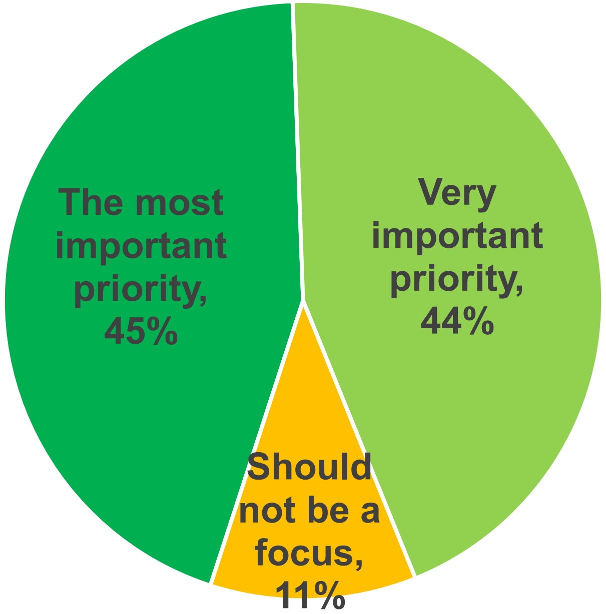
LACERA's investment beliefs state that strategic asset allocation is the primary determinant of long-term returns.

How important is it that the Board of Investments' strategic plan explicitly prioritize oversight and implementation of LACERA's Strategic Asset Allocation? (Survey Question #9)



One Trustee write-in comment stated that Strategic Asset Allocation is "the North Star"

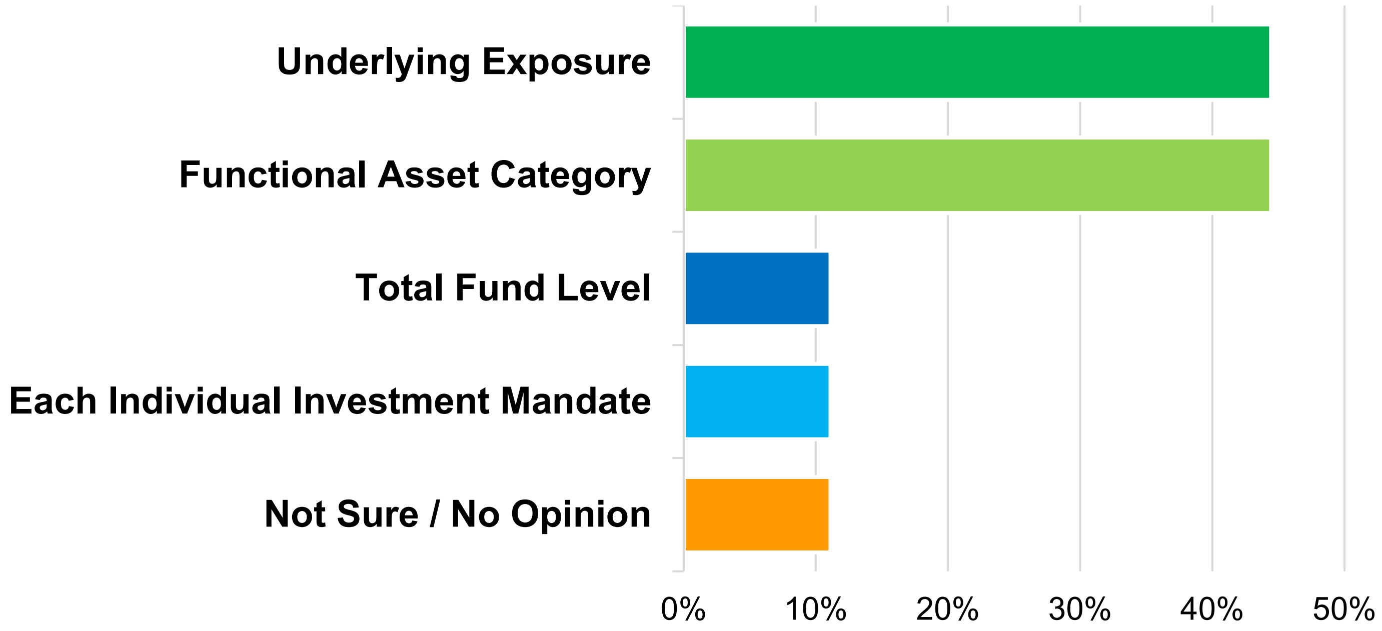
Relative to other current strategic objectives (e.g., operations, investment model, stewardship, TIDE, fees), how important should implementing the Strategic Asset Allocation be within the Board's strategic plan? (Survey Question #10)



Trustee comments referenced SAA as the main strategy, "most important factor" in risks and return outcomes, and interconnected

6. Support Measuring Exposures at Functional Category and Portfolio Holdings Across Mandates

To support effective oversight of LACERA's portfolio, which approach should LACERA prioritize for performance measurement, risk monitoring, and alignment with LACERA's strategic objectives? (Survey Question #12)

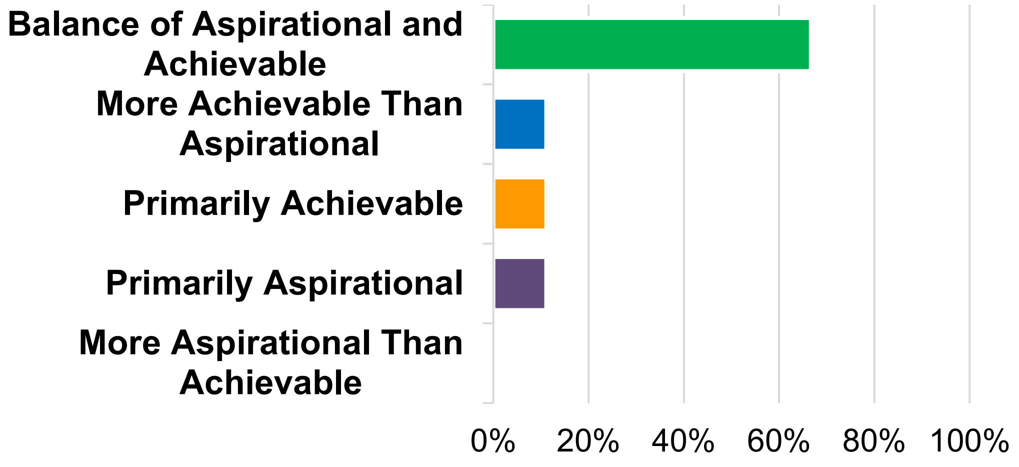


Trustees' write-in comments encouraged measuring exposures at multiple levels, including functional asset categories and underlying holdings; highlight the importance of leveraging data and insights

7. Want "Balanced" Approach

Aspirational versus Achievable

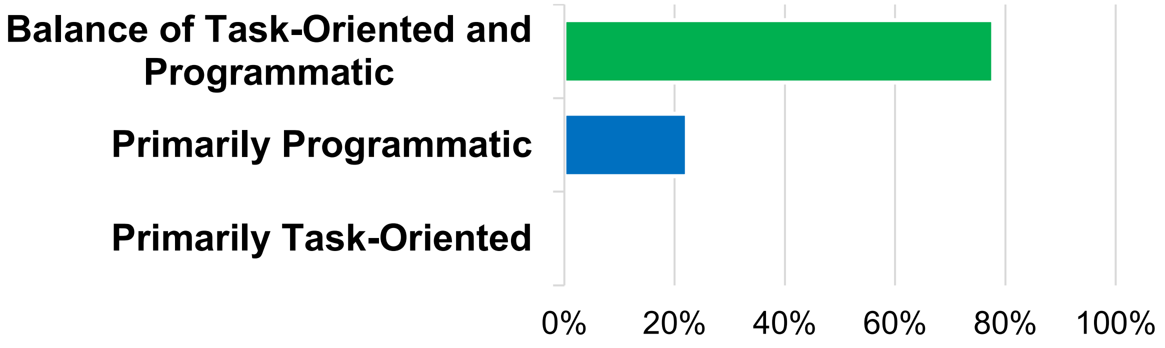
How should the Board of Investments' strategic plan balance being aspirational with being achievable? (Survey Question #7)



Trustees' write-in comments referenced a balance in ensuring feasibility while maintaining ambition and innovation

Tactical versus Strategic Objectives

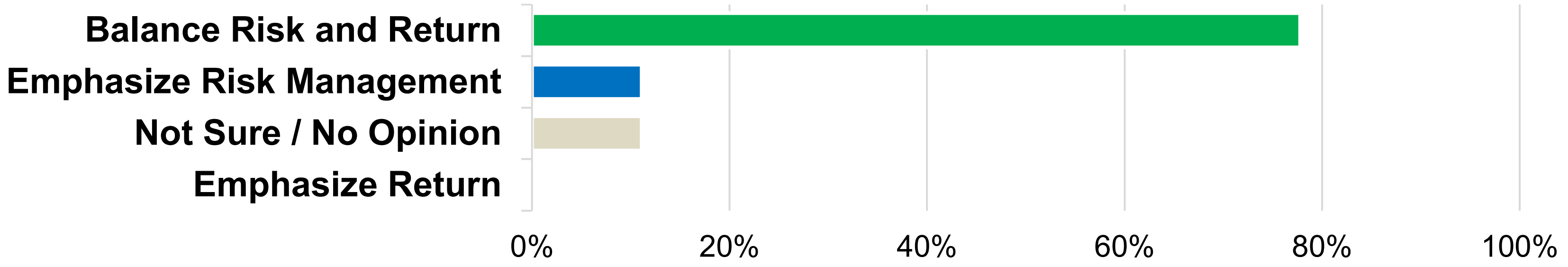
When defining objectives and setting goals for the Board of Investments' strategic plan and initiatives, do you prefer that a strategic plan measures actions taken (such as tactics and tasks) or strategic accomplishments (such as programmatic goals met)? (Survey Question #8)



Trustees' comments referenced being situational rather than binary

Risk versus Return

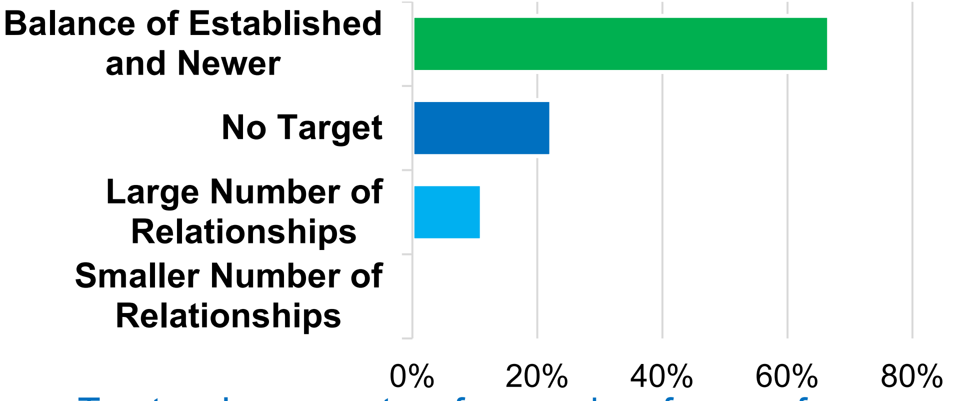
In guiding LACERA's investment program, how should LACERA prioritize risk and return objectives? (Survey Question #11)



8. Including "Balanced" Mix of Partners

Balanced Number of Mandates

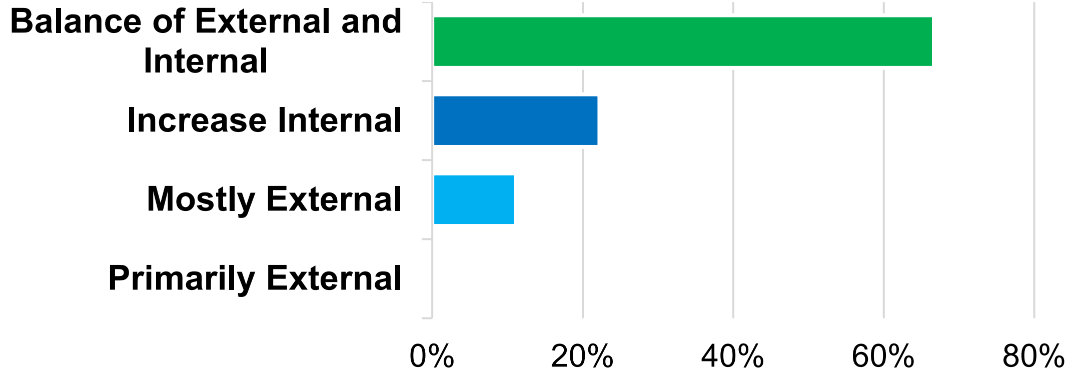
What do you believe is the ideal number of active investment firm relationships for LACERA to effectively manage and oversee its investment program? (Survey Question #14)



Trustees' comments referenced preference for a more streamlined manager roster for efficiency, fees, and oversight

Using External Managers versus In-house Capacity (co-investments)

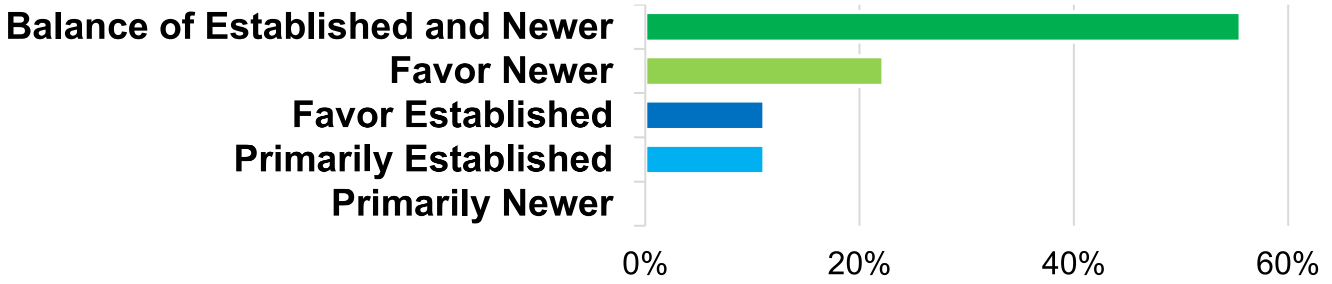
How should LACERA balance reliance on external investment management models versus continuing to pursue in-house investment decision-making, such as co-investments? (Survey Question #15)



Trustees' comments referenced favoring a balance to reduce fees and increase transparency, while noting interest in internal capacity

Large versus Smaller Investment Partners

How should LACERA balance working with smaller and newer investment firms versus established, large, and widely recognized firms? (Survey Question #13)



9. Various Additional Comments

Survey concluded with two open questions which invited Trustees to:

1. Offer any additional comments
2. Identify one thing that could improve LACERA's strategic plan and execution going forward

Key themes from Trustees' write-in responses:

Clarity: simple language, understanding, less complexity

Governance & Oversight: accountability, benchmarks, balance

Board Engagement: preparation, participation, collaboration

Decision-Making: technology, speed, risk awareness

Talent: recruitment, retention, expertise

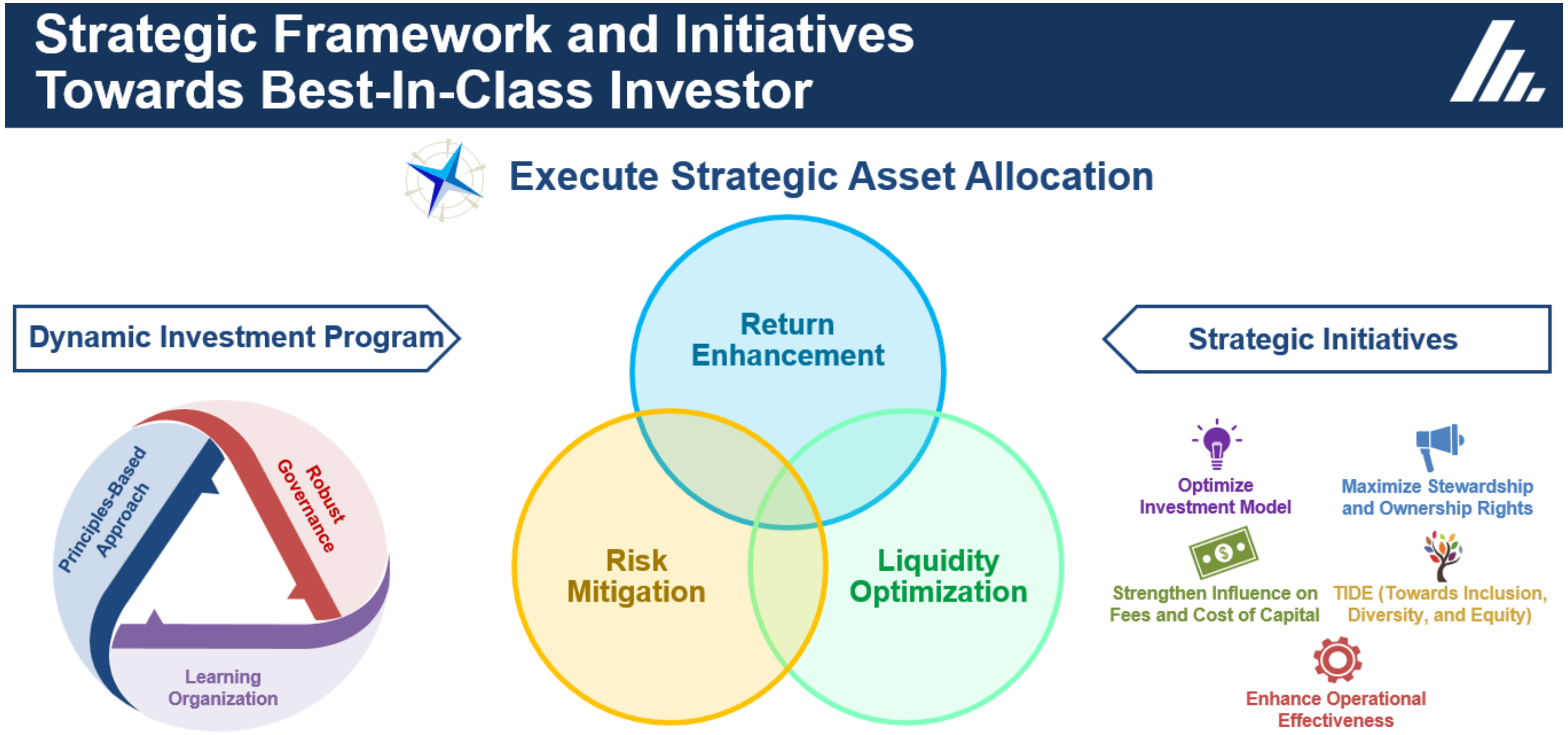
Continuous Improvement: reflection, deliberation, understanding strengths/weaknesses

Part 2

Conceptual Options for Discussion to Revise Strategic Framework

Concept A: Keep Status Quo (Allocator to Best-in-Class Investor)

1. Five current strategic initiative pillars are intended to support SAA
2. "Dynamic investment program" overlay
3. SAA referenced but not detailed or incorporated in strategic framework goals, objectives, or updates



Concept B: SAA Supported by Organizational Excellence and Stewardship

Three core themes would reflect prioritizing SAA and consolidating current framework for heightened focus

Strategic Asset Allocation Implementation

- Elevate SAA as a core component of the strategic plan
- Primary driver of portfolio risk and return variability (~90%)
- BOI oversight through SAA objectives, allocations, and benchmarks
- Structure Reviews translate SAA into portfolio structure and guidelines

Organizational Excellence: People, Process, Technology

- Talent management and alignment
- Efficient, fit-for-purpose processes, technology, resources
- Robust data coverage and analytics to inform oversight

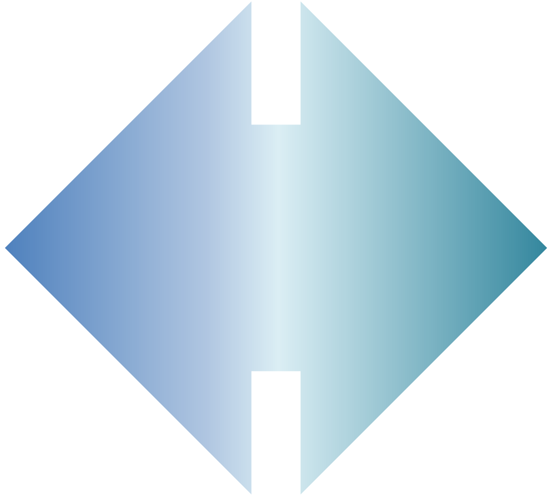
Stewardship

- Steward LACERA's capital to create and preserve value
- Encourage industry best practices and corporate governance to advance mission
- Promote prudent financial market policies and regulation

Concept C: More Significant Change (Further Simplify or Expand?)

Should the strategic framework be simplified even more?

- Emphasize only strategic asset allocation (reducing five pillars of framework to one)
- Use only asset allocation target allocations, benchmarks, and performance as metrics to measure progress
- De-emphasize analytics, operations, stewardship



Or add additional components and *expand* the current strategic framework?

- Expand the current five pillars
- Emphasize more priorities

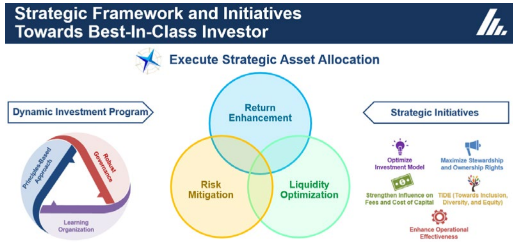
Part 3

Discussion and Input for Next Steps

Which Direction Do Trustees Prefer?

Concept A: Status Quo

Keep the Current Strategic Framework



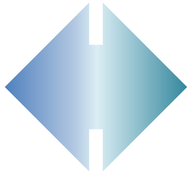
Concept B:

Consolidate Strategic Framework

Concept C:

More Significant Change

additional simplification?



...or more complex?

