

Best Practices Debt and Investment Portfolio Management

July 15th, 2019

Presenters:

Drew Simmons | Senior Vice President – Public Finance drew@GoBaker.com

Andy Okolski | Director of Municipality Strategies aokolski@GoBaker.com

Introduction – The Baker Group

- Founded in 1979, Dr. Baker wrote the first book on the concept of asset and liability management
- Today, our distribution network extends to over 1,000 financial institutions in the U.S.
- Our Public Finance team works with municipalities across the country, providing a full suite of financial services customized to the unique needs of state and local governments



Join us at our 40th Anniversary seminar celebration in Scottsdale, AZ, at The Westin Kierland Resort & Spa.



October 24-25, 2019 Scottsdale, Arizona



Guest Speaker
David Rosenberg
Chief Economist/Strategist
Gluskin Sheff & Associates

Who Should Attend

Financial institutions' CEOs, CFOs, investment officers, board members, and those who are directly or indirectly responsible for financial management functions will benefit from this seminar. There is no cost for this seminar.

For forty years The Baker Group has been known for its proven software and products, and for helping clients make sound, strategic decisions.

The Baker Group's Interest Rate Risk and Investment Strategies Seminar was developed specifically for managers of financial institutions. Designed to meet current financial challenges, it is an in-depth examination of topics including:

- · Economic Overview, Market Update, and Fed Policy Outlook
- Interest Rate Cycle Dynamics Preparing the Balance Sheet for the Next Environment
- . Best Practices to Comply with the Latest Liquidity and IRR Regulatory Guidance
- . What Should Our Institution Be Buying Today? Seeking the Best Relative Value
- Managing Cashflow Optionality to Protect Against Extension and Contraction Risk
- Protecting Your Portfolio with a Robust Municipal Credit Process



ne Westin Kierland Resort

6902 E Greenway Pkwy Scottsdale, AZ 85254 480.624,1000



d Resort Westin Kierland Golf Clu

y 15636 N Clubgate Dr Scottsdale, AZ 85254 480.922.9283



Breakfast 7:30 am

Seminar B:30 am

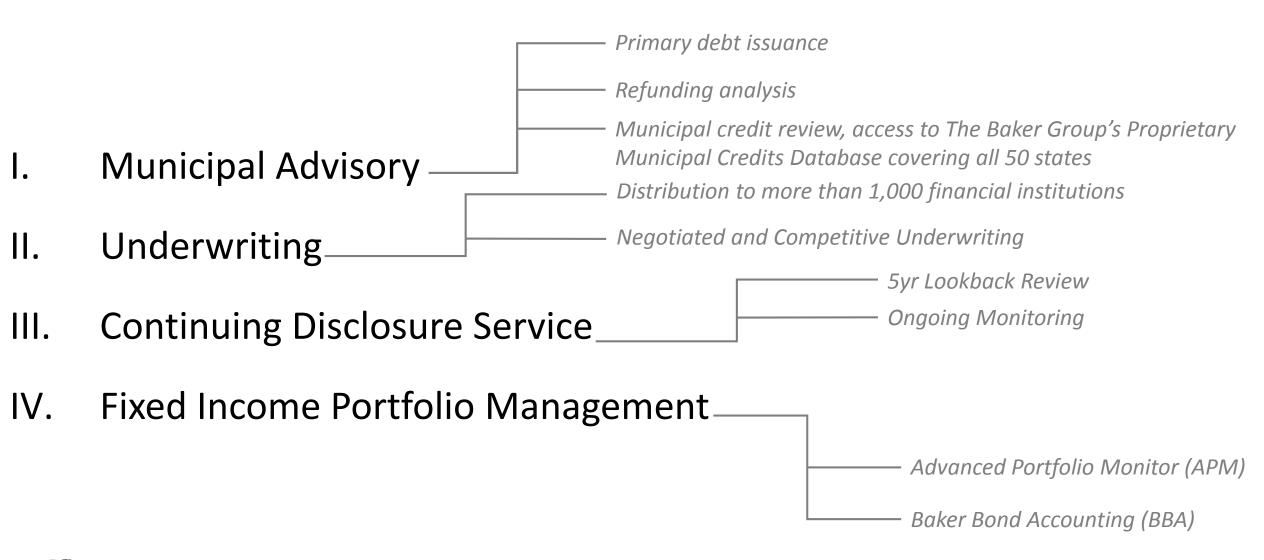
Lunch 12:00 pm

Adjourn 4:30 pm

Breakfast 7:30 am Seminar 8:30 am Conclusion 11:30 am Golf 12:45 pm Register online at GoBaker.com/arizona. For more information call Skoshi Heron at 888,990.0010.

