

FIDUCIARY RATING

— *Report* —

2002-01-25

Nordea Investment Management (NIM)



RCP & Partners GmbH

Risk rating of asset managers: the investor's measure of trust

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Nordea Investment Management (NIM)



Fiduciary Rating	2002-01-25		Previous Rating	
Business Rating	A1+	Very good	○	○
Investment Rating	3+	Very good	○	○
12-Month Fiduciary Risk Outlook	→	Neutral	○	○
Asset Classes	Equities, Fixed Income		○	
Geographic Universe	global		○	
Analysts (responsible)	Shane H. Norman • ☎ +44-20-7581-1500 • shane.norman@rcp-partners.com Dr. Uwe Kern • ☎ +49-611-9742-120 • uwe.kern@rcp-partners.de Matthias Brudler • ☎ +49-611-9742-112 • matthias.brudler@rcp-partners.de			

Business Rating	Fiduciary Rating	Investment Rating
AAA	Excellent	1
AA1		2
AA2	Very good	3
A1		4
A2	Good	5
A3		6
BBB		7
BB1	Fair	8
BB2		9
B1	Unsatisfactory	10

12-Month Fiduciary Risk Outlook

➤ Positive → Neutral ↘ Negative

Assets under Management

2001-06-30	EUR m	Share	Portfolios
Total	71 475	100.0%	ca. 1 000
Institutional funds ¹	23 544	32.9%	ca. 500
Mutual funds	28 665	40.1%	ca. 300
Others	19 266	27.0%	ca. 200

¹ incl. Spezialfonds

This rating confines itself to the global equity and global fixed income **institutional** investment management operations of **Nordea AB**. Collectively known as **Nordea Investment Management (NIM)**, these operations are not yet separately incorporated but function as a unit within **Nordea Asset Management (NAM)**, a likewise unincorporated division of **Nordea AB**. Legal incorporation of both these units is in progress and should be completed in the first quarter of 2002. The report makes particular reference to **Nordea Asset Management AG (NAMAG)**, the German institutional marketing unit in Königstein, near Frankfurt.

Strengths	Weaknesses
<ul style="list-style-type: none"> ✗ Flexible, disciplined, and distinctive investment process ✗ Investment team cohesion ✗ Strong parent group ✗ Internal controls and compliance function 	<ul style="list-style-type: none"> ✗ Incomplete re-organisation, especially in back office ✗ Indifferent fixed income performance ✗ Underdeveloped marketing resources
Opportunities	Threats
<ul style="list-style-type: none"> ✗ Leading brand in Scandinavia ✗ Further acquisitions intended ✗ Continuing re-organisation benefits ✗ International expansion 	<ul style="list-style-type: none"> ✗ Growing competition in Europe ✗ Potential disruption from further acquisitions ✗ Lack of independence within Nordea group

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Business Rating	RCP Score	Investment Rating	RCP Score
Financial Strength	☆☆☆☆	Investment Process	☆☆☆☆☆
Business Management	☆☆☆☆	Research	☆☆☆☆☆
Administration and Risk Management	☆☆☆☆	People	☆☆☆☆
Client Care	☆☆☆☆☆	Performance	☆☆☆☆
Checks and Balances	☆☆☆☆	Client Diversity and Stability	☆☆☆
Coherence	☆☆☆☆☆	<i>RCP Score: Minimum = ☆, Maximum = ☆☆☆☆☆</i>	

Business Rating

The Nordea group is a recent creation from cross-border mergers of various financial services groups. In due course, this should provide tangible rationalisation and cost-reduction benefits, but the necessary re-organisation is incomplete and, meanwhile, the group structure is partially undefined. In particular, the legal separation and incorporation of the group's asset management businesses has yet to take place, so separate assessment of those units' financial strength is impossible.

The unfinished re-organisation is also evident in the back office and in IT, where the pre-merger variety of software packages for investment administration has yet to be integrated and there are some weaknesses in security procedures.

Meanwhile, NIM has strong compliance rules and procedures, in part even tougher than SEC standards, in line with international best practice.

Nordea is also a universal bank in the classic European mould. Among other things, this means that use of group affiliates as custodians and administrators to the asset management division is standard, a practice that undermines the protection investors expect through a truly independent custody service. On the other hand, these conflicted arrangements are well policed through strong internal controls and good monitoring procedures.

The greatest weakness is the lack of a properly-resourced marketing operation, combined with the almost exclusively Scandinavian client base. Redress of this shortcoming will be crucial to the group's progress in fulfilling its ambition to become a leading asset management name across Europe. Efforts have been made to improve NIM's European distribution by installing local marketing teams, especially in Germany, where NAMAG plays an important and active role, making the Nordea name more visible.

The chief strength, in business terms, is the support the asset management operations get from a financially strong and diversified parent group.

Investment Rating

NIM applies a distinct well-disciplined team-based equity investment process called TIP (Thematic Investment Process) which was developed in 1990 by the former asset management division of Unibank. On top, NIM puts a portfolio construction process, based on filters and optimisation, which is not benchmark-conscious, even though this can produce high tracking errors. NIM's fixed income process is based on an approach that targets to manage different types of risk exposures.

Global equity performance — based on end-2000 figures — has been satisfactory, occasionally very good, but results in fixed income (which are difficult to assess since the composites cover only a small portion of the managed assets) have been close to their respective benchmarks.

The two most impressive aspects of NIM are, first, its punctilious approach to client reporting. This has included substantial investment to gain AIMR-PPS as well as GIPS compliance for its numerous performance composites. The second factor is the relatively strong cohesiveness of the investment team, despite the disruption and distraction of several successive mergers in recent years. We feel this reflects the attractiveness of the investment process, where individual managers retain a reasonable degree of initiative and discretion within a well-disciplined overall regimen.

On the other hand, given the current investment environment, work is needed to strengthen results on the fixed income side, while securities dealing arrangements also need improvement.

Outlook

Although still-developing rationalisation benefits should help to contain costs, NIM's lack of marketing resources will undermine growth in assets under management. Such growth is, therefore, likely to come from acquisitions and that will entail further disruption before the benefits are felt. On balance, we rate the Outlook as Neutral.

<i>Company</i>	NIM — Nordea Investment Management	NAMAG — Nordea Asset Management AG
<i>Address</i>	Christiansbro Strandgade 3 DK–Copenhagen C	Altkönigstraße 12 D–61462 Königstein
<i>Phone</i>	+45–33 33–33 33	+49–6174–96 86–0
<i>Fax</i>	+45–33 93–11 14	+49–6174–96 86–10
<i>Founded</i>	2000 ¹	2000
<i>Employees</i>	341	9 (+5 outside Germany)
<i>Services</i>	Management and administration of institutional funds	Marketing and sales for institutional clients in Germany, Austria, Switzerland, Benelux, Italy

¹ Actually, NIM is the result of merged asset management operations with much longer histories (described in more detail in the report)

A Overview

This rating confines itself to the global equity and global fixed income institutional investment management operations of Nordea AB. Collectively known as Nordea Investment Management (NIM), these operations are not separately incorporated but function as a unit within Nordea Asset Management, a likewise unincorporated division of Nordea AB. Legal incorporation of both these units is in progress and should be completed in the first quarter of 2002.

The report makes particular reference to Nordea Asset Management AG (NAMAG), the German institutional marketing unit in Königstein, near Frankfurt. The difference in naming (“Asset Management” instead of “Investment Management”) for this subsidiary is required by German law (KAGG, Gesetz über Kapitalanlagegesellschaften), which reserves the legal use of the term “investment management” for *Kapitalanlagegesellschaften* (KAGs), organisations devoted to managing *Publikumsfonds* (mutual funds) and/or *Spezialfonds* (pooled institutional funds, e.g., German pension schemes) within a certain legal framework. NAMAG is not a KAG, nor does it intend to be one.

A.1 Corporate History

Listed on the Copenhagen, Stockholm and Helsinki stock exchanges, Nordea AB is Scandinavia’s largest financial services group, the result of recent mergers and acquisitions among some of the region’s leading insurance, asset management and banking firms, as follows:

September 1997: Unibank A/S, Denmark, acquired Trevisse Kapitalförvaltning AB, Stockholm (Trevisse), a privately-held institutional asset management firm with a proven asset allocation process, founded in 1990 by Torbjörn Söderberg, now NIM senior portfolio manager for asset allocation, and two other partners. Trevisse was merged with Unibank’s asset management division, which had a distinctive theme-driven investment process.

March 1999: Unibank merged with the Danish financial services group, Tryg-Baltica A/S, which also had an asset management unit.

December 1999: Tryg-Baltica acquired Vesta, a Norwegian insurance company.

April 2000: Unibank merged with MeritaNordbanken, itself a merger of Nordbanken of Sweden and Merita of Finland. The enlarged group was renamed Nordic Baltic Holding AB (NBH).

October 2000: Norway’s Christiania Bank merged with NBH. The new group’s holding company was renamed Nordea AB (Nordea), with the combined investment management activities named Nordea Asset Management (NAM).

A.2 Ownership

The shareholders of Nordea are well diversified (see organisation chart, figure 1 on the following page) through the group’s listings on three Scandinavian exchanges. The largest single owner is the Swedish state, a legacy of the merger with Nordbanken (see Corporate History, above). The shareholding is essentially passive. This is borne out by the fact that the Swedish government has no representative on the board. However, there is no gainsaying that the government’s intentions regarding its holding are completely open: it is not necessarily a committed investor, does not regard itself as a “partner”, and provides no palpable added value.

An employee stock option programme has been launched in 2001 but is too new to have had any impact on the group’s ownership.

A.3 International Partners and Allies

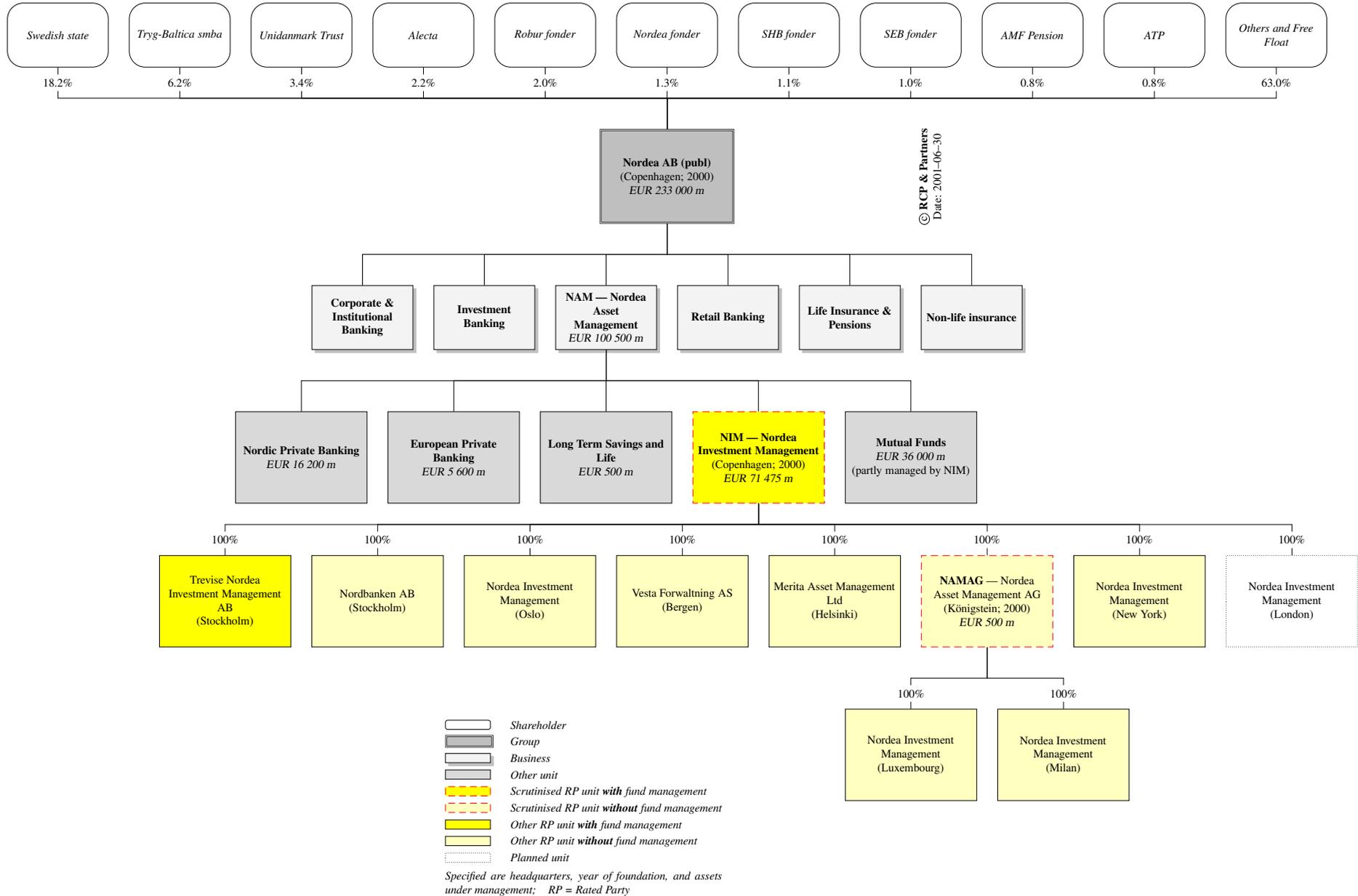
Other than the extensive regional and less-extensive international networks forged by Nordea’s creation through mergers and acquisitions, NIM also has a formal co-management agreement with the USA based Colonial Advisory Services, Inc. (CASI). The agreement covers the establishment and management of a global high-yield product. Together with its affiliates under ownership of Liberty Funds Group, Inc., Colonial has around USD 18 billion in assets under management. Liberty Financial Companies, Inc., which is NYSE listed, is the parent of Liberty Funds Group, LLC, and has about USD 67 billion under management in six asset management subsidiaries.

