ROBERT COWEN INVESTMENTS

April 2024 NEWSLETTER

18 April 2024

The Family Office

HIGHLIGHTS OF THIS NEWSLETTER ARE:

- Update on what we have been doing in the offshore funds – *by Ross McConnochie*
- Some further colour on recent market events, but do not shift the long-term focus – *by Keiran Witthuhn*
- Would you have made more money investing in property in Cape Town or investing in the US stock market over the past 10 years? – *by Munya Shumba*
- Update on what we have been doing in the local fund – *by Mike Gresty*
- What I learned about investing from "What I learned about investing from Darwin" – *by Nick Dennis*

As mentioned in last months newsletter, Marieke has taken up a new role in the Anchor Group, and is no longer a part of the direct RCI team. We would like to welcome Juane van Heerden, who joins us as an assistant to Eric, Ross and Andrew. Juane is an admitted attorney, and brings with her a wealth of experience that will no doubt be extremely valuable to us, especially on the Trust, Wills and Estates side of things – being an integral part of our business. We welcome her to the team, and look forward to our clients meeting her over the coming months.

Geopolitical tensions remain elevated

"We are witnessing a fragmentation of the global economy into competing blocs, with each bloc trying to pull as much of the rest of the world closer to its respective strategic interests and shared values". - **European Central Bank President, Christine Lagarde**

Comment by Investec on the above – This is likely to be inflationary and there is no doubt that the likes of Germany are going to have to up their budget deficit to pay more for defence and we cannot ignore the disruptive potential of another Trump term. All of this has been bullish for gold.

The Middle East conflict

"It is generally agreed that this month has seen a significant escalation in long-standing Iran-Israel tensions. Both countries argue that their territory has been attacked in a manner that warrants and justifies direct retaliation. Both are threatening further escalation, notwithstanding other countries calling for calm.

Regardless of what happens next, many feel that a significant line has now been crossed in an unsettled part of the world that has experienced tremendous human tragedy, especially in the last six months. What some had deemed a relatively contained disequilibrium in the Middle East has now transitioned to a perilously unstable disequilibrium involving many parties." – **President of Queens' College, Mohamed El-Erian**

PS: Please feel free to pass this newsletter on to friends and family who may wish to learn more about investing. To be added to our mailing list, contact keiran@rcinv.co.za or 011 591 0666

*If you know of anybody who would like their financial affairs looked at, please do not hesitate to send them our contact details and we will ensure we get back to them with a proposal plan. They can contact us at info@rcinv.co.za or 011 591 0585.

If you have any questions about your portfolios, please feel free to reach out to one of our team members. We are always happy to help.

We aim to be the best family office in South Africa.

Thank you for being our clients.