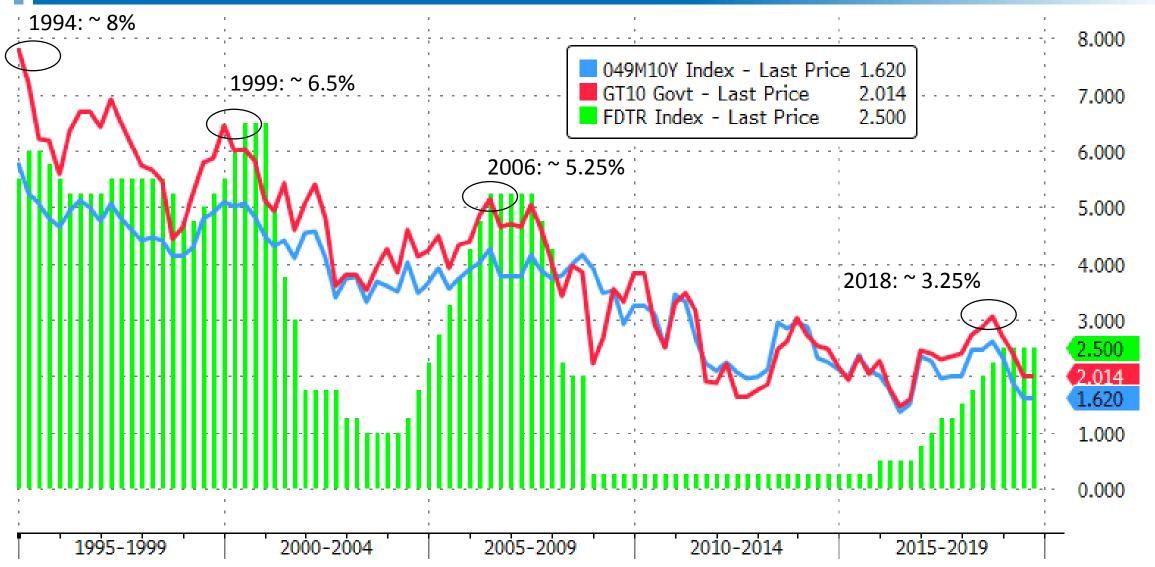


4 Pillars of The Baker Group's Public Finance Division



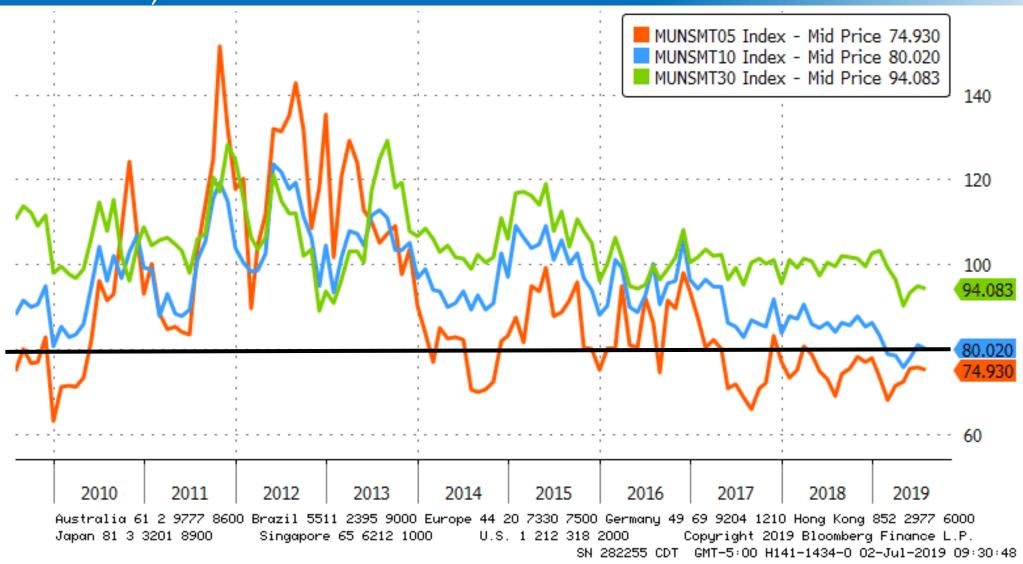


Bond Yields Peak Before the Last Fed Hike



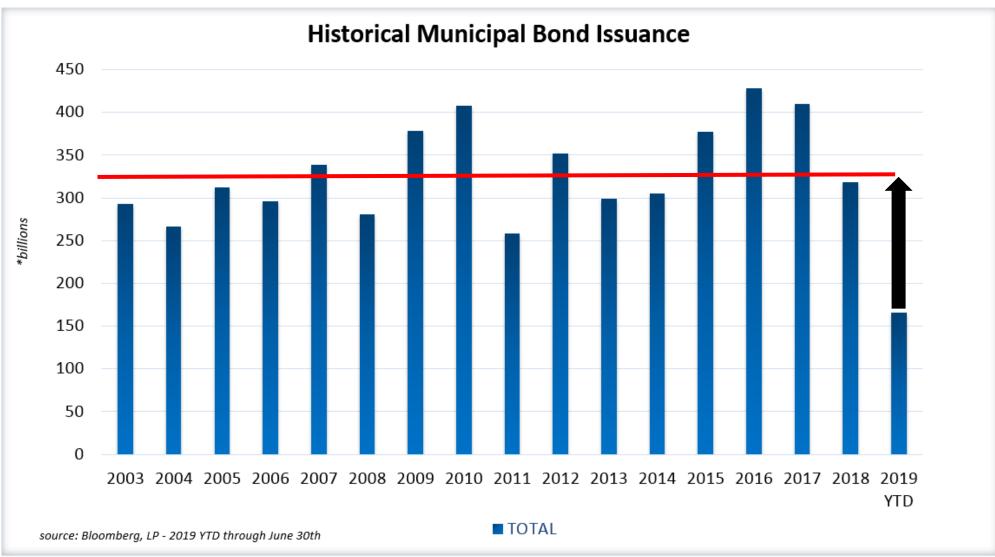


Muni/Treasury Ratios - "Rich" to Investors However, demand continues to increase...





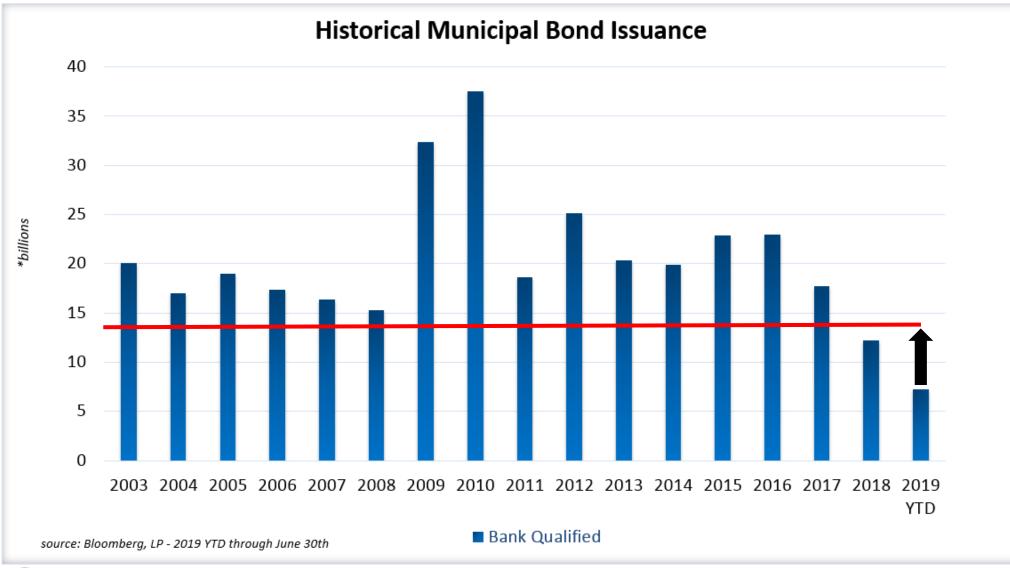
Municipal Supply - Total



2019 Year-end forecast: \$331 billion

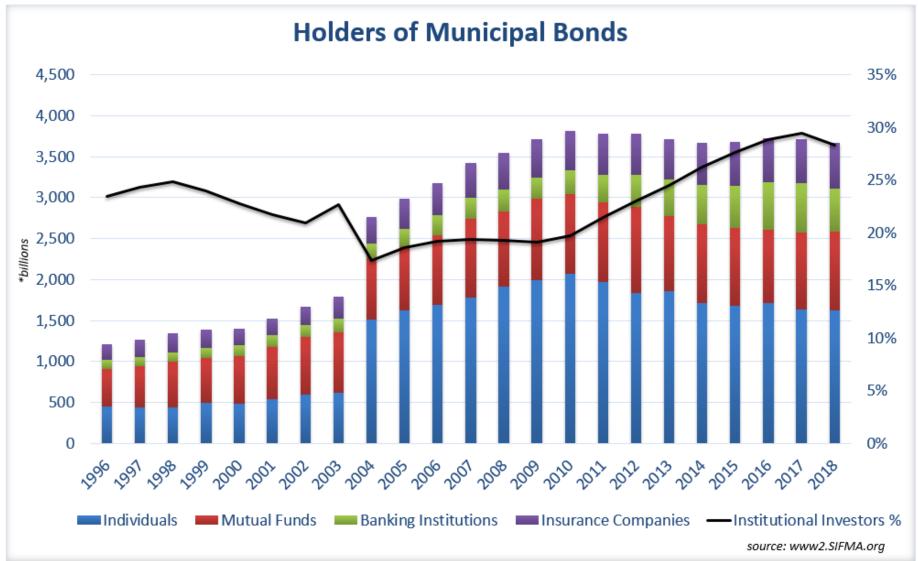


Municipal Supply – Bank Qualified



2019 Year-end forecast: **\$14 billion**

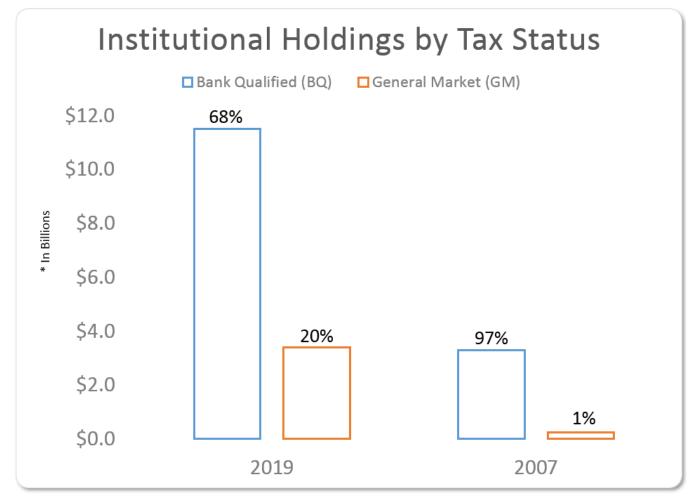
Institutional Investors Have Nearly Doubled





Be Sure to Employ BQ Issuance When Possible

- Bank Qualified (BQ) municipals are limited to \$10mm of total issuance in a single year
- Banks gravitate more toward BQ municipals for tax considerations
- Therefore, BQ municipals come to market at lower yields than General Market (GM) municipals, all things equal

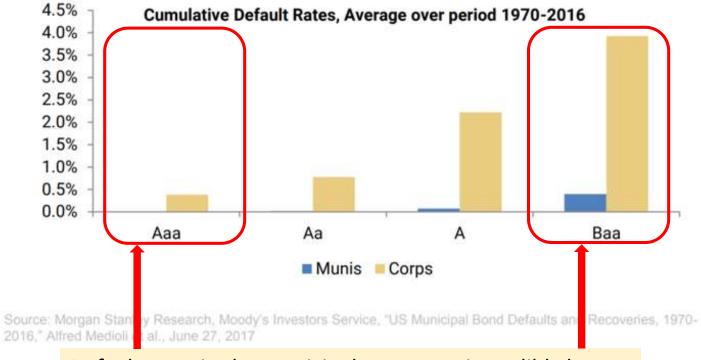


Source: Institutions using Baker Bond Accounting (BBA) as of June 2019, The Baker Group LP



Municipals – Best Game in Town for Banks

The yield earned on municipal securities for financial institutions is nearly 100bps higher than alternative government backed sectors.