RCP comment: *NIM/NAM have stated that further acquisitions in the field of asset management will be sought, so there is risk of further reorganisation, disturbing the day-to-day business, unless the integration processes are managed very carefully.*

A.4 Regulatory Registrations

NIM is registered with the relevant regulatory bodies in Denmark, Norway, Sweden, Finland, Germany, Luxembourg, and the USA. As far as RCP & Partners can ascertain, neither NIM, NAM, nor any of their asset management affiliates has ever been the subject of regulatory censure, nor has any of them been fined by any regulator.

Figure 1: Organisation Chart



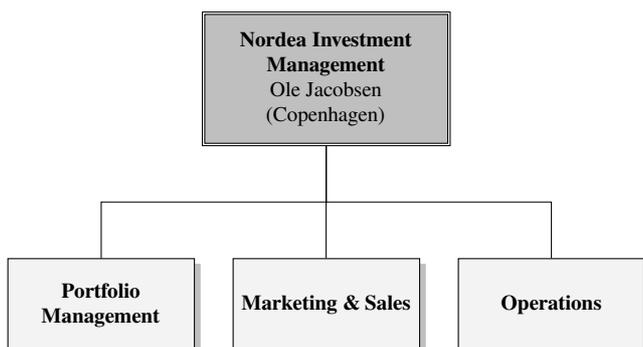
B Management

B.1 Organisational Structure

NIM is part of a complex ownership structure that, at its core, straddles four Scandinavian countries (and, therefore, four different tax regimes), as well as encompassing several operations further afield. The senior NAM units are located in Copenhagen and Stockholm, with the former, in the shape of NIM, focussed almost exclusively on domestic and international institutional business, while the Swedish office concentrates on retail funds in its domestic market. Greater organisational clarity should be created when NIM and NAM are separately incorporated and capitalised; this development is expected by the end of the first quarter of 2002.

The current internal structure of NIM is shown in figure 2 and — in more detail — in the appendix (figures 9 to 11 on pages 19–20). Although the mergers clearly have had their impacts on the organisational structure, apparently the former Unibank organisation remains a dominant factor within the group. This is particularly true for the asset management area, where NIM can be regarded mainly as a successor of the former Unibank Investment Management (UIM) operation, a fact which is also reflected by the individual CVs of a major part of the higher-level management and investment personnel (see tables 16 to 18 on pages 24–26). For instance, Ole Jacobsen, now Head of NIM, has a Unibank history starting in 08/1990 where he was appointed as Head of UIM.

Figure 2: Organisational Structure



B.2 Financial Strength

NIM has yet to be incorporated, so funding depends on the EUR 11 billion equity capital of Nordea for the time being. The Nordea group has crime and other insurance coverage through policies issued by its subsidiary, Tryg-Baltica (see table 1).

Table 1: Insurance

<i>Provider</i>	Tryg Baltica
<i>Type of insurance</i>	comprehensive crime
<i>Amount covered</i>	EUR 33.5 m (EUR 67 m, max./year)

These policies vary in type and coverage according to the country in which the various subsidiaries are domiciled. For example, only Treviso in Sweden has professional liability cover, a statutory requirement in that country. For all other units, cover is restricted to crime, employee fraud and/or forgery.

RCP comment: While independent incorporation will raise financial transparency for NAM/NIM, it is also important that Nordea's asset management units should simultaneously acquire full autonomy over the allocation and management of their capital.

B.3 Personnel

NAM has a worldwide total staff complement of 950. Most of these are based in Stockholm and Copenhagen, where NIM is the main unit and employs 341 people in total, including 140 investment professionals (see table 2 on the next page). At NAMAG, the German marketing and client services unit in Königstein near Frankfurt, there are eight people. Surprisingly for such a new organisation, there is a strong sense of identity, possibly helped by the fact that the hierarchy is exceptionally flat. The pervasive "culture" is that of a team of equal and complementary professionals, with, for example, functional and legal job titles played down in favour of the term "partner" for all senior executives who participate in the share option scheme introduced in January 2001.

B.3.a Professional Remuneration

Professional salaries at NIM are set by informal reference to regular surveys of financial industry remuneration in the Danish financial press and elsewhere. NIM believes its salary levels to be around the median of such surveys, but professes not to make an exact science of this. It claims that remuneration has seldom been a cause of employee resignation.

Annual bonuses are also awarded. The award is at the management's discretion, but is benchmarked to team investment performance over the year in question, the individual's contribution to that performance, and the overall results of NIM. The key determinant in measuring investment performance is the information ratio. The maximum bonus is over

Table 2: Employees

	Denmark	Sweden	Norway	Finland	USA	Luxembourg	Germany	Total
Management ¹	5	3			1		1	10
Portfolio Managers / Risk Control / Research / etc.	44	59	17	18	1		1	140
Dealers	9	3		1				13
Compliance	2	1	1	1	1			6
Sales / Marketing	5	3	30	2	3	1	4	48
Client Service / Reporting / Support	37	3	7		4	2		53
Operations / Administration / IT / Secretarial / etc.	25	26	4	12	1	1	2	71
Total	127	98	59	34	11	4	8	341

¹ Management group in NIM; all numbers as of 2001–06–30

100 per cent of salary and is payable in two parts. Approximately 60 per cent is in cash, payable in full, with the balance in synthetic NIM equity that becomes realisable after four years.

All staff are also eligible for participation in Nordea's group pension plan. This is a defined-contribution scheme, with NIM contributing 10 per cent of salary and the employee paying in 5 per cent.

RCP comment: *NIM's bonus arrangements are sensibly balanced between the conflicting needs to supply both reward (for performance achieved) and incentive (to maintain the achievement in the future). However, the way in which salary levels are determined needs to be more formal if growing competitive pressure in the market for European asset management professionals is to be countered.*

B.3.b Professional Training

In common with most institutional asset managers, NIM actively encourages its investment professionals who wish to acquire further appropriate qualifications or training. In particular, it supports the CFA (Chartered Financial Analyst) designation of the US-based Association for Investment Management and Research (AIMR). Investment staff may apply for study time to complete such courses and, where NIM regards such qualifications as appropriate for both the individual and the company, this request is readily granted and costs may also be paid by NIM.

B.4 Market Position

NIM is not only the largest institutional asset management organisation in Scandinavia, but is also part of that region's largest financial services group in general and is affiliated to its largest retail funds operation. It is recognised for being both distinctive and innovative in its investment approach,

while also being at the forefront in European asset management in embracing new industry developments such as the global (GIPS) and US domestic (AIMR-PPS) performance measurement standards of the Association for Investment Management and Research.

In Germany, the NAMAG marketing subsidiary is a newcomer and, although progressing satisfactorily in the winning of German Spezialfonds business, remains relatively unknown. Likewise, outside of its native Scandinavia, NIM has yet to make a significant impact. However, it is only fair to add that such international recognition has only become the group's top business development priority following the various mergers that so recently created NIM/NAM.

B.5 Business Development

The Nordea group's creation from the mergers of several leading Scandinavian financial services organisations has established a regional entity of sufficient size and visibility to make the development of a truly international presence both possible and credible. Asset management is the declared spearhead for this strategy, with footholds already established — and expected to attain financial self-sufficiency in 2002 — in the USA (1994) and Germany (February 2000). The UK is expected to have a NIM office in 2002. NAMAG is responsible for business development in the UK for the time being. It has associate membership of that country's National Association of Pension Funds. There is also a representative office in Italy, due for expansion this year. Alongside this organic development, NIM, as the Nordea group's institutional asset management entity, claims to be ready to make international acquisitions as soon as its legal incorporation and discrete funding are in place early in 2002.

The ultimate goal of these initiatives is to make NIM a world player in institutional asset management, with its services recommended by all of the major pensions consultants and with profitability and financial resources among the strongest of any European house.

C Investment

NIM's investment process is team-focussed, with no single officer in overall charge. Rather, the system relies on checks and balances between the various teams, whose responsibilities are split by both asset class and region of coverage, with some team members additionally responsible for analysing and monitoring the various investment themes and allocations on which the investment process is based (see figure 2 on page 7 and — in more detail — in the appendix, figures 9 to 11 on pages 19–20). About one-third of all Nordea's investment professionals work in the same building in Copenhagen.

C.1 Equities

The NIM equity investment style is distinct. There are elements of both top-down and bottom-up styles, but the approach cannot accurately be described as "top-down-plus-bottom-up". Index weightings are not an influence on investment policy formulation.

C.1.a Stock Selection

Stock selection in international equities is driven by the Thematic Investment Process (TIP) developed in 1990 by the former asset management division of Unibank. Although it also has an influence on equity selection in the domestic Danish market, conventional sector and bottom-up analysis dominates that process.

The starting-point for TIP is the Visionary Board which meets, usually at a "retreat" location, at least once annually and is composed of senior NIM professionals and various invited outside experts. This forum examines trends in business, science, demographics, technology, regulation, etc, in order to determine whether such trends are likely to create investment opportunities over the long-term. The Visionary Board passes its findings to NIM, which nominates a small team of its appropriately-qualified professionals to conduct external research, including company visits and consultations with relevant academic, industrial, scientific and/or government bodies. This is linked to NIM's internal research, drawing on its database of markets and securities to test and develop both new themes and the securities recommendations driven by them. This research stage includes risk analysis, calculation of risk-adjusted returns, and identification of the catalyst or catalysts that could create investor interest in a theme and its associated securities. Should these processes indicate that a particular theme will create investment opportunities, a presentation is made to the NIM Investment Committee and, if approved, the theme is officially adopted, together with the securities which the research process has determined most likely to benefit. Currently, 13 themes are operative, such as *Saving for Retirement*, the *Environment*, *Global Data Traffic*, *Outsourcing*, *Education*, and *Deregulation*.

Once a theme is adopted, the team responsible keeps abreast of developments that affect it. This information is brought,

every six weeks, before a meeting of all NIM professionals who examine it and determine its effect on the selected investments.

As far as Swedish clients are concerned, there exists also a process called Active Growth Approach (AGA) which has no particular relevance for international client portfolios. Therefore, AGA was not scrutinised in this rating.

RCP comment: *NIM has created a remarkable and consistent equity process which is different from the typical "top-down-bottom-up" mixture that seems to be wide-spread in the investment industry. Benchmark-driven investors might feel uncomfortable with the higher tracking errors that are generated by TIP, but it offers an alternative to investors who can accept higher volatility in order to receive attractive long-term returns.*

C.1.b Portfolio Construction

NIM's portfolio construction process is model portfolio driven. The model portfolio incorporates all investment decisions — i.e. regional allocation, sector/industry composition, and stock selection. Before a security is included in a model portfolio, a price target is set, typically with a twelve-month horizon. All suggestions for the model portfolio must be presented to and approved by the respective team and the Equity Committee. For a stock — issued by a company that has been identified as a theme beneficiary — to be included in the model portfolio, three buying criteria have to be met:

Company's ability to capitalise Even though a company has the characteristics of a theme beneficiary, it still remains to be decided whether it also has the abilities to capitalise on its favourable position. Therefore, the following factors are scrutinised:

- ✘ *Management:* commitment to optimising shareholder value, implementation, track record and incentives;
- ✘ *Strategy:* appropriate to exploit theme implications;
- ✘ *Competitive advantage:* theme implications, position of company and dynamics;
- ✘ *Industry dynamics:* competitive forces, advantages and value creation.

