


McIntire Investment Institute

**Semi-Annual Report
For the Six Months Ended
June 30, 2012**



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www.uvamii.com

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MCINTIRE INVESTMENT INSTITUTE

McIntire Investment Institute: A student-run long-short equity fund. With a portfolio currently valued at approximately \$530,000, MII operates as a nonprofit organization under the McIntire Foundation. Our mission is to educate present and future University students in securities analysis and portfolio management through investing experience with real money.

History: The McIntire Investment Institute was conceived by McIntire alumnus (COMM, '85) John Griffin (President, Blue Ridge Capital). Mr. Griffin donated \$1,000,000 to the University in 1993; \$575,000 was earmarked for a student-run investment organization. An initial \$100,000 was made available to the students in October 1994, and an additional \$200,000 was allocated to the fund in 2000. The Institute has since donated \$150,000 of its gains, including \$75,000 in April 2006 to the new McIntire building on the Lawn.

Investment Philosophy: The Institute strives to achieve real capital appreciation through a variant perception of the market within the long-short equity strategy. MII believes this variant perception is gained by focusing on the key drivers of value for our investment idea and establishing credibility with our research through VAR (value-added research). VAR involves contacting stakeholders (including customers, suppliers, competitors, employees, experts, etc.) to understand the business. Our strategy is to go long companies with a sustainable competitive advantage and go short companies with unsustainable business models.

Involvement: All University students are welcome and encouraged to actively participate. MII offers a number of programs for engaged students. Students can seek management roles, research and present a company, or simply attend weekly meetings and participate in discussion. The complete list of involvement positions includes: Manager, Associate, Analyst, and Member. Managers are elected for annual terms based on investment memos and prior involvement. Managing Officer elections are held in December and General Manager elections are held in April of each year.

LETTER FROM THE PRESIDENT

Dear Friends of the McIntire Investment Institute:

MII made great strides in the first half of 2012 from both an organizational and portfolio management perspective. From January 3rd until June 29th, the MII portfolio returned 3.9% compared to the S&P 500's return of 9.5% during the same time. However, for most of the academic semester, MII was in step or outperforming the S&P 500. Ending AuM was \$539,749, up from \$516,057 at the same time last year. As an organization, we are stronger than ever. We have 134 active members and the managers executed several club-wide improvements throughout the semester.

The market backdrop influenced MII's portfolio's returns during the first six months of the year. The S&P 500 had a solid run up from the start of the year to the beginning of April fueled by decreasing unemployment, rising consumer confidence and strong domestic manufacturing data. However, events such as the European debt crisis, slowing growth in China, scandals at major banks and anemic IPO and M&A demand moderated performance. Currently the forward P/E ratio for the S&P 500 stands at around 13x.

Inheriting a portfolio of 21 longs and 4 shorts, MII managers made it a priority to revisit past investment theses and re-evaluate our portfolio. At semester's close, MII held 19 long positions and 6 short positions. Also, MII held \$75,732 in un-invested cash and had a 81.0% gross and 71.6% net exposure respectively.

Over the semester, holdings such as Apple, JPMorgan Chase, Coach and Philip Morris made up a large chunk of the portfolio, so it is no surprise we performed inline with the S&P 500 for most of the semester. To counter some of this correlation, managers rebalanced the weightings of our highest-conviction positions, giving them a higher weighting in our portfolio as compared to the S&P 500. In addition, MII managers sought out smaller, under-the-radar firms such as Timken to invest in.

While the run up of the markets benefited our longs, we were burned on our shorts. Positions such as Garmin and Gold Resources were covered at losses of 26% and 40% respectively. However, the managers heard a number of compelling short presentations during the Spring manager elections and added four new shorts to the portfolio, the most interesting being KIT digital.

We realize that some of the key strategic advantages of MII are that we can 1) take a truly long term investment horizon as we don't have clients, in the traditional sense, who would pull out money at the first signs of underperformance and 2) are small enough to invest in under-the-radar companies, which have a higher probability of being mispriced, that larger funds cannot touch.

Overall, the management team looks forward to what will hopefully be a fruitful Fall semester as we endeavor to unearth unique investment ideas and generate alpha.

MII Managers also focused on revamping the organization to improve the membership experience. Based on members' comments, we initiated five minute "Chalk Talks" during meetings. This semester we heard about a variety of topics from the mechanics of short selling to how to value companies. We also gave our associates more responsibility by having them present once during a general meeting, and we continue to utilize associate teams. The associate teams lead to higher-quality associate updates and allow members to become more involved.

In addition to improving the general member experience, the managers also focused on administrative changes. We revamped our charter, revitalized our website and updated the alumni database. The charter is the cornerstone of MII and the managers realized it must be revised to cement important procedures and formally record mores that have become part of operations. Also, our website needed to be improved, functionally and aesthetically. Special thanks to our CFO and CIO who were instrumental in both these ventures. For a more detailed description of these activities, see page 8.

As an organization, MII's membership is stronger than ever. Since implementing our new membership process, we have seen the quality of our membership improve dramatically. This semester, we extended membership at a rate of approximately 50% to almost 40 new applicants. More importantly, our membership as a whole is more active than ever. More details regarding our membership can be found on page 7.

Next semester, MII looks forward to hosting an intracollegiate stock pitch competition during the Value Investing Conference in November as well as sending a team to the Michigan Interactive Investments Undergraduate Stock Pitch Competition. Aside from gaining experience at these stock pitch competitions, MII plans to host several panels featuring investment professionals. These enrichment events allow us to provide a better experience for our members and increase our visibility in the McIntire community.

MII continues to be a unique organization that is a special part of the University community. We have outperformed the market since inception and provide students with an opportunity to learn about investing by using real money. Our success as an organization hinges on the contributions of MII's managers, members, alumni and friends. John Griffin, our patron, deserves a special recognition, as his generous gift continues to inspire young investors. We would also like to thank Dean Zeithaml, Dean Starsia and our faculty advisor Patrick Dennis for their support. Finally, I would like to thank my predecessor Will Liang for ensuring a smooth transition between management teams.

We appreciate your interest in MII and encourage you to reach out with any questions or comments.

Respectfully yours,

Harrison Freund
President
hbf5ff@virginia.edu
540-588-7162

MII LESSONS LEARNED FROM THE FIRST HALF OF 2012

In the first half of 2012, MII managers strove to beat our benchmark, the S&P 500. While we were not able to achieve this goal, the managers learned many important lessons that should set us up for success for the second half of the year. As always, we will opportunistically add new positions and monitor our current holdings.

New Long Positions



TIMKEN

MII longed Timken, a company that produces ball bearings for a number of industrial clients, in March 2012 at \$54.33 per share. We believe Timken will continue to grow its market share and capture more sales from overseas. Given these opportunities, we feel that the 10x P/E multiple undervalues the Firm considering its strong business model and EPS growth. So far, the position has been flat but the managers still have conviction in the investment thesis.



MII bought VeriFone at \$51.49 per share in April. Managers liked the strong installed base of VeriFone's payment systems combined with solid earnings growth. Our variant perception is based on VeriFone's ability to grow earnings further by featuring advertisements in point-of-sale units and monetizing mobile payment technology. However, after an analyst questioned VeriFone's revenue accounting on April 30th, shares slid 13%. So far, the MII is down around 22% on VeriFone and the managers will continue to closely monitor the position.

Risky Shorts



MII shorted Gold Resources Corp ("GORO") in November 2011 at \$18.58 per share. The short thesis focused on the Firm's lack of proven reserves, misleading business model and a dubious management team issuing a suspect dividend. Despite our conviction in the short and clear catalysts, GORO's explosive earnings growth caused shares to rally and MII exited the position at \$27.00 per share in April 2012 at a 40% loss. The markets once again reminded MII managers that timing is as important as the investment thesis when considering shorts.

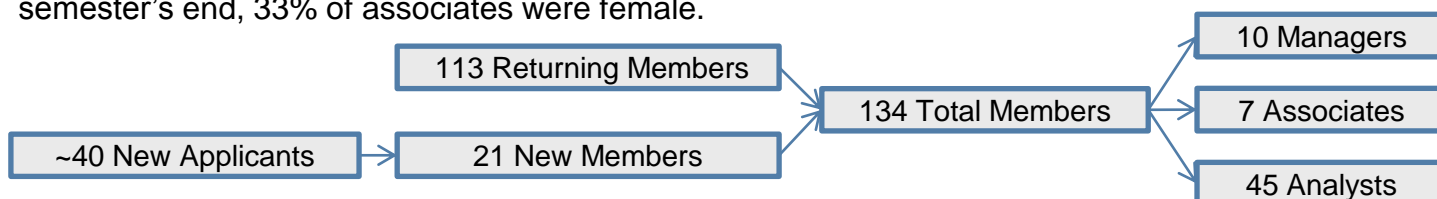


MII shorted Garmin around \$37.83 per share in April 2010. Our thesis focused on the secular decline of its auto GPS units that make up ~60% of revenues. Despite this strong thesis and the decline in earnings, shares rallied 20% in the first two months of the year as the Company issued higher-than-expected earnings guidance. Shares ran up to \$48.80 and we covered at \$47.81 in February 2012, a loss of 26%. Since covering, the stock has fallen by 25%. MII managers realized that obsolescence shorts take longer-than-expected to play out.

