

# THE ATLANTIC TRUST ADVISOR



A fiduciary responsibility includes balancing clients' current needs with their short- and long-term goals, which requires both technical skill and relationship intimacy.

## A Culture of Care

### WHAT DOES BEING A FIDUCIARY MEAN?

#### ALSO IN THIS ISSUE:

**The Many Dimensions of Risk**

**A Closer Look at MLPs**

**Local Access to Global Expertise**

*When Congress recently held hearings on the role of investment banking firms in the financial crisis, Senator Susan Collins (R-Maine) asked what sounded like a straightforward question: whether firms have "a duty to act in the best interests of clients"—in essence, does the firm operate under the fiduciary duty of the highest standard of care and loyalty? However simple that question may sound, it can be a difficult one to answer.*

Part of the reason lies in years of case law that has interpreted and applied the legal and ethical nuances of "fiduciary." Another part of the reason is that it depends on the firm's business model. Generally, under current governing laws, a broker-dealer firm that does not exercise discretion over an account is not subject to the same fiduciary standard as a registered investment adviser or trust company. Clients may not realize that a broker-dealer typically is treated more as a "sales agent" than as an adviser, with a "suitability" versus a fiduciary standard to adhere to for investment recommendations. For example, when

faced with an investment decision, a broker-dealer should consider, "Is this a suitable investment for my client?" Alternately, a fiduciary should consider, "Is this the best investment for my client?"

Atlantic Trust operates as a fiduciary, with parameters of care and responsibility for client assets. We are not an investment bank, a commercial lending institution or an insurance company—nor are we owned by one—so we do not bear all of the same conflicts of interest inherent in those businesses.

*Continued on page 2*

**ATLANTIC TRUST**

PRIVATE WEALTH MANAGEMENT

As part of our fiduciary duty, we strive to fairly disclose and manage conflicts. More importantly, says Linda Beerman, chief fiduciary and risk officer for Atlantic Trust, "It's the attitude we bring to the work we do and the decisions we make. A key question we ask is: 'What is best for our clients?'"

### Consideration of Clients' Interests

The definition of fiduciary, which varies by state and context, usually references the consideration of clients' interests ahead of the firm's interests and the responsibility to exercise care with clients' assets. "This responsibility implies a high level of knowledge about how to manage clients' assets and also for *applying* that knowledge in a way that meets the relevant standards," says Beerman. "A professional fiduciary adds value to clients by thoughtful, expert counsel."

Knowledge of clients' needs, desires, wishes and plans for beneficiaries is critical. Atlantic Trust frequently is a trustee for clients' assets held in trust for future generations of family or for charities, requiring the firm to put the

beneficiaries' welfare first. "Our fiduciary responsibility includes investing assets to carry out the short- and long-term goals of the trusts and balancing the needs of current *and* future beneficiaries," says Beerman. "That balancing requires both technical skill and relationship intimacy in order to understand, interpret and carry out the intentions of the trust's creator."

Notably, Atlantic Trust's fee structure and incentive programs are designed to promote its fiduciary culture, as opposed to a sales culture. Clients generally pay a single "relationship fee" that covers all of our services, which can include investment management, wealth strategies and fiduciary services. Professionals who are responsible for client relationships are compensated based on the revenues generated from this asset-based fee, except in isolated situations that are fully disclosed to our clients. In contrast, other firms may directly compensate managers based on transactions or investment manager selection (sometimes referred to as "kickbacks"). In addition, investment professionals who manage proprietary



Duties of care, expertise, responsibility...a fiduciary is in a special relationship of trust and confidence.

investment strategies receive incentive compensation based on the overall investment performance of the strategies. This incentive structure aligns the firm's relationship and investment managers' interests with clients' interests, as their compensation is based upon the retention, preservation and growth of the client assets entrusted to their care.

"Any wealth management firm has to be profitable or it won't be able to stay in business and serve clients," says Beerman. "But in the discussions among relationship managers and portfolio managers at Atlantic Trust, the question that's always at the forefront is 'Will the client benefit?' This issue is even more relevant now with the general erosion of trust after the recent financial crisis."