Stockholder's ability to capitalise Identifying companies that benefit from a theme is only half of the story: stock price development has the real impact on the portfolios. Some factors examined here are:

- ✘ *Valuation:* growth at a reasonable price, financial resources and/or cash flow generation sufficient to exploit the opportunities;

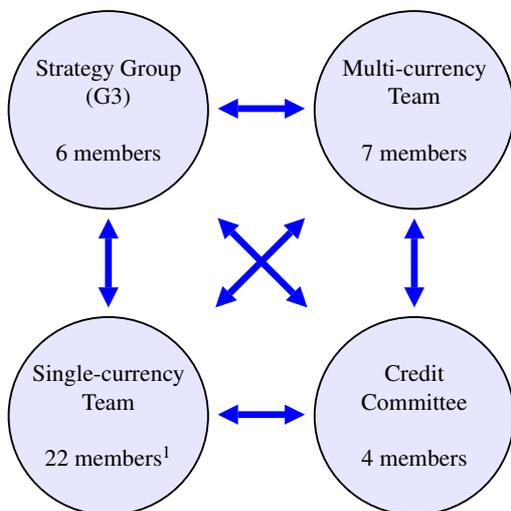
- ✗ *Catalysts* identify what will lead the market to discount the more positive cash flow for the stock;
- ✗ *Liquidity*: NIM positions are limited to 5 days average turnover and a maximum 5% of the free float.

Optimisation Portfolio optimisation is carried out by combining multiple risk measurement factors, like stock exposure, thematic exposure, sector exposure, style exposure and macro factor exposure. These optimisation tools are particularly important when applying a thematic investment process where the possibility of skewing the portfolio towards unattended risk factors is high.

C.2 Fixed Income

NIM used to take global macro-analysis as the starting-point for fixed income portfolio construction. However, the reduced issuance level of government bonds, combined with the simultaneous growth in corporate bond markets, has raised the importance of micro-analysis (the “bottom-up” approach) to the extent that it now equals the part played by the top-down approach in portfolio construction.

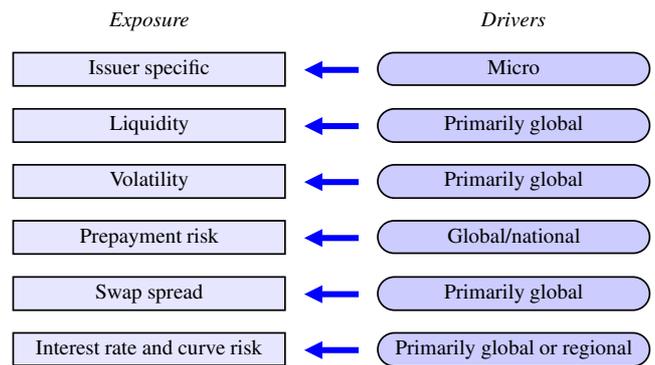
Figure 3: Fixed Income Team Structure



¹ EUR: 6
 DKK: 7
 NOK: 4
 SEK: 5

The fixed income team headed by Kim Pilgaard deconstructs and prices the risk exposure of all bonds being considered for investment. Six areas of exposure are examined and priced individually (see figure 4).

Figure 4: Fixed Income Exposure



The key to NIM’s approach is that, while it is largely driven by detailed mathematical analysis and risk-mapping, it is also permeated — not merely overlaid — by more subjective input and analysis (see figure 5 on the facing page). Table 3 on the next page shows some more details of the fixed income system in terms of risk management.

RCP comment: The performance results for the fixed income process are difficult to assess since the PPS compliant composites provided cover only a small portion of the managed assets.

C.3 Asset Allocation

This section describes the process for information purposes only, it has not been rated.

Tactical Asset Allocation (TAA) is not used primarily for risk control. Although there are limits on exposure to both asset classes and countries, these constraints are subordinated to the aim of adding to portfolio returns using the process originated at Treviso by Torbjörn Söderberg and his former colleagues and now supervised by Poul Albæk Winsløw and his team at NIM in Stockholm. It is claimed that the basic principles employed have been in use since 1977, whereas the inclusion of TIP results as a new input layer took place only in 1998. Therefore, the combined process which is now in use for the allocation of equities versus fixed income still has a short track record.

While the top-down and bottom-up sections of the NIM process employ both quantitative and qualitative inputs and their outputs are assessed subjectively to a moderate degree, output from the asset allocation stage leads directly to portfolio action with no subjective “overlay”. Changes take place two-to-four times a month with allocations altering, typically, by 4–10 per cent of portfolio values on each occasion.

The top-down analysis is based on 23 trend indicators, such as export orders, capacity utilisation, inflation expectations, relative yields, monetary policy, net new issues, interest rates, etc. Some of these measures were developed and tested internally by NIM or its predecessors and include

Figure 5: Fixed Income Process

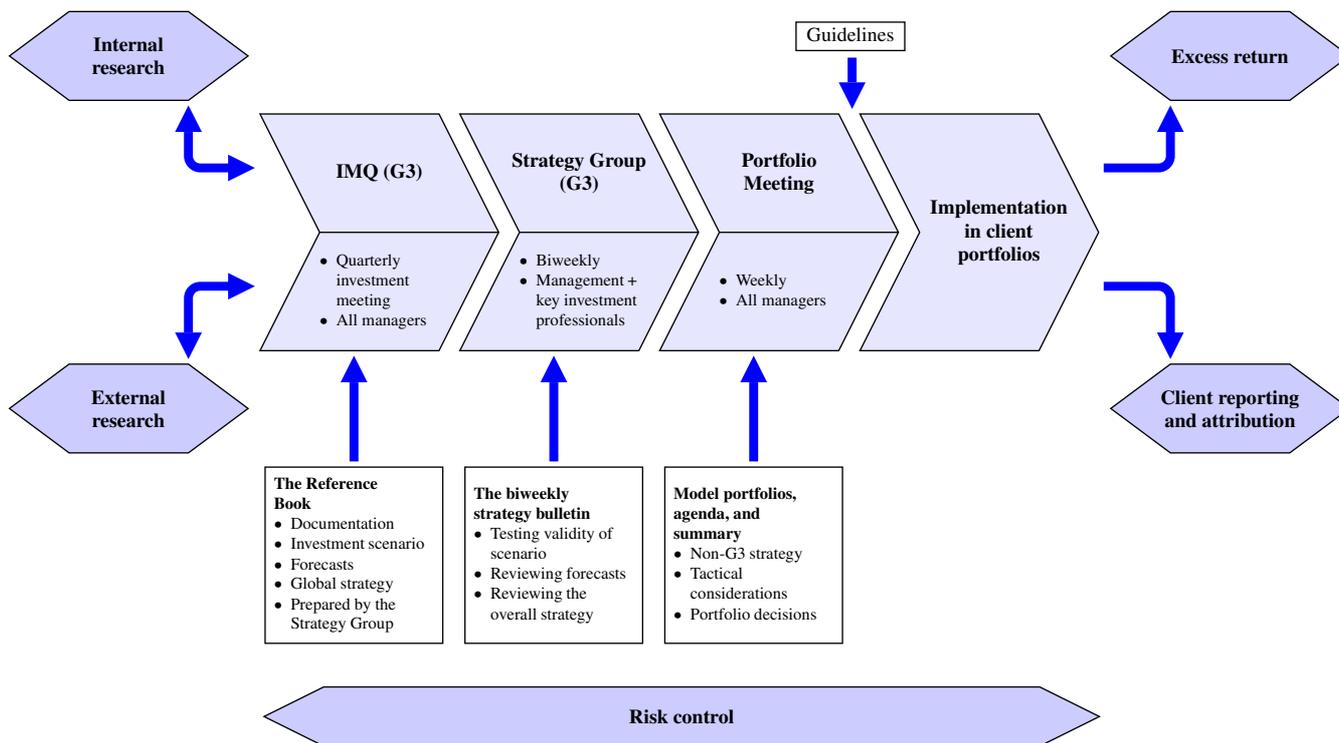


Table 3: Fixed Income System

	<i>Managing Interest Rate Risk</i>	<i>Managing Credit Risk (Investment Grade)</i>	<i>Managing Risk in Multi-Currency Portfolios</i>
<i>Financial forecast</i>	<ul style="list-style-type: none"> ✗ G3 ✗ Non G3 	<ul style="list-style-type: none"> ✗ Swap ✗ Sector ✗ Rating Based on macro scenario	<ul style="list-style-type: none"> ✗ FX ✗ Yield ✗ Credit Based on global macro scenario
<i>Evaluate forecast vs. market level</i>	Yield curve simulations incl. risk scenario	Credit curve simulations	Yield curve, FX and credit curve simulations incl. risk scenarios
<i>Find bets, make judgement on future correlations</i>	<ul style="list-style-type: none"> ✗ Duration bet ✗ Curve bets ✗ Convexity bets ✗ Volatility bets ✗ Correlation of bets 	<ul style="list-style-type: none"> ✗ SWAP bets ✗ Sector bets ✗ Rating bets ✗ Correlation of bets 	<ul style="list-style-type: none"> ✗ Currency bets ✗ Credit bet ✗ Duration bet ✗ Curve bets ✗ Correlation of bets ✗ Structuring of bets according to themes
<i>Find optimal bets</i>	Pricing of specific issues based on decomposition of risk	<ul style="list-style-type: none"> ✗ Pricing of specific issues ✗ Issuer specific research and relative value analysis 	Pricing of specific issues
<i>Model portfolio</i>	<ul style="list-style-type: none"> ✗ Construction ✗ Risk control 	<ul style="list-style-type: none"> ✗ Construction ✗ Risk control 	<ul style="list-style-type: none"> ✗ Construction ✗ Risk control

the corporate earnings estimates derived from the firm's thematic process for equity selection (see above). All are combined and weighted to create a Tactical Turning Point Index that drives both cyclical (long-term, using the full 23 indicators) and tactical (short-term, based on a selection of 12 of the indicators) allocation decisions. The relative weightings of the 23 indicators vary with different stages of the business cycle, although decisions on the maturity of the cycle, while informed by the indicators, are ultimately subjective. This is less true in respect of well-researched international markets, for which the decision is more quantitatively-based and timing decisions are determined by the investment process only, not subjectively.

RCP comment: *The TAA process offers an interesting approach, although it is rather complex and — in the current set-up — not yet underlaid by PPS compliant historical performance data.*

C.4 Derivatives, Hedging and Gearing

Neither borrowing nor derivatives play a significant part in NIM's portfolio management apart from the fairly regular use of fixed income derivatives to hedge currency risk in multi-currency portfolios. Such hedging is undertaken for downside protection only — there is no intention to add to returns.

C.5 Sell Disciplines

NIM's stock and bond selection processes include the calculation of expected returns and target prices. The latter are regarded as triggers for detailed review rather than absolute "sell" points. Such triggers for review also include theme deterioration or theme maturation.

C.6 Research

In common with most modern institutional asset managers, NIM uses a combination of in-house and external research facilities, with the latter mainly employed to determine the market consensus on the earnings outlook and how that consensus is shifting. The main external research inputs, other than those from brokers, are I/B/E/S, Datastream, Reuters and Bloomberg. Internal research includes regular use of the Nordea group's economic research unit. Table 4 lists the relative importance of different analytical approaches within NIM's research environment.

Table 4: Analytical Methods

<i>Analytical Methods</i>	<i>Ranking¹</i>
Macro economic analysis	4
Cycle analysis	5
Balance sheet analysis	3
Company visits	1
Ratios (P/E ratio, etc.)	3
Rating	2
Price or rate forecasts	5
Relative value approaches	4
Chart analysis	5
Technical indicators	5
Regression analysis	5
Non-linear models	4
Portfolio optimisation	2
Thematic	1

¹ 1 = very important, 5 = unimportant

C.7 Performance

Table 14 on page 21 sets out the annual returns and some ratios for all available NIM equity and fixed income composites, each managed within different risk parameters. The data are certified annually as AIMR-PPS and GIPS compliant by Deloitte & Touche (see also figure 12 on page 22).

C.7.a Global Equity Composites

Apart from the indexed and structured-products composites (the latter only tracked from end-1999), all of these have outperformed their benchmarks, with Low, Medium and High Risk doing so by a comfortable margin. Volatility has tended to be higher than for the benchmarks, but, as shown by the Sharpe ratio comparisons, this has been justified by the added return with the exception of the Growth and High Risk composites.

