



FREDRIC E. RUSSELL
INVESTMENT MANAGEMENT CO.

Why Ralph and Norton Love [United Parcel Service \(NYSE: UPS\)](#)

June 13, 2006

Ralph and Norton, the [Georgia Aquarium's](#) two male whale sharks, were lonely. But on June 4 [United Parcel Service \(NYSE: UPS\)](#) delivered two female whale sharks, Alice and Trixie, to keep Ralph and Norton company. To transport the females, which measure eleven and fourteen feet in length, to Atlanta, [UPS](#) did special configurations to a [UPS B-747](#) freighter, and then flew it from Taipei, Taiwan, through Anchorage to Atlanta.

I visited the [Georgia Aquarium](#) in April on my way to see friends in Athens, Georgia. The [Aquarium](#) is well worth the time. Be prepared for large crowds.

The trip that Alice and Trixie made to Atlanta is part of the burgeoning growth in global commerce, a growth that is propelling the business of [United Parcel](#). Business within country borders is strong, the company says, but business beyond country borders is even more impressive.

One force driving global commerce is the competitive pressure that compels manufacturers to make products as cheaply as possible, requiring companies to locate their production facilities in every part of the globe, often far away from company headquarters. Some have termed this force “the [Wal-Mart](#) effect” and we will see why this term may be accurate.

Global outsourcing is the rule, not the exception. Every product that I bought last Saturday at [The Sports Authority \(NYSE: TSA\)](#) at the Promenade Mall in Tulsa had been made in China.

Today not only will a finished product, such as a car or a computer, contain parts or assemblies made or put together in different countries, but the manufacturer of a finished product will ship this product to many places outside the country in which it was made, as well as in the country that experienced its final assembly.

Consider [Toyota Motor Corporation \(NYSE: TM\)](#) a Japanese company with a huge plant in Georgetown, Kentucky. This plant receives parts from around the world, as well as from the United States, and then makes the final assembly of Camrys in Georgetown, shipping these cars throughout the United States, but also to many countries beyond our borders.

I was not overly quick with algebraic equations at prep school ([Deerfield Academy](#)) and some of the curves in economics classes at [Swarthmore College](#) threw me for a loop, or for a curve. Often the most I could understand was that at least in theory—and much of economics is no more than theory—when the supply curve intersected the demand curve—people would buy, business would pick up, and everyone would be happy with what the textbooks ponderously called the clearing price.

I never did understand why economists could not call the clearing price the selling price, but later, after college, when I was a little wiser with the painful effect of experience, I guessed that in academics, especially in the abstract pseudo-sciences such as economics, the greater salaries were paid to those who obfuscated, not clarified, already murky concepts.

There was one concept in economics, however, that I believe I did figure out: without one country's exports another country has no imports. With increased trade nearly everyone benefits. Exchange rates could alter, at least for the moment, the value of the imports and the exports, but global trading and the focus by a country on making what no other country could make as cheaply, would benefit everyone.

One country producing what it was best at making was what Adam Smith called the law of comparative advantage. This law is helping create a dynamic outlook for global commerce, and for companies like [United Parcel Service](#). (I say nearly everyone benefits from increased global commerce. It is a sad fact that many

lose their jobs.)

Thus, despite the orchestrated and vociferous opposition to the inflexible yuan, priced artificially high, at least in the opinion of the Bush administration economists, and despite the near universal domestic anguish about our country's current account deficit, trade between China and the United States is good for both countries, producing a stimulating, enriching effect, raising the living standards of both populations.

United Parcel is one of the obvious beneficiaries of global commerce, and the consequent need to move increased volumes of exports and imports from one country to another. Here, patient reader, I offer some poetry which attempts to show how **United Parcel** benefits whether it is importing goods from a region, or exporting goods to the same area. It does not matter. In either case, **UPS** is in the driver's seat. Also, I draw an outline of the risks of staying put or staying put in a Darwinian world:

Export or import
It does not matter
For **United Parcel Service**
Both produce a good report.

Companies cannot be insular They must, when it comes to thinking, strategy, and execution, move beyond their familiar peninsular.

New avenues, new means of selling across borders
They must seek out.
Or else their competitors,
Prowling in the corporate international jungle,
Will the formers' weaknesses, ferret out.

You might put it this way: a company must convention intelligently skirt,
With risk it may flirt, but not too much, if its efforts
Are to hit pay dirt.

