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*(These notes are to the best of my recollection and trusty ink pen. Discrepancies are due to my error in understanding & transcribing.)*

**Seng Hock Tan, Aegis Portfolio Managers (Asia) – '(Tech investing) -Value Investing in Asia'**

*Seng is the Founder and CEO of Aegis.*

* Value investing in Aisa
  + Horse (business model)
  + Jockey (Entrepreneur)
  + But first.... must look at the track (Asian environment)
    - *'Booby track'*
    - Possibility of cash and assets disappearing
  + IBM - 'Lion Infrastructure' to ride Asian growth
    - 24% revenue growth in Asia
    - P/B = 11.7x
    - Recurring services 36% of Revenue
    - Software analytics 59% of Revenue
* Techs that BRK bought
  + Verisk Analytics
  + Intel
  + DirecTV
  + Liberty Media
* Mal Mart
  + Sharing information back and forth with suppliers is critical to the model and success (must use IT)
* U.S. is homogeneous & more scalable
* Asia is heterogeneous & harder to scale
  + China will have more e-shoppers than U.S. by 2015
  + Asia has 4 of the 5 top 'app' crazed countries
  + Chinnovation not equal to value creation
  + Uses copycat models
* India much harder (not as well organized, many languages)
* Asia incentives 2010 (distorted)
  + Carrot of easy money, property & stocks
  + Neglect knowledge accumulation in core business
  + Think Munger (incentives and opportunities)
* Governance critical
  + Not only quant numbers in Asia, must look at more
  + Knowledge of other business models as business is often diversified
  + Hard to invest from afar because of the 'track'
  + Law of the land - to collect a winning ticket
* Right People
  + Follow company and management for a long time
  + Only invest slowly
  + Wait a long time for results
  + Good opportunities with trust, horizon, and Mr. Market
* 'Lions'
  + Ethical
  + World class institution
  + Leader/Entrepreneur
  + Thirst for knowledge
* 'Hyenas'
  + Just want to 'win the game'
  + 'Survivors' - for themselves
* Q&A
  + What about Buffett and Tech?
    - IT is recurring income
  + Mistakes & lessons?
    - Getting management wrong, must be patient and slow