C.7.b Fixed Income Composites

The single global composite supplied has not been impressive. Both return and Sharpe ratio are below the benchmark equivalents. The European composite beats the benchmark both in absolute and risk-adjusted terms. All the other bond composites have too-short a track record to give significant information.

D Administration and Risk Management

D.1 Systems

D.1.a Overview

NIM's administrative systems are in process of being unified and upgraded. At present, there are no less than seven distinct systems in operation across the Nordea group. The NIM "partner" in charge of the Operations Department is Henrik Rye Petersen.

D.1.b Infrastructure

The basic IT hardware environment consists of a combination of mainframes/servers (several vendors) with a PC-based Local Area Network (LAN), including stationary and mobile workstations which are equipped with standard office software.

For a variety of administrative purposes, NIM uses *Panda Investment Management System*, an application suite that was custom-developed for it some years ago. Poul Raaholt, former head of IT for NIM, now acting as *Business Chief Information Officer* within NAM, claims Panda remains adequate for the division's present needs. However, it lacks the interfaces with the rest of the group which, under new business development plans (see below), are required for integrated administration, MIS, and client relationship management in an international environment. Accordingly, a survey of group user requirements was completed in 2000 and tenders called for a new system. After evaluation of the tenders, TMS2000, developed by SimCorp, a Danish developer, has been selected and is expected to go live across the group in January 2003. The application is already used in some Nordea units in Norway and Sweden, but the planned group-wide installation is, in practice, a fresh start.

Meanwhile, Panda handles day-to-day portfolio administration and valuation for NIM, with access via the group intranet. This access facility is not available to NAMAG in Königstein nor is any other on-line access to the system, necessitating indirect and laborious information retrieval via telephone, email or fax.

However, NAMAG's lack of direct access to Panda is only a minor administrative bottleneck, since the German unit's clients all use the custody, settlement, administration and valuation facilities provided externally to NAMAG by Universal-Investment-Gesellschaft mbH (Universal), an independent specialist in the field of KAG services, or any other KAG on client's demands.

D.1.c Back-up Procedures and Disaster Recovery

In addition to the regular procedures noted in table 5 on the next page, NAM/NIM has access to office facilities outside of Copenhagen. These can be used as alternative or interim premises in the event of disaster making the main offices untenable for any reason. Some of the international offices have signed agreements with local banks and other com-

panies on having access to their facilities in the event that NAM/NIM's facilities should become inoperable.

D.1.d Security

As far as IT security is concerned, the Copenhagen operations of NIM are subject to the group's security organisation. Therefore, the group standards have to be obeyed by NIM, and some systems, like the firewall or the email systems, are inherited from the group. Security precautions include virus checks for removable media (especially floppy disks) and a total ban on software installations by end-users and/or developers in production environments.

Indeed, the lack of uniformity in group systems was particularly evident in the German unit, where employees are not subject to the same levels of IT security as their Danish colleagues and, for example, can use non-approved media such as floppy discs without prior checks. They also have unrestricted internet access and, although this is protected by a firewall, some applications require the firewall to be switched off in order to operate.

RCP comment: Evidence is ample in the NIM back office of the difficulties that arise in any merger. Keeping in mind that modern asset managers are highly dependent on their IT infrastructure, these issues should be a top priority for NIM's operations department.

D.2 Risk Management

NIM's risk management is applied both ex ante (in the portfolio construction and stock selection stages) and ex post (to actual portfolios and securities positions).

A team of four (Leon Svejgard Pedersen, Kim Pilgaard, and two others) meets monthly to review and report on risk exposure for all portfolios. Because NIM's thematic process could produce unjustified concentration in certain themes or industry sectors in some markets, risk controls are applied across a variety of evaluation matrices, checking exposure by theme, market, sector, client guidelines, and style, among others. The checks are initially conducted at the theme evaluation, stock selection, and portfolio modelling stages, then reviewed by the risk control team monthly for all portfolios and models. The principal measurement tools used are BARRA and, for fixed income, J.P. Morgan's Credit Manager also. These are supplemented by internally-developed Excel- and PowerPoint-based charts and calculations for detailed performance analysis — VaR, tracking error, information ratio, Sharpe ratio, beta, alpha, correlation, etc.

Table 5: Back-up Procedures

<i>Object</i>	<i>Frequency</i>	<i>Medium</i>	<i>Storage</i>	<i>Recovery procedures last tested</i>
Programs	daily	tape ¹	bank vault, secured building	There are no regular tests
Data	daily	tape ¹	bank vault, secured building	There are no regular tests

¹ These tapes are recycled from the bank vault every 20th day.

D.3 Compliance, Internal Controls and Conflicts of Interest

D.3.a Compliance Organisation

NIM compliance, world-wide, is the responsibility of Helle Lauritsen, global compliance officer, based in Copenhagen and assisted by a team of six compliance officers. One of these, Martin Gade, is situated in Copenhagen, but is responsible for the German and Luxembourg offices, assisted on a part-time basis by Walter Bindl, an associate director of NAMAG, situated in Königstein. Ms Lauritsen also chairs the NIM Global Compliance Committee, in which the full team meets annually to review regulatory developments, the year's compliance record at NAM/NIM, the compliance impact of proposed new business initiatives, and to delegate responsibility for specific compliance issues.

Table 6: Compliance Meetings

<i>Compliance meetings/visits¹</i>	<i>Frequency</i>
GCO + NIM CEO	weekly
GCO + local unit CEOs	twice a year on-site
GCO + LCOs	monthly in Copenhagen
LCOs + local NIM business units	quarterly on-site

¹ GCO/LCO = Global/Local Compliance Officer

Two points distinguish Nordea group compliance procedures. Firstly, each employee is made aware that she/he has two reporting lines — one to her/his divisional general manager and one to the compliance department. This dual arrangement is mirrored in NIM compliance, where each officer reports both to the global compliance officer and to the chief executive of the local NIM business unit. For her part, Helle Lauritsen reports to the CEO of NIM and to the head of Nordea group compliance. Secondly, each compliance officer is keenly aware, even proud, of the fact that she/he has direct access to all levels of senior management, including, if necessary, the chairman. Above all, throughout the Nordea group, the attainment of best-practice standards is a prime policy objective in all areas of activity.

D.3.b Regulatory Compliance

NIM's Code of Ethics and Insider Trading Procedures memoranda are given to all personnel on joining the firm and annually thereafter. Receipt and acceptance must be formally acknowledged on each occasion. The memoranda are US SEC-compliant — indeed, in several significant respects,

their requirements exceed those of the SEC. All new recruits must attend a compliance information meeting. There is also an annual compliance information meeting open to all personnel, but attendance is voluntary. It is worth noting that insider trading is a criminal offence in Denmark and any offence must be reported to the police (see table 8 on the facing page).

RCP comment: NIM has created an impressive set of compliance rules and procedures which are in line with international best practice.

D.3.c Client Guidelines Compliance

This function is primarily supervised by the NIM Compliance Department, as is compliance with house "style" and the various model portfolios, also the correct allocation of trades and the quality of trade executions. Raw data for all of these checks are generated by the Panda system. For NAMAG in Germany, "front-line" supervision is handled by Universal (or any other German KAG linked to a specific mandate), which reports breaches to NIM compliance and NAMAG.

All of these points of supervision also come under the remit of Nordea's Control Department in Copenhagen, which liaises with the Compliance Department on a daily basis.

Table 7: Controls and Audits

	<i>Internal</i>	<i>External</i>
<i>Auditor</i>	Internal audit department	Deloitte & Touche
<i>Frequency</i>	Quarterly (app.)	Annually ¹
<i>Last visit</i>	August 2001	
<i>Office visited</i>	New York	Copenhagen
<i>Criticisms/objections</i>	Minor	None

¹ NIM was audited only as part of Unibank A/S

D.3.d Conflicts of Interest

Ownership and Dual Directorships As the unincorporated institutional asset management division of, in effect, a universal bank, NIM is prey to potential conflicts with affiliated banking, insurance, custody, settlement and stock-broking operations. Conflicts of interest are supervised by the group's Control Department, whose enforcement of "Chinese walls" is assisted by the fact that investment

Table 8: Regulatory Compliance

<i>Regulator</i>	<i>Frequency</i>	<i>Last visit</i>	<i>Office visited</i>	<i>Criticisms/objections</i>
SEC	Not Known	1995	New York	None
Danish FSA	At least every third year	May 2000	Copenhagen	None

management activities, for example, are housed in separate premises and function on a stand-alone basis. So far as we can ascertain, no NIM/NAM/NAMAG directors have any external responsibilities or directorships that might conflict with their duties within the asset management group, nor do they have any roles in conflicting activities within the Nordea group.

Staff Dealing As one might expect of an organisation that is SEC-registered, NIM's Code of Conduct and Insider Trading Procedures memoranda set standards which are in line with international best practice. Indeed, as noted earlier, NIM's requirements exceed those of the SEC in some respects, e.g., staff must hold personal investments for a minimum of three months.

Counterparty Relationships — Brokers Although most portfolio transactions are handled by the central dealing facility, NIM's portfolio managers sometimes place their own orders in Danish equities and Scandinavian bonds. This practice will be eliminated gradually in coming years.

Table 9: Top Five Brokers

<i>Equities</i>	<i>Bonds</i>
UBS Warburg	UBS Warburg
Merrill Lynch Inc.	Lehman Brothers
CSFB Europe	Morgan Stanley
HSBC Investment Bank	Nordea
Dresdner Kleinwort Benson	Salomon

Brokers are "rated" twice annually on 12 points, including quality of service, research and, most importantly, execution. NIM also expects a deep understanding of its thematic process. Nordea Securities is a recognised counterparty for Danish securities because of its leading position in those markets. Managers can also nominate brokers for trades in a security for which that broker has done specific research.

The overall aim is to have three-to-five leading international firms for each category (by region, business sector, asset class, etc). The five most-actively-used firms (see table 9) typically receive a combined 60–80 per cent of NIM's business. In total, NIM works together with approximately 30 brokers.

RCP comment: *No matter how well policed the practice, we would prefer to see the elimination of transactions conducted by portfolio managers. It complicates implementation, raises operational risk, and intrudes on the managers' primary responsibility, which is the attainment of clients' investment performance expectations.*

Counterparty Relationships — Custodians Except as directed by clients using their own custodians (which is the usual procedure for segregated institutional accounts at NIM), the NAM/NIM group uses Nordea Bank exclusively for custody services to its funds.

RCP comment: *Even although use of affiliates as custodians and administrators is endemic among universal banking groups, it is bad practice because it undermines an important check on the investment manager's care of client portfolios.*

Counterparty Relationships — Germany Under the restrictions of the German KAG law (KAGG), which requires a Spezialfonds mandate to be set up with a German KAG whereas Nordea may act as an investment adviser only, NAMAG prefers to co-operate with Universal-Investment-Gesellschaft, although other KAGs have been in place from time to time. As far as custodians are concerned, NAMAG especially favours UBS and Bankhaus Lampe.

E Clients, Products and Services

E.1 Clients

E.1.a Geographical Client Structure

With a share of 98.6% in terms of AUM (assets under management), Scandinavian clients clearly play a dominant role within NIM's client universe (see table 10 on the facing page). Figure 6 sets out the intra-Scandinavian client structure.

Accounting for the fact that two-thirds of NIM's assets are managed for clients within Nordea group (see next section and table 11 on the facing page), the Scandinavian share reduces to 95.6% within the universe of non-group institutional clients. This figure still remains high, but it is the one to watch in the coming years to monitor whether NIM achieves its goal to become a true player in the *European* institutional market.

