

#### INVESTMENT STRATEGY OUTLOOK – ALL CAP EQUITY September 30, 2010

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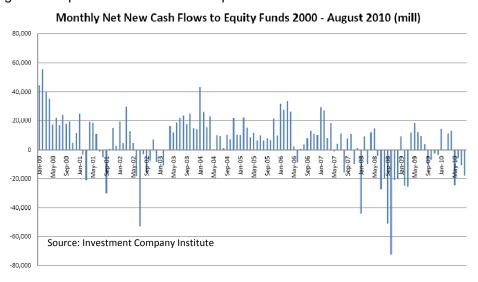
FMI all cap portfolios returned approximately 9.4% in the quarter, compared to 11.5% for the Russell 3000 Index. While most stocks had positive returns in the quarter, a number of them trailed their benchmark counterparts, particularly in Technology Services, Health Technology and Distribution Services. Laggards included Automatic Data Processing, Covidien and AmerisourceBergen. On the plus side, Commercial Services, Electronic Technology and Financials were the leading groups, and the featured stocks in these areas were McGraw-Hill, Tyco Electronics and, Affiliated Managers Group respectively.

Clients should note that our September 30 and March 31 letters offer a brief commentary followed by an equally brief discussion of a couple of investments. The December 31 and June 30 letters are typically longer and delve into various subjects in more detail. Incidentally, quarterly commentaries since 2002 are available on our website, <u>www.fiduciarymgt.com</u>.

At the recent price of \$674, the Russell 3000 is trading at a price it first achieved in January of 1999. Since then, investors in that index have earned only a modest return from the dividend (less than a 2% yield). Many stock investors have lost hope over this very difficult period; indeed, the past 10-year period is one of the worst on record. The mood of the day is captured by Byron Wein (formerly Morgan Stanley's strategist, now with Blackstone) in a piece entitled "Two Gloomy Afternoons." On two successive recent Fridays, Mr. Wein convened (as he has for 25 years) a group of investors to discuss the investment landscape. The group articulated a host of worries, including uncontrolled debt expansion, the onset of another recession, an antibusiness bias in Washington, onerous regulations, and a general feeling that the U.S. had lost its way. If that wasn't gloomy enough, Albert Edwards, of Societe Generale, weighed in on the subject, saying equities were locked in a "Vulcan death grip."

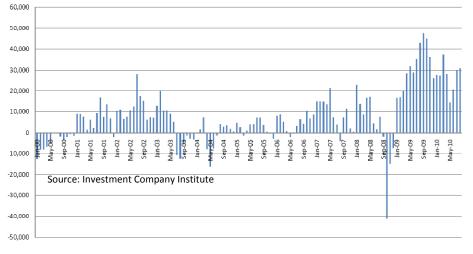
These sentiments are reflected by net negative equity fund flows in recent years, particularly over the last few months. According to the Investment Company Institute (ICI), \$57 billion has been withdrawn from equity mutual funds just since May. A mirror image of this phenomenon has taken place in the bond market. Performance

has been excellent, with the 10 Year Treasury bond achieving an annualized 7.3% return over the past ten vears (the Standard & Poor's 500 Index delivered a negative 1.8%). Recently, fund flows into the bond market have hit record levels. From May through August, ICI reported that \$81 billion has moved into bond funds. and since 2008. а staggering \$590 billion. In August, Bloomberg reported that according to Deutsche Bank, the ten lowest yielding U.S. corporate new issues in history have been sold in the past 14 months.



Unfortunately, the track record of the typical investor is not very good; if history is any guide, these fund flows will be poorly timed. Each year, Dalbar, a financial services firm, measures how fund investors actually perform, based on flow-of-funds data, compared to the stated index returns. Basically, the firm weights returns by when the flows occur. Over the 20 years ending last December, Dalbar figured investors compounded their money at 3.2%, rather than the stated S&P 500 return of 8.2%. Most investors seem incapable of avoiding the herd mentality. A brief

Monthly Net New Cash Flows to Bond Funds 2000 - August 2010 (mill)



recap of money flows shows lousy timing with respect to popular investment themes in biotechnology, technology/telecom, emerging markets, and real estate/financials. Recently, *Fortune's* very funny Stanley Bing penned a piece called "Come Back, Little Investor!" He suggests ten simple steps Wall Street can take to win back the small investor, including quarterly pancake breakfasts, but we like the last one best: **Stop losing my \$%\*#@ money!** Not following the crowd is the first step.