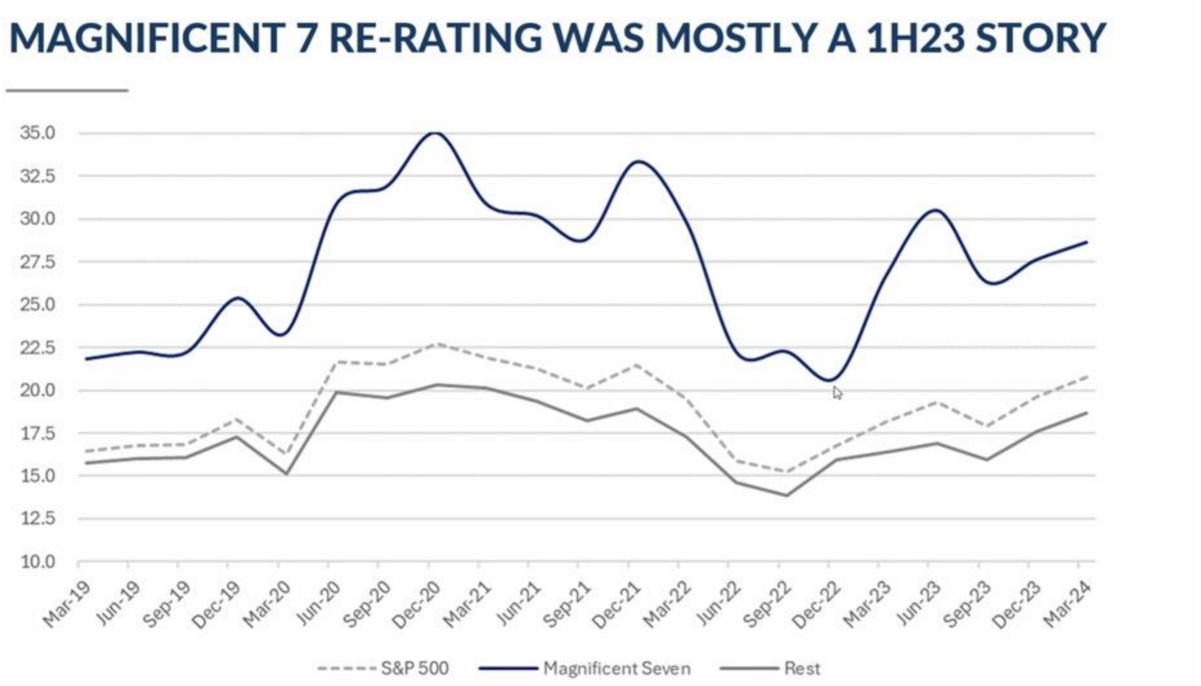
Di, Mike, Andrew & The RCI Team

WHAT HAVE WE BEEN DOING IN THE OFFSHORE FUNDS?

RCI BCI WORLDWIDE FLEXIBLE FUND

March was another strong month for equity markets with the MSCI World Index up over 3% (in USD). This is the fifth consecutive positive month and takes the year-to-date performance to 8% on the back of an already fantastic 22% in 2023. We continue to see strong performance from the magnificent 7. However, we have also started to see big moves from sectors on the opposite side of the spectrum like gold and oil.

If we examine the valuations of the Magnificent 7, we note the re-rating in their valuation mostly took place in the first half of 2023. This led to a big increase in the S&P 500 valuation over the same period, which is now back to expensive territory. However, the rest of the market is still fairly valued and hence there are still pockets of interesting businesses that could rise further.



(Source: Anchor Capital, Bloomberg) The Magnificent 7 have re-rated to around a 30x Price Earnings Ratio. The S&P 500 is around 21x and the rest of the market is about 19x. The Magnificent 7 have de-rated the last year because their earnings have been so strong, not because of poor share price performance.)

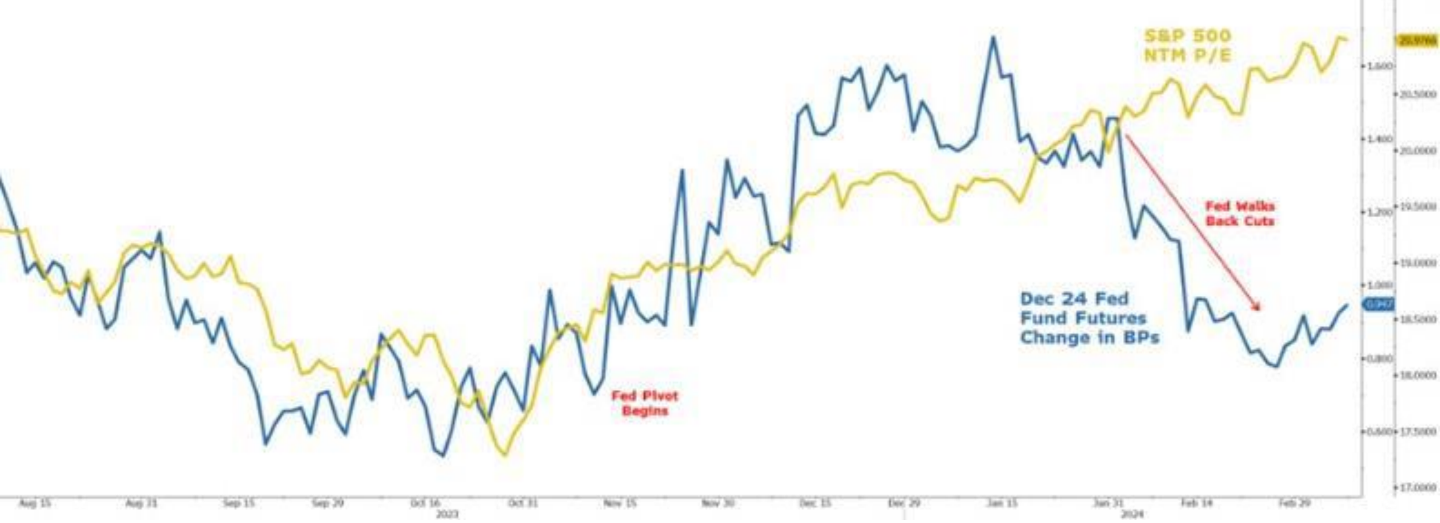
One of the reasons why we have seen huge performance of the Magnificent 7 is because they are operating, and producing financial results, far ahead of the rest of the market. Apple, Amazon, Microsoft, Meta and Alphabet now collectively sit on more than $570 billion in cash and investments. This is more than double the collective pile of the next five non-financial companies of the S&P 500. Alphabet on its own has almost $100bn of net cash available to deploy, which is double the net cash of its rival, Meta Platforms, and well above Apple's $65 billion. The opportunities for these businesses are practically infinite and hence they do deserve to trade at a premium relative to the rest of the market.