Discuss Next Steps

1

Synthesize

Trustee discussion

2

Formulate Framework

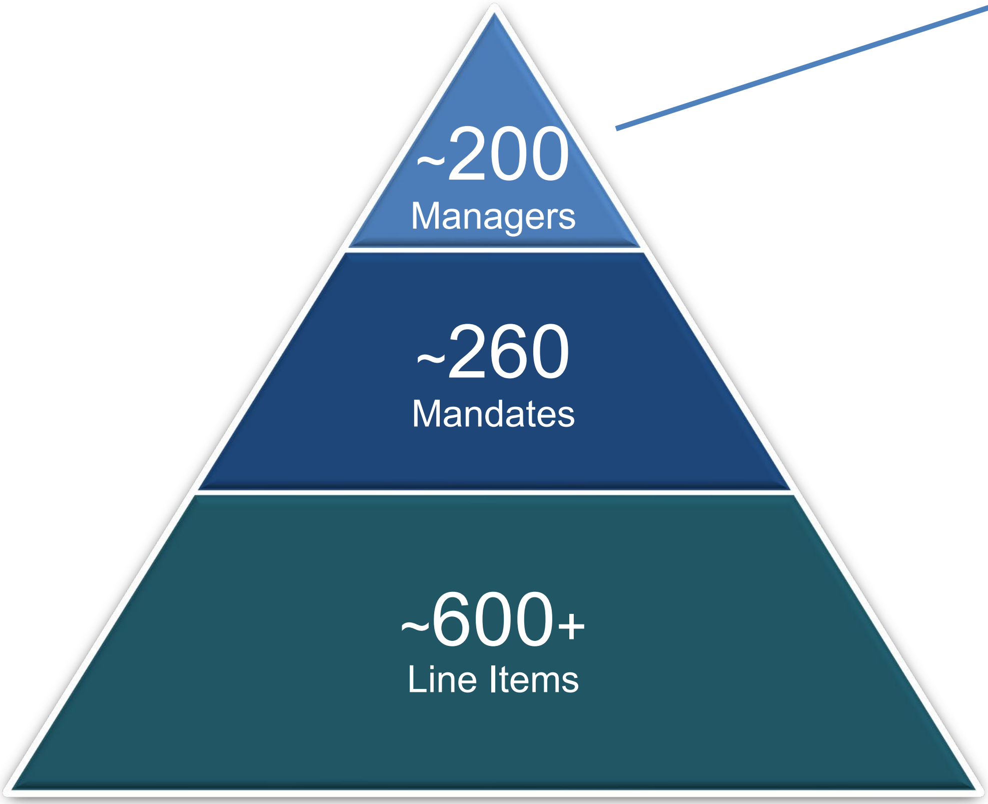
Any revised, future strategic framework aiming to be presented for Board of Investments consideration at a meeting before the end of the year

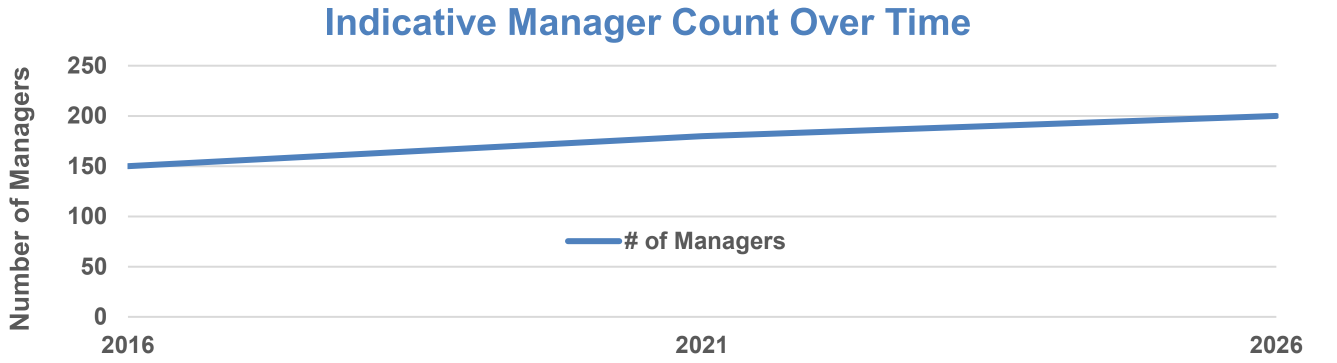
Appendix 1: Reference Data for Slide 17

Information About LACERA Asset Manager Count

In Reference to Slides #17 Regarding a "Balanced" Mix of Partners

LACERA Quantity of Managers and Mandates





Indicative manager count illustrated above is associated with the ~200 manager count shown on the top of triangle (left)

Manager Proliferation Can Increase Fees without Improving Exposure

Example 1

Type of Equity Mandate	Mandate Size	% of portfolio in NVDA	Dollars invested in NVDA	Gain/Loss if NVDA appreciates 10%	Fees (%)	Fees ($)	Net Gain/Loss
Index Fund	10,000,000	3%	$300,000	$30,000	0.01%	$30	$29,970
Active Manager 1	200,000	5%	$10,000	$1,000	0.40%	$40	$960
Active Manager 2	200,000	1%	$2,000	$200	0.40%	$8	$192
Long/Short Manager 1	50,000	-2%	-1,000	-$100	1.50%	$15	-$115
Long/Short Manager 2	50,000	2%	$1,000	$100	3.00%	$30	$70
Total	**$10,500,000**		**$312,000**	**$31,200**		**$123**	**$31,077**

Versus

Example 2

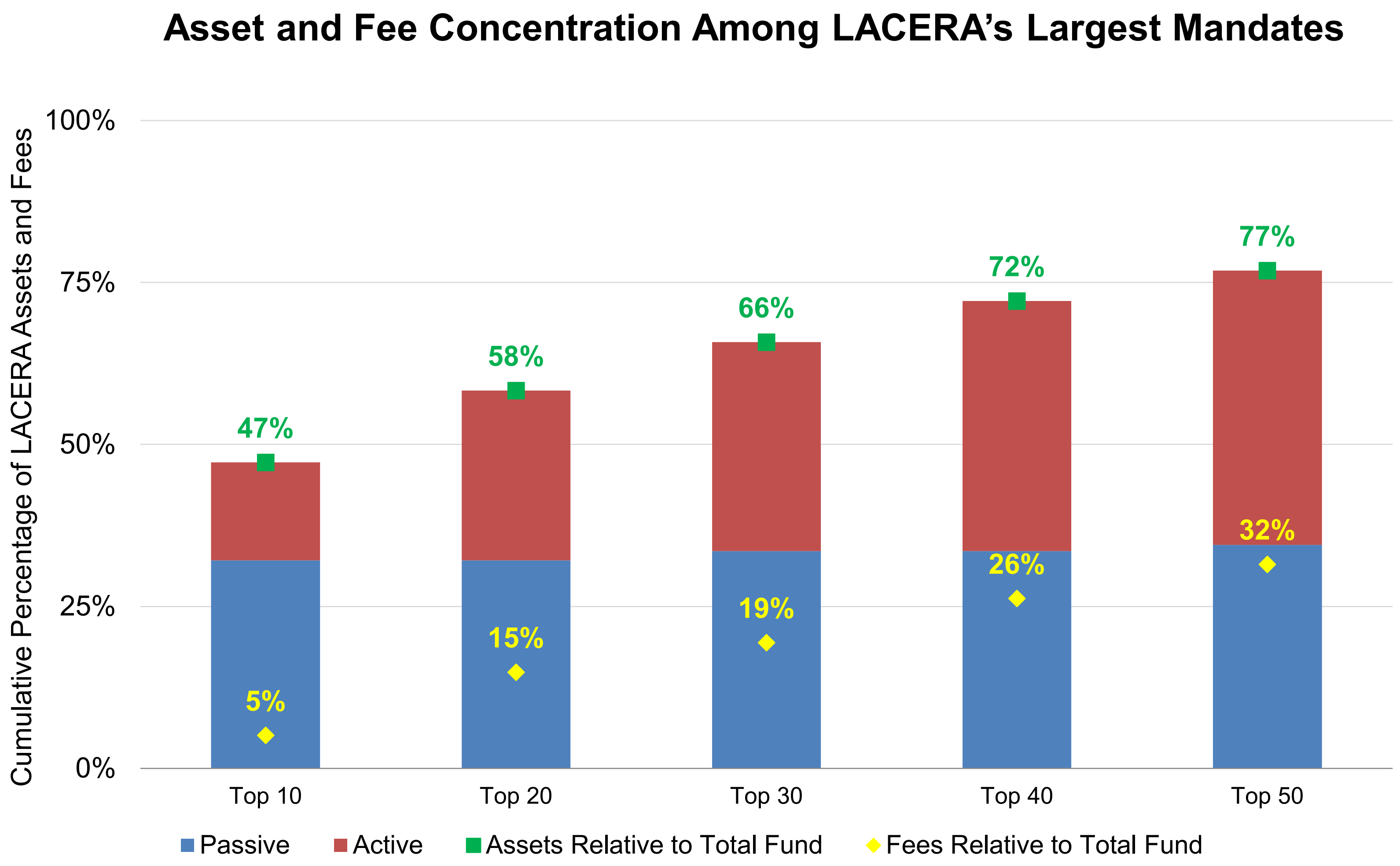
Type of Equity Mandate	Mandate Size	% of portfolio in NVDA	Dollars invested in NVDA	Gain/Loss if NVDA appreciates 10%	Fees (%)	Fees ($)	Net Gain/Loss
Index Fund	10,000,000	3%	$300,000	$30,000	0.01%	$30	$29,970
Active Manager 1	400,000	3.5%	$14,000	$1,400	0.40%	$56	$1,344
Long/Short Manager 1	100,000	-2%	-$2,000	-$200	1.50%	$30	-$230
Total	**$10,500,000**		**$312,000**	**$31,200**		**$116**	**$31,084**

The table above represents hypothetical scenarios for illustrative purposes only.

Asset Concentration Among Mandates

In Reference to Slide #17 Regarding a "Balanced" Mix of Partners

- About half of LACERA assets (47%) are concentrated in 10 mandates
- Passive (indexed) assets account for about a third and are concentrated in our larger mandates
- About 10% of total mandates (the largest 30) manage 2/3rds of fund assets
- The top 50 mandates represent 77% of assets but only 32% of management fees

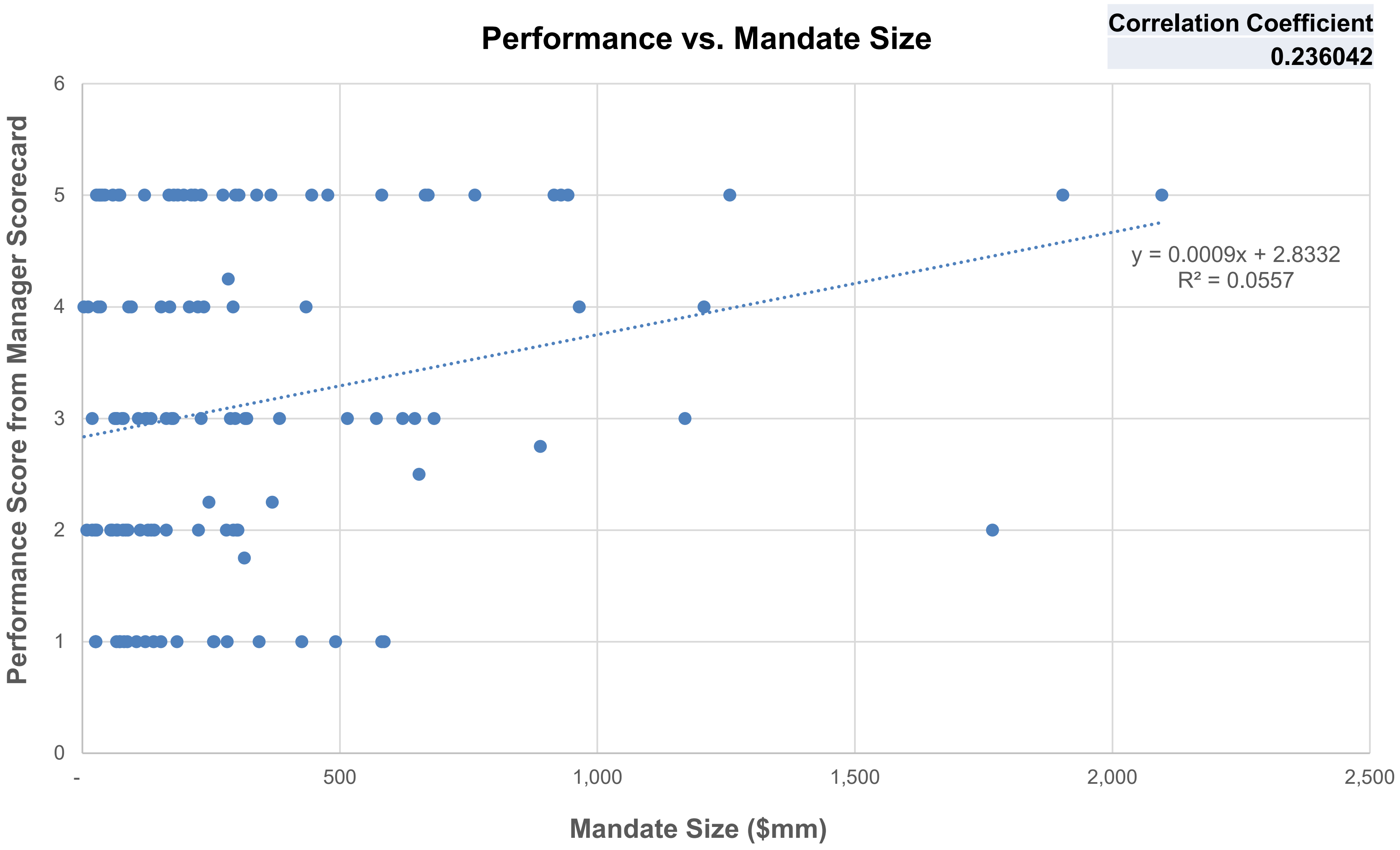


Fee data reflects FY2025 AB 2833 reporting as of 6/30/25 and encompasses a 12-month period. Mandate assets are as of 3/31/26. The graphic is provided to illustrate the relationship between assets and fees.

Data on Mandate Size and Performance

In Reference to Slide #17 Regarding a “Balanced” Mix of Partners

- LACERA’s portfolio has a mix of small and large mandates
- There is no clear correlation between mandate size and performance, using the performance scores reported to the Board on a quarterly basis

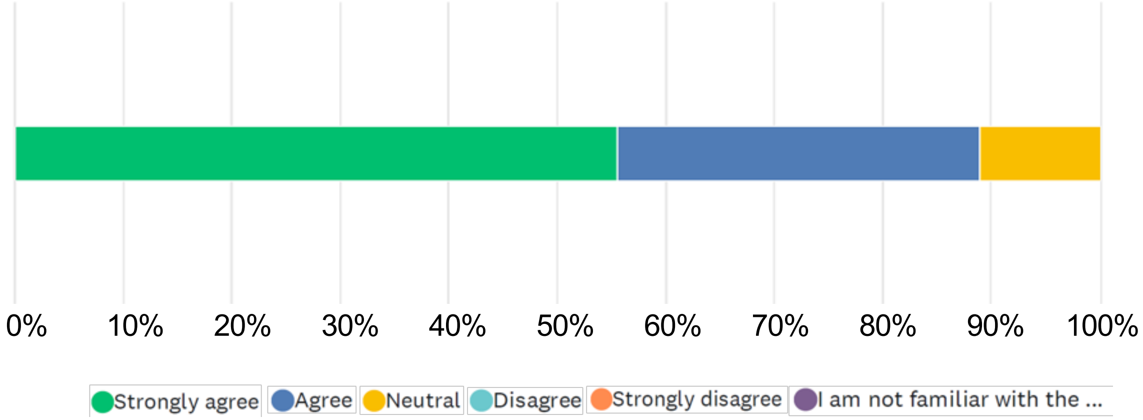


Data as of March 31, 2026

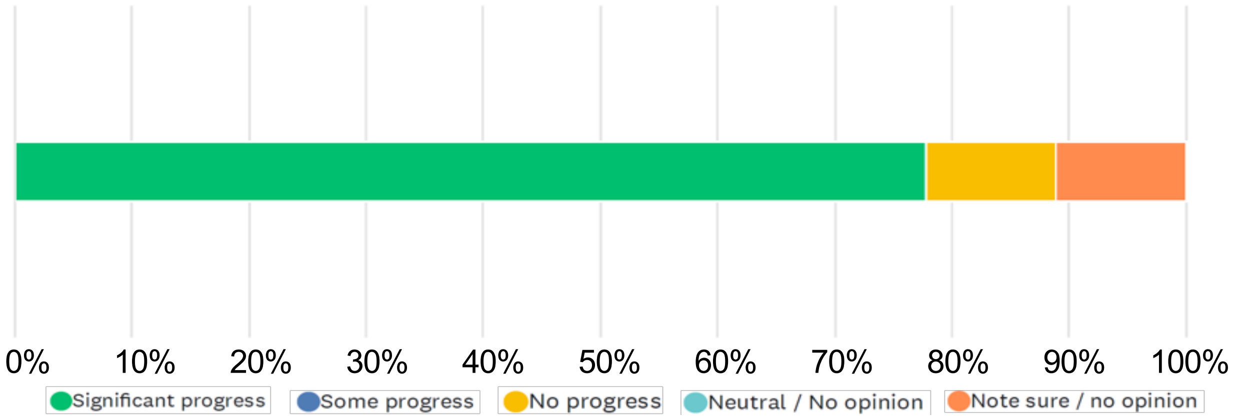
Appendix 2: Full Survey Questions

1. Useful to have strategic plan and progress made

2. The Board of Investments' current "Strategic Framework and Initiatives" is **useful for me to understand LACERA's investment program priorities and be able to measure progress**.



1. LACERA's current "Strategic Framework and Initiatives" articulated a goal of evolving from a traditional "allocator" (primarily selecting and monitoring external managers) toward a more active "investor" (with greater influence on portfolio construction and legal rights, including greater focus on intentional portfolio construction, co-investment programs, fee negotiations, expanded proxy voting authority, and internal expertise). **How much progress do you believe LACERA has made toward this goal?**



2. Current Pillars Important and Progress Made

3. To what extent do you believe the following current strategic initiatives are important:

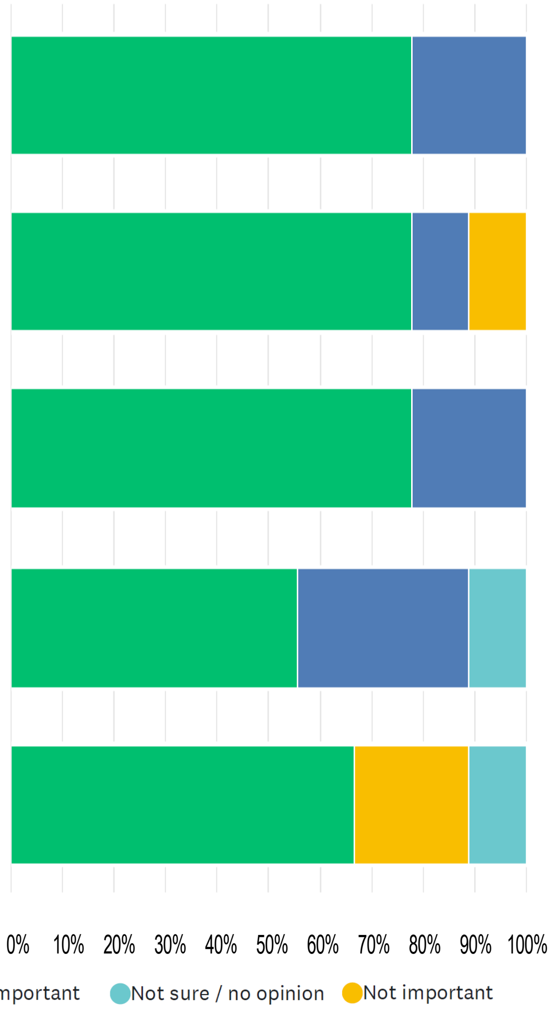
Optimizing LACERA's **investment model**, including greater focus on approaches such as co-investments and secondary transactions where LACERA may seek lower fees, greater control, or improved risk-adjusted returns

Optimizing **operational efficiency**, including enhancing data analytics, improving processes, and harnessing technology and resources to support effective investment decision-making and reporting for monitoring and oversight

Managing investment **fees and cost of capital**, including in negotiations with investment partners and reporting the annual fees analysis to the Board each December

Maximizing stewardship, including expanding LACERA's proxy voting authority to apply LACERA's own corporate governance principles at portfolio companies and commenting on financial market policy reforms, often in conjunction with associations such as Council of Institutional Investors

LACERA's **Towards Inclusion, Diversity, and Equity (TIDE) initiative**, including evaluating external asset managers' policies and practices, mitigating discrimination-related risks, promoting best practices in the financial services industry, and tracking progress over time through reporting to the Board each December



4. To what extent do you believe LACERA has made progress on each of the following strategic pillars of the Board of Investments work plan:

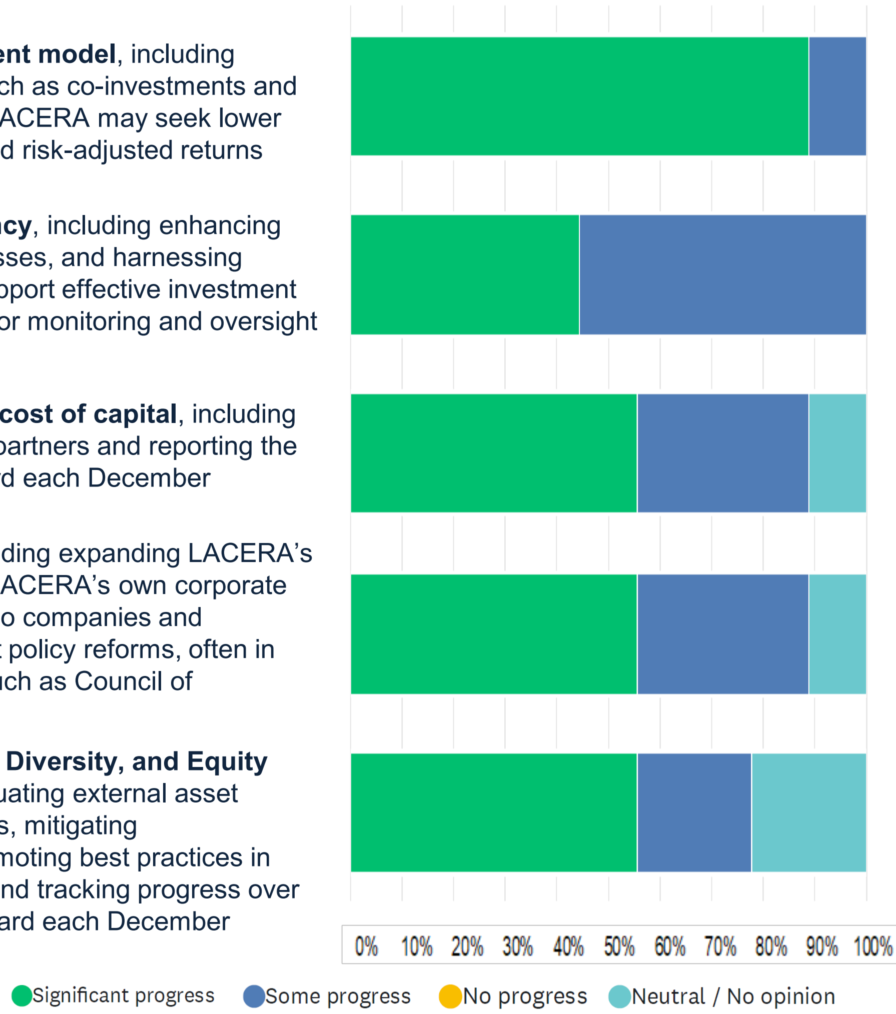
Optimizing LACERA's **investment model**, including greater focus on approaches such as co-investments and secondary transactions where LACERA may seek lower fees, greater control, or improved risk-adjusted returns

Optimizing **operational efficiency**, including enhancing data analytics, improving processes, and harnessing technology and resources to support effective investment decision-making and reporting for monitoring and oversight

Managing investment **fees and cost of capital**, including in negotiations with investment partners and reporting the annual fees analysis to the Board each December

Maximizing stewardship, including expanding LACERA's proxy voting authority to apply LACERA's own corporate governance principles at portfolio companies and commenting on financial market policy reforms, often in conjunction with associations such as Council of Institutional Investors

LACERA's **Towards Inclusion, Diversity, and Equity (TIDE) initiative**, including evaluating external asset managers' policies and practices, mitigating discrimination-related risks, promoting best practices in the financial services industry, and tracking progress over time through reporting to the Board each December

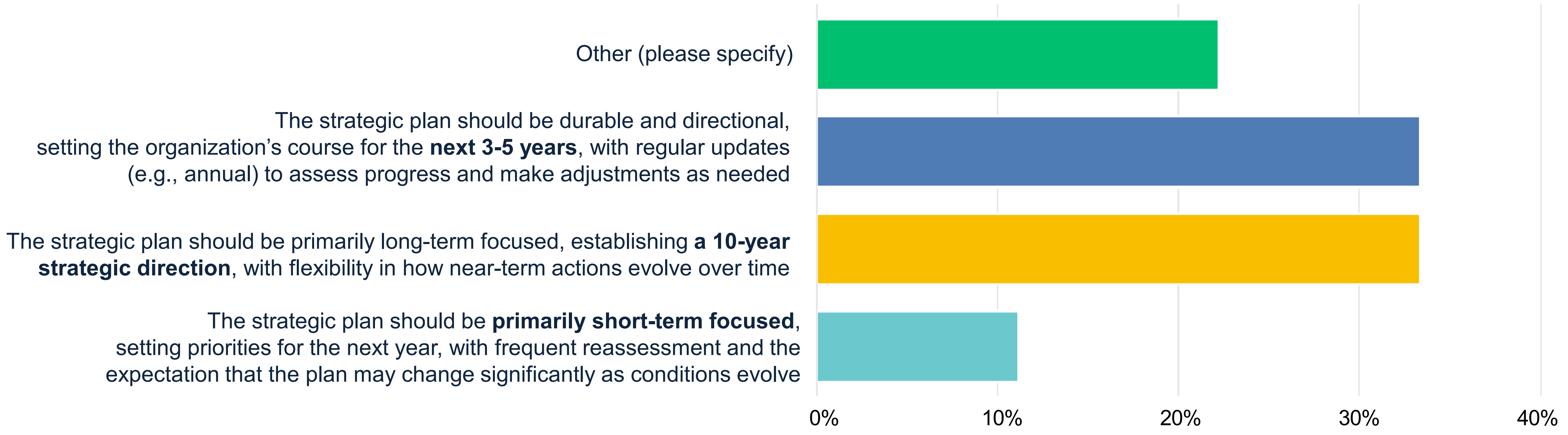


3. Desired Characteristics of a Strategic Plan

5. A strategic plan for LACERA's Board of Investments and investment program should (please rank any or all of the following in the order you believe they should be prioritized):

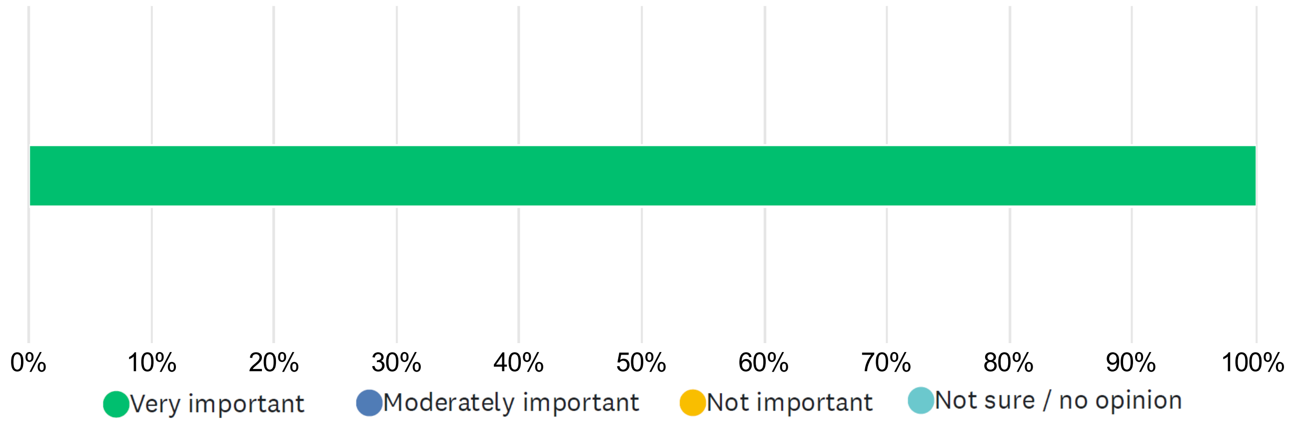
4. Most Support Medium- to Long-Term Horizon

6. Which of the following statements best reflects your view of the appropriate time horizon and durability of the Board of Investments' strategic plan:

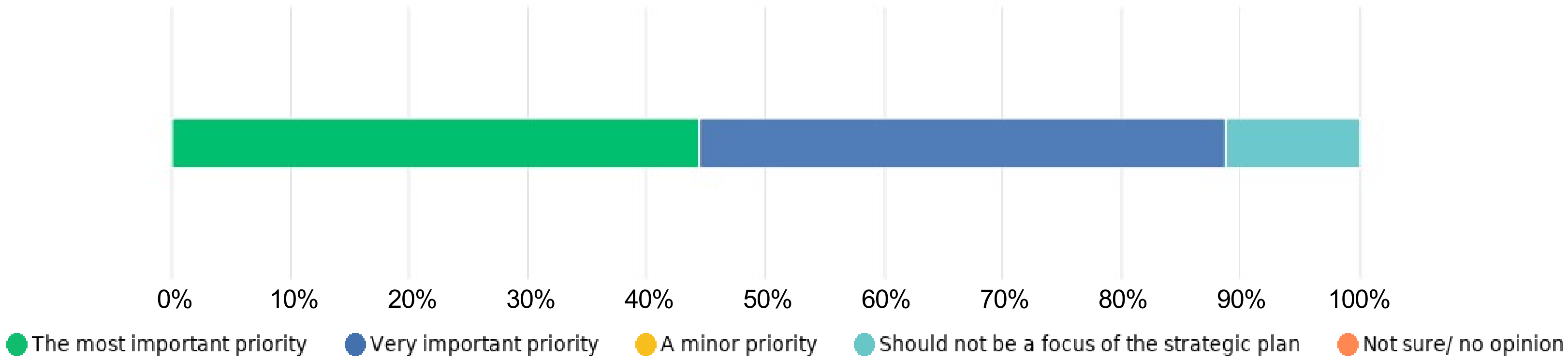


5. Preference for a Strategic Plan to Prioritize SAA

9. LACERA's investment beliefs state that strategic asset allocation is the primary determinant of long-term returns. How important is it that the Board of Investments' strategic plan explicitly prioritize oversight and implementation of LACERA's Strategic Asset Allocation?

