BECK MACK + OLIVER

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Investment Approach

Dear Potential Partner,

Beck Mack + Oliver started investing on behalf of its clients in 1931. For over 90 years, we have served clients responsibly, performed intense fundamental research, and invested successfully through market cycles. The firm remains independent and partner-owned. We concentrate client capital into great businesses that we believe a) can generate economic returns far in excess of their cost of capital over long periods of time, b) are run by capable stewards with appropriate incentives, and c) trade at sensible valuations.

As important as our investment strategy is a patient investor base who believes in our long-term approach. To ensure absolute alignment with you, our potential partner, we explain below a few principles that embody our thought process and investment strategy:

Compounding is wonderful.

We want to own quality franchises that harness the magic of compound interest by growing their intrinsic value at exciting rates over long periods of time. We expect our investment returns over time to be driven primarily by the return on <u>incremental</u> capital generated by the underlying businesses themselves; thus, we want to invest in companies staring down long runways to deploy excess cash at sustainably attractive returns. Typically, these businesses enjoy durable competitive advantages that <u>tend to expand over time</u>. Many are run by founder operators with unique methods, a maniacal focus on pleasing customers, an unwavering moral compass, substantial ownership, and a willingness to invest intelligently in the pursuit of long-term outcomes.

A value orientation protects capital through cycles.

<u>We consider ourselves value investors</u>. However, all value considers future growth and reinvestment rates. We hunt for high-quality growth companies at value prices.

Regardless of the type of company we are evaluating, we seek substantial discounts to our estimate of intrinsic value. We insist on a margin of safety that protects client capital when we are wrong. And we will be wrong from time to time. The future is highly uncertain. We budget breathing room to minimize the consequences of our mistakes.

We have navigated crises over the last 90 years in part because we consider risk to be the potential permanent loss of capital, as opposed to lumpy returns. We will stomach lumpiness for outsized ultimate returns. Our independent thinking <u>often expresses a contrarian view</u>. Differentiated returns require not only deviation from the crowd (and the discomfort that may accompany it), but also the humility to recognize our own errors (and the discomfort that may accompany that).

Exhaustive primary research yields differentiated ideas and builds conviction.

Our investment team consists of seven portfolio managers. We spend most of our time researching businesses and vetting our conclusions with each other. Deep and collaborative fundamental research produces a few advantages. First, we can look at complex situations that others might overlook. If we can explain in plain terms why something is undervalued, then we may be able to identify misunderstandings. Second, our independent and repeatable research process tends to facilitate conviction. The ability to stand by an independent investment thesis through temporary storms can be extremely valuable over long periods of time. We find that without thorough research within circles of competence, conviction tends to wither under duress.

We seek to identify situations in which the ultimate success of the investment will depend primarily on factors such as a company's competitive advantages, financial prospects, valuation, the long-term growth characteristics of its end-markets, and the quality of its management team. Our own competitive advantage resides in the evaluation of these and similar factors, which tend to be highly specific to the company and industry under analysis.

Primary research is the cornerstone of our research process. Our investment team collectively digs for clarity, or "scuttlebutt" [1], about a business's prospects by speaking to a wide variety of people with relevant knowledge, including its competitors, customers and former employees. Scuttlebutt begets invaluable variant perceptions and the conviction to stick by promising long-term ideas.

A long-term focus affords great advantages.

Misunderstood investments can remain under-valued for periods longer than is warranted. We must maintain patience if the prospective long-term return profile stays attractive. It is hard to wait! Human nature craves action, instant gratification, and peer validation. Yet, we think reinvestment risk, or the potential problems with regularly trading one security for another, is largely under-appreciated. Understanding intimately how a business and its managers react to stress is an advantage through cycles, in part because we may take the opportunity to add to a position when others are nervous. When we find the rare franchise with a defensible market position and a quality operator, we consider long-term prospects and not short-term vagaries. For this reason, our portfolios are concentrated. A typical new account may hold 20-25 positions. We firmly believe a concentrated collection of quality businesses owned over a long period enjoys the best chance of outperforming a diversified index. That it is so very hard to wait and so very tempting to act is exactly why patience and concentration are great advantages.