Figure 6: Scandinavian Clients

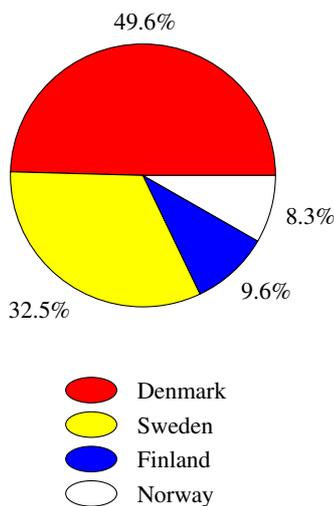
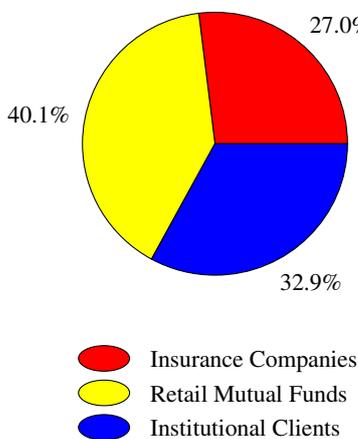


Figure 7: Client Structure by Type



E.1.b Client Types

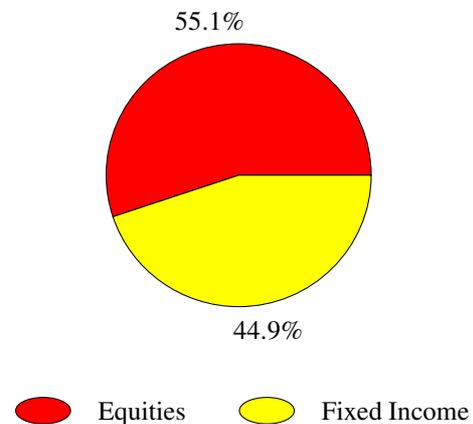
NIM is the major centre of competence for portfolio management within NAM. Consequently, a high portion of the assets managed by NIM comes from sources within the group: mainly insurance money and mutual funds, the latter being marketed under the name of Nordea and distributed via non-NIM units. Details are listed in table 11 on the next page, figure 7 shows the three major categories of clients.

E.1.c Assets under Management

Because of the mergers, we have only a limited history of assets under management. It shows that total NIM/NAM assets in all markets have broadly followed the trend of the European industry, with good growth in 2000 more than reversed in the current year.

Figure 8 shows the current (2001–06–30) asset classes managed by NIM in total (including retail funds). Balanced portfolios are included with their respective equity and fixed income parts; separate figures for balanced funds were not available. Since typical institutional clients like pension funds and insurance companies tend to manage their fixed income portfolios on their own, a major portion of NIM's assets is invested in equities.

Figure 8: Asset Classes



E.2 Products and Services

Together, NIM/NAM constitute a full-service investment operation, offering pooled and segregated investment in all of the world's main equity and bond markets for institutional, retail and private clients situated in any part of the world. In practice, however, the current focus of existing clientele is segregated accounts for European, especially Scandinavian, institutions and mutual funds for mainly Scandinavian clients. Target is growth coming from outside Scandinavia.

Table 10: Geographical Client Source

	<i>Equity</i> ¹	<i>Fixed Income</i> ¹	<i>Total</i> ¹	<i>Percentage</i>
Scandinavia	38 670	31 772	70 442	98.55%
<i>Denmark</i>	17 655	16 455	34 110	47.72%
<i>Sweden</i>	14 271	9 004	23 275	32.56%
<i>Finland</i>	4 641	2 518	7 159	10.02%
<i>Norway</i>	2 103	3 795	5 898	8.25%
USA	470	13	483	0.68%
Europe	251	299	550	0.77%
Total	39 391	32 084	71 475	100.00%
Percentage	55.11%	44.89%	100.00%	

¹ EUR m, as of 2001–06–30

Table 11: Client Structure by Type

	<i>Insurance Companies</i> ¹²³	<i>Retail Mutual Funds</i> ¹³	<i>Institutional Clients</i> ¹²⁴	<i>Total</i> ¹
Scandinavia	19 266	28 665	22 511	70 442
<i>Denmark</i>	15 447	5 596	13 067	34 110
<i>Sweden</i>	1 510	17 004	4 761	23 275
<i>Finland</i>	83	4 384	2 692	7 159
<i>Norway</i>	2 226	1 681	1 991	5 898
USA	0	0	483	483
Europe	0	0	550	550
Total	19 266	28 665	23 544	71 475
Percentage	26.95%	40.10%	32.94%	100.00%

	<i>Insurance Companies</i> ²³	<i>Retail Mutual Funds</i> ³	<i>Institutional Clients</i> ²⁴	<i>Total</i>
Scandinavia	100.00%	100.00%	95.61%	98.55%
<i>Denmark</i>	80.18%	19.52%	55.50%	47.72%
<i>Sweden</i>	7.84%	59.32%	20.22%	32.56%
<i>Finland</i>	0.43%	15.29%	11.43%	10.02%
<i>Norway</i>	11.55%	5.86%	8.46%	8.25%
USA	0.00%	0.00%	2.05%	0.68%
Europe	0.00%	0.00%	2.34%	0.77%
Total	100.00%	100.00%	100.00%	100.00%

¹ EUR m, as of 2001–06–30; ² incl. pooled (“commingled”) funds; ³ Nordea Group;

⁴ incl. institutional mutual funds

Reflecting the Nordea group’s leading position in Scandinavian retail funds, also its ambitions to distribute its funds more widely in Europe, NIM/NAM manage a total of no fewer than approximately 300 mutual funds. These are mostly organised in umbrella SICAVs under Luxembourg law, covering most world bond and equity markets, including balanced, style-specific and cash-management vehicles.

For segregated accounts, NIM is selective in the kind of mandates it will take and does not favour index-relative allocation limits. However, where required, it will discuss such limits with the client to bring them in line with NIM’s specific investment process. On the other hand, a wide range of fee options is offered, including performance-based fees. Examples for the pricing of German Spezialfonds mandates

are given in table 12 on the following page.

E.3 Reporting

E.3.a Segregated Accounts

Each country or region has a designated NIM officer responsible for client relationships. In overall charge of European clients (except for Scandinavia) is Lars Källholm, who is based at NAMAG in Königstein, Germany. Werner Chrobok covers German, Austrian and Swiss clients from the same office and reports to him. They, and all of their client relationship colleagues, draw on the data and management reports collated in a single database by the Operations Department under Henrik Rye Petersen. The database

Table 12: Spezialfonds Fees

<i>Annual fees</i> ¹	<i>Equity/Balanced Mandates</i>	<i>Fixed Income Mandates</i>	<i>Remarks</i>
<i>Management</i>	35 bp ²	25 bp	
<i>KAG</i>	10 bp	8 bp	
<i>Custodian</i>	3 bp	3 bp	
<i>Ticket</i>	≈ 2 bp, ≥ EUR 75 ³	≈ 2 bp, ≥ EUR 75 ³	based on handling frequency and batch size
<i>Brokerage</i>	≈ 12 bp	≈ 12 bp	based on average portfolio turnover
<i>Audit</i>	≈ EUR 3 000–5 000	≈ EUR 3 000–5 000	depending on the volume of transactions
<i>DPG</i>	≈ EUR 2 000	≈ EUR 2 000	for optional external performance measurement
<i>Publication</i>	≤ EUR 10 000	≤ EUR 10 000	depending on the volume of transactions

¹ mandate size: EUR 50m; ² small caps/emerging markets: 60 bp; ³ depending on the volume

is continuously updated with valuations, portfolio transactions, managers' reports, performance analyses, etc., so that client reports can be tailored to individual requirements to a considerable degree. For example, NAVs can be calculated daily, weekly or monthly, with portfolio breakdowns available across a variety of headings.

Client meetings take place as often as required and, in any case, not less than twice annually. Such meetings sometimes include a specific NIM portfolio manager, but this is not a regular occurrence.

E.3.b Mutual Funds

In addition to the statutory annual and interim reports, investors in Nordea group funds (all of which are marketed and administered by NAM, not NIM) receive the usual monthly "fact sheets". These are one-page reports with all the, by now, standard information — sector and country breakdowns, performance record, brief management comment, main fund details and dealing arrangements. A not-so-common feature, however, is the inclusion of more sophisticated performance analytics (information ratio, tracking error, beta, alpha) than is usually found. This reflects the fact that NIM/NAM funds are often used by European institutional investors.

Although NIM's goal is for all clients to have secure Internet access to their portfolios and reports, this aim is only partially fulfilled as yet. Reports are generally available around 8–10 working days after the end of each reporting period, although, in particular cases, they can be made ready within 4–5 working days.

E.4 Marketing Resources and Strategy

Marketing is currently the least-developed of NIM's activities. There is no dedicated institutional marketing function, except the German operation providing this activity for the German-speaking countries at least, where the proprietary assets of corporates, insurance groups, pensions-related money and banks (e.g. savings banks and so-called popular banks) are a particular target.

Likewise, the co-management agreement with Colonial provides some marketing effort in the USA. However, as stated earlier, about two-thirds of NIM's assets under management come from the Nordea group itself. Together with NIM's own client services, these are the principal sources for institutional assets under management, which are, therefore, overwhelmingly regional in source.

All in all, for the non-German speaking parts of Europe ex Scandinavia, there is currently little more than passive marketing. Ole Jacobsen, the NIM chief executive, is in charge of this activity but it is only one of his many responsibilities and he has no purpose-built team to support him. There are not even any plans to build a full-time marketing team. This shortcoming will have to be addressed if NIM's global ambitions are to be fulfilled.

The German operation could serve as a model for NIM's other European marketing activities: it has been rather successful, turning the Königstein unit into a profitable business within less than two years, which is remarkable for an entirely unknown non-domestic investment company in the context of the competitive German Spezialfonds market.

E.5 Client References

References taken up with three of NIM's leading institutional clients (out of the names listed in table 13) show considerable satisfaction with the firm's service quality. All rated NIM "very good" in this area, although one, possibly anxious over the effects of the mergers, added that its relationship had been with Trevisse and expressed the hope that continuity of service personnel will be maintained.

Table 13: Referee Clients

<i>Referee Client</i>	<i>Country</i>
ABB	Sweden
IFAD—International Fund for Agriculture	Italy
Kommunernes gensidige Forsikringssselskab	Denmark
Nobelpreis Stiftung	Sweden
Tractabel S.A.	Belgium
Unilever	Denmark

F Appendix

F.1 Team Structure

Figure 9: Portfolio Management Units (as of 2001–06–30)

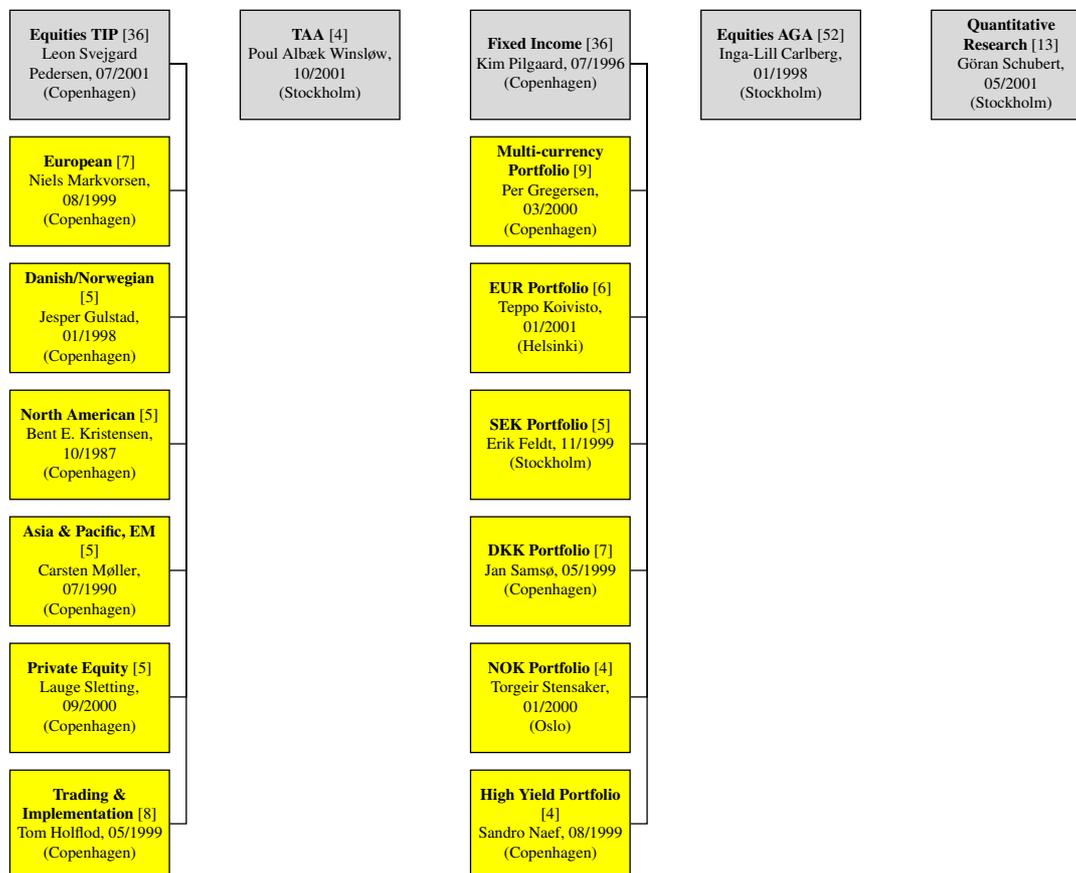


Figure 10: Marketing & Sales Units (as of 2001–06–30)