### Advocating for Heartthrobs

At the heart of a fiduciary relationship is trust—the word fiduciary, in fact, comes from the Latin *fidere*: to trust. While transparency—disclosure of fees, for example—is tangible, trust is not necessarily so. But it's certainly a highly desired attribute that clients are seeking and is a strong differentiator for Atlantic Trust. "A relationship of trust means that clients not only understand it intellectually, but *feel* that we're their advocate," says Beerman.

Advocating for clients goes beyond managing investment assets. The Wealth Strategies Group at Atlantic Trust provides holistic, integrated wealth management services—estate and multigenerational planning strategies, succession planning for family businesses and private foundations, risk management and philanthropic



### CASE STUDY: MUSIC AT HEART— EMBRACING A FAMILY'S VALUES

John Ward was a former concert violinist whose grandchildren had inherited his love of music. He wished to foster that love, not only to appreciate, but also to play, classical music. At an auction of valuable instruments, John bid on an antique violin even though he did not have the funds to pay for it. His desire to purchase the violin was not only for its own intrinsic beauty and value as a collectible, but also to perpetuate a family music legacy. Then he asked Atlantic Trust to make a distribution to cover the purchase from a trust established by his father for him and his descendants. The Distribution Committee evaluated the usual considerations, including the terms of the trust, John's resources, the amount of the distribution in relation to the total value of the trust and the prior distribution history. In addition, the Committee discussed the importance of conveying the family's cultural values to future generations, and they ultimately approved John's request. And so, the music of one generation lives on in the next.

planning. In addition, Wealth Strategies is highly focused on what Beerman calls clients' "heartthrobs." "It may be an ethical will, a way to foster stewardship of family wealth or a plan for supporting a passion," says Beerman. "Our role is to guide those important conversations and help clients articulate what the meaning of wealth is in their family or community. We help bring heartthrobs to life in a strategic, comprehensive and meaningful way. Clients today are more interested in the 'human' drivers of estate and financial planning than in the tax drivers." 

## OUR CODE OF ETHICS

Atlantic Trust maintains a Code of Ethics that stresses the following fiduciary principles governing all employees:

- The interests of clients must be placed first.
- Atlantic Trust personnel must not take inappropriate advantage of their positions. All personal securities transactions must be conducted in a manner to avoid any abuse of an individual's position of trust and responsibility.

## STRENGTH AND OBJECTIVITY

Atlantic Trust benefits from the global resources and financial strength of our parent company, Invesco (NYSE: IVZ), yet our firm remains objective in its investment platform. Our Multi-Manager Investment Committee uses a rigorous review and approval process for all external managers approved on our platform, including any relevant Invesco strategies.



## GETTING TO KNOW LINDA BEERMAN: "LETTING CLIENTS GUIDE US"

As chief fiduciary and risk officer and leader of the Wealth Strategies Group, Linda Beerman oversees what her early training convinced her was the very essence of wealth management. "When I started in the trust department at a large regional bank

more than 30 years ago, right out of Wake Forest University law school, estate planning was used as a marketing tool focused on how clients could minimize estate taxes. I soon realized that reviewing only the tax part of a client's financial 'puzzle' gave a very incomplete picture. Eventually, the bank's services evolved into more comprehensive estate planning. When I and a small group left that bank to join Atlantic Trust, we were able to put the lessons we had learned to use and practice wealth management the way I always envisioned it: so thoroughly understanding our clients that we could complete the wealth management picture. Over the years, I've learned this from clients—if you really listen to them, they'll tell you how to run the business. *They* guide us on what being a trusted advisor really means."

**My first job taught me...** That I wanted to be a lawyer. I worked in Washington as a paralegal during the very heady and intense Watergate and Woodward-and-Bernstein

period. The law firm I worked for represented the only member of the Watergate 7 never to be tried. Regardless of one's politics, the brilliance of the lawyer I worked for can't be denied. I loved my learning experience so much that I decided to go to law school.

**My mentor was...** Thirty-three years ago there were few professional women to turn to for mentoring. But I'm forever grateful to a male manager I had who fought for me when I asked to come back to work part-time after the birth of my first child. In 1984, that was pretty radical. When I left that firm years later, my estate planning group was made up of women *and* men who *all* had flexible schedules.