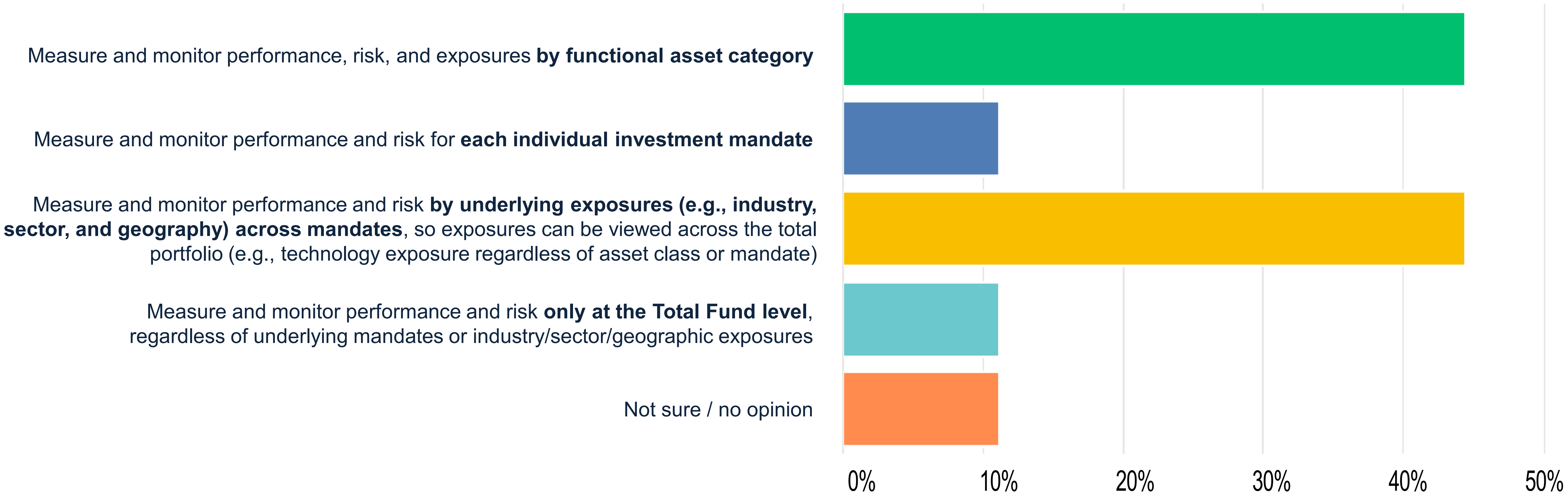


10. Relative to other current strategic objectives (e.g., operations, investment model, stewardship, TIDE, fees), how important should implementing the Strategic Asset Allocation be within the Board's strategic plan?



6. Support Measuring Exposures at Functional Category and Portfolio Holdings Across Mandates

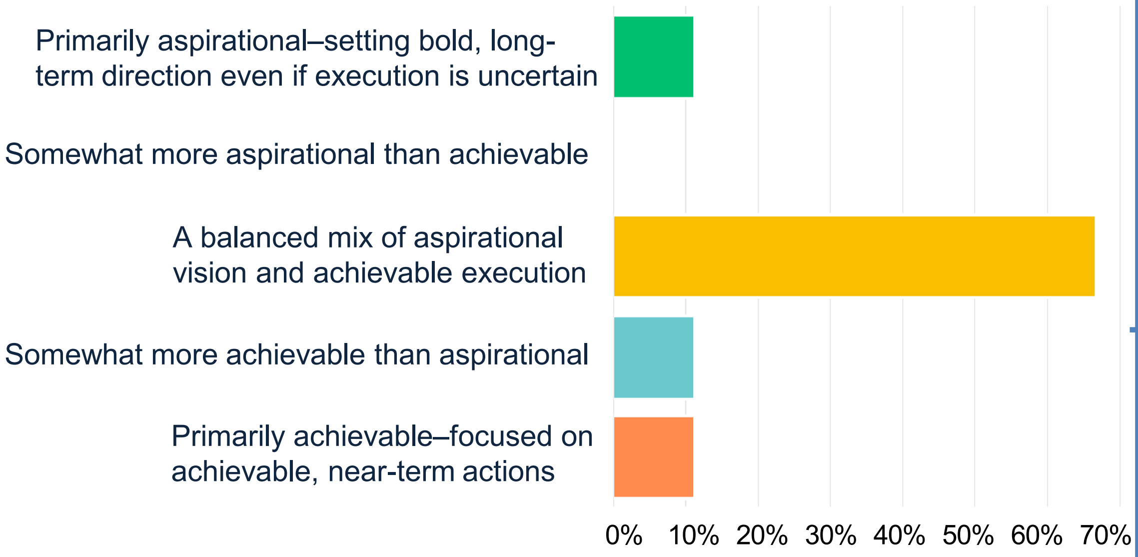
12. To support effective oversight of LACERA's portfolio, which approach should LACERA prioritize for performance measurement, risk monitoring, and alignment with LACERA's strategic objectives? (Please select all that apply.)



7. Want "Balanced" Approach

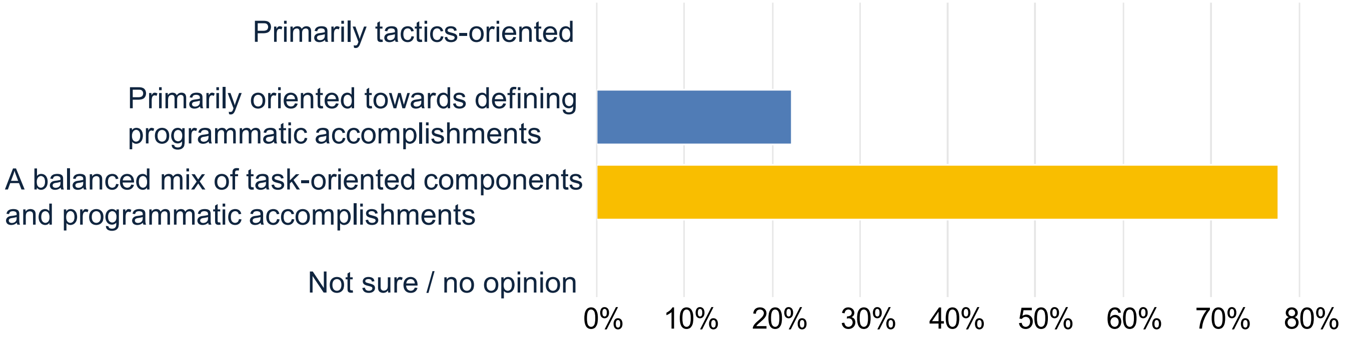
Aspirational versus Achievable

7. How should the Board of Investments' strategic plan balance being aspirational with being achievable?



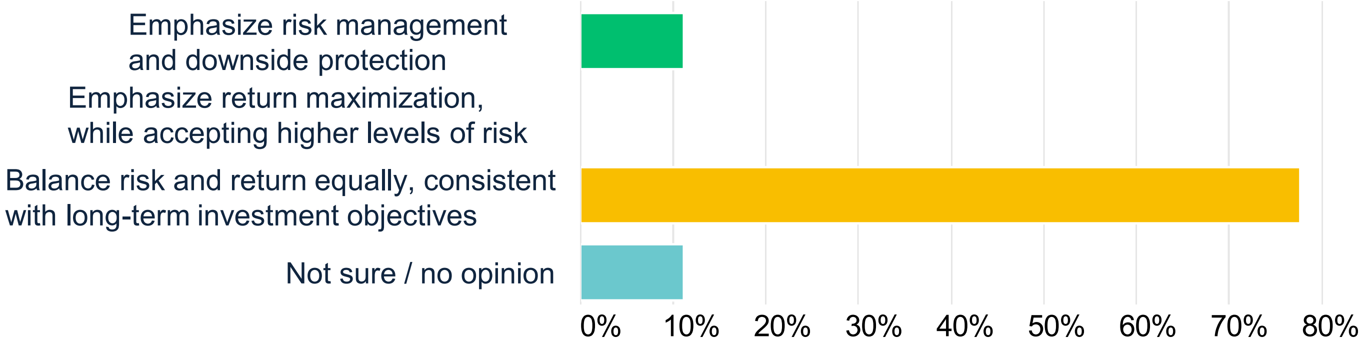
Tactical versus Strategic Objectives

8. When defining objectives and setting goals for the Board of Investments' strategic plan and initiatives, do you prefer that a strategic plan measures actions taken (such as tactics and tasks) or strategic accomplishments (such as programmatic goals met)?



Risk versus Return

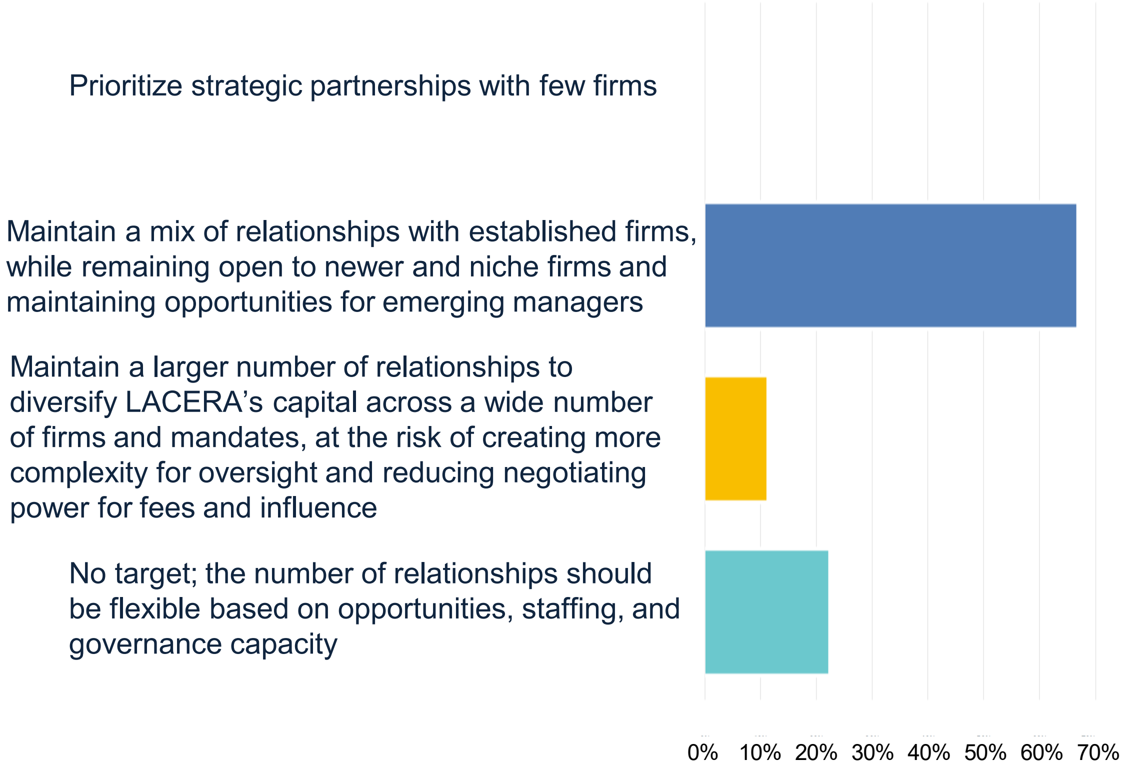
11. In guiding LACERA's investment program, how should LACERA prioritize risk and return objectives?



8. Including “Balanced” Mix of Partners

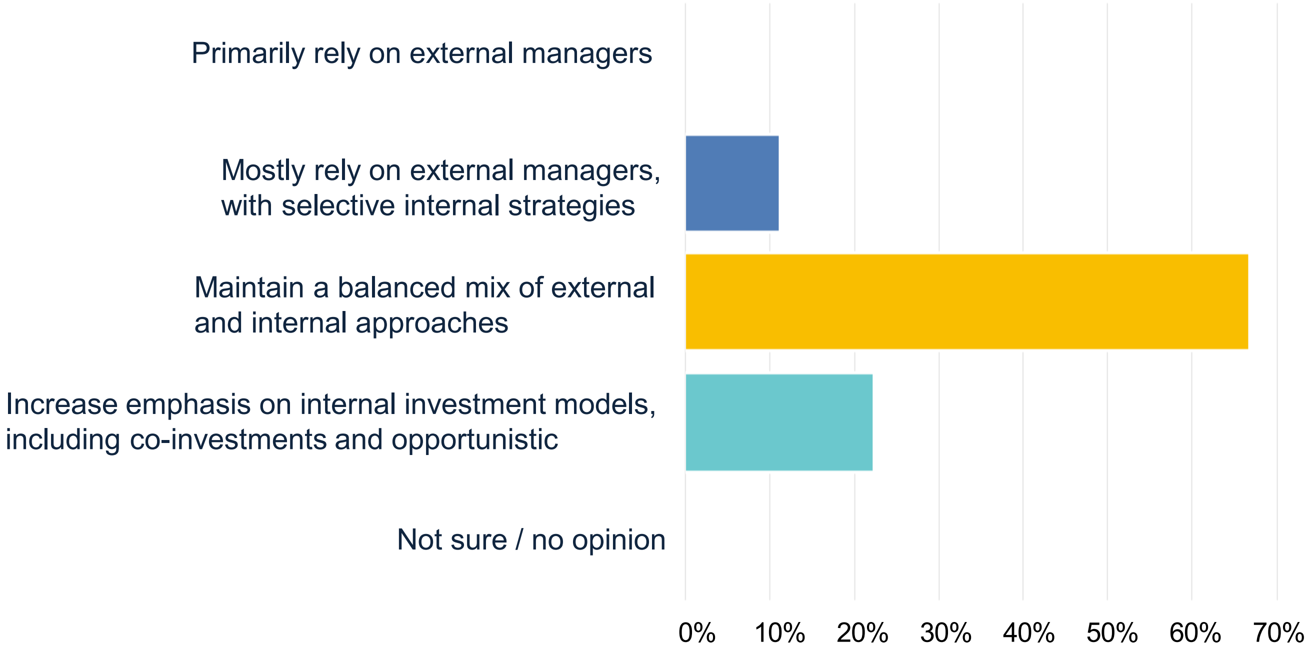
Balanced Number of Mandates

14. Number of investment firm relationships and mandates: What do you believe is the ideal number of active investment firm relationships for LACERA to effectively manage and oversee its investment program?



Using External Managers versus In-house Capacity (such as co-investments)

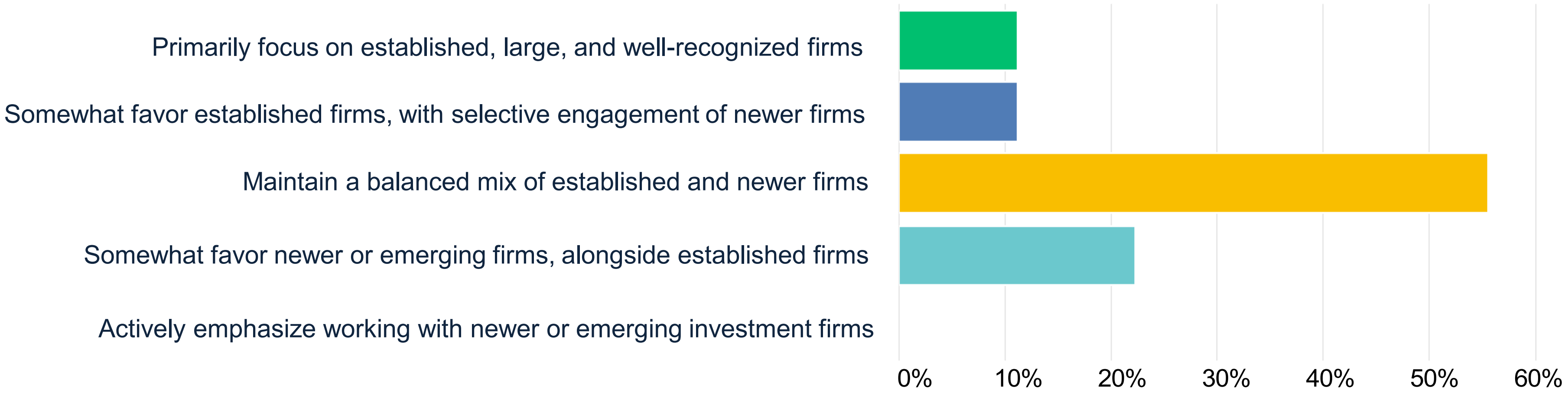
15. As part of LACERA’s “Allocator to Best-In-Class Investor” strategic framework launched in 2018, LACERA increased allocations and resources to evaluate co-investments, secondaries, and novel investment opportunities that entail in-house investment decision-making. How should LACERA balance reliance on external investment management models versus continuing to pursue in-house investment decision-making, such as co-investments?



8. Including "Balanced" Mix of Partners – Cont'd

Large versus Smaller Investment Partners

13. Partner firms' size: Given LACERA's diversified asset allocation, governance responsibilities, staff capacity, and oversight considerations, how should LACERA balance working with smaller and newer investment firms versus established, large, and widely recognized firms?



FRAMEWORK FOR THE FUTURE

ELEVATING STRATEGIC RESILIENCE

BOARD OF INVESTMENTS
OFFSITE 2026

Venture Capital: Roles, Risks, and Portfolio Fit

Venture Capital: Roles, Risks, and Portfolio Fit

Today's Discussion

Session Outline

1. **Overview of Venture Capital and Portfolio Fit[1]**
    - **Didier Acevedo**, Senior Investment Officer, LACERA
    - **Seyonne Kang**, Partner, StepStone Group

2. **Panel Discussion – Venture Capital Investing: Key Trends and Outlook**
    - **Moderator: Seyonne Kang**, Partner, StepStone Group
    - **Scott Brady**, Founding Partner, Innovation Endeavors
    - **Tae Hea Nahm**, Partner and Co-Founding Managing Director, Storm Ventures
    - **Deven Parekh**, Managing Director, Insight Partners

Objectives

A. Ground the Board in venture capital fundamentals

B. Distinguish the risk and return trade-offs unique to the asset class

C. Assess prevailing market trends and outlook

[1] *Includes trivia questions*

Part 1

Venture Capital Overview

Modern History of VC

Modern VC's history spans ~80 years — from ARDC[1] in 1946 to today's Generative AI wave

U.S. VC (1946–2014) | **U.S. VC (2015–Present)**

$ in billions invested

1946

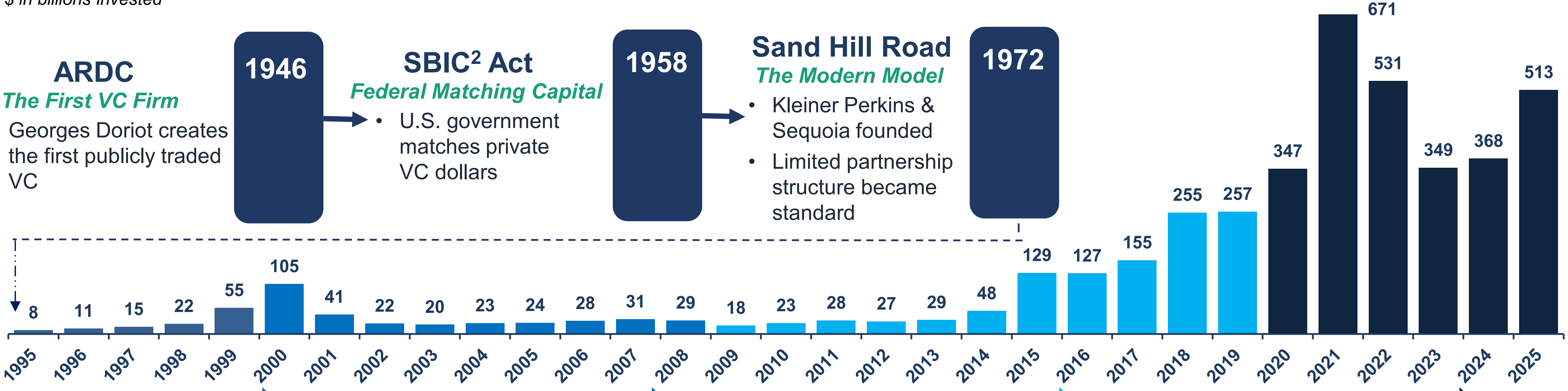
ARDC
The First VC Firm
- Georges Doriot creates the first publicly traded VC

1958

SBIC[2] Act
Federal Matching Capital
- U.S. government matches private VC dollars

1972

Sand Hill Road
The Modern Model
- Kleiner Perkins & Sequoia founded
- Limited partnership structure became standard



1 Internet 1995–1999

2 Social Media 2000–2008

3 Robotics / Early AI 2009–2020

4 Generative AI 2021–Present

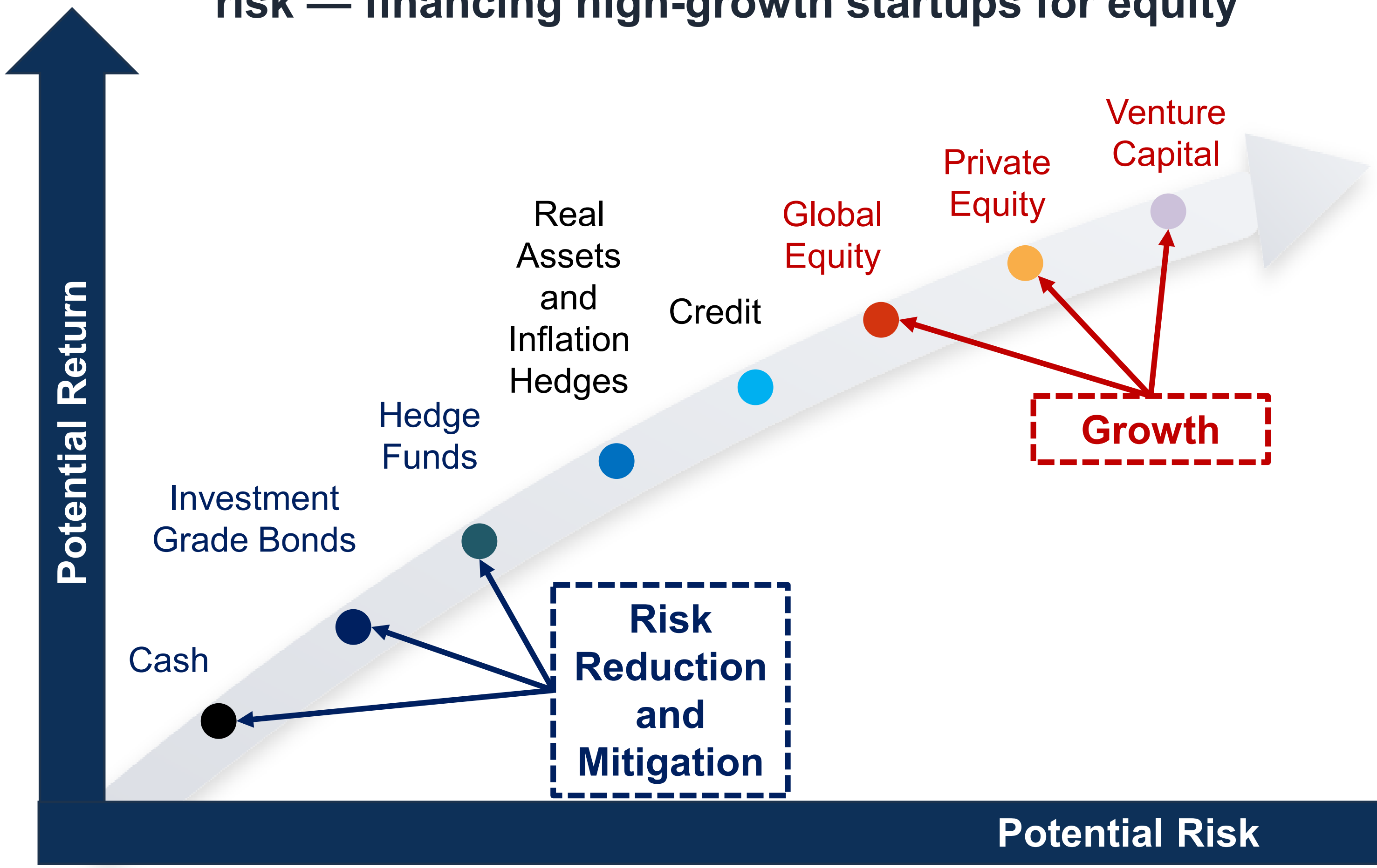
Source: The National Venture Capital Association / PitchBook (1995–2025), KPMG Venture Pulse, SBA/SBIC reports, ARDC / Doriot archives.

