



AMO Conference
August 23, 2011

Bill Aziz, Board Member
OMERS Administration Corporation

Agenda

- **OMERS AC Strategic Plan**
- **Investment Overview**
- **Peer Performance Comparisons**
- **Looking Forward**



OMERS AC 2011-2015

Enterprise-Wide Strategic Plan

Evolving touchstone that continues to be refined

Major Drivers are:

1. Asset Mix Policy
2. Direct Drive Active Asset Management
3. Access to Domestic Capital
4. Access to Foreign Capital
5. Strategic Investment Opportunities
6. Barriers to Growth

Strategic Plan: Six Initiatives

Asset Mix:

Private Markets and Public Markets Asset Mix.

Direct Drive / Active Asset Management:

Actively manage 90% of the total fund assets.

Access to Domestic Capital:

Includes third party investment management through OMERS Investment Management, Additional Voluntary Contributions (AVC's), and growth through innovative reforms.

Access to Foreign Capital:

Global Strategic Investment Alliance (GSIA) with non Canadian major co-investors.

Strategic Investment Opportunities:

Offices in London, New York and Calgary.

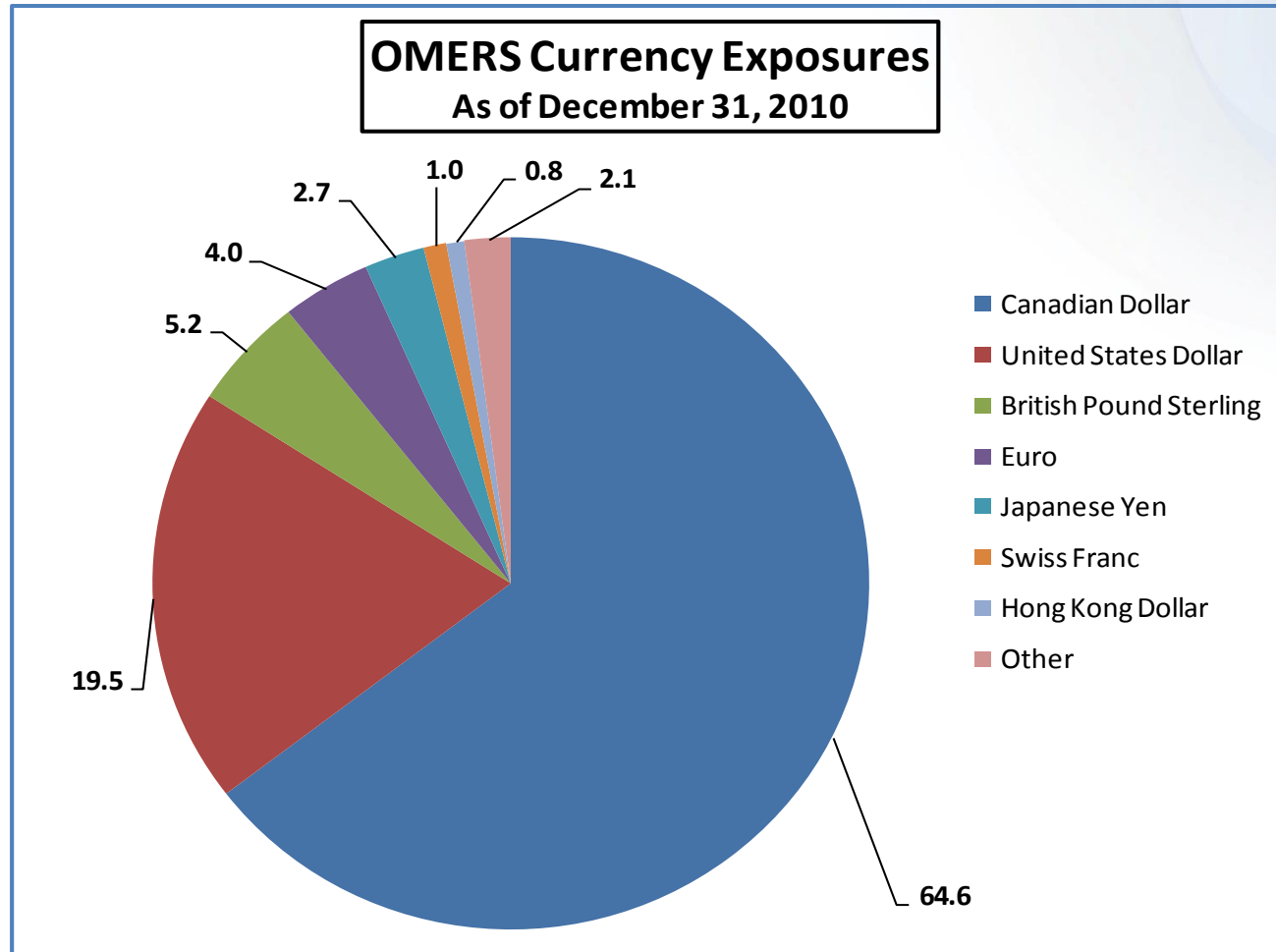
Barriers to Growth:

