



VULCAN  
VALUE  
PARTNERS

# Annual Letter and Fourth Quarter 2021

## PORTFOLIO REVIEW

### GENERAL

After very strong absolute and relative returns through the first nine months of the year, all of our investment strategies lagged their benchmarks during the fourth quarter. For the year, all of our investment strategies produced double-digit absolute returns, and four out of our five strategies beat their primary and secondary benchmarks as well. As we have often said, we place no weight on short-term results, good or bad, and neither should you. In fact, we have made and will continue to make decisions that negatively impact short-term performance when we think we can improve our long-term returns and lower risk. We encourage you to place more weight on our longer-term historical results and a great deal of weight on our long-term prospects.

All five of our investment strategies have produced exceptional long-term returns. In fact, three of our five strategies are in the top 1% of their peer groups since inception, one is in the top 2%, and one is in the top 5%. These results are detailed in the table below.

As of December 31, 2021

Directory		QTD	YTD	Annualized Since Inception*	Peer Rank Since Inception <sup>1</sup>	
Introduction	1	<b>Large Cap Composite (Gross)</b>	<b>1.3%</b>	<b>22.8%</b>	<b>12.3%</b>	<b>Top 2%</b>
Portfolio Review	1	<b>Large Cap Composite (Net)</b>	<b>1.2%</b>	<b>22.1%</b>	<b>11.5%</b>	
		Russell 1000 Value Index	7.8%	25.2%	7.5%	
Large Cap Review	9	S&P 500 Index	11.0%	28.7%	10.8%	
		<b>Small Cap Composite (Gross)</b>	<b>-0.6%</b>	<b>48.0%</b>	<b>12.7%</b>	<b>Top 1%</b>
Small Cap Review	12	<b>Small Cap Composite (Net)</b>	<b>-0.8%</b>	<b>46.8%</b>	<b>11.7%</b>	
		Russell 2000 Value Index	4.4%	28.3%	7.2%	
Focus Review	15	Russell 2000 Index	2.1%	14.8%	8.7%	
		<b>Focus Composite (Gross)</b>	<b>7.4%</b>	<b>29.3%</b>	<b>15.2%</b>	<b>Top 1%</b>
Focus Plus Review	17	<b>Focus Composite (Net)</b>	<b>7.3%</b>	<b>28.8%</b>	<b>14.1%</b>	
		Russell 1000 Value Index	7.8%	25.2%	7.9%	
All Cap Review	19	S&P 500 Index	11.0%	28.7%	10.9%	
		<b>Focus Plus Composite (Gross)</b>	<b>7.5%</b>	<b>29.2%</b>	<b>14.5%</b>	<b>Top 1%</b>
Closing	22	<b>Focus Plus Composite (Net)</b>	<b>7.4%</b>	<b>27.9%</b>	<b>13.3%</b>	
		Russell 1000 Value Index	7.8%	25.2%	7.5%	
Disclosures	23	S&P 500 Index	11.0%	28.7%	10.8%	
		<b>All Cap Composite (Gross)</b>	<b>1.8%</b>	<b>30.8%</b>	<b>15.1%</b>	<b>Top 5%</b>
		<b>All Cap Composite (Net)</b>	<b>1.6%</b>	<b>29.8%</b>	<b>14.1%</b>	
		Russell 3000 Value Index	7.5%	25.4%	11.2%	
		Russell 3000 Index	9.3%	25.7%	14.5%	

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<sup>1</sup>Peer ranking information sourced from eVestment as of January 18, 2022 using Vulcan Value Partners Large Cap, Focus and Focus Plus Composites versus peer group of US Large Cap Value Equity Universe, Vulcan Value Partners Small Cap Composite versus peer group of US Small Cap Value Equity Universe and Vulcan Value Partners All Cap Composite versus peer group of US All Cap Value Equity Universe since inception ending December 31, 2021. All returns are shown gross and net of fees. Vulcan Value Partners claims compliance with the Global Investment Performance Standards (GIPS®). \*Inception date is 3/31/2007 for Large Cap, Small Cap, and Focus Plus Composites. Inception date is 11/30/2007 for Focus Composite. Inception date is 4/1/2011 for All Cap Composite. Past performance is no guarantee of future results. Please see important disclosures at the end of this document.



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## PORTFOLIO REVIEW (CONT.)

### OUR INVESTMENT PROCESS

In its simplest terms value investing is quantifying the present value of a free cash flow stream and purchasing that free cash flow stream at a discount to its present value. The discount to fair value provides a margin of safety. This margin of safety does not protect us from stock price volatility but allows us to take advantage of it if our values are stable.

Our investment process employs a dual discipline. The pillars of our investment philosophy are value stability and a long-term time horizon, which is five plus years. The two are related. We must have a sustainable margin of safety in terms of value over price. Value stability is important for two reasons. First, because the companies we own have stable values, stock price volatility creates opportunity for us. Stock prices are more volatile than our values which enables us to increase our margin of safety when price inevitably deviates from value. Second, if a stock is mispriced, there are two ways for that gap to close. Value can fall to meet price or price can rise to meet value. A stable value gives us confidence that when the gap is closed, it will close by price rising to meet value. A long-term time horizon allows us to be agnostic as to when the market closes the price to value gap. As long as our values are stable and growing over time, we are paid to wait until price rises to meet value.

By our math, most of the stable value companies described above are overvalued most of the time. However, we follow them, sometimes for well over a decade, so that we can purchase them with a margin of safety should they ever become discounted. We call this collection of stable value companies our MVP list. We can always find statistically cheap companies, but we have no interest in owning them if they do not have stable values. Adding a company to our MVP list means that we are making the decision to buy it should it become discounted. We invest the resources to follow these MVP companies almost as if they were in the portfolio. We keep our values current and do a deep dive review every two years to make sure that the company's competitive position remains strong and hopefully is getting stronger.

Because value stability is so important to us, we are paranoid about disruption. We want to be on the right side of any potential disruption. If we are not highly confident that a company's competitive position remains intact, we remove the company from the MVP list. If we do not know, we do not play. Even if we think that a company will probably be okay, probably is not enough to remain on our MVP list. The MVP list evolves over time. Some companies have remained on it consistently. A number of businesses that used to qualify no longer do. Coming out of the global financial crisis, we had a lot of exposure to content distribution companies (cable and satellite), traditional media companies, and consumer branded companies. Very few of those businesses qualify today. On the other hand, there are businesses that have become more competitively entrenched over time that we have added to the MVP list that were not on it at that time.

There are several advantages to this process. One advantage is that we can observe the actual results that these businesses deliver and compare those results to the assumptions we are using to value the business over a long period of time. As we evaluate these actual results, we gain confidence that our values are approximately right. Oftentimes, the actual results of the companies on our MVP list exceed the assumptions we are using to value them. Another advantage of our investment process is that we get to know the businesses on our MVP list and the people running them very well. As a result, when there is stock price volatility, we can move decisively to allocate capital into extraordinary businesses when they become discounted because we know the businesses well and we have confidence that our values are stable. It is very much like being prepared for a pop quiz. You never know when the test is going to happen, but if you have done your homework, you are well prepared when it does.



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## PORTFOLIO REVIEW (CONT.)

Mispricing opportunities often present themselves when short-term results are not representative of the present value of a free cash flow stream. Sometimes these short-term results deviate from normal earning power because of transitory issues that have very little impact on our long hand discounted cash flow analysis, which means that our values remain stable. As an example, short-term results can deviate because of long-term investment opportunities and / or investments required to strengthen a company's economic moat. As long-term investors, we can look at the same set of facts as other market participants, who almost always have much shorter time horizons than we do, and arrive at different conclusions about a company's intrinsic worth. People sometimes ask "What do you see that others don't see? Why do you disagree with Mr. Market about a company's prospects? Why is your value different than the current stock price?" The answer is our time horizon and the dual discipline that we follow because of that time horizon.

Examples of companies willing to sacrifice short-term results to build long-term value include:

Alphabet Inc. invested heavily in YouTube which has become very valuable. It is doing the same thing in Google Cloud today.

Wayfair is a company that invested heavily in building its competitive advantages but was losing money and had negative free cash flow. The pandemic accelerated the company's transition to scale, and they are now leveraging those investments to strengthen their competitive advantages. Post-Covid, the company is profitable and generating free cash flow as the company has begun to reap the benefits of these investments during the pandemic.