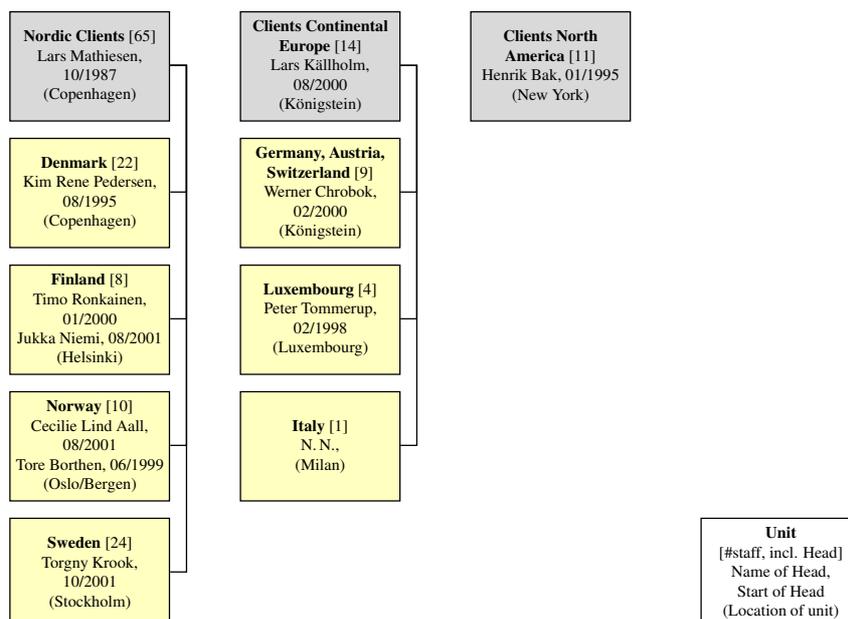
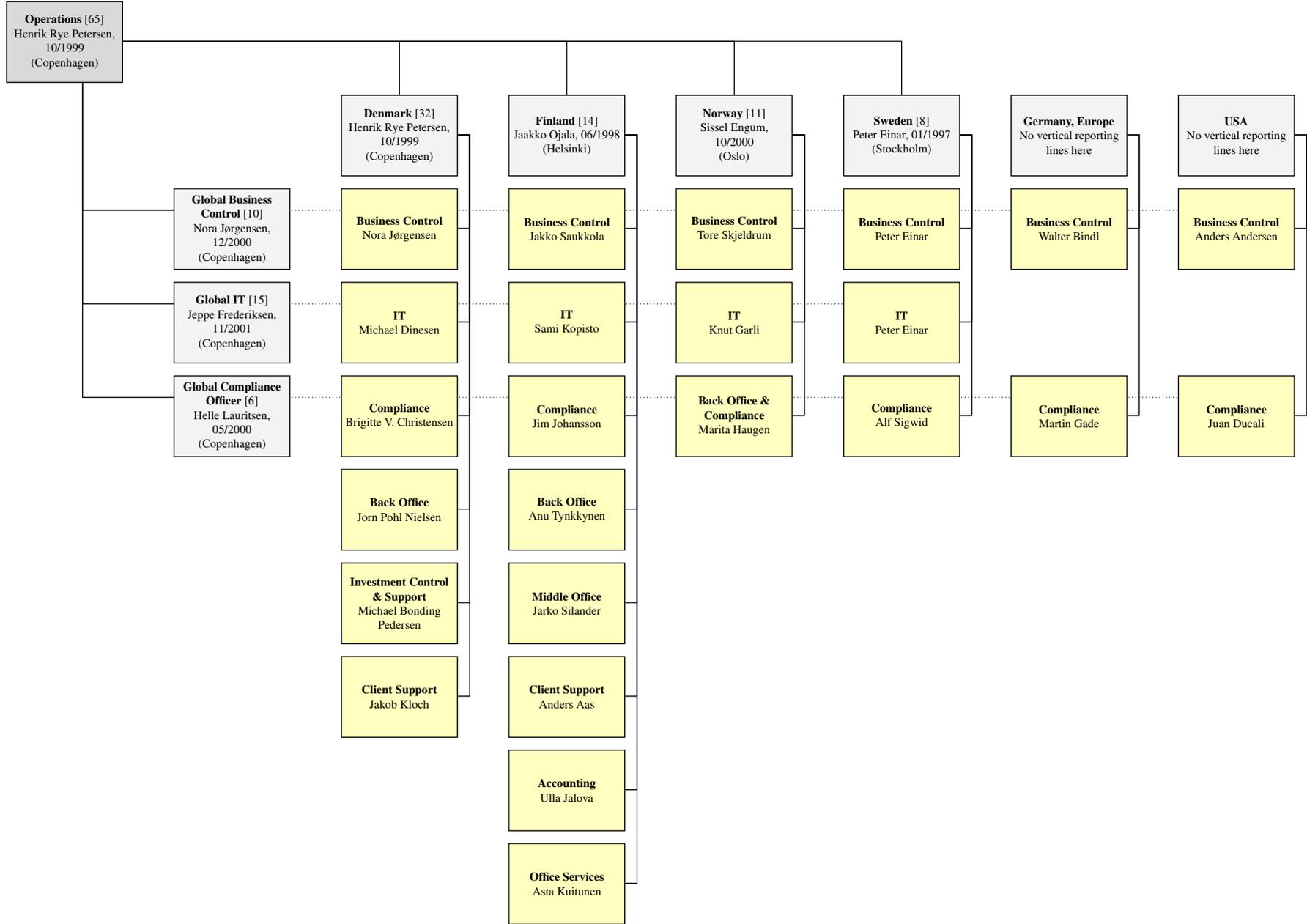


Figure 11: Operations Units (as of 2001-06-30)