SPRING 2012 MII MEMBERSHIP UPDATE

MII continues to attract talented University students who are interested in investing. This semester, MII drew 40 new applicants and extended membership at a rate of approximately 50%. In addition, 22 members pitched 21 stocks during general meetings and 15 members pitched stocks in the Spring elections. In total, 37 members pitched stocks, 28% of all members. Also, 87% of members met attendance requirements this semester, indicating strong interest in MII. We look forward to capturing new talent for MII in the Fall semester.

MII has made additional progress with our ongoing goal of increasing membership diversity. 25% of members who ran in the Spring elections, excluding existing managers, were female. In addition, at semester's end, 33% of associates were female.



MII MEMBER RESEARCH INITIATIVE AIMS TO INCREASE ENGAGEMENT

MII continued the research initiative aimed at increasing membership engagement. The research initiative allows members to sign up for “coverage teams” lead by MII associates who already cover certain positions. These “coverage teams” give associates more responsibility and members an increased opportunity to gain hands-on experience with investment research. There was a high level of interest shown in the experimental stages of this initiative, and we hope to fully implement the program at the start of next semester.

MII MEMBERS OBTAIN POSITIONS AT TOP FINANCIAL FIRMS

As an educational organization, one of MII's main goals is to prepare members for successful careers in finance. Below is a list of the firms that MII members will go on to work at, either as summer interns or full-time employees. This outstanding placement once again highlights MII's reputation for being the top UVA organization for launching finance careers.



MII UPDATES CHARTER AND ALUMNI DATABASE

MII had some housekeeping to do this semester. First, MII managers turned their attention to updating the charter. Key changes include:

- Standardizing the general meeting and election procedures
- Codifying the roles of the managers, associates and members
- Adding sections outlining pair trades and international investments
- Writing a compliance section that seeks to eliminate external conflicts of interest
- Stating that at least 75% of the portfolio's total value must be allocated to long positions at all times

A copy of the revised charter can be found on our website, uvamii.com. In addition to the charter, managers updated the alumni database. This important document allows MII to keep in touch with its supportive alumni.

MII LAUNCHES NEW WEBSITE

Interactive Graphics

- Our web analytics revealed that the most people viewed our portfolio, reports and manager profiles so we decided to make those easy-to-find graphics on our homepage

Social Media and Search Features

- With over 220 fans on our Facebook page, we decided to feature a Facebook link on the upper right corner in addition to a search bar that will make navigating the site easier

Updated Look

- The new site reflects a more modern, streamlined and user-friendly web design

SPRING 2012 MII STAR ANALYST AWARD

Robert Barbu is a rising third-year from Fairfax, VA, planning to major in Commerce (Finance and Accounting) and Economics. He has previously pitched Dover Downs Gaming & Entertainment and ZELTIQ Aesthetics. Outside of MII, Rob is the leader of a student consulting team and helps low-income Charlottesville residents with tax filing. In his free time, Rob does ballroom dancing, plays piano and manages a private portfolio. He also avidly studies Chinese and plans to study in Shanghai this summer.

Robert is receiving the Star Analyst Award for his short pitch on American Greetings (AM). In pitching AM, Robert, who planned to originally pitch AM as a long, developed a sound investment thesis. Managers also appreciated Robert's conviction, especially after changing his outlook. MII entered into a 1% position April and the stock is currently down 4% from our entry point.



MII HOLDS SOCIAL EVENTS TO RECOGNIZE CONTRIBUTIONS



Election candidates and managers enjoy a dinner at Michael's Bistro on the Corner. It was great getting together before the end of the year, and congratulations to Ajay Sundar for being elected to the management team!

Pictured from left to right: Nick Jones, Maya Venkatraman, Xiaoyi "Sean" Yu, Rahul Madhu, Grong Wang, Harrison Freund, Kana Yoshizawa, Ryan Rechkemmer and Andrew Kouri



MII waits to get the rebound in the first basketball game against AIF. The game was a lot of fun and we look forward to other friendly competition with AIF and other McIntire clubs.



PORTFOLIO AS OF JUNE 30, 2012



McIntire Investment Institute

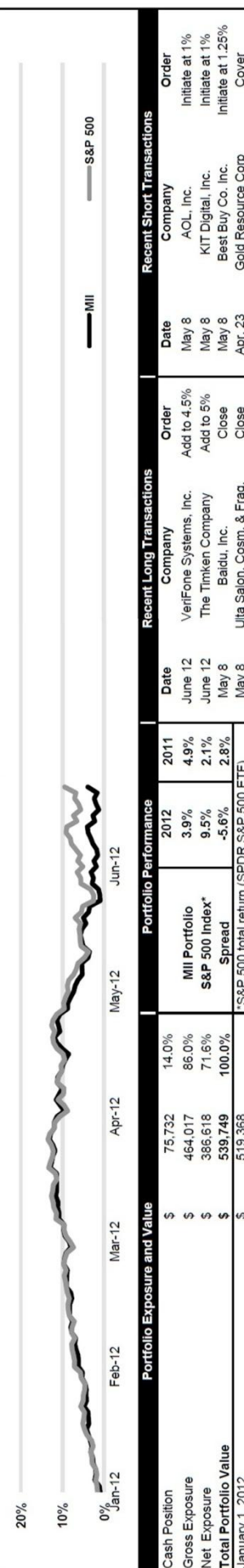
Officers: Harrison Freund, Rob Sampson, Ryan Rechkenner, Kelvin Wey, Jonathan Wulkan
Managers: Alex Abosi, Andrew Fredrickson, Nick Jones, Haroon Masood, Vivek Vakil
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McIntire Investment Institute

Portfolio Valuation as of June 30, 2012													
Company	Historical Information				Entry		Position		Percent Change		Weight		
	Symbol	Shares	Price Jan 1 or IPO	Date	Price	Value	Price	Value	Total P/L	Total Gain		Annualized	
Apple Inc.	AAPL	57	405.00	Aug-11	436.09	24,857	584.00	33,288	8,431	44.2%	33.9%	37.6%	6.17%
Citrix Systems	CTXS	360	60.72	Dec-10	68.05	24,498	83.94	30,218	5,720	38.2%	23.4%	14.9%	5.60%
Philip Morris International	PM	340	78.48	Oct-09	48.50	16,490	87.26	29,668	13,178	11.2%	79.9%	24.6%	5.50%
The Tinklen Company	TKR	589	38.71	Mar-12	51.73	30,472	45.79	26,970	(3,501)	18.3%	-11.5%	-35.1%	5.00%
Internet Initiative Japan, Inc.	IJJI	2,378	8.85	Apr-12	8.62	20,498	10.45	24,850	4,352	18.1%	21.2%	122.2%	4.60%
Coach	COH	415	61.04	May-08	35.55	14,753	58.48	24,269	9,516	-4.2%	64.5%	12.7%	4.50%
VeriFone Systems, Inc.	PAY	720	35.52	Apr-12	42.32	30,469	33.09	23,825	(6,644)	-6.8%	-21.8%	-73.3%	4.41%
American Tower Corp	AMT	326	60.01	Oct-11	56.79	18,514	69.91	22,791	4,277	16.5%	23.1%	36.0%	4.22%
JP Morgan Chase & Co.	JPM	635	33.25	Oct-11	31.89	20,250	35.73	22,689	2,438	7.5%	12.0%	17.5%	4.20%
Cisco Systems	CSCO	1,302	18.08	Feb-11	18.85	24,543	17.09	22,251	(2,292)	-5.5%	-9.3%	-7.0%	4.12%
Danaher Corporation	DHR	419	47.04	Apr-11	53.32	22,342	52.08	21,822	(520)	10.7%	-2.3%	-1.9%	4.04%
Google	GOOG	37	645.90	Apr-09	363.61	13,454	580.07	21,463	8,009	-10.2%	59.5%	15.5%	3.98%
First Republic Bank	FRC	605	30.61	Sep-11	23.63	14,296	33.60	20,328	6,032	9.8%	42.2%	58.5%	3.77%
Occidental Petroleum Corp.	OXY	228	93.70	Mar-12	101.82	23,215	85.77	19,556	(3,659)	-8.5%	-15.8%	-45.5%	3.62%
Yum! Brands	YUM	300	59.01	Feb-09	31.62	9,486	64.42	19,326	9,840	9.2%	103.7%	23.5%	3.58%
Endo Health Solutions Inc.	ENDP	553	34.53	Sep-11	30.71	16,983	30.98	17,132	149	-10.3%	0.9%	1.1%	3.17%
Chipotle Mexican Grill, Inc.	CMG	44	337.74	Feb-12	369.41	16,254	379.95	16,718	464	12.5%	2.9%	7.1%	3.10%
First Cash Financial Services	FCFS	406	35.09	Oct-11	41.47	16,835	40.17	16,309	(526)	14.5%	-3.1%	-4.2%	3.02%
Sirius XM Radio Inc.	SIRI	6,403	1.82	Feb-12	2.16	13,830	1.85	11,846	(1,985)	1.6%	-14.4%	-32.3%	2.19%