Splunk Inc. has generated significant levels of free cash flow in the recent past. The company is investing heavily to transition its business into the cloud which is temporarily depressing margins and negatively impacting free cash flow. These investments are paying off and will enable the company to have higher profitability and more free cash flow than it otherwise would have had if it did not make these investments.

This phenomenon is nothing new. In addition to the businesses that we currently own above, we have had successful investments in similar situations from Vulcan Value Partners' earliest days. These examples include Oracle, Boeing, Discovery Communications, and DirectTV, to name a few. As an aside, some of these businesses remain on our MVP list and some do not.

In all these cases, capital allocation decisions penalize near term free cash flow but increase the present value of future cash flow streams. The above examples represent capital allocation decisions made by our management teams in terms of how the free cash flow is returned to us or reinvested on our behalf. Value growth is not the same thing as earnings growth. Our value growth is a function of both the free cash flow that our companies produce and the growth of that free cash flow coupon our companies enjoy. We invest with management teams that make capital allocation decisions through a long-term lens, consistent with our own, rather than with a short-term focus.

Our process is consistent; however, as referenced above, the opportunity set changes over time. By applying this process consistently over our long-term time horizon, we believe that we can meet our long-term goals of protecting capital and earning superior returns on that capital. Specifically, we strive to reduce the risk of a permanent loss of capital and earn a double-digit real return above inflation over the long term. We are pleased that we have met this goal since Vulcan was founded.<sup>1</sup>

<sup>1</sup>Based on gross returns since inception for all strategies.



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## PORTFOLIO REVIEW (CONT.)

### THE IMPORTANCE OF VALUATION

We always say that we learn more by studying our mistakes than by dwelling on our successes. In the occasions where we have made valuation errors, we have been wrong more often on slower growing companies than we have been on faster growing companies. Case in point: National Oilwell Varco Inc. (NOV). We have written in the past about our mistakes with NOV and the lessons we have learned. NOV was and is a relatively slow growing company. Its business was more sensitive to energy prices than we originally thought. As a result, not only did its value not grow while we owned it, it declined.

In contrast, we made a different kind of mistake about a decade ago. Google, now Alphabet, performed very well for us while we owned it. The company kept outperforming our assumptions and we kept lowering them to be conservative. “Trees do not grow to the sky.” The stock kept going up and our value grew but did not keep pace with the stock. It hit our estimate of fair value and we sold it with a nice gain, patting ourselves on the back. We kept following the company and what they actually did over the next several years was roughly double the assumptions we used to value it. Therefore, our value was too conservative, and we sold it too cheaply, missing many years of compounding. Fortunately, we experienced some volatility several years ago that allowed us to purchase Alphabet (Google) again with a margin of safety.

What do these very different mistakes tell us? What can we learn from them? In order to execute our investment philosophy, we need to follow our dual discipline and limit ourselves to companies with stable values and purchase them with a margin of safety. We also need to be reasonably good at valuation. Numerous comparables would suggest that we are accurate most of the time. It does not matter whether a company grows fast, not very much, or not at all as long as it is taken into account in our valuations. The important thing is to have a reasonably accurate, conservatively biased estimate of intrinsic worth. Regardless of a company’s growth rate, if your assumptions are wrong the value will be wrong. You can be just as wrong in your assumptions in a slow growing company as you can in a fast growing company. As value investors, we can value and own companies that grow at any rate as long as we can do so with a margin of safety.

### SHORT-TERM RISKS AND LONG-TERM OPPORTUNITIES

While our prospective returns over our five plus year time horizon are very attractive, we have no idea what our short-term performance will be. We realize that stock price volatility can be stressful for many people. Because of our dual discipline of limiting ourselves to companies with inherently stable values and only owning them with a margin of safety, we embrace stock price volatility. As our clients, you can rest assured that we will follow our discipline and use stock price volatility to lower true risk and improve our prospective returns.

There are some headwinds that could cause our short-term returns to be challenging. These headwinds include rising interest rates, tighter monetary policy by the U.S. Federal Reserve, higher inflation, government policy changes, geopolitical risks, and Wall Street “fashion risk”. While these factors might cause our short-term results to suffer, they should not have a material impact on our long-term prospective returns and, in fact, should create additional opportunity for us if we experience downward stock price volatility. Let us take a closer look at each of these factors and see how they might impact our long-term prospective returns.

Interest rates have risen from their lows and should continue to do so according to the U.S. Federal Reserve’s own minutes. We have been bearish on bonds for years and remain so. A year ago, a buyer of a ten-year treasury was accepting a negative real return. The ten-year treasury was yielding 0.93% and inflation was approximately 1.4%. At year



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## PORTFOLIO REVIEW (CONT.)

end, with the ten-year treasury yield up 60 basis points to 1.52% and with inflation much higher than a year ago at 7.0%, the ten-year treasury's negative real rate of return is materially worse. The implication is that interest rates have to rise significantly to provide a fair rate of return.

Although our companies produce free cash flow, many of them also have high equity duration. The reason they have high equity duration is that they have sustainable competitive advantages, so they are going to be around for a while. This is a good problem to have. Rising rates reduce the present value of all financial assets. Longer duration assets suffer more than shorter duration assets. Companies without pricing power (most companies) suffer more than companies with pricing power (our companies).

Our values are based on 100-year relationships between interest rates, inflation, and real GDP growth rates; therefore, we did not lower our discount rates and write up our values when the ten-year treasury was below one percent. We do not have to raise our discount rates and write down our values now. Interest rates would have to rise several hundred basis points before they reach the levels we have been using for years. Therefore, our values remain stable even as market interest rates rise. Moreover, the prices of the companies we own are substantially less than our estimates of intrinsic worth.

Tighter monetary policy is related to but also distinct from rising interest rates. When the Federal Reserve removes liquidity, markets tend to perform worse than when liquidity is ample. Moreover, the economy faces headwinds to growth as liquidity is removed. If the Federal Reserve miscalculates then recessions follow. The economy is strong today and can withstand liquidity headwinds. However, with high inflation and tightening monetary policy the risk of a U.S. recession within the next few years has risen. Our stable value companies have proven to be resilient during recessions. In fact, we have never experienced a single year when our values have not grown, including during the global financial crisis. Because they generate free cash flow, their values just grow more slowly during a recession. Our companies tend to emerge more competitively entrenched after a downturn because they have the resources to continue to invest while their competitors often are not so fortunate.

Higher inflation is bad for the economy in general. However, companies that have pricing power can pass on higher costs and thereby create an inflation hedge for their owners. In addition, companies with pricing power pull forward free cash flow, thereby lowering their equity duration, and offsetting the negative effects of higher interest rates, which typically accompany higher inflation. Our companies have pricing power. Most businesses do not. While rising inflation can have a short-term negative impact on stock price performance it should not have any negative impact on our real value growth and therefore no impact on our real prospective returns. Our nominal prospective returns will be higher.

Mr. Market has not differentiated between companies with pricing power and companies that do not have it because inflation has been so low for so long. It is possible that markets will begin to differentiate again, and that re-pricing would benefit us.

It is difficult to understand why the benefits of free enterprise and capitalism are not better appreciated and encouraged by policy makers. Nothing has done more to eliminate poverty and improve quality of life around the world as much as capitalism. Policies that encourage businesses to invest and therefore create jobs and wealth should be implemented to



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## PORTFOLIO REVIEW (CONT.)

improve living standards for everyone. Policies that punish financial success, discourage entrepreneurship, savings, and investment should not be considered.

If poor policy choices are made in the future, they will have a negative impact on the economy and reduce everyone's prospective returns, including our own. With this perspective in mind, we are not, however, overly concerned about potential anti-trust legislation. In an extreme scenario, if some of our companies were broken up it would call attention to their segment values, and we would most likely see their price to value ratios move closer to fair value.

Geopolitical risk is rising. As this letter is being written, tensions between the West and Russia over a possible invasion of Ukraine are very high. Longer-term risks (perhaps not long enough) are rising that China will attempt to invade Taiwan. A great deal of global semiconductor production for the most advanced chips has been outsourced to foundries in Asia. Taiwan Semiconductor is the largest foundry in the world. We are experiencing the consequences of chip shortages today. It is difficult to overstate the impact that an invasion of Taiwan would have if it were to happen anytime soon. Over the longer term, we believe that our portfolio companies would be able to manage through the crisis and many would emerge stronger than ever on the other side. However, getting through the crisis would be challenging for the entire world.

