

TESTIMONIAL OF WILLIAM M. MURRAY

"I spent over 20 years at the Motion Picture Association of America (MPAA), most recently as Jack Valenti's Co-Chief Operating Officer and Executive Vice President. I worked with Barbara Rosenfeld at the MPAA since 1994, when she joined the Association to lead the major studios' foreign tax efforts on industry-wide issues.

The studios' tax executives were quick to see the value Barbara added, and greatly broadened her role. As a result, the composition of the committee Barbara chaired as VP and General Tax Counsel grew to include senior level production, legal, finance, tax and accounting executives.

Barbara's key role was to develop consensus amongst competitors, and to implement those positions with Governments worldwide. In this role, Barbara demonstrated strong mediation skills, through which she earned the respect, trust and confidence of the studios and her co-workers. Her skills of persuasion resulted in favorable resolution of a number of complex and financially significant industry issues.

Barbara was effective reaching out to a diverse group of studio executives, domestic and international government officials, outside advisors and co-workers within the Association. Barbara's discretion with sensitive political and financial data made her a trustworthy confidante of the studio and Association executives alike."

William Murray is Senior Fellow at the USC Center for the Digital Future and President of William Murray & Associates, a consulting firm focused on developing international media strategies for digital content protection, audiovisual regulation, film production tax policy, and international government relations, with clients including venture capital firms, governments, and media companies. Mr. Murray was Executive Vice President and Co-Chief Operating Officer of the Motion Picture Association (MPA), the international trade association representing the international interests of the major Hollywood studios. Mr. Murray is a frequent speaker on the entertainment industry.

Mr. Murray holds a dual-discipline B.A. in Business Administration and English Literature from Albright College in Reading, Pennsylvania, and an M.B.A. in International Management from Thunderbird, the Garvin School of International Management in Glendale, Arizona.