



John L. Jacobs

Executive Vice President and Chief Marketing Officer

The NASDAQ Stock Market, Inc.

CEO, NASDAQ Financial Products Services, Inc.

As chief marketing officer for NASDAQ®, Jacobs plays a key role in the strategic development and implementation of the company's branding and messaging. His group is responsible for the full spectrum of NASDAQ's brand marketing, including advertising, marketing communications, market research, public relations, and media relations targeting NASDAQ customers and audiences in the U.S. and abroad.

As head of the NASDAQ Financial Products Division, Jacobs is responsible for all aspects of the financial products business strategy, including the development of new products and product licensing in the U.S. and abroad.

Under his direction, NASDAQ launched the NASDAQ-100 Index Tracking StockSM (QQQ), one of the most successful financial products in stock market history. To date, NASDAQ Financial Products has launched over 400 products based on NASDAQ Indices in more than 25 countries around the world. In addition to providing investors with access to a broad range of trading and investment vehicles, NASDAQ financial products serve to increase the visibility of NASDAQ listed companies and extend the NASDAQ brand.

Among his former responsibilities at NASDAQ, Jacobs launched and led NASDAQ's first listed-company sales force, then went on to lead the company's customer service teams. Charged with delivering value-added products, programs and services to NASDAQ companies, each team was responsible for all marketing and communication efforts to its own customer base. Under Jacobs, both teams were highly successful when measured in terms of market share, customer service quality, service ratings and penetration levels.

Also included in his broad range of experience is management of NASDAQ's listings and compliance group, which reviews and processes all SEC documents and financial filings for both public companies and those companies applying to become public on The NASDAQ Stock Market®.

Additionally, Jacobs was part of the team that garnered a "yes" vote from more than 5,000 NASD member firms to spin off NASDAQ. Since then, he was part of the core group that successfully orchestrated the first two rounds

of NASDAQ's private placements, paving the way for NASDAQ to become a publicly traded company.

Jacobs earned his BS in accounting from the University of Maryland, is a certified public accountant (CPA), and holds an MBA from Loyola. In addition to working at NASDAQ, he has taught Investment Banking and other graduate courses in the MBA programs at both Johns Hopkins University and Georgetown University. For the past 10 years, he has served as a judge for both the Washington, DC and New York City regional Ernst & Young Entrepreneur of The Year Award Programs. Jacobs has also presided as a judge for the MBA competition at the University of Maryland. In addition to serving on the Boards of NASDAQ Financial Products Services, Inc., NASDAQ Financial Products Services Ireland Limited, and the NASDAQ Insurance Agency LLC, he serves on the Board of Advisors of CourtExpress, Inc. and the Editorial Board of the Journal of Indexes.