And if the alert company does these things, then,
As the trucks of **UPS** are, it will be on Easy Street or
Easy Avenue
In other words, as UPS does, it will have fun
And always find its Place in the sun.

A company wants to be lean and mean
It does not want to be fat, nor
Does it want to stay put or sit pat.

After all, every company has a choice.
Will it remain in its comfort zone, or aggressively seek
A free trade zone?

Fleet of feet,
It knows its Place in the sun,
Like girls it just wants to have fun,
Those trucks are brown,
The drivers never have a frown.

Remember it's like real estate,
The tires are subject to frequent rotation,
And the word at **UPS** – every minute – is
Location, location, location.

On May 17 **United Parcel** announced that it would spend more than one billion dollars to expand its Louisville, Kentucky **Worldport** hub by more than one million square feet to five point one million square feet, the size of **one hundred and thirteen football fields**.

The project also will mean the construction of new ramp space to accommodate the giant A380 and 747-400 cargo planes now on order, plus a new vehicle loading facility for the ground network that serves Louisville.

A billion dollars or more says that **United Parcel** knows that the future of global commerce is bright, and that it must be ready for it. **UPS** is not staying in its comfort zone.

Much of **Worldport's** expansion reflects the opportunities that the management of **UPS** sees for its international volume.

In 2005 **United Parcel** experienced double-digit volume growth in each region throughout the world, with the Asia-Pacific region leading with twenty four percent export volume growth, including a one hundred and one percent increase in China export volume. Export volume continued to benefit from the company's expanding international network, such as the six additional flights to Shanghai, China that were added in the fourth quarter of 2004.

China is the focus of the company's management. China has the world's largest population and it is China that boasts a large rapidly emerging middle class with an appetite for materialism.

Acquiring direct control of its express operations in China from its long-time partner made **United Parcel** the first global package delivery company to establish large-scale, wholly owned operations there. During 2005, **UPS** added new air routes connecting China to other Asian countries, as well as directly to the United States. It also expanded and added facilities to support its supply chain and air operations in China.

We are developing our operations and services in Hong Kong, which is vital to linking China with the lucrative Asia-Europe trade lanes. **UPS** is the only foreign company that operates a hub in Taiwan, and we have more than 20 strategically placed centers throughout India in locations where the majority of foreign investment exists

(**United Parcel Service**, 10-K for the year ended December 31, 2005)

At **Worldport UPS** now sorts over three hundred thousand packages per hour. When the billion dollar **Worldport** expansion is complete the company will be able to sort four hundred and eighty seven thousand packages per hour. **Worldport's** sorting work supplements the company's regional air hubs in Columbia, South Carolina, Dallas, Texas, Dayton, Ohio, Hartford, Connecticut, Ontario, California, Philadelphia, Pennsylvania, and Rockford, Illinois. These hubs, like **Worldport**, sort, transfer, and deliver packages.

UPS, while ambitious, is not spending beyond its means. The company's 2005 cash flow from operations was five point eight billion dollars, an amount that gives it many options.

After spending what it had to keep its property up to date and its technology current the company had three point six billion dollars to use to expand its business, to pay dividends, and to retire stock.

On May 1 the company raised its dividend by eighteen percent, marking another significant advance in this payout policy. From February of 2003 to February of 2006, in fact, **UPS** has increased its dividend by eighty one percent.

Another thing happens when you have the exceptional free cash flow that **UPS** enjoys: you buy back your stock when you think it is underpriced or undervalued. In 2005 **UPS** spent two point five billion dollars to retire three point nine million shares, reducing the company's outstanding shares by two point six percent.

Doing business globally, and doing it well, does not come with a mere snap of the fingers. Doing business abroad is something that requires many skills, one of which is currency management.

United Parcel operates in more than two hundred countries. It gets paid in dollars, francs, deutschmarks, and many other currencies, requiring the company to cope with currency volatility and requiring it to hedge against any dollar declines. To do so it uses hedging contracts, just as shrewdly managed **Southwest**

Airlines buffers any jet fuel price rise by locking in, six months to a year in advance, the price it must pay for this fuel, reducing its vulnerability to steep, and always unpredictable, rises in the fuel's price.

