

# Non-US Strategy Commentary 1Q21

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	Annualized Total Return					
	1Q (%)	1 Year (%)	3 Year (%)	5 Year (%)	10 Year (%)	Since Inception (%)
Non-US Strategy (Gross)	7.32	57.51	6.94	11.08	7.27	8.58
Non-US Strategy (Net)	7.11	56.24	6.09	10.19	6.34	7.49
MSCI EAFE	3.48	44.57	6.02	8.85	5.52	6.45
MSCI EAFE Value	7.44	45.71	1.88	6.57	3.65	5.64

\*Since Inception 6/30/2002

The Non-US Strategy reported a solid first quarter, returning 7.11% and outpacing the MSCI EAFE's 3.48%. Our Hong Kong-listed investments that were the largest absolute and relative detractors in 2020 began delivering on our expectations this year. These Hong Kong businesses benefitted from an improvement in sentiment related to the relaxation of COVID lockdown measures, the beginning of mass vaccination programs, and the rotation from growth to value. Hong Kong is a barbell-ed index with a heavy concentration of new economy digital companies and old economy heavy industry, real estate and finance. Our concentration in real assets, including property, gaming and infrastructure firms CK Hutchison, CK Asset Holdings, Great Eagle and Melco International, tend to benefit from inflation, helping returns in the quarter. Our four Hong Kong investments, which began the year trading at a single-digit average multiple of earnings power, were collectively the largest absolute and relative regional performance driver in the quarter.

The Strategy's performance was aided by the much publicized "rotation to value" of the last few months, with value outperforming growth for the second consecutive quarter. The outperformance of value was led by

## Portfolio Characteristics

Price-to-Value	high-60s%
# of Holdings	21
% of Cash	0.5%
Portfolio Yield	1.6%

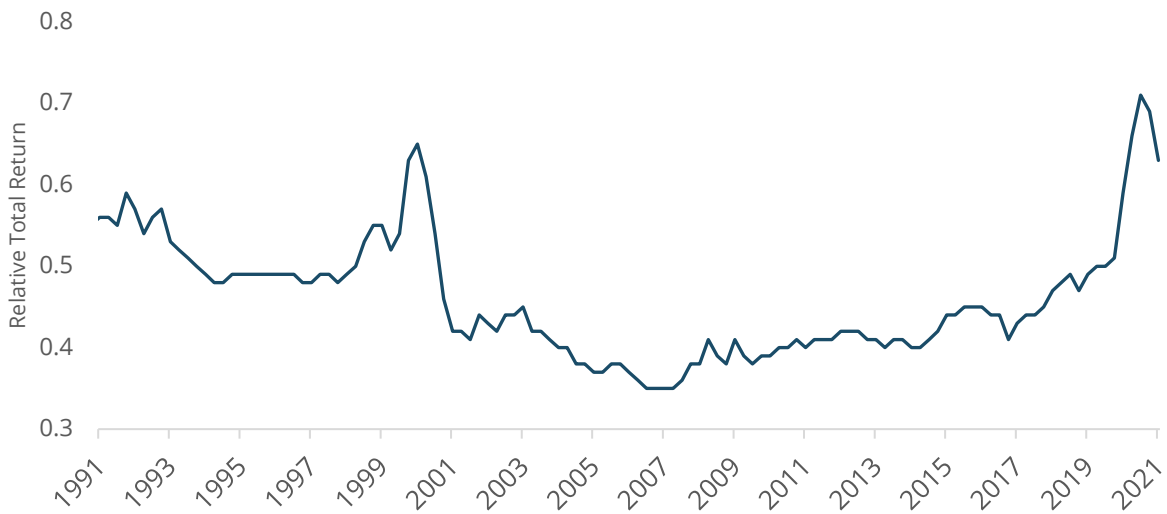
the finance, energy, and real estate sectors - the most beaten down, low multiple areas

- substantially outperforming the Index. The outperformed the MSCI EAFE index, despite having no exposure to energy or banks. Our overweight to Real Estate and strong stock-specific performance by Hong Kong Real Estate businesses CK Asset and Great Eagle were strong absolute and relative contributors. We saw strong stock-specific performance across the Strategy with no material detractors in the quarter.

