





Dodge & Cox provides investment  
management to institutions  
and individuals through  
separately managed portfolios,  
UCITS funds, and mutual funds.





Integrity  
Stability  
Independent Ownership

For over eighty years, these attributes have defined our firm. Today, they continue to provide the foundation for our disciplined investment approach, which is guided by time-tested principles: a long-term investment horizon, independent bottom-up research, and portfolio diversification.

“FUNDAMENTAL RESEARCH HELPS US  
UNCOVER LONG-TERM VALUE IN A  
WORLD INCREASINGLY PREOCCUPIED  
WITH SHORT-TERM ISSUES.”

*Charles Pohl*

“WE BUILD OUR PORTFOLIOS  
SECURITY BY SECURITY,  
BASED ON THE FUNDAMENTAL  
RESEARCH AND ADVOCACY  
OF OUR INVESTMENT TEAM.”

*Dana Emery*



*Charles Pohl,  
Chairman and Chief  
Investment Officer*

*Dana Emery,  
Chief Executive Officer,  
President, and Director of  
Fixed Income*





“OUR THINKING AS INDIVIDUALS  
IS ENHANCED BY THE COLLEC-  
TIVE WISDOM WE SHARE THROUGH  
WORKING TOGETHER.”

*Diana Strandberg*

In 1930, in the midst of the Great Depression, Van Duyn Dodge and E. Morris Cox formed a partnership to provide investment counsel. Their confidence in this endeavor was fortified by Morrie Cox’s conviction that “well-conceived professional investment management could bring the force of some order into a rather chaotic investment world.”

To that end, they established a blueprint for managing an investment firm emphasizing independent ownership, stability, and the high ethical standards of a true fiduciary. They also developed the investing principles that remain in place at Dodge & Cox today: a long-term investment horizon, individual security selection grounded by the relationship of fundamentals to valuation, and portfolio diversification. With this as a foundation, we manage equity, fixed income, and balanced separate accounts, mutual funds, and UCITS funds for individuals and institutions worldwide from San Francisco and London. Our investment professionals are based in a single office location in San Francisco, two blocks from where the firm began.

The firm’s independence frees us to pursue the singular goal of creating lasting value for our clients. The longevity and stability of our investment team enable us to incorporate