Net Unrealized Gain (Loss)													
Short Portfolio													
53,279													
425,318													
53,279													
12.5%													
78.80%													
	SFLY	314	22.76	Feb-12	26.76	8,403	30.67	9,630	(1,228)	-34.8%	-14.6%	-43.8%	1.78%
	BBY	348	23.37	May-12	20.09	6,991	22.20	7,726	(734)	5.0%	-10.5%	-98.9%	1.43%
	AOL	226	15.10	May-12	24.76	5,596	28.41	6,421	(825)	-88.1%	-14.7%	-157.8%	1.19%
	AM	379	12.51	Apr-12	15.26	5,784	14.66	5,556	227	-17.2%	3.9%	16.4%	1.03%
	KITD	1,156	8.45	May-12	4.84	5,595	4.50	5,202	393	46.7%	7.0%	39.4%	0.96%
	MCP	197	23.98	Feb-12	27.85	5,486	21.14	4,165	1,322	11.8%	24.1%	50.0%	0.77%
Net Unrealized Gain (Loss)													
(845)													
38,699													
(845)													
7.17%													

YTD Performance



SUMMARY OF MII's YTD TRANSACTIONS

Long Transactions

Date	Order Type	Company	Price	Shares	Gain / Loss
1/18/2012	Close Position	Cadence Pharmaceuticals	\$3.91	2,925	(\$6,288.8)
1/18/2012	Close Position	Adams Golf	7.51	2,009	4,038.1
2/1/2012	Initiate at 3.0%	Chipotle Mexican Grill	369.41	44	N.A.
2/6/2012	Initiate at 2.5%	Sirius XM Radio	2.16	6,403	N.A.
2/21/2012	Close Position	Madison Square Garden	33.39	454	2,138.3
2/27/2012	Close Position	Steinway Musical Instruments	24.97	1,032	7,358.2
2/27/2012	Close Position	Cal-Maine Foods	38.52	700	7,168.0
2/27/2012	Trim to 5.5%	Coach	74.77	105	4,118.1
2/27/2012	Trim to 5.0%	Philip Morris International	82.66	103	3,518.5
3/19/2012	Initiate at 4.0%	Occidental Petroleum	101.82	228	N.A.
3/19/2012	Initiate at 3.5%	The Timken Company	54.33	374	N.A.
4/2/2012	Add to 6.0%	Apple	617.60	10	N.A.
4/2/2012	Add to 4.0%	Danaher Corporation	56.08	135	N.A.
4/2/2012	Add to 3.0%	First Cash Financial Services	43.48	125	N.A.
4/3/2012	Initiate at 3.5%	Internet Initiative Japan	8.62	2,378	N.A.
4/9/2012	Close Position	Monsanto	76.60	325	406.3
4/23/2012	Initiate at 3.5%	VeriFone Systems	51.49	384	N.A.
5/8/2012	Close Position	Ulta Salon, Cosmetics & Fragrance	84.60	234	4,006.1
5/8/2012	Close Position	Baidu	125.10	114	(1,443.2)
6/12/2012	Add to 5.0%	The Timken Company	47.22	215	N.A.
6/12/2012	Add to 4.5%	VeriFone Systems	31.84	336	N.A.

Short Transactions

Date	Order Type	Company	Price	Shares	Gain / Loss
2/6/2012	Initiate at 1.0%	Molycorp	\$27.85	197	N.A.
2/14/2012	Initiate at 1.5%	Shutterfly	26.76	314	N.A.
2/27/2012	Cover Position	Garmin	47.81	190	(\$1,896.2)
2/27/2012	Cover Position	DineEquity	51.71	140	(148.4)
2/27/2012	Initiate at 1.0%	Linkedin Corporation	89.54	63	N.A.
4/9/2012	Initiate at 1.0%	American Greetings	15.26	379	N.A.
4/13/2012	Cover Position	Linkedin Corporation	107.58	63	(1,136.5)
4/20/2012	Cover Position	Harley-Davidson	51.32	183	(1,895.9)
4/23/2012	Cover Position	Gold Resource Corp	27.00	255	(2,147.1)
5/8/2012	Initiate at 1.25%	Best Buy	20.09	348	N.A.
5/8/2012	Initiate at 1.0%	KIT Digital	4.84	1,156	N.A.
5/8/2012	Initiate at 1.0%	AOL	24.76	226	N.A.

MII HIGHLIGHTS PAST RESULTS USING THE S&P 500'S TOTAL RETURN

In the past, MII compared its total results to the price returns of the S&P 500 to determine our performance against the benchmark. However, comparing our results to the S&P 500's price returns was not an apples to apples comparison. Since MII includes the impact of dividends in our total performance, we need to make sure that our benchmark also includes the impact of dividends. The S&P 500's total returns, as compared to the price returns, do take dividends into account when calculating returns. To ensure the most accurate reporting of our results, MII, from now on, will use the S&P 500's total returns instead of its price returns in benchmarking our fund's results.

We have included a chart below that lists MII's total returns since 2004 and compares those results to the S&P 500's total returns during the same period.

Year	MII's Total Returns	S&P 500 Total Returns	MII's Over / (Under) Performance
2004	6.8%	10.9%	(4.1)%
2005	34.2%	4.9%	29.2%
2006	4.6%	15.8%	(11.2)%
2007	24.0%	5.5%	18.5%
2008	(31.5)%	(37.0)%	5.5%
2009	22.0%	26.5%	(4.5)%
2010	8.4%	15.1%	(6.7)%
2011	4.9%	2.1%	2.9%
1H 2012	3.9%	9.5%	(5.6)%

LONG POSITIONS



Apple (NASDAQ: AAPL)

Apple designs and markets brand name personal computers (Mac, 20% of 2011 sales), mobile phones (iPhone, 43%), portable digital music and video players (iPod, 7%), and tablet computers (iPad, 19%); and sells a variety of related software, services, peripherals, and networking solutions (iTunes, etc., 11%). Unit sales of the iPhone experienced a robust growth rate of 81% compared to the 50% increase in total smartphone shipments in 2011. Mac sales grew 22% over the past year on a unit shipment basis, much faster than the mid-teens growth for the overall PC industry. Apple currently dominates in the fast growing tablet market with the iPad.

MII is encouraged by current trends in consumer preferences for Apple devices, particularly survey results finding that 41% of North American cell phone users plan on buying an iPhone as their next phone, compared to 27% market penetration in the United States for the iPhone at present. Moreover, the addition of Sprint as a carrier of the iPhone, increasing enterprise purchases and support of Apple products for employees, and consumer preferences for a cohesive suite of compatible Apple products continue to favor Apple. This has been proven by an accelerating product roll-out cycle as each successive new product category launch by Apple has garnered exponentially faster sales growth than the previous launch.

An often overlooked growth opportunity for Apple is the Asia-Pacific market, of which China is by far the largest component, where year over year growth in Apple's net sales was a staggering 160% and 174% in 2010 and 2011, respectively, accounting for 7% of Apple's net sales in 2009 and 21% in 2011. An expanding middle class, improving cellular networks and carrier distribution deals, and a strong brand image among consumers bodes well for sustained growth in sales of Apple products, particularly the iPhone, in the Asia-Pacific region, especially China.

With cash equivalents of \$81.57B and no debt at the end of FY 2011, Apple has substantial reserves with which to fund future research and development, make acquisitions and launch new products. In particular, recent executive turnover is a catalyst for strategic deployments of cash resources, including a dividend. The health of Apple's balance sheet and its sustained revenue growth also makes it attractive as a safe-haven investment, limiting its downside risk.

MII is optimistic about the success of Apple's product pipeline, including the next generation iPhones, iPads, laptops and desktops, and potential new product categories. In particular, a novel internet-enabled Apple TV has the potential to disrupt traditional cable providers and media creation companies as iTunes previously did to the music industry, thus strengthening the network effect for Apple's existing digital distribution channels of iTunes, App Store and iBooks.