Our contrary indicator light is blinking bright yellow. Rather than chasing the final leg of one of the greatest bond markets in history, we think investors should remain engaged or even increase equity exposure. The stock market has more going for it than is popularly believed. After a long period of low or negative growth, revenues have been growing for three straight quarters, according to The Leuthold Group. Through June, the top 300 U.S. companies grew at 9% and the next largest 900 firms, at 9.9%. Corporate profitability and cash flow is also quite good. Credit Suisse reports that free cash flow as a percent of GDP is about twice its long-term average. This money will flow toward buy-backs, dividends and acquisitions. Deals have been heating up recently on Wall Street, with a total value through September 20 of \$516 billion, including several high profile ones such as Alcon, purchased by Novartis, Smith International, acquired by Schlumberger, and Millipore, bought by Merck

AG. Valuations, which for years were near the high end of their long-term ranges, are now about average on most measures. Deflation, which seems to be on everyone's mind, is still a concept and not a reality. Inflation is low, but above zero. As we said in last quarter's letter, mild deflation has historically been pretty good for stocks. We anticipate an inflation pick-up over the long run, due to profligate fiscal and monetary policies, but we believe stocks are the best way to deal with that outcome anyway. Consumers are repairing their balance sheets, albeit slowly. Unfortunately, the same can't be said for governments, but many politicians appear to be getting the message that we've crossed the line on deficit spending. The elections in November will be a pivotal referendum on spending.

Certainly many negatives that were highlighted and harangued over the last few

							Annual		
			10 Year				Compound	Total	
Past Ten Years			ACR	Next Ten Years			Return	<u>Return</u>	
Q2 1929	to	Q2 1939	-3.65	Q2 1939	to	Q2 1949	8.62	128.54	
Q1 1929	to	Q1 1939	-2.79	Q1 1939	to	Q1 1949	9.12	139.36	
Q3 1929	to	Q3 1939	-2.74	Q3 1939	to	Q3 1949	7.74	110.79	
Q1 1928	to	Q1 1938	-2.54	Q1 1938	to	Q1 1948	11.76	203.87	
Q1 1930	to	Q1 1940	-1.42	Q1 1940	to	Q1 1950	9.65	151.31	
Q2 1930	to	Q2 1940	-1.42	Q2 1940	to	Q2 1950	12.19	215.88	
Q4 1928	to	Q4 1938	-0.65	Q4 1938	to	Q4 1948	7.21	100.63 🗲	WORST
Q3 1928	to	Q3 1938	-0.10	Q3 1938	to	Q3 1948	8.12	118.31	
Q3 1930	to	Q3 1940	0.18	Q3 1940	to	Q3 1950	12.57	226.85	
Q4 1927	to	Q4 1937	0.20	Q4 1937	to	Q4 1947	9.61	150.39	
Q4 1929	to	Q4 1939	0.23	Q4 1939	to	Q4 1949	9.09	138.67	
Q2 1928	to	Q2 1938	0.44	Q2 1938	to	Q2 1948	9.52	148.39	
Q3 1964	to	Q3 1974	0.49	Q3 1974	to	Q3 1984	15.58	325.30 🗲	BEST
Q1 1931	to	Q1 1941	0.71	Q1 1941	to	Q1 1951	14.47	286.14	
Q4 1964	to	Q4 1974	1.24	Q4 1974	to	Q4 1984	14.76	296.23	
Q4 1998	to	Q4 2008	-1.38	Q4 2008	to	Q4 2018	?	?	
Q1 1999	to	Q1 2009	-2.99	Q1 2009	to	Q1 2019	?	?	
Q2 1999	to	Q2 2009	-2.22	Q2 2009	to	Q2 2019	?	?	
Q3 1999	to	Q3 2009	-0.15	Q3 2009	to	Q3 2019	?	?	
Q4 1999	to	Q4 2009	-0.95	Q4 2009	to	Q4 2019	?	?	
Q1 2000	to	Q1 2010	-0.65	Q1 2010	to	Q1 2020	?	?	
Q2 2000	to	Q2 2010	-1.58	Q2 2010	to	Q2 2020	?	?	
Source: The Leuthold Group						Average	10.67	182.71	