**The book on my bedside table is...** I'm always reading both a mystery and a historical novel. Current mystery is *The Girl Who Kicked the Hornet's Nest*, the third in Stieg Larsson's Millennium Trilogy. For out-loud laughs, I turn to Christopher Moore and Chris Buckley.

**You might be surprised to know that I...** Went to Woodstock. It's hard to believe now that my parents let me take the station wagon and my younger brother and sister off on that adventure. It was exactly as you've read.

*Linda Beerman's full biography can be found at [www.atlantictrust.com](http://www.atlantictrust.com) in "Our Team—Executive Team."*



## The Many Dimensions of Risk

*Any Finance 101 course describes the seven kinds of risk that apply to investments: market, credit, inflation, liquidity, economic, business and interest rate risk. But what Finance 101 can't do is describe or predict an individual's risk tolerance or, perhaps more importantly, risk perception. Both of these are central to long-term investing success—as is the risk management expertise of the wealth management team.*

It can't be said too often—a key to both wealth creation and wealth preservation over time is to minimize the risk of permanent capital loss. Portfolio losses can be a function of either permanent declines in investments' intrinsic value or simply a function of short-term fears. It's important for investors to understand the difference, yet for some investors, the scenario goes like this: They look at their portfolio after a particularly volatile week in the market and bemoan the fact that they “lost” money and ask themselves why they took so much risk. And they look forward to a better week on the short-term horizon so they can take a little more risk and “make” money.

When it comes to risk and wealth preservation, the most important point for most investors is to think long-term, when appropriate considering a client's investment horizon. While market volatility can be unsettling, the market tends to eventually reward sound, profitable companies. “Eventually” requires long-term thinking and the discipline to avoid overreacting, and long-term thinking can prevent investors from turning a temporary “paper” loss into a permanent loss of capital by abandoning the investment strategy and getting out of the market.

### What Exactly Is Risk?

In very simplistic investing terms, risk is the chance that the outcome of a decision is different from what was calculated or expected. Systematic risk includes the factors relating to an investment that can't be eliminated by diversification—investing solely in an index fund that mirrors the broader market's performance, for example. Unsystematic risk is particular to an asset and can be diminished or reduced through diversification. “If a pharmaceutical company held in a portfolio fails to get approval for a major new drug, that is going to significantly affect that one stock,” says Bryan Reilly, senior vice president and equity analyst in Boston. “But managers must be effective in diversifying that risk by including several pharmaceutical stocks in combination with stocks in other industries. For investment managers, one common measure of risk is standard deviation—it gives us a way to measure a manager's risk-adjusted performance relative to his or her peers. Beta, on the other hand, is the measure of a stock's volatility in relation to the rest of the market, which helps define its risk profile.”

These “rearview mirror” quantitative assessments of specific investments are important, notes Reilly, but to protect clients against the unnecessary risk of not reaching an important future goal, Atlantic Trust's investment team analyzes multiple qualitative factors and then extrapolates that information into a forward-looking projection. If the investment team sees that a company is coming out with new products it feels are going to be less competitive than its prior products, the stock going forward could have a higher beta than in the past. “Not using qualitative judgments and relying only on past quantitative data increase a client's risk level,” says Reilly.

“In terms of external portfolio managers that we consider for our Multi-Manager Investment Program, our qualitative risk evaluation includes making a judgment on how the manager's risk-adjusted performance will be impacted if, for example, two of the four team members managing the portfolio leave.” That is something where standard deviation and beta wouldn't be helpful in determining future results.



*In very simplistic investing terms, risk is the chance that the outcome of a decision is different from what was calculated or expected.*

In addition, investors must always feel they're getting the appropriate reward for the level of risk they're taking. Otherwise, investments wouldn't be made, as there's no reason to take on additional risk if the rewards do not come to fruition over the long term. “You could think of our extensive qualitative due diligence on external managers, both initially and ongoing, as a way to ‘handicap’ risk-adjusted returns,” says Reilly. “There's never been a reason to take undue risk in clients' portfolios, especially today when many investors in general are re-thinking their perception of risk.”

### Seeking Clarity on Risk Tolerance

Risk capacity is a financial characteristic—it's the risk a client can afford to absorb and still reach goals. A wealth management professional can readily evaluate and determine risk capacity by analyzing clients' financial circumstances. Risk tolerance—a leaning, a personality characteristic—is more abstract and nuanced.