The other terrific benefit of a long-term, low-turnover investing strategy is tax and fee efficiency for clients. Over decades, a short-term, trading-heavy strategy needs to deliver performance far in excess of a long-term, low-turnover strategy in order to arrive at the same after-tax compounded return. To wit, we have owned several wonderful businesses for decades and generally turn over the portfolio slowly.

Thank you for learning more about our investment approach. Time is scarce, and we appreciate yours. Strategic alignment with our clients is critical to an extended partnership. If you would like to learn more about the investment program described here, please reach out. We are happy to discuss it further!

Sincerely,

Partners of Beck Mack + Oliver

[1] Phil Fisher's term in his "Common Stocks, Uncommon Profits" (1958).

Firm Snapshot

History

- Founded in 1931, the firm has remained an independent, partner-owned fiduciary providing investment counsel and portfolio management services to its clients, often for multiple generations.

Team

- 23 employees.
- Seven portfolio managers with ~200 years collective investing experience.
- Independently owned by seven partners.

Scope

- Assets under management exceed $5.8 billion.
- We primarily employ a long-term, low-turnover, value-oriented strategy in domestic equities. We offer fixed income and cash management capabilities as well.

Objective

- We aim to preserve and to grow the purchasing power of client capital. We look for fundamentally attractive businesses with attractive long-term prospects that are run by exceptional stewards. We act when such ideas trade significantly below our estimate of intrinsic value.

Independence

- Investment Committee debates merits of each name based on proprietary research.
- No affiliation with a financial institution. SEC registered Investment Adviser.
- Work with all major custodians and brokers to accommodate client preference.

Concentration

- Each portfolio manager directs individual account position sizing.
- New accounts draw from a collaborative "Buy List" of our ~30 best ideas.
- Customized separate accounts typically own 20-25 names. The top 10 names may constitute half of the account.

Risk Management

- Frequent ad-hoc meetings to discuss opportunities and ideas.
- Weekly investment meetings to review the portfolio and to vet potential investments.
- Monthly portfolio exposure and investment performance evaluations.

Service

- Full service client relationship includes a dedicated client service team that provides portfolio updates, account openings, stock donations, tax disbursements, wire transfers, and tax support.

Performance and Terms

We manage for absolute, risk-adjusted returns. **Since its 1982 inception, our BMO Endowment composite has outperformed the S&P 500, with less volatility** (the number of periods with negative 5-year returns). More recently, as Growth has trounced Value, our performance is well ahead of Value benchmarks yet still in line with the S&P 500.

Annualized Net Returns Through December 31, 2024

	One Year Trailing	Three Year Trailing	Five Year Trailing	Ten Year Trailing	Since 1982
BMO Endowment	21%	8%	16%	12%	12%
Russell 1000 Value	14%	6%	9%	8%	N/A
S&P 500	25%	9%	15%	13%	12%

Service Providers	
Legal Counsel	Seward & Kissel
Auditor	KPMG
Compliance Support	ACA Global

Management Fees
1.00% for assets below $5 million
0.75% for assets between $5-10 million
0.50% for assets over $10 million

Sample Ideas

Ferguson plc (FERG). $35bn market cap. 17x P/E.

- Ferguson is the largest wholesale distributor of plumbing, waterworks and HVAC products in the US. Customers are contractors, engineers, and plumbers. End markets are 50% residential, 50% commercial/municipal. Scale economies and logistics expertise are distinct competitive advantages. Highly fragmented customer and suppliers value a distributor with consultive advice, deeper inventory and reliable service. Organic revenue growth averages ~8%, and tuck-in acquisitions add another 2-3%. We see a long runway to take share from mom and pops and several avenues to operating margin expansion. We initiated positions in summer 2022, when any company touching residential housing fell. The 6% free cash flow yield and mid-teens compounding profile should produce ~20% annual returns.
- Numerous conversations with former employees, competitors, and suppliers emphasized a remarkable culture with a leading reputation. Average employee tenure is off the charts. The conservative management team grew up inside the business and operates with an unlevered balance sheet. Branch managers operate for branch-level gross profit dollars. Ultimately, the highly efficient operation generates a ~40% return on capital employed.
- Ferguson has been a UK-domiciled and UK-listed company for decades. It spent the past decade shedding operations in ~25 countries and ~30 business lines. Now, the company operates solely within North America and recently listed on the NYSE, though Bloomberg still shows misleading, global IFRS financials. Over time, we expect FERG will trade in line with US specialty distribution peers at higher multiples, especially given FERG grows faster with better returns on capital.