Finally, there is Wall Street "fashion risk." Our portfolios look nothing like an index. We are overweight extraordinary businesses that are competitively entrenched and that possess pricing power. As the third quarter earnings season concluded in November, we were seeing above average value growth for most of our businesses, and they were generally very bullish on their long-term prospects. In the absence of any material news many commentators have been recommending that investors reshuffle their portfolios because of "tough comps", rising interest rates, and slowing real GDP growth. These shifts in investor sentiment create fantastic opportunities for us because they are based on short-term factors that have no impact on our long-term, stable value companies. Even though it hurts our short-term performance it enables us to reallocate capital into dominant businesses with larger margins of safety.

As we discussed above, we consciously reallocated capital into companies that were both very discounted and whose businesses were becoming more competitively entrenched in a post-Covid world. It is analogous to what we did in the last era of extreme stock price volatility, the global financial crisis. Our portfolio composition looks different today than it did then because the nature of the crises' is different, and the opportunity set is different. The core of our investment philosophy is to own companies with stable values that can compound their values over our long-term time horizon, and to own them with a margin of safety.

## STATE OF THE PORTFOLIOS AND PROSPECTIVE RETURNS

Our returns are a function of the underlying value growth of the businesses we own and the closing of the price to value gap. A lower price to value ratio means that our margin of safety is greater and that our prospective returns are higher for any given level of value growth. Our prospective returns are also higher if our value growth is higher. Combined, both drivers of our prospective returns are amongst the strongest in our firm's history.

During the early days of the Covid-19 pandemic we experienced extreme stock price volatility, which created extraordinary opportunities for us to improve our price to value ratios. During 2021, our price to value ratios improved materially and ended the year at among the most attractive levels in our firm's history. After a year of strong double-digit returns, this combination may seem surprising. We are in this position because the decisions we made to reposition the portfolio for a



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## PORTFOLIO REVIEW (CONT.)

post-Covid world have turned out to be even better than we thought. Through higher-than-expected value growth and capital allocation decisions we made throughout the year, our portfolios have continued to improve.

As this letter is being written, all of our portfolios are fully invested in world class businesses with stable values trading at a significant discount to intrinsic worth. As stated above, our prospective returns are among the most attractive as at any point in our firm's history. It is an excellent time for long-term investors to add capital to all of our strategies.

## OUR CULTURE

We are gratified to be able to share with you that Vulcan Value Partners has been recognized by Pensions & Investments as the Best Place to Work in Money Management for the fourth consecutive year.<sup>1</sup> This feat is only possible because of our strong culture. Our team members live and breathe our Vulcan values and implement them in everything we do. A detailed explanation of these values can be found on our website. They are:

Serve Others Before Self.  
Perform With Discipline.  
Seek Excellence. Find Success.  
Remain Focused.  
Never Compromise Integrity.  
Walk The Talk.

As you know everyone at Vulcan Value Partners is required to invest in public equities through Vulcan strategies. One of the reasons we have been able to recruit such outstanding people is that they are attracted to Vulcan Value Partners because they want to be part of something that is bigger than themselves. We are intensely competitive externally for the benefit of our client-partners. However, internally we value and reward teamwork, collaboration, and community. Vulcan Value Partners runs on positive energy. Our team members are dedicated to our mission and work very hard to execute our investment philosophy and provide world-class client service. Their work is done out of passion instead of obligation.

I am pleased to highlight a few of our team members who have made exceptional contributions to Vulcan Value Partners. We have three new partners this year. They are Ashley Mendelsohn, Louis Anderson, and Colin Casey. Ashley is our Chief Compliance Officer, and her leadership extends well beyond her job description. Louis is our Controller, and his modeling is so good that he would also make an outstanding analyst. We make better decisions because of Louis. Colin became a permanent analyst two years ago. He has become a partner this year because of his thoughtful leadership and teamwork.

In addition to naming three new partners, we have also promoted Taylor Cline and Brad Headley to permanent analysts. Taylor joined us a couple of years ago after having worked as a credit analyst. He made an especially important contribution to our research team during the early days of the pandemic, and he has become an excellent equity analyst. Brad has shown passion and initiative since the first day he joined Vulcan Value Partners. He is thoughtful qualitatively and able to substantiate his work quantitatively.

<sup>1</sup> Pensions & Investments Best Places to Work in Money Management in 2020 for managers with 50 to 99 employees. Article date: December 13, 2021.



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#### PORTFOLIO REVIEW (CONT.)

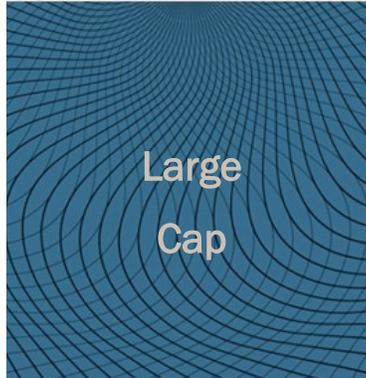
We thank you, our client-partners, for investing time to understand what we are trying to accomplish and how we are going about doing so. Your patient, thoughtful capital enables us to have a long time horizon and execute our investment philosophy with discipline.

Sincerely,

C.T. Fitzpatrick, CFA

**Chief Investment Officer**

In the discussion that follows, we generally define material contributors and detractors as companies having a greater than 1% impact on the portfolio.



VULCAN VALUE PARTNERS LARGE CAP REVIEW

Investment Strategy	As of December 31, 2021						
	QTD	YTD	Annualized				Since Inception*
			1 year	3 year	5 year	10 year	
VVP Large Cap (Gross)	1.3%	22.8%	22.8%	26.4%	17.3%	16.4%	12.3%
VVP Large Cap (Net)	1.2%	22.1%	22.1%	25.6%	16.6%	15.8%	11.5%
Russell 1000 Value Index	7.8%	25.2%	25.2%	17.6%	11.2%	13.0%	7.5%
S&P 500 Index	11.0%	28.7%	28.7%	26.0%	18.5%	16.5%	10.8%

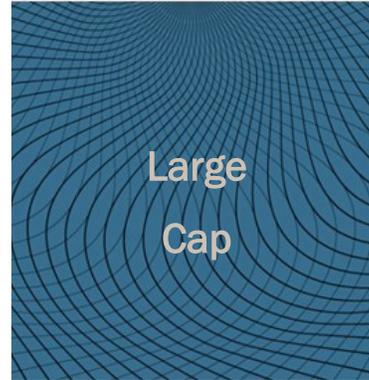
\*Inception Date March 31, 2007

We purchased two new positions and exited four positions during the quarter.

There were four material contributors to performance and three material detractors.

Splunk Inc., a new purchase during the quarter, is a software company that helps customers manage and gain insights from their machine data. The company sells to many businesses including over 90% of the Fortune 100. Through its software and services, Splunk enables its customers to identify ways to increase efficiencies in real time. Splunk has the ability to incorporate unstructured data that resides both within a customer's on-premise servers and in the cloud and present the takeaways from that data in an easy to understand way that doesn't require the customer to be a data scientist. Splunk has consistently reported approximately 130% cloud dollar-based net retention for many years, meaning that for every dollar a customer spends with Splunk, that same customer spends \$1.30 with Splunk the next year. Splunk is the clear leader in this specialized data analytics market niche.

Splunk is also a material detractor during the quarter. Splunk is transitioning to selling more subscription-based and cloud business and less perpetual licenses and on-premise business. Splunk has a history of strong revenue growth and free cash flow generation, but the transition to the cloud is temporarily obscuring the underlying strength of the company. We expect its business to stabilize which should result in higher margins and revenue. The departure of the company's CEO, coupled with lower-than-expected guidance and the broader technology industry selloff contributed to the company's stock price decline. The interim CEO, Graham Smith, has been on Splunk's board for over a decade, has been Chairman since 2019, and was the former CFO of Salesforce.com. Regardless of the short-term noise, Splunk has a large and growing addressable market, a capable management team, and we expect the company's value to grow over the long-term. Although Splunk was a material detractor during the quarter, we are pleased to own this outstanding business with a substantial margin of safety.