## A FRAMEWORK FOR RISK MANAGEMENT AT THE FIRM LEVEL

One of the hallmarks and distinguishing features of Atlantic Trust is the ability for relationship managers to get at the elusive answer to the question, “What is your risk tolerance?”

“Clients are looking for clarity about risk tolerance,” says Jeff Dillman, CFA, managing director in the Washington, D.C. office. “After 2008 and 2009, most are defining it broadly, and simply, as ‘downside volatility.’ Many can’t stomach the wild rides down and are much more sensitive to their own risk tolerance. That’s why we have regular conversations on how well they sleep at night. Many people associate a decrease in portfolio value with a loss of wealth. But we help clients look at the specific, underlying investments in a portfolio, separate out the drop in a stock’s price and, instead, focus on the quality of the company. It can put things in much better perspective.”

Relationship managers also help clients understand the factors that come into play in risk perception—how risk *feels*—which is unique to each client. Behavioral finance tells us that when it comes to risk perception, we often exaggerate risks that are rare, beyond our control, talked about or publicized, new and unfamiliar, uncertain or without redeeming features. And we minimize or downplay risks that are common, under our control or taken willingly, long-term or diffuse, familiar and have some benefit.

Understanding basic behavioral finance is important for both clients and wealth management professionals, says Vicken Ekmekjian, CFA, managing director in San Francisco. It reminds us that at times we can be irrational investors—and there’s nothing inherently wrong with that. “Human beings are wired for flight in the face of a risky situation,” says Ekmekjian. “It’s easy to understand

Clients have the right to expect that their wealth management firm has in place a framework for the company to identify, assess, monitor and control *operational* risk. Atlantic Trust’s culture dictates that it is the responsibility of *all* employees to incorporate a risk-aware attitude in daily activities. “Risk management reinforces the philosophy of transparency across the organization and demonstrates good business practice,” says Linda Beerman, chief fiduciary and risk officer for Atlantic Trust. Together with other senior business leaders, Beerman is responsible for the identification, analysis, mitigation and tracking of risk. A similar, and very extensive, framework is used to evaluate the operational risk management of the firm’s external business partners.

during unsettling economic circumstances or in a period of extreme market volatility why an investor would say ‘I want out.’ That’s why it’s so important to have a thorough investment policy statement in place, so that short-term fear doesn’t dictate long-term investment outcome. The bigger risk than a volatile portfolio during one month is not achieving an important goal in the future.”

### Customized, Quality Portfolios

Both Dillman and Steven Smith, also a managing director in Washington, D.C., say that the recent bear market has been helpful and relevant in talking with clients about risk tolerance. “If there’s a silver lining, it’s that we now have some very recent ‘historical’ perspective,” says Smith. “That combined with analytical tools and transparency—the ability of clients to view their portfolios online—has led to some intelligent discussions about risk and subsequent adjustments to portfolios, as needed. Clients are asking more sophisticated questions. They’re paying attention to global economic events and we’re talking more about the correlation of investments.” Adds Dillman, “These discussions are helping them get a better finger on their own pulse. If they aren’t comfortable with, for example, emerging markets because they don’t understand

them, it’s a great opportunity for us to provide additional education.”

Like Dillman and Smith, Ekmekjian talks about risk every quarter when he meets with his clients, reminding them about the customization of their portfolio and focusing on expectations, goals and liquidity needs. It’s a risk discussion based on the *client’s* perspective: “Standard deviation is a highly valuable tool for our asset allocation committee to use, but it may mean very little to some clients,” says Ekmekjian. “And it’s important to remember that risk tolerance is not a number—or a constant. It’s a moving target based on your life circumstances, and it’s our job to advise you accordingly.”

Of utmost importance is Atlantic Trust’s focus on preserving our client’s capital. “All investments have inherent risk,” says Smith. “But our clients understand that we’re an organization that seeks quality. That could ultimately be the most important part of mitigating risk.”

*For a more comprehensive discussion of risk, including any questions about your own risk tolerance and how risk management is applied to your portfolio, please talk with your relationship manager.*



## Putting “Energy” into an Investment Strategy

Say “invest in energy” and many people may think of the opportunity inherent in millions more people in China now driving cars and consuming gasoline. But a way to add diversification to an investment strategy **without** investing in volatile energy stocks or commodities is through energy Master Limited Partnerships (MLPs). MLPs are unique in their structure, investment value proposition and position in the broad energy sector.