[1] American Research and Development Corporation.

[2] Small Business Investment Company.

VC Risk and Return Profile

Venture capital sits at the top of the risk/return spectrum: the highest potential return of any asset class, at the highest potential risk — financing high-growth startups for equity



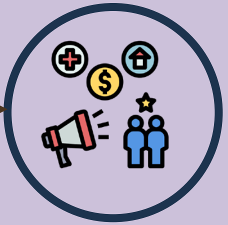
Venture Capital

	Return Target (1)	% of Investments <1.0x (2)
Early Stage	3-5x	66%
Expansion	2-3.5x	54%
Late Stage	2-2.5x	48%

Source: LACERA Growth Structure Review, PitchBook, Q3 2024 PitchBook Analyst Note: VC Returns by Series: Part IV. (1) PitchBook and Preqin, 2025. (2) PitchBook, 2024.

The Venture Stage Continuum

Stages that carry a company from pre-seed idea to initial public offering exit, with capital and valuation rising at each step

Early Stage			Expansion and Late Stage		
Pre-Seed	**Seed**	**Series A**	**Series B to C ("Expansion")**	**Series D+ ("Late Stage")**	
Turning an idea into an initial product and testing concept viability	Building out the product and hiring a team	Scaling the product and confirming market fit	Accelerating growth	Maximizing scale ahead of an exit	Going public
$3M+	**$25M+**	**$75M+**	**$150M+**	**$650M+**	**IPO**

Median Valuation(1)

Overlap here between VC and growth equity

Source: Carta State of Private Markets Q4 2025.
(1) Carta's median primary post-money valuation by stage and quarter as of Q4 2025.

LACERA Venture Portfolio Overview

As of March 31, 2026

LACERA's Venture Capital

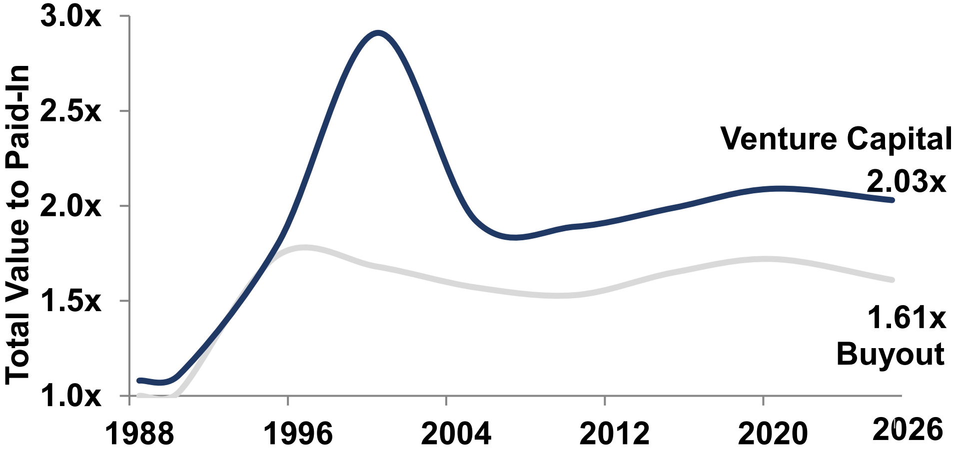
21.6% Net IRR vs 13.6% for Buyout

+8%

Higher Net IRR Since Inception

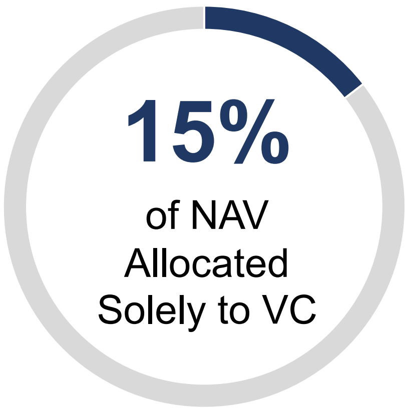
(Excludes Co-Investments, Secondaries, and SMAs)

VC has compounded ahead of buyout across multiple cycles



LACERA Venture Portfolio Composition

VC Allocation



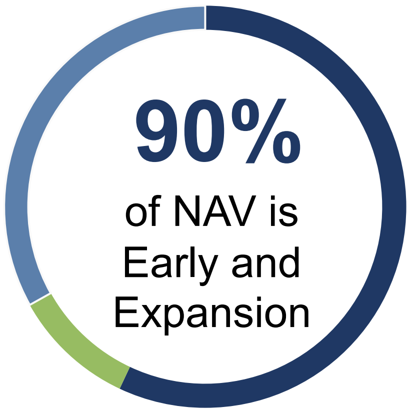
Target VC / Growth allocation 0%–30% of private equity NAV

LACERA's current allocation of 24% includes growth equity

VC Market Value by Vehicle

Primaries	78%
Separately Managed Accounts	22%

VC Exposure by Stage



Early Stage	57%
Expansion	33%
Late Stage	10%

Total value to paid-in multiples reflect cumulative distributions plus ending market value divided by cumulative contributions for primary VC and buyout portfolios. Returns are shown on a since-inception basis through March 31, 2026.

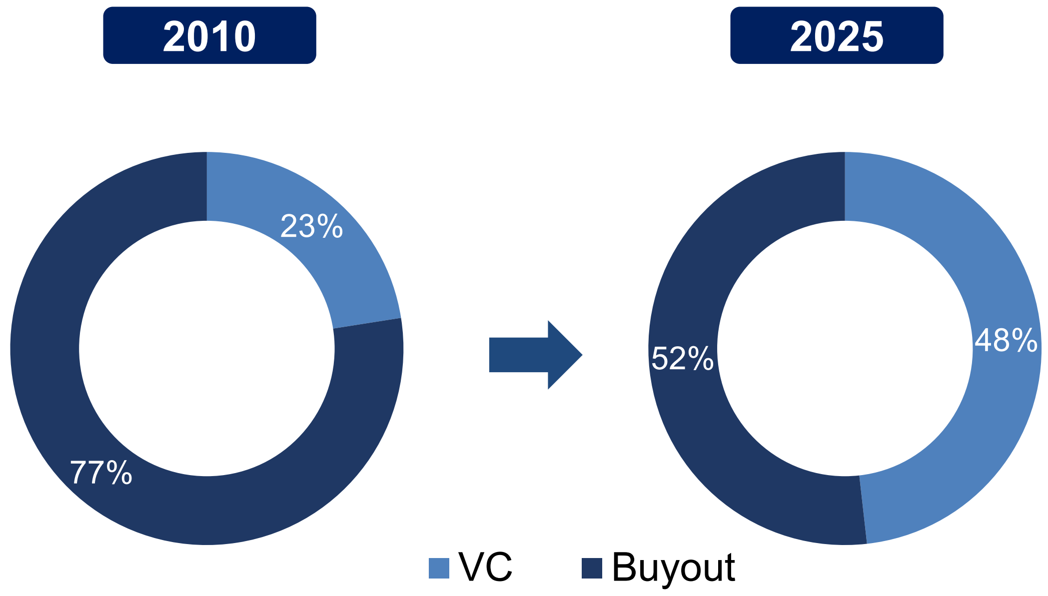
Market Update: VC Asset Class Growth

The venture capital asset class is rivaling the size of Buyout, driven by Power Law companies reaching record valuations

Venture Capital vs. Buyout NAV

Venture Capital NAV growth over the past 15 years

Venture Capital is approaching half the size of Private Equity by NAV and growing fast



Value Concentrating in the Largest Assets

Top-10 private companies exceed last decade's exit value

Top-10 Companies	Valuation ($B)
SpaceX	$1,250
OpenAI	$830
Anthropic	$380
Databricks	$134
Waymo	$126
Stripe	$107
Ripple	$40
Figure	$39
Ramp	$32
SSI	$32
Total	**$2,969**

112%

of all VC exits, past decade

Source: Preqin, PitchBook.

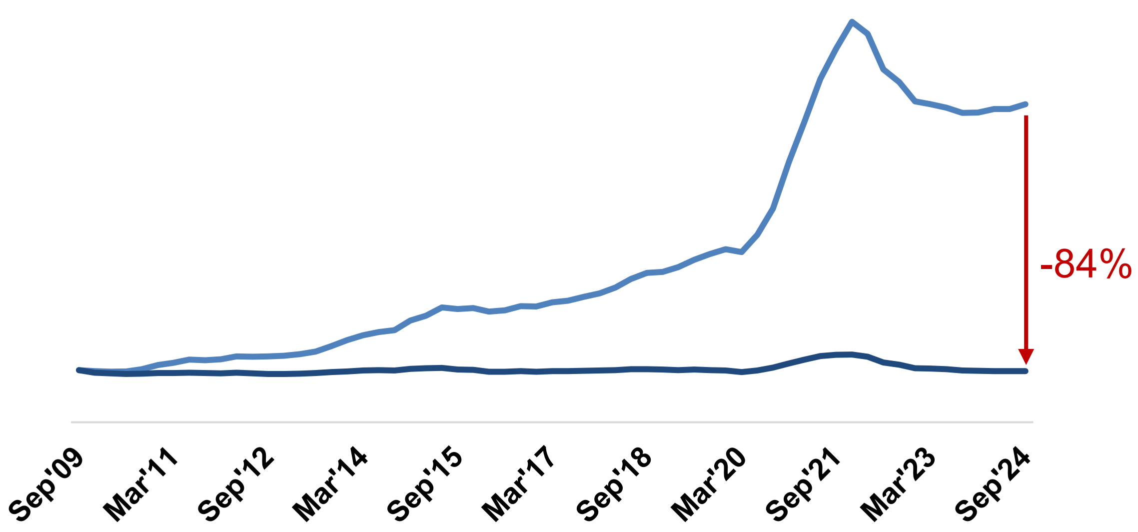
Market Update: The Power Law Widens

Power Law also applies to vintage years and managers, highlighting the importance of consistent allocation

Importance of Consistent Allocation

VC quarterly returns (with & without the top-5 vintage years)

Missing the best vintage years can meaningfully impact a venture program's total return

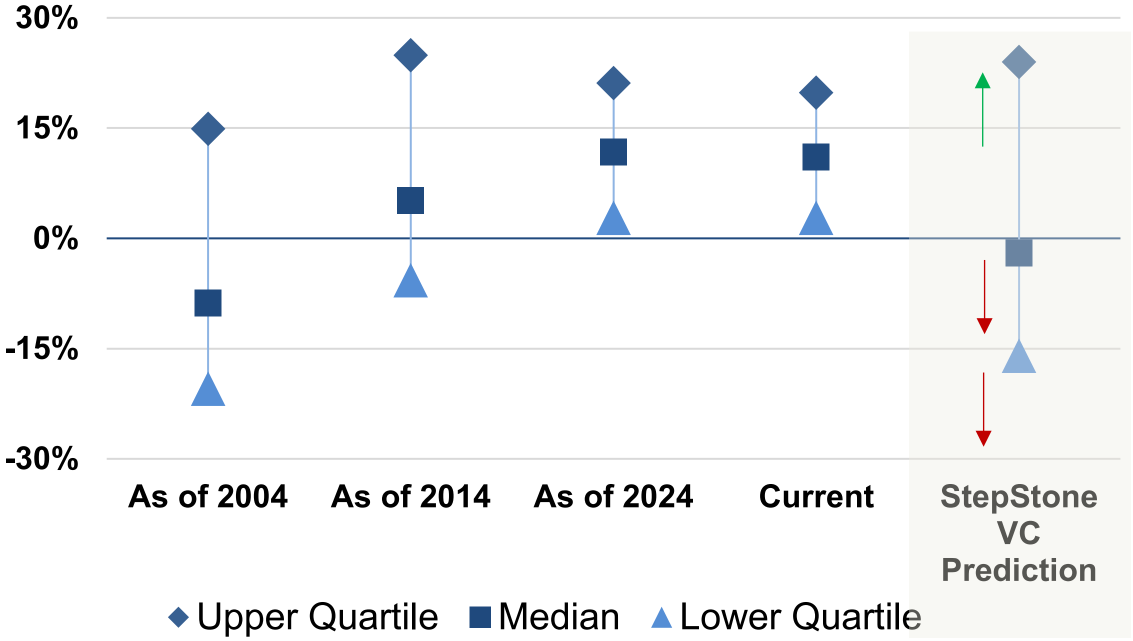


Cumulative Return (All Vintages)	6.09x	Cumulative Return (Excl. Top-5 Vintages)	0.98x

VC Return Expectations

U.S. VC 20-year horizon returns

StepStone expects upper quartile VC returns to improve while median and lower quartile returns fall



Source: StepStone research, Cambridge Associates. StepStone VC prediction does not represent a specific point in time, the opinions expressed herein reflect the current opinions of StepStone as of the date appearing in this material only. There can be no assurance that views and opinions expressed in this document will come to pass.

Part 2

Panel Discussion

Panel Discussion

Moderator	Panelist	Panelist	Panelist
			
Seyonne Kang	**Scott Brady**	**Tae Hea Nahm**	**Deven Parekh**
Partner	Founding Partner	Co-Founding Managing Director	Managing Director
StepStone Group	**Innovation Endeavors**	**Storm Ventures**	**Insight Partners**

Speaker Biographies

Speaker Biographies

Seyonne Kang

Partner
StepStone Group

Seyonne is a Partner at StepStone Group, focusing on venture capital and growth equity fund, direct and secondary investments. Seyonne holds Board/observer seats at several portfolio companies, in addition to serving on the Limited Partner Advisory Committees for many early-stage venture capital funds. Previously, she spent seven years in investment management firms with a focus on private capital. Before moving into investment management, Seyonne spent a decade on Wall Street in institutional equities, including software equity research and sales & trading, most recently at Morgan Stanley.

Seyonne earned an A.B. with honors from the University of Michigan at Ann Arbor and an M.B.A. from the University of California at Berkeley. She serves as a member of the Dean’s Advisory Council for the College of Literature, Science, and the Arts (LSA) at the University of Michigan and as a Board and Investment Committee Member for the Mather Foundation.

Speaker Biographies

Scott Brady

Founding Partner
Innovation Endeavors

Scott Brady is a Founding Partner at Innovation Endeavors, where he partners with technical founders building the next generation of industry-defining companies at the intersection of AI, engineering, and the physical world. He is a Lecturer in Management at Stanford Graduate School of Business and serves as the Faculty Advisor for the AI@GSB Applied AI Initiative, helping shape the school's efforts to prepare future leaders for an AI-enabled world.

Scott holds a master's degree in management from Stanford Graduate School of Business and a bachelor's degree in business administration from the University of Florida.

Speaker Biographies

Tae Hea Nahm

Partner and Co-Founding Managing Director
Storm Ventures

Tae Hea is a Co-Founder and Managing Director of Storm Ventures, an early-stage Silicon Valley venture firm focused on business-to-business ("B2B") artificial intelligence applications and tools. Storm was an early investor in over 200 B2B software companies, generating 11 unicorns including Marketo, Tekion, and Workato.

Tae Hea was also the founding CEO of Airespace, which was acquired by Cisco for $450 million. Drawing on his operational and investment track record, he co-authored *Survival to Thrival* to demystify the startup journey. He holds an Applied Mathematics degree from Harvard and a J.D. from the University of Chicago Law School. He was born in Seoul, South Korea.

Speaker Biographies

Deven Parekh

Managing Director
Insight Partners

Deven Parekh is a Managing Director at Insight Partners. Since joining Insight in 2000, he has made over 140 investments in enterprise software, data, and consumer internet businesses globally.

Currently, Deven serves on the Boards of Directors for Alteryx, Checkout.com, Cotality, Diligent, DistroKid, Fanatics, Gamma, iad, Momentive Software, PDI, and Zerocool/Fanatics Collectibles. Other companies within his portfolio include Calm, Kpler, FloQast, Chargebee, Splitwise, Zest.ai, Slice, Vinted, and Automattic (WordPress).

In December 2021, Deven was named a recipient of the Robert F. Kennedy Ripple of Hope Award. He is also a Henry Crown Fellow of the Aspen Institute.

Deven has a B.S. in Economics from the Wharton School at the University of Pennsylvania.

Glossary of Terms

Business-to-Business (B2B): A company that sells products or services to other businesses rather than directly to consumers.

Co-Investment (Co-Inv): A direct investment made alongside a lead sponsor or investment fund, typically associated with lower fees and carried interest.

Initial Public Offering (IPO): The process by which a private company offers its shares to public investors through a stock exchange.

Internal Rate of Return (IRR): The annualized rate of return on an investment, taking into account the timing of all cash inflows and outflows.

Net Asset Value (NAV): The current value of an investment fund or portfolio after subtracting all liabilities and expenses from total assets.

Natural Language Processing (NLP): A branch of artificial intelligence that enables computers to understand, interpret, and generate human language.

National Venture Capital Association (NVCA): A nonprofit trade association that represents and advocates for the U.S. venture capital industry and startup ecosystem through research, policy advocacy, education, and industry resources.

Primaries: Investments made through capital commitments to newly raised private equity, venture capital, or private market funds during their fundraising period.

Private Equity (PE): An asset class focused on investing in privately held companies, or acquiring public companies and taking them private, with the goal of increasing their value and generating returns for investors.

Small Business Administration (SBA): A U.S. federal agency that helps small businesses access financing, resources, and support programs to start, grow, and expand their operations.

Small Business Investment Company (SBIC): A U.S. Small Business Administration-licensed investment fund that invests in U.S. small businesses using both private capital and government-backed financing.

Separately Managed Account (SMA): A professionally managed investment portfolio in which a single investor directly owns the underlying securities rather than shares of a pooled fund.

Total Value to Paid-In (TVPI): A performance measure that compares the total value of an investment fund, including both distributions and remaining net asset value, to the capital contributed by investors.

Unicorn: A venture-backed private company that has achieved a valuation of $1 billion or more before going public.

Venture Capital (VC): A type of private equity that provides financing to early-stage high-growth companies in exchange for an ownership stake, with the goal of generating returns as the companies grow and mature.

LACERA
Los Angeles County Employees Retirement Association

FRAMEWORK FOR THE FUTURE

ELEVATING STRATEGIC RESILIENCE

BOARD OF INVESTMENTS
OFFSITE 2026

Board of Investments Governance Survey Results and Discussion

Governance Survey Results and Discussion

Today's Discussion

Session Outline

1. **Board of Investments Governance Survey Results and Discussion**
   - **Tim Filla**, Managing Principal and Consultant, Meketa Investment Group

Objectives

A. Review survey results

B. Discuss key governance themes

C. Consider future governance enhancements

MEKETA

Los Angeles County Employees Retirement Association

September 15, 2026

Governance Survey Results

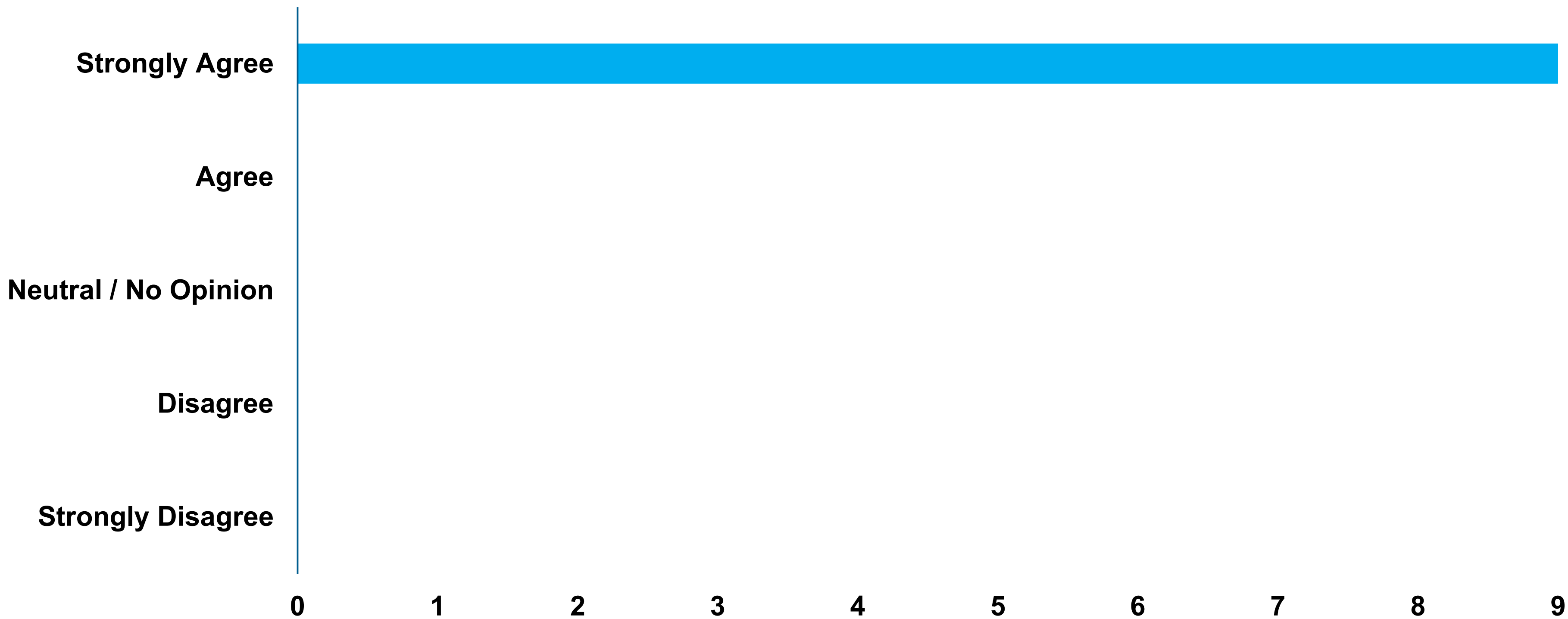
Introduction

- The goal of this presentation is to facilitate dialogue about LACERA governance and Board of Investments ("BOI") oversight and operations by reviewing the responses from the Trustee Survey.
- This presentation dovetails with the LACERA Staff led conversation regarding the review of LACERA's Strategic Plan: "Towards Best-In-Class Investor".
- The presentation is structured to align with the survey but is re-organized to facilitate dialogue between Trustees.
  - Areas of strong consensus
  - Areas for discussion and further exploration
- The main focus areas are segmented into the categories below:
  - BOI Education
  - BOI Committees
  - BOI Meetings
  - BOI Materials and Information Delivery
- Governance is not an area where a one-size-fits-all approach works and Trustees will have some areas of strong agreement, but also some differing perspectives.
- The overall discussion is intended to assist the BOI in assessing and adopting governance practices that best align with LACERA's evolution.