Value has underperformed for over a decade. While value outperforming growth for two quarters may not firmly establish a trend, we have a long way to go for the value versus growth dynamic to revert to historical norms, as shown in the chart below, which bodes well for future returns of value-oriented strategies like ours.

### MSCI World Growth Index vs MSCI World Value Index

4/1/1991 to 3/31/2021



FX was an absolute headwind, as the US dollar (USD) strengthened 4% in the quarter, costing the Strategy approximately 240 bps of performance. The EAFE Index was impacted by FX translation even more in the period. After giving up some of its strength in 2020 (the DYX Index declined 7% in 2020, providing a tailwind for the Strategy), the USD continued its years-long upward march again in the first quarter, driven by a successful vaccine roll out and rising interest rates on the long end of the yield curve rising. However, we believe that over the next five to seven years being short the USD is a prudent move. Ironically, the increase in longer government bond rates that has supported the USD could be a positive factor in the value rotation away from growth providing some natural hedge.

In our 2020 annual letter, we defined value as “an adequate margin of safety relative to our internal, conservatively calculated intrinsic value for a business.” Another aspect of our style of value investing that is often misunderstood is business quality. A low multiples-based style of investing, or one that was shaped from the early, “cigar butt” years, may reflexively associate value with low quality. We have always disliked the growth/value distinction as classically defined. We believe “growth” today is more accurately defined as “high multiple reflecting an uncertain future and wide range of potential intrinsic values,” whereas we look to own companies with a “generally lower multiple in industries where intrinsic value is reasonably estimable.” Our long-term, bottom-up, fundamentals-driven approach allows us to look through short-term complexity and/or uncertainty for long-term opportunity.

The Strategy currently is invested in multiple companies that we rate in the very top category of quality. An example that we have not discussed in detail is Richemont, the luxury company whose underlying holdings include irreplaceable jewelry brands Cartier and Van Cleef & Arpels. Richemont is a great example of how a value-conscious approach demanding a margin of safety can lead to investments in top-quality companies. We have followed Richemont for years and long admired the track record of founder, CEO and owner-operator, Johan Rupert. Our work accelerated in late 2018-2019 as share price declined on the back of 1) a 2018-2019 write off watch and jewelry inventory in the face of short-term concerns over China gross domestic product growth, the China luxury crack down and Hong Kong unrest, which resulted in consolidation of a one-time €500 million cost; 2) an investment in online platform Yoox-Net-a-Porter (YNAP), which resulted in consolidating €200 million of YNAP losses in 2019. To a casual observer, the shares appeared to trade on a price-to-earnings ratio (P/E) in the low 20x range, more or less in line with peers. Implicitly YNAP was being capitalized at a negative number of several billion, while peers were being bought and valued in the public markets at multiples of revenue. Adjusting for the YNAP potential and the exceptional charges resulted in a 30-40% discount to underlying value before even taking into account the significant long-term upside of the core brands. Simply adjusting for the one-time write offs and YNAP losses allowed us to invest in a collection of some of the best businesses in the world for less than 15x their adjusted earnings power and a significant margin of safety relative to underlying value. We initiated the position in 2019 and added to our holding in February 2020, as the share price sold off in the early days of COVID panic. While

Richemont has been a solid performer in the last six months (and has benefitted from the Hong Kong rebound, given a large portion of its underlying sales come from Asia), we believe the company has significant upside from today's share price.

In our view, similar high-quality, financially strong businesses are well represented in the portfolio. We expect to see continued organic growth in these businesses, with management teams that are making sound strategic moves to grow value and to get those values recognized.