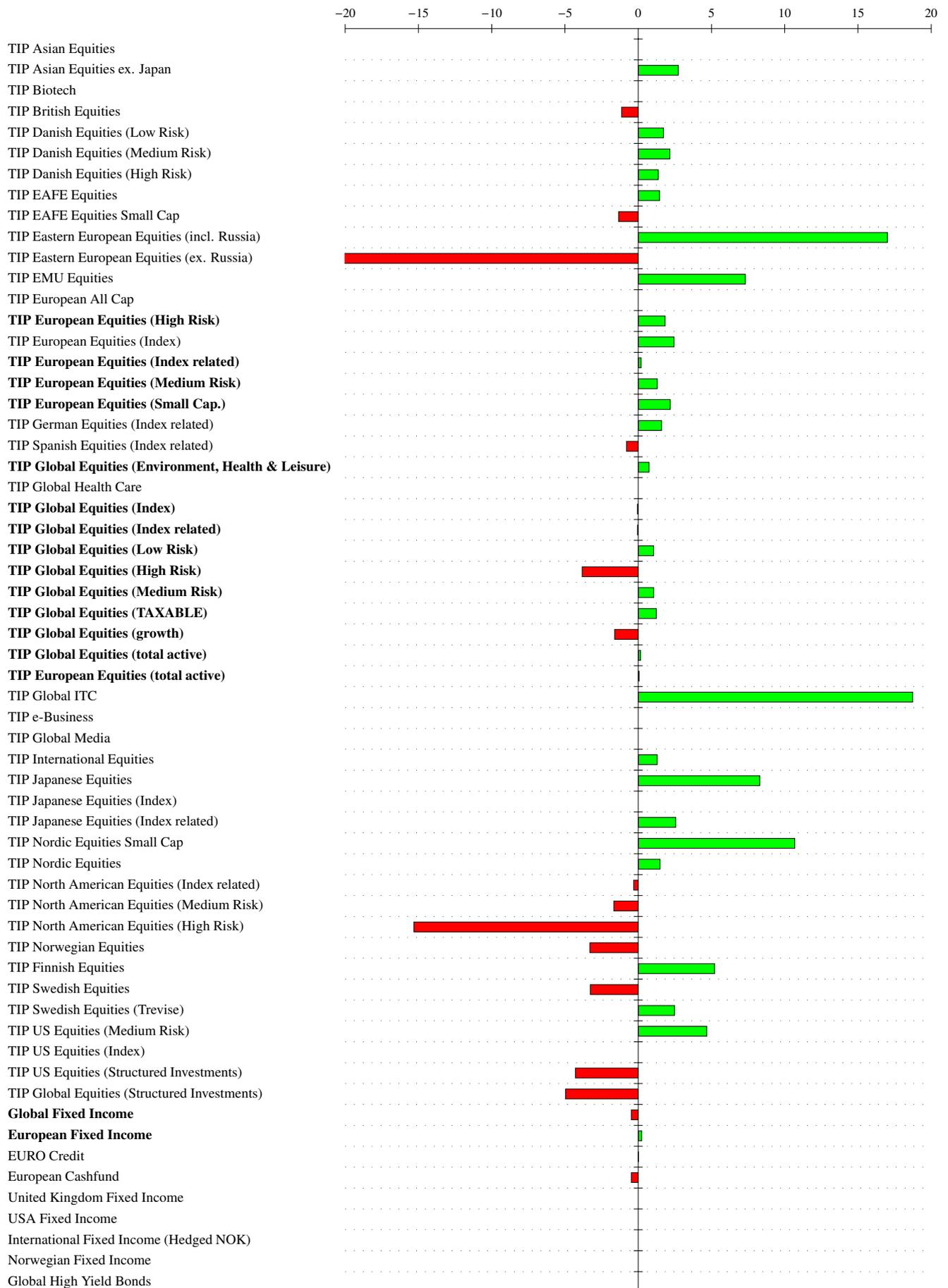
F.2 Performance Data

Table 14: Performance of Composites

Composite	Asset Class	Benchmark	Start	End	Performance Composite ¹	Performance Benchmark ¹	Volatility Composite ¹²	Volatility Benchmark ¹²	SR ³ Composite	SR ³ Benchmark	Risk-Adjusted Relative Performance ⁴
TIP Asian Equities	Equities	MSCI Pacific free (NDR)	2000-12-01	2000-12-31	-14.22	-10.41	n.a.	n.a.	n.a.	n.a.	n.a.
TIP Asian Equities ex. Japan	Equities	MSCI A/C FE ex. Jpn fr. + Mal fr. (NDR)	1993-01-01	2000-12-31	8.16	5.16	40.94	39.73	0.20	0.13	2.76
TIP Biotech	Equities	Nasdaq Biotech	2000-05-01	2000-12-31	12.79	11.23	n.a.	n.a.	n.a.	n.a.	n.a.
TIP British Equities	Equities	MSCI UK (NDR)	1998-07-01	2000-04-30	11.13	12.17	23.16	22.93	0.48	0.53	-1.15
TIP Danish Equities (Low Risk)	Equities	KF Total	1999-01-01	2000-12-31	28.36	23.83	16.48	14.86	1.72	1.60	1.74
TIP Danish Equities (Medium Risk)	Equities	KF Total	1999-01-01	2000-12-31	26.18	21.32	14.87	13.35	1.76	1.60	2.18
TIP Danish Equities (High Risk)	Equities	KF Total	1999-01-01	2000-12-31	27.16	21.32	16.46	13.76	1.65	1.55	1.38
TIP EAFE Equities	Equities	MSCI EAFE (NDR)	1995-01-01	2000-12-31	18.69	12.88	25.50	19.59	0.73	0.66	1.48
TIP EAFE Equities Small Cap	Equities	MSCI EAFE Small Cap (NDR)	1999-01-01	2000-12-31	35.13	17.31	32.49	14.75	1.08	1.17	-1.36
TIP Eastern European Equities (incl. Russia)	Equities	MSCI Customized Eastern Europe (ndr)	1996-04-01	2000-12-31	12.29	-2.42	41.73	49.60	0.29	-0.05	17.03
TIP Eastern European Equities (ex. Russia)	Equities	ING Barings East Europe excl. Russia	1998-10-01	2000-12-31	19.60	266.34	33.77	30.29	0.58	8.79	-248.76
TIP EMU Equities	Equities	MSCI EMU (NDR)	1998-07-01	2000-12-31	21.13	10.97	31.08	26.92	0.68	0.41	7.33
TIP European All Cap	Equities	MSCI Europe (NDR)	2000-10-01	2000-12-31	-18.00	-3.39	n.a.	n.a.	n.a.	n.a.	n.a.
TIP European Equities (High Risk)	Equities	MSCI Europe (NDR)	1993-10-01	2000-12-31	26.19	18.48	24.02	18.65	1.09	0.99	1.85
TIP European Equities (Index)	Equities	MSCI Europe (NDR)	1998-07-01	2000-12-31	11.09	9.53	24.33	26.32	0.46	0.36	2.47
TIP European Equities (Index related)	Equities	MSCI Europe (NDR)	1990-01-01	2000-12-31	15.15	13.78	20.46	18.90	0.74	0.73	0.21
TIP European Equities (Medium Risk)	Equities	MSCI Europe (NDR)	1990-01-01	2000-12-31	21.38	17.45	21.23	18.64	1.01	0.94	1.32
TIP European Equities (Small Cap.)	Equities	MSCI Europe Small Cap (NDR)	1995-07-01	2000-12-31	34.19	13.71	38.24	17.80	0.89	0.77	2.20
TIP German Equities (Index related)	Equities	MSCI Germany (NDR)	1990-01-01	2000-12-31	13.61	11.43	22.70	21.76	0.60	0.53	1.62
TIP Spanish Equities (Index related)	Equities	MSCI Spain (NDR)	1990-01-01	1999-05-31	11.97	13.46	29.57	31.22	0.40	0.43	-0.82
TIP Global Equities (Environment, Health & Leisure)	Equities	MSCI World (NDR)	1990-04-01	1995-03-31	4.58	4.39	16.32	18.33	0.28	0.24	0.75
TIP Global Health Care	Equities	MSCI Health Care (NDR)	2000-11-01	2000-12-31	-7.81	-4.88	n.a.	n.a.	n.a.	n.a.	n.a.
TIP Global Equities (Index)	Equities	MSCI World (NDR)	1990-01-01	2000-12-31	10.41	10.86	19.48	20.19	0.53	0.54	-0.07
TIP Global Equities (Index related)	Equities	MSCI World (NDR)	1990-01-01	2000-12-31	11.63	10.86	21.54	19.99	0.54	0.54	-0.07
TIP Global Equities (Low Risk)	Equities	MSCI World (NDR)	1995-04-01	2000-12-31	26.25	20.99	22.12	18.59	1.19	1.13	1.07
TIP Global Equities (High Risk)	Equities	MSCI World (NDR)	1995-10-01	2000-12-31	23.06	20.85	26.86	19.81	0.86	1.05	-3.84
TIP Global Equities (Medium Risk)	Equities	MSCI World (NDR)	1990-01-01	2000-12-31	13.52	10.86	22.37	19.75	0.60	0.55	1.08
TIP Global Equities (TAXABLE)	Equities	MSCI World (NDR)	1992-01-01	2000-12-31	16.36	15.08	17.74	17.71	0.92	0.85	1.25
TIP Global Equities (growth)	Equities	MSCI World (NDR)	1990-01-01	2000-12-31	12.97	10.86	28.07	19.99	0.46	0.54	-1.62
TIP Global Equities (total active)	Equities	MSCI World (NDR)	1990-01-01	2000-12-31	12.31	10.86	21.96	19.69	0.56	0.55	0.18
TIP European Equities (total active)	Equities	MSCI Europe (NDR)	1990-01-01	2000-12-31	15.79	13.78	21.25	18.65	0.74	0.74	0.08
TIP Global ITC	Equities	MSCI World IT (NDR)	1999-01-01	2000-12-31	48.81	20.94	48.88	39.75	1.00	0.53	18.75
TIP e-Business	Equities	NASDAQ 100	2000-04-01	2000-12-31	-45.74	-45.18	n.a.	n.a.	n.a.	n.a.	n.a.
TIP Global Media	Equities	MSCI Media (NDR)	2000-08-01	2000-12-31	-27.60	-21.58	n.a.	n.a.	n.a.	n.a.	n.a.
TIP International Equities	Equities	MSCI Europe (NDR)	2000-01-01	2000-12-31	0.72	-0.70	15.59	13.37	0.05	-0.05	1.32
TIP Japanese Equities	Equities	MSCI Japan (NDR)	1994-10-01	2000-12-31	11.17	0.50	35.06	27.66	0.32	0.02	8.31
TIP Japanese Equities (Index)	Equities	MSCI Japan (NDR)	1996-04-01	1996-12-31	-10.18	-12.12	n.a.	n.a.	n.a.	n.a.	n.a.
TIP Japanese Equities (Index related)	Equities	MSCI Japan (NDR)	1990-01-01	2000-12-31	0.63	-1.96	29.85	29.41	0.02	-0.07	2.58
TIP Nordic Equities Small Cap	Equities	AROS Nordic Small Cap	1998-01-01	2000-12-31	-4.37	-12.80	45.38	21.74	-0.10	-0.59	10.71
TIP Nordic Equities	Equities	MSCI Nordic (NDR)	1991-04-01	2000-12-31	19.48	20.21	26.08	29.08	0.75	0.69	1.51
TIP North American Equities (Index related)	Equities	MSCI USA (NDR)	1990-01-01	2000-12-31	17.92	17.36	21.09	20.04	0.87	0.87	-0.33
TIP North American Equities (Medium Risk)	Equities	MSCI USA (NDR)	1997-07-01	2000-12-31	19.74	19.10	27.58	24.34	0.72	0.78	-1.68
TIP North American Equities (High Risk)	Equities	MSCI USA (NDR)	1994-01-01	1997-03-31	1.90	17.11	18.74	17.58	0.10	0.97	-15.33
TIP Norwegian Equities	Equities	Norway Total Share Index	1998-01-01	2000-12-31	-2.68	0.59	28.16	28.63	-0.10	0.02	-3.31
TIP Finnish Equities	Equities	Helsinki Equity Index	1996-04-01	2000-12-31	31.42	26.60	30.06	30.46	1.05	0.87	5.24
TIP Swedish Equities	Equities	MSCI Sweden (NDR)	1997-01-01	2000-09-30	24.94	32.20	27.19	31.52	0.92	1.02	-3.29
TIP Swedish Equities (Trevisse)	Equities	Affärsvärdens Index (FINDATAS)	1991-04-01	2000-09-30	23.66	21.54	25.63	26.04	0.92	0.83	2.50
TIP US Equities (Medium Risk)	Equities	MSCI USA (NDR)	2000-01-01	2000-12-31	-0.93	-5.53	24.01	21.35	-0.04	-0.26	4.70
TIP US Equities (Index)	Equities	S&P 500	1998-07-01	1998-09-30	-12.96	-16.79	n.a.	n.a.	n.a.	n.a.	n.a.
TIP US Equities (Structured Investments)	Equities	MSCI USA (NDR)	1999-07-01	2000-12-31	-0.90	3.43	21.91	21.30	-0.04	0.16	-4.30
TIP Global Equities (Structured Investments)	Equities	MSCI World (NDR)	1999-12-01	2000-12-31	-2.72	2.21	18.13	18.43	-0.15	0.12	-4.98
Global Fixed Income	Bonds	Salomon WGBI	1994-01-01	2000-12-31	6.83	6.92	4.58	4.31	1.49	1.61	-0.49
European Fixed Income	Bonds	Salomon European WGBI	1993-10-01	2000-12-31	8.26	8.02	4.66	4.67	1.77	1.72	0.26
EURO Credit	Bonds	MSCI ECI	1999-01-01	2000-12-31	2.02	2.14	2.84	3.06	0.71	0.70	0.04
European Cashfund	Bonds	Euribor 6 month Libor	1999-05-01	2000-12-31	3.12	3.94	0.38	0.42	8.21	9.38	-0.49
United Kingdom Fixed Income	Bonds	J.P.Morgan United Kingdom Bonds 1-10 years	2000-03-01	2000-12-31	6.05	6.26	n.a.	n.a.	n.a.	n.a.	n.a.
USA Fixed Income	Bonds	J.P.Morgan United States Bonds 3-7 years	2000-04-01	2000-12-31	12.84	11.99	n.a.	n.a.	n.a.	n.a.	n.a.
International Fixed Income (Hedged NOK)	Bonds	Salomon European WGBI	2000-03-01	2000-12-31	5.88	9.04	n.a.	n.a.	n.a.	n.a.	n.a.
Norwegian Fixed Income	Bonds	Svenska Handelsbanken Norway All Govt. Bond	2000-03-01	2000-12-31	4.07	4.02	n.a.	n.a.	n.a.	n.a.	n.a.
Global High Yield Bonds	Bonds	M. Lynch Global High Yield	2000-11-01	2000-12-31	1.40	-12.01	n.a.	n.a.	n.a.	n.a.	n.a.

¹ certified according to AIMR-PPS, annualized for the given time range; ² no results given for periods < 1 year; ³ SR = Performance/Volatility; ⁴ Volatility_{BM} · (SR_C - SR_{BM})

Figure 12: Risk-Adjusted Relative Performance (% , see previous page)



E.3 CVs

Table 15: CVs Nordea Asset Management AG

<i>Name</i>	<i>Career</i>
Walter Bindl Associate Director Administration/Organisation	1978–1984: Administration, DG Bank, Frankfurt 1984–1985: Administration, Vereinsbank Heidelberg 1985–1988: Administration, Deutsche Bank AG, Frankfurt 1988–2000: Head of Administration and Organisation, UBS (Germany), Frankfurt since 10/2000: Associate Director (Administration/Organisation), UIM Asset Management (Deutschland) AG since 01/2001: Associate Director (Administration/Organisation), Nordea Asset Management AG
Werner Chrobok Managing Director	1979–1983: Head of Sales of Securities, Hypo- and Vereinsbank-Group, Munich 1984–1985: Managing Director of Asset Management, Hypo- and Vereinsbank-Group, Munich 1986–1996: Managing Partner, Bethmann Bank, Frankfurt 1996–1999: Managing Director, UBS (Germany), Frankfurt since 02/2000: Managing Director (Marketing/Sales), Unibank Investment Management since 01/2001: Managing Director (Marketing/Sales), Nordea Asset Management AG
Lars Källholm Managing Director	see table 17 on page 25
Nese Öner Assistant to the Managing Directors	1990–1993: Apprenticeship for Reno-Assistant, Hintze, Hopkins & Prof. Baur, Wiesbaden 1993–1996: Reno-Gehilfin, Doerr & Partner, Wiesbaden 1996–2000: Assistant to the Managing Directors, Wunderman Cato Johnson, Eschborn since 09/2000: Assistant to the Managing Directors, UIM Asset Management (Deutschland) AG since 01/2001: Assistant to the Managing Directors, Nordea Asset Management AG
Monika Sahn Director Marketing/Sales	before 1980: Deutsche Bank AG in Frankfurt 1980–1999 Director, Bayerische Hypo-Vereinsbank in Munich, Treasury International Markets 1999–2000: Client Services, Universal GmbH in Frankfurt since 09/2000: Director (Marketing/Sales), UIM Asset Management (Deutschland) AG since 01/2001: Director (Marketing/Sales), Nordea Asset Management AG
Michael Schrinner Managing Director	1978–1987: Advisor for private clients, Bank Schliep & Co., Düsseldorf 1987–1989: Member of Sales-Group for institutional clients in equities and bonds, Sal.Oppenheim, Cologne 1990–1996: Fund Manager for equities, bonds and derivatives, Investment Trust Company of Sal. Oppenheim, Düsseldorf 1997–2000: Director for sales and marketing, UBS (Germany), Frankfurt since 11/2000: Managing Director (Marketing/Sales), UIM Asset Management (Deutschland) AG since 01/2001: Managing Director (Marketing/Sales), Nordea Asset Management AG
Peter Tommerup Chief Representative, General Manager Nordea Investment Management, Luxembourg	Broad education with investment and insurance experience in insurance, brokerage, private banking, mutual funds and investment management, hereof more than 12 years international 1998: Joined Unibank Investment Management to expand the business in Pan-Europe and Asia and to set up a mutual fund company for institutional investors Chief Representative, General Manager Unibank Investment Management Fund since 01/2001: Chief Representative, General Manager Nordea Investment Management, Luxembourg
Christian Weidmann Associate Director Marketing/Sales	1995–1996: Trainee, Dresdner Bank AG, Dresden 1996–1997: Specialist in the credit department for corporate customers, Dresdner Bank AG, Dresden 1998–1999: Departement for corporate and institutional clients, headquarter of Dresdner Bank AG, Frankfurt 1999–2000: Advisor for corporates customers, Dresdner Bank AG, Frankfurt since 10/2000: Associate Director (Marketing/Sales), UIM Asset Management (Deutschland) AG since 01/2001: Associate Director (Marketing/Sales), Nordea Asset Management AG
Hannsgünther Windgassen Director Portfolio Management	before 1984: Analyst and Portfolio Manager for private money management companies 1984–1997: Senior Portfolio Manager (equities and bonds), Bethmann Bank, Frankfurt 1997–2000: Senior Portfolio Manager, UBS (Germany), Frankfurt since 10/2000: Director (Portfolio Management), UIM Asset Management (Deutschland) AG since 01/2001: Director (Portfolio Management), Nordea Asset Management AG