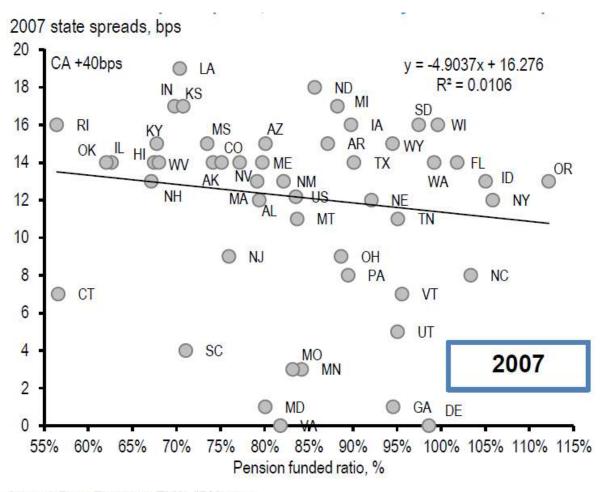
Sector	TEY	Average Life
Treasuries	2.32%	1.67
Agencies	2.27%	2.31
CDs	2.55%	2.16
Tax-Exempt Munis	3.48%	4.54
Taxable Munis	3.45%	3.29
MBS	2.46%	3.87
CMO Fixed	2.50%	3.59
SBA Fixed	2.54%	3.82

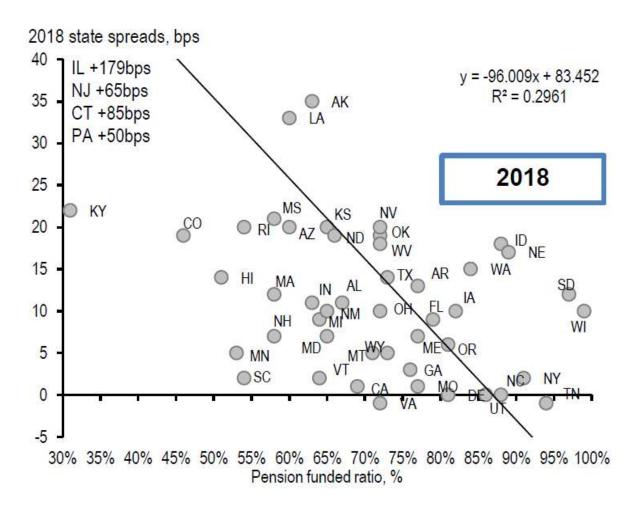
Source: Data on 645 institutions using Baker Bond Accounting (BBA) as of June 2019, The Baker Group ${\it LP}$

Default rates in the municipal sector are incredibly low. BBB munis default less than AAA corporates.

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Market Pricing vs Pension Funded Ratios





Source: Pew, Thomson TM3, JPMorgan

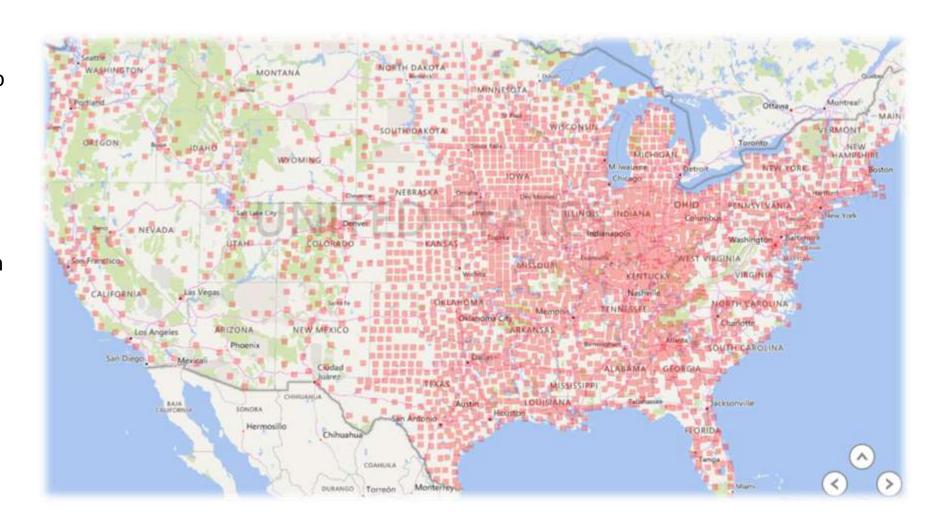


The Baker Group's Municipal Credits Database Covers 2,837 of the 3,007 Counties in the U.S. Representing 24K+ Unique Obligors

Established in 2008, this database provides financial institutions who invest in municipal bonds with a detailed understanding of the underlying credit profile

Prior to 2008, more than 50% of the muni market was insured with AAA ratings. By 2009, no single insurer held a AAA rating.

In 2011, provisions in the Dodd-Frank Act required financial institutions to have proof of a credit analysis process that could no longer include reference to credit ratings.





History of the Municipal Securities Market

- The municipal securities market is the one of the largest fixed income sectors in the U.S. at approx. \$3.8 Trillion
- The very first municipal bonds were issued by New York City for a canal project in 1812
- Despite being the oldest capital market sector, the municipal securities market has a poor history of transparency
- The SEC can only enforce actions on municipal issuers pertaining to the anti-fraud provisions of the Securities Act of 1933 and 1934
- However, the compliance burden on municipal issuers is set to dramatically increase



Baker's Credit Profile Sheet Detailed Municipal Credit Data

The information shown is extracted from CAFRs, official statements, and other continuing disclosure documents.

Information pertaining to pension plans is highly demanded following numerous headlines of troubled pensions.

- General Obligation Bonds
 - Tax base information including top taxpayers, tax assessed value, and ad valorem tax levies and collections
 - General fund balance, population, and enrollment trends
- Revenue Bonds
 - Debt coverage ratios showing pledged revenues and related debt service payments
 - Population and enrollment trends



Municipal Credit Profile



	Bond Description		Issuer Descr	iption	
Cusip	034789TM9	Description	Angleton, City	of (General Obligation Debt)	
Security	AD VALOREM PROPERTY TAX	State	TX		
Type	GO + REV	County	BRAZORIA		
Purpose	PUBLIC IMPS./RECREATIONAL	MUD Date	-		
Credit Enhancement	-		Ratings	2	
Tax Provision	FED BQ		ratings	<u>'</u>	
Maturity Type	AT MATURITY		Moody's	S&P	
Issue Date	02/15/2018	Rating	N/A	AA- 1/12/2018	
Maturity Date	02/15/2023	Underlying	N/A	N/A 1/12/2018	

The City is a political subdivision and municipal corporation of the State, duly organized and existing under the laws of the State, including the City's Home Rule Charter. The City was incorporated in 1912, and first adopted its Home Rule Charter on February 17, 1967. The City operates under a City Council/Administrator form of government where the Mayor and five Councilments are elected for staggered two year terms. The City Council formulates policy for the City while the City Administrator is the Chief Administrative Officer. The City of Angleton, the county seat of Brazoria County, is approximately 45 miles south of Houston and 17 miles north of Freeport. The City encompasses some ten square miles and has 27.6 square miles within its extrateritorial jurisdiction ("ETJ").

Ke	Key Credit Metrics					
	03/29/2019	03/28/2018	02/15/2018			
Debt-To-Assessed	2.07%	1.18%	1.28%			
State Avg DA	3.63%	3.63%	3.63%			
Debt Limit	-	-	-			
DA w/ Overlapping	7.05%	6.46%	7.12%			
Per Capita	\$1,068	\$583	\$583			
PC w/ Overlapping	\$3,652	\$3,185	\$3,252			
Rate Covenant	-	-	-			
Debt Coverage	1.85	1.59	1.26			
Levy Collection Rate	99.48%	98.12%	98.12%			
Top 3 Taxpayers	2.63%	2.66%	2.87%			
Intergovernmental Aid	1.08%	1.72%	0.48%			
Population	19,491	19,491	19,491			
Enrollment	-	-	-			

Pension Data				
	09/30/2018	09/30/2017	09/30/2016	
Pens	ion Plan Type: E	ENEFIT		
ARC/Covered Payroll	12.71%	12.27%	12.05%	
Contr./ARC	100.00%	100.00%	100.00%	
Funded Ratio	100.00%	82.70%	81.10%	
NPL/Assets	4.07%	7.37%	7.46%	
NPL/Covered Payroll	45.69%	69.65%	77.54%	
OPE	EB Plan Type: Bi	NEFIT		
ARC/Covered Payroll	0.38%	Unknown	Unknown	
NOL/Assets	0.44%	Unknown	Unknown	
NOL/Covered Payroll	4.83%	Unknown	Unknown	
POBs - POBs/Assets		-		
. CDS . CDS/rdSetS				

180

\$31,774

\$20.866

\$36,604

7.78%

\$3,724

\$3,737

09/30/2016

182 \$17.841

\$16.840

\$34,195

7.48%

\$3,505

\$3.517

179

\$21.054

\$22.053

\$33,963

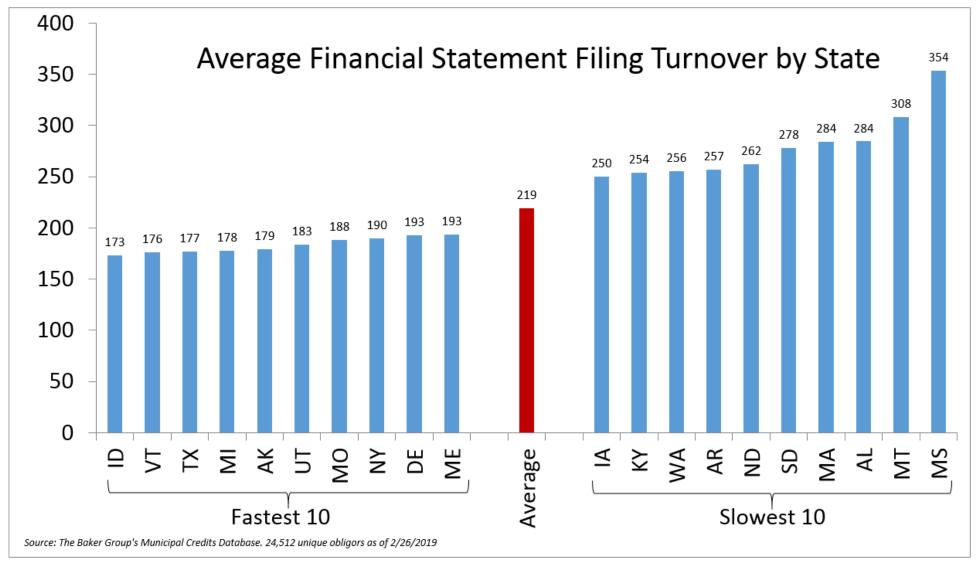
(0.68%)