An MLP is a limited partnership that is publicly traded on a securities exchange and is limited by U.S. tax code to certain businesses, primarily natural resources. These companies typically own energy infrastructure—pipelines, storage terminals and processing facilities—used in the oil and gas supply chain. According to Paul McPheeters, CFA, managing director in Denver, “The majority of the revenue in the MLP sector is fee-based—often long-term contracts—and has little direct exposure to oil and gas prices. Customers pay to ‘rent’ capacity on the infrastructure system. Energy demand is much less volatile than energy prices,” says McPheeters. MLPs also combine the tax benefits of a limited partnership with the liquidity of publicly traded securities. And, they feature predictable quarterly cash distributions to limited partners.

### A Total Return Value Proposition

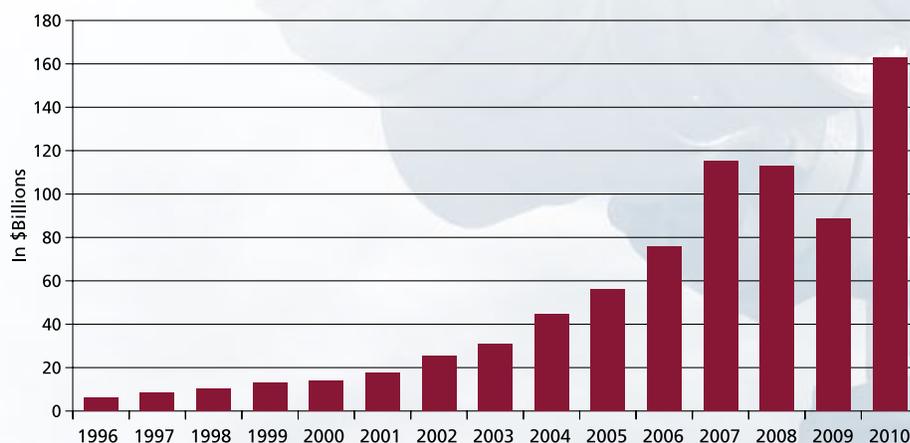
Despite the energy MLP’s 20+ year history and its size—as of March 31, 2010, the total market capitalization of MLPs was more than \$160 billion—its compelling advantages are often overlooked by investors. “The MLP’s value proposition is in total return,” says McPheeters. “Most MLPs are yielding about 7%—close to

4 percentage points higher than 10-year Treasuries. In fact, the yield spread as of May 28, 2010, was 407 basis points, while historically, the spread between the MLP Index and 10-year Treasuries has been materially lower—a median of 279 basis points and closer to 200 basis points in more favorable market environments.”<sup>1</sup> With few exceptions, cash distributions

to investors have not only been steady and predictable, they increased at a 6.7% compound annual growth rate from 1997 through 2009.<sup>2</sup>

The attractive total return proposition stems from the sector delivering a healthy current yield combined with annual growth in distributions, as well as

### MLP Market Capitalization



Source: Alerian; Data as of March 31, 2010  
Represents the market capitalization of the historical constituents of the Alerian MLP Index.



### MLPs: A COMPELLING PROPOSITION

- Attractive total return profile
- Well-positioned in the current investment landscape
- Opportunity to capitalize on sector trends in the energy industry
- Low correlation with other assets; adds needed diversification
- Opportunity to generate alpha

MLPs also offer investors a significant tax advantage. Similar to a Real Estate Investment Trust (REIT), MLPs incur no income tax liability at the entity level for qualifying income, avoiding the double taxation that occurs with most C corporations. Simply put, more of the cash flow reaches the MLP investor. In addition, distributions are partially deferred as a return of capital until units are sold. An MLP investment does require specific tax filings.

producing a double-digit return profile. The outlook for distribution growth is primarily driven by attractive organic growth opportunities. A shift in domestic energy supply and demand trends is driving the need for additional energy infrastructure in the United States. "Anchored by a favorable cost-of-capital advantage, MLPs are well positioned to capitalize on this secular trend," says Adam Karpf, senior vice president and MLP co-manager in New York. "Notably, the economics of many growth projects are secured with long-term, fee-based contracts, which provide stability to cash flows and drive a consistent growth rate in the distribution payment."