Citrix Systems (NASDAQ: CTXS)



Citrix Systems ("Citrix") provides virtualization services that allow clients to remotely access data. Most of Citrix's revenue is derived from selling licenses for its operating systems, and the Company focuses on enterprise clients. Citrix is a solid investment because it is best positioned to benefit from rapid growth in the desktop virtualization industry and is trading at a discount to key competitors.

Our research indicates that the virtualization industry is underpenetrated as many firms are expected to adopt desktop virtualization as the economy recovers and corporate IT budgets rise. The industry as a whole should grow rapidly as corporations recognize the value of virtualization. Virtualization has an attractive ROI for customers, as it reduces IT management costs, aids IT updates and maintenance and provides greater mobility and ease of access for employees.

Citrix is best positioned to profit from virtualization growth. Several misperceptions exist regarding Citrix's competitiveness with its main competitor, VMware. Research contacts attest that Citrix's FlexCast technology is superior to the Virtual Desktop Interface solution offered by VMware. Citrix products also use less bandwidth and processor time than View 4 from VMware.

Furthermore, Citrix's HDX technology enhances the user experience by accelerating communication between the client and server, which results in better Flash video viewing. IT professionals note that user adoption rates often disappoint, as employees complain about slow and unreliable virtualization services. Citrix's superior product appeals to IT professionals because its reliability increases the probability of user adoption. Overall, MII believes several key misperceptions exist regarding Citrix's competitiveness with VMware. Consequently, Citrix is the best way for us to take advantage of the rapidly growing desktop virtualization industry.



Philip Morris International (NYSE: PM)

Philip Morris International ("Philip Morris") produces, markets and sells cigarettes in countries outside of the United States. MII's thesis focuses on Philip Morris' leadership position in an industry characterized by high barriers to entry, the Company's consistent growth in cigarette volumes and its stable cash flows.

To begin, we like Philip Morris because it is a leader in an industry characterized by high barriers to entry. Philip Morris has an array of strong brands. Marlboro, the Company's flagship brand and world's most popular cigarette, leads the way by consistently increasing market share. The Company is able to sustain the strength of its brands because high capital requirements and government regulations limiting cigarette advertising eliminate any threat from new competitors.

We also like Philip Morris because it has driven cigarette volumes growth in many of its markets. It has a first mover status among foreign tobacco companies in China and significant exposure to the high growth Indonesian and Eastern European markets. The Company's expansive brand portfolio effectively segments the market and is well positioned for a consumer shift toward higher margin premium brands like Marlboro and Parliament. VAR conducted during a study abroad and through interviews with foreign students confirms that Philip Morris brands are among the most desirable cigarettes in several major Asian and European markets.

Finally, we like the Company because it has strong and steady cash flows. It is selling a product with nearly inelastic demand. Furthermore, Philip Morris has significant operating leverage, which allows it to increase volumes without a significant increase in fixed costs. Management has proven its willingness to return cash flows to shareholders through a combination of dividends and share buybacks.

Although MII invested in Philip Morris based on company fundamentals, managers also considered the potential impact of macroeconomic forces. The managers concluded that the Company is well positioned for an inflationary environment and the potential weakening of the U.S. dollar. Managers also grappled with the ethical considerations of investing in tobacco and concluded that international labeling requirements and marketing restrictions ensure Philip Morris customers are not misinformed or unfairly targeted when purchasing cigarettes.

The Timken Company (NYSE: TKR)



The Timken Company (“Timken”) is a growing mid-cap industrials firm focused on designing and manufacturing friction-managing bearings and assemblies, mechanical power transmission systems, and steel alloy components to diverse end markets. Timken divides itself into four businesses that totaled \$5.2 billion in sales during 2011: Steel (36% of revenue), Mobile Industries (34%), Process Industries (24%) and Aerospace & Defense (6%). The Company’s global operations span 30 countries and consist of 52 manufacturing facilities, 9 technology and engineering centers and 14 distribution centers. MII considers Timken to be undervalued relative to the demonstrated strength of its broad customer base, positive trends in aftermarket sales channels and further emerging markets growth potential.

Timken is well-positioned to capitalize on its multiple competitive advantages, including its vertically-integrated operations, superior brand and technology, long-established history of success and high barriers to entry. The Company is vertically-integrated with respect to its internal product engineering and manufacturing capabilities, in addition to distributing its products via knowledgeable Timken service engineers. Furthermore, Timken is differentiated by its ownership of the steel mills that fabricate the high quality air-melted alloy steel used in the devices that it sells, which reduces Timken’s reliance on external suppliers and allows for improved quality control.

The Company posted positive first-quarter results, with net income rising 40% YoY, helped by stronger demand, higher prices, favorable sales mix and incremental revenue from acquisitions. On account of the nearly universal application for friction management equipment in industrial processes and transportation systems, Timken continues to capitalize on strong fundamental growth drivers in emerging economies, particularly in Asia. While Timken is a major consumer of raw materials, especially metals, investors are overlooking the potential for higher commodity prices to catalyze increased aftermarket demand for Timken’s products.

The variant perception held by MII stems from the lack of recognition for Timken’s sustained earnings growth, which is underappreciated because of fears that the debt crisis in Europe and the decelerating rate of economic expansion in China will cause global industrial activity to slow dramatically. Despite the possible legitimacy of these concerns on a macro level, MII expects that Timken’s position in favorable geographies and higher-margin end markets will allow it to outmaneuver challenges that might befall its major foreign competitors. Investors are also prone to overemphasize the impact of trends in the automotive industry on Timken, since Timken has successfully diversified its customer base over time, like in the aerospace and defense sector. Nonetheless, Timken’s sales are highly cyclical, and an industrial downturn would be especially detrimental to the volume of Timken’s steel business. Other risks are that Timken mismanages the consolidation of acquisitions, misallocates capital in expanding its production capacity, or fails to maintain the dominance of its intellectual property.

Catalysts for outperformance by Timken include further diversification and international expansion, as sales outside the U.S., accounting for 32% of total revenues last year, are expected to grow faster than within the U.S., just as sales in Asia were up 21% in 2011. Meanwhile, additional increases in Timken's dividend rate, which is currently at 1.8% with a healthy payout ratio of just 17%, combined with a stock buyback authorization for more than a tenth of total shares outstanding, should entice a reversion of Timken's depressed earnings multiple. In summary, MII anticipates that even modest growth in customer demand and profitability will dispel the market misperceptions that presently hinder Timken shares from realizing their true intrinsic value.

Internet Initiative Japan (NASDAQ: IIJ)



Internet Initiative Japan ("IIJ"), a telecommunications company founded in 1992 in Tokyo, Japan, is the first established full-scale internet service provider from Japan. It has been a pioneer of network technologies in Japan, now providing Internet connectivity and network-related services, network systems construction, operation and maintenance, development and sales of telecommunication equipment, with a great emphasis on internet service.

MI's investment in IIJ focuses on three main thesis points. First, IIJ has a leading position in the cloud computing market, a rapidly expanding market that is growing at a rate of 400%. In Japan, IIJ's offers numerous layers of infrastructure to serve differing cloud computing needs which allows their clients greater flexibility. This broad range of offerings, coupled with IIJ's economies of scale, has allowed for continued cost reduction. Next, the bulk of IIJ's revenues are recurring, with clients mainly being large blue-chip companies and government agencies. Also, IIJ's planned expansion into China, aided by IIJ's partnership with China Telecom, will be a positive catalyst.

MI was attracted to this opportunity by a seeming misunderstanding of the stock by the market. A bad performance in the first quarter of 2011, resulted in a downgrade of the stock by some analysts. However, this slowdown was attributed to IIJ's cancellation of old network services in a transition to more modern ones, as well as an exemption of service fees due to the March 2011 earthquakes. In time, the discrepancy in revenue caused by these isolated events will narrow.

Coach (NYSE: COH)



Coach Inc. ("Coach") is a designer and marketer of luxury lifestyle accessories for women and men in the United States and abroad, primarily in East Asia. Coach's product offerings include handbags, business cases, footwear, clothing, jewelry, travel bags, watches, fragrances and other accessories. MI's thesis focuses on Coach's growth potential as it enters new markets, its expansion within existing markets, its superior brand equity and its operational efficiency, which drives a high ROIC.

Since its IPO in 2000, Coach has exhibited strong growth in the premium accessories market, fueled largely by its luxury handbags. The company is expanding rapidly with plans to achieve a long-term target of around 500 stores in North America. As Coach products are being well received abroad, particularly in Japan, international expansion is important to Coach's continued growth strategy. As anticipated, Coach has experienced a rebound in sales from Japan, which accounts for 21% of its sales.