\$2,932

\$2,949

Key	Key Values (In Millions) Financial Sta				
	03/29/2019	03/28/2018	02/15/2018		
Gross Direct Debt	\$22.690	\$24.925	\$24.925	FS Tumover (in Days)	
Net Direct Debt	\$20.835	\$11.372	\$11.372	Gov. Fund Revenues	
Tax Assessed Value	\$1,008.804	\$961.040	\$890.269	Gov. Fund Expenses	
Market Value	\$1,135.334	\$1,090.952	-	Ending Net Assets	
Tax Levies	\$6.800	\$6.229	\$6.229	Change in Net Assets	
Tax Collections	\$6.766	\$6.112	\$6.112	Unrest. Gen Fund Bal	
Debt Service	\$1.009	\$0.962	\$2.711	Gen Fund Bal	
Overlapping Debt	\$50.356	\$50.724	\$52.026		

Historical Financial Statement Turnover Rates Average for the U.S. is 219 days



The Evolution of SEC Enforcement

- The Tower Amendment prohibits the SEC from regulating municipalities directly unless it pertains to the anti-fraud provisions of the 1933 Securities Act.
- However, the SEC has regulatory authority over broker-dealers that underwrite municipal bonds.
- In 2014, the SEC rolled out the MCDC initiative which imposed sanctions on broker-dealers who underwrite municipal bonds where the issuer failed to comply with their Continuing Disclosure Agreements (CDA).
- With transparency issues persisting today, the SEC is now considering sanctions on municipal issuers directly as habitual non-compliance could be considered fraudulent activity!



The Baker Group's Municipal Underwriting

Broker dealers have to make sure that a municipal bond issuer has been compliant with their CDAs for the past 5 years.

This has caused underwriters to refuse to underwrite bonds for issuers that have not been in compliance with their CDAs.

Unfortunately, this can negatively impact a municipality's cost of funds when bringing bonds to market.

Competitive Underwriter Rankings - Bank Qualified					
YTD Rank	YTD Rank Manager		# of Deals		
1	Robert W Baird & Co	\$735.30	164		
2	The Baker Group LP	\$281.48	82		
3	Raymond James	\$261.00	57		
4	Janney Montgomery	\$216.22	27		
5	Piper Jaffray	\$190.70	28		
6	Roosevelt & Cross	\$188.45	46		
7	FTN Financial	\$165.78	24		
8	Bank of New York Mellon	\$121.14	28		
9	Samco Capital Markets	\$108.44	26		
10	BOK Financial Corp	\$100.10	48		



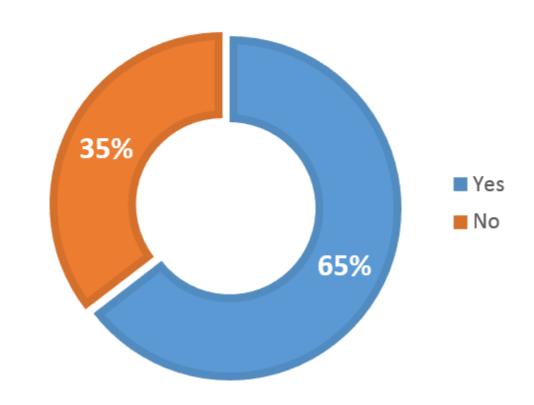
Source: Bloomberg LP as of June 2019

Continuing Disclosure Case Study

 A 2018 review of 189 bond offerings for potential underwriting revealed that 67 failed to comply with their Continuing Disclosure Agreement

• Recent changes to Rule 15c2-12 suggest that the compliance burden on issuers will dramatically increase.

CONTINUING DISCLOSURE COMPLIANCE 5-YEAR LOOKBACK REVIEW





The Existing and New Continuing Disclosure Rules

Event Notices

- Principal and interest payment delinquencies
- Non-payment related defaults
- Unscheduled draws on debt service reserves reflecting financial difficulties
- Unscheduled draws on credit enhancements reflecting financial difficulties
- Substitution of credit or liquidity providers, or their failure to perform
- Adverse tax opinions or events affecting the tax-exempt status of the security
- Modifications to rights of security holders
- · Bond calls and tender offers
- Defeasances
- Release, substitution or sale of property securing repayment of the securities
- Rating changes
- Bankruptcy, insolvency or receivership
- Merger, acquisition or sale of all issuer assets
- Appointment of successor trustee

14 Existing
Material
Events that
Require a
Continuing
Disclosure
Filing on
EMMA

Effective February 27th, 2019:

Two more "events" that require a continuing disclosure filing:

#15. Incurrence of any financial obligation

#16. Changes in the terms of any existing financial obligation



What Municipal Issuers Need to Do Next

- Implement policies and procedures that ensure all prior CDAs are in compliance
- Assign responsibilities to monitor all required filings within a timely manner
- Implement a monitoring system that flags any of the 16 events that are deemed material
- Create an open dialogue with your advisor to determine materiality
- Ensure that your monitoring systems are flexible for future municipal employee turnover





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Todays Agenda

Current Interest Rate Environment

Investment Management

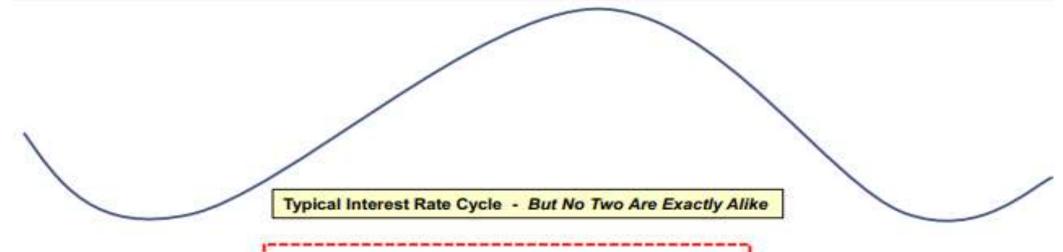
Local Government Investment Pools

Investment Types & Portfolio Strategy



Current Interest Rate Environment

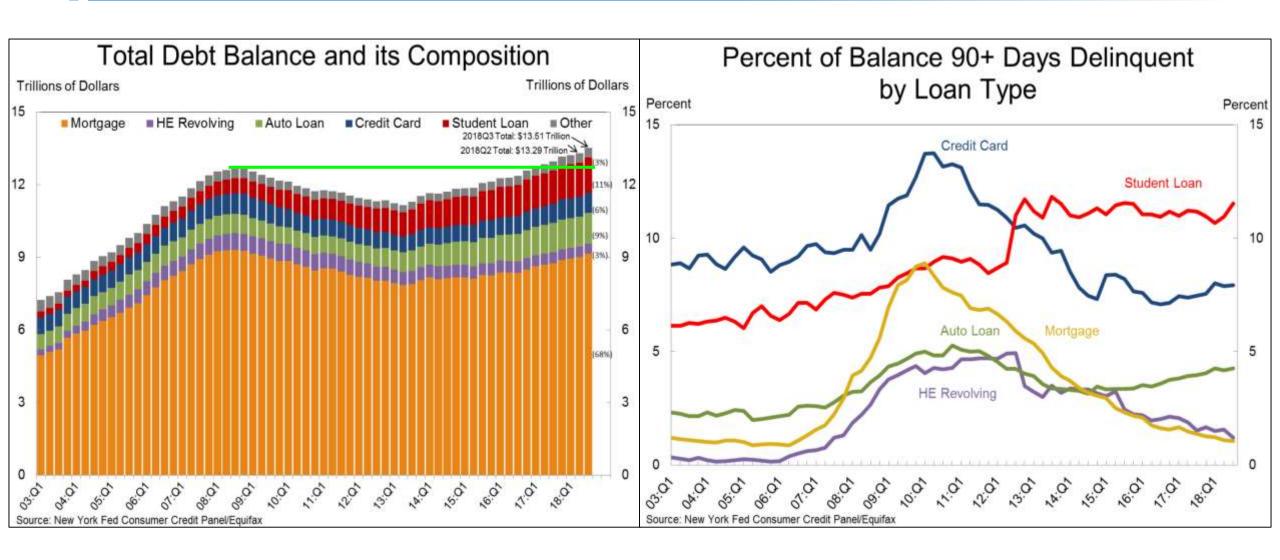
Interest Rate Cycles



Trough	Rising	Peak	Falling
Weak Economy	Strengthening Economy	Strong Economy	Weakening Economy
Fed Accommodation	Fed Tightening	Fed Restrictive	Fed Easing
Steep Curve	Curve Flattening	Flat (or Inverted) Curve	Curve Steepening
Weak Loan Growth	Strengthening Loan Growth	Strong Loan Growth	Weakening Loan Growth
Ample Liquidity	Reduced Liquidity	Tight Liquidity	Rising Liquidity
High Bond Prices (Low Market Yields)	Falling Bond Prices (Rising Market Yields)	Low Bond Prices (High Market Yields)	Rising Bond Prices (Falling Market Yields)