Continuing to pursue reform to the Federal Investment Regulations and other legislation which restricts OMERS (ITA, PBA, OMERS Act).

Investment Overview

Investments Overview

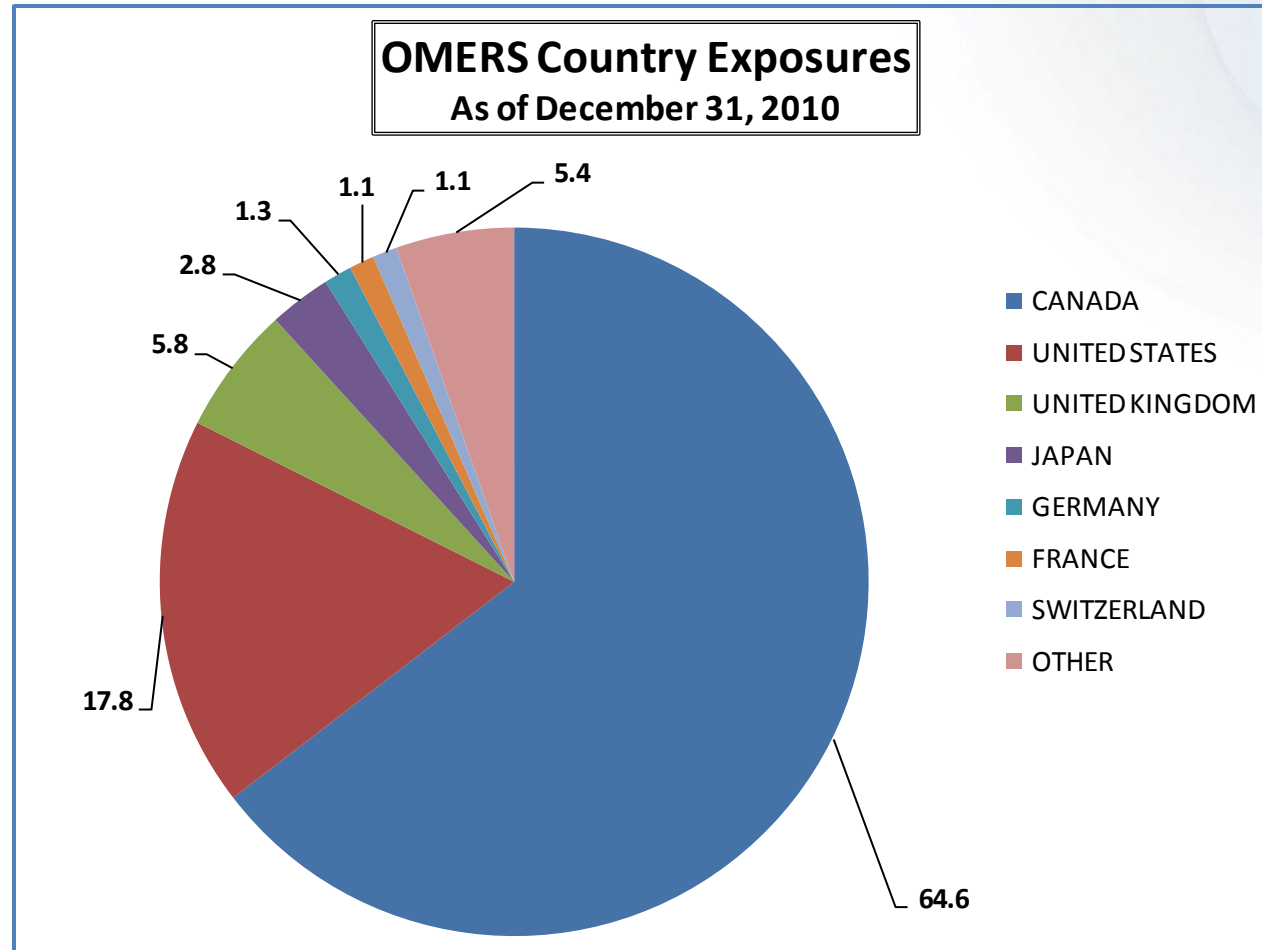
OMERS Total Plan has investments globally in approximately 34 different currencies.