A hungry investment banker or a misdirected quantitative specialist most likely invented the swap concept on a dreary winter morning in New York City, I am sure. A currency swap, which is not to be confused with eBay swapping or wife or husband swapping, is designed to help companies convert any fixed rate obligation to a floating rate, or to convert a floating rate debt instrument to a fixed income cost. A currency swap is a hedging device, similar to the fuel hedges that airlines like **Delta** or **Southwest** use. **UPS** uses swaps heavily to manage interest rate risk.

United Parcel Service: Business Summary

United Parcel Service, Inc. is the world's largest integrated air and ground package delivery carrier. The company provides specialized transportation and logistics services throughout the United States and in over 200 other countries and territories.

There is no stopping global commerce. To stay competitive, companies around the world must be ready to expand beyond their borders. And, even if there were not a necessity for global commerce, there would be the forces of curiosity, energy, and the positive dimensions of hunger and greed. Every time a company finds a cheaper labor or commodity source beyond its own country competitors must (if they are to survive) also look harder for cheaper sources of labor and commodities.

Marco Polo was probably the first pioneer in global trade. Now many claim the status of twentieth and twenty first century pioneers but almost certainly **Wal-Mart (NYSE: WMT)** can correctly claim to be a member of this small circle. We must consider it a pioneer.

Whatever one's feelings about **Wal-Mart**, the company has played a catalytic role in the acceleration of global commerce, negotiating with factories thousands of miles away from its home office in Bentonville, Arkansas, making outsourcing arrangements, particularly in the Far East, and otherwise putting the heat on its competitors and its suppliers.

In [The Wal-Mart Effect: How the World's Most Powerful Company Really Works—And How It's Transforming the American Economy \(Penguin Press, 2006\)](#), Charles Fishman shows how **Wal-Mart's** relentless obsession with cost control has led the company to outsource production of the clothes it sells to India, China, and other countries where labor is cheap, and union presence is scare or nonexistent.

In these countries there is no OSHA, and the workforces are often docile, amenable to authority, and do not demand an employer matched 401(k) plan, and one that beats the Standard & Poor 500 every year.

Wal-mart's buying reach to the Far East, as well as to Latin America, has forced its competitors to seek suppliers thousands of miles away, again giving a big boost to global commerce.

Wal-Mart has catalyzed the growth of global commerce and has forced its competitors to think of themselves as international competitors, even if all of their business is domestic, that is in the United States.

To keep up with **Wal-Mart**, companies like **Target Corporation (NYSE: TGT)**, **Family Dollar (NYSE: FDO)**, and **Dollar General (NYSE: DG)** must arrange for clothes to be made, for coffee pots, toasters, hair dryers, and other appliances to be manufactured in India, China, and other countries that offer inexpensive and usually competent labor.

******* I know it's bad grammar, but UPS knows the place it's at! *******

In its Annual Report for its fiscal year ended February 3, 2006 **Dollar General** shows a picture on page five of Monique Wong, the company's Vice President of Global Sourcing.

Standing in her Hong Kong office, she is seen examining some of the items whose purchases she has negotiated, as she works for the eight thousand stores that **Dollar General** operates in the United States.

The caption to the right of the picture says that Wong leads the **Dollar General** Hong Kong buying team, using "...trend forecasts and sharp negotiating skills to get products customers want at prices they can afford."

Wong, like her **Wal-Mart** counterparts, has a lot of leverage. And she will use it.

Do not worry too much about the trend forecasts. The sharp negotiating skills are what we ought to notice. For just as surely as Wal-Mart vendors are nervous when they enter the tiny negotiating rooms in Bentonville (eager to place their products in Wal-Mart) doing business with Dollar General are just as anxious and hungry to see their wares lining the shelves in the thousands of stores run by Dollar General.

Reading between the lines, we can guess, and probably correctly, that Wong is a brutal negotiator emulating the **Wal-Mart** strategy of driving the supplier to the wall. **Dollar General** has no choice. To compete with **Wal-Mart**, **Dollar General** must be obsessive in its control of costs, and it must drive its cost of goods sold to the bare minimum. One way to do this is to buy cheaply in the Far East, and drive a bargain whenever you can.

I had experience with the **Wal-Mart** effect a few months ago when I bought an electric razor, with many attachments, most of which I will never use, at the **Walgreen (NYSE: WAG)** store at the corner of Thirty First Street and Harvard Avenue in Tulsa. I paid \$9.99, an incredible price, I thought. The razor, which works quite well, was imported from **Walgreen's** purchasing center in China.