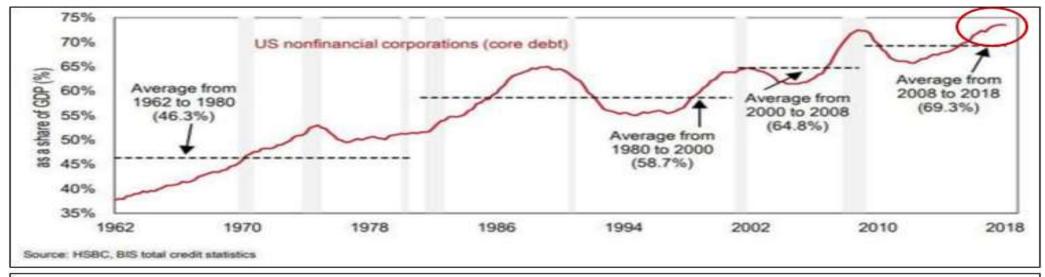


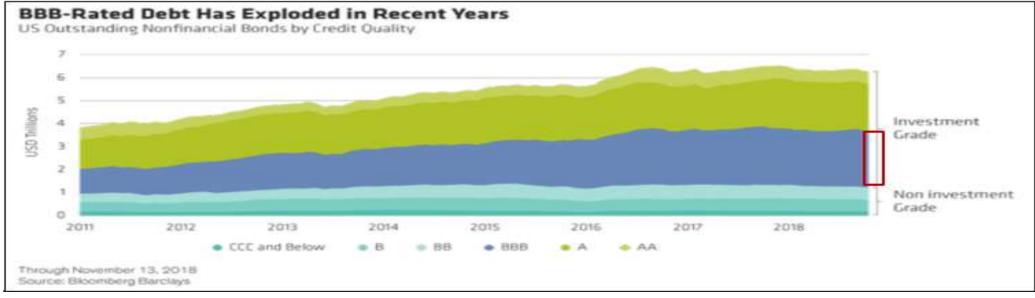
Household Debt & Delinquencies





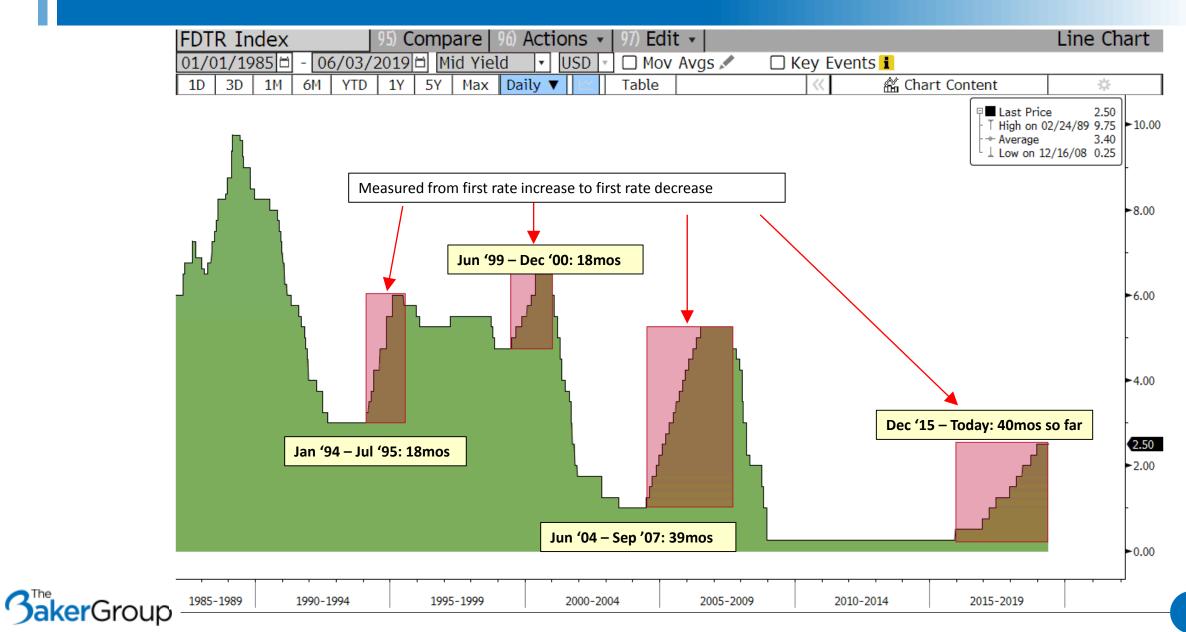
Corporate Debt – Issuance & Quality Issues?