# Looking beyond.

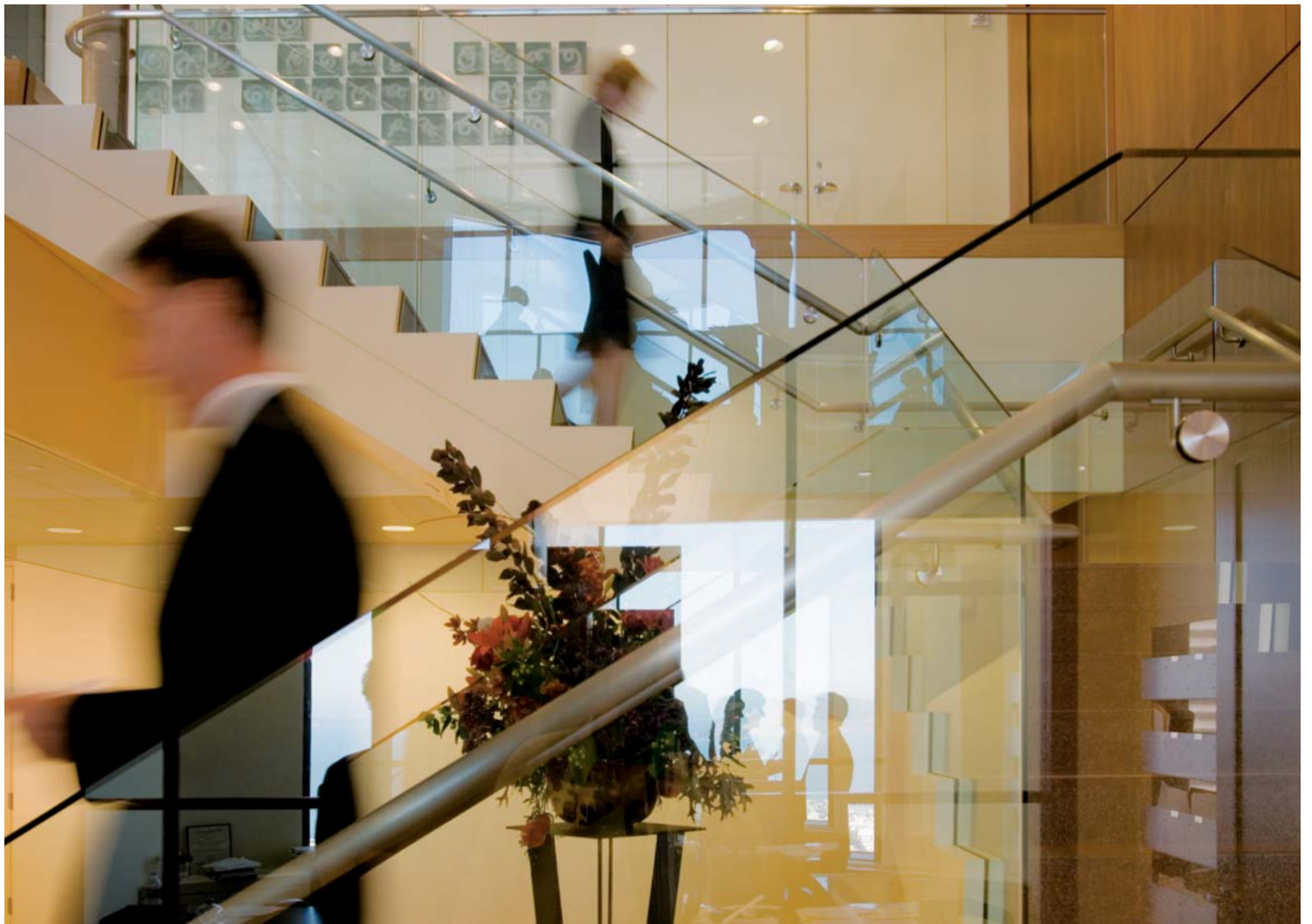
LONG-TERM  
INVESTMENT HORIZON

WE FOCUS ON THE KEY  
FUNDAMENTAL FACTORS  
THAT WILL DETERMINE  
INVESTMENT VALUE OVER  
A THREE- TO FIVE-YEAR  
INVESTMENT HORIZON.



BECAUSE WE LOOK BEYOND  
READILY APPARENT  
SHORT-TERM INFORMATION,  
OUR VIEW OFTEN DIFFERS  
FROM THE CONSENSUS.

AS DIFFERENCES EMERGE,  
WE FIND INVESTMENT  
OPPORTUNITIES.





“ONE OF OUR GOALS IS TO GAIN  
A FOOTING IN EXPANDING  
AREAS OF THE GLOBAL ECONOMY  
AND BUY BEFORE OTHER INVES-  
TORS RECOGNIZE THE  
LONG-TERM OPPORTUNITY.”

*Lynn Poole*

the lessons from past market environments into the ongoing stewardship of our clients’ assets. Finally, we believe that the best way to succeed as a firm is to focus our resources on serving our existing clients well.

The philosophy that guides the management of our investment portfolios is built on traditional principles: we invest with a long-term horizon, employ a rigorous price discipline, and conduct our own research. Our decision-making process takes full advantage of individual insights within a team-oriented culture. These factors drive the achievement of the competitive returns we seek for our clients.

#### TAKING THE LONG VIEW

Decades of investing have taught us that the perception of an investment’s worth fluctuates much more widely than its underlying fundamentals. We are skeptical that short-term market trends can be predicted with consistency, so we look



“OUR CLIENTS’ CONFIDENCE GIVES  
US THE LUXURY OF A LONG-TERM  
INVESTMENT HORIZON.”

*Tom Dugan*

further out in our analysis, concentrating on the key fundamental factors that will determine investment value over the long term. As our view diverges from the consensus, we find investment opportunities.

