

Don't have debt rise faster than income ...

... because your debt burdens will eventually crush you."

"Don't have income rise faster than productivity ...

... because you'll eventually become uncompetitive."

"Do all that you can to raise your productivity ...

... because in the long run, that's what matters most."

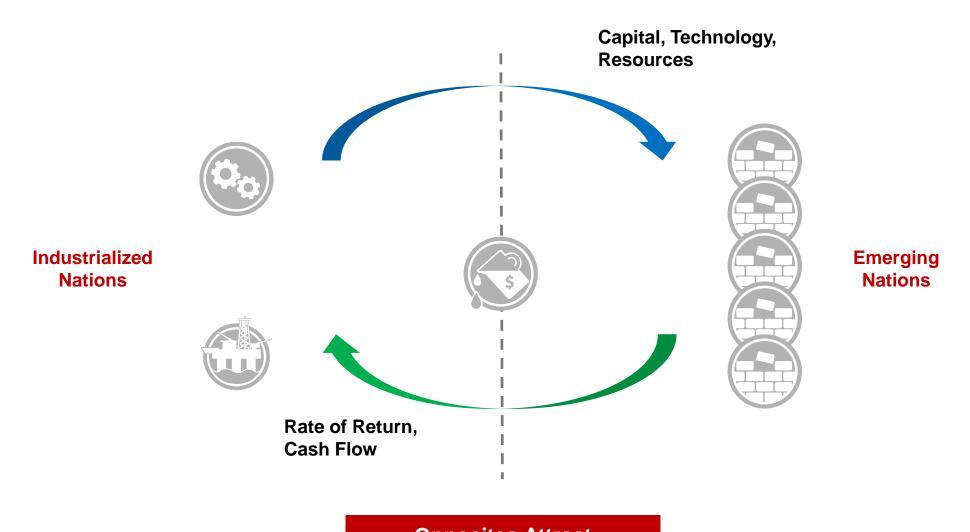
Warming up....

A currency union in Europe was formed 6 times in history and each time it broke up...

A wild fire in Russia that destroyed an entire wheat crop in 2010 was the cause of the Arab Spring in 2011...

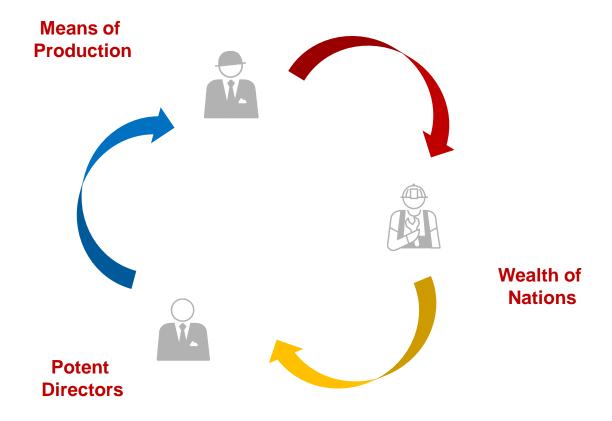
The Sheikh of Dubai made personal appearances in the Media 5 times in one month before defaulting on its debt in Nov 2009...

A national election immediately following a period of prolonged and high inflation has led to the rise of Nationalists...



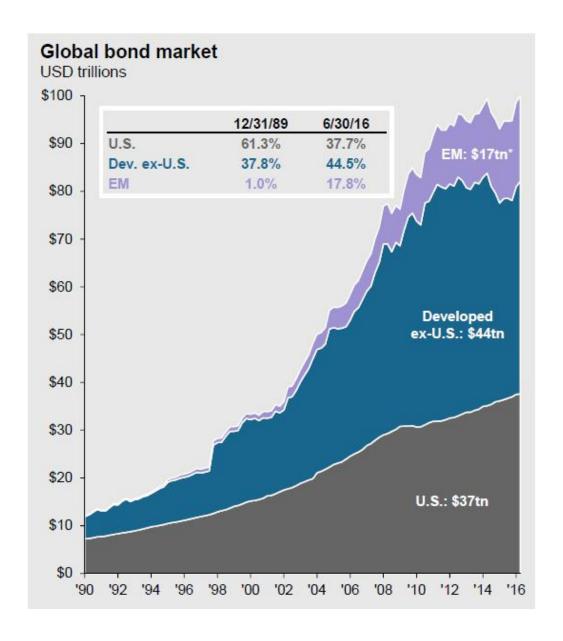
Opposites Attract

Theatre & Actors

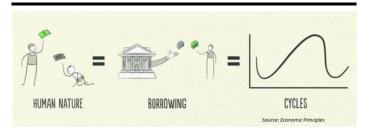


It's a Zero Sum Game

Understanding debt is key to investing success



Debt Cycles



Debt drives growth

Two types

- Self-fulfilling, Productivity enhancing
- Non Self-fulfilling

Managing debt

- Requires strong institutions
- Reforms and Capitalism
- Synchronization of
 - Money printing
 - Fiscal stimulus
 - Debt restructuring and
 - Bankruptcy