Table 16: CVs Nordea Investment Management (1)

<i>Name</i>	<i>Career</i>
Henrik Bak Head of Clients North America	1981: Commercial Banking area, Privatbanken of Denmark 1984: Assistant Manager of the Investment Department specializing in fixed income products 1985: Manager of the Investment Department specializing in fixed income and equity products 1986: Vice President of Privatbanken, Head of Foreign Securities, Research, Dealing, Administration and Sales of foreign securities to Danish investors 1990: First Vice President of Uniboers Securities, Denmark (the largest securities broker in Scandinavia); Head of Foreign Securities and a member of the Management of Uniboers 1991: First Vice President, fixed income sales and marketing since 01/1995: President, Unibank Securities, Inc. a broker/dealer and investment advisor (UIM) in New York since 01/2001: Head of Clients North America (NIM)
Erik Feldt Head of SEK Portfolio	1990–1993: Reporter and editor, Swedish financial daily <i>FinansTidningen</i> 1994–1998: Head of Fixed Income and FX Research in Nordbanken Trading 11/1998: Joined Unibank Investment Management, primarily managing international bonds since 01/1999: Head of Swedish Fixed Income since 01/2001: Same position, Nordea Investment Management Further experience: Macro Economist, ABB Aros Fondkommission and a brief period at Carnegie Fondkommission He holds a B.A. in Economics from the University of Stockholm.
Jeppe Frederiksen Head of Global IT	1987–1989: Computer Resources International (CRI), Copenhagen (technical support for expert system tools, education and consultancy jobs) 1989–1998: Danske Bank, (Data Processing Centre), Copenhagen (first as programmer and project leader in the section for expert systems development; later as leader of different sections, e.g. expert systems development, data administration; after being Section Leader for Foreign Payment Systems he was promoted to Department Manager for Foreign Payment Systems and for Business and Technology Development for the Data Center) 1998–2001: BRFKredit, Copenhagen (first as project manager in the IT department, later as Department Manager, responsible for the technical coordination to all the business collaborators; the last 10 months also responsible for all inter- and intranet activities within BRFKredit.) since 11/2001: Nordea Investment Management, Copenhagen (Head of Global IT.) He holds a Bachelor of Science in Engineering of the Technical University of Denmark, Copenhagen.
Per Gregersen Head of Multi-currency Portfolios	Started working for Unibank Investment Management in 1987 1987–1989: As a student 1989: Graduated with a Master in Economics from University of Copenhagen 1990–1997: Main responsibility within international fixed income including both government bonds and credit bonds 1997–1999: Chief Portfolio Manager and Team Leader of the international fixed income team since 2000: Team Leader of Multi-currency Portfolios since 01/2001: Same position, Nordea Investment Management
Jesper Gulstad Head of Danish/Norwegian Equity Portfolios	since 1989: Unibank Investment Management after graduating from the Copenhagen Business School since 01/1998: Chief Portfolio Manager, Head of Danish/Norwegian Equity Portfolios since 01/2001: Same position at Nordea Investment Management
Tom Holflod Head of Trading & Implementation	1986–1987: Equity Analyst at Privatbanken and its mutual fund Privatinvest 1987–1991: Portfolio Manager with a global focus, Privatbanken and its mutual fund Privatinvest 1991–1998: Head of Equities, Danica (life & pension insurance company). When Danica was acquired by Danske Bank, he was appointed Head of Equities of the newly established asset management company in the Danske Bank Group, Danske Capital 1998: Head of Equities, Tryg-Baltica, the general insurance company that later became part of Nordea since 05/1999: Head of Trading & Implementation since 01/2001: Same position, Nordea Investment Management
Ole Jacobsen Head of Nordea Investment Management (NIM)	Over 30 years of experience in the investment business before 1990: Managing Director of AB-Securities and Head of the Investment Division at Andelsbanken, one of the banks which merged into Unibank in 1990 since 08/1990: Head of Unibank Investment Management since 10/2000: CEO of Unibank Investment Management since 01/2001: Same position, Nordea Investment Management Chairman of the Danish Society of Financial Analysts (DDF) Member of the Board of the European Federation of Financial Analysts' Societies (EFFAS)

Table 17: CVs Nordea Investment Management (2)

<i>Name</i>	<i>Career</i>
Nora Jørgensen Head of Global Business Control	Started her career as Auditor, Deloitte and Touche in 1987 Most recently she has been working with Ferrosan for 1 year as Controller of the Central and Eastern Region and in the ISS Group for 5 years, first as Group Controller and later as Financial Controller, ISS Asia since 12/2000: Head of Business Control, Unibank Investment Management since 01/2001: Same position, Nordea Investment Management She holds a diploma in International Trade (1995) and a diploma in Financial Management Accounting (1991)
Lars Källholm Managing Director Nordea Asset Management AG	1991–1995: Head of Asset Management, Head of Equities and Fixed Income, Ohman Capital Management, Stockholm 1996–1997: Partner, Trevisse Capital Management AB, Stockholm 1997–2000: Director for Institutional Clients Europe, Unibank Investment Management, Copenhagen since 08/2000: Managing Director (Controlling), UIM Asset Management (Deutschland) AG and Head of Clients Europe, Unibank Investment Management since 01/2001: Managing Director (Controlling), Nordea Asset Management AG and Head of Clients Europe, Nordea Investment Management
Teppo Koivisto Head of Euro Portfolios	1994–1995: Kansallis Banking Group, Helsinki — Economic Research as International Economist 1995–1997: Merita Bank, Helsinki — Treasury as Fixed Income Analyst 1997–2000: Okobank, Helsinki — Treasury as Chief Analyst (2000 as Head of Research) 01/2001–10/2001: Nordea Investment Management, Helsinki as Euro Fixed Income Strategist since 10/2001: Nordea Investment Management, Helsinki as Head of Euro Fixed Income He holds a M.Sc. in Economics from University of Helsinki (1992) and has graduated (1994) from the Advanced Studies Programme in International Economic Research conducted by the Kiel Institute of World Economics (Institut für Weltwirtschaft).
Bent E. Kristensen Head of North American Equity Portfolios	1983: Investment Professional, Andelsbanken A/S and A. P. Moeller A/S in Denmark 10/1987: Chief Portfolio Manager, Unibank A/S in Denmark, participates on UIM's Investment Committee since 1990: Head of North American Equity Portfolios, Unibank Investment Management since 01/2001: Same position, Nordea Investment Management
Helle Lauritsen Head of Global Compliance	1994–1997: Analyst, Danish Financial Supervisory Authorities 1997–1999: Unibank Markets (Compliance) 1999: Compliance Officer, Unibank Investment Management since 05/2000: Global Compliance Officer, Unibank Investment Management since 01/2001: Same position, Nordea Investment Management
Niels Markvorsen Head of European Equity Portfolios	He gained his early experience as a Portfolio Manager with several Danish investment managers and spent four years as Head of Equities with a major Danish investment management firm before he joined Unibank Investment Management 08/1999: Unibank Investment Management since 01/2001: Nordea Investment Management as Head of European Equity Portfolios
Lars Mathiesen Head of Nordic Clients	before 1990: Senior Portfolio Manager, Privatbanken Investment Management and Chief Accountant, DSR (accountancy practice) in Denmark 1990: Head of Pension Funds, Unibank Investment Management, Denmark since 10/2000: Unibank Investment Management since 01/2001: Nordea Investment Management
Carsten Møller Head of Equity Portfolios (Asia, Pacific, Emerging Markets)	1986–1990: Dealer in International Equities, Sparekassen SDS 1990: Equity Dealer, Unibank Securities in Denmark before he was promoted to Senior Portfolio Manager 1998: Chief Portfolio Manager in the equity department, Head of Equity Portfolios (Asia, Pacific, Emerging Markets) since 01/2001: Same position, Nordea Investment Management
Sandro Naef Head of High Yield Portfolios	7 years of investment experience Started his career as an Analyst with BEA Associates in New York and with Credit Suisse First Boston Investment Management in London Current position: Senior Portfolio Manager and Team Leader of High Yield Portfolios, Nordea Investment Management He holds a BS from ITR Rapperswil and an MBA from the Graduate School of Industrial Administration at Carnegie Mellon University

Table 18: CVs Nordea Investment Management (3)

<i>Name</i>	<i>Career</i>
Leon Svejgard Pedersen Head of Equities TIP	1988–1991: Financial Analyst, Unibank A/S 1991: Portfolio Manager of International Equities 1995: Promotion to Senior Portfolio Manager 1999: Promotion to Chief Portfolio Manager since 01/2001: Same position, Nordea Investment Management since 07/2001: Head of Equities TIP
Henrik Rye Petersen Head of Operations	M. Sc. in Economy (1985) from the University of Copenhagen, Denmark 1985–1989: Head of Pension Secretariat, Unibank A/S 1989–1990: Head of Group Treasury Control, Unibank A/S 1990–1995: Vice President — Director, Unibank Securities Control (Unibank Securities was the fixed income and equity trading arm of the Unibank Group) 1995–2000: Vice President, Unibank Investment Management, New York, USA since 2000: Head of Operations, Unibank Investment Management since 01/2001: Same position, Nordea Investment Management
Kim Pilgaard Head of Fixed Income	Started his career as a Dealer, Sparekassen Nordjylland in Denmark 1987–1990: Portfolio Manager, Privatbanken Investment Management, before he was promoted to Head of Fixed Income, Unibank Investment Management (formerly Privatbanken) 07/1996: Promotion to Head of Fixed Income and Currency Portfolios since 01/2001: Same position, Nordea Investment Management
Jan Samsø Head of DKK Portfolio	1985–1987: Djurslands Bank, Grenaa (Assistant) 1987–1989: Jyske Bank, Silkeborg (Assistant in Investment Service, as adviser for larger departments (equities, bonds, currencies) 1989–1990: Jyske Bank, Silkeborg (Trader and Adviser in futures and options) 1990–1995: Finance for Danish Industry, Copenhagen (Assistant Manager, Treasury Department. Taking care of bond-portfolio lending abroad. Managing risk using swaps) 1995-1998: Tryg-Baltica, Copenhagen (Head of Fixed Income) since 1998: Nordea Investment Management, Copenhagen (Head of Danish Fixed Income in Nordea Investment Management. From 2001 Partner and Head of Danish Fixed Income in Nordea Investment Management) He holds a diploma in Finance and Business Economics from Copenhagen Business School
Göran Schubert Head of Quantitative Research	1978–1984: National Institute for Economic Research and the Swedish Industrial Board, forecasting and analysing the international competitiveness of Swedish companies 1985: Economist, Economic Secretariat of Föreningsbanken 1985–1990/1993–1996: Ministry of Finance, working with, among other things, financial market matters and taxation 1990–1993: Head of the Accounting Standards and Capital Adequacy unit, Financial Supervisory Authority since 1996: Merita Nordbanken Asset Management, where he has developed the quantitative research function from the start since 01/2001: Head of Quantitative Research
Torbjörn Söderberg Senior Portfolio Manager Tactical Asset Allocation (TAA)	Mr. Soderberg was one of the founders of Trevis AB and joined Unibank Investment Management when Unibank acquired Trevis. Prior to founding Trevis AB, Mr. Soderberg worked as an Analyst with Sveabanken, Nordia/Bohusbanken, and Beijer/Servisen. He has been in the investment management industry since 1985. since 01/2001: Senior Portfolio Manager, Nordea Investment Management
Torgeir Stensaker Head of NOK Portfolio	Joined Vesta Forsikring in 1989. Vesta was bought by Skandia that year so he then joined Skandia Asset Management. He worked first as an Equity Analyst for 1.5 years, and then as a Fixed Income Portfolio Manager covering mainly the Norwegian fixed income markets. Also managed Danish mortgage bonds 2000: Joined Unibank Investment Management as Team Leader for Norwegian Fixed Income. since 01/2001: Same position, Nordea Investment Management
Poul Albæk Winsløw Head of Tactical Asset Allocation (TAA)	1990–1994: Equity Analyst, Den Danske Bank 1994–1998: Portfolio Manager 1998–2000: Chief Portfolio Manager, Unibank Investment Management since 10/2000: Chief Portfolio Manager (TAA), Unibank Investment Management since 01/2001: Chief Portfolio Manager (TAA), Nordea Investment Management since 10/2001: Head of Tactical Asset Allocation (TAA)

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