### Contribution to Return

1Q Top Five			1Q Bottom Five		
Company Name	Total Return (%)	Contribution to Return (%)	Company Name	Total Return (%)	Contribution to Return (%)
Fairfax Financial	32	1.40	Jollibee	-10	-0.38
Glanbia	17	0.84	Becle	-9	-0.19
Baidu	2	0.81	LANXESS	-4	-0.17
Great Eagle	26	0.80	Applus Services	-6	-0.16
Domino's Pizza Group (UK)	11	0.67	Millicom	-2	-0.14

Fairfax Financial (FFH), the insurance and investment conglomerate, was a top contributor in the quarter. The COVID pandemic has had a dramatic impact on the insurance industry. Pricing trends had already turned positive in 2019, yet the losses and uncertainty from a global pandemic pushed the positive pricing trend, a "hard market" in insurance industry speak, to another level. As a result, sentiment toward Fairfax continued to improve as fourth quarter results demonstrated profitable underwriting with a 95.5% combined ratio, and premiums written increased 16% with significant contributions from increased pricing, as the insurance market continues to harden. Fairfax also invests a significant portion of its investments in equity securities with a value orientation. As the overall stock market and value stocks appreciated strongly over the last five to six months, Fairfax's equity portfolio was a beneficiary. The company increased its book value per share 8% in 4Q, and we expect to see continued growth next quarter. With interest rates beginning to increase, Fairfax is also primed to reinvest in higher yielding debt. The company currently holds a significant portion of its fixed income portfolio in short-term instruments, putting the company in an

opportunistic position to capitalize on higher rates. The stock still trades low on book value and normalized earnings multiples. CEO Prem Watsa repurchased over 5% of Fairfax shares through swaps to preserve capital for additional underwriting and also ended the costly market hedges that had stunted Fairfax's value growth over the last several years. The attractive price environment looks likely to continue, making this one of the best times in years for allocating capital into underwriting. Along with Fairfax, about 40% of our investment in EXOR is its wholly controlled reinsurance company, PartnerRe. We believe EXOR is also well placed to benefit from these trends, while also evaluating other opportunities in the insurance space.

Glanbia, the Irish-listed global nutrition group, was a top performer. Coming into 2021, Glanbia was firmly in our "coiled spring" group of investments. The share price began its initial uncoiling with double-digit returns in the quarter. The valuation mismatch between the three pieces of Glanbia - Global Performance Nutrition (GPN), Nutritional Solutions (NS) and the Dairy and Cheese Joint Ventures - has been extraordinary versus any peer. We built our position over the course of 2020, as operational missteps combined with pandemic impact to create a steep discount versus the underlying business value. We applaud the moves taken by management over the last six months to help rectify these issues. The board of Glanbia has already been greatly improved by the appointment of the first independent Chairman in company history in Donard Gaynor. Mr. Gaynor is providing valuable oversight and leadership, which is translating into positive improvement in company operations. CFO Mark Garvey led the effort to gain approval from the Irish regulator and shareholders for the first share buyback program in company history. Glanbia has been actively repurchasing discounted shares, while maintaining its healthy dividend and strong balance sheet. Despite positive initial steps by the company and solid share price performance, we believe there is significant potential to unlock additional value at Glanbia. The GPN business is "COVID re-opening" leveraged, as gyms and specialty channels re-open and as consumers emerge from lock down (often with some extra pandemic pounds to shed) going into the summer and wedding season, when Glanbia's healthy eating products are most in demand. The shares remain undervalued with significant earnings growth potential and, ultimately, we believe various strategic options.