years in these letters remain. Some issues need to turn around before the economy and the market regain solid footing; specifically, businesses must feel more confident about regulations and taxes in order to hire new employees or invest in capital and research & development. The government and the Federal Reserve also have to back off. History demonstrates, however, that if investors wait for an "all clear" sign, a large part of the upturn will be missed. In the table above, we have updated and reprinted data from our March 2009 letter showing 10-year stock returns following the 15 worst 10-year periods (measured by quarters, so there are nearly 300 data sets). While there are obviously no guarantees in the equity business, we like the odds that the next 10 years' return will fall within the range of the worst, 7.2% and the best, 15.6%.

Below we highlight a couple of recent investment ideas.

## The St. Joe Company

## **Description**

St. Joe is Northwest Florida's largest private landowner. The company owns 577,000 acres of land, with 404,000 acres (70% of the total) within 15 miles of the coast. This includes over 130 miles of frontage along the Gulf of Mexico and several bays, 5.7 miles of sandy beach, and additional 78 miles of frontage along the Intracoastal Waterway.

## Good Business

- St. Joe has large-scale landholdings. The company's value-add is in securing entitlements for higher and better uses for the land.
- There is a goal to derive a growing stream of recurring revenue and income from commercial real estate via joint ventures and leases.
- Much of St. Joe's land was acquired in the 1930s and 1940s at a low cost basis. Gross margins on lot sales should approximate at least 50% on a normalized basis. Capital expenditure is minimized by selling entitled land to homebuilders, third-party developers and investors, and partnering with third parties to develop the land.
- This is an easy business to understand.
- The company has \$194 million of net cash.

# Valuation

- Shares of St. Joe have been decimated following the collapse in the residential and commercial real estate market, particularly in Florida. The stock is down 71% from its high of \$85.25 in July 2005.
- Land use entitlements in hand or in process represent just 6% of total landholdings. Valuing the nonentitled land at "swampland" prices of \$1,500/acre implies the market is valuing the entitled land for only \$45,000/acre.
- Inflation adds to the margin of safety since the company's landholdings should be worth more in the future versus what is implied by the current market value.

## <u>Management</u>

- Britt Greene, 55, has been CEO since May 2008 and President since October 2007. He was promoted to COO in August 2006. Greene, who joined St. Joe in January 1998, has led the company through entitlement, planning, permitting, design, and sales for several of its projects.
- Greene replaced Peter Rummell, who was focused on positioning St. Joe as a developer of second homes and resorts for the affluent, whereas Greene has a more balanced approach and is also focused on securing entitlements for primary residential and commercial purposes.
- Bill McCalmont, 54, has been CFO since May 2007. Prior to joining St. Joe, he was CFO of Ace Cash Express from August 2003 to January 2007, and a member of a real estate consulting group from 2001 to 2003.

## Investment Thesis

St. Joe represents a way to participate in the resumption of southward migration to Florida, which has good weather and no state income tax. The current share price implies we are paying little for any upside from the new Northwest Florida Beaches International Airport (commenced commercial flights in May) helping accelerate absorption of the company's land. Our analysis shows the intrinsic value of the company is vastly higher than the current stock price. St. Joe also represents a hedge on inflation.