## VULCAN VALUE PARTNERS LARGE CAP REVIEW (CONT.)

AppLovin Corp. provides software solutions for mobile app developers. The company owns a portfolio of over 200 mobile games and operates an advertising platform for third-party gaming apps. The two segments create a mutually beneficial relationship. AppLovin collects and uses data gathered from its own portfolio of gaming apps to enhance its ad placement capabilities on its software platform. Recent privacy changes made by various governments and by Apple that restrict the collection of consumer data have made AppLovin's first-party data more valuable and have strengthened its competitive position. In addition, AppLovin acquired Twitter's MoPub advertising platform at a very attractive price. This acquisition provides the opportunity to add significant scale to AppLovin's existing business. In the short time since we have purchased the stock, our high opinion of management has been cemented by AppLovin's outstanding operating results and capital allocation.

During the quarter, we sold our positions in Anthem Inc., Evolution AB, Partners Group Holding, and SAP SE to allocate capital to companies with larger margins of safety.

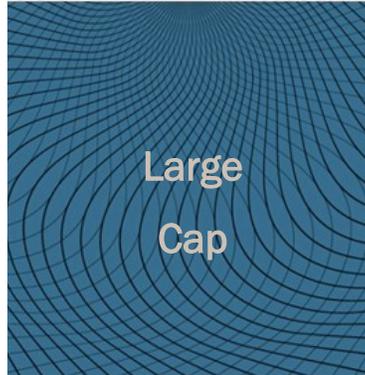
NVIDIA Corp. was a material contributor during the quarter. We have discussed NVIDIA at length in previous quarters. Its products are at the intersection of a number of important computing trends including the movement to the Cloud, artificial intelligence, autonomous vehicles, edge computing, gaming, and now, the Metaverse. The company continues to outperform expectations, growing its revenue and free cash flow significantly throughout 2021, and in turn, its value is compounding quickly.

KKR & Co. Inc. was another material contributor during the quarter. KKR is a global investment firm that manages multiple alternative asset classes, including private equity, infrastructure, real estate, various debt strategies, hedge funds, and portfolio re-financings. In a recent quarter, KKR raised \$59 billion of new capital, and its management fees and fee related revenue increased significantly. The company is outperforming our expectations, and its value is compounding more quickly than we anticipated.

Lam Research Corp. was a material contributor during the quarter. The company designs and manufactures equipment used in the fabrication of semiconductors. Consolidation and key shifts within the industry have improved the company's competitive position in the industry and are driving demand for more complex capital equipment. The company's near-term outlook improved during the quarter as customers announced plans to increase capital spending.

Applied Materials, another material contributor for the quarter, provides materials engineering solutions for semiconductor fabrication equipment and manufacturing tools for advanced displays. Similar to Lam Research, Applied Materials is executing well and continuing to experience the tailwinds from consolidation and growth within the industry.

Wayfair was a material detractor for the quarter. It is a leading ecommerce retailer for home goods and furnishings. Stockouts, shipping delays, and supply chain issues continue to negatively impact the company. In addition, as more stores re-open and gain foot traffic, some market share is being reclaimed by competitors. These issues, coupled with negative year over year comparisons caused by strong performance during the second half of 2020, have caused the company's stock price to decline. After very strong results in 2020, we expected tough comparisons in 2021 and incorporated them into our valuation. Our original long-term investment case remains unchanged. Operating margins and



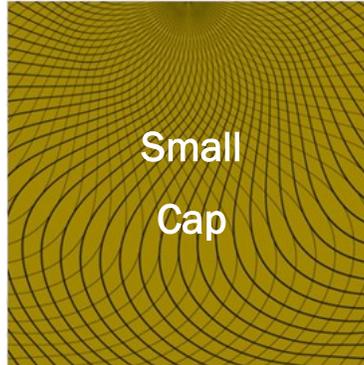
**VULCAN VALUE PARTNERS LARGE CAP REVIEW (CONT.)**

free cash flow generation for the year have been strong. We believe the pandemic is accelerating changes in the economy, helping Wayfair to become more competitively entrenched.

Upstart Holdings Inc. was another material detractor during the quarter. Upstart is an artificial intelligence (AI) and cloud-based lending platform. Upstart uses over 1600 variables in its AI models. Its lending platform delivers lower default rates, higher approval rates, lower rates for consumers, and higher returns on investment for its bank and institutional clients. As former owners of FICO, we believe Upstart has the potential to be the FICO of the 21st century. Recent stock price volatility has given us an opportunity to follow our investment discipline. During the third quarter of 2021, Upstart’s stock price increased significantly, and we materially reduced our position in the company. Following its most recent earnings release, our value increased but Upstart’s stock price began to decline significantly. With a significantly improved price to value ratio, we added to our position in Upstart. We simply took advantage of stock price volatility to manage risk in the portfolio and improve our returns and our prospective returns.

Large Cap Strategy							
4Q 2021 Top 5 Performers		4Q 2021 Bottom 5 Performers		2021 Top 5 Performers		2021 Bottom 5 Performers	
Security	Return %	Security	Return %	Security	Return %	Security	Return %
NVIDIA Corp.	41.99%	Qorvo Inc.	-6.46%	NVIDIA Corp.	121.40%	Qorvo Inc.	-5.94%
AppLovin Corp.	27.81%	CoStar Group Inc.	-8.17%	KKR &Co. Inc.	85.75%	Upstart Holdings Inc.	-11.62%
Lam Research Corp.	26.63%	Splunk Inc.	-18.84%	Carlyle Group Inc.	78.47%	CoStar Group Inc.	-14.50%
KKR & Co. Inc.	22.60%	Wayfair Inc.	-25.65%	Alphabet Inc.	65.17%	Wayfair Inc.	-15.87%
Applied Materials Inc.	22.44%	Upstart Inc.	-52.19%	Microsoft Corp.	52.48%	Splunk Inc.	-18.84%

It should not be assumed that recommendations made in the future will be profitable or will equal the performance of the securities in this list. A company’s relative contribution to return for the portfolio may not equal its absolute return and return for other portfolios for the relevant period because of differences in portfolio weights and holding periods. The returns shown above reflect the actual returns of the above securities in our composite for the time period indicated.



VULCAN VALUE PARTNERS SMALL CAP REVIEW

Investment Strategy	As of December 31, 2021						
	QTD	YTD	Annualized				Since Inception*
			1 year	3 year	5 year	10 year	
<b>WVP Small Cap (Gross)</b>	-0.6%	48.0%	48.0%	26.0%	14.9%	16.1%	12.7%
<b>WVP Small Cap (Net)</b>	-0.8%	46.8%	46.8%	24.9%	13.9%	15.1%	11.7%
Russell 2000 Value Index	4.4%	28.3%	28.3%	18.0%	9.1%	12.0%	7.2%
Russell 2000 Index	2.1%	14.8%	14.8%	20.0%	12.0%	13.2%	8.7%

\*Inception Date March 31, 2007

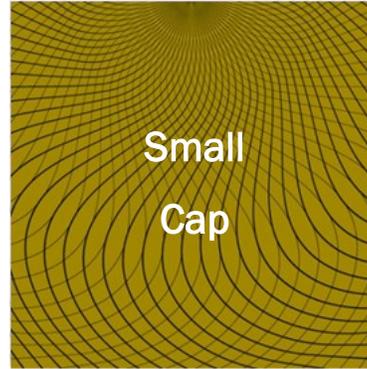
We purchased one new position and exited three positions during the quarter.

There were two material contributors to performance and four material detractors.

Porch Group, a new purchase during the quarter, relieves pain points for homebuyers. Buying a home is typically one of the most stressful events in a person’s life. Porch began as a home services marketplace and evolved into a single ecosystem that provides customer relationship management software and services to home services businesses and an online concierge service to homebuyers. The company’s platform enables its home service providers to improve the customer experience and grow their businesses. Its moving concierge service provides homebuyers key products and services needed when purchasing a home. These services include sourcing cable, internet, security systems, home warranties, homeowners insurance, and handyman services. Homebuyers are introduced to Porch through home service providers at the point where they are making key purchase decisions about their home. Traditional competitors typically contact homebuyers through regular mail six weeks or more after they move in. This unique distribution model gives Porch a key competitive advantage. Even though Porch was a material detractor during the quarter, we are thrilled to be buying the company at these prices. The company reported strong performance during the most recent quarter and increased guidance. Our value increased even though its stock price decreased. Following our discipline, we added to our position.