We expect this trend to continue in the short term as Japan continues to recover from the recent tsunami. China also holds tremendous potential as a burgeoning luxury goods market where Coach now operates 85 stores and has consistently generated double-digit growth in comparable store sales. Moving forward, Coach's growth prospects in China look strong because the Company's accessible luxury product proposition gives it greater access to the growing middle class and steers it away from direct competition with established ultra-luxury brands.

Beyond its expansion into new markets, Coach is also growing its existing product lines. The women's handbag business has grown from \$2.5 billion in 2001 to nearly \$5 billion today. Women now buy an average of four handbags per year, twice what they purchased in 2001. Coach is well positioned to capture repeat handbag purchases because it fills the void between moderate brands and ultra-luxury designer labels. Additionally, the Company should continue to benefit from growth in its rejuvenated men's business. This renewed focus has enabled the Company to double its men's business on a yearly basis, which indicates that it is being well received and should continue to experience strong growth. Altogether, Coach's brand positioning and product offering give it a strong moat and are the reasons for its outperformance in a modestly improving retail environment.

Coach's management has also been successful in translating its sales growth into earnings by shifting its product mix toward higher margin items and improving its sourcing to reduce costs. With its proven ability to turn sales into free cash flow, Coach is in an excellent position to fund sustained growth and capture emerging opportunities worldwide.

VeriFone Systems (NYSE: PAY)



VeriFone is the industry leader in electronic payment solutions. It is working to develop a payment ecosystem that functions as an all inclusive and comprehensive payment system for its clients. We believe VeriFone will see continued growth in the future as consumers move to new forms of payment such as Google Wallet, Mastercard Pay Pass and VISA Pay Wave. These new technologies make payments at the electronic terminals in stores much faster and easier for the consumer. VeriFone's competitive advantage will grow even wider as the industry switches to these payment methods supported by its technology.

Their recent acquisition of Point, northern Europe's largest payment solutions provider, will also give them an edge on the competition in the future. This acquisition has started VeriFone's venture into new business segments such as providing support for their technologies, gateway services and encryption services. This new payment ecosystem with recurring revenue from subscriptions will further VeriFone's top line growth into the future.

Lastly, VeriFone's revenue is coming from an increasing number of diverse revenue streams. They have begun to install advertising devices in gas pumps all over the United States (500,000+ to date) as well as in over 8,000 taxis in London. VeriFone has also started to install systems that allow for the sale of lottery tickets in over 17,000 taxis in the United States. These new revenue streams along with VeriFone's leading position in electronic payment make it a compelling investment.



AMERICAN TOWER®

American Tower (NYSE: AMT)

American Tower is a leading Boston-based owner and operator of wireless and broadcast communication facilities in North America and other countries, with over 39,927 sites in North America alone. Its main business consists of leasing antenna space to multiple wireless service providers, radio companies, and TV companies on the communications towers that it owns. American Tower also operates antenna systems within buildings and offers services relevant to supporting its rental and management services. American Tower's strategy focuses on capturing the growth in wireless communications services and the required infrastructure in relation to wireless communication technologies.

MII believes that American Tower will outperform the market because of three key points: its history of acquisitions and growth, its competitive position and its REIT status. American Tower has been substantially growing both internationally and domestically and is benefiting from the increased demand for 3G and 4G phones. In addition, American Tower has demonstrated strong growth after its merger with Spectra. Next, American Tower's market leading position with the largest tower portfolio in the U.S. allows it to overcome tower-zoning requirements, which represents a significant barrier to entry for competitors. We believe an increase in deployment of 4G and other wireless systems will continue to allow American Tower to grow.



JPMorgan Chase (NYSE: JPM)

JPMorgan Chase ("JPMorgan") is an American multinational banking corporation with large operations in retail, commercial and investment banking. With assets of almost \$2.3 trillion and net income of \$17.3 billion, JPMorgan is among the largest and most profitable financial institutions in the world. During the 2008/09 financial crisis, JPMorgan succeeded in strengthening its position in the financial services industry through acquisitions and the shedding of toxic assets. MII's thesis focuses on JPMorgan's favorable position in the industry, its strong management team and its strong financial position.

JPMorgan operates in the highly competitive, risky and profitable financial services industry, with its Chase brand commercial and retail bank providing a cheap source of capital for its J.P. Morgan brand investment bank. While the financial industry as a whole has been viewed unfavorably due to Euro-zone risk, the threat of regulation, and systemic risk throughout the industry, MII's VAR through talking to several executives at JPMorgan and other firms shows that JPMorgan continues to operate more effectively than its competitors, returning to high profitability in a risky year.

JPMorgan remains a respected leader in its field, as its ability to raise large amounts of cheap capital serves as a competitive advantage over competitor Goldman Sachs and other investment houses. It largely escaped the sub-prime crisis due to foresight by its management team. Since financial services represent a crucial part of the American economy, JPMorgan will continue to thrive during the economic recovery.

The management team, led by CEO Jamie Dimon, helped the Company largely steer clear of trouble during the financial crisis and made the cheap acquisition of Bear Stearns, growing JPMorgan into a larger and stronger company. Dimon manages the Company extremely closely. His influence with the White House will ensure that any regulation of the financial industry still leaves plenty of room for profitability at JPMorgan.

A comparable analysis shows JPMorgan is valued equally or worse than many of its competitors, despite the competitive advantages listed above. JPMorgan recently posted strong earnings. Resolution of the Euro-zone crisis, as well as continued economic recovery, will lead to an even greater upside for MII.



Cisco Systems (NASDAQ: CSCO)

Cisco Systems ("Cisco") is an international manufacturer of Internet Protocol (IP) equipment and other informational technology. Its wide diversity of products appears frequently in enterprise, government, education, and residential environments. Cisco's key revenue drivers are routers and switches – essential network components.

Cisco created an ambitious strategy with respect to broadening its customer base with the goal of making Cisco a leader in networking infrastructure for enterprise and retail customers. This long-term strategy has caused Cisco to post weak earnings in the short-term, thus worrying investors and depreciating market valuation.

This lower market valuation creates opportunities for long-term investors. The Company's management has learned from these mistakes and has built a roadmap to improve company performance. Their first foundational priority is to regain leadership in Cisco's core business model—switches and routers. Cisco recently introduced new routers and switches into its product line, but there was a significant lag in customer adaptation earlier last year which hurt gross margins. The second foundational priority is video. Cisco's strategy is to make video much more practical and easier to use. Cisco has the strongest end-to-end architecture for video, going from cloud to end device, enabled by its Medianet architecture and Videoscape platform. They have gained significant market share as a basic video service provider. The third priority is collaboration, which offers key productivity opportunities for a wide variety of its customers to work directly with Cisco. The fourth priority is data center, which is an extraordinary "map" from physical components to virtualization and eventually to the cloud. The last priority is Cisco's business architecture, which focuses on products that transform and revolutionize business practices. Cisco has made significant strides across the board.

The MII holds a position in Cisco Systems because we believe the market is underestimating the growth potential that the Company has in the next few years and is overestimating the short-term loss in customer adoption.

Danaher Corporation (NYSE: DHR)



Danaher Corporation ("Danaher") is a high-tech industrial conglomerate that designs, manufactures, and markets a wide range of professional, medical, industrial and consumer products. The Company is organized into five business segments: Test & Measurement, Environmental, Life Sciences & Diagnostics, Dental and Industrial Technologies. MII views Danaher as a compelling long because of the Company's strong portfolio of brands, proven track record of strategic acquisitions and favorable exposure to emerging markets.

Danaher holds either the first or second market leadership position in virtually all of its business segments. As a result of its brand dominance, and by leveraging economies of scale, Danaher boasts aggregate gross margins of approximately 50%, which is well above its peer group and 1.3% higher than the same figure in the prior year. At the same time, Danaher has consistently generated operating cash flow and net income conversion ratios above 100%. This is evidence of Danaher's competent management and sustainably strong fundamental business drivers.

The Company maintains its dominance through internal research and development, product promotion, and strategic acquisitions aimed at building on core competencies when expanding into adjacent markets. Danaher is investing a growing proportion of its sales in R&D, currently at 6.5%, in contrast to the trend among its competitors, which should ensure Danaher's continued market leadership. While M&A integration presents risks, Danaher has experienced great success in finding firms that fit synergistically into its existing portfolio, especially on account of cost-cutting reorganizational efforts at newly acquired businesses. Danaher's recent acquisition of medical testing leader Beckman Coulter, for example, remains on target to add \$350 million in synergies through 2012. MII expects Danaher to keep making lucrative acquisitions in the future.

Danaher has favorable exposure to emerging markets, which now comprise a quarter of total sales and grew more than 12% in 2011. In addition, roughly 35% of Danaher's production headcount is now in low-cost emerging markets, a number which should increase as Danaher can further cut costs by outsourcing production. China alone makes up more than 10% of sales and serves as a hub for further increases in administrative and R&D headcount. Management is using the growth model developed in China for use in India and other emerging nations, which MII expects will perpetuate Danaher's sales trends in developing countries and drive future growth for the Company.