Risk/Return profiles of Asset Classes

5%

4%

3%

2%

196

0%

GLOBAL ILS



REAL ESTATE

15%

Expected Risk

SALOMON LPF

TIPS

10%

LEHMAN AGG

HEDGED NON-US BONDS

5%

(REITS)

30YR TREASURY

 $E(R_i) = R_f + \beta * [E(R_m) - R_f]$

GSCI

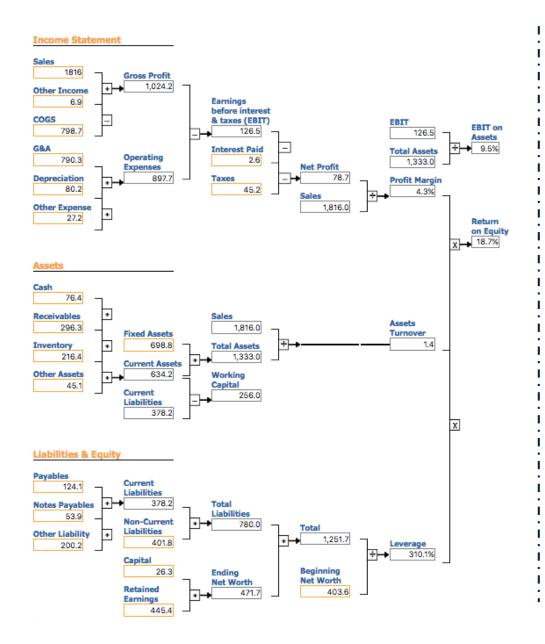
20%

25%

30%

35%

Dupont Analysis



RoE = Net Income / Shareholders Equity

RoE = [NI / Sales] Margins

*

[Sales/Assets] Turnover

*

[Assets/SE] Leverage

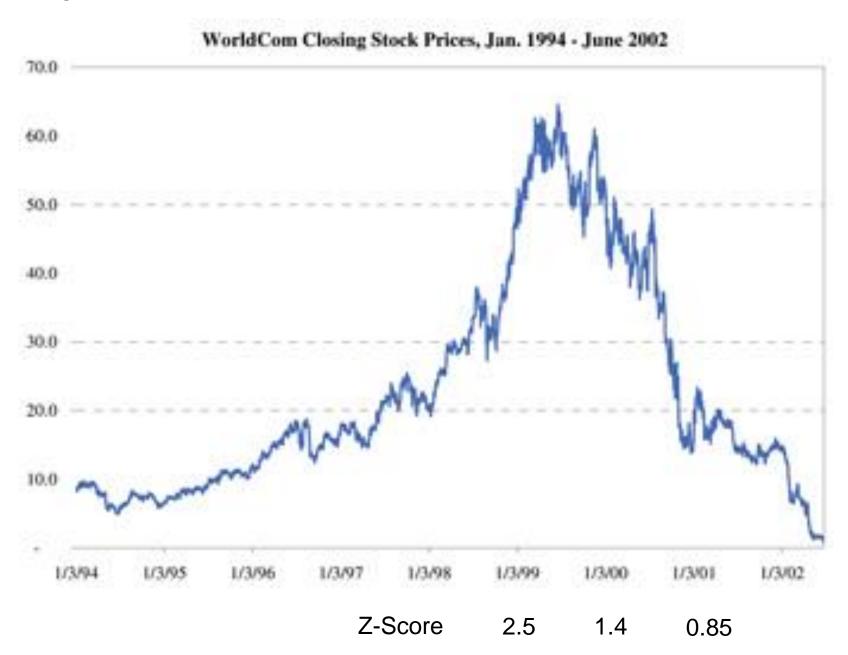
Z-Score = 1.2 * X_1 + 1.4 * X_2 + 3.3 * X_3 + 0.6 * X_4 + 1.0 * X_5

Healthy Company = Z-Score > 2.6

Companies in grey zone = 1.1 < Z-Score < 2.6

$$X4 = \frac{\text{Mkt Value of Equity}}{\text{Total Liabilities}}$$

Failing Company = Z-Score < 1.1



Building Scenarios is key to investing success



Short downturn in 2013, fast recovery

- Recession in 2013
- Fast recovery in 2014

Future perspective

Return to old growth rates

- Strong electoral verdict
- Policy visibility & certainty
- · Liquid global markets

Supporting events

If the current trend continues and grows stronger

- Equity and asset prices rally
- Improvement in economic indicators, currency, BoP



Recovery by the end of 2014, early 2015 – followed by second downturn; permanent recovery delayed further

- Short-term recovery can indicate companies and politicians refrain from adjusting to new realities
- Second downturn potentially deeper, stronger and broader

Only low growth rates likely

- Minority Govt. leading to delayed but still effective policies
- Recovery after 2014/2015 potentially U- or L-shaped

Current recovery is brought down by hidden problems

- Positive trends are counterbalanced by negative effects (e.g. public debt, tax receipts)
- Select sectors show growth
- Uneven deleveraging
- Risk of stagflation