We continually focus on the long term by asking ourselves the hypothetical question: based on what we know now, how would we invest an “all-cash” portfolio today assuming we could not trade for the next three to five years? This framework forces us to reevaluate our portfolio holdings within an ever-changing market environment and to reaffirm our rationale for each investment’s long-term value.

A RIGOROUS  
PRICE DISCIPLINE

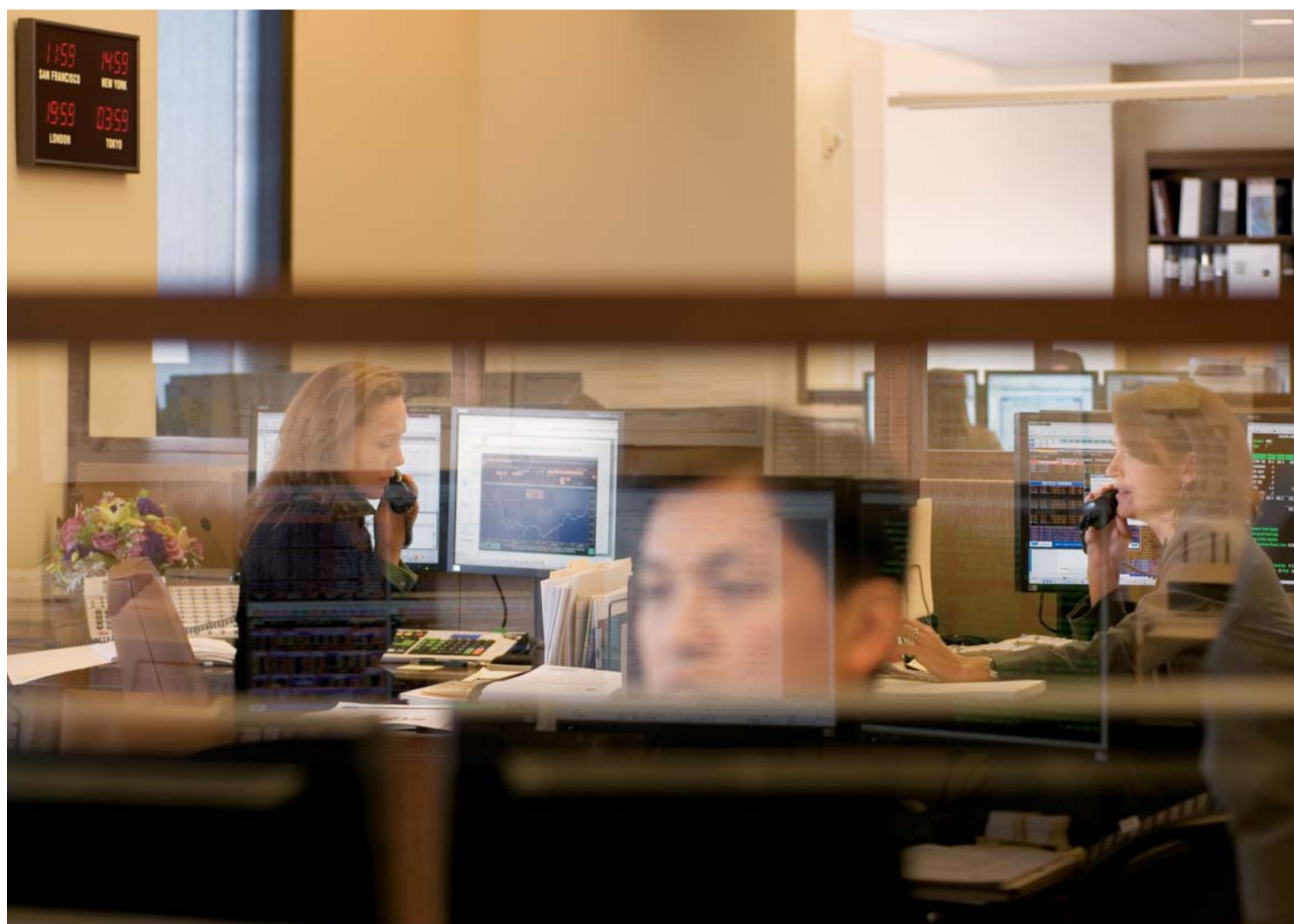
From the earliest days, Dodge & Cox’s investment approach has stressed evaluation of risk relative to opportunity. A strict price discipline — steering clear of popular choices that come at a price premium we would rather not pay — is critical to