Heightened risk of budget cuts among municipal governments, such as spending on water infrastructure, presents a short-term headwind for Danaher. However, emerging market growth should counter temporary softness in Europe and the U.S. Furthermore, declining prices for raw materials, especially for energy and metals, is definitely positive for Danaher as it lowers their input costs. Danaher foresees 2-5% core growth and 15-20% EPS growth for 2012, with revenues derived from emerging markets to exceed sales in Western Europe for the first time in the Company's history. Altogether, MII projects that Danaher will attain long-term outperformance on account of the Company's industry leadership, strong balance sheet and growth investments.

Google (NASDAQ: GOOG)



Google is a global technology Company that maintains the largest, most comprehensive index of websites and associated online content. The MII's investment thesis focuses on Google's dominant advertising position, R&D capabilities, strategic flexibility and the projected future of new ventures.

Approximately 96% of Google's revenue stems from online advertisements in which they currently have 65.3% of the U.S. market share. The Company's dominance of online advertising is rooted in the Google Matrix, a search algorithm which yields relevant results for users and allows advertisers to provide targeted messages.

The market does not feel comfortable with Google expanding into “non-core” businesses. However, MII sees this expedition into other sectors such as smartphone software as a means of reinforcing its core business. Furthermore, we noticed that consumers have grown keen to cloud computing. As a result, Google created its very own Netbook computer. As social networking grows increasingly popular, Google introduced Google+, its very own social network which is set to take advantage of the Social Media Optimization of online searches and content.

Google previously heavily employed Search Engine Optimization but this began to dilute the quality of its search results by achieving high rankings for low-quality content. Google is now taking charge of Social Media Optimization primarily using these three strategies. (1) Launching the Google Panda algorithm - which is an online filter for low-quality sites. (2) Acquiring PostRank - a social media analytics company. The technology basically looks at tweets, likes, and links - finding the connection between popular sites using “social signs.” (3) Introducing Google+, which allows individuals to share personal information online.

We believe Google is perhaps one of the most dynamic and agile companies we have seen in recent years. Its ability to adjust to the major shifts in the tech industry makes Google an excellent core holding for MII.

First Republic Bank (NYSE: FRC)



First Republic Bank (“First Republic”) is a California state-chartered commercial bank that provides personalized, relationship-based, preferred banking, preferred business banking, real estate lending, trust and wealth management services to clients in metropolitan areas of the United States. The Company was taken public in 2010 after a management and private equity-led buyout from Bank of America Merrill Lynch.

First Republic focuses on providing banking and wealth management services to high net worth individuals, leveraging its relationship expertise to cross-sell home and business loan services and grow its asset base. By catering to this wealthy, stable client base, First Republic maintains a significantly higher level of asset quality in relation to its peers, strengthening the bank’s ability to effectively commit its assets towards safely and efficiently generating interest income. As a result, the bank continued to grow its balance sheet throughout the financial crisis and never requested or accepted TARP funds.

MIl has begun to take advantage of a price correction in the stock as First Republic separates itself from its peers and distinguishes itself as a strong performer in a turbulent market sector. MII expects to generate further returns as First Republic continues to expand into large high net worth household markets in New York and Boston while developing its presence in its established markets.



Occidental Petroleum (NYSE: OXY)

Occidental Petroleum is a leading energy company as an explorer and producer of oil and gas. Occidental focuses mostly in the United States, specifically California and Texas, but also operates internationally in the Middle East, South America and elsewhere in North America.

We see Occidental as being particularly well placed in the industry to grow as it leverages its industry leading technology to reach reserves that other companies cannot. Occidental is an industry leader in CO₂ flooding technology and is continually trying to develop even more efficient flooding technologies in order to stay ahead of the competition with patents.

Another advantage that we see in Occidental is its level of oil and gas production in the United States. Two-thirds of its proven reserves of oil and about half of its natural gas production is domestic which allows it to save on transportation costs. Occidental also has one of the largest proven reserves of natural gas of any oil and gas producer but natural gas makes up less than 10% of their sales. This places Occidental in a favorable position as consumers move towards cleaner and more domestic fuel sources. These advantages combined with the decreasingly regulatory environment in the south west United States, the Company's favorable financial position, and increasing dividend create a strong conviction in our long position in Occidental Petroleum.

YUM! Brands (NYSE: YUM)



Yum! Brands ("Yum!") was incorporated in 1997 and is a quick service restaurant company with over 37,000 units in more than 110 countries. Through the three concepts of KFC, Pizza Hut and Taco Bell, the Company develops, operates, franchises and licenses a global system of restaurants. The Company either operates units or contracts with independent franchisees or licensees. In addition, the Company owns non-controlling interests in unconsolidated affiliates in China who operate similar to franchisees.

MII's investment in Yum! continues to focus on two key thesis points. Yum!'s relatively low market penetration in China will allow Yum! to continue its current pace of growth given its significant advantages of brand recognition, local talent and locations. Yum! also has recently begun to include India in its reporting structure, which provides hopeful sources of accelerated top-line and profit growth.

MII's second thesis point focuses on the Company's superior management. VAR contacts noted that senior managers visit the Company's restaurants periodically to ensure product quality and mentor staffers. Yum!'s cash generation and its impressive return on invested capital demonstrate management's abilities to create shareholder value. Yum!'s recent decision to focus on its core brands by divesting its Long John Silver's and A&W Root Beer chains reaffirms MII's view of management. Overall, MII believes that Yum! will continue to realize strong organic growth and high efficiency due to management's proven judgment and ability to enter new markets.

Going forward, Yum! stands to benefit from healthy demand in China with decelerating inflation in food and moderation of commodity inflation, as well as a positive outlook as Yum! continues to recover its Taco Bell business from its past lawsuit. Increasing earnings will most likely continue, further boosting the stock price.

Endo Health Solutions (NASDAQ: ENDP)

Endo Health Solutions ("Endo") is a specialty health care company focused on providing high-value branded products, specialty generics, and medical devices for pain management, pelvic health, urology, endocrinology and oncology. Endo conducts business through four operating companies: American Medical Systems, Endo Pharmaceuticals, HealthTronics and Qualitest. The Company is known largely for its two major branded drugs: the Lidoderm topical patch for after-shingles pain and the opioid drug Opana for chronic pain. MII believes that Endo is a compelling long because of its leadership in niche markets, broadened product portfolio through strategic acquisitions and improved return on investment in research and development.

Historically, Endo's revenues have been heavily concentrated, with the majority of its revenue coming from a single drug, Lidoderm. Diversification has since diluted the proportion of sales attributable to Lidoderm to 30%. While the patents covering Lidoderm are not expected to have all expired until 2015, competitors are already attempting to market generic versions of the product with a possible launch in 2013. In anticipation of this patent cliff, management has proactively positioned Endo by embarking on several acquisitions and seeking to strengthen its product pipeline through strategic partnerships and R&D. By acquiring Qualitest, for instance, Endo became the sixth largest generics manufacturer in the United States, which is especially important because 90% of all pain prescriptions are filled with generics. Similarly, aggregation of its operating companies should better establish the Endo brand and bolster its leadership position.

Otherwise strong growth in sales of Opana was moderated by a supply disruption starting in January that has since been resolved, stemming from a manufacturing problem at Novartis that also affected delivery of Endo's Voltaren Gel. Furthermore, under the terms of a settlement agreement, Endo has granted Watson Pharmaceuticals a royalty-free license to U.S. patents covering Opana. Both Watson and Impax Laboratories will have the right to launch generic equivalent versions of Opana by the start of 2013, which may hurt Endo's profitability. However, in March Endo acquired from Johnson Matthey the patent for all tamper resistant formulations of oxymorphone, which will effectively protect the Opana franchise through 2029.

Robust R&D potential gives Endo the ability to adapt to a constantly changing landscape. Endo has several new products in development, particularly Aveed and Urocidin, which are used for treating pain and non-muscle-invasive bladder cancer, respectively, and are both in phase III clinical testing. Endo is currently implementing a Virtual Discovery Program that allows it to take on multiple development opportunities while avoiding overinvestment in building added infrastructure and acquiring specialized research capabilities. As a result, Endo should be poised within the next several years to offer highly innovative devices and implants that combine with drugs to provide novel types of therapeutic solutions. Thus Endo's pioneering drug discovery strategies are using resources more effectively and simultaneously increasing the probability of commercial success.

