# Glacier Investment Summit

3 February 2023



## A contrarian investment style



#### Produces excess returns at lower risk of capital loss

- O Excess returns arise from areas of neglect and disfavour
- O The highest risks stem from crowded optimism
- O Exploit the short-termism inefficiency

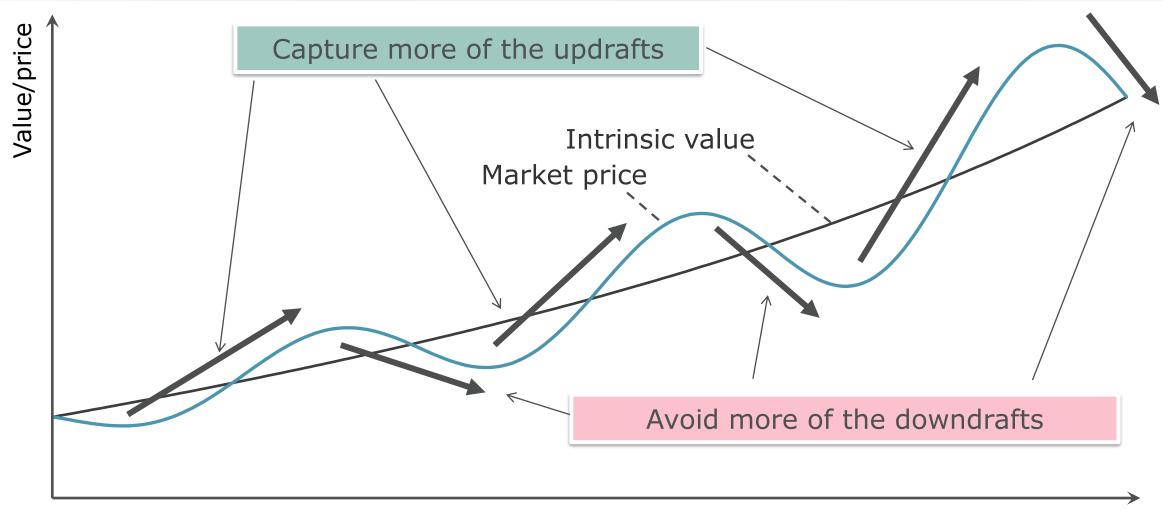
# Equity prices are unstable, cyclical and volatile due to human sentiment



Value/price Intrinsic value Market price Other times: The environment seems fantastic Company results are great People are overly optimistic

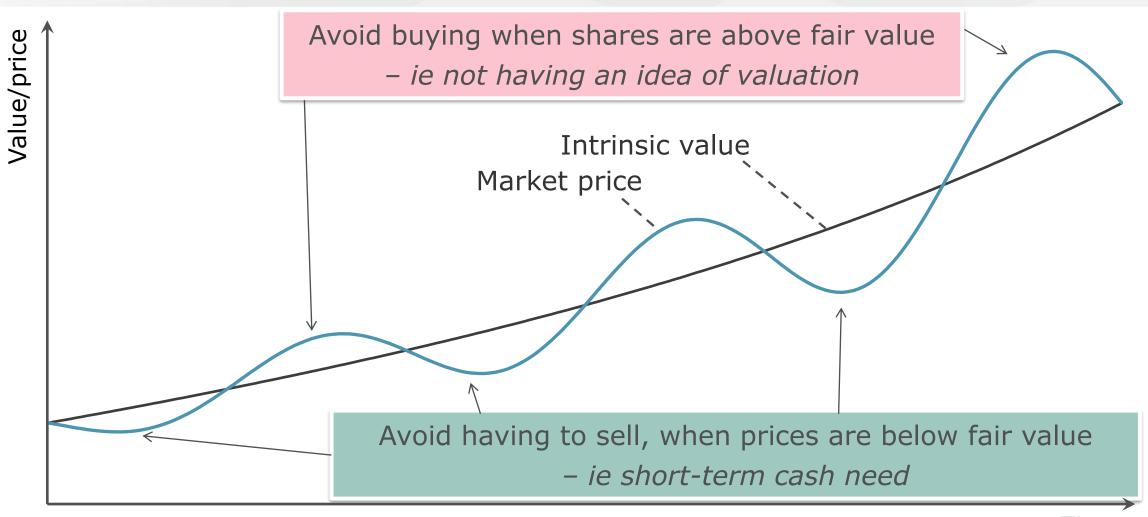
### Generating excess returns





#### Managing the main equity risks







# A contrarian investment style

aims to capture

excess returns at lower risk of capital loss

... and is relevant at all times



Large, growing, underserviced markets

Dominant competitive positions

Well-invested asset base

Unparalleled mass regular billing relationships

Huge opportunity to offer lucrative other services, eg mobile money

Valuable assets to offload, eg towers, fibre network





Returns-focused culture

Massive cashflow generation

Santam's dominant positions and risk management expertise

African general insurance growth platform

Potential from proposed Allianz JV in Africa











#### Datatec



Enterprise IT is rapidly growing, esp WFH, cloud, security

Global distribution

Unique, valuable, scale Latin America presence

Margins expanding

Substantially aligned management







#### Famous Brands



Strong, dominant brands

Vertically integrated: manufacturing & logistics

Growing market for eating out of home

Highly diversified by category, format and customers

Capital-light, high return, cash generative business model















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