Long downturn until 2015, weak recovery in 2016

- Sub-par growth in 2013-15
- Gradually recovery in 2016

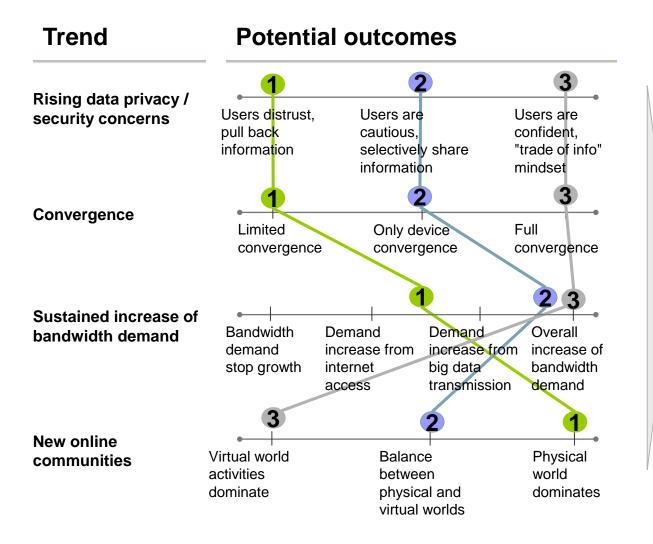
Structurally low growth rates

- Hung political verdict
- Lack of demand; Capex cycle disrupted
- Country no longer able to attract capital
- Currency crisis; Downgrade

Current trends worsen

- New structure of trade paralyzes growth
- Increase in unemployment and social spending
- Rise in direct/indirect taxes
- Capital controls

Building Scenarios is key to investing success



Trend "Act"

Act 1

Things are detached

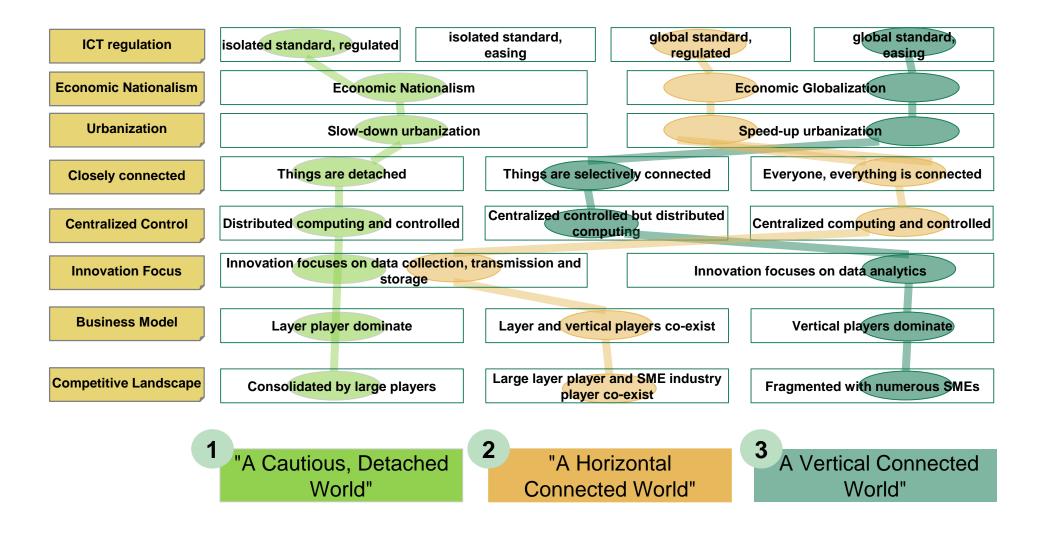
Act 2

Things are selectively connected

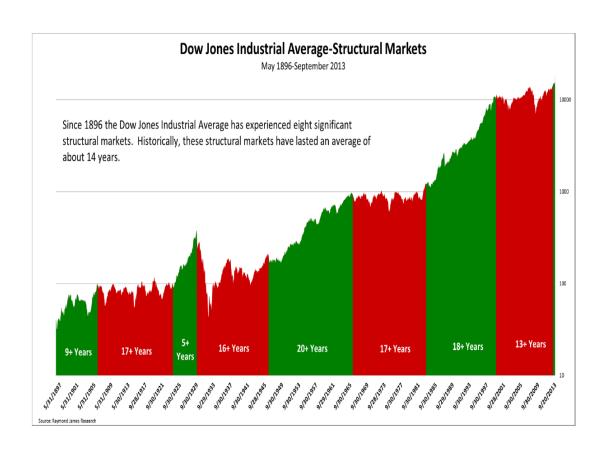
Act 3

Everyone, everything is connected

Building Scenarios is key to investing success



Understand market cycles



Everything is a cycle

Presidential cycles

- 8 year cycle (US)
- 12 year cycle (China)
- 17 year cycle (India)