Areas of Strong Consensus

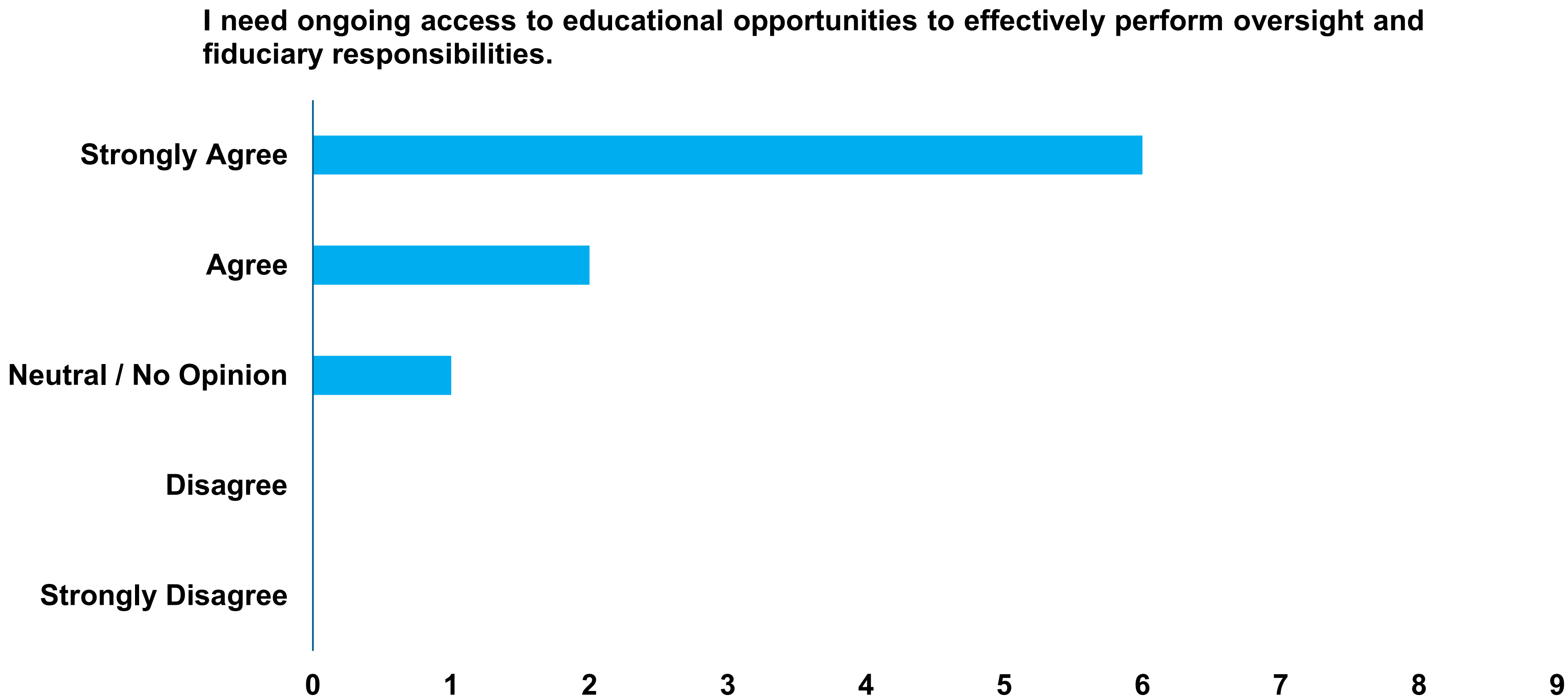
Governance

To what extent do you agree with LACERA's current investment belief (as outlined in the Investment Policy Statement that, "Strong governance is critical for LACERA to achieve its investment objectives."



- There was complete consensus amongst the BOI that strong governance is critical for LACERA in achieving its investment objectives.

Educational Opportunities



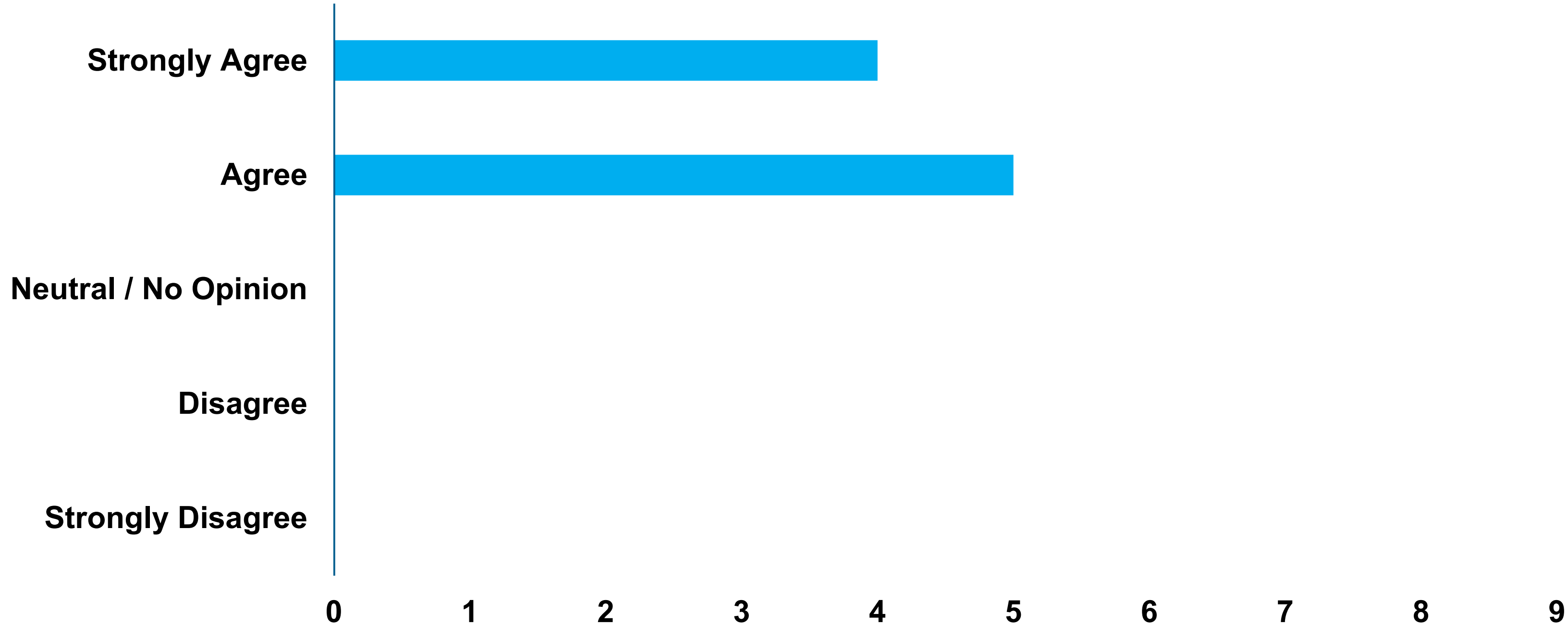
→ There is a strong consensus that the BOI needs access to educational opportunities to perform oversight and fiduciary responsibilities.

→ Trustee comment summary:

- Trustee education is necessary and a given.

Consultant Advice and Information

LACERA's general investment consultant and asset class investment consultants provide information and advice that are useful to the Board of Investments' oversight and decision-making for the investment program.



→ There is strong consensus that consultants provide information and advice that is useful to the BOI, but…

→ Trustee Comment Summary:

- Trustees would like consultants to contribute more during discussions and provide independent perspectives.
- Some trustees expressed a desire for increased interaction, outreach, and information sharing from consultants.

Areas for Discussion and Further Exploration

BOI Education

Educational Topics and Programs

Please rank the following sources of educational opportunities for LACERA's BOI, from highest priority to lowest priority. rank 1 = highest rank 7 = lowest

Educational topics incorporated into regular Board meetings (e.g., outside speakers, staff or consultant presentations, etc.)	1
Formal trustee educational programs (e.g., Wharton, NCPERS)	1
Educational conferences hosted by associations to which LACERA is affiliated (e.g., SACRS, NCPERS, CALAPRS, CII)	3
Industry- and/or asset manager-sponsored events (e.g., PensionBridge, Markets Group, AltsLA)	4
On-line trustee educational webinars and courses	6
Formal certifications by recognized associations (e.g., NACD)	5
Other (please specify)	7

→ Formal trustee educational programs and educational topics involving outside speakers, staff or consultants received the highest ranks in terms of desired BOI education.

Trustee Comments: Education

→ Ongoing education is essential.

- Trustees emphasized the importance of continuous learning due to the constantly changing investment environment.
- Education helps trustees understand market developments, industry trends, risks, opportunities, and the implications for the portfolio, particularly during periods of market stress.

→ Strong Trustee-Staff interaction is valuable.

- In-house educational sessions, post-meeting discussions, and interactions with Staff were viewed as effective ways to improve understanding of the portfolio and investment activities without overly burdening staff.

→ Education should follow a progressive structure.

- New trustees should first complete foundational training, including academic programs and formal certification, to establish a common understanding of governance and investment oversight responsibilities.
- Portfolio-specific education from staff and consultants is then needed to deepen understanding of LACERA's investment portfolio, beliefs, policies, and procedures.
- Industry conferences and external training provide additional value by exposing trustees to broader market developments, best practices, and peer perspectives.

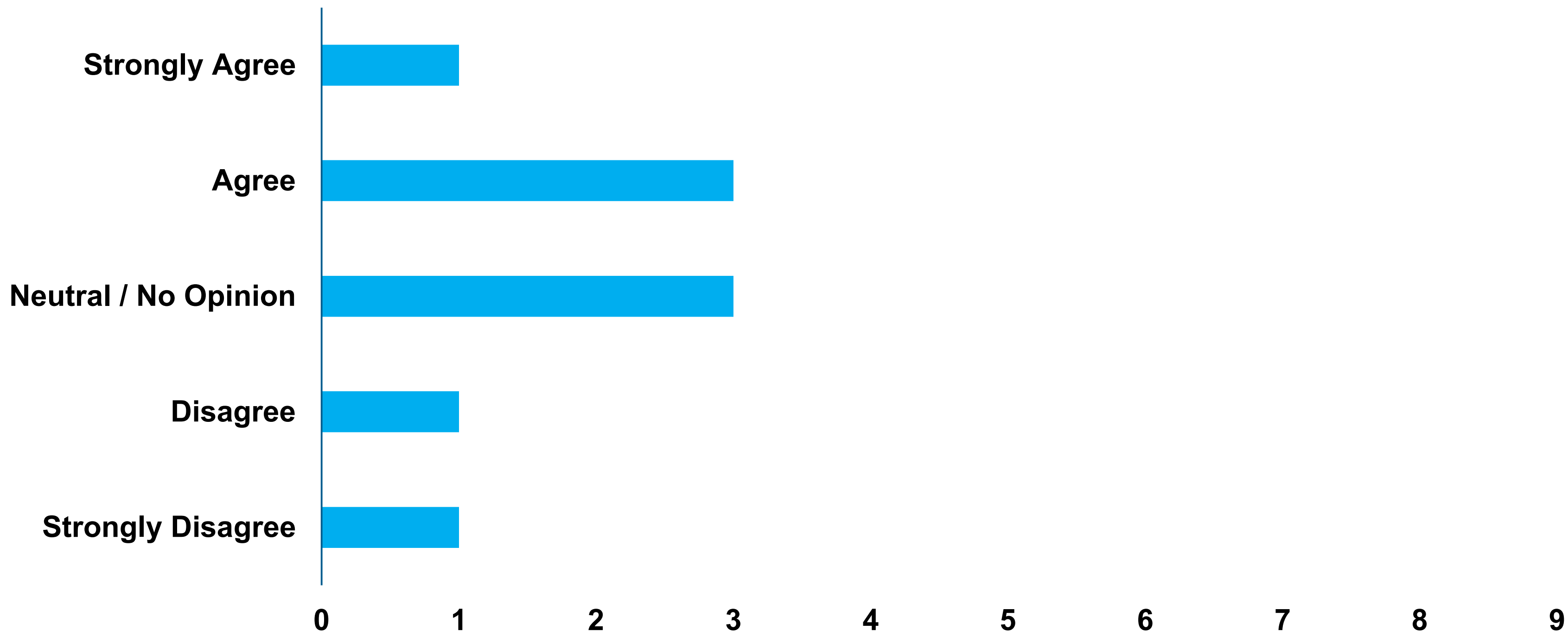
→ Multiple educational formats provide unique benefits.

- While educational topics at Board of Investments meetings and formal education programs were seen as foundational, other formats such as staff briefings, conferences, consultant education, and informal discussions were considered complementary and valuable in different ways.

BOI Committees

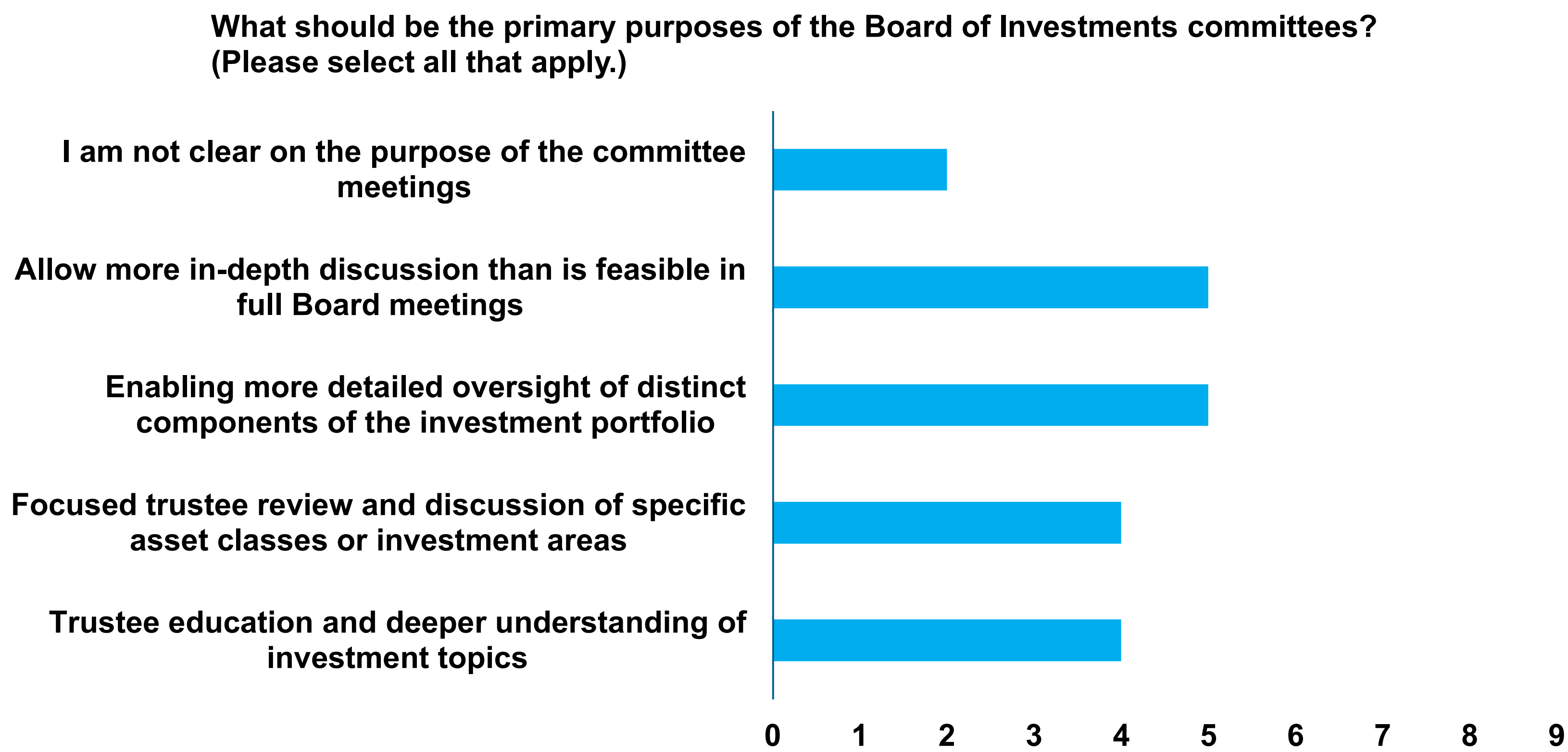
BOI Committee Structure, Oversight and Decision Making by Asset Categories

The current approach of structuring Board of Investments committee by defined asset categories (e.g., Real Assets, Growth, Credit and Risk Mitigation, and Corporate Governance) is useful for supporting the Board's oversight and decision-making.



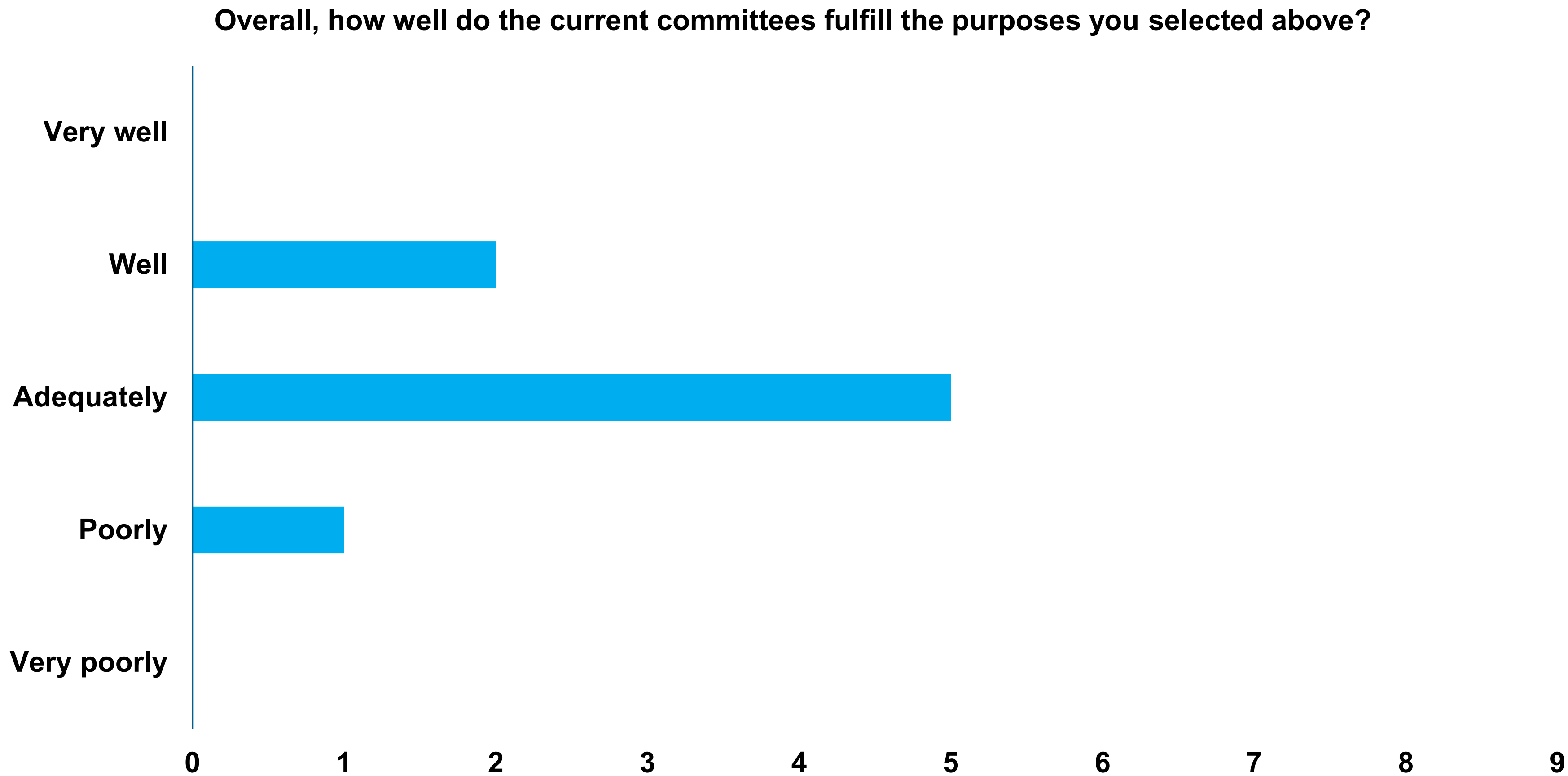
- → Responses to this survey question were mixed.
- → Trustee comments showed flexibility and willingness to consider alternatives.

Primary Purpose of BOI Committees



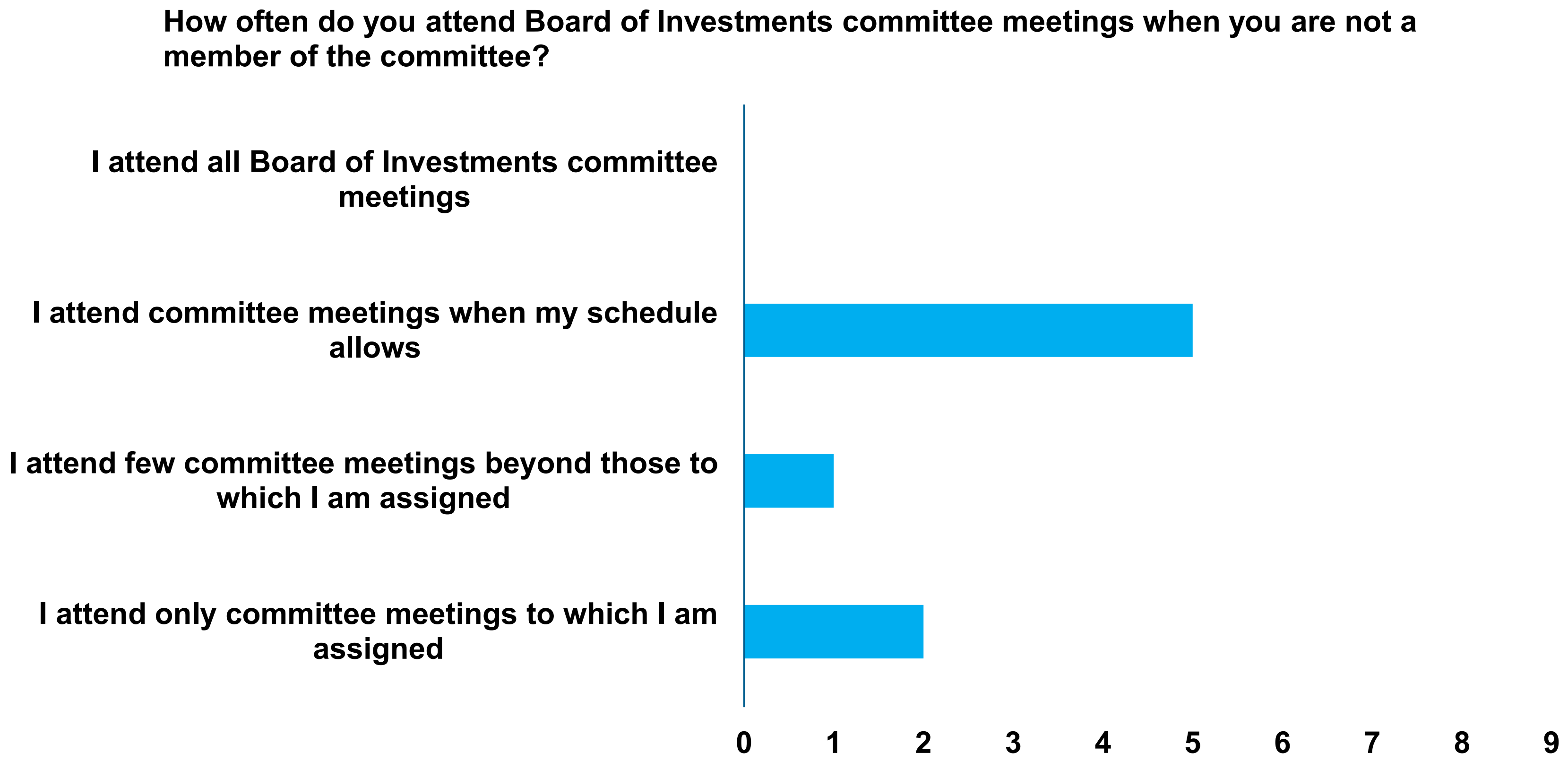
→ Based on the responses, there does not appear to be a clear consensus regarding the primary purpose of the BOI committees.