Credit Acceptance (CACC). $6bn market cap. 13x P/E.

- Credit Acceptance has been in business for 50 years with one mission: to provide auto loans to consumers regardless of their credit history through a nationwide network of automobile dealers. A rare combination of shrewd capital allocation, excellent management and durable business model, CACC has produced earnings per share growth and annual shareholder returns of more than 20% per year for decades.
- CACC is misunderstood. Strategically, it zigs when its competition zags. It has a very unique and differentiated business model that earns higher returns, uses *less* leverage, and takes *less* credit risk than competitors. Growth slows during exuberant periods when competitors lend freely and credit stays pristine. It takes significant market share at high incremental returns during turmoil, when competitors pull back. To demonstrate, earnings per share fell 4% in 2006 amidst a frothy, highly competitive auto lending market. Then, earnings per share grew 3%, 26% and 113% during 2007, 2008 and 2009, respectively, as capital became scarce and competition fled.
- When competitors lend freely, CACC aggressively repurchases its own shares. Since its 1999 IPO, share count is down ~80%. The tide is turning presently. Loan growth started to inflect in July 2022, as competing lenders retrenched amidst a more stressful interest rate and collateral value environment. Unit loan growth is in the high 20%s currently. CACC trades at 12x *trough* earnings.

Ashtead Group plc (AHT_LN). $28bn market cap. 16x P/E.

- Ashtead is an equipment rental business servicing commercial construction and industrial customers, primarily through its Sunbelt Rentals brand in the US. Ashtead benefits from three persistent tailwinds: 1) equipment rental is taking share from equipment ownership; 2) the top two players are getting larger in a highly fragmented market, allowing them to open new branches and to gobble up smaller competitors at a faster pace; and 3) equipment rental is expanding into adjacent specialty products, where capital-constrained smaller competitors can't compete. Ashtead has consistently grown market share with best-in-class operations and a younger fleet.
- CEO Brendan Horgan is brilliant and one of our favorites. He steers an efficient operation that has produced mid-teens organic growth over the past decade. We expect their 12% market share can more than double over the next decade, within an industry growing well above GDP. The company should benefit from stress periods. Ashtead took considerable market share during COVID and distanced itself even further from its smaller competition. An ~7% free cash flow yield and high-teens compounding profile should produce 20%+ annual returns.

Team Biographies

Elizabeth Barney

- B.A. from Duke University in 2003. Ms. Barney joined the firm in 2018 as a portfolio manager and became a partner in 2020. Ms. Barney was a senior analyst at Berkshire Hathaway from 2011 to 2018, a senior analyst at MFP Investors from 2009 to 2010, and a vice president and senior analyst at Eagle Capital Partners from 2004 to 2009.

Bob Beck

- B.A. from Wesleyan University in 1977 and a M.B.A. from the Tuck School of Business at Dartmouth College in 1982. Mr. Beck has been a partner of the firm since 1988. Before joining, Mr. Beck held positions at Standish, Ayer & Wood and I.B.M.

Bob Campbell

- B.A. from Williams College in 1970. Mr. Campbell has been a partner of the firm since 1992. Before joining, Mr. Campbell held positions at the Steamboat Group, Fireman's Fund Corp., and U.S. Trust, and was previously a partner of the firm from 1982 to 1986 after joining as a portfolio manager in 1980. Mr. Campbell is Chairman of the board of directors of Enstar Group Limited, a publicly traded insurance and reinsurance company. He has served on Enstar's board since 2007.

Lyman Delano

- B.A. from Trinity College in 1975. Mr. Delano has been a partner of the firm since 2005. Prior to joining, Mr. Delano was a partner at Williams, Jones & Associates. He previously worked at Brown Brothers Harriman & Co. and Bankers Trust.

