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On Wall Street *Managing Multiples* by Neil A. Ohara | 11-01-2006

We're saying it here: Money managers who can deliver the goods in multiple products may have an edge over their single-track peers.

Don't believe us? Look at the 2005 McKinsey & Co. survey that found that almost twothirds of client assets end up in just three fund families. It's further evidence that financial advisors like to concentrate their clients' investments.

That bodes well for multitasking money managers. For this analysis, On Wall Street teamed with Morningstar to find managers who successfully handle multiple investment vehicles, many of which are open to retail investors. In an effort to discern how these multitaskers operate, we profiled 10 managers who run three or more distinct equity products and nine fixed income managers who handle at least two distinct products. And while these professionals aren't the only stars in the investment universe, they've all generated good performance in the strategies they follow.

It's a subjective list drawn from a limited arena. Funds and other investment vehicles were excluded if their managers' names didn't show up in the database, and Morningstar had to gauge whether to eliminate separate share classes in the same underlying mutual funds. Insurance funds with the same return streams as mutual funds were also eliminated as distinct investment vehicles.

The resulting group is an eclectic bunch. On the equity side, only two domestic equity managers made the list--and both focus on publicly traded real estate securities. The other eight are international specialists in developed, global or emerging markets. All but one take a bottom-up approach; the exception, Ann Thivierge, is the only woman in the sample.

In our fixed income analysis, five high-yield corporate bond managers dominate the list. Also in the mix are two emerging-markets experts, one municipal bond manager, and a manager who handles both investment-grade and high-yield bonds in different portfolios. Most of these individuals put their faith in fundamentals--in other words, credit analysis takes precedence over trying to predict interest rates.

But the similarities don't stop there. These managers--ranging in age from 33 to 52--are all married, and most have children. Several are avid readers. Their interests range from

clay-pigeon shooting to cricket. And although they're separate worlds, the personal and professional can be inextricably linked. For example, one manager profiled here finds his passion for baseball's Boston Red Sox builds the emotional fortitude he needs when the markets turn sour.

Take a look at these managers, who have all met with success. (To view a PDF file of the equity data tables corresponding to these managers, click here; to see a PDF of the fixed income tables, click here. For more information on the data tables, scroll down to "Some Quick Notes on the Data Tables" toward the bottom of this page.)

Nicholas Smithie, 40 Vice president and portfolio manager MFS Investment Management

Investment style Bottom-up approach. Looks for companies in emerging markets that are undergoing "fundamental operational improvement-some combination of rising revenues, expanding margins, growing dividends, higher cash flows and growing earnings."

Favors a healthy balance sheet, an established business model and management team, and "an accelerating return on capital, which is expensive in emerging markets."

Likes to buy at a discount to the peer group to get protection on the downside. On the upside, "if I am right, I get an expanding multiple on expanding cash flows, so it's a compounded rate of return."

Outlook "The emerging markets have put their houses in order. When I compare them to, for example, the U.S.--which is drowning in debt, has an inflation problem and is likely to see slower growth over time--emerging markets look quite attractive."

Background Started with Deloitte Haskins & Sells in London. After a stint as controller of an emerging-markets debt trading desk, joined Gartmore's Latin America equities team in 1993. Moved to Boston in 1998 to join MFS, where he runs "anything to do with emerging-markets equity."

Professional qualifications Chartered Accountant (British equivalent to CPA)

Outside interests Family comes first. Smithie and his American wife have two young children. "I like to play racket sports--if I can get out of the grip of my children."

Joseph R. Betlej, 45 Vice president and portfolio manager Advantus Capital Investment style Buys publicly traded real estate equity securities--primarily REITs but also non-REIT real estate companies such as Starwood Hotels and Brookfield Properties.

Blends a fundamental bottom-up analysis of direct real estate investments with knowledge of how public markets value common stocks. "It's often the seam between the two markets that provides the opportunities."

Rotates among regions and property types over time, depending on market conditions. "Apartments in New York have a much different profile from offices in Dallas. The ability to discern the difference and price it properly is important."