Commodity cycles

- 50% margin rule
- 30 year cycles

Asset cycles

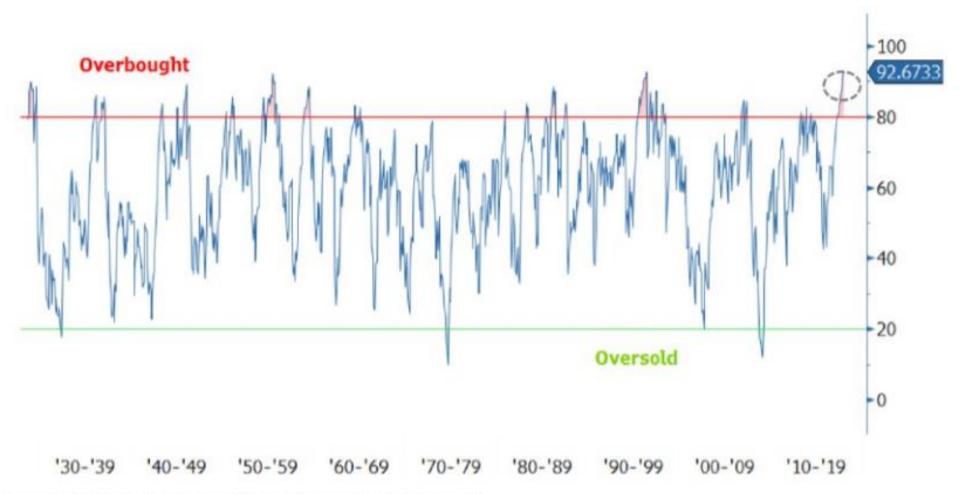
- Infrastructure 25 years
- Real Estate 12 years

Catch-all Cycles

- Kutchen 3 to 5 years
- Juglar 7 to 11 years
- Kuznets 15 to 25 years
- Kondratief 40 to 60 years

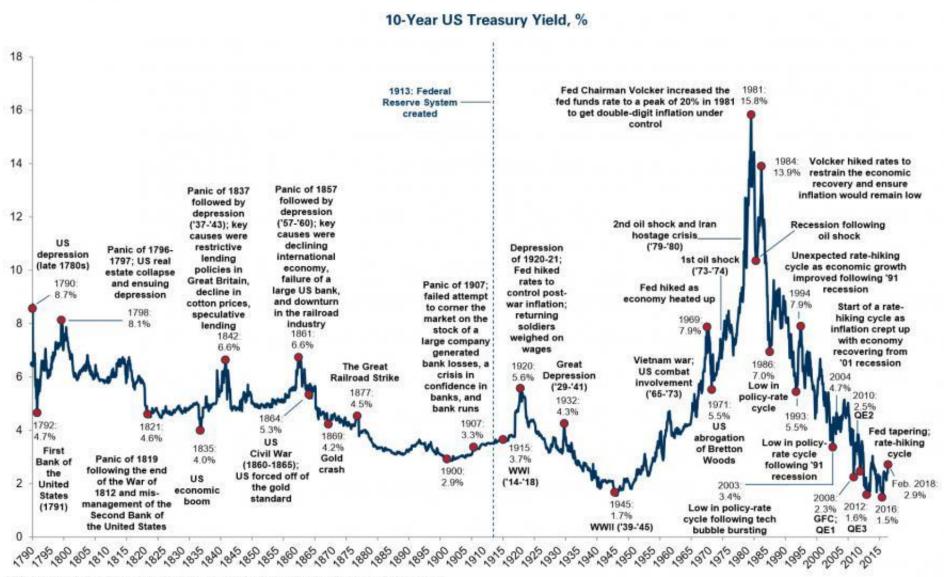
Confluence and Liquidity Events

S&P 500 - Mean Reversion

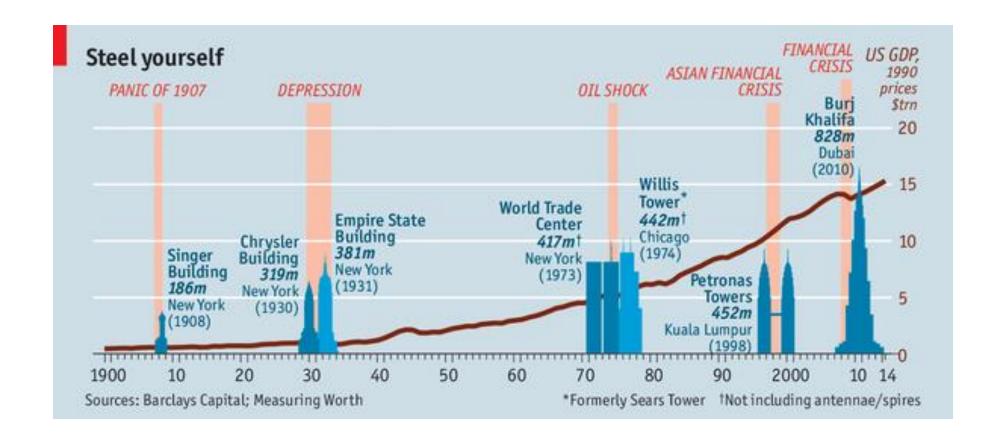


Source: Bloomberg, Morgan Stanley Research. As of Jan. 4, 2017. Period = 9.