During the quarter, we sold our positions in Acuity Brands Inc., Boyd Group Services Inc., and Carlisle Companies Inc. to allocate capital to companies with larger margins of safety.

Cushman & Wakefield plc was a material contributor during the quarter. The company is a global commercial real estate services firm that runs a highly diversified, asset-light business. During the quarter, Cushman and Wakefield reported strong earnings, increased fee revenue and margins, and increased its guidance. After being negatively impacted from the global pandemic, Cushman and Wakefield’s business is rebounding strongly. This great business benefits from scale, secular tailwinds, and is run by shareholder-oriented management with strong ownership.



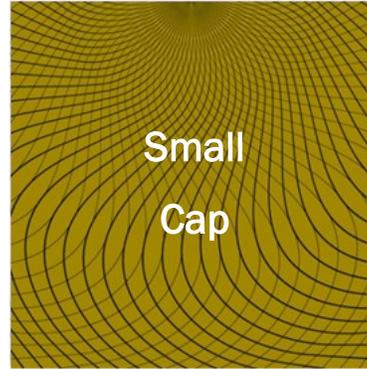
## VULCAN VALUE PARTNERS SMALL CAP REVIEW (CONT.)

Victoria plc, another material contributor during the quarter, is a designer, manufacturer, and distributor of flooring and accessories focused on the middle and high-end markets. The company is the largest manufacturer of carpet in the U.K. and the second largest in Australia. Unlike the United States, the European retail flooring market is highly fragmented which enables Victoria to maintain attractive margins. The company reported strong revenue growth and margin improvement across all of its segments. The management team allocates capital intelligently and are excellent operators. We believe Victoria will continue to grow its market share and has a tremendous opportunity to compound its value at a high rate over the long-term.

Cerence Inc. was a material detractor during the quarter. Cerence is a premier provider of automotive voice assistance solutions using speech recognition and natural language understanding. Its technology is installed in over half of vehicles manufactured globally. Two events negatively impacted the company's stock price during the quarter. First, the global chip shortage caused management to decrease guidance for the upcoming year. Second, Cerence's CEO, Sanjay Dhawan, unexpectedly announced his resignation, leaving for an early-stage startup. The new CEO, Stefan Ortmanns, has been with the company for 18 years, led the Automotive Division at Nuance Communications before it was spun out as Cerence, and was responsible for 80% of Cerence's revenue as its Executive Vice President & General Manager. We believe the CEO transition will be seamless, and we have great confidence in the company going forward. Despite near-term disruption due to the chip shortage, its long-term prospects are intact.

SmartRent Inc. was another material detractor during the quarter. SmartRent provides both the hardware and the software that enables the digital transformation of multi-family apartments. The software is used by multifamily apartment developers and owners to provide capabilities including access control, energy management, self-guided tours, video intercom, parking management, and leak detection. Renters can access a subscription-based app to manage access control and all connected devices inside their apartment. Owners experience lower operating costs and increased revenue from the renter's subscription which improves property values. Its committed customer base includes many of the top multifamily operators across the country. Recent supply chain issues resulted in a decline in its stock price. The company's long-term investment case remains intact, and we believe SmartRent is a competitively entrenched industry leader that will be able to compound its value at attractive rates over our long-term time horizon.

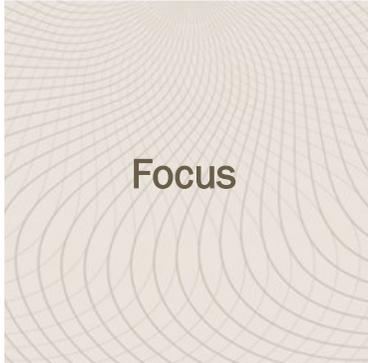
Upstart Holdings Inc. was another material detractor during the quarter. Upstart is an artificial intelligence (AI) and cloud-based lending platform. Upstart uses over 1600 variables in its AI models. Its lending platform delivers lower default rates, higher approval rates, lower rates for consumers, and higher returns on investment for its bank and institutional clients. As former owners of FICO, we believe Upstart has the potential to be the FICO of the 21st century. Recent stock price volatility has given us an opportunity to follow our investment discipline. During the third quarter of 2021, Upstart's stock price increased significantly, and we materially reduced our position in the company. Following its most recent earnings release, our value increased but Upstart's stock price began to decline significantly. With a significantly improved price to value ratio, we added to our position in Upstart. We simply took advantage of stock price volatility to manage risk in the portfolio and improve our returns and our prospective returns.



VULCAN VALUE PARTNERS SMALL CAP REVIEW (CONT.)

Small Cap Strategy							
4Q 2021 Top 5 Performers		4Q 2021 Bottom 5 Performers		2021 Top 5 Performers		2021 Bottom 5 Performers	
Security	Return %	Security	Return %	Security	Return %	Security	Return %
Victoria plc	30.46%	Boyd Group Service Inc.	-16.47%	Upstart Holdings Inc.	271.29%	Boyd Group Services Inc.	-11.05%
Acuity Brands Inc.	25.88%	Cerence Inc.	-20.26%	Jones Lang LaSalle Inc.	81.53%	PROG Holdings Inc.	-16.26%
Cushman & Wakefield plc	19.51%	SmartRent Inc.	-25.65%	Acuity Brands Inc.	80.71%	SmartRent Inc.	-19.13%
Carlisle Companies Inc.	18.95%	Porch Group Inc.	-25.87%	Meggitt plc	79.66%	Cerence Inc.	-23.73%
Colliers International Group Inc.	16.51%	Upstart Holdings Inc.	-52.19%	Knoll Inc.	68.39%	Porch Group Inc.	-25.87%

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VULCAN VALUE PARTNERS FOCUS REVIEW

As of December 31, 2021							
Investment Strategy	QTD	YTD	Annualized				Since Inception*
			1 year	3 year	5 year	10 year	
VVP Focus (Gross)	7.4%	29.3%	29.3%	37.2%	25.4%	20.3%	15.2%
VVP Focus (Net)	7.3%	28.8%	28.8%	36.5%	24.5%	19.3%	14.1%
Russell 1000 Value Index	7.8%	25.2%	25.2%	17.6%	11.2%	13.0%	7.9%
S&P 500 Index	11.0%	28.7%	28.7%	26.0%	18.5%	16.5%	10.9%

\*Inception Date November 30, 2007

We did not purchase or exit any positions during the quarter.

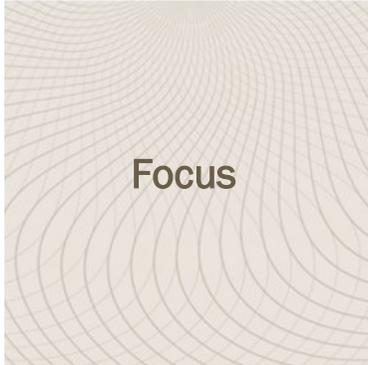
There were four material contributors to performance and no material detractors.

NVIDIA Corp. was a material contributor during the quarter. We have discussed NVIDIA at length in previous quarters. Its products are at the intersection of a number of important computing trends including the movement to the Cloud, artificial intelligence, autonomous vehicles, edge computing, gaming, and now, the Metaverse. The company continues to outperform expectations, growing its revenue and free cash flow significantly throughout 2021, and in turn, its value is compounding quickly.

KKR & Co. Inc. was another material contributor during the quarter. KKR is a global investment firm that manages multiple alternative asset classes, including private equity, infrastructure, real estate, various debt strategies, hedge funds, and portfolio re-financings. In a recent quarter, KKR raised \$59 billion of new capital, and its management fees and fee related revenue increased significantly. The company is outperforming our expectations, and its value is compounding more quickly than we anticipated.

Carlyle Group Inc., one of KKR’s peers, also was a material contributor during the quarter. The company has deep and growing relationships with capital providers. Carlyle Group enjoys a very stable management fee stream and a proven ability to convert capital into a performance fee stream, both of which lead to a business with a stable and growing intrinsic value. In addition, the company enjoys nice tailwinds of increasing allocations to private and alternative investments.