Evaluation of Current Committees



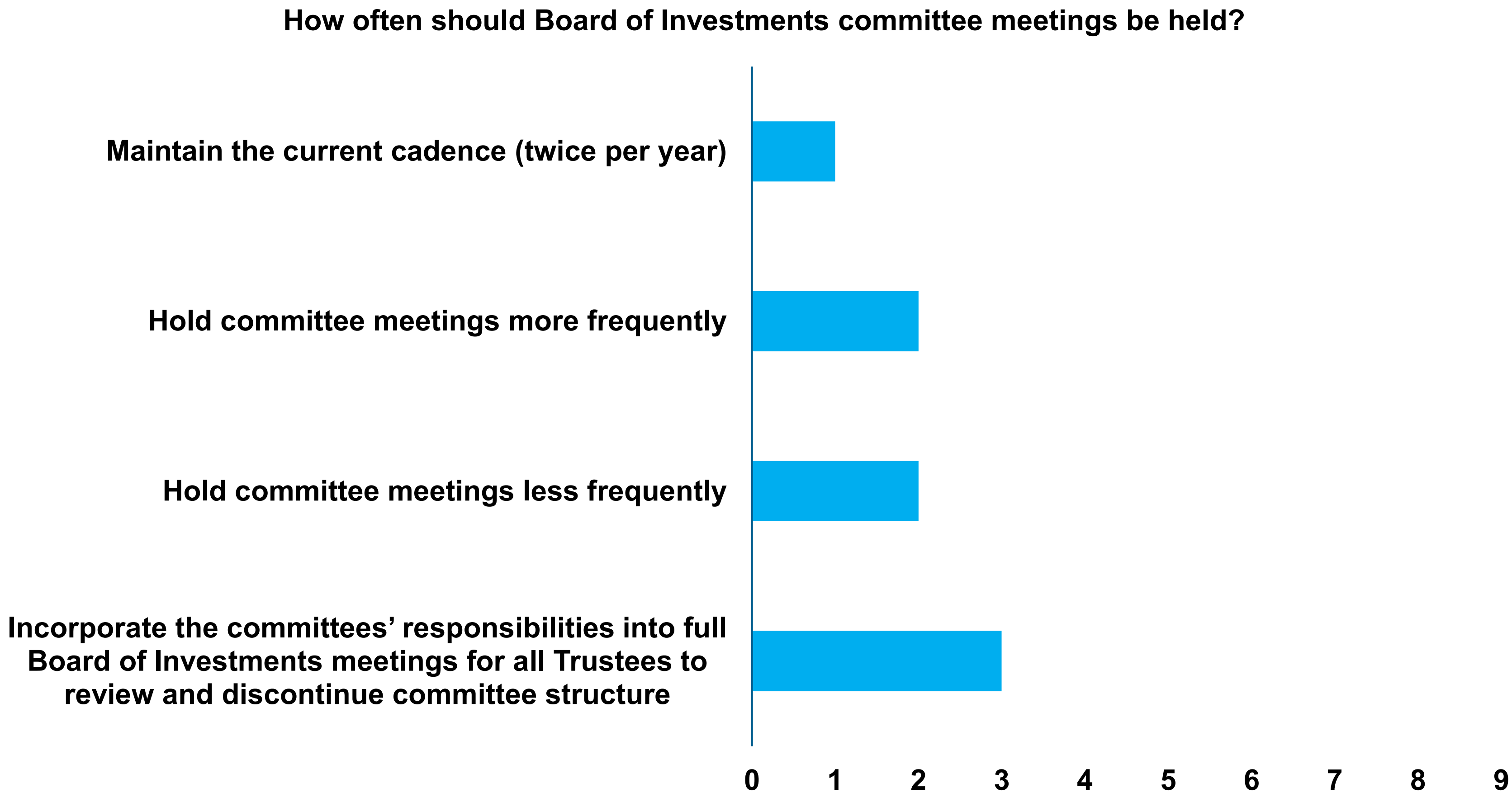
→ There was overall consensus that the current committees are fulfilling their intended purpose adequately with one vote suggesting this is not the case.

Frequency of Meeting Attendance by Non-members



→ The responses suggest that non-members generally attend committee meetings on an as-needed basis or if schedules permit, rather than consistently attending all committee meetings. Attendance beyond assigned committee responsibilities appears to be relatively limited.

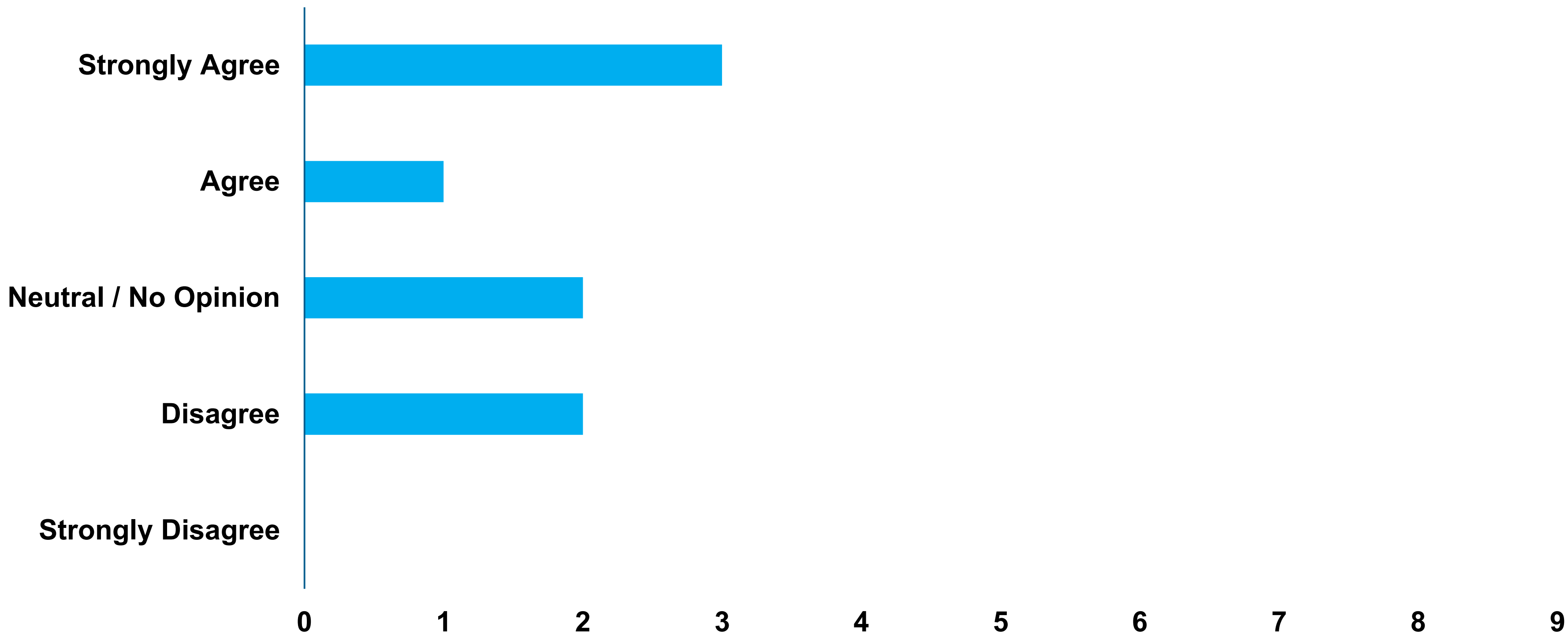
Frequency of Committee Meetings



- Responses were mixed regarding committee meeting frequency, with the highest number of votes received in favor of discontinuing the committee structure and incorporating committee responsibilities into full BOI meetings.

Committees vs. Full BOI

Reports and information currently presented to BOI committees should instead be presented to the full BOI so that all trustees have access to the same information for oversight and decision-making.



→ A plurality of responses supported presenting committee reports and information directly to the full BOI, with more respondents agreeing than disagreeing that all trustees should have access to the same information for oversight and decision-making.

Trustee Comments: Committees

→ Re-evaluate the purpose and effectiveness of committees.

- Several trustees expressed interest in reviewing the role, output, and value of existing committees.
- There was support for conducting an assessment of committee activities over the past several years to determine whether each committee continues to serve a meaningful purpose.
- Some trustees suggested eliminating committees altogether or those that are no longer contributing to governance or decision-making,
- Some trustees indicated that certain committees may be remnants of prior governance structures and may have outlived their original purpose.
- Some favored the use of ad hoc committees created for particular needs while preserving the option to retain committees that continue to provide value.

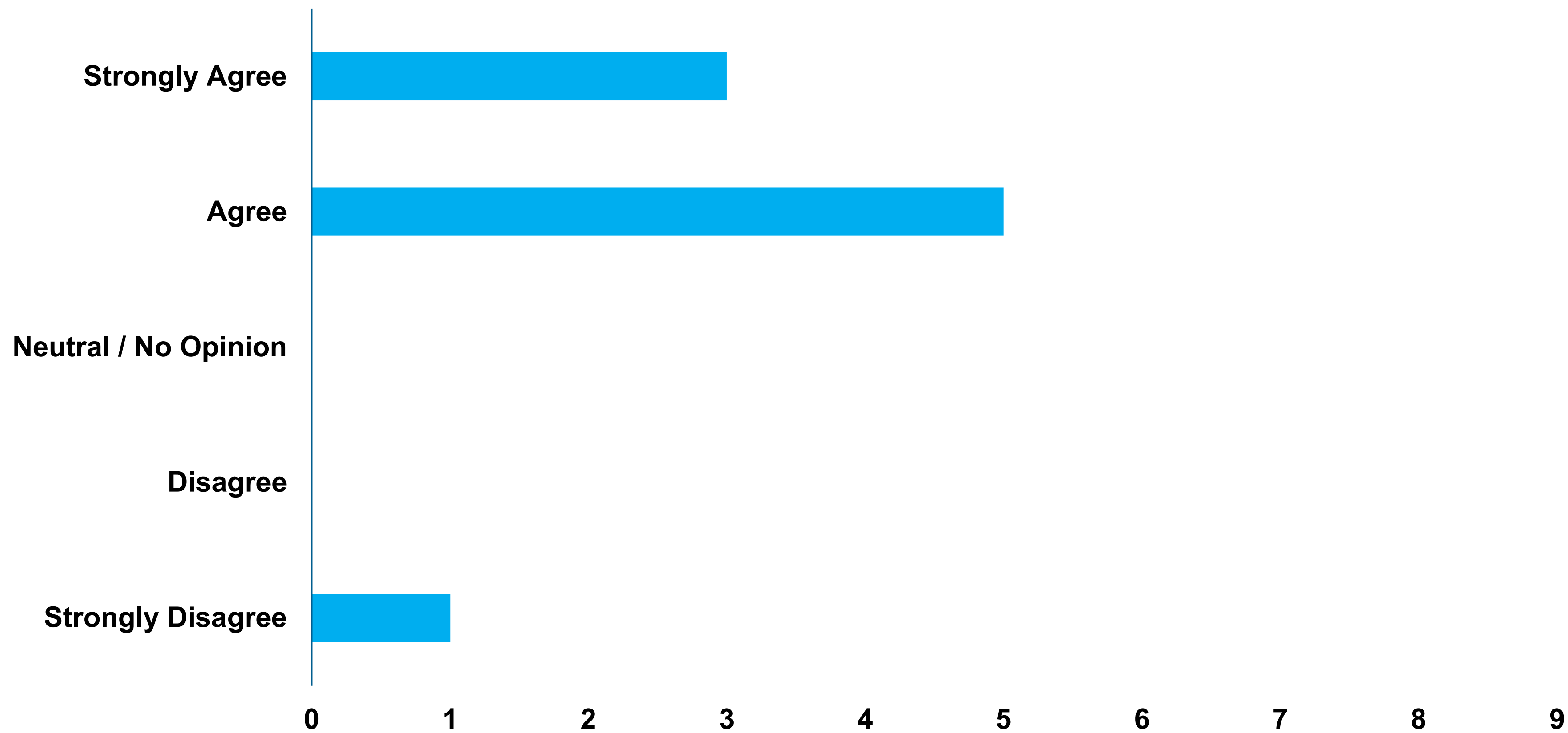
→ Shift more discussion to the full BOI.

- Multiple comments noted that committee meetings often focus on education and informational presentations rather than substantive decisions.
- Trustees questioned whether topics such as asset class reviews, performance updates, and educational sessions would be more appropriately presented to the entire BOI.
- There was a perception that some committee discussions could be consolidated into regular BOI meetings to improve efficiency and engagement.

BOI Meetings

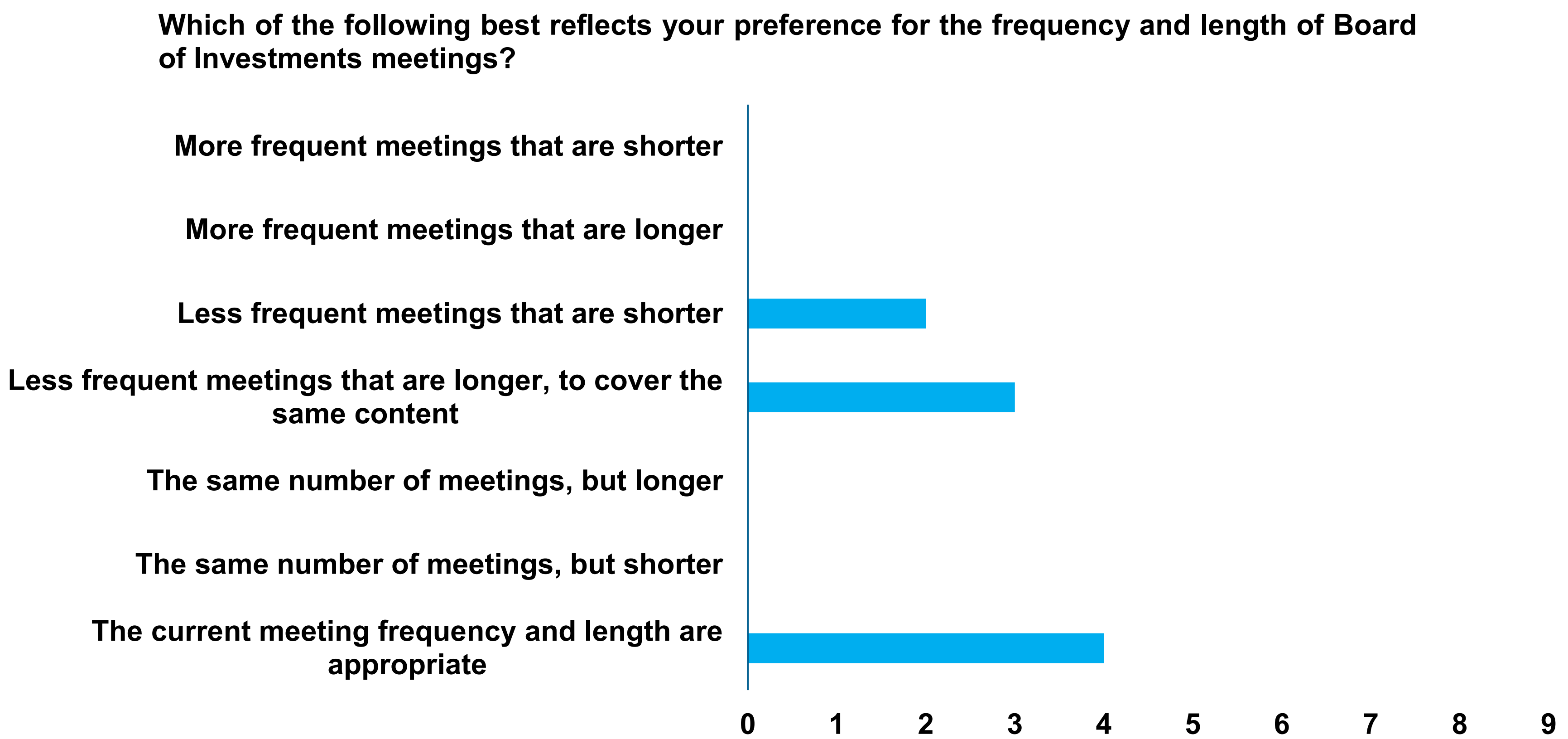
Effectiveness in Supporting BOI Oversight and Responsibilities

The current Board of Investments meetings are effective in supporting the Board's oversight, discussion, and decision-making responsibilities.



→ Responses suggest that the current BOI meeting structure is effective in supporting oversight, discussion, and decision-making responsibilities, with strong agreement and minimal disagreement.

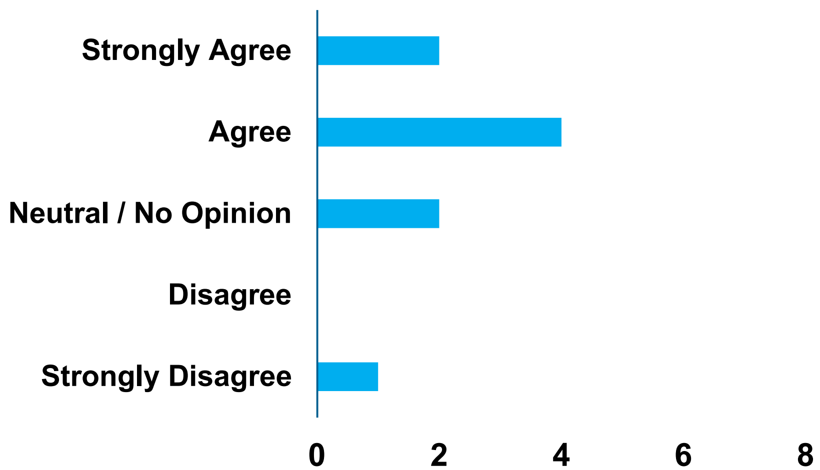
Meeting Characteristics



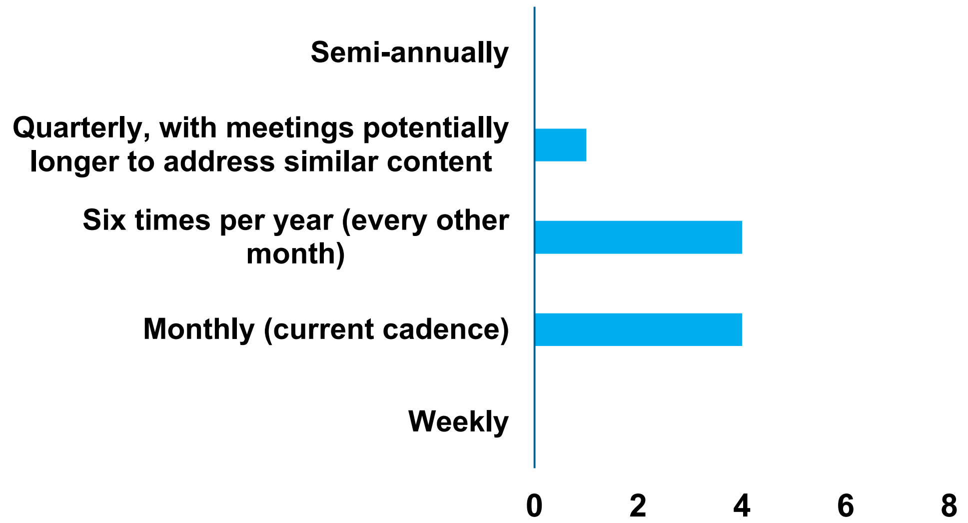
→ 5 of 9 votes indicated interest in less frequent meetings, while 4 suggest that the current frequency is appropriate. A smaller number of the respondents would prefer to have less frequent meetings which are also shorter in length.

Meeting Frequency

The current number of Board of Investments meetings (once per month) is effective in supporting the Board's oversight, discussion, and decision-making responsibilities.

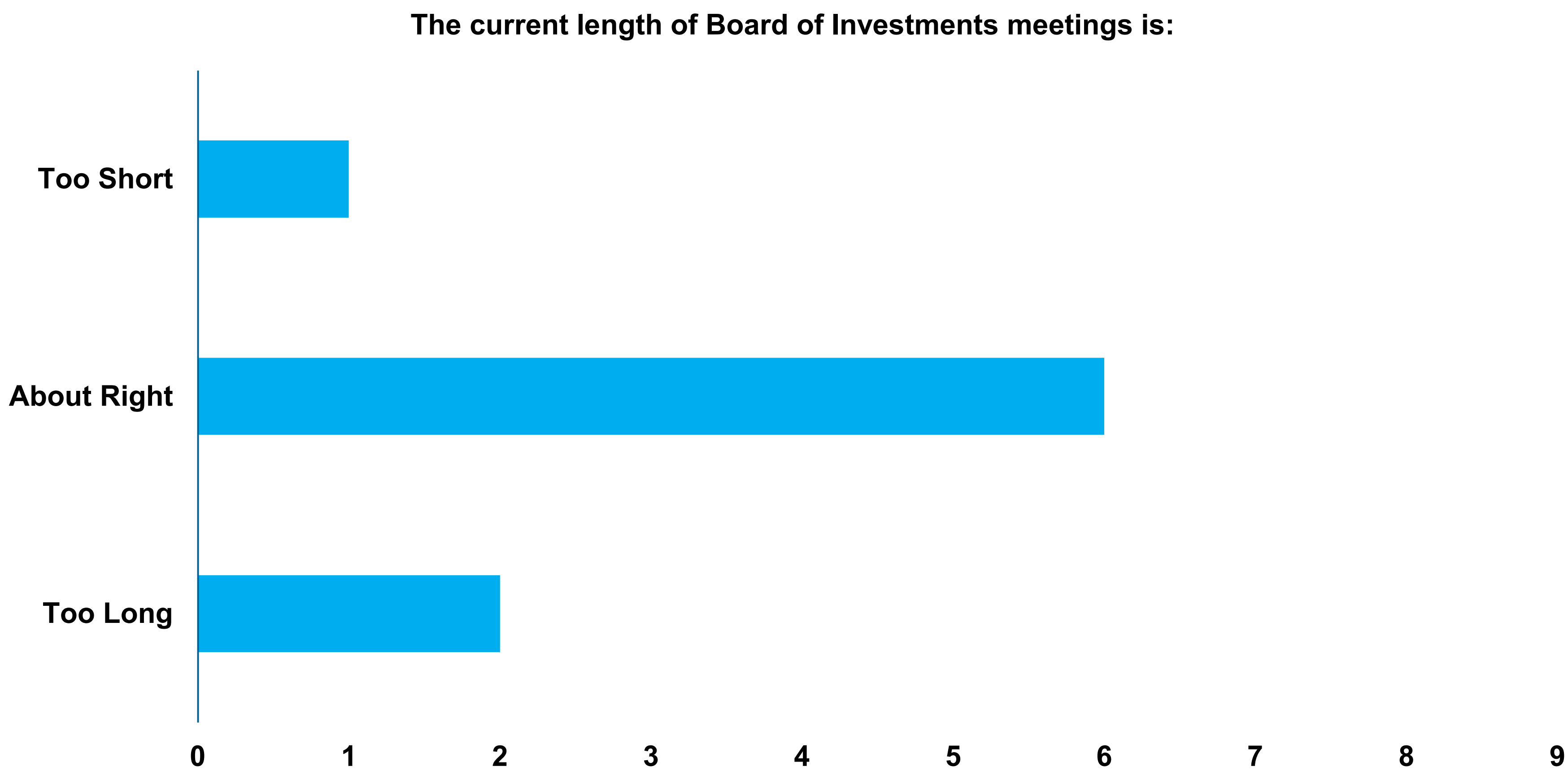


What do you believe is the ideal cadence of Board of Investments meetings to effectively achieve the Board's objectives and responsibilities?



- The survey response on the left above indicates that most respondents believe the current monthly Board of Investments meeting cadence is effective, however;
- When asked about the ideal cadence of meetings, a majority of Trustees expressed interest in fewer meetings, potentially held every other month or quarterly with longer sessions to cover the same content more efficiently.

Meeting Length



→ Most of the responses suggest the current length of BOI meetings is appropriate, although a small number feel meetings are either too long or too short.

Trustee Comments: Meeting Effectiveness

→ Meetings should be more engaging and strategically focused.

- Trustees would like more meaningful dialogue, participation, and deliberation on key issues.
- Presentations should be more focused on facilitating discussion with the BOI.

Trustee Comments: Meeting Duration

→ Meeting length is less important than ensuring enough time for meaningful review, discussion, and decision-making.

- Trustees want sufficient time to discuss important topics thoroughly.
- Adequate discussion is viewed as necessary for informed and prudent decision-making.
- Some trustees indicated that meetings should be as long as needed to ensure proper governance and oversight.

Trustee Comments: Meeting Frequency

→ Meetings should be substantive and support LACERA's mission.

- A number of comments suggested consolidating material into fewer most substantive meetings.
- Reducing staff time spent preparing for frequent meetings increases the amount of time and resources focused on investment decisions.

→ Regular and well-attended meetings are essential for oversight.

- One comment focused on monthly meetings being critical for oversight.
- Another cited "meeting fatigue" impacting both attendance and overall effectiveness.