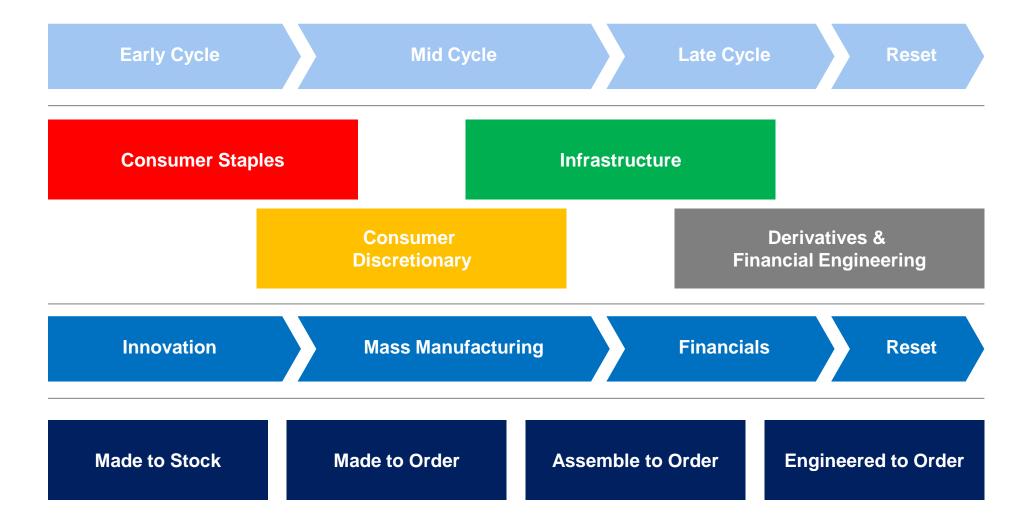
Fodder for thought - Thus Spoke Zarathustra



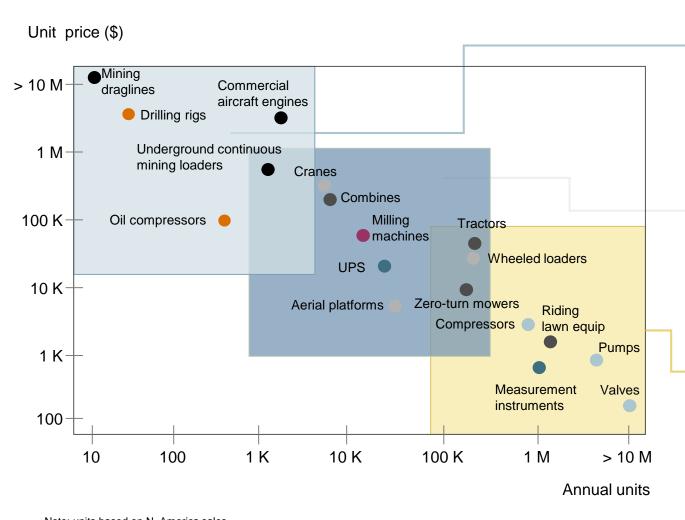
Source: Global Financial Data, Inc., Federal Reserve Board, Haver Analytics, Goldman Sachs Global Investment Research.



Understanding Cycles & Sectors



Understanding Cycles & Sectors - Another view of companies



Nature of competition

High price, low volume

- Global scale, global markets, few big global players
- Large multi-decade engineering projects
- Highly customized/specialized products
- Project financing
- Service intensive, often 50% of revenue
- Winning position #1, #2 globally

Medium price and volume

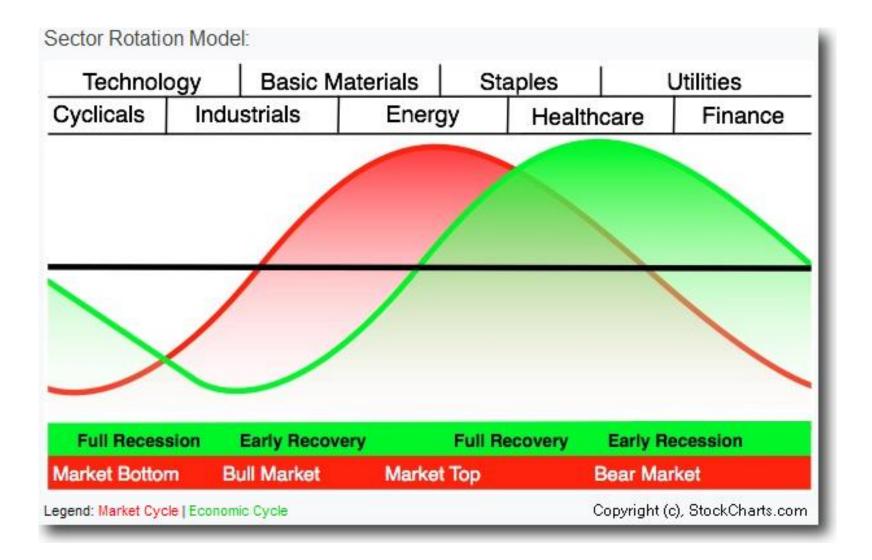
- · Factory-scale business
- · Dealer financing
- Homogenous, integrated dealer system critical to success
- Service sensitive; service through dealers
- Winning position #1 or #2 player often within region