# Setting the foundation.

INDEPENDENT RESEARCH

INDEPENDENT RESEARCH  
IS THE FOUNDATION OF  
OUR INVESTMENT PROCESS.



OUR OWN ANALYSIS ENABLES  
US TO MORE COMPLETELY  
UNDERSTAND THE FORCES THAT  
WILL ULTIMATELY DETERMINE  
AN INVESTMENT'S SUCCESS.

THIS PROVIDES CONFIDENCE  
TO INVEST IN AREAS THAT  
OTHERS MAY NOT.





“WE BELIEVE IN PUTTING THE  
CLIENT FIRST. INTEGRITY IS  
PARAMOUNT IN EVERYTHING  
WE DO.”

*Toby Goold*

*Dodge & Cox Worldwide Investments Ltd.  
(London)*

achieving our investment objectives. Low valuation investments, for example, typically reflect low investor expectations that may serve as a buffer against the risk of significant price declines; these low expectations may also create greater potential for capital appreciation should investor pessimism turn out to be unwarranted or short-lived. At all times, our ongoing search for superior relative value is guided by a rigorous research process that seeks to differentiate the short-term concerns that may be temporarily depressing an investment from the intractable, long-term problems that could doom it.

#### RELIANCE ON INDEPENDENT RESEARCH

Independent research is at the heart of each investment, forming a well-grounded thesis that looks out at least three years. Through our own investigation, we can more completely understand the forces that will determine an investment's success. Because we independently build the case for our ideas, we have the confidence to





“OUR ENTIRE FIRM IS BUILT  
UPON A FOUNDATION OF TEAM  
DECISION MAKING, NOT ONLY IN  
OUR INVESTMENT PROCESS, BUT  
ALSO IN HOW WE RUN THE FIRM.”

*Thomas Mistele*

invest in out-of-favor areas and the fortitude to hold our ground should short-term sentiment turn against us. In our many decades of experience, we have found that compelling opportunities are often created by an overly pessimistic consensus among other investors.

At Dodge & Cox, everyone on the investment team has a foundation in research and a stake in decision making — from the newest hire to the Chairman. Research is our common language. We utilize multiple resources, including the work of outside research firms. Yet we regularly test consensus conclusions against our own. We have found no quantitative model or research service that can replace the benefits of holding an onsite meeting with a company’s management, conferring directly with its competitors, customers, and suppliers, or taking the time to analyze its financial record from top to bottom.

Most investment professionals begin their careers at Dodge & Cox as analysts. We hire top-caliber graduates who develop their skills with the guidance of senior investment professionals. This sharpens judgment and strengthens the capacity for independent research.

# Collective wisdom.

TEAM-ORIENTED CULTURE

OUR PORTFOLIOS ARE THE  
PRODUCT OF THE COLLECTIVE  
JUDGMENT OF THE ENTIRE  
INVESTMENT TEAM.