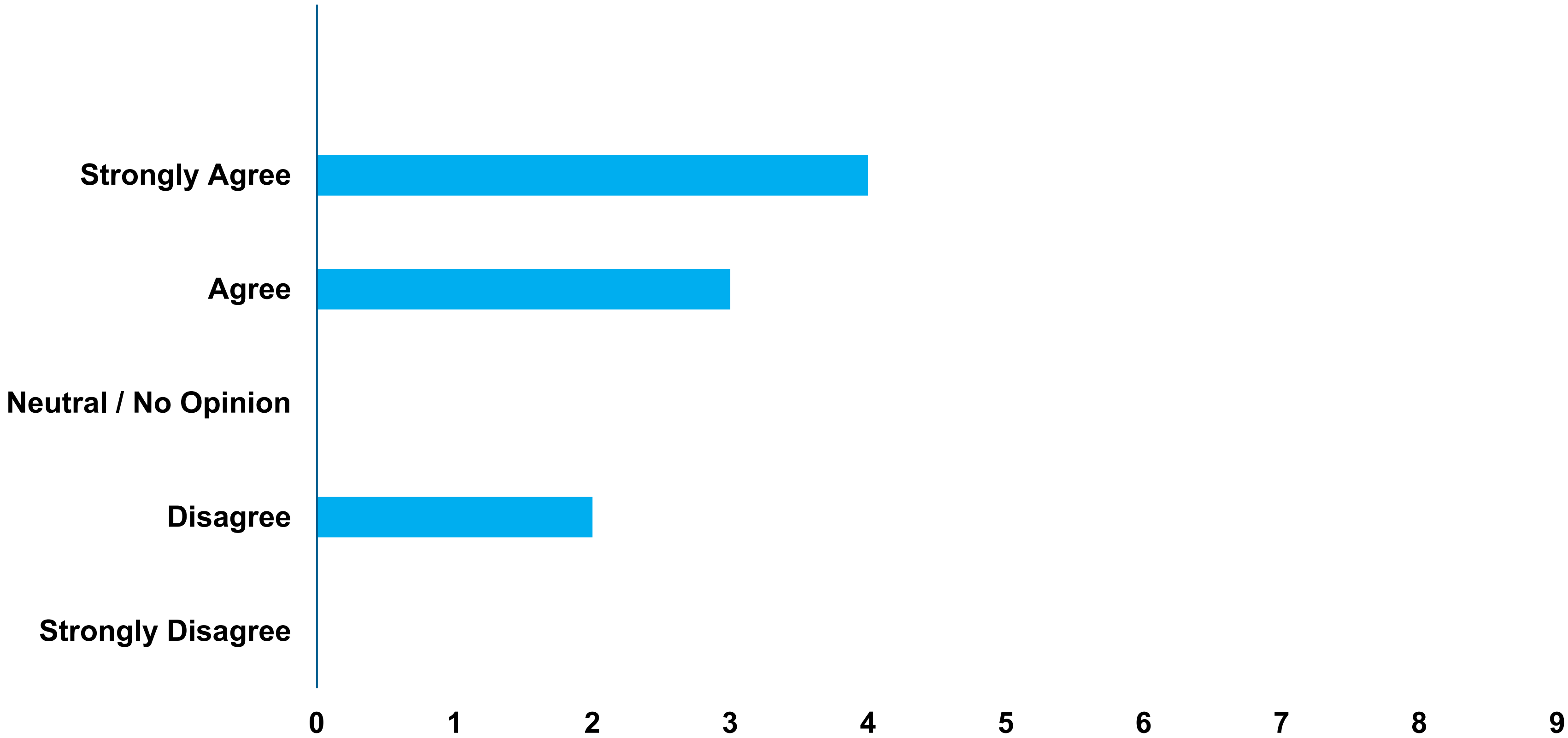
→ Trustees provided a number of suggestions.

- Moving from monthly meetings to:
  - Every-other-month meetings
  - 9-10 meetings per year
  - Quarterly meetings with longer sessions
- Aligning months without meetings with SACRS conference schedules.
- Exploring additional BOI engagement opportunities.

BOI Materials and Information Delivery

Usefulness of Materials

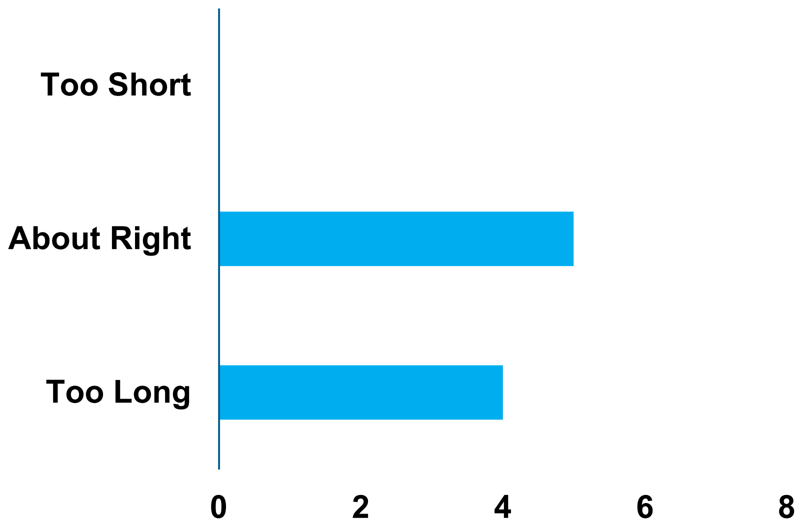
The current Board of Investments materials are useful and informative in supporting the Board's oversight, discussion, and decision-making.



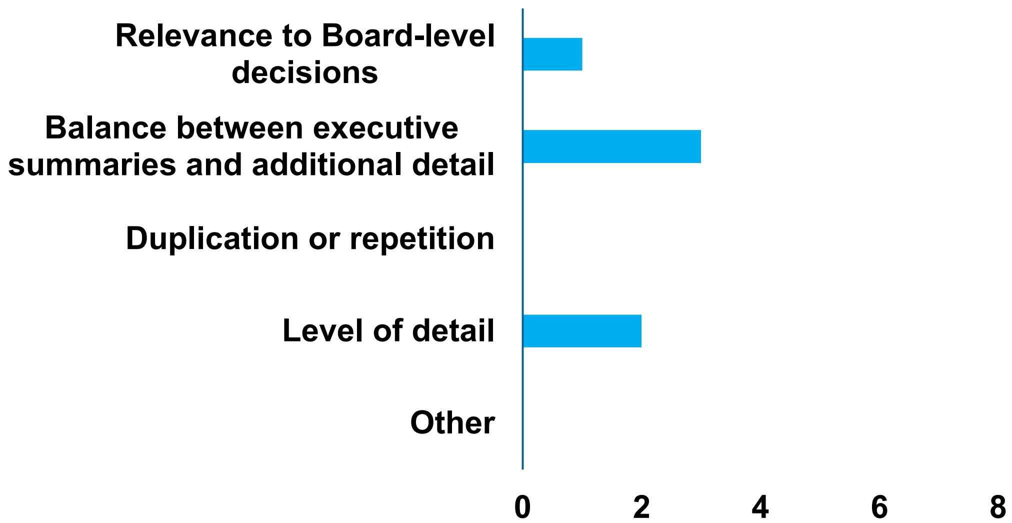
- Overall, the responses indicate that the BOI materials as perceived useful and informative, with strong overall agreement that the materials effectively support the BOI's oversight, discussion, and decision-making responsibilities.

Length of Materials

The current length of Board of Investments meeting materials is:



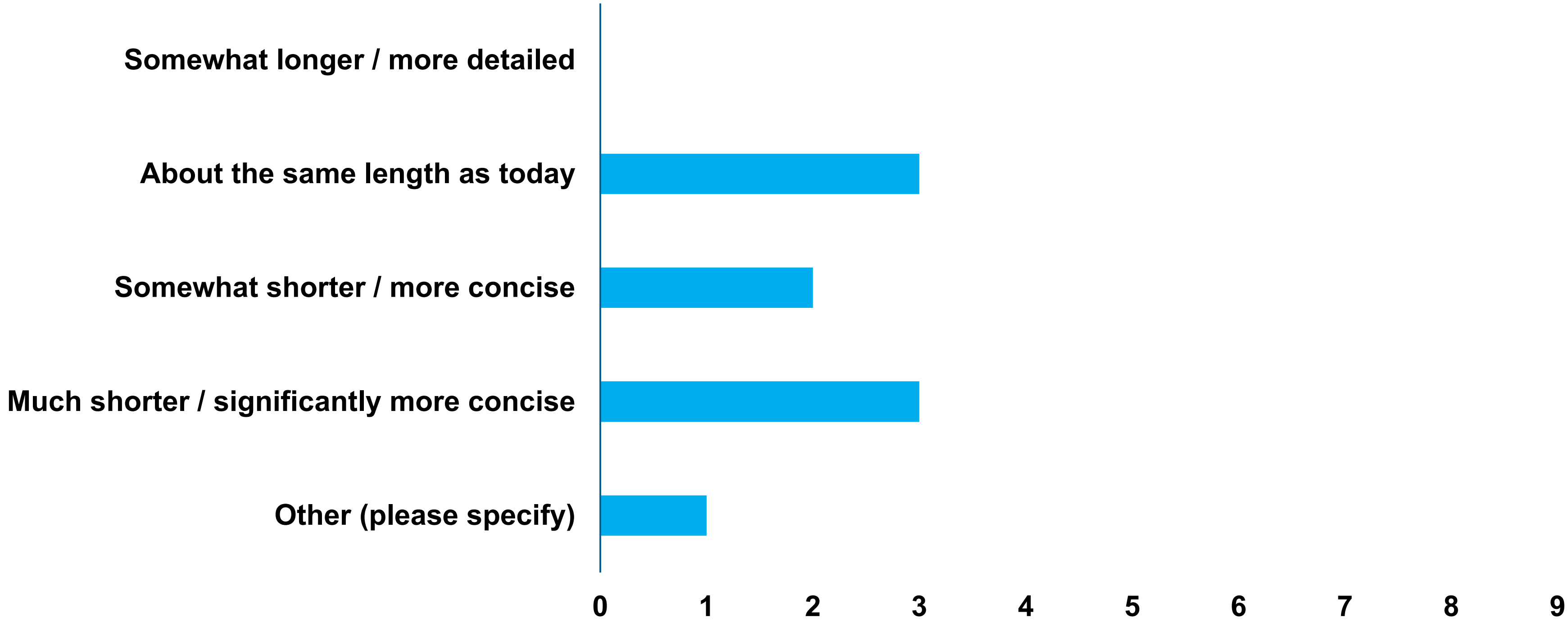
If you selected "Too long" or "Too short," which factors most influence your view?



- Most respondents believe the current length of Board of Investments meeting materials is appropriate, although a significant minority feel the materials are too long.
- Among respondents who felt the materials were not the right length, the primary concern was achieving a better balance between executive summaries and detailed information, followed by the overall level of detail provided.

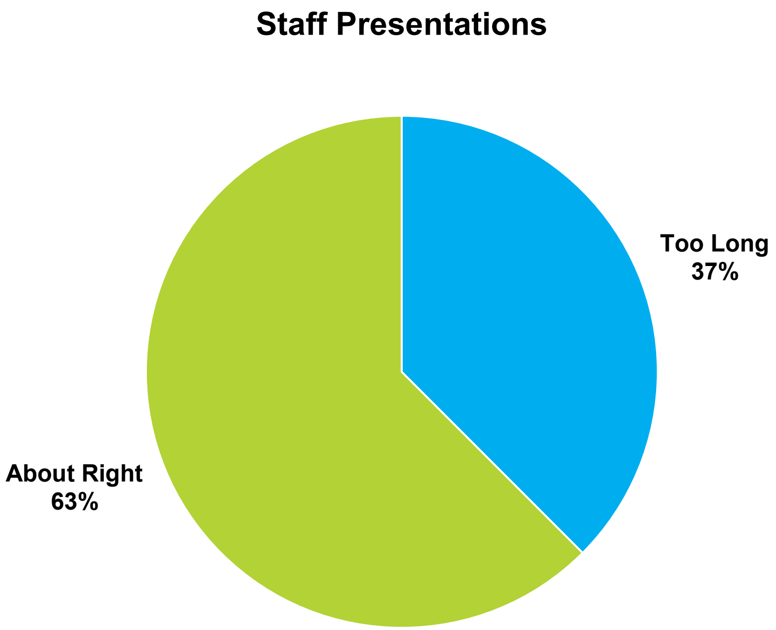
Length of Materials (continued)

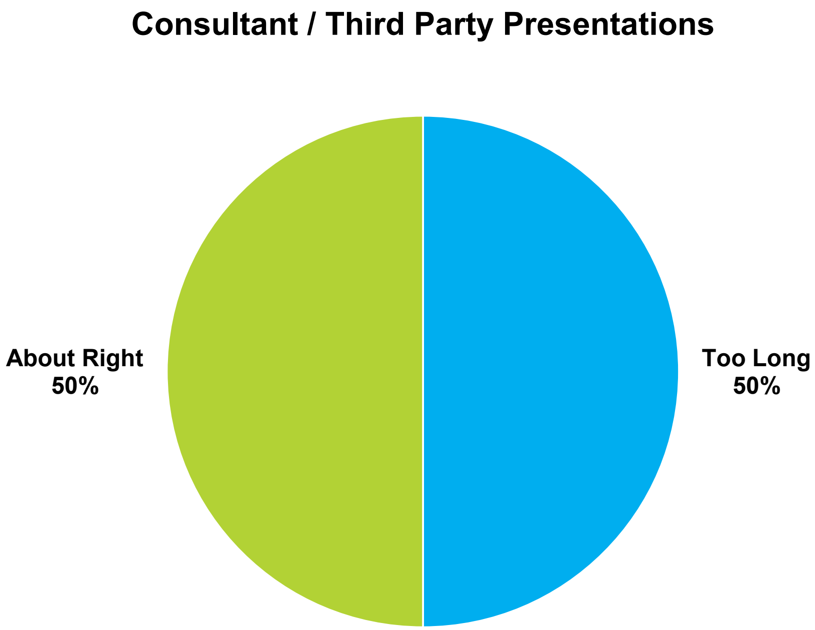
Over the past two years, the BOI meeting materials have averaged over 500 total pages and ranged from 205 to 1,260 total pages for each regular meeting. Overall, do you think the typical BOI meeting materials package should be shorter, about the same leng



→ While opinions here were mixed, the majority of responses favored making meeting materials more concise, with no support for expanding the level of detail provided.

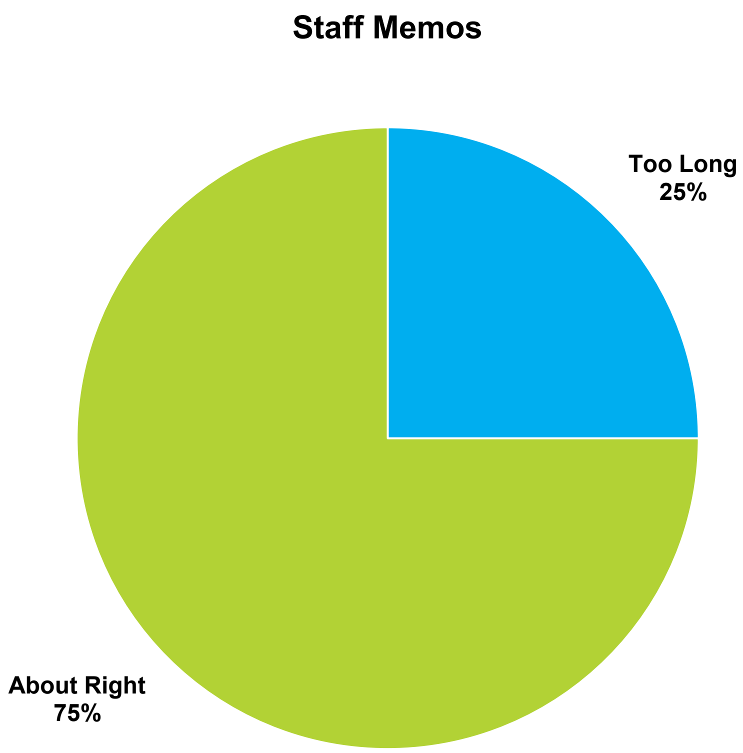
Length of Materials (continued)

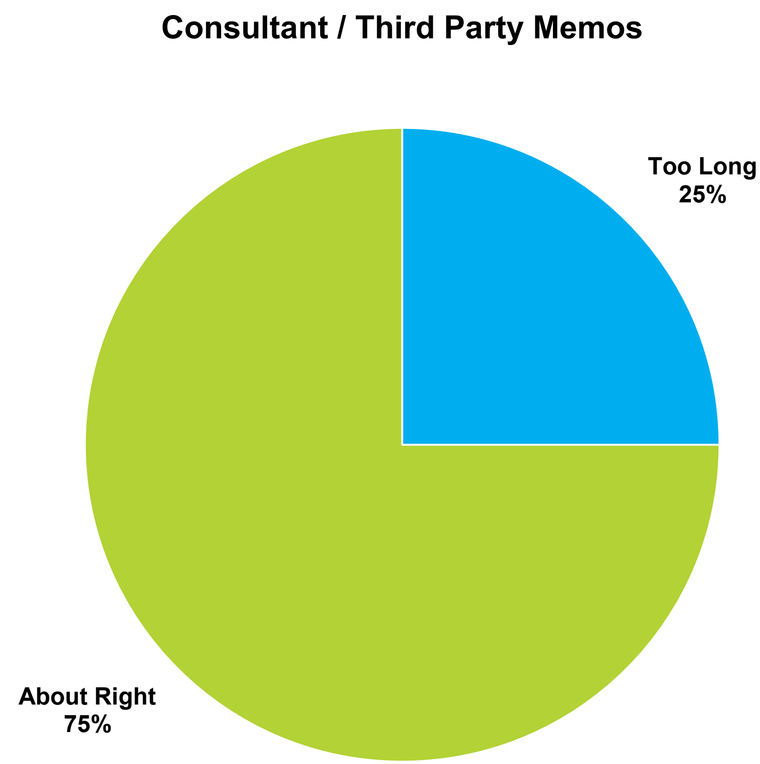




- Most respondents believe staff presentations are appropriately sized, with nearly two-thirds indicating the length is about right and about one-third viewing them as too long.
- Views on consultant and third-party presentations were more divided, with respondents evenly split between those who felt the presentations were appropriately sized and those who believed they were too long.

Length of Materials (continued)

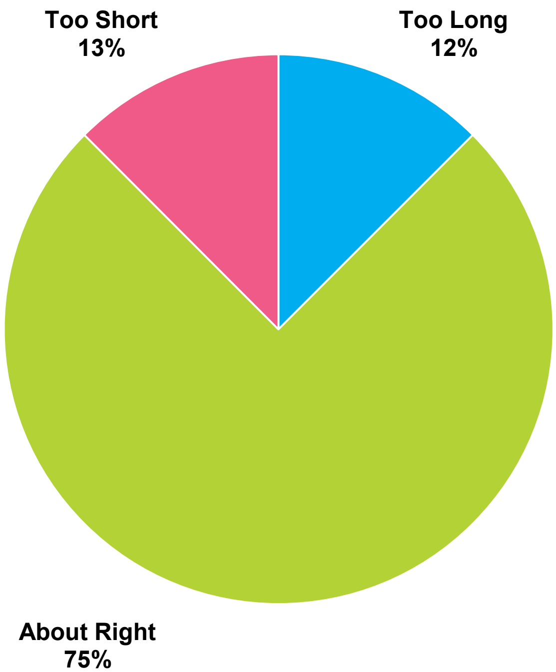




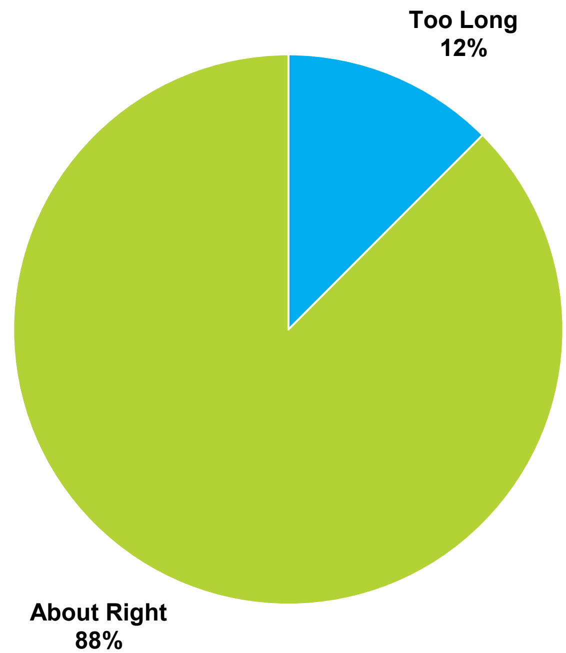
- Three-quarters of respondents believe the length of staff memos is appropriate, with only a minority indicating that the materials are too long.
- Feedback on consultant and third-party memos was nearly identical, with 75% of respondents finding the length appropriate and 25% preferring more concise materials.

Length of Materials (continued)

Performance Reporting



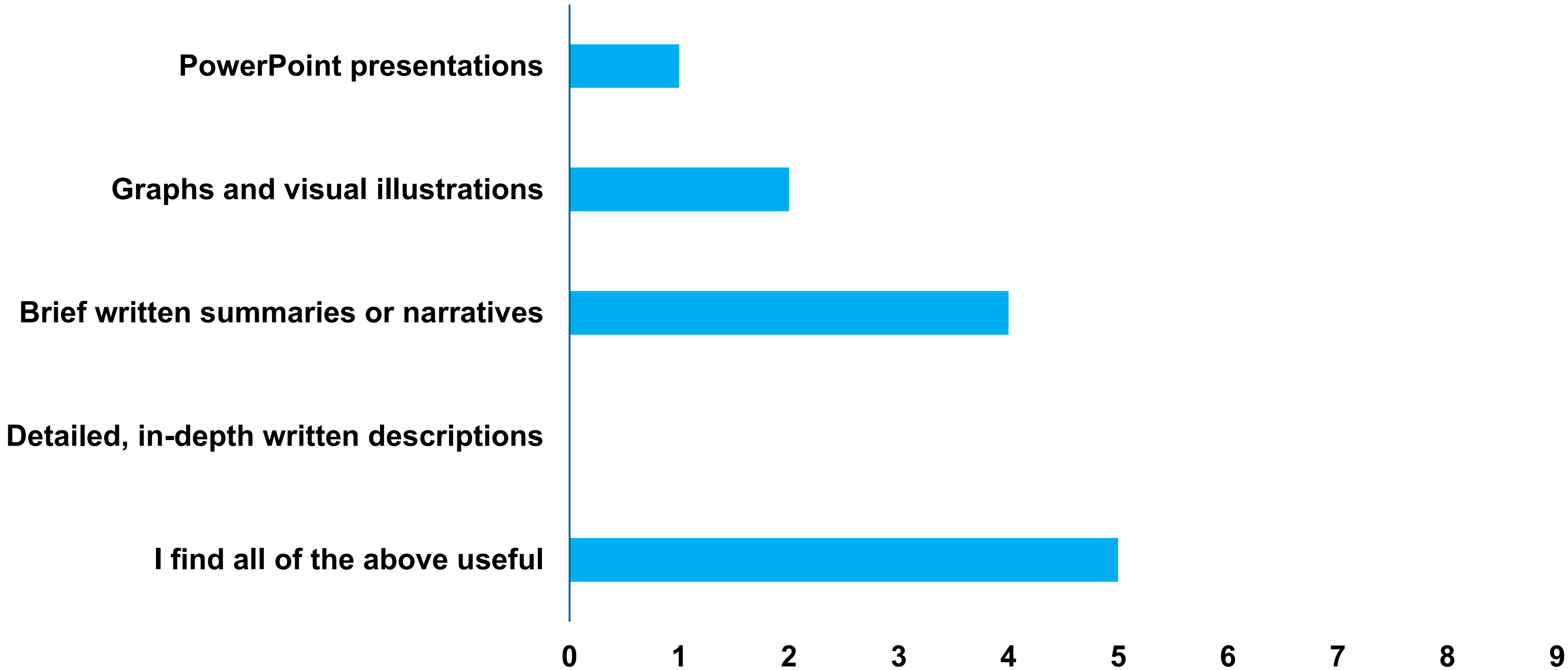
New Investment / Redemptions



- → Respondents were generally satisfied with the length of both performance reporting and new investment/redemption materials, with approximately 75%–88% indicating the content is about the right length.
- → Feedback suggests limited interest in significant changes, although a small minority viewed performance reporting as either too long or too short, while only a few respondents felt new investment and redemption materials were too lengthy.

Useful Material Formats

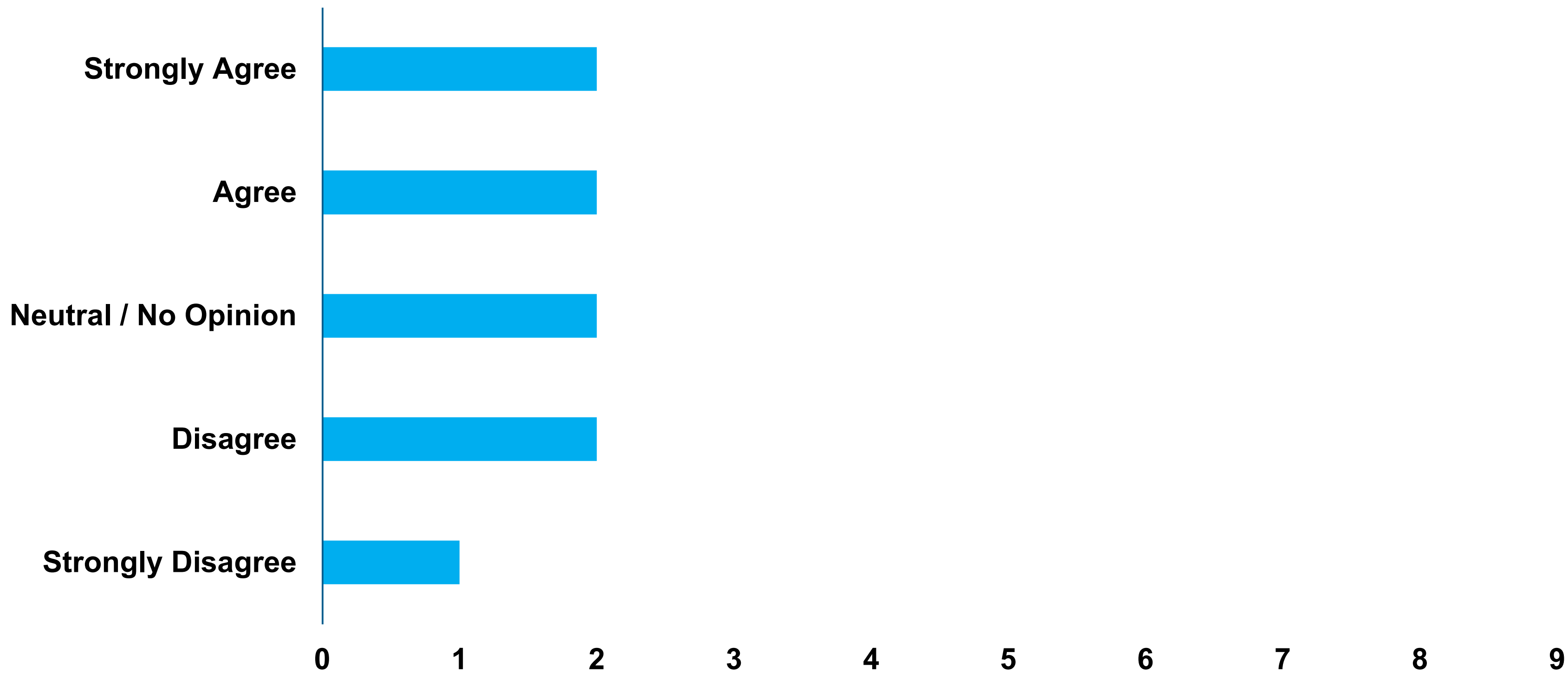
Which of the following formats do you find most useful in BOI meeting materials? (Please select all that apply.)