Microsoft Corp. was a material contributor during the quarter. It is one of the highest quality companies in the world. We believe it has tremendous competitive advantages in its consumer and commercial Microsoft Office products as well as in its server and tools and Azure divisions. Over the last several years, Microsoft has been implementing a successful

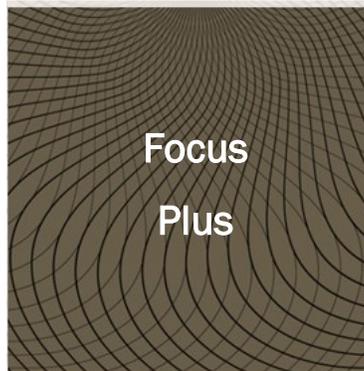


VULCAN VALUE PARTNERS FOCUS REVIEW (CONT.)

transition from a traditional software license and maintenance revenue model to a subscription revenue model. The company remains competitively entrenched, produces strong free cash flow, and has a strong balance sheet.

Focus Strategy							
4Q 2021 Top 5 Performers		4Q 2021 Bottom 5 Performers		2021 Top 5 Performers		2021 Bottom 5 Performers	
Security	Return %	Security	Return %	Security	Return %	Security	Return %
NVIDIA Corp.	41.99%	Amazon.com Inc.	1.50%	NVIDIA Corp.	121.40%	Skyworks Solutions Inc.	2.74%
KKR & Co. Inc.	22.60%	Visa Inc.	-2.54%	KKR & Co. Inc.	85.75%	Amazon.com Inc.	2.38%
Microsoft Corp.	19.51%	Skyworks Solutions Inc.	-5.51%	Carlyle Group Inc.	78.47%	Mastercard Inc.	1.16%
Carlyle Group Inc.	16.61%	Salesforce.com Inc.	-6.30%	Alphabet Inc.	65.17%	Visa Inc.	-0.32%
Alphabet Inc.	8.56%	Qorvo Inc.	-6.46%	Microsoft Corp.	52.48%	Qorvo Inc.	-5.94%

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VULCAN VALUE PARTNERS FOCUS PLUS REVIEW

As of December 31, 2021							
Investment Strategy	QTD	YTD	Annualized				Since Inception*
			1 year	3 year	5 year	10 year	
VVP Focus Plus (Gross)	7.5%	29.2%	29.2%	37.4%	25.5%	20.4%	14.5%
VVP Focus Plus (Net)	7.4%	27.9%	27.9%	35.9%	24.3%	19.3%	13.3%
Russell 1000 Value Index	7.8%	25.2%	25.2%	17.6%	11.2%	13.0%	7.5%
S&P 500 Index	11.0%	28.7%	28.7%	26.0%	18.5%	16.5%	10.8%

\*Inception Date March 31, 2007

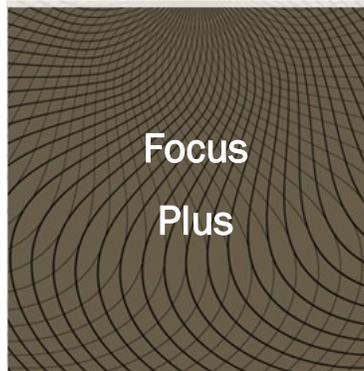
We did not write any options contracts during the quarter because we believe direct purchase of the companies we bought at the prices we paid will provide higher long-term returns. We use options to lower risk. We also make high, equity-like returns when option prices reflect higher levels of implied volatility. If exercised, these options give us the right to purchase stakes in companies we want to own at a lower price than the market price at the time the option was written. We would like for these options to be exercised and have set aside cash for that purpose. We employ no leverage. In effect, we are being paid double-digit returns on our cash while we wait for lower prices and a corresponding larger margin of safety. We also use options to exit positions. Generally, we write covered calls with the strike price being our estimate of fair value. As with our puts, we are being paid to do something we would do anyway at a given price.

We did not purchase or exit any positions during the quarter.

There were four material contributors to performance and no material detractors.

NVIDIA Corp. was a material contributor during the quarter. We have discussed NVIDIA at length in previous quarters. Its products are at the intersection of a number of important computing trends including the movement to the Cloud, artificial intelligence, autonomous vehicles, edge computing, gaming, and now, the Metaverse. The company continues to outperform expectations, growing its revenue and free cash flow significantly throughout 2021, and in turn, its value is compounding quickly.

KKR & Co. Inc. was another material contributor during the quarter. KKR is a global investment firm that manages multiple alternative asset classes, including private equity, infrastructure, real estate, various debt strategies, hedge funds, and portfolio re-financings. In a recent quarter, KKR raised \$59 billion of new capital, and its management fees and fee related revenue increased significantly. The company is outperforming our expectations, and its value is compounding more quickly than we anticipated.



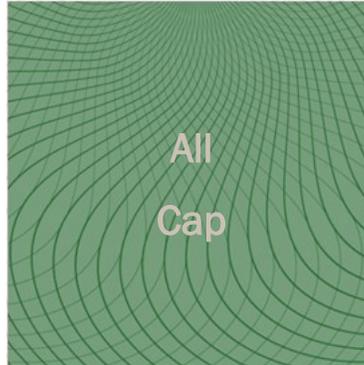
## VULCAN VALUE PARTNERS FOCUS PLUS REVIEW (CONT.)

Carlyle Group Inc., one of KKR’s peers, also was a material contributor during the quarter. The company has deep and growing relationships with capital providers. Carlyle Group enjoys a very stable management fee stream and a proven ability to convert capital into a performance fee stream, both of which lead to a business with a stable and growing intrinsic value. In addition, the company enjoys nice tailwinds of increasing allocations to private and alternative investments.

Microsoft Corp. was a material contributor during the quarter. It is one of the highest quality companies in the world. We believe it has tremendous competitive advantages in its consumer and commercial Microsoft Office products as well as in its server and tools and Azure divisions. Over the last several years, Microsoft has been implementing a successful transition from a traditional software license and maintenance revenue model to a subscription revenue model. The company remains competitively entrenched, produces strong free cash flow, and has a strong balance sheet.

Focus Plus Strategy							
4Q 2021 Top 5 Performers		4Q 2021 Bottom 5 Performers		2021 Top 5 Performers		2021 Bottom 5 Performers	
Security	Return %	Security	Return %	Security	Return %	Security	Return %
NVIDIA Corp.	41.99%	Amazon.com Inc.	1.50%	NVIDIA Corp.	121.40%	Hilton Worldwide Holdings Inc.	2.64%
KKR & Co. Inc.	22.60%	Visa Inc.	-2.54%	KKR & Co. Inc.	85.75%	Amazon.com Inc.	2.38%
Microsoft Corp.	19.51%	Skyworks Solutions Inc.	-5.51%	Carlyle Group Inc.	78.47%	Mastercard Inc.	1.16%
Carlyle Group Inc.	16.61%	Salesforce.com Inc.	-6.30%	Alphabet Inc.	65.17%	Visa Inc.	-0.32%
Alphabet Inc.	8.56%	Qorvo Inc.	-6.46%	Microsoft Inc.	52.48%	Qorvo Inc.	-5.94%

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VULCAN VALUE PARTNERS ALL CAP REVIEW

As of December 31, 2021							
Investment Strategy	QTD	YTD	Annualized				Since Inception*
			1 year	3 year	5 year	10 year	
VWP All Cap (Gross)	1.8%	30.8%	30.8%	26.2%	17.4%	16.9%	15.1%
VWP All Cap (Net)	1.6%	29.8%	29.8%	25.2%	16.4%	15.9%	14.1%
Russell 3000 Value Index	7.5%	25.4%	25.4%	17.6%	11.0%	12.9%	11.2%
Russell 3000 Index	9.3%	25.7%	25.7%	25.8%	18.0%	16.3%	14.5%

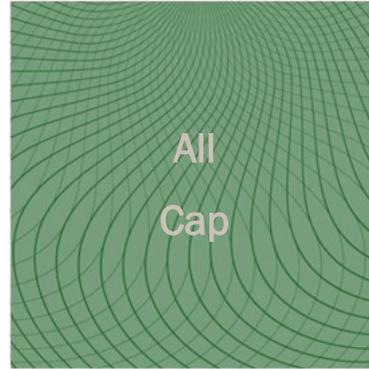
\*Inception Date April 1, 2011

We purchased two new positions and exited two positions during the quarter.