# **Devon Energy Corporation**

## **Description**

Devon is an independent exploration and production (E&P) company whose operations are focused onshore in the United States and Canada. Its production mix is about two-thirds natural gas and one-third oil and natural gas liquids (NGLs). Proved reserves total approximately 2.6 billion BOE (barrels of oil equivalent), with about 60% being natural gas and 40% liquids. The reserves/production ratio is around 12 years. Proved developed reserves represent approximately 70% of the total.

## Good Business

- As an early mover in its plays, Devon has established its superior acreage positions with low entry costs and royalty burdens. The company's strong balance sheet should allow it to withstand difficult periods.
- Oil and natural gas are two of life's necessities.
- ROIC has averaged approximately 10.5% over the last decade. The return on incremental invested capital should improve going forward following the company's sale of its Gulf of Mexico and International assets, which accounted for 7% of proved reserves and 11% of production, but commanded almost 30% of Devon's capital.
- This is an easy business to understand.
- The net debt/cap ratio is approximately 14%. The balance sheet is in a net cash position pro forma the Brazil asset sale, which is slated to close by year-end.

## Valuation

- Devon has declined 17% from its 52-week high and 50% from its all-time high in July 2008. The shares have underperformed the S&P 500 by approximately 8% and 23% over the last 12 and 24 months, respectively. This is primarily because the company's asset base is weighted to the out-of-favor, North American natural gas market.
- If the stock traded down to its 5-year/10-year average low of around 1.25x book, the shares would be valued at approximately \$48, representing downside of 25%.
- Devon trades essentially in-line with its large cap peer group on a Price/Cash Flow basis but trades at a 20-30% discount to its peers on an E&P EV/Mcfe (enterprise value-to-thousand cubic feet equivalent) and EV/Mcfepd (enterprise value-to-thousand cubic feet equivalent of proved developed reserves) basis, and an even greater 40-50% discount to the mid cap peer group.
- Exxon Mobil announced the acquisition of XTO Energy in mid-December 2009 for \$41 billion, which implied a value of \$2.95/Mcfe of proved reserves and \$13,900/Mcfepd. Excluding the company's midstream business, the market values Devon's E&P assets at \$1.50/Mcfe and \$6,500/Mcfepd.

## <u>Management</u>

- The company is unlikely to engage in large-scale corporate mergers and acquisitions. In fact, Devon currently considers the repurchase of its shares as a superior use of cash. It is on pace to buy back 12% of its stock within 12-18 months.
- Following the close of its pending asset sales, the company will have sold roughly 10% of its proved reserves and production with after-tax proceeds that exceed 20% of its enterprise value.
- Management is non-promotional and has taken a conservative approach to new resource opportunities. Insiders own a significant amount of stock outright.

- John Richels, 59, was named CEO in June 2010. He took the reins from Devon's Co-Founder and Chairman, J. Larry Nichols, who had served as CEO since 1980. Richels was previously the President since January 2004.
- David Hager, 53, was named Executive V.P.-Exploration & Production in March 2009. He previously served on Devon's Board and was the COO of Kerr-McGee prior to its merger with Anadarko in 2006.

## Investment Thesis

Devon is in a fairly volatile business, but one that can comfortably earn its cost of capital if managed properly. We think the executive team is outstanding and the stock is very attractively priced due to the depressed environment. The time to buy commodity-related businesses is when supply is adequate and pricing is depressed, which is what we have in the natural gas market at the current time. The company has the added value of being an inflation hedge.

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**Management Note:** Pat English, Chief Investment Officer, has directed the investments of Fiduciary Management for over twenty years and will continue to do so. Through his leadership, we have built an excellent research team that is fully inculcated into the Fiduciary Management investment culture. Pat has functioned as both the Chief Investment Officer and a critical decision maker, along with John Brandser, Chief Operating Officer, across a variety of strategic and tactical matters for many years. Those familiar with Fiduciary Management know that Pat and Ted Kellner have been operating in a state that is akin to co-CEOs for a long time. Ted has been more of an external CEO and Pat more internal. Pat now officially adds the title of CEO and Ted becomes Executive Chairman and remains on the portfolio management committee. John adds the title of President. Additionally, Andy Ramer, who joined FMI in 2002, has been named Director of Research. He and Pat have and will continue to work closely with the team vetting and researching investment ideas, building on the thirty-year track record of the firm. The entire investment group, along with key client service and marketing executives, not only have an ownership stake in FMI but are also invested alongside our clients.