The search for cheap prices must mean that what is sold on the shelf at **Wal-Mart**, or what goes into the **Toyota** made in Kentucky, increasingly comes a long distance, through a complex supply chain. And that could not be better for **United Parcel Service**.

United Parcel, which got its start in Seattle in 1905, with capital of less than hundred dollars, asks in its online print and television ads "What can Brown do for you?"

<i>United Parcel Service (NYSE:UPS) Selected Financial Statistics 2001-2005</i>					
	2005	2004	2003	2002	2001
Revenue (in millions of dollars)	\$ 42,581	\$ 36,582	\$ 33,485	\$ 31,272	\$ 30,646
Net income (in millions of dollars)	\$ 3,870	\$ 3,238	\$ 2,807	\$ 2,422	\$ 2,425
Diluted net income per share	\$ 3.477	\$ 2.868	\$ 2.486	\$ 2.156	\$ 2.165
Cash Flow per share	\$ 4.85	\$ 4.23	\$ 3.86	\$ 3.46	\$ 3.41
Year end share price	\$ 75.15	\$ 85.45	\$ 74.55	\$ 63.08	\$ 54.50
Dividends per share	\$ 1.32	\$ 1.12	\$ 0.92	\$ 0.76	\$ 0.76
Closing Price as of June 12, 2006: \$78.99					

It turns out that Brown can do quite a lot. It turns out that Brown, indeed, is quite versatile. Especially when it comes to the supply chain.

What Brown refers to is the **UPS** ability to help move a product from assembly line to a destination on the other side of a country, or even across the borders and around the globe, as well as to manage production, inventory, and service before the product goes out the door.

From the time that a product is assembled until delivery at its destination (final destination would be the term for those who like to celebrate redundancy) United Parcel is part of the assembly and delivery chain, using its software logistics and transportation to move products quickly around the globe. United Parcel has

become as much a part of many manufacturers' daily operations as Tulsa's Bama Pie pecan pies have become a central part of [McDonald's \(NYSE: MCD\)](#) dining experience. The supply chain, comprised of manufacturing, packaging, shipping, and delivery, is getting more complex, calling out for companies such as [UPS](#) that can help manufacturers tame a chain that is no longer simple and docile:

Philips Medical Selects UPS to Run Global Logistics Network

ATLANTA and AMSTERDAM, May 30, 2006 - Royal Philips Electronics (NYSE: PHG, AEX: PHI) announced today it has tapped UPS to redesign and operate its global service parts logistics (SPL) network in a move to significantly improve customer service at its Medical Systems division.

UPS has been given the task of ensuring Philips Medical customers in 50 countries around the world receive parts according to service level agreements, including same day delivery for critical parts delivery and return services. That contrasts with the current practice of next business day service. The UPS-designed network will replace a regional response system utilizing 12 logistics providers in about 40 locations.

As part of the global SPL contract, UPS will provide material storage and inventory management, order fulfillment, inbound and outbound transportation, global visibility and reporting, as well as inspection, re-packaging and labeling.

The five-year contract culminates a search by Philips Medical for a lead logistics provider. UPS will provide the critical parts, hold for pickup and return services from the UPS Supply Chain Solutions global network of more than 1,000 facilities, including the central distribution centers in Louisville, Ky.; Roermond, the Netherlands; Singapore and Shanghai, and more than 100 global SPL facilities.

Let us return to Louisville, and to the [Worldport](#) distribution center.

I have not seen [Worldport](#) but I have visited distribution centers that [Dollar General](#) and [Family Dollar](#) operate, respectively, in Fulton, Missouri, and in Duncan, Oklahoma.

At a little over one million square feet the [Dollar General](#) and [Family Dollar](#) buildings are clean, super efficient facilities that move more than 13000 packages per hour.

In Duncan and in Fulton I observed optical readers scan the zip code on each package and then direct the package to the appropriate truck serving that zip code. The facilities at Fulton and Duncan are marvels but when compared with what [Worldport](#) is, let alone what [Worldport](#) will be after its billion dollar expansion, the Fulton and Duncan distribution centers may be merely playthings.

How will United Parcel be able to move so many packages so quickly at [Worldport](#)? The answer is scanners that will read the detailed information encoded on package labels, triggering a network of computer-activated sorting and tracking devices that will process fifty nine million database transactions every hour with what the company claims to be near-perfect reliability.