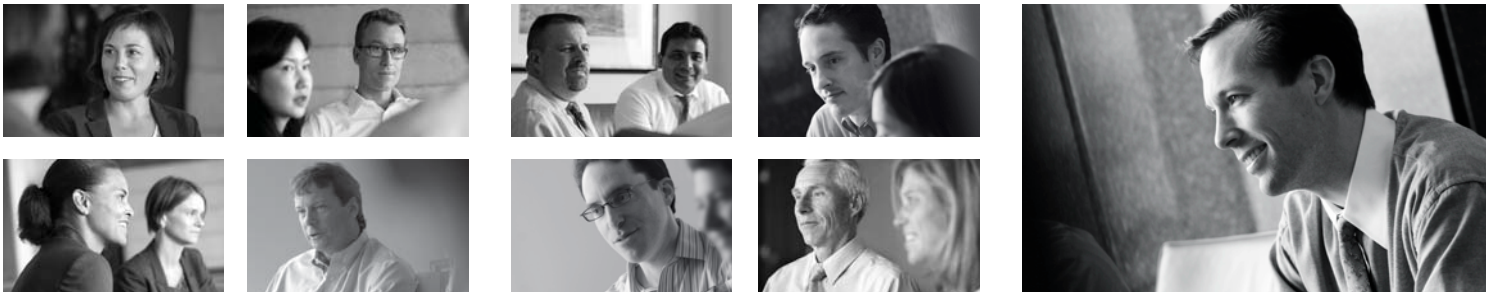


London Office

INVESTMENT TEAMS WORK  
TOGETHER IN A WELL-  
TUNED DECISION-MAKING  
PROCESS THAT ENHANCES  
INDIVIDUAL INSIGHT.

THIS APPROACH REDUCES  
A PORTFOLIO'S DEPENDENCE  
ON ANY SINGLE PERSON.





“ATTRACTING AND RETAINING  
PROFESSIONALS DEEPLY CURIOUS  
ABOUT THE MARKETS IS CRITICAL  
TO MAINTAINING OUR VITALITY.”  
*David Hoefft*

Since a Dodge & Cox employee typically spends his or her entire career at the firm, our intellectual capital continues to build, providing us with a perspective that deepens our analysis beyond the face value of current data.

#### INDIVIDUAL INSIGHTS IN A TEAM PROCESS

Though we seek investment opportunities worldwide, our investment team is based in a single office in San Francisco. We have found that physical proximity, and the fact that many of our professionals have worked together for at least a decade, facilitates effective communication and decision making. This stability and cohesion is reflected in our Investment Committees, where the members’ average tenure at Dodge & Cox is over 15 years. In these committee meetings, individual analysts advocate their investment ideas. Each recommendation is subjected to intense group scrutiny, for both its merits as a specific investment and its role in the overall portfolio. Debate over each proposed purchase or sale is a respectful if sometimes vigorous exchange among colleagues.





“WE MANAGE PORTFOLIOS WITH  
A SINGLE, UNIFIED INVESTMENT  
PHILOSOPHY.”

*Greg Serrurier*

When all voices have been heard, the group takes action or reconvenes if further research is warranted. We believe that this well-tuned group decision-making process, honed over decades, enhances individual thinking and reduces dependence on any single person.

#### A COMMITMENT TO OUR CLIENTS

Dodge & Cox is in one business: serving its existing clients as a fiduciary of their investment assets. No one at the firm is directly compensated for gathering new assets, nor do we use paid advertisements. Indeed, we take great pride in the substantial growth in our business that has come through referrals from satisfied clients and their advisers. In our communication with clients, we strive to understand their investment objectives, articulate our strategies, and provide clear, realistic expectations. We believe these efforts can lead to a deep, mutual understanding of our role in helping our clients realize their investment objectives.