Thank you for your continued support of Fiduciary Management, Inc.

# Fiduciary Management Inc. All Cap Equity Composite 12/31/2007- 09/30/2010

Year	Total Return Gross of Fees %		*Benchmark Return %	Number of Portfolios	Dispersion %	Con A: End o	Fotal nposite ssets of Period nillions)	As o	otal Firm sets End f Period millions)	Percentage of Firm Assets %
2008	-26.65	-27.18	-37.31	12	0.60	\$	56.9	\$	4,062.5	1.40%
2009	30.19	29.35	28.34	18	0.23	\$	86.9	\$	7,008.9	1.24%
Q1 2010	8.05	7.86	5.95	19	0.06	\$	95.3	\$	7,953.6	1.20%
Q2 2010	-9.77	-9.92	-11.32	19	0.06	\$	85.7	\$	7,486.4	1.14%
Q3 2010**	9.38	9.21	11.53	19	0.15	\$	95.5	\$	8,564.2	1.12%

\*Benchmark: Russell 3000 Index®

\*\* Subject to reconciliation and verification.

Returns reflect the reinvestment of dividends and other earnings.

The above table reflects past performance. Past performance does not guarantee future results. A client's investment return may be lower or higher than the performance shown above. Clients may suffer an investment loss.

Fiduciary Management, Incorporated (FMI) has prepared and presented this report in compliance with the Global Investment Performance Standards (GIPS®).

FMI has received a firm-wide GIPS verification for the period 12/31/1993 – 06/30/10. In addition, the FMI All Cap Equity Composite has received a performance examination for the period 12/31/2007 – 06/30/10.

FMI was founded in 1980 and is an independent investment-counseling firm registered with the SEC and the State of Wisconsin. The firm manages approximately \$7.5 billion in assets of pension and profit sharing trusts, mutual funds, Taft-Hartley funds, insurance company portfolios, endowments and personal trusts. The firm includes both institutional and mutual fund business. Although the firm has participated in wrap programs, it is a separate and distinct business, and is excluded from firm-wide assets.

The FMI All Cap Equity Composite was created in December 2007. These accounts primarily invest in small, medium and large capitalization US equities.

The FMI All Cap Equity Composite reflects time-weighted and asset-weighted returns for all discretionary accounts. From December 31, 2007 all accounts were managed for at least one month. All returns are calculated using United States Dollars and are based on monthly valuations using trade date accounting. All accounts in this composite are fee paying. Gross of fees returns are calculated gross of management fees and custodial fees and net of transaction costs. Net of fees returns are calculated net of management fees and transaction costs and gross of custodial fees. Dispersion is calculated using the standard deviation of all accounts in the composite for the entire period.

Currently, the advisory fee structure for the FMI All Cap Equity Composite portfolios is as follows:

Up to \$25,000,000	0.75%
\$25,000,001-\$50,000,000	0.65%
\$50,000,001-\$100,000,000	0.60%
\$100,000,001 and above	0.55%

The firm generally requires a minimum of \$3 million in assets to establish a discretionary account. High Net Worth individuals may establish an account with a minimum of \$1,000,000, however, the firm reserves the right to charge a minimum dollar fee for High Net Worth individuals depending on the client servicing involved. The minimum account sizes do not apply to new accounts for which there is a corporate, family, or other substantial relationship to existing accounts. In addition, the firm reserves the right to waive the minimum account size and minimum annual fee under certain circumstances. A complete list and description of all firm composites is available upon request.

Additional information regarding policies for calculating and reporting returns is also available upon request.

The Russell 3000 Index® is an unmanaged index generally representative of the U.S. market for stocks. FMI uses the Russell 3000 Index® as its primary index comparison.