Baidu, the dominant artificial intelligence (AI) company in China, was another top contributor for the quarter. Baidu reported fourth quarter results ahead of the

market's expectation. The advertising business saw gradual recovery compared to the first half of the year. A key area of outperformance was the non-advertising revenue, which grew 52% year-over-year (YoY) and now comprises 18% of Baidu Core. The total addressable market value of Baidu's non-advertising business (ex-autonomous driving) is 10x the size of online advertising, and the expected compound annual growth rate (CAGR) to 2025 for non-advertising is three times faster than that of online marketing. The recent YY Live acquisition should help to further boost the non-advertising mix. Baidu's cloud business grew 67% YoY in the quarter with an annualized run rate of US\$2 billion. Baidu also made progress in Apollo, the company's autonomous driving platform. Apollo has been granted the first driverless testing permit and received the first qualifications for commercialized autonomous driving operations in China. Baidu has set up an EV joint venture with automotive maker Geely, which could accelerate Apollo's adoption in the industry. In March, Baidu completed a secondary listing in Hong Kong, hedging any potential risks from a forced delisting in the US. The significant investment and market leadership in Chinese autonomous vehicles and AI are material underappreciated sources of value for the company. Baidu issued 10-year bonds at 2.375% last October, which implies a cash flow multiple of 42x. Baidu currently trades at 21x earnings, but excluding cash, listed securities, and investments, and assigning zero value for their loss-making Cloud and AI businesses, Baidu trades at 13.4x free cash flow (FCF), equivalent to a FCF yield of 7.5%. In December, the company upsized its buyback program from \$3 billion to \$4.5 billion to take advantage of its severe undervaluation.

In one of the more dramatic price moves we have seen this year, Baidu's share price spiked by 57% in the first seven weeks through late-February, after adding 71% in 2020. Taking advantage of this February strength, we cut the Baidu position in half. However, towards the end of the quarter, Baidu's price plummeted as a result of forced liquidation sale of Archegos Capital Management's substantial holdings in Baidu by their lenders. On March 26th, banks liquidated their margin collateral in Baidu stock through a series of block trade transactions. A massive \$23.7 billion and \$12 billion worth of Baidu traded on March 26th and 29th. This huge margin call is completely unrelated to Baidu's fundamentals and our investment thesis.

## Portfolio Activity

### Summary of Trade Activity in 1Q

New Purchases	Full Exits
Undisclosed	Minebea

During the quarter we exited our small remaining position in MinebeaMitsumi, the Japanese manufacturer of high precision equipment and components, at a small gain but with a disappointing opportunity cost over the full course of our investment. While we still admire its market-leading small ball bearings business, we were ultimately disappointed by the relatively low value growth and, as a result, flat share price performance. We have re-deployed capital into other more attractive opportunities.

We initiated one new position in the quarter. The currently undisclosed Chinese company that we have previously owned indirectly through a holding company. Headlines and near-term issues finally provided the opportunity to buy it directly at a material discount. We hope to fill out the position.

## Outlook

We believe the Strategy is well positioned to generate strong returns with a price-to-value ratio (P/V) in the high-60s% and an attractive on-deck list of investment opportunities around the world. Multiple companies from the United Kingdom have jumped to the top of our watch list, in the wake of the completion of Brexit and ongoing COVID uncertainty. The journey back to pre-COVID conditions is likely to be uneven globally, producing winners and losers, as determined by the health of corporate balance sheets, the extent of accommodative policy measures, vaccine access and policy, and the different pace of re-opening of economies. We expect China to drive economic growth in Asia (and the world), and we have added opportunistically to companies that we expect to benefit from Chinese consumption growth at attractive valuations. The historically unprecedented run of US growth companies outperforming may be at an end. We believe this portfolio of undervalued, high-quality, Non-US businesses will continue to outperform, narrowing the historic dispersion between value and growth.

*See the following for important disclosures.*

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at March 31, 2021. Portfolio makeup and performance will vary on many factors, including client guidelines and market conditions.

P/V (“price-to-value”) is a calculation that compares the prices of the stocks in a portfolio to Southeastern’s appraisal of their intrinsic values. The ratio represents a single data point about a strategy and should not be construed as something more. P/V does not guarantee future results, and we caution investors not to give this calculation undue weight.

“Margin of Safety” is a reference to the difference between a stock’s market price and Southeastern’s calculated appraisal value. It is not a guarantee of investment performance or returns.