→ Responses to this survey question suggest there is a preference for a variety of material formats, with the strongest support for receiving a combination of presentations, visuals, and written summaries rather than relying on any single format.

Conciseness of Materials

Board of Investments meeting materials should be kept concise, with more detailed background materials (e.g., policies, reference information) made available through an online trustee portal, to the extent permitted by the Brown Act.



→ Responses to this survey question suggest some division on whether BOI materials should be more concise with supplemental background information made available separately, with opinions spanning from strong agreement to disagreement and no clear consensus emerging.

Trustee Comments: Materials

→ Support for maintaining adequate detail when necessary.

- The level of detail should be dictated by the complexity and significance of the topic, ensuring the BOI has sufficient information to exercise prudent oversight and engage in productive discussions.
- A few Trustees expressed satisfaction with the current materials, noting that presentations are comprehensive and generally provide the information needed to answer their questions and support decision-making.
- Some trustees emphasized that materials should not be constrained by page counts alone.

→ Materials are often too lengthy and cumbersome.

- Several trustees indicated that BOI meeting packets are overly voluminous, making it difficult to efficiently identify the most important information.
- Examples were cited where agenda items were supported by hundreds of pages of material that appeared disproportionate to the decision being deliberated.

→ Trustees provided several suggestions for improvement.

- Shorter and more focused.
- More data-rich and visually informative.
- Structured to provide quick clarity on key issues and decisions.
- Succinctly summarize monthly investment updates and recommendations.
- Investment commitment presentations could be more tailored.

Trustee Comments: Information Delivery

→ Presentation quality matters as much as presentation format.

- The most effective delivery method should be determined by the complexity, purpose, and nature of the information being presented.
- Trustees generally prefer interactive dialogue over scripted presentations.

→ Views were mixed regarding use of a portal/dashboard for Trustees.

- Pros:
  - Potential for more interactive and real-time reporting tools.
  - Quicker access to key metrics and reports.
  - Easier navigation of large amounts of information
  - Improved monitoring and oversight capabilities.
- Cons:
  - Potential reduction in transparency.
  - Limited time savings for staff or trustees.
  - Additional effort required to locate information across multiple systems.

Key Takeaways

- Strong consensus: Trustees broadly agree that strong governance is critical to achieving LACERA's investment objectives. There is also strong agreement that Trustees need access to educational opportunities and that LACERA's consultants provide useful information and advice for oversight and decision-making.
- BOI education: Trustees place the highest value on formal trustee education programs and educational topics incorporated into regular BOI meetings, such as outside speakers, staff presentations, or consultant-led sessions.
- BOI committees: Responses are mixed on the current committee structure. While some Trustees believe asset-class committees support oversight and decision-making, others question their continued usefulness and suggest that more materials and discussions should be brought directly to the full BOI.
- BOI meetings: Trustees generally view the current BOI meeting structure as effective. However, some comments suggest meetings could be more efficient, with fewer meetings, better agenda-setting, and more interactive discussion.
- BOI materials: Trustees generally find BOI materials useful and informative. Most respondents believe materials are about the right length, though a meaningful minority would prefer more concise materials, better executive summaries, and supplemental detail made available separately.

Overall Summary

- The survey reflects broad alignment around the importance of governance, trustee education, and consultant support, while identifying several areas for further discussion, particularly the role and structure of BOI committees, meeting efficiency and engagement, and opportunities to make BOI materials more concise and effective.

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Speaker Biographies

Speaker Biographies

Tim Filla, CAIA, CSRIC

Managing Principal and Consultant
Meketa Investment Group

Mr. Filla joined Meketa in 2016 and has over 20 years of investment management industry experience. He serves as a consultant on various defined benefit and health & welfare funds, public funds and nonprofits. Mr. Filla's work includes the development of asset allocation and investment policies, as well as providing oversight and performance assessment of client portfolios. He is responsible for portfolio management of several of the firm's discretionary client portfolios. Mr. Filla is a member of the Global Macro Investment, and Meketa's Fiduciary Management (OCIO) Investment Committee

Prior to joining the firm, Mr. Filla worked in investment management as an analyst and portfolio manager at a number of large investment management firms. Mr. Filla received a Bachelor of Arts degree from the University of Pennsylvania. Mr. Filla holds the Chartered Alternative Investment Analyst (CAIA) designation and is a member of the CAIA Association®. He also holds the Chartered Socially Responsible Investing Counselor (CSRIC) designation

LACERA
Los Angeles County Employees Retirement Association

FRAMEWORK FOR THE FUTURE

ELEVATING STRATEGIC RESILIENCE

BOARD OF INVESTMENTS
OFFSITE 2026

Investment Implications of Artificial Intelligence

Los Angeles County Employees Retirement Association

Investment Implications of Artificial Intelligence

Today's Discussion

Session Outline

1. **Introduction – Overview and Development of Artificial Intelligence**
    - **Adrian Gonzalez,** Senior Investment Analyst, LACERA

2. **Panel Discussion – Navigating the Artificial Intelligence Buildout**
    - **Moderator: John Claisse**, Chief Executive Officer, Albourne
    - **Kerstin Dittmar**, Founder and Managing Partner, L_2 Point Management
    - **Eduardo Kassner,** Chief Data & AI Officer, Microsoft
    - **Ron Temple,** Chief Market Strategist, Lazard

Objectives

A. Discuss long- and short-term macroeconomic implications of artificial intelligence

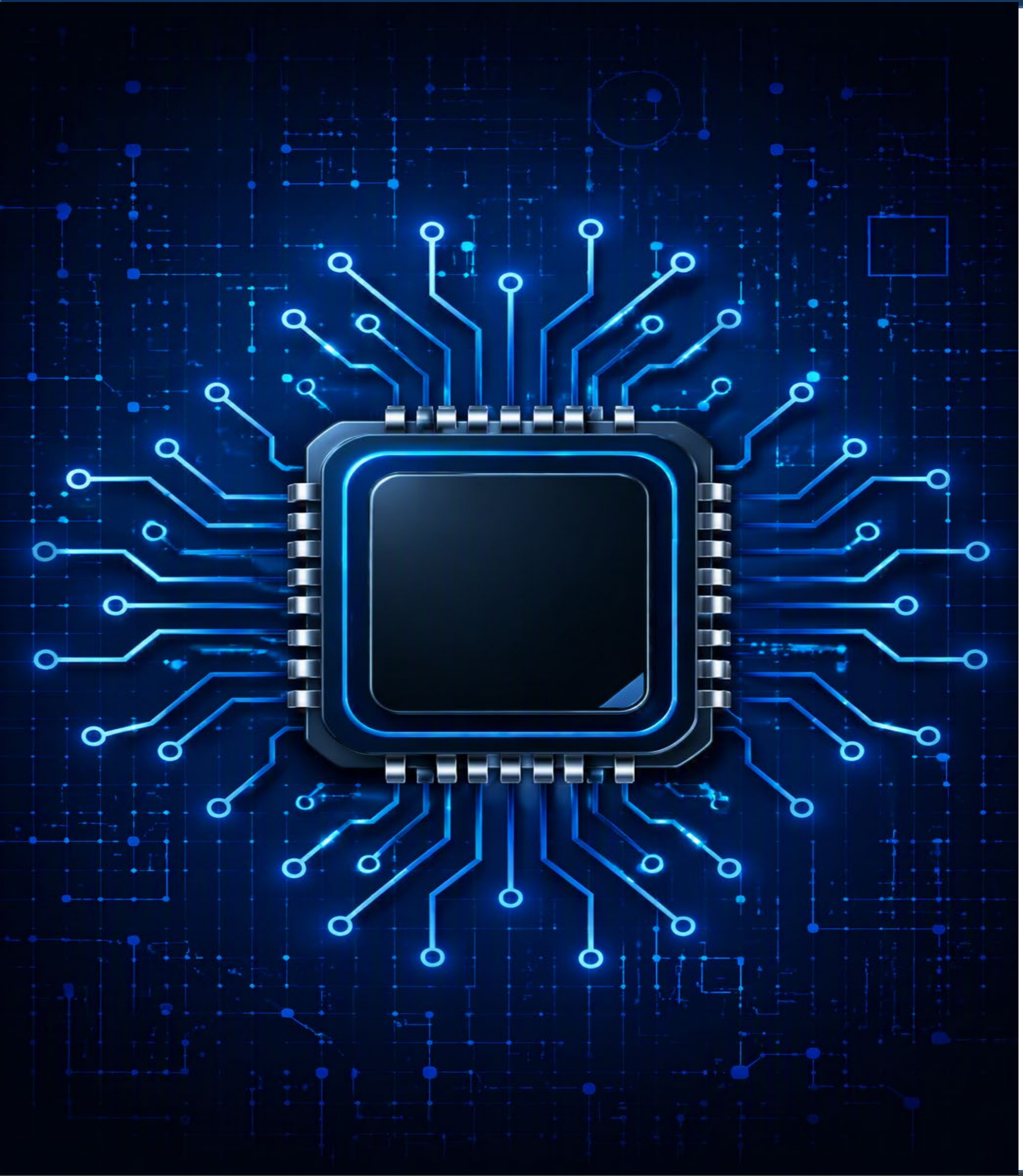
B. Provide overview of AI infrastructure buildout and impact

C. Review emerging AI risks and opportunities

Part 1

Overview and Development of Artificial Intelligence

What is Artificial Intelligence?



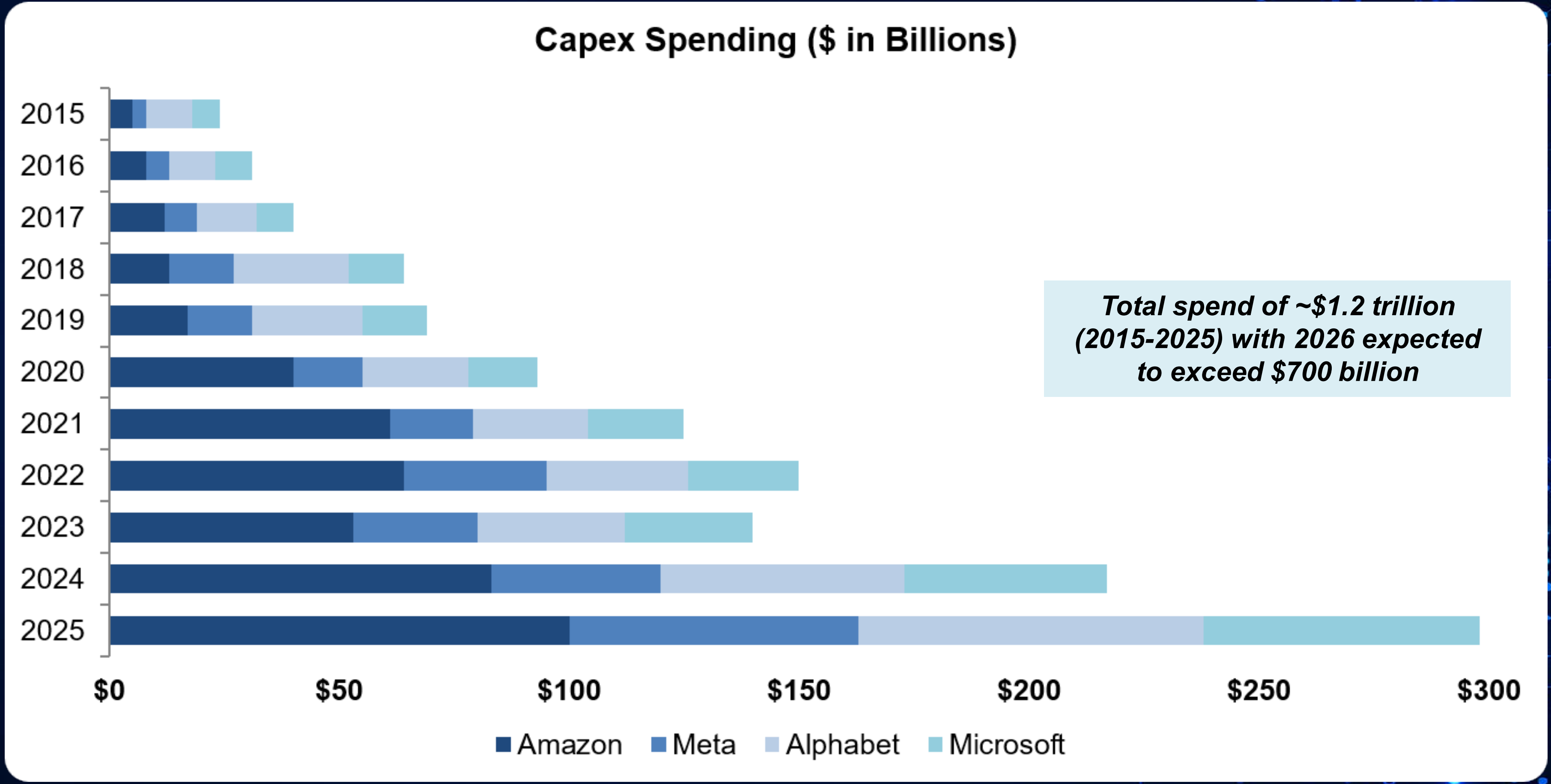
Artificial Intelligence ("AI") is not a single technology or recent invention. Rather, it has evolved through many forms over the decades, each building on advances in computing power, data, and analytics

Modern AI spans several interconnected disciplines:

- Machine Learning (ML) – systems learn from data patterns and improve over time
- Natural Language Processing (NLP) – enables machines to understand, interpret, and generate human language
- Deep Learning – a sub-set of Machine Learning that recognizes complex patterns from large amounts of data
- Generative AI – uses deep learning models to create new content, such as text, images, code, and insights, from existing data patterns

Hyperscalers Capital Expenditures Surge

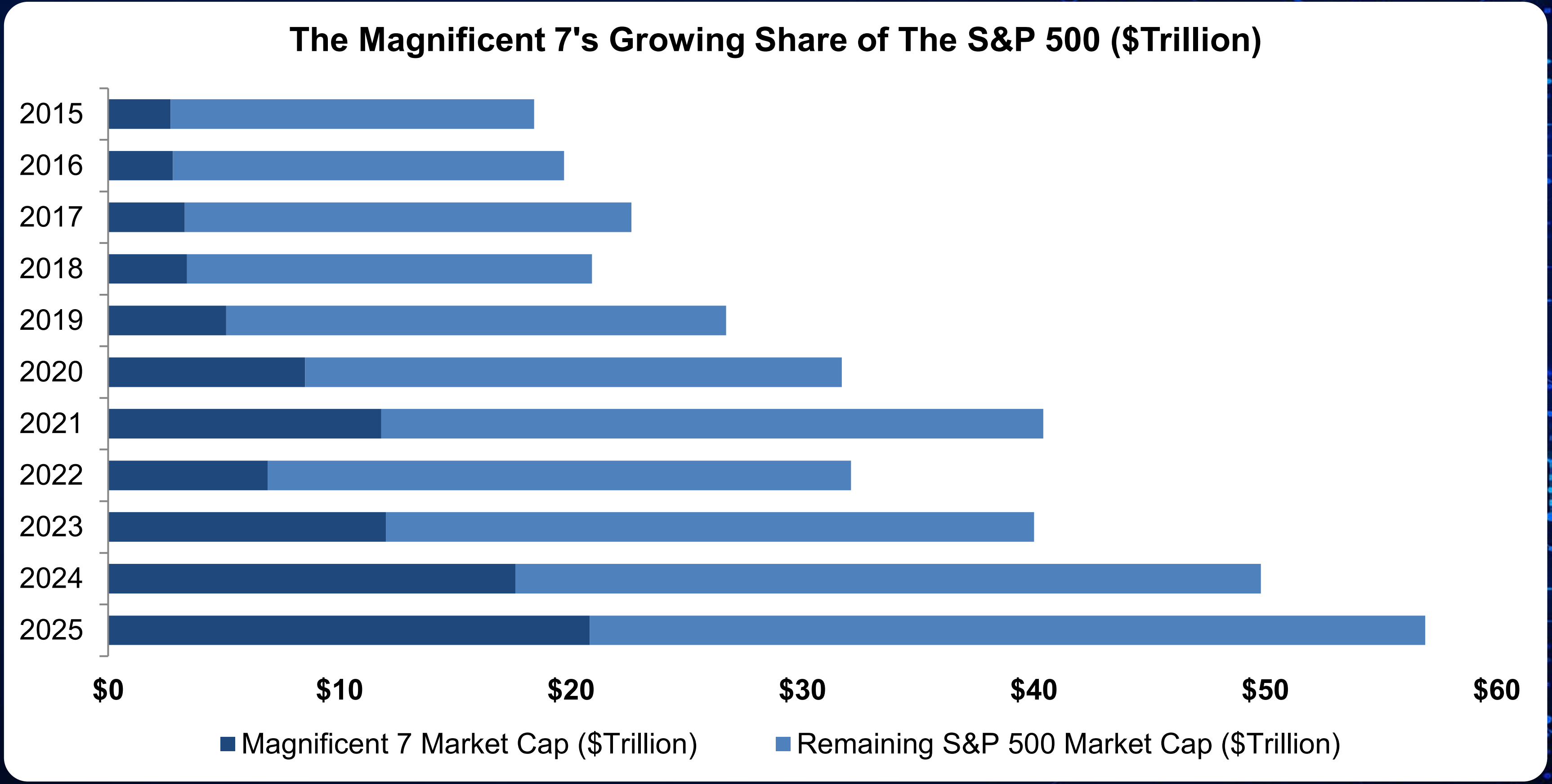
These four global tech giants ("hyperscalers") have increased AI-related capex on processors, data centers, networking, and power infrastructure to train new models and meet growing demand



Note: Per Bain and Company's report *"Will AI Disrupt Tech's Most Valuable Companies?"* as of September 23, 2025. Data is approximate and based on Company data as of fiscal years ending December 31 for Amazon, Alphabet, and Meta; June 30 for Microsoft; forecast values are from earnings calls

The Magnificent 7’s Growing Share

The Magnificent 7 (Apple, Microsoft, Nvidia, Amazon, Alphabet, Meta, and Tesla) have grown from roughly one-fifth of the S&P 500 five years ago to more than one-third today, driven by investor expectations that these companies will be the primary beneficiaries of long-term growth in AI, cloud computing, and digital infrastructure



AI Market and Sectors

AI is increasingly being deployed to automate workflows, generate insights, and create content across industries and business functions

Healthcare - Enhancing care delivery through earlier diagnostics, personalized treatment pathways, and administrative automation

Technology, Communications, and Entertainment - Content creation and audience analytics are enhancing engagement, targeting, and revenue generation

Automotive - Autonomous systems and advanced analytics are reshaping mobility, lowering operating costs, and accelerating the transition toward transportation-as-a-service models

Manufacturing - Intelligent automation and predictive monitoring are increasing productivity while reducing downtime and defects

Financial Services - Scalable personalization, automated decision-making, and enhanced risk monitoring are driving greater efficiency and customer engagement across the value chain

Retail and Consumer - Data-driven personalization and demand forecasting are strengthening customer loyalty and improving operating efficiency

Note: Examples of AI use cases by industry based on Deloitte Research

Part 2

Panel Discussion

Panel Discussion

Moderator	Panelist	Panelist	Panelist
			
John Claisse	**Kerstin Dittmar**	**Eduardo Kassner**	**Ron Temple**
Chief Executive Officer	Founder and Managing Partner	Chief Data & AI Officer	Chief Market Strategist
Albourne	**L_2 Point Management**	**Microsoft**	**Lazard**

Speaker Biographies

Speaker Biographies

John Claisse

Chief Executive Officer
Albourne

John Claisse joined Albourne in July 1996, relocated from London to San Francisco in July 2003 and became Albourne Group CEO in August 2015. John is an equity partner and member of Albourne's Executive Committee and also chairs the firm's Corporate Planning Council, which comprises Albourne's function and region heads. John helped develop the firm's proprietary risk analytics and was formerly the Senior Analyst for quantitative equity strategies and multi-strategy hedge funds. John remains a Portfolio Analyst working with several public and corporate plans, large endowments and foundations. John also serves on the Advisory Board of the University of Sussex Business School, on the Board of Trustees of Standards Board for Alternative Investments (SBAI), and on the Advisory Board of The Robert Toigo Foundation. John holds a first class Mathematics Degree and a PhD from University of Sussex.

Albourne is an independently owned, non-discretionary and global investment consultant, providing advice on hedge funds, private equity, private credit, real assets, real estate and dynamic beta. Founded in 1994, Albourne has over 350 clients with over $750bn invested directly in alternative investments.

Speaker Biographies

Kerstin Dittmar

Founder and Managing Partner
L_2 Point Management

Kerstin Dittmar is the Founder and Managing Partner of L_2 Point Management, a manager focused on structured equity solutions for late-stage growth companies. L_2 Point has over $650 million in AUM. Ms. Dittmar previously led the structured equity strategy for Sixth Street.

Prior to Sixth Street, Ms. Dittmar worked in the Americas Special Situations Group at Goldman Sachs. Ms. Dittmar serves on the Board of Directors of Wasabi Technologies, Fabletics, SimSpace and Revolution Foods. Ms. Dittmar received a B.A. in Economics from Duke University. She is the founder and chair of the St. Jude Children's Research Hospital Miracles on the Bay Committee and is an active mentor with American Corporate Partners, mentoring veterans transitioning from active service to civilian employment.

Speaker Biographies

Eduardo Kassner

Chief Data & AI Officer
Microsoft

Eduardo Kassner is the Chief Data & AI Officer at Microsoft. His team architects, builds, and deploys AI, Analytics and Data Estates for the world's top software companies, ISVs and Digital Natives. He has built over 32 years of experience managing, architecting, and designing complex IT environments, and connecting IT and Business Objectives in real life. He co-wrote and published the Enterprise Cloud Strategy and Designed to Disrupt eBooks, both published by MS Press.

Eduardo is a member of the Advisory Board of Artificial Solutions Inc., an artificial intelligence innovative company based in Stockholm, Sweden, which develops award winning Conversational AI solutions. He also serves on the board of various digital infrastructure platforms, including EdgeCore, GreenSquare, and Digital Halo.

Eduardo graduated with a degree in Computer Engineering from Boston University.

Speaker Biographies

Ron Temple

Chief Market Strategist
Lazard

Ron Temple, CFA, is the Chief Market Strategist for Lazard’s Financial Advisory and Asset Management businesses. In this role, Ron provides macroeconomic and market perspectives to Lazard’s investment teams, financial advisory professionals, and clients and collaborates with Lazard’s Geopolitical Advisory group to assess economic and market implications of key geopolitical issues globally. Previously, Ron was the Head of US Equities and Co-Head of Multi-Asset Investing for Lazard Asset Management overseeing the firm's US equity strategies, Multi-Asset investing, as well as several global equity strategies. He was also a Portfolio Manager/Analyst on various US and global equity teams after serving as Co-Director of Global Research and as a senior financial services sector analyst.

Ron earned his Master in Public Policy from Harvard University and his Bachelor of Arts in Economics and Public Policy Studies magna cum laude from Duke University. He is a member of the Council on Foreign Relations, The Bretton Woods Committee, the Economic Club of New York, and the CFA Society of New York. Previously, Ron chaired Duke University’s Graduate School Board of Visitors from 2019-2024 after serving as a member since 2015. He also served as a trustee of the Link Community School in Newark, New Jersey, from 2006-2014, as a member of the Trinity Board of Visitors at Duke University from 2006-2012 and a member of the Financial Accounting Standards Advisory Council from 2013 to 2015.