Low price, high volume

- Fragmented applications and end markets
- No financing
- · Importance of independent dealers / retailers
- Market share by application critical
- Multiple winning positions

Note: units based on N. America sales
Source: Website searches, Company analysis, Wachovia "NA Ag equipment demand" June 2008, World Oil (Oct 2005) newly manufactured US rig counts, Freedonia: "World turbines" (Jun 2008) and "Motors and generators" (Mar 2008), AEM, company 10K reports

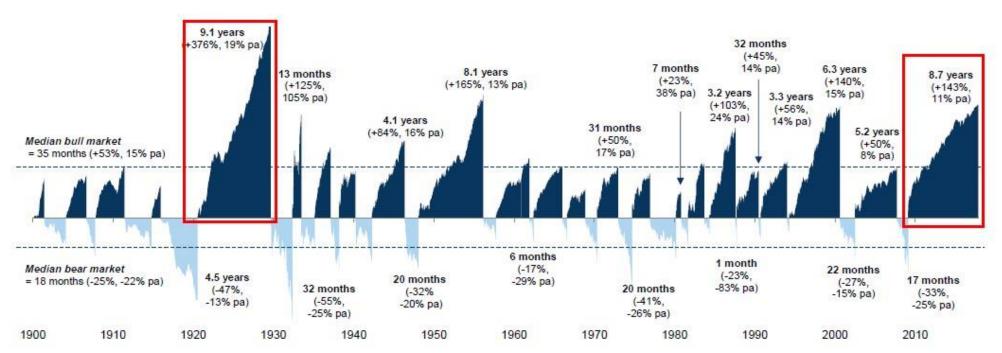
Understanding Cycles & Sectors



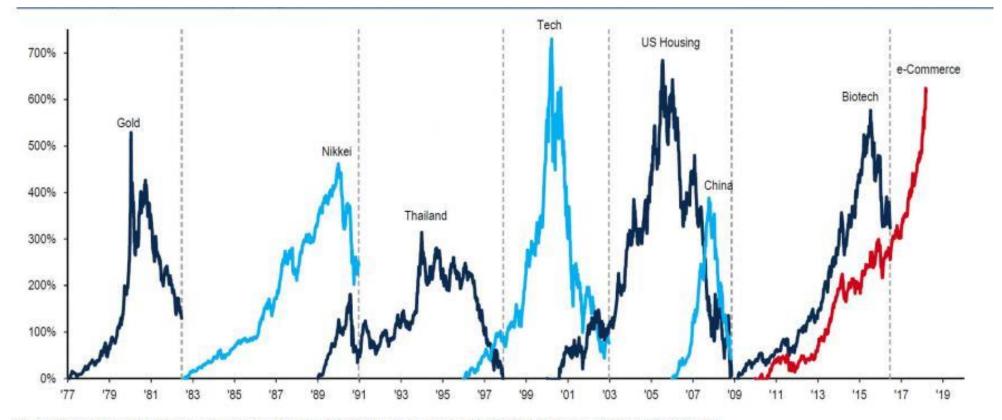
Winter is Coming and so is the opportunity...

We are nearing the longest 60/40 bull market without a 10% total return drawdown

60/40 bull and bear markets (real total return drawdown of more than 10%)



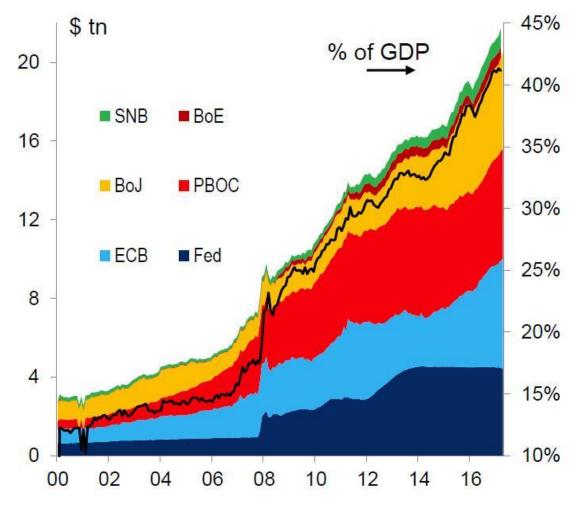
Bubble Trouble



Source: BofA Merrill Lynch Global Investment Strategy, Bloomberg: Note: Gold (XAU Curncy), Japanese Equities (NKY Index), Thai Equities (SET Index), Tech (NDX Index), US Housing (SSHOME Index), Commodities (SHCOMP Index), Biotech (NBI Index), Commerce (DJECOM Index)