**SOUTHEASTERN ASSET MANAGEMENT, INC.  
INSTITUTIONAL NON-U.S. EQUITY COMPOSITE  
ANNUAL DISCLOSURE PRESENTATION**

Year End	Total Firm Assets (USD) (millions)	Composite Assets (USD) (millions)	Number of Accounts	MSCI EAFE (with net dividends)	Annual Performance Results Composite		Composite Dispersion	Composite 3-Yr Annualized EX-Post Standard Deviation	Benchmark 3-Yr Annualized EX-Post Standard Deviation
					Gross	Net			
2020	10,270	465	5	7.8%	2.0%	1.2%	1.8%	22.7%	17.9%
2019	12,481	451	5	22.0%	18.6%	17.6%	1.3%	13.4%	10.8%
2018	13,881	386	5	-13.8%	-5.7%	-6.4%	0.8%	13.1%	11.2%
2017	18,203	453	5	25.0%	28.0%	27.0%	1.9%	15.1%	11.8%
2016	19,302	354	5	1.0%	13.4%	12.5%	1.3%	15.4%	12.5%
2015	20,315	298	5	-0.8%	-4.0%	-4.8%	2.0%	14.0%	12.5%
2014	30,542	313	5	-4.9%	-7.5%	-8.2%	1.3%	13.9%	13.0%
2013	34,914	325	<5	22.8%	30.0%	28.8%	na1	16.5%	16.3%
2012	31,752	281	<5	17.3%	24.2%	22.8%	na1	18.4%	19.3%
2011	31,485	455	6	-12.1%	-19.3%	-20.1%	0.6%	20.9%	22.4%

na1 - Information is not statistically meaningful due to an insufficient number of portfolios in the composite for the entire year.

**Institutional Non-US Equity Composite** - Portfolios included in this composite contain not only companies headquartered outside of the U.S., but also U.S. domiciled companies with more than half of revenues, profits, or appraised value derived from non-U.S. locations. These portfolios normally contain 18-22 securities. Country and industry weightings and market cap size are a by-product of bottom-up investment decisions. Cash is a by-product of a lack of investment opportunities that meet Southeastern's criteria. The benchmark used for comparison is the MSCI EAFE Index with net dividends.

Southeastern Asset Management, Inc. claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS standards. Southeastern Asset Management, Inc. has been independently verified for the periods January 1, 2001 through December 31, 2020. A firm that claims compliance with the GIPS standards must establish policies and procedures for complying with all the applicable requirements of the GIPS standards. Verification provides assurance on whether the firm's policies and procedures related to composite and pooled fund maintenance, as well as the calculation, presentation,

and distribution of performance, have been designed in compliance with the GIPS standards and have been implemented on a firm-wide basis. The Institutional Non-U.S. Equity Composite has had a performance examination for the periods July 1, 2002 through December 31, 2020. The verification and performance examination reports are available upon request.

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Results are based on fully discretionary portfolios under management that are managed without regard to tax considerations. Past performance is not indicative of future results.

A list of composite descriptions, a list of limited distribution pooled fund descriptions, and a list of broad distribution pooled funds are available upon request.

The U.S. dollar is the currency used to express performance. Returns are presented gross and net of management and performance fees and include the reinvestment of income. Dividends are recorded either gross or net of foreign withholding taxes based on the treatment of these taxes by the accounts' custodian. Net of fee performance is calculated using actual management and performance fees. The annual composite dispersion presented is an asset-weighted standard deviation calculated for the portfolios in the composite the entire year. Composite dispersion and 3 year annualized ex-post standard deviation are reported using gross returns. Policies for valuing investments, calculating performance, and preparing GIPS Reports are available upon request.

The investment management fee schedule for accounts with a market value less than \$100 million is 1.0% on the first \$50 million and 0.875% on the next \$50 million. The fee schedule for accounts with a market value exceeding \$100 million is 0.75% on all assets. Actual investment advisory fees incurred by clients may vary.

The Institutional Non-U.S. Equity Composite was created on July 1, 2011. The inception date for this composite is June 30, 2002.