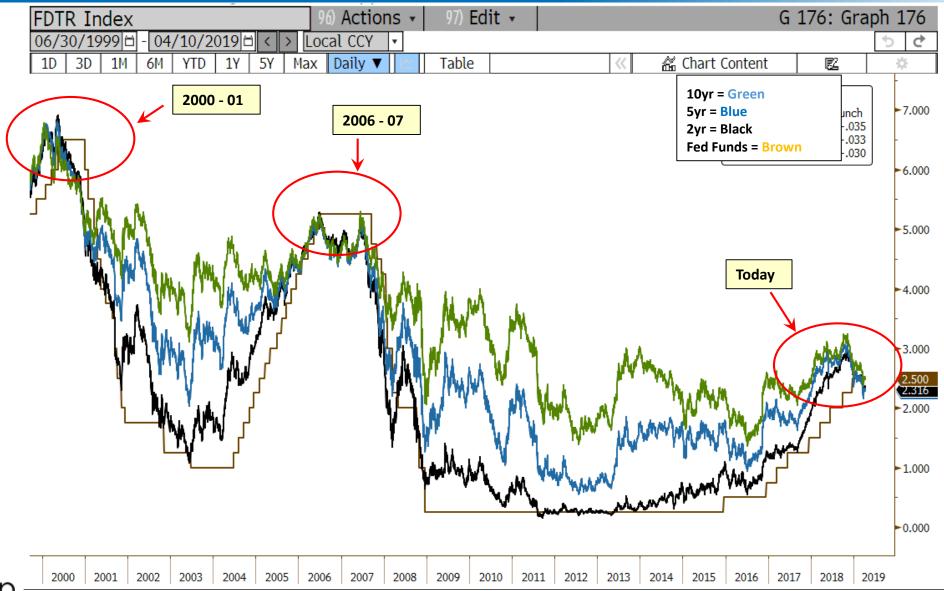




Fed Funds Rate: 1985 - Today



US 2yr, 5yr, & 10yr T-Note Yields: 1999 - Today



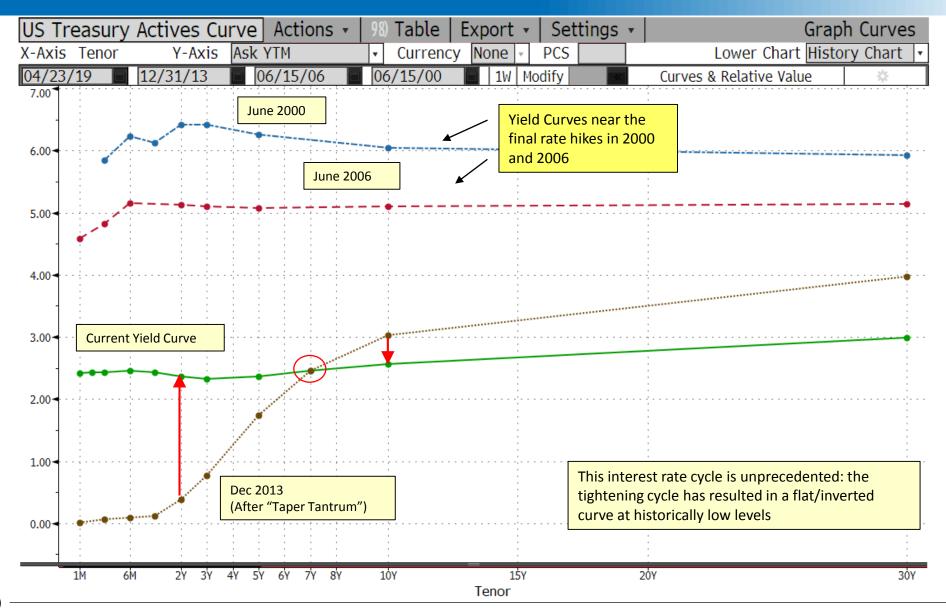


Fed Funds Rate: Markets Implied Probabilities

Current Implied Probabilities Add/Remove Rates •								
Dates	eting 🔘 Calc	culation	C	alculated 0	7/05/2019	⊟ Based	on rate 2.	.25-2.50
Meeting	Hike Prob	Cut Prob	1.25-1.5	1.5-1.75	1.75-2	2-2.25	2.25-2.5	Fwd Rate
07/31/2019	0.0%	92.5%	0.0%	0.0%	0.0%	92.5%	7.5%	2.16
09/18/2019	0.0%	98.1%	0.0%	0.0%	68.5%	29.6%	2.0%	1.97
10/30/2019	0.0%	98.6%	0.0%	20.5%	56.8%	21.3%	1.4%	1.90
12/11/2019	0.0%	99.2%	8.5%	35.5%	42.2%	13.1%	0.8%	1.79
01/29/2020	0.0%	99.4%	16.2%	37.4%	33.8%	9.5%	0.6%	1.72
03/18/2020	0.0%	99.5%	20.5%	36.7%	28.9%	7.7%	0.5%	1.67
04/29/2020	0.0%	99.6%	23.1%	35.5%	25.6%	6.6%	0.4%	1.63
06/10/2020	0.0%	99.7%	25.4%	33.6%	22.0%	5.4%	0.3%	1.59
07/29/2020	0.0%	99.7%	26.3%	32.3%	20.1%	4.8%	0.3%	1.56



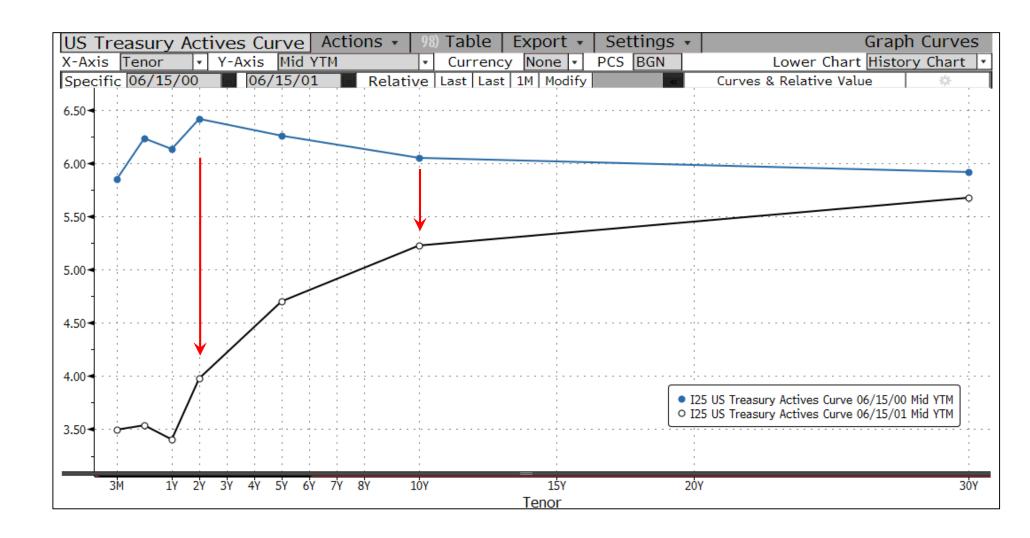
Yield Curves: 2000, 2006, 2013, Today





Yield Curve Inversion Scenario 1: 2000 - 2001

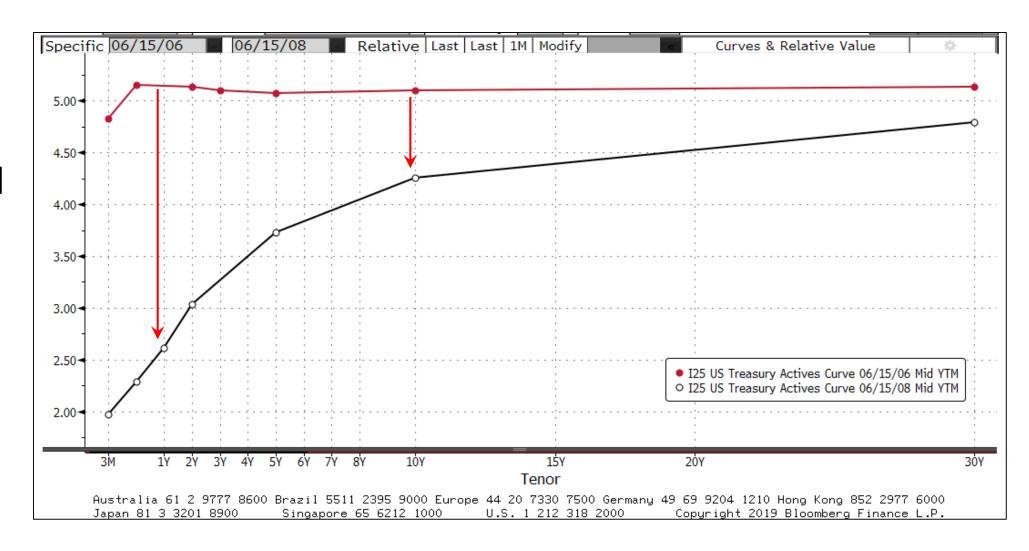
- 2yr TSY fell244 bps
- 10yr TSY fell81 bps





Yield Curve Inversion Scenario 2: 2006 - 2008

- 2yr TSY fell210 bps
- 10yr TSY fell 84 bps





Opportunity Cost of Waiting for the Fed

Most municipal portfolios target maturities of 5yrs and in

Since November 2018:

- 1yr treasury is 75bps lower
- 3yr treasury is 121bps lower
- 5yr treasury is 123bps lower

	I25 Ask YTM	I25 Ask YTM	I25 Ask YTM
	-	US Treasury Actives	(Change)
	Curve	Curve	
Tenor	07/05/19	11/08/18	07/05/19-11/08/18
1M	2.246	2.194	5.2
2M	2.211	2.271	-6.0
3M	2.220	2.348	-12.8
6M	2.120	2.510	-38.9
1Y	1.979	2.734	-75.4
2Y	1.880	2.965	-108.5
3Y	1.832	3.042	-121.0
5Y	1.859	3.092	-123.3
7Y	1.952	3.168	-121.6
10Y	2.067	3.237	-117.1
30Y	2.571	3.434	-86.2



Investment Management

Broker Dealers vs. Investment Advisors

Advisors and Broker/Dealers both operate in highly regulated industries.

The advantages and disadvantages come down to the objectives of the municipality.

Broker/Dealer

Regulated by FINRA

Compensated through commissions on trades

Non-Discretionary

Commonly Utilized:

- Buy and hold portfolios
- Single sector portfolios

Investment Advisor

Regulated by SEC (assets over \$100mm) or by the State (up to \$100mm)

Compensated with Fees on Assets under management (regardless of trade activity)

Typically Discretionary, but can be Non-Discretionary

Commonly Utilized:

- Trading portfolios
- Multi sector portfolios



Investment Policy



The GFOA recommends that all municipalities establish a comprehensive written investment policy. This policy should be reviewed and updated annually

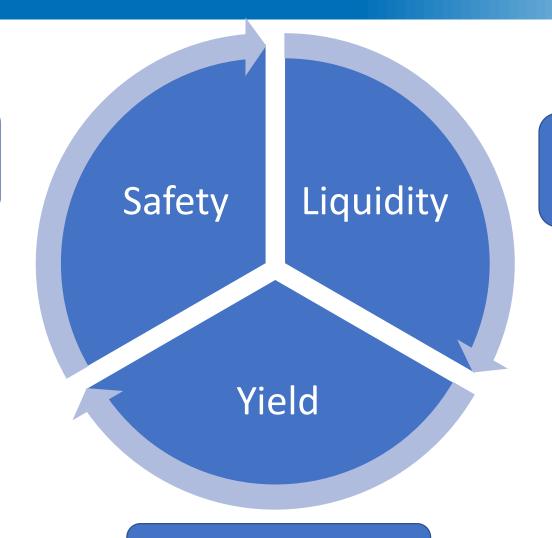
- Scope and Investment Objectives
- Roles and Responsibilities
- Suitable and Authorized Investments
- Investment Diversification
- Safekeeping, custody and internal controls
- Authorized financial institutions, depositories and broker/dealers
- Risk and performance standards
- Reporting and disclosure standard



Investment Policy Primary Objectives

Mitigate Interest Rate Risk

Mitigate Credit Risk



Meet Cashflow Requirements

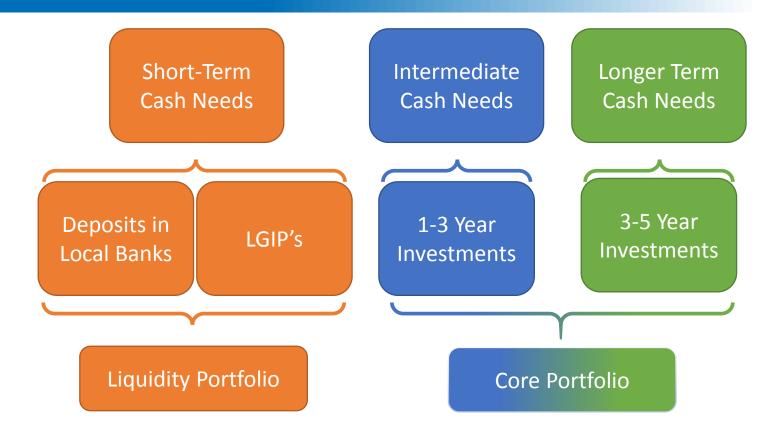
Earn a reasonable rate of return



Liquidity Management

Managing an appropriate level of liquidity requires us to:

- Identify the municipalities liquidity needs by developing a cash flow forecast
- Maintain an investment portfolio with short, intermediate, and longer term components
- 3. Ladder the portfolio to ensure cash is available
- 4. Maintain a liquidity buffer
- 5. Invest in high quality securities



Having <u>all</u> funds on either side results in risk to the municipality. Balance and diversification is key.