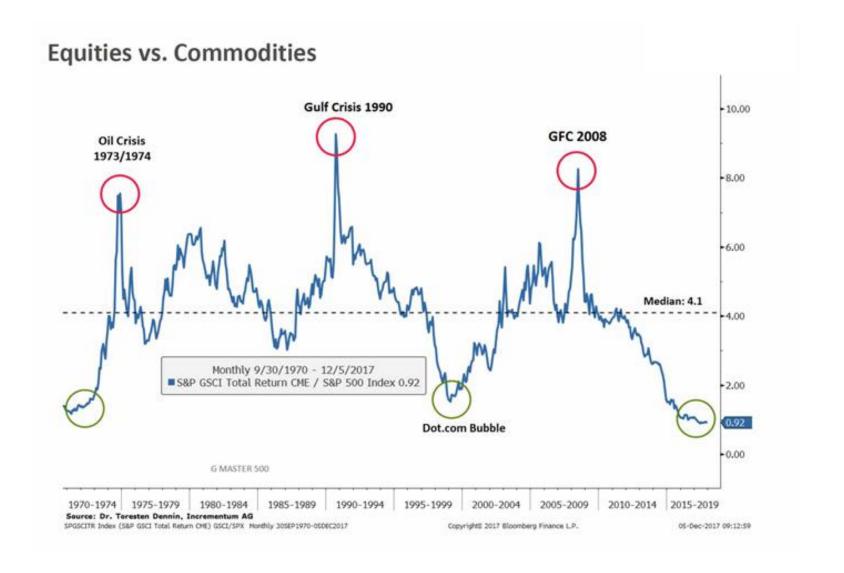
Who is the largest investor in the market today?

A \$20tn stockpile
Global CB balance sheet assets

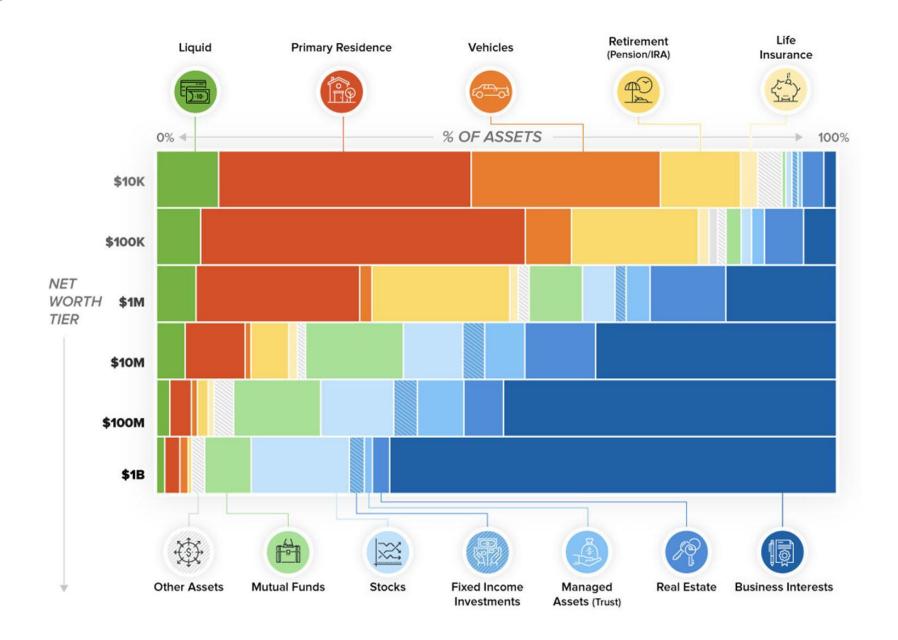


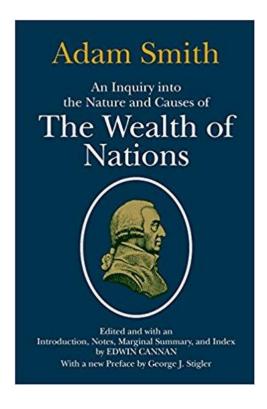
Source: National central banks.

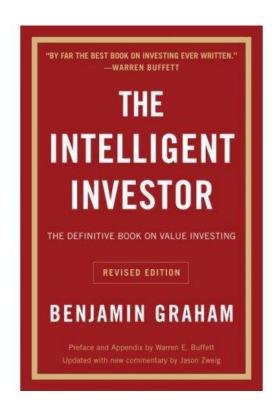
Where are the opportunities next?