Outlook "Real estate is a late-cycle business. We haven't hit peak earnings of these companies yet. We like the strength of earnings of apartment companies, and we are starting to see a real turnaround in earnings out of office companies.

"Management of real estate securities is one of the strong growth avenues for Advantus."

Background Has a bachelor's degree in architecture and a master's degree in real estate. Started in leasing and property management with an eye to becoming a developer. Ultimately switched to investments, joining a predecessor of Advantus in 1987.

Professional qualifications CFA

Outside interests "I am just completing an addition to my home. I have talked to people about the idea that inflation in the real estate economy has been three to four times that of the broader economy. That's hitting close to home for me."

Rajiv Jain, 38 Managing director and portfolio manager, international equities Vontobel Asset Management

Investment style Bottom-up international stock-picker seeks franchises that can sustain high returns on capital for long term. "We don't pay attention to benchmarks. We want the cheapest names, wherever they are--but only in the core high-quality universe."

Typically holds 45 to 50 stocks. Focuses on absolute--rather than relative--valuations. "You can't eat relative returns."

Recent performance was achieved, in spite of being underweight in Japan and no energy exposure. "We are not making a sector call or country call. We just buy the best franchises, which are growing and at a discount."

Outlook "High quality has not done well, which is not atypical in an economic expansion. Low-quality companies do better because they are recovering from their deathbeds. If

things slow down, the high-quality names will come back. We could be in a better position because we just have high quality.

"Our products have been some of the fastest-growing products in the Vontobel Group."

Background Started investing in high school. First job in India for small multinational hedging currencies. Joined Vontobel in 1994.

Outside interests "I love to read. That is the closest thing to a hobby I have. My job doesn't feel like work to me."

George Evans, 46 Director, international equities OppenheimerFunds

Investment style Bottom-up growth-oriented approach to global equities. Primary focus is on the following growth factors: mass affluence, new technologies (including drugs, medical and biotech), restructuring plays and aging.

"We love growth stocks, but you have to buy them at the right price. We tend to be contrarian investors and establish positions into bad news."

In technology, favors small- to mid-cap companies with potential for a big jump in earnings. Also favors neglected stocks. "Companies that have extraordinarily good longterm financial performance and good balance sheets that are underrated. Engineering and construction, for example."

Outlook "Valuations look pretty good--especially in relation to bond yields. They look pretty good in the U.S., better in Europe and very low in Japan. Valuations of growth companies can and will expand over the next few years."

Background Started with family's consumer-electronics retail/rental company in England. Moved to U.S. in 1984 and joined consultants Arthur D. Little. Obtained MBA at Wharton in 1987 and switched to investments. Joined OppenheimerFunds in 1990.

Professional qualifications CFA

Outside interests "I read like a maniac. Reading history and science helps put things in a broader perspective. Success in investing comes from hanging on for something big that's going to happen."

James A. MacMillan, 41 Managing director BlackRock Investment Management

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Investment style Bottom-up value approach to international equities in developed markets (not including the U.S.). Looks for out-of-favor companies where business is sound.

"We are not looking just to buy quality companies. Some will be restructuring, where we think the return on capital will revert back to a more normal level and the market has a different view."

Uses traditional value metrics (low price-to-book value, low price-to-sales, high dividend yield), plus an earnings revision model for more growth-oriented sectors.

Outlook "The global economy will begin to accelerate as we move into the early part of 2007, so we remain optimistic about the earnings outlook. The best values at the moment are predominantly financial companies in Europe.

"In the U.S., all funds were rebranded to the BlackRock name, effective Oct. 1. That enables us to get our name on platforms outside the captive distribution network."

Background Started in London covering British equities; later switched to European equities. Joined Merrill Lynch Investment Managers in 1993. (MLIM completed merger with BlackRock on Sept. 30.)

Professional qualifications Associate member, UK Society of Investment Professionals

Outside interests "I am a massive cricket fan. Teamwork is really important, and I think one of the successes we have had as a group is our ability to pull together through good times and less good times."