There were three material contributors to performance and two material detractors.

Splunk Inc., a new purchase during the quarter, is a software company that helps customers manage and gain insights from their machine data. The company sells to many businesses including over 90% of the Fortune 100. Through its software and services, Splunk enables its customers to identify way to increase efficiencies in real time. Splunk has the ability to incorporate unstructured data that resides both within a customer's on-premise servers and in the cloud and present the takeaways from that data in an easy to understand way that doesn't require the customer to be a data scientist. Splunk has consistently reported approximately 130% cloud dollar-based net retention for many years, meaning that for every dollar a customer spends with Splunk, that same customer spends \$1.30 with Splunk the next year. Splunk is the clear leader in this specialized data analytics market niche.

Splunk is also a material detractor during the quarter. Splunk is transitioning to selling more subscription-based and cloud business and less perpetual licenses and on-premise business. Splunk has a history of strong revenue growth and free cash flow generation, but the transition to the cloud is temporarily obscuring the underlying strength of the company. We expect its business to stabilize which should result in higher margins and revenue. The departure of the company's CEO, coupled with lower-than-expected guidance and the broader technology industry selloff contributed to the company's stock price decline. The interim CEO, Graham Smith, has been on Splunk's board for over a decade, has been Chairman since 2019, and was the former CFO of Salesforce.com. Regardless of the short-term noise, Splunk has a large and growing addressable market, a capable management team, and we expect the company's value to grow over the long-term. Although Splunk was a material detractor during the quarter, we are pleased to own this outstanding business with a substantial margin of safety.



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## VULCAN VALUE PARTNERS ALL CAP REVIEW (CONT.)

AppLovin Corp. provides software solutions for mobile app developers. The company owns a portfolio of over 200 mobile games and operates an advertising platform for third-party gaming apps. The two segments create a mutually beneficial relationship. AppLovin collects and uses data gathered from its own portfolio of gaming apps to enhance its ad placement capabilities on its software platform. Recent privacy changes made by various governments and by Apple that restrict the collection of consumer data have made AppLovin's first-party data more valuable and have strengthened its competitive position. In addition, AppLovin acquired Twitter's MoPub advertising platform at a very attractive price. This acquisition provides the opportunity to add significant scale to AppLovin's existing business. In the short time since we have purchased the stock, our high opinion of management has been cemented by AppLovin's outstanding operating results and capital allocation.

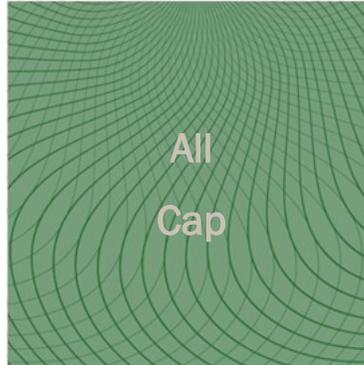
During the quarter, we sold our positions in ISS A/S and Anthem Inc. to allocate capital to companies with larger margins of safety.

NVIDIA Corp. was a material contributor during the quarter. We have discussed NVIDIA at length in previous quarters. Its products are at the intersection of a number of important computing trends including the movement to the Cloud, artificial intelligence, autonomous vehicles, edge computing, gaming, and now, the Metaverse. The company continues to outperform expectations, growing its revenue and free cash flow significantly throughout 2021, and in turn, its value is compounding quickly.

KKR & Co. Inc. was another material contributor during the quarter. KKR is a global investment firm that manages multiple alternative asset classes, including private equity, infrastructure, real estate, various debt strategies, hedge funds, and portfolio re-financings. In a recent quarter, KKR raised \$59 billion of new capital, and its management fees and fee related revenue increased significantly. The company is outperforming our expectations, and its value is compounding more quickly than we anticipated.

Cushman & Wakefield plc was a material contributor during the quarter. The company is a global commercial real estate services firm that runs a highly diversified, asset-light business. During the quarter, Cushman and Wakefield reported strong earnings, increased fee revenue and margins, and increased its guidance. After being negatively impacted from the global pandemic, Cushman and Wakefield's business is rebounding strongly. This great business benefits from scale, secular tailwinds, and is run by shareholder-oriented management with strong ownership.

Wayfair was a material detractor for the quarter. It is a leading ecommerce retailer for home goods and furnishings. Stockouts, shipping delays, and supply chain issues continue to negatively impact the company. In addition, as more stores re-open and gain foot traffic, some market share is being reclaimed by competitors. These issues, coupled with negative year over year comparisons caused by strong performance during the second half of 2020, have caused the company's stock price to decline. After very strong results in 2020, we expected tough comparisons in 2021 and incorporated it into our valuation. Our original long-term investment case remains unchanged. Operating margins and free cash flow generation for the year have been strong. We believe the pandemic is accelerating changes in the economy, helping Wayfair to become more competitively entrenched.



VULCAN VALUE PARTNERS ALL CAP REVIEW (CONT.)

Upstart Holdings Inc. was another material detractor during the quarter. Upstart is an artificial intelligence (AI) and cloud-based lending platform. Upstart uses over 1600 variables in its AI models. Its lending platform delivers lower default rates, higher approval rates, lower rates for consumers, and higher returns on investment for its bank and institutional clients. As former owners of FICO, we believe Upstart has the potential to be the FICO of the 21st century. Recent stock price volatility has given us an opportunity to follow our investment discipline. During the third quarter of 2021, Upstart's stock price increased significantly, and we materially reduced our position in the company. Following its most recent earnings release, our value increased but Upstart's stock price began to decline significantly. With a significantly improved price to value ratio, we added to our position in Upstart. We simply took advantage of stock price volatility to manage risk in the portfolio and improve our returns and our prospective returns.

All-Cap Strategy							
4Q 2021 Top 5 Performers		4Q 2021 Bottom 5 Performers		2021 Top 5 Performers		2021 Bottom 5 Performers	
Security	Return %	Security	Return %	Security	Return %	Security	Return %
NVIDIA Corp.	41.99%	Qorvo Inc.	-6.46%	NVIDIA Corp.	121.40%	Ibstock Plc	-0.47%
AppLovin Corp.	27.81%	Splunk Inc.	-18.84%	KKR & Co. Inc.	85.75%	Qorvo Inc.	-5.94%
KKR & Co. Inc.	22.60%	Cerence Inc.	-20.26%	Carlyle Group Inc.	78.47%	Wayfair Inc.	-15.87%
Applied Materials Inc.	22.44%	Wayfair Inc.	-25.65%	Alphabet Inc.	65.17%	Splunk Inc.	-18.84%
Microsoft Corp.	19.51%	Upstart Holdings Inc.	-52.19%	Microsoft Corp.	52.48%	Cerence Inc.	-23.73%

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VULCAN  
VALUE  
PARTNERS

Annual Letter  
and  
Fourth Quarter  
2021

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**CLOSING**

Our price to value ratios are at very attractive levels in every one of our investment strategies and our value growth has never been higher. Our portfolio companies have emerged from the Covid-19 crisis more competitively entrenched than before the crisis. We are fully invested, and our portfolios are at maximum concentration levels. Mr. Market is nervous and our opportunity set is growing as a result. We are grateful to you, our client partners, for your patient capital and shared long-term time horizon. We encourage you to add capital now. Our short-term results might well be bumpy but our prospective long-term returns look compelling.

We hope to see more of you in person in 2022 and we wish you and your families a happy, healthy, and prosperous New Year.

The Vulcan Value Partners Investment Team

C.T. Fitzpatrick, CFA

McGavock Dunbar, CFA

F. Hampton McFadden, Jr., CFA

Stephen W. Simmons, CFA



VULCAN  
VALUE  
PARTNERS

# Annual Letter and Fourth Quarter 2021

## DISCLOSURES

The performance presented is for our Large Cap Composite, Focus Composite, Focus Plus Composite, Small Cap Composite, and All Cap Composite. The model composite portfolio performance figures reflect the deduction of brokerage or other commissions and the reinvestment of dividends and capital gains. Past performance is no guarantee of future results and we may not achieve our return goal. We have presented returns gross and net of fees. Gross of fees returns are calculated gross of management and custodial fees and net of transaction costs. Net of fees returns are calculated net of management fees and transaction costs and gross of custodian fees, taken at the highest applicable fee. The performance figures do not reflect the deduction of any taxes an investor might pay on distributions or redemptions. Our standard fees are presented in Part 2 of our ADV.