I have seen the computer based scanning and barcode system at work in a [UPS](#) facility in Tulsa, Oklahoma and it is an impressive sight.

Still, I could not imagine a building with five point one million square feet, a building the size of one hundred and thirteen football fields. But after considering some other facts about [UPS](#), the size and the volume of the projected output at [Worldport](#) seemed plausible, even if beyond my comprehension.

Yes, the scale of UPS itself is impressive. The company operates the world's ninth largest airline, with over six hundred and nineteen aircraft. It has more than ninety eight thousand trucks. For its 2005 fiscal year, which ended on December 31, 2005 it recorded revenues of more than forty three billion dollars.

Consider its fleet of aircraft, as reported in its 10-K for the fiscal year ended December 31, 2005.

Description	Capital Leases	Short-term Leased or		On Order	Under Option
		Owned and	Chartered From Others		
McDonnell-Douglas DC-8-71	21	—	—	—	—
McDonnell-Douglas DC-8-73	26	—	—	—	—
Boeing 727-100	32	—	—	—	—
		26	—	—	—
Boeing 727-200	2	—	—	—	—
Boeing 747-100	8	—	—	—	—
		2	—	—	—
Boeing 747-200	4	—	—	—	—
Boeing 747-400F	—	—	—	8	—
		4	—	—	—
Boeing 747-400SF	—	—	—	2	—
Boeing 757-200	75	—	—	—	—
		—	2	—	—
Boeing 767-300	32	—	—	—	—
Boeing MD-11	21	—	—	13	—
Airbus A300-600	47	—	—	6	—
Airbus A380-800	—	—	—	10	10
		32	—	—	—
		Other	—	309	—
Total	268	309	39	10	

As the table above shows the company owns or has capital leases on two hundred and sixty eight aircraft. It has three hundred and nine aircraft that it operates under short-term lease or operates under charter from others. It also has, as of December 31, 2005, thirty nine aircraft on order and ten under option.

When a lease is defined as a capital lease, the company leasing the property is considered to own the property. In the case of capital leases and [United Parcel Service](#), the company is required to maintain the aircraft, insure the aircraft, and at the end of the lease it most likely has an option to buy the aircraft from the lessor at a very small price. All these factors suggest de facto ownership of the aircraft.

On May 24 I was in Aspen, Colorado, shopping at the [Gap, Inc. \(NYSE: GPS\)](#) store on Mill Street. I had packed lean and mean for my trip to Aspen, fitting everything into one suitcase, leaving out things like shampoo and skin lotion, counting on the Hotel Jerome to supply these items. (I was in Aspen to review the performance and strategy of the endowment funds of the [Aspen Country Day School](#), funds for which we are responsible, and to catch up with my friends John Sutor, Bart Pepitone, and Gillean Baxter, Headmaster, Director of Development, and Head of Admissions, respectively, at the school).

I was at the [Gap](#) counter thinking about what I should do with the four shirts and the pair of shorts I had just bought. I knew my suitcase was nearly full. I asked the saleswoman how much it would cost to send the clothes back to Tulsa. She said she could have them shipped [UPS](#) Three Day for five dollars. Thinking that five dollars made the decision of whether to carry or ship easy, I asked her to ship my shirts and shorts to Tulsa.

At checkout the [Gap](#) customer may specify one or more shipping destinations for his or her purchase. Working as partners, the [Gap](#) and [UPS](#), linking the [Gap](#) register to the [UPS](#) website, allow the customer to direct a dress to Chicago, simultaneously directing a swimsuit to Miami. Furthermore, the two companies have spared the customer the onerous task of boxing, wrapping, weighing, and transporting packages.

A few minutes later as we were talking, and I was asking some questions about [Gap's](#) relationship with [United Parcel Service](#), the [Gap](#) Manager volunteered that her store computer could track the progress of all the [UPS](#) shipments that she originated from her [Gap](#) location on Mill Street. She thought the [UPS](#) service was great. And she warmly praised the friendliness of the [UPS](#) driver who took care of her store.

Brad Hall, our Chief Operating Officer, always urges his wife, Deborah, to use the [UPS](#) service when she buys clothes, especially when she has been on one of her marathon shopping trips and seems to have exhausted her energy. Brad, a kind and shrewd husband, knows that his investment in [UPS](#) will pay off big.