Mark H. Madden, 49 Portfolio manager OppenheimerFunds

Investment style Integrated top-down/bottom-up approach to emerging-markets equities. "The assumptions about a company's revenue growth and margins going forward are done in the context of where we think we are in the economic cycle."

Looks for a combination of cyclical plays and long-term sustainable growth opportunities. "We are valuation-sensitive but we first have to feel confident that the fundamentals are going to dramatically improve or continue to grow at a high rate. We want to buy growth at a reasonable price."

Outlook "We are about halfway through what we think will be a five- to six-year bull run. There is still a lot of pent-up demand at the consumer level in the emerging markets. In the U.S., the consumer is pretty much tapped-out. Emerging-markets stocks still look

more attractive relative to the growth you are getting as compared to the developed markets."

Background Started as chemical engineer. Obtained MBA from Darden School of Business at the University of Virginia and switched to investment banking. Moved to Pioneer Global Asset Management in 1990; started focusing on emerging markets in 1994. Joined OppenheimerFunds in 2004.

Professional qualifications CFA

Outside interests Family interests leave little time for other activities, but "I love international historical novels."

Ann D. Thivierge, 47 Managing director Morgan Stanley Investment Management

Investment style Top-down international equities--almost all in developed markets. Picks countries and sectors, then builds passive weighted portfolio from index components using proprietary optimization software. "We want the performance from our top-down macro ideas. We are not indexers."

Detailed research aims to spot macroeconomic changes before the market catches on. "We are looking for fundamental change at the margin. That can be in the economy, policy or sectors."

Turnover averages 20% to 40%; portfolio typically holds 600 to 700 stocks.

Outlook "Our work does not show global equities to be excessively overvalued. That gives us some comfort. We don't see the global economy as being particularly fragile.

"MSIM has a detailed plan for growth. We're very encouraged by the support we've received."

Background Growing up abroad and bachelor's degree in international relations from Michigan State University sparked interest in macro investing and a 20-year career at Morgan Stanley.

Outside interests "I have two children, but I always carry around a stack of things to read and have a couple of books going. I get to the gym three or four times a week. It's important for a clear head."

Todd D. Jacobson, 39 Senior portfolio manager, small- and mid-cap international equities

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Lord Abbett & Co.

Investment style Bottom-up stock picker. Travels one to two weeks per month to meet companies--usually with CEO or CFO. "Small-cap international is one of the rare parts of the financial markets where a portfolio manager can consistently add alpha to an index. These companies are undiscovered; you can uncover things that no one else has found."

Team's global perspective sometimes helps companies improve their business models. "You can't have that kind of impact in the large-cap space. It's why I do this. It's so much fun."

Outlook "Absolute valuations are still relatively good in the international small- and midcap market. Managements are much more responsive to individual shareholders than they were a few years ago. They are returning much more cash to shareholders.

"Any resources I need Lord Abbett will provide to me. It's so encouraging how they view the international side."

Background Started investing as teenager; ran large-cap international portfolios at Warburg Pincus. Joined Lord Abbett in 2003 with team to build international equity capability.

Professional qualifications CFA

Outside interests "I spend a lot of time reading history, especially in Europe. If you know something about the region companies were created in, it gives you a big leg up."

Matthew A. Troxell, 48 Principal and senior portfolio manager AEW Capital Management

Investment style Bottom-up stock picker of real estate securities. Diversifies by location, property type and other factors; has a value bias but will buy growth when it is out of fashion. "I want a well-balanced portfolio that can withstand a number of different environments because I am not smart enough to know exactly what the future holds."

Typically holds about 40 names; top 10 make up 40% to 45% of portfolio. "We are trying to deliver superior risk-adjusted returns."

Outlook "Real estate continues to have relatively low correlation with stocks and bonds. While we wouldn't expect the great outperformance real estate has enjoyed for the past six years, returns should still be competitive with other asset classes. If you can get the diversification benefits for free, real estate deserves a role in the portfolio. "We are a meaningful part of AEW's assets under management and have been growing steadily for many years."

Background Started out as a sell-side equity analyst and then worked for a real estate developer that had financial services affiliates. Joined AEW in 1994 to build up public real estate securities investment business.