Investments Overview

OMERS investments globally

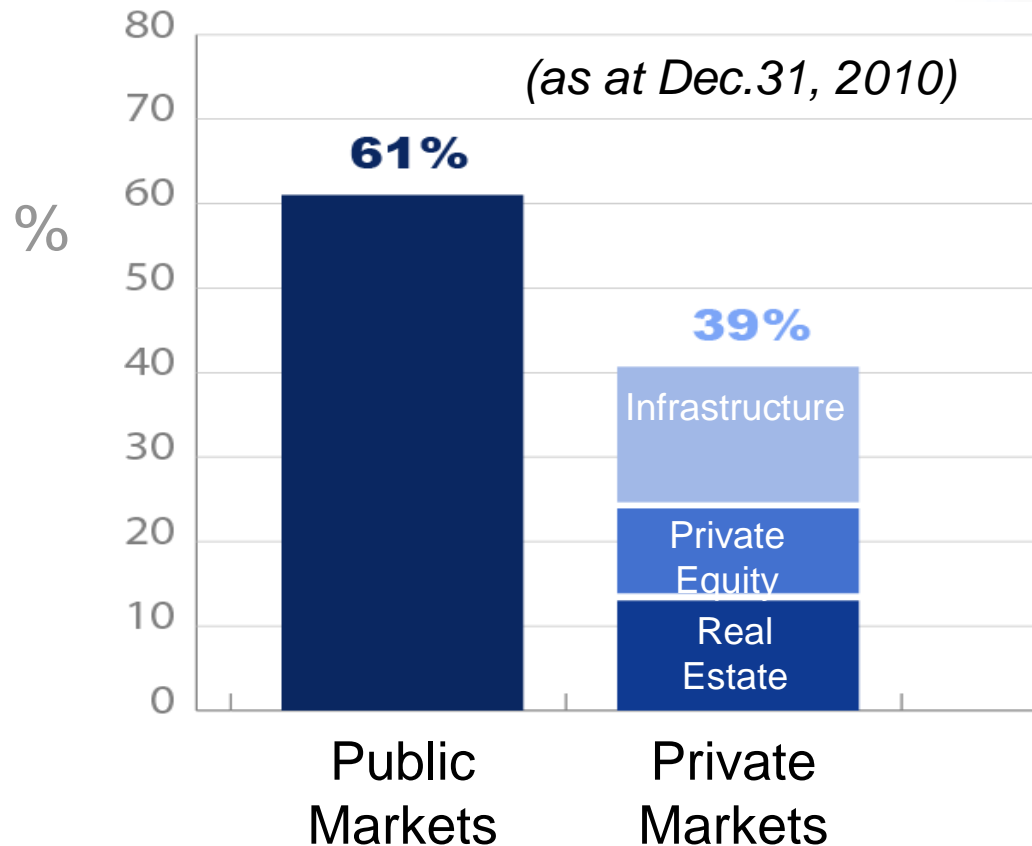
- 64 countries
- 65% of assets in Canada