MI recognizes the potential risks posed by recurrent supply disruptions, unfavorable impacts due to the Supreme Court's present review of the Patient Protection and Affordable Care Act and the burden of overwhelming debt used to finance recent acquisitions. Meanwhile, upcoming catalysts include the resolution of outstanding litigation concerning Lidoderm and sales follow-through from FDA approval of Endo's tamper resistant formulation of Opana. Overall, MII is encouraged by Endo's revitalized branding and the prospect of further improvement in the Company's revenue and profit generation ability, which should benefit shares.



Chipotle Mexican Grill (NYSE: CMG)

Chipotle Mexican Grill ("Chipotle") is a restaurant chain that opened in 1993 and is based on the idea that food served quickly does not have to be a "fast-food" experience. Chipotle offers Mexican food created with high-quality ingredients in restaurants with a distinctive interior design. Chipotle is seen as the leader in the "fast-casual" restaurant segment, the fastest growing segment in the restaurant industry. Over the past 16 years, the Company has seen extraordinary growth and has opened about 1000 stores. Despite its 16 years of growth, expansion opportunities are still readily available. The Company has experienced much success recently and is primed for significant expansion opportunities in the United States and abroad.

Despite a recent downturn in the stock price, Chipotle has seen tremendous growth. Revenues are rising, as are same-store sales, and it is important to note that these strong results are occurring despite rising food costs. However, Chipotle does not expect to further increase menu prices as a result of the increase in food costs. Additionally, the Company is continuing to expand, both domestically and internationally. Chipotle has also seen strong success from its venture into the Asian fast-food sector, ShopHouse. Strong results at the first location have led to plans to open more locations in the near future.

A major misperception about Chipotle is that it has already saturated its target markets and captured the 'low hanging fruit,' and, given that fact, is overvalued. However, using McDonalds as an example, we can see that Chipotle has a lot more room to grow, making the multiples justified. Furthermore, MII does not see potential negative macroeconomic trends as an important factor. Since Chipotle's focus is on healthy eating, consumers will still flock to Chipotles despite a soft economy. As Chipotle continues to expand and experience growing demand, MII believes its stock price will continue to appreciate.

First Cash Financial Services (NASDAQ: FCFS)



First Cash Financial Services ("First Cash") is a provider of specialty consumer financial services and related retail products that operates pawn stores and cash advance stores. First Cash Pawn and Famous Pawn, the Company's two pawn store brands, offer small loans that are secured by personal property and generate about 90% of the Company's gross revenue. First Cash Advance and Cash & Go, the Company's two short-term cash advance brands, offer combinations of short-term loans, check cashing, credit services, money orders, wire transfers and other financial services. These stores generate revenues from the receipt of interest payments and the sale of pledged collateral from defaulted loans.

Mexico, with its favorable regulatory and credit environments, continues to provide tremendous growth opportunities for First Cash. The Company aims to leverage its first-mover advantage in Mexico to double its existing store-base of over 400 in the next five to six years, as well as expand its presence in the United States. MII believes that First Cash will achieve these goals because of the strong demand for small consumer loans in Mexico, the Company's stellar financial position and the barriers to entry that exist for competitors that try to emulate First Cash's highly successful full-format retail pawn business. Same-store sales driven by existing store-base maturation and a tight credit environment in the U.S. should further propel First Cash's top-line performance. Furthermore, MII believes First Cash is in a strong position to reap the benefits of providing financial services to the large unbanked and under-banked populations, which now represent about 30% and 70% of households in the United States and Mexico, respectively.

In the past, First Cash has traded closely with gold – far closer than its competitors. This pattern reveals a misperception among investors that First Cash’s operating performance is dependent on gold prices. As a percentage, the Company has significantly less gold jewelry in its inventory than any of its direct competitors. Also, gold jewelry is not the Company’s largest inventory item. Additionally, a conversation with First Cash’s CFO revealed that while the Company is exposed to some risk associated with gold-price volatility, it manages this risk by smelting some of its gold inventory and selling it on the commodities exchange at opportune times. As the Company continues to show strong long-term growth despite gold-price fluctuations, MII believes its stock price will appreciate.



Sirius XM Radio (NASDAQ: SIRI)

Sirius XM Radio (“Sirius”) is a specialty broadcasting company that provides satellite radio service to customers throughout the United States. Sirius receivers are found in most new cars and an increasing number of used cars. The Company generates revenue by selling annual subscriptions to its services, which can be tailored by the end-user to meet their specific needs. All Sirius channels are commercial-free; thus, incremental revenues come from increasing the number of subscribers.

Previously two separate companies, Sirius and XM struggled to recoup the high fixed costs associated with operating their satellite networks while engaged in a fierce competition for subscriptions. However, since the Sirius XM merger, the Company has been able to reduce its fixed costs by combining the two satellite networks and ending its price cuts. Henceforth, virtually all revenue growth will work its way down to net profit. Furthermore, the merger with XM has finally placed the satellite radio business in profitability.

MIl believes that SIRI will be able to add more customers as satellite radio receivers become ubiquitous in new and used cars. VAR showed us that satellite radio receivers are offered as standard equipment on virtually all new cars in America, and a widely selected option on the cheapest of used vehicles. Radio receivers are inexpensive to manufacture and provide another selling point for new vehicles, so manufacturers generally opt to include them. Furthermore, more and more used cars are being sold with satellite radio receivers. MII believes that the market underestimates Sirius’s potential market by failing to recognize the growing number of total, and not only new, cars containing a satellite radio receiver. Thus, MII expects the stock price of SIRI to appreciate.

SHORT POSITIONS

Shutterfly (NASDAQ: SFLY)



Shutterfly is an internet-based company providing a wide range of printing services to its customers. Shutterfly, unlike many other technology companies such as Apple, does not outsource its printing, but rather provides printing and design services in-house. The Company generates revenue based on its printing services, the most popular of which is its "Photo Book" line. Shutterfly also provides custom stationary services.

Printing businesses are highly capital-intensive and generally have low margins. Thus, by keeping its printing business in-house Shutterfly faces a slim profit margin, most of which must be recycled to purchase and maintain its printing equipment. Although this model is typical for a printing company, Shutterfly markets itself as more similar to social media businesses such as Facebook, and is priced in a similar manner with a P/E of 75 at time of writing. Thus, the market is overpricing Shutterfly for the type of business it really is: a printing business.

Furthermore, Shutterfly has a vastly overestimated market base. Although Shutterfly views its potential market as anyone with an internet connection and digital camera, around 75 million, that market is experiencing increased competition from start-up firms forcing Shutterfly to offer discounts in order to attract and retain customers. Therefore, the overall market is grossly overestimated as many with a digital camera and computer have no interest in physical prints. MII estimates that younger people, many of whom have a digital camera and computer, share their pictures virtually through Facebook, Flickr and Twitter, thus having no need for Shutterfly's expensive printing services. As such, Shutterfly would need to reach near saturation of its actual potential market to justify its current valuation. Therefore, MII expects SFLY's shares to depreciate.



Best Buy (NYSE: BBY)

Best Buy operates as a retailer of consumer electronics, mobile phone products, appliances and related services primarily in the United States, Europe, Canada and China. With approximately 20% of the \$180 billion consumer electronics retail market, Best Buy is the largest consumer electronics retailer in the United States. Globally, Best Buy has about a 7% market share of the \$700 billion worldwide market. The Company runs operations under the Five Star and Future Shop brands in China and Canada, as well as the Geek Squad, Magnolia and Pacific Sales brands in the United States.

MIl feels that Best Buy is an attractive short primarily because of an eroding business model. While operating as a consumer electronics retailer, Best Buy is facing increasingly stiff competition from more general retailers, such as Wal-Mart and Costco, and from online retailers, especially Amazon. These competitors are able to offer lower prices to consumers while also generating higher margins for their respective businesses. MII's research has shown that Best Buy's customer service, which it claims to be a differentiator, has declined to the point where it has become an area of dissatisfaction for customers. There is also turmoil at the executive level, and the Company is searching for a new CEO.

A major misperception involving Best Buy is that the Company will be able to gain market share due to the fact that it is the only remaining national consumer electronics retailer. However, Circuit City's failure and the lack of emergence of a new competitor does not imply that Best Buy will be able to take on added market share, as many of these customers have moved to retailers that are price-leaders. These facts, along with others, help identify the reasons for which Best Buy is destined for failure.

AOL (NYSE: AOL)



AOL is a provider of internet connection and security services as well as provider of online advertising. Historically AOL's legacy is that of providing dial-up internet connections to households but has recently been focusing on developing its portfolio of website brands and online advertising services.

AOL's internet subscription service is an extremely outdated product. Competitors are now offering much faster internet connects for almost the exact same price AOL charges for their slower services. As a result the number of customers subscribing to AOL's dial-up services has decreased 85% over the past decade; yet it still makes up 36% of AOL's total revenue, so the continual loss of subscribers will significantly affect the Company's top line.