Value is our estimate of the intrinsic worth of a company based on our assessment of certain quantitative and qualitative factors. Vulcan defines risk reduction as reducing the portfolio's price to value ratio by either buying (or adding to existing positions) high quality companies which are trading well below fair value as estimated by Vulcan, or selling positions which are trading at or near their fair values. Total return percentage for an individual security is the performance of the security from price at initial purchase date to the price at final sale date. Actual returns for the composites holdings of those securities may differ from total return as the composites rebalanced or changed weights in the individual securities. There may be market or economic conditions which affect our performance, or that of our relevant benchmarks, that may have changed Vulcan Value Partners' views regarding the prospects of any particular investment. It should not be assumed that recommendations made in the future will be profitable or will equal the performance of the securities discussed in this letter. The information provided in this presentation is furnished as of the date shown, and no representation is being made with respect to its accuracy on any future date. Vulcan Value Partners does not assume any duty to update any information in this presentation. Vulcan buys concentrated positions for our portfolios, at times averaging 5% in our model portfolios, which may make our performance more volatile than that of our benchmark indices, and our performance may diverge from an index, positively or negatively, as a result. Our focus is on long term capital appreciation, so our clients should consider at least a five year time horizon for an investment with Vulcan.

The S&P 500 Index is an unmanaged index of 500 common stocks chosen for market size, liquidity, and industry group representation. It is a market-value weighted index. The Russell 1000® Value Index measures the performance of the large-cap value segment of the U.S. equity universe. It includes those Russell 1000 companies with lower price-to-book ratios and lower expected growth values. The Russell 2000® Index includes the 2000 firms from the Russell 3000® Index with the smallest market capitalizations. The Russell 2000® Value Index measures the performance of those Russell 2000 companies with lower price-to-book ratios and lower forecasted growth values. Index figures do not reflect deductions for any fees, expenses, or taxes. Investors cannot invest directly in an index.

Vulcan Value Partners is an investment adviser registered with the Securities and Exchange Commission under the Investment Advisers Act of 1940. Vulcan focuses on long term capital appreciation; targeting securities purchases that we believe have a substantial margin of safety in terms of value over price and limiting our investments to companies that we believe have sustainable competitive advantages that will allow them to earn superior returns on capital. Vulcan Value Partners claims compliance with the Global Investment Performance Standards (GIPS®). To receive a complete list and description of Vulcan Value Partners' composites and a presentation that adheres to the GIPS standards, please contact Ashley Mendelsohn at 205.803.1582 or write Vulcan Value Partners, Three Protective Center, 2801 Highway 280 South, Suite 300, Birmingham, AL 35223.

**Large Cap Composite Information:** This portfolio strategy invests in companies with larger market capitalizations. Subject to price, any publicly traded company with above average economics that is too large to be included in our small capitalization composite would be a potential investment in this portfolio. A core position is 5% so that theoretically our clients would hold 20 names diversified across various industries. It is very rare that enough companies are sufficiently discounted to warrant this level of concentration so concentration will vary with the price to value ratio. We will invest client assets in positions as small as 1% when price to value ratios are higher. We will not invest client assets in any business that is trading above our estimate of fair value. The composite benchmark is the S&P 500 which is an index of 500 stocks selected based on market size, liquidity, and sector and is designed to provide a broad snapshot of the overall U.S. equity market. New accounts that fit the composite definition are added at the beginning of the first full calendar month for which the account is under management. Closed account data is included in the composite as mandated by the standards in order to eliminate a survivorship bias. The composite was created on March 31, 2007. Portfolios below the minimum asset level of \$50,000 are not included in the composite.

**Focus Composite Information:** This portfolio strategy invests in companies with larger market capitalizations. Subject to price, any publicly traded company with above average economics that is too large to be included in our small capitalization composite would be a potential investment in this portfolio. This is a very concentrated portfolio holding between seven and fourteen positions. We will not invest client assets in any business that is trading above our estimate of fair value. The composite benchmark is the S&P 500 which is an index of 500 stocks selected based on market size, liquidity, and sector and is designed to provide a broad snapshot of the overall U.S. equity market. New accounts that fit the composite definition are added at the beginning of the first full calendar month for which the account is under management. Closed account data is included in the composite as mandated by the standards in order to eliminate a survivorship bias. The composite was created on November 30, 2007. Portfolios below the minimum asset level of \$50,000 are not included in the composite.



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# Annual Letter and Fourth Quarter 2021

## DISCLOSURES (CONT.)

**Focus Plus Composite Information:** This portfolio strategy invests in companies with larger market capitalizations. Subject to price, any publicly traded company with above average economics that is too large to be included in our small capitalization composite would be a potential investment in this portfolio. This is a very concentrated portfolio holding between seven and fourteen positions. We will use options instead of limit orders to acquire and/or sell the stock. We do not intend to employ any leverage, but will utilize options to sell volatility when it is expensive and buy volatility when it is cheap. We will focus on options which give our clients the right to buy or sell stock in companies at prices that we would buy or sell anyway, and we will generate revenue through option premiums. Generally, we plan to use options instead of buying stock directly when we can earn double digit returns from selling options. We only intend to purchase options under rare circumstances, and to continue to focus on reducing risk through the purchase of qualifying companies at attractive prices. We will not invest client assets in any business that is trading above our estimate of fair value. The composite benchmark is the S&P 500 which is an index of 500 stocks selected based on market size, liquidity, and sector and is designed to provide a broad snapshot of the overall U.S. equity market. New accounts that fit the composite definition are added at the beginning of the first full calendar month for which the account is under management. Closed account data is included in the composite as mandated by the standards in order to eliminate a survivorship bias. The composite was created on March 31, 2007. Portfolios below the minimum asset level of \$50,000 are not included in the composite.

**Small Cap Composite Information:** This portfolio strategy invests in companies with smaller market capitalizations. Subject to price, any publicly traded company with above average economics that is not "large" would be a potential investment in this portfolio. While we do not have any defined cutoffs, we use the Russell 2000 as a guide to define small cap, and any small publicly traded company with reasonable economics would be a potential investment in this portfolio. A core position is 5% so that theoretically our clients would hold 20 names diversified across various industries. It is very rare that enough companies are sufficiently discounted to warrant this level of concentration so concentration will vary with the price to value ratio. We will invest client assets in positions as small as 1% when price to value ratios are higher. We will not invest client assets in any business that is trading above our estimate of fair value. The composite benchmark is the Russell 2000 Index which measures the performance of the small-cap segment of the U.S. Equity universe and includes approximately 2,000 of the smallest securities based on a combination of their market cap and current index membership. New accounts that fit the composite definition are added at the beginning of the first full calendar month for which the account is under management. Closed account data is included in the composite as mandated by the standards in order to eliminate a survivorship bias. The composite was created on March 31, 2007. Portfolios below the minimum asset level of \$50,000 are not included in the composite.

**All Cap Composite Information:** This portfolio strategy invests in companies across all market capitalizations. Generally, positions held in this strategy will also be held in either the Large Cap or Small Cap strategies, though sometimes with differing weights. As with those strategies, a core position in this portfolio is 5% so that theoretically we would hold 20 positions diversified across various industries. Because it is rare that we would find 20 companies meeting our investment guidelines, concentration will vary with the price to value ratios we determine for companies in which we invest. We will invest client assets in positions as small as 1% when price to value ratios are higher. We will not invest client assets in any business that is trading above our estimate of fair value. The composite benchmark is the Russell 3000 Index which measures the performance of the largest 3000 US companies representing approximately 98% of the investable US Equity market. New accounts that fit the composite definition are added at the beginning of the first full calendar month for which the account is under management. Closed account data is included in the composite as mandated by the standards in order to eliminate a survivorship bias. The composite was created on April 1, 2011. Portfolios below the minimum asset level of \$50,000 are not included in the composite.

All returns are expressed in US dollars.