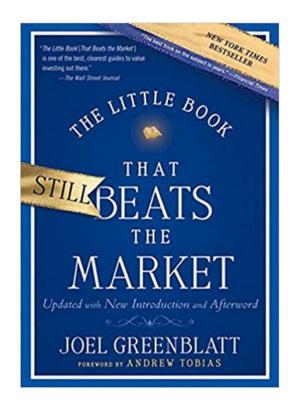


How do the rich and successful invest

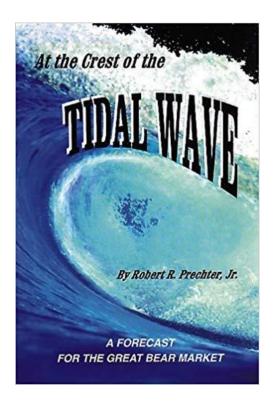


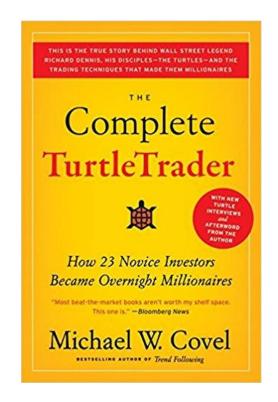


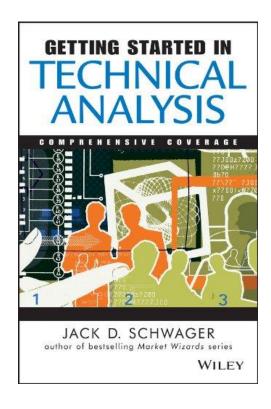




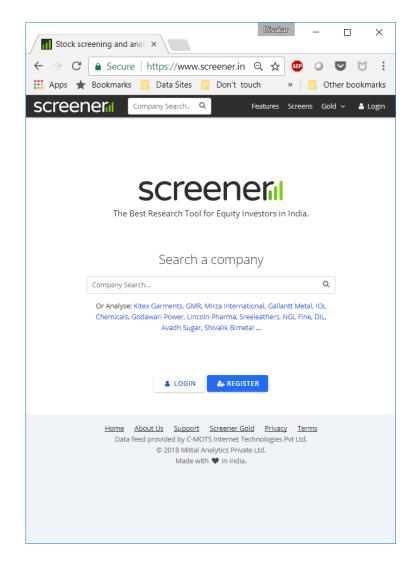
Books to read

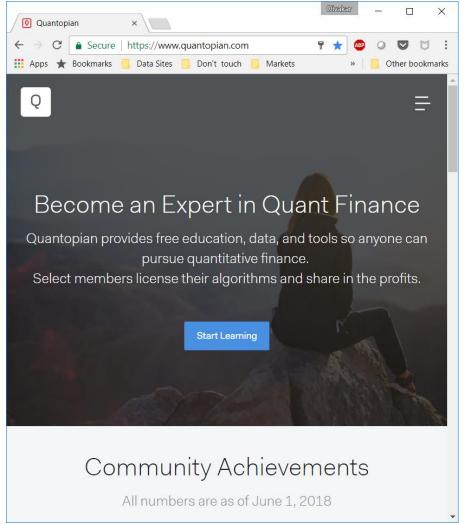




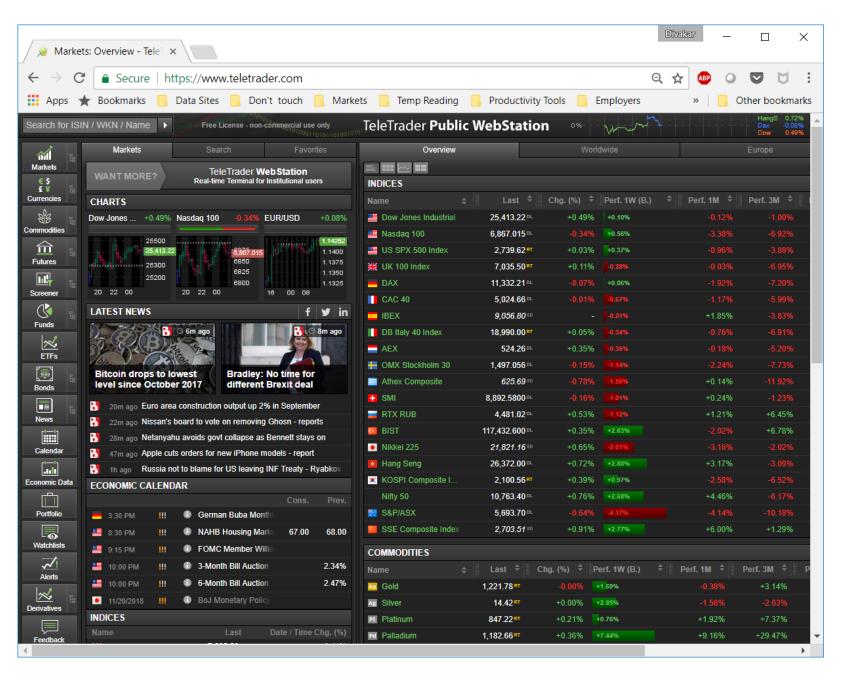


Sites to Visit





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Coming Soon...

Learn to Invest, Like a Legend

"Charting" your way to Glory