Professional qualifications CFA

Outside interests Family and golf. "I like to say that I reserve all my volatility for my bad golf game."

Neil Rogan, 46 Head of global equities Gartmore Investment Management

Investment style Bottom-up global stock picker. No geographic or sector constraints. "It's a best-ideas fund. It's 30 to 40 stocks--the best I can find from anywhere in the world."

Strategic holdings (50%), held for about 18 months, have a growth orientation. Tactical holdings (50%) are short-term opportunities driven by a catalyst.

"We try to outperform in all market conditions. I don't hide behind style. Tactical holdings have delivered performance while growth was out of favor in recent years."

Outlook "I can find good stock ideas all over the world these days, whereas a year ago I was struggling in Europe and Japan. The more good ideas I have, the better the fund will do.

"Management decided six years ago they wanted to diversify into higher alpha products. Asset growth at the moment for my area is very good. It's one of the top three priorities of the company."

Background Career in money management. Spent 12 years with Robert Fleming in London and Jardine Fleming in Hong Kong. Joined Gartmore in 1997.

Professional qualifications Associate member of the UK Society of Investment Professionals

Outside interests "Fund management is a bit like playing golf. You have a good score after nine holes--and you can ruin it on the back nine. You need to concentrate to the last shot."

B. Clark Stamper, 50 President Stamper Capital & Investments

Investment style Defensive strategy in municipal bonds: average credit rating AA, duration less than two years. "One specialty is cushion bonds--big coupon bonds trading to a short call. If they don't get called, you get bonus income."

Portfolio is diversified geographically and by type of issuer (corporations, education authorities, utilities, municipalities). "We go where we can find the best upside potential and downside protection. It's more like absolute return."

Outlook "I think the credit quality spread will widen, so low-quality bonds will go down and their yields way up. I think we are going into a very nasty recession, but I am not positive that means long-term high-quality rates come down. I'm not that anxious to extend duration right now."

Background Career fixed income manager; started with Treasuries and mortgagebacked securities, then high-yield bonds. Portfolio manager of Evergreen Strategic Municipal Bond Fund since 1990; Stamper Capital became subadvisor in 1995.

Outside interests "My job is my hobby. I tell my friends I can't tell if I'm working hard or hardly working because I am typically working 24 hours a day. I enjoy it so much, it's not like a job."

Kevin Booth, 52 Managing director BlackRock Advisors

Investment style Bottom-up approach to bank loans and high-yield corporate bonds. Average rating: B. Duration: two years. "I see no reason to go out on the yield curve right now."

Seasoned analysts go beyond the numbers. "You need to know who the bad guys are. How do they perceive bondholders? You can avoid climbing into bed with the wrong type of people.

"The key to performance is not what you buy. It's what you avoid."

Outlook By "using floaters, leveraged loans and shorter-duration bonds, we have removed about 50% of the price risk that would result from rising long-term rates.

"I am less concerned about rising default rates. There is so much liquidity sloshing around the system, and we are looking at economic growth around 2.5% to 3%.

"For BlackRock, it adds a new dimension to their offerings. It's a great story."

Background Commercial banker for 10 years. Also was bond analyst at AIG. Joined Merrill Lynch Investment Managers in 1991 (merged with BlackRock effective Sept. 30). Focused on distressed debt through 1990s. Has managed hybrid high-yield bond/bank loan funds since 2000.

Professional qualifications CFA

Outside interests "I like to travel. It's something I can do with my wife and two boys. You get a good sense of the world and where North America stands versus Asia and the EU."

David G. Toussaint, 39 Principal and senior portfolio manager Sixth Avenue Investment Management Co., a subsidiary of Security Benefit Life

Investment style Top-down macro analysis paired with bottom-up security selection in high-yield corporate bonds. The average rating matches benchmark. Duration is shorter at 3.25 years.

Core (50% to 75%) in bonds of companies with hard assets to support recovery in case of default and free cash flow after debt service and capital spending. Satellite (25% to 50%) focuses on mispriced or undervalued securities. "It allows us to use our credit analysts' expertise."