2010 Asset Mix

20,000 employees in investments and joint ventures

Invest through public and private markets



Direct Drive Active Asset Management

	Costs	Income
Internal	\$ 1	\$ 25
External	\$ 1	\$ 10

Figures above represent the investments costs of the Fund only (exclude pension costs) and the income generated by OMERS investments

Investment Structure

OMERS

OMERS
Worldwide

OMERS
Capital Markets

BOREALIS
Infrastructure

OMERS
Private Equity

OXFORD

OMERS
Strategic Investments

OMERS
Finance Trust

OMERS
Investment Management

OMERS

Importance of OMERS AAA Credit Rating

- Lower borrowing costs
- Overall confidence in OMERS as a counterparty for investment transactions
- During the credit crisis OMERS was able to roll commercial paper given the strength of the credit rating



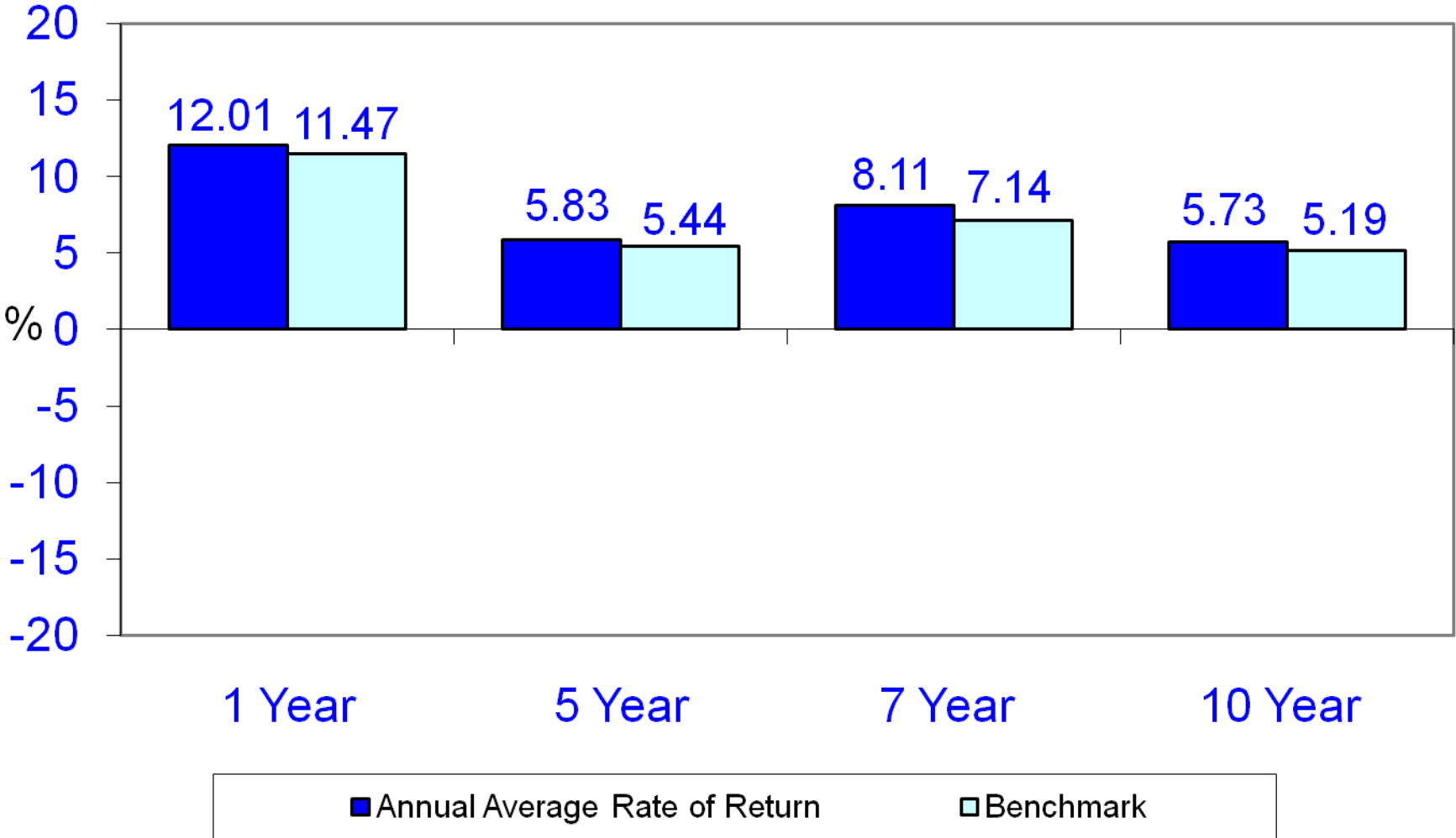
Peer Performance Comparisons

Ending December 31, 2010

OMERS 2010 Performance Returns (%)

Investment Entity	Gross Investment Returns
OMERS Capital Markets (O C M)	11.04
OMERS Private Equity (O P E)	22.21
Borealis Infrastructure (Borealis)	10.10
Oxford Properties Group (Oxford)	7.51
OMERS Strategic Investments (O S I)	7.65
TOTAL FUND	12.01

Total Fund Long-Term Performance



2010 Pension Plan Return Comparison

Pension Plan	Annual	Annualized
	2010	5 Year
	%	
OMERS	12.0	5.8
OTPP	14.3	4.6
HOOPP	13.7	6.7
LAPP (Alberta)	9.9	4.0
CDP (Caisse)	13.6	2.5
U of Toronto Pension Plan	9.5	-0.7
Canada Post Pension Plan	10.4	3.8