Local Government Investment Pools

Local Government Investment Pools (LGIP's)

 Investment pool established by a state and local government

participating government entities













Typically structured as a money market instrument





GFOA's Recommendations on LGIP's

- Fully understand the investment objectives, legal structure and operating procedures of the LGIP prior to investing
- Evaluate the qualifications and experience of the pools portfolio manager
- Review the historical performance of the investment pool
- Understand procedures for deposits and withdrawals, there may be limits or advance notification needed
- Confirm the LGIP provides regular reporting



GFOA's Recommendations on LGIP's

Most Importantly:

 LGIP's may be a <u>PART</u> of a diversified portfolio, but a portfolio comprised <u>SOLELY</u> of an LGIP may not provide appropriate diversification

More information can be found at:

https://www.gfoa.org/local-government-investment-pools



LGIP's and Falling Rate Risk



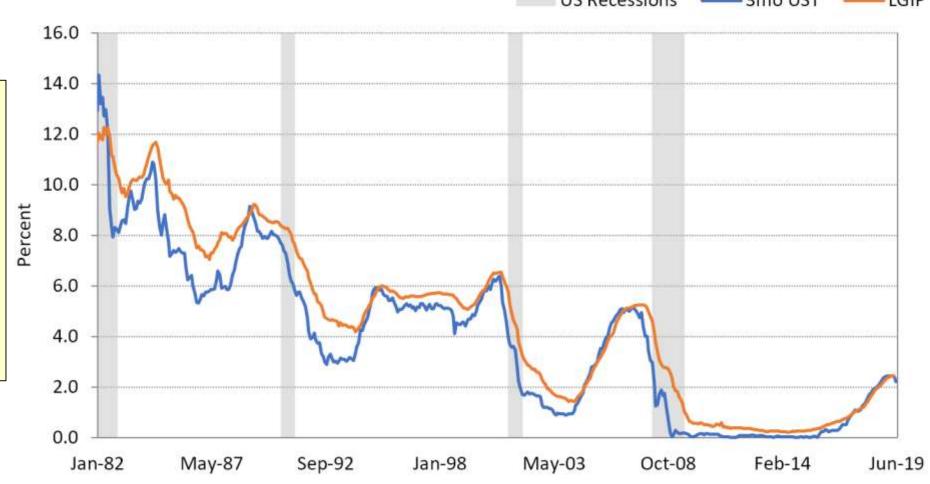
LGIP's and Falling Rate Risk

3-Month Treasury Constant Maturity Rate

US Recessions ----3mo UST LGIP

Long-Term trends of LGIP's show the trend still holds. (LAIF used as the example)

In this case the 3-mo UST acts as a leading indicator, moving just before LGIP rates begin to adjust.





Source: Board of Governors of the Federal Reserve System (US)/FRED

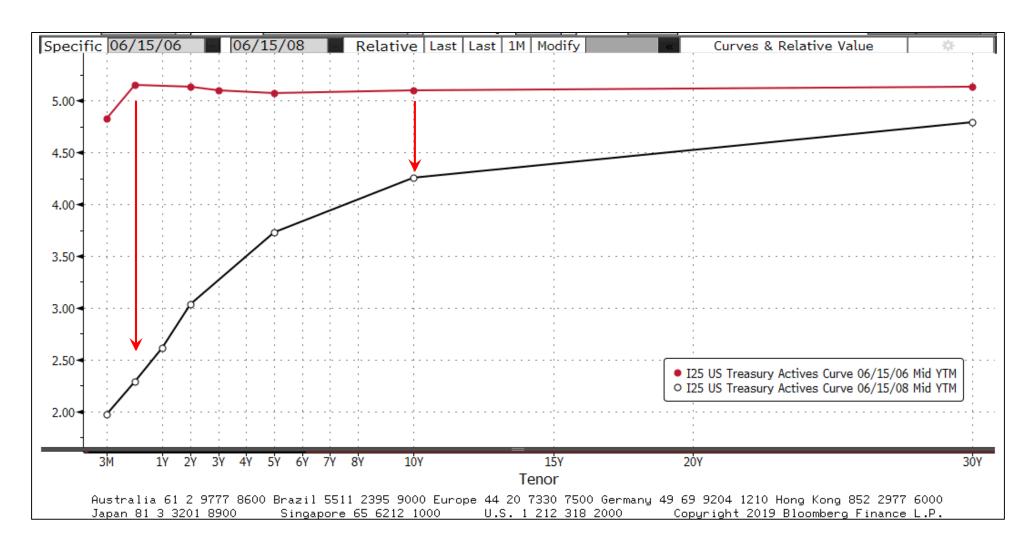
LGIP Performance 2006-2008



- 3mo TSY fell 302 bps
- 2yr TSY fell 244 bps
- 10yr TSY fell 81 bps
- Average LGIP Rate at Peak: 4.71%
- Average LGIP Rate after Fall: 2.51%
- Average LGIP Rate fell 219bps

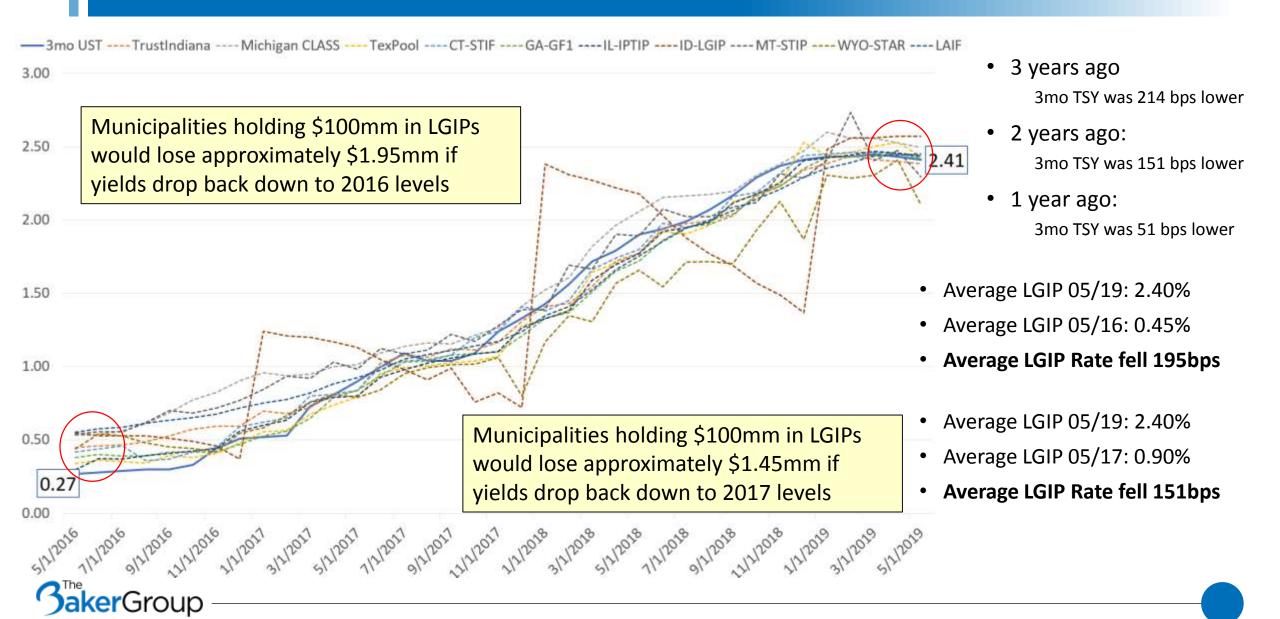


Yield Curve Inversion Scenario 2: 2006 - 2008





LGIP Performance 2019-???