Despite putting more attention on their online advertising segment in recent years AOL has also been unable to stop their advertising revenue from declining. As the number of visitors to the sites in their portfolio falls, and with little control over how much they can charge for a large share of their advertising because of a joint venture with Google, we expect to see AOL's revenue continue to drop. Lastly, AOL is facing an increasing amount of superior competition in the online advertising industry. Microsoft's instant messaging application and Google's local news application have both been gaining in terms of user base while AOL's instant messaging program has lost over 66% of its user base in the last few years and its local news application continues to lose money. Our VAR indicated that most people had never used over 90% of the brands in AOL's portfolio. With these overwhelming challenges ahead of AOL, MII views the Company as a compelling short.

American Greetings (NYSE: AM)



American Greetings manufactures and distributes greeting cards, gift wraps, party goods, stationery and similar products. American Greetings also distributes electronic social expressive products via various channels including social media websites.

The MII believes that this company is a compelling short because its primary business, traditional social expression products, is dying. There are currently various channels through which individuals could accomplish the same end goals, quicker and cheaper - sometimes even free. American Greetings also purports artisanship in the creation of its products, such as greeting and personalized paper cards. However, the expensive artisanship is unnecessary as the Company already has retail exclusivity agreements. We believe that social expression products will see a considerable slump in demand in the near future following the rise of online and mobile social media.

MII also noticed an unfocused business plan and what we consider poor management practices in American Greetings. For instance, American Greetings is currently cash flow negative. Despite negative FCF, they still plan to build a multi-million dollar headquarters at Crocker Park in Westlake, OH. This new HQ has been described as “a monument to [senior management]” by some equity research analysts. Also, in the last three years their international segments in the UK, Australia and New Zealand experienced roughly 29% revenue growth; however, there was no profit from these three countries. Finally, American Greetings is notorious for having bad management reviews from employees who have concerns about their compensation history and practices.

Another red flag for MII was American Greetings’ changing margin structure. We realized that they accomplished most of their topline growth from discounting the prices for most of their products, which led to an increase in unit sales. We also noticed that their cost of goods sold increased as a result when compared to their sales growth, which put a strain on their gross margins. These simple accounting signals, coupled with the shaky fundamentals of American Greetings, make it a compelling short.

KIT digital (NASDAQ: KITD)



KIT digital (“KITD”) is a global provider of end-to-end video management software based in Prague, Czech Republic. The KIT cloud-based platform allows over 2,300 media and entertainment, network operator and non-media enterprise clients to produce, manage and deliver socially enabled video experiences to customers globally. Since 2007, KITD has purchased 22 companies, an unsustainable model for growth that has failed to increase net profit margins.

Upon examination of KITD’s financial statements and annual reports, MII and others noticed discrepancies in KITD’s numbers, including cash and cash equivalents. Recently, KITD has been under investigation by legal firms specializing in financial fraud on behalf of its shareholders. At the very least, these legal inquiries will destroy investor confidence in KITD causing severe depreciation of KITD’s share price. One risk associated with this position is the possibility of fraud allegations disappearing, the result of which would doubtless be an increase in KITD’s share price.

KITD’s product also receives unfavorable user-feedback and has experienced increased competition in recent years. Oculu, a competing firm, offers a similar product but includes many tutorial videos, thus adding value to its product for the end-user. Despite this, KITD’s competitors often charge lower prices for their products than KITD. Thus, high prices have helped to drive existing KITD customers towards its competitors. Finally, KITD fails to market its products effectively. Its acquisitions have led to general disorganization regarding the marketing and support of its products. As such, MII expects KITD’s share price to depreciate over the coming months.

Molycorp (NYSE: MCP)



Molycorp is a producer and seller of rare earth elements (REEs) operating in San Bernardino County, California. The Company mines and sells REEs to users who apply these materials in areas such as technology, clean energy, defense and water treatment. Due to the impending oversupply of REEs beyond 2012 after new production areas are opened and demand wanes, REE prices will reliably decline, pressuring Molycorp’s margins. Molycorp’s management has also set unrealistic guidelines for production levels, leaving numerous ways to win with Molycorp as a short.

First, REE prices are at historically high levels, with China's sudden reduction of REE exports causing investor hype around the Company, since China had previously supplied 95% of global REE production. However, this hype is patently unfounded due to REE abundance in the Earth even outside of China and due to the fact that demand did not actually increase, despite what some misleading indications may show. Following along these lines, MII believes that demand for REEs will actually decrease drastically in over half of REE end-markets. In the end, the abundance of REE supply will result in a huge oversupply of REEs, playing out in a scenario not unlike that of the solar industry, in which oversupply caused prices to fall and margins to collapse. Lately, REE prices have fallen drastically, denting profits and margins for MCP.

SPRING 2012 MANAGEMENT TEAM



Harrison Freund

President

Harrison is a rising fourth-year from Salem, VA majoring in Commerce (Finance), with a minor in Art History. In addition to serving as President of MII, he sails competitively on UVA's Sailing Association. Also, Harrison wrote the "Following the Money" finance column for *The Cavalier Daily* for two years. This summer he will intern at Greenhill & Co. in New York, NY and looks forward to taking John Griffin's Analyst's Edge Class in the Fall.

Rob is a rising third-year from Stony Brook, NY majoring in Biology (Pre-Med). Outside of MII, Rob researches autoimmune disease in a laboratory, serves as an advisor for the Peer Advising Family Network (PAFN), plays cello and is an EMT. In his free time, Rob fences, plays ping-pong, manages his private portfolio and is an entrepreneur. In the future, he would like to combine medicine and finance to better serve patients.



Robert Sampson

Vice President



Ryan Rechkemmer

Chief Financial Officer

Ryan is a rising third-year Commerce and Economics student from Virginia Beach, VA. In addition to his involvement with MII, Ryan participates in the Intervarsity Christian Fellowship and plays the violin. He is an avid reader and a constant follower of developments in the global financial markets, about which he writes in his online blog. During the summer, Ryan will be interning at Freddie Mac in their Enterprise Risk Management division.



Kelvin Wey

Chief Information Officer

Jonathan is a second-year from Highland Park, IL majoring in Commerce. Outside of MII, Jonathan is an active member of the Sigma Alpha Mu fraternity and Virginia Automotive Club. Jonathan also manages his own investment portfolio and avidly follows the changing conditions of the global economy. He hopes to obtain an internship in finance this summer.



Jonathan Wulkan

Chief Marketing Officer



Alex Abosi

Manager

Alex is a rising fourth-year from Gaborone, Botswana majoring in Commerce (Finance and IT). Outside of MII, Alex rowed for UVA's Men's Crew team for two years and he also serves as president for McIntire's Sales and Trading Group. During the summer, Alex will be interning at Morgan Stanley in their Fixed Income Sales and Trading department.



Andrew Fredrickson

Manager

Nick is a rising third-year from Woodbridge, VA majoring in Commerce and Economics. Outside of MII, Nick is an active member of his business fraternity and serves as a counselor for the University Judiciary Committee. Previously, Nick interned at the Department of Homeland Security in Washington D.C. This summer, he will be interning at Transact AOCF, a boutique investment bank in Richmond, VA.



Nick Jones

Manager



Haroon Masood

Manager

Haroon is a rising third-year from Jeddah, Saudi Arabia majoring in Commerce (Finance) and Economics. Outside of MII, Haroon is the President of the Islamic Finance Association and a counsel for the UVA Honor Committee. Last summer, Haroon interned with the Equity Research Division of NCB Capital, the largest investment bank in Saudi Arabia. This summer, he will be joining the Investment Banking Division of Citigroup EMEA.



Vivek Vakil

Manager

Vivek is a fourth-year from Reston, VA majoring in Commerce (Finance and Management). Outside of MII, Vivek is involved with his business fraternity and coaches youth soccer in Charlottesville. Last summer, Vivek worked as an Equity Research summer analyst at JPMorgan Investment Management. After graduation, he will be joining Citigroup's Sales and Trading division as an analyst in New York.



Pictured from left to right: Ryan Rechkemmer (CFO), Kelvin Wey (CIO), Rob Sampson (Vice President), Haroon Masood (Manager), Alex Abosi (Manager), Harrison Freund (President), Jonathan Wulkan (CMO), Nick Jones (Manager), Andrew Fredrickson (Manager)

Thank you to our advisers John Griffin, Dean Zeithaml, Dean Starsia and Professor Dennis for their support of the fund. We sincerely appreciate this learning opportunity and your continued involvement.



John Griffin
MII Benefactor



Dean Carl Zeithaml
Dean, McIntire School of Commerce



Dean Gerald Starsia
Treasurer, McIntire Foundation



Professor Patrick Dennis
MII Faculty Adviser