John Ellis

- B.A. from the University of North Carolina at Chapel Hill in 2003 and a M.A. from the Keenan-Flagler Business School at the University of North Carolina at Chapel Hill in 2004. Mr. Ellis holds a Chartered Financial Analyst designation. Mr. Ellis became a partner of the firm in 2013. Before joining as a portfolio manager in 2010, Mr. Ellis was a senior analyst at Castle Point Capital Management (2008–2010), an analyst at Coliseum Capital Management (2006–2008), an analyst at Goldman Sachs & Co. (2005–2006), and an auditor at Ernst & Young (2004–2005).

Richard Fitzgerald

- B.A. from the University of Chicago in 2004. Mr. Fitzgerald has been a portfolio manager of the firm since 2016 and became a partner in 2018. Before joining, Mr. Fitzgerald worked at Twin Capital Management (2012-2015), Jefferies Investment Advisers (2011-2012), and Castle Point Capital Management (2008-2010). He also has private equity (Flexpoint Partners) and investment banking (Lazard) experience.

Matthew Greenwald

- M.B.A. from Columbia University in 1983. Mr. Greenwald joined in 2010 as a fixed income specialist. He started at Mitchell Hutchins in 1986 and moved to Oppenheimer Capital in 1989, where he managed fixed income mutual funds, pension assets and individual accounts utilizing taxable, tax-free, and international fixed income securities.

Edward Taylor

- B.S. from The McIntire School of Commerce at the University of Virginia in 2008. Mr. Taylor joined the Investment Manager in 2021 as a portfolio manager and became partner in 2024. Before joining the Investment Manager, Mr. Taylor was a principal at Banbury Partners from 2017 to 2021, a senior analyst at Scopia Capital from 2011 to 2016, a senior analyst at Tiger Ratan Capital from 2010 to 2011, an analyst at Castle Point Capital Management 2009 to 2010, and an analyst at Lehman Brothers / Barclays Capital from 2008 to 2009.

IMPORTANT DISCLOSURE INFORMATION

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The Beck Mack + Oliver "Endowment Fund" Composite measures the performance of the Firm's tax-exempt endowment fund accounts whose values exceed $5 million in equity assets under discretionary management. As of December 31, 2024 the Composite was comprised of ten accounts meeting the requisite criteria and had a combined total equity market value of $219.7 million, representing 3.8% of the Firm's assets under management. Performance results are net of management fees and represent the returns of the equity securities held in the respective accounts only. Returns from 1994 forward are asset-weighted; returns prior to 1994 are equal-weighted. Prior to 2006 accounts included in the composite represented select endowment accounts managed by the Firm. No leverage has been utilized in any Beck Mack + Oliver account.

For reasons including variances in portfolio account holdings, variances in the investment management fee incurred, market fluctuations, the date on which a client engaged Beck Mack + Oliver's investment management services, and any account contributions or withdrawals, the performance of a specific client's account may have varied substantially from the Composite's performance results.

Specific companies or securities shown in this presentation are meant to demonstrate BM+O's investment style and the types of industries and instruments in which we invest and are not selected based on past performance. Any reference to past specific recommendations or securities should be viewed in the context presented including the circumstances of market events during that time. Past specific investment advice and past performance of specific positions does not guarantee future results.

Portfolio holdings are subject to change without notice and may not represent current or future portfolio composition. Additionally, the portfolio holding data is for informational purposes only and does not constitute a recommendation of a particular security, nor should it be taken as a solicitation or a recommendation to buy or sell a security.

The S&P 500 is a market value weighted index (the "Index") comprised of 500 widely held stocks. Beck Mack + Oliver believes the Index is a good indication of changes in stock market conditions based on the average of 500 widely held common stocks. The S&P total return of the Index includes the reinvestment of dividends and interest. The Russell 1000 Index measures the performance of the 1,000 largest companies in the Russell 3000 Index, which represents approximately 90% of the total market capitalization of the Russell 3000 Index. The Russell 1000 Value Index measures the performance of those Russell 1000 Index companies with lower price-to-book ratios and lower forecasted growth values.

The Composite holdings differ from the composition of the S&P 500 and the Russell 1000 Value Index and do not correspond directly to any such comparative benchmark index. Index information is included to show the general trend in particular equity markets and is not intended to imply that the Composite is similar to the Index either in composition or element of risk, and there is no guarantee that the return of the Composite will exceed the return of the Index. The future volatility of the BM+O portfolios may be significantly different than the volatility of the indices presented.

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