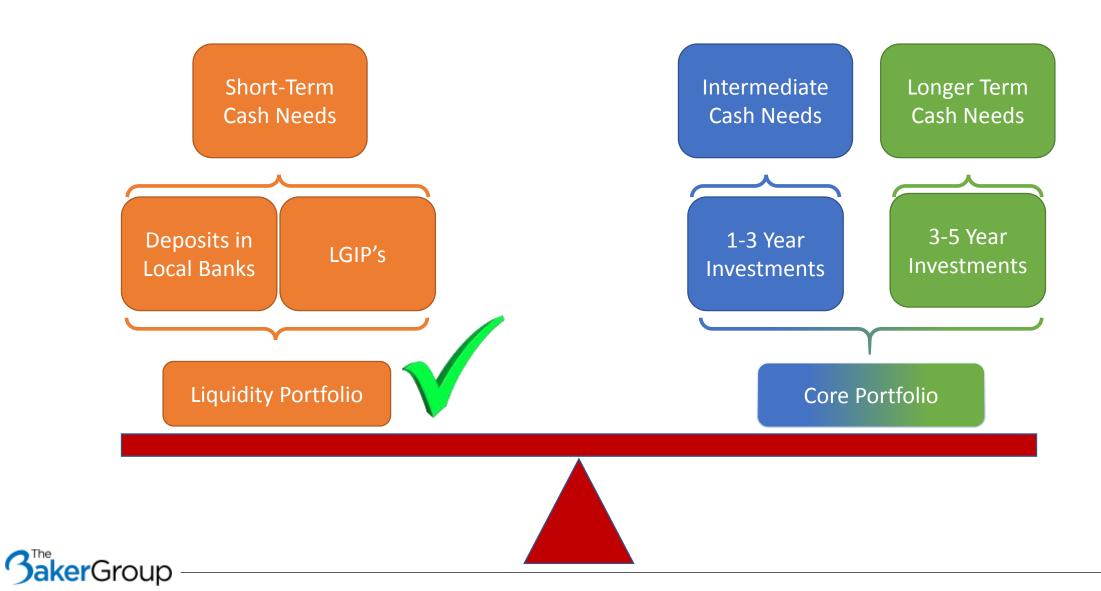


Investment Types & Portfolio Strategy

Investment Strategies Summary

	Cycle	Trough	Rising	Peak	Falling	
•	Duration	Minimum Duration	Transition to Neutral	Maximum Duration	Transition to Neutral	
	Premium/Discount	Premiums	Transition to Discounts	Discounts	Transition to Premiums	
\checkmark	Convexity	Negative Convexity OK	Negative Convexity OK	Reduce Negative Convexity	Reduce Negative Convexity	
	Cashflows	High Cashflow Bonds	Transition to Bullets	Bullets	Transition to Cashflow	
	Prepay Protection	Important	Less Important	More Important	Critical	
	Callables	Cushion Callables		Discount Callables		
	ARM's/Floaters	Buy ARM's and Floaters	Buy ARM's and Floaters	Sell ARM's & Floaters	Sell ARMs & Floaters	
\checkmark	CMBS	Current Pay CMBS	Current Pay CMBS	Lockout CMBS	Lockout CMBS	
\checkmark	Agencies	1x Callables	Continous Calls outperform	Bullets/Callables with Call Protection	Bullets/Callables with Call Protection	

Diversification & Re-Balancing



Preparing "Core Portfolio" for Falling Rates

- In general we want to add bonds that protect and maintain yields as rates fall
 - Bullet structures that can not be taken away and deeply discounted callable agencies:
 - ✓ Bullet Agencies
 - ✓ Bullet CDs Negotiable preferred if allowed
 - ✓ Deep Discount Callable Agencies (bullet alternatives)
 - ✓ Non-callable Taxable Munis
 - ✓ Non-callable Corporate Bonds
 - ✓ FNMA DUS Balloons (<u>Delegated Underwriting & Servicing</u>)



US Agency Debentures

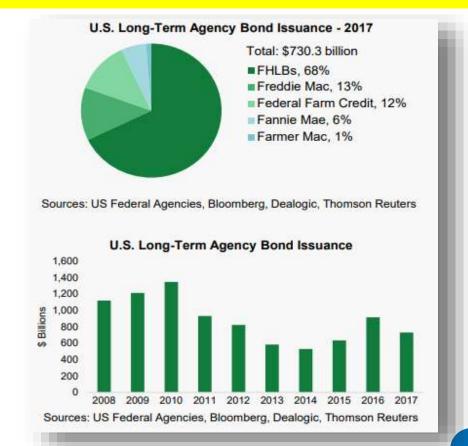
Government Sponsored Agencies

- Not a direct obligation but implicit
- Yield Advantage over Treasuries (Spread)
- Many Options:
 - Bullets vs Callables
 - Structured Notes (Step Ups, Floaters, IANs)

US Agency / GSE Debt

Issuance: \$730 billion issued (down 35%, \$1.1 trillion in 2008)
Outstanding: \$1.9 Trillion (down 40% from \$3.2 trillion in 2008)

*Both issuance/outstanding volumes have generally declined over the years due to FNMA/FHLMC's mandate to reduce balance sheet size, as well as their shifting reliance on the credit risk transfer market.





Negotiable Certificates

- Certificates of Deposit from Financial Institutions
- Multiple maturities available (usually 5 years and less)
- Can offer higher yields than similar term government bonds
- Insured up to \$250,000 by the FDIC or NCUA
- Can be issued as <u>bullets</u>, or have call options
- Unlike other CD's, they are considered a security and can be traded in a very active secondary market



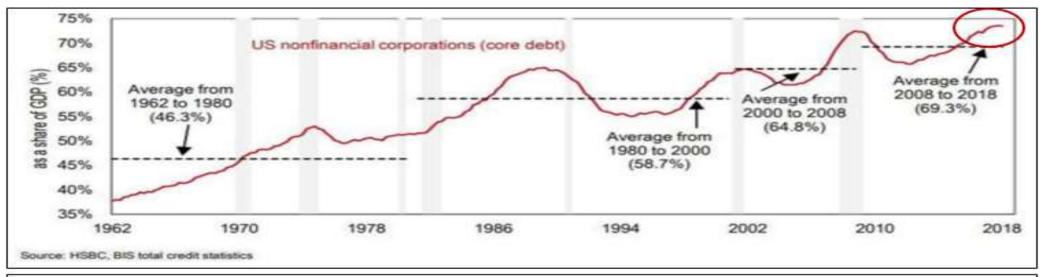
Taxable Municipal Bonds

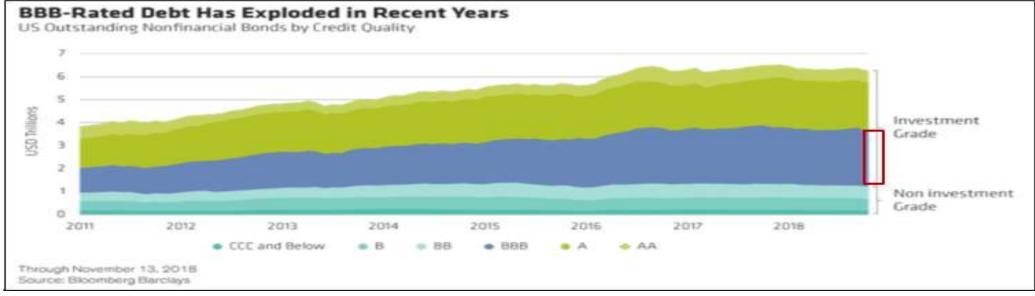
 Municipal bonds are issued by U.S. state and local governments that need to finance various infrastructure projects, and/or refund existing debt

	Municipal bonds		
			7
GO bonds (general obligation)		Revenue bonds	
Repayment source	Backed by state or local government's authority to levy taxes	Repayment source	Secured by revenue stream of project
Common issuers	States, cities, counties, Schools districts	Common issuers	Transportation systems, hospitals, power systems, water and sewer



Corporate Debt – Stick to Known Names & Credits

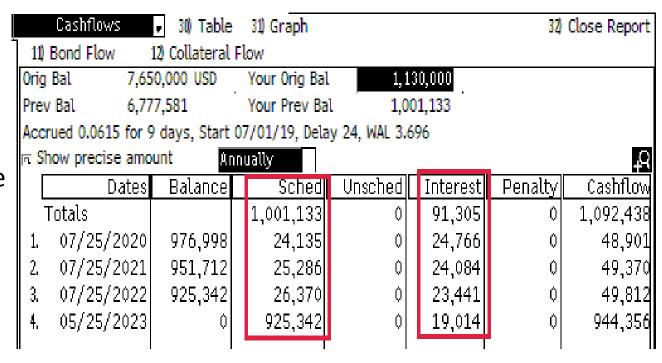






FNMA DUS Balloons

- DUS bonds are popular with investors due to:
 - Short & defined maturities
 - Very strong prepayment protection
 - Significant prepayment penalty
 - Majority passed to bond holder
 - Fannie Mae guarantee
 - Competitive spreads and liquidity
 - 30yr amortization with balloon maturities
 - Maturities 5yrs and in are typically available





Summary

- 1. Ensure that the investment portfolio and rate environment are being reviewed consistently
- 2. Once near-term liquidity needs are met, focus on building the "core portfolio"
- 3. Portfolios will differ based on investment polices and state statutes. However, just about every state offers enough flexibility to properly manage liquidity and interest rate risk
- 4. Education, education, education!

Questions???



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