When Atlantic Trust decided in 2003 to start managing MLPs, the outlook for the sector was a combination of high yields, mid-single digit growth rates for distributions and an inefficient market, which made it an attractive place to be an active manager. "If you ask us 'What has changed in the last seven years?' our answer is absolutely nothing—and that's the whole point," says McPheeters, who is the lead manager for the Atlantic Trust MLP Team, and has been analyzing the energy sector since 1995. "Both the track record and the prospects for energy MLPs are validation of our decision seven years ago to enter this space."

#### Where Do MLPs "Fit"?

Many investors like to compare MLP investments to stocks, also publicly-traded and liquid, because of their familiarity with them. On that basis, energy MLPs have outperformed, and dramatically so. MLPs, as represented by the Alerian MLP Index, have generated much higher compounded total returns than the S&P

## A STRONG MLP TEAM



Paul McPheeters,  
CFA, Managing  
Director



Adam Karpf,  
CFA, Senior  
Vice President



Chris Linder,  
Vice President



Lance Marr,  
Associate  
Vice President

**Adam Karpf, CFA**, recently joined the Atlantic Trust MLP investment team as a portfolio manager. Based in New York, Karpf has been analyzing the MLP sector since 2001. Most recently, he was head of MLP research and a portfolio manager for Magnetar Capital. In 2006, Karpf was ranked number one in the Oil Equipment, Services and Distribution industry in *The Wall Street Journal's* "Best on the Street" Survey. In 2005 and 2006, he was a ranked analyst in the *Institutional Investor* Research All-American Poll. He received a B.S. in finance from Lehigh University.

"Adam Karpf is one of the most respected professionals in the MLP space," says Dave Donabedian, chief investment officer. "His addition to our team bolsters our investment capabilities in an increasingly important area." Karpf joins the MLP team headed by **Paul McPheeters, CFA**, managing director. McPheeters played a key role in developing Atlantic Trust's Energy Master Limited Partnership Strategy in 2003. He also is co-manager for the Disciplined Equity Strategy and previously was co-manager of the Large Cap Growth Portfolio. McPheeters has extensive experience in research and analysis on the energy, telecommunications and media sectors. The MLP investment team also relies on the expertise of analysts **Chris Linder** and **Lance Marr**.

500: Between 1996 and 2009, the compound annual total return for MLPs was 15.6% compared to the S&P 500's 6.2%.<sup>3</sup> Equally as important is the low, long-term correlation between stocks and MLPs. During the 10-year period ending December 31, 2009, the S&P 500 Index has had a 12% correlation with MLPs.<sup>4</sup>

With an enviable track record and an attractive long-term outlook, the MLP sector offers investors an opportunity to capitalize on a unique segment within the energy industry. MLPs, however, are

not without some risk. They require access to capital markets to fund growth spending, are impacted by sharp swings in energy consumption levels and are a yield-oriented product that has some exposure to a sharp climb in interest rates. With that said, MLP yield spreads are currently wider than historical trends, which provides a cushion to an increase in rates. 

1 Source: Bloomberg LP and Alerian

2 Source: Company reports

3 Source: Bloomberg LP

4 Source: Bloomberg LP and Zephyr

During a recent series of client events, senior Atlantic Trust executives—including Chairman and CEO Jack Markwalter, President and COO Eric Propper, CIO Dave Donabedian, Head of Fixed Income Gary Pzegeo, and Portfolio Manager Paul McPheeters—discussed key economic and investment issues and opportunities alongside external investment managers in the firm’s Multi-Manager Investment Program. Select external investment managers included Charles Clough of Clough Capital Partners, LP; James Donald of Lazard Asset Management, LLC; Paul Swartz of Lighthouse Investment Partners; and Scott Ostfeld of Jana Partners. All shared the same goal: to provide Atlantic Trust clients with direct access to senior investment experts.

From February through June, Atlantic Trust’s senior executives traveled across

the U.S., joining more than 500 clients and friends in insightful, personable discussions. “Every dialogue was positive and engaging,” said Jack Caldwell, managing director in San Francisco. “The events showcased that beyond the local offices, there are many people working on behalf of our clients to provide them with seasoned investment expertise.”