# A direct link.

CLIENT SERVICE

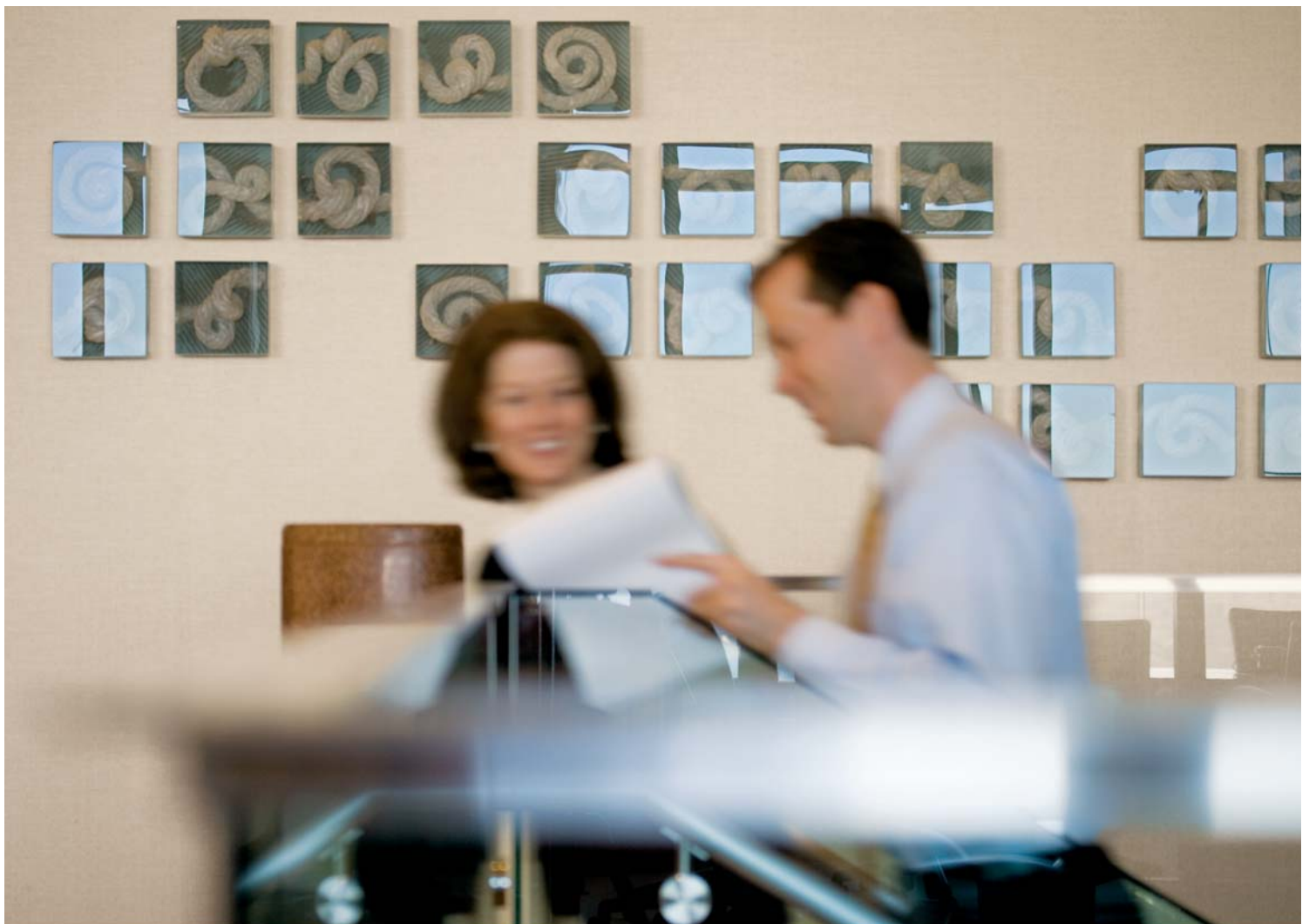
EFFECTIVE COMMUNICATION  
WITH OUR CLIENTS ENABLES  
US TO UNDERSTAND AND  
HELP ACHIEVE THEIR  
INVESTMENT OBJECTIVES.



London Office

WE TAKE GREAT PRIDE  
IN THE GROWTH OF OUR  
BUSINESS THAT HAS  
COME THROUGH REFERRALS  
FROM SATISFIED CLIENTS.

WE ARE IN ONE BUSINESS:  
TO SERVE OUR CLIENTS  
AS A FIDUCIARY OF THEIR  
INVESTMENT ASSETS.



Since the 1930s, Dodge & Cox has established a track record based on a disciplined investment approach. That approach continues today as we balance the long-term fundamentals with the current valuation for each investment.

Clients who place their assets in our care benefit from this demonstrated ability to apply enduring investment principles to ever-changing markets.