The following graph shows the S&P 500 price-to-earnings ratio and the expectations for the Fed Funds Rate over time. The two were tracking closely with one another, meaning the market was reacting positively when the expectations for rate cuts were rising but this relationship appears to have broken down. Towards the end of 2023 interest rate cuts were expected to be significant as inflation seemed to have cooled. At the time the market expected 6 rate cuts for the 2024 but these expectations have fallen to only 3 cuts for the year, starting in June. However, the equity market has not fallen on this news, instead rising further, which could suggest a disconnect between prices and underlying valuations are at play. It could be retail investors piling into markets with the fear of missing out and no longer caring about inflation and interest rate expectations, or even fundamental valuations.

WHAT HAVE WE BEEN DOING IN THE OFFSHORE FUNDS?

The Family Office

BY THE RCI INVESTMENT TEAM
(CONT.)



(Source: Anchor Capital, Bloomberg)

Our top 10 positions

	PE in one years time	PEG Ratio (FWD PE/'23-25 Growth)	EPS Growth		
			2022-2023A Growth	2023-2024E Growth	2024-2025E Growth
ALPHABET INC-CL C	21.22	1.35	33%	17%	15%
AMAZON.COM INC	33.76	1.21	431%	33%	23%
ASML	41.12	1.79	36%	-1%	52%
BOSTON SCIENTIFIC	29.19	2.22	17%	12%	14%
CONSTELLATION SOFTWARE	40.56	3.26	57%	10%	15%
FORTINET	38.80	3.34	31%	8%	15%
INTUIT INC	35.14	2.17	20%	15%	16%
MICROSOFT CORP	32.80	2.26	5%	21%	15%
MONCLER SPA	27.72	2.47	0%	10%	12%
VISA	26.36	2.12	16%	14%	12%
Harmonic Mean PE	**31.38**				
PEG Ratio (Forward PE/'23-25 Growth in EPS)		**2.02**			
Annual EPS Growth Rate (Median)			**25%**	**13%**	**15%**
S&P500 - FWD PE and EPS Growth	**21.08**		**0%**	**9%**	**12%**

Changes made during the month

- Sold **Synchrony Financial** because we were concerned about the uncertainty surrounding legislation related to credit card charges that would impact their business.
- Bought **Eli Lilly & Co** as we believe their dominance in the obesity drug segment will continue for several years. Especially true right now whilst demand is far greater than supply.

Performance in Rand

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
2019	-0.7%	7.1%	4.3%	4.0%	-2.9%	0.5%	2.6%	3.3%	-0.3%	2.5%	-0.3%	-1.1%	**20.3%**
2020	7.3%	-1.5%	5.6%	10.2%	-1.9%	1.7%	3.5%	6.0%	-4.7%	-2.8%	0.4%	-3.0%	**21.5%**
2021	5.4%	1.0%	-1.9%	2.7%	-4.5%	7.9%	1.8%	0.7%	-1.2%	4.2%	0.8%	-1.2%	**16.3%**
2022	-12.4%	-2.5%	-6.0%	-2.4%	-5.9%	-4.3%	8.2%	0.0%	-4.7%	6.4%	-5.8%	-1.4%	**-27.9%**
2023	13.0%	2.5%	0.6%	5.3%	6.9%	0.0%	-3.0%	4.7%	-5.8%	-4.5%	10.5%	2.9%	**36.1%**
2024	5.7%	4.6%	-0.4%										**10.1%**

For the month, the fund was down 0.4% in ZAR terms (+1.3% in USD) compared to the MSCI Developed Markets Index which was up 1.6% in ZAR (+3.4% in USD) for the month. The Rand strengthened 1.7% for the month detracting from the performance in ZAR.