Each event followed a similar format, with Dave Donabedian providing a macro view of the economic and financial markets, including risks, opportunities and asset allocation recommendations. Gary Pzegeo spoke on the credit markets, while external investment managers interpreted recent trends in their areas of expertise. In Denver, Paul McPheeters discussed Master Limited Partnerships, which have broad appeal to clients.

After the presentations, clients and friends had the opportunity to engage senior executives and third-party managers in question-and-answer sessions on the issues that mattered to them. “I was pleased to hear our senior executives and external partners provide independent, well-informed advice,” noted Andrew Nichols, managing director in Baltimore. “They addressed key concerns and queries I hear from my clients daily.” These events will continue in select locations around the country. Please look for an event in your area soon.



## IN THE NEWS

Appearing recently on CNBC, Bloomberg Television and Fox Business News, Dave Donabedian, chief investment officer, discussed the latest developments in investment markets and world economies and explained how these events are shaping the firm’s strategies.

## NEW TALENT ADDITIONS



Ryan C. McCleary,  
CFA,  
Senior Vice President



Clayton L. Santimore,  
CAIA,  
Vice President

This spring three new team members have joined Atlantic Trust’s core of wealth management professionals. **Ryan C. McCleary** brings more than 13 years of experience to Atlantic Trust as a senior relationship manager in Houston. Previously, McCleary worked with Fruth Investment Management. In addition to **Adam R. Karpf** (see page 7) in New York, **Clayton L. Santimore** was named senior investment analyst for the Multi-Manager Investment Team, based in Boston. He comes to the firm from Fidelity Management and Research Company. Complete biographies on all Atlantic Trust professionals can be found at [www.atlantictrust.com](http://www.atlantictrust.com).

■ To request a copy of *The Advisor* for a friend, please e-mail [inquiry@atlantictrust.com](mailto:inquiry@atlantictrust.com).

Atlantic Trust Private Wealth Management includes Atlantic Trust Company, a division of Invesco National Trust Company (a limited-purpose national trust company), and Stein Roe Investment Counsel, Inc. (a registered investment adviser), both of which are wholly owned subsidiaries of Atlantic Trust Group, Inc. This document is intended for educational purposes only and the material presented should not be construed as an offer or recommendation to buy or sell any security. Concepts expressed are current as of the date of this newsletter only and may change without notice. Such concepts are the opinions of our investment professionals, many of whom are Chartered Financial Analysts® (CFA®). The CFA® designation is globally recognized and attests to a charterholder’s success in a rigorous and comprehensive study program in the field of investment management and research analysis. Certified Financial Planner Board of Standards Inc. owns the certification marks CFP® and CERTIFIED FINANCIAL PLANNER™ in the U.S.

There is no guarantee that these views will come to pass. Past performance does not guarantee future comparable results. To ensure compliance with requirements imposed by the IRS, we inform you that any U.S. federal tax advice contained in this communication (including any attachments) is not intended or written to be used, and cannot be used, for the purpose of (i) avoiding penalties under the Internal Revenue Code or (ii) promoting, marketing or recommending to another party any transaction or matter addressed herein. Atlantic Trust does not provide legal advice, and the information contained

herein should only be used in consultation with your legal, accounting and tax advisers. To the extent that information contained herein is derived from third-party sources, although we believe the sources to be reliable, we cannot guarantee their accuracy.

Investment Products Offered are Not FDIC-Insured, May Lose Value and are Not Bank Guaranteed.

<b>Atlanta</b> 404 881 3400	<b>Chicago</b> 312 368 7700	<b>New York</b> 1330 Ave. of the Americas 212 489 0131
<b>Austin</b> 512 651 7800	<b>Denver</b> 720 221 5000	<b>New York</b> 50 Rockefeller Plaza 212 259 3800
<b>Baltimore</b> 410 539 4660	<b>Houston</b> 713 214 7640	<b>San Francisco</b> 415 433 5844
<b>Boston</b> 617 357 9600	<b>Newport Beach</b> 949 660 0080	<b>Washington, D.C.</b> 202 783 4144

For Public Use