Aspen is a small town and the central part is good for walking. As I moved around by foot, I met the two [UPS](#) delivery men, both of whom were extremely friendly and energetic. (In Tulsa, the same thing is true. The [UPS](#) men who deliver to my home, and to our office, are invariably affable and quick moving. [Carl Peterson](#), who arrives at my condominium every day about the same time, usually from 3:15 P.M. to 3:45 P.M., always seems to have energy to spare. This is not to say that [Federal Express \(NYSE: FDX\)](#) is slouching. I admire good

competition and [Eddie Jones](#), our local [FedEx](#) representative who delivers packages to our office, does a fabulous job as well.)

Another recent experience confirms the reach and efficiency of [UPS](#).

In April I was headed to Athens, Georgia, home of the University of Georgia, to visit good friends, [Ann](#) and [Jack Crowley](#), and their daughter, [Sarah](#). Ann runs the household, Jack is the Dean of the College of Environment and Design at the University of Georgia, and Sarah is a student at the University of Georgia.

I was booked for a flight on [Delta](#) and I did not want to have to negotiate Tulsa International and Hartsfield in Atlanta (the world's busiest airport) with my luggage in hand. And I wanted to make sure that I had my necessities and my minimalist wardrobe, or more accurately, my essentials for walking and swimming, when I was in Athens.

Traveling on commercial is not a pleasant experience today and I wanted to make the trip as painless as possible. So, before I left for Athens I drove down to the [UPS](#) Store at 1611 South Utica in Tulsa. I had done enough packing by trial and error so that I could get all the stuff I needed for the trip into one piece of luggage.

When I got to the store, one of the store's employees put one piece of luggage in a carton and then weighed the carton. For a guaranteed Three Day delivery the charge for packing and shipping was just a little more than forty dollars. For the necessity of having my stuff at my destination before my arrival it seemed to be a small price to pay.

Whereas I often wonder whether the airline I use, most often either [Delta](#) or [United](#), will deliver my luggage at my destination promptly and without damage, I did not doubt at all that [UPS](#) would deliver my package in Athens before its self-imposed deadline.

When I got to Athens, there was the package at the home of my friends. My package would be one of [fourteen point eight million](#) delivered by the company that day.

In the three years leading to December 31, 2005 [United Parcel](#) spent more than one billion dollars on technology. As the company says:

Technology powers virtually every service we offer and every operation we perform. Our technology initiatives are driven by our customers' needs. Weenable our customers around the world to integrate [UPS](#)...into their...businesses not only to conveniently send, manage, and track their shipments, but to provide their customers with better information.

[UPS](#) does not appear to be a high-tech company, a technology company. But from the moment that you sign for your shipment with the [UPS](#) electronic pencil,

you begin to think that yes, indeed, UPS is high-tech.

Best regards,

Fredric E. Russell

Some more thoughts:

We believe that intelligent people, people such as our clients, are not impressed with pretentious language and soporific jargon that, along with stale platitudes, attempt to impress by wearing the reader down. (If we want to wear down our readers, our method is simple: we make our letters long.) We strive, in contrast, to take the mystery out of money management, remembering that our clients deserve clear writing which, despite the serious personality of your author, may even inadvertently provide some entertainment.

Clients have outsourced investment management to us, a job that mandates the reading of dry annual reports and 10-K documents and the management of a complex software system that produces reports and helps us manage accounts so that, for example, with a snap of our finger, we can tell, with any common stock, who owns what, how much they own, what they paid, when they bought it, and how much gain or loss they have, at the moment of snapping our fingers, they have.

Jennifer Nguyen and Robin Snuffer worked together to make this letter attractive. Brad Hall, drawing upon his knowledge of hardware and software, and his expertise with programming, helped immensely with my understanding of the software and logistics that propel the business of **United Parcel Service**.

Special Note:

If you are interested in our investment management services, please contact Jennifer Nguyen by phone at (918) 743-5959 or by e-mail at Jennifer.Nguyen@fredricerussell.com.

The writer of this letter, Fredric E. Russell, lists the following as his academic background: B.A., Swarthmore College, Swarthmore, PA.; M.B.A, and M.A., Washington University, St. Louis, MO. He also holds the CPA certificate, and has taught accounting at the university level. He believes his love for writing and his usually correct grammar come from spending four years learning the English language at Deerfield Academy in Deerfield, MA and from reading everything well written he can find.

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