CPPIB (using December 31 Y/E) ¹	9.2	3.5

¹ Returns based on quarterly published returns

Five Year Performance Comparison to Other Plans

	Annual Returns					
Pension Plan	2006	2007	2008	2009	2010	5 Year Annualized
	%					
OMERS	16.4	8.7	-15.3	10.6	12.0	5.8
HOOPP	12.8	6.2	-12.0	15.2	13.7	6.7
OTPP	13.2	4.5	-18.0	13.0	14.3	4.6
CDP	14.6	5.6	-25.0	10.0	13.6	2.5
CPP ¹	14.7	3.1	-14.4	7.6	9.2	3.5

¹ CPP based on published quarterly returns ending December 31

Long Term Focus

Our Enterprise-Wide Strategic Plan

Target 7%-11% average return

Since 2004:

- Private assets weighting more than doubled to 40% of fund
- Target asset mix of 53/47% public to private assets by 2015

Recent Major Investments

- **Teranet:** Significant follow on investment in securing a 50-year extension of Teranet's agreement to operate Ontario's electronic land registry system
- **High Speed 1 (HS1):** New investment in HS1, operator of Britain's only high speed rail line used by millions of international and domestic passengers

Looking Forward

Looking Forward... AC

- Close the gap on the deficit
- Meet the pension promise
- Maintain momentum as an innovator
- Continue to ensure effective enterprise-wide risk management
- Continue to ensure OMERS has all resources necessary in place for success
- Continue work on joint initiatives with SC
- Actively participate in 2012 governance review





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