Outlook "We are slightly defensive. The Treasury yield curve is inverted, and usually that portends a slowing economy--which is generally not as favorable for high yield.

"There has been a lot of new issuance of the lower-quality LBO variety in the last couple of years. It takes a couple of years for those to season and default rates to increase. I would go to higher-quality credits if the economy weakens.

"Sixth Avenue is trying to get into the institutional space. High yield is a key part of our overall business development strategy."

Background Started as accountant. After five years as investment accountant at Allstate Insurance, switched to corporate bond analyst. Joined Sixth Avenue in Topeka, Kan., in 2000 as high-yield analyst.

Professional qualifications CFA, CPA

Outside interests Married, with two kids. Coaches some of children's sports teams.

Michael J. Hasenstab, 33 Co-director of fixed income and portfolio manager Franklin Templeton Investments

Investment style Fundamental macro approach to global government bonds, looking for duration opportunities, currency plays and sovereign spread trades. As of June, portfolio in 30 countries and 20 currencies. Average rating: A+.

Combines fundamental analysis, quantitative modeling and onsite research. "We spend a lot of time going out to these countries. Data will be reported over the newswires, but when you go there and dig into it, it may be a different story."

Outlook "Sources of total return outside the U.S. are pretty attractive right now--both on the currency side as well as some yield opportunities. We think there are a lot of opportunities particularly in Asia for currencies to appreciate versus the dollar.

"Global bonds add a new return profile, which helps diversify U.S. clients' portfolios. International has been a big growth area for Franklin Templeton, and one part of this international focus is in fixed income."

Background Started with Franklin Templeton in 1995. Took leave to do master's and PhD in economics at Australian National University in Australia. Returned to firm in 2001. Portfolio manager since 2002.

Outside interests "I travel a lot out in Asia. It's a personal passion of mine, and that sits nicely within the professional setting."

Matthew J. Conti, 40 Vice president and portfolio manager Fidelity Management & Research Co.

Investment style Bottom-up approach to high-yield corporate bonds--mostly rated BB or B. Duration matches benchmark. "I lean toward the higher-quality junk. The companies I invest in I expect to stay in business and pay the interest on their bonds."

Looks for crossover plays: fallen angels that may return to investment grade. "Credit quality and the trend in credit quality is the main driver of returns, rather than interest rates. My research group is the front line for what we need to know about these companies."

Outlook "I am very optimistic on my style at this point in the credit cycle. I see most of my alpha in years where the market does have some bumps. That's when a lot of the fundamental research that we do here pays off, and the higher-quality bias also works."

Background Started as engineer designing submarines during the Cold War. Obtained MBA from Columbia Business School and joined Merrill Lynch on sell side. Landed at Fidelity in 1995.

Outside interests "I am a die-hard Red Sox fan. There are parallels to investing. When things go right, it's great. When things look like they are going right and then all of a sudden turn wrong, it's how you deal with that emotionally."

J. Matthew Philo, 47 Senior managing director MacKay Shields, a subsidiary of New York Life

Investment style Bottom-up approach to high-yield corporate bonds. Average rating above benchmark today. Duration shorter at 3.5 years.

Looks for asset-rich companies to protect against default. "We look to prevent principal loss. We want the assets to be worth at least 50% more than the debt."

Also seeks improving credit profiles. "High yield is not an extremely interest-sensitive fixed income class; it is all about credit. We construct the portfolio to maximize the default adjusted yield and spread."

Outlook "We view the high-yield market as pretty fully valued, with an interest rate spread of about 350 basis points above Treasuries, because that has been historically the long-term annual default rate.

"Credit risk is being mispriced. When we look at moving from a relatively safe high-yield credit into a lower-rated credit, you are not picking up nearly enough yield."

Background Started as equity analyst at Moran Asset Management. Moved to Thorsell, Parker Partners in 1993 to focus on mid-cap equities. Joined MacKay Shields in September 1996.

Professional qualifications CFA

Outside interests "My favorite outdoor pastime is shooting--both clays and game birds. For me, that is a great escape from the Manhattan financial world. It is a concentration sport, so you have a total focus on what you are doing."