For 2024 Year to date the fund is up 10.1% in ZAR whilst the MSCI Developed Markets Index is up 11.3%
For the 2023 year, the fund closed 36% up in Rands or 25% up in USD terms, with the rand having weakened 8% against the dollar. The MSCI Developed Markets Index closed 32% up in Rands or 22% in USD for the period.

Mike Gresty, Di Haiden, Ross McConnochie, Eric Lappeman, Andrew Lawson, Gontse Dikeledi, Keiran Witthuhn

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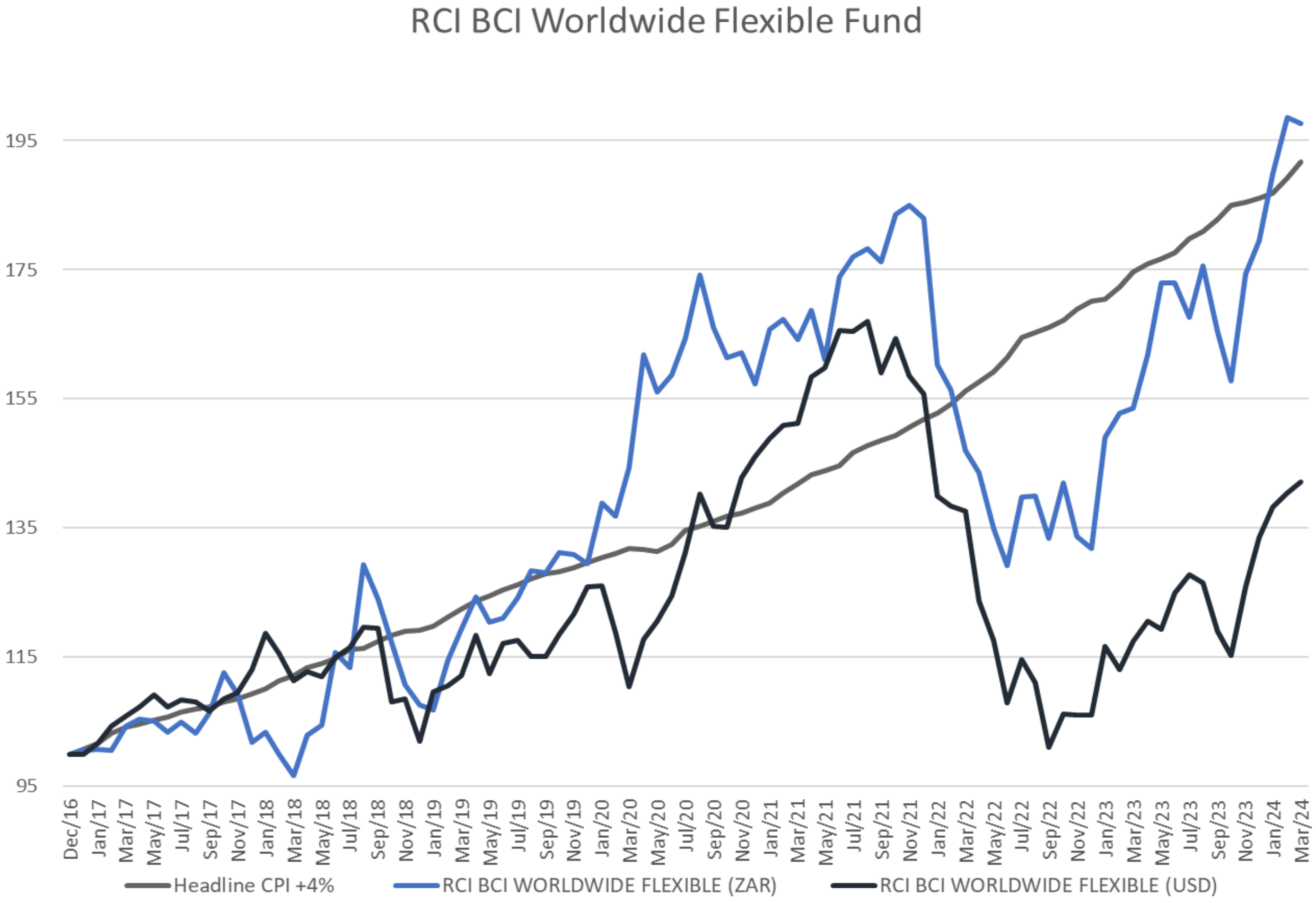