James C. Kelsoe Jr., 43 Managing director and portfolio manager Morgan Asset Management, a division of Regions Financial

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Investment style Bottom-up relative value strategy in investment-grade and high-yield securities--including corporate bonds, asset-backed securities and collateralized debt obligations. No duration target.

Likes to be contrarian. "We don't come to work knowing what we are going to buy. We see what the market will let us buy cheap today."

Focus on credit analysis and income generation. "My objective is to produce as much income as possible with the least volatility. In the long run, the total return of a fixed income portfolio depends on the income it generates."

Outlook "My concern is with lower interest rates--not higher. If you are in charge of managing a portfolio that needs to generate 7% income, you are going to find low interest rates are the bane of your existence. They make it difficult for us to find assets that will produce the dividends we want to pay."

Background Started with State of Alabama Retirement System. Then moved to Western Reserve Life. Joined Morgan Keegan in 1991.

Professional qualifications CFA

Outside Interests "Raising kids--I have three--you notice the different personalities of the kids and how to manage them.

"I observe people's behavior. In the markets, people are still greedy, and they are still scared to death."

Uwe Schillhorn, 42 Head of emerging markets debt UBS Global Asset Management

Investment style Relative value strategy in emerging markets debt. "We have quantitative and objective models and spreadsheets to analyze the economic data."

Formerly U.S. dollar-denominated only, now includes local currency securities. "They carry much higher interest rates, but they have a currency risk." Portfolio is mostly government bonds in 30 countries and 12 currencies.

Duration today shorter than benchmark. No target rating. "If we think the market is undervalued, we buy lower quality. If the market is expensive, we buy higher quality."

Outlook "In the dollar-denominated market, spreads have tightened a lot. We will not see the big returns we have seen in the past, but we will not see the high volatility, either.

"In local debt markets, we think they are still fairly cheap. Returns will depend more on picking the right countries and the right instrument at the right time instead of just being in the market."

Background Started as fixed income analyst with Deutsche Postbank. Joined UBS in 1995 at inception of bank's first emerging markets debt fund. Moved to Chicago in 1998 after UBS merged with SBC.

Professional qualifications CFA

Outside interests "I like to read a lot--books on history, historical fiction and books about philosophy. It can help you to frame the right questions and get perspective."

Timothy L. Rabe, 36 Senior portfolio manager Delaware Investments

Investment style Bottom-up approach to high-yield corporate bonds. Relies on team of 16 credit analysts and three traders. "We spend a lot of time on security selection. We try to generate our alpha using the research we have available. I don't have to depend on what the rating agencies think."

Typically holds about 150 securities. Keeps sector weightings close to index. No duration or rating targets. "We will invest in yield to call paper, highly rated BB paper, and, at times, in CCC and distressed situations if we think the risk rewards are appropriate."

Outlook "The influx of names from the investment-grade universe has given the highyield market a bigger selection of better-quality companies. There have been a lot of leveraged buyouts. You have to determine whether those companies can handle the extra leverage that the private equity guys are putting on them. We will see more issuance in the LBO sector."

Background Spent five years at Conseco Capital Management running investment-grade and high-yield portfolios. Joined Delaware Investments with 20 others from Conseco in 2000.

Professional qualifications CFA

Outside interests "For a few years, our group has owned a very old RV that we tailgated with for every Philadelphia Eagles game after we moved here from Indianapolis. We have become a close-knit team."

Some Quick Notes On the Data Tables

Some managers may not have been constantly involved with a particular investment vehicle over the past five years--the time period that was examined for this analysis.

As part of the data-gathering process for this feature, Morningstar also searched for managers running multiple investment vehicles, either in balanced approaches, or in both the equity and fixed income disciplines. Due to the limited nature of the results, they were not profiled as part of this story.

When an investment vehicle bears the MULTIPLE label in the Manager Name column, this refers to managers who were identified as members of a team or subadvisors to the particular vehicle and whose contribution to its results in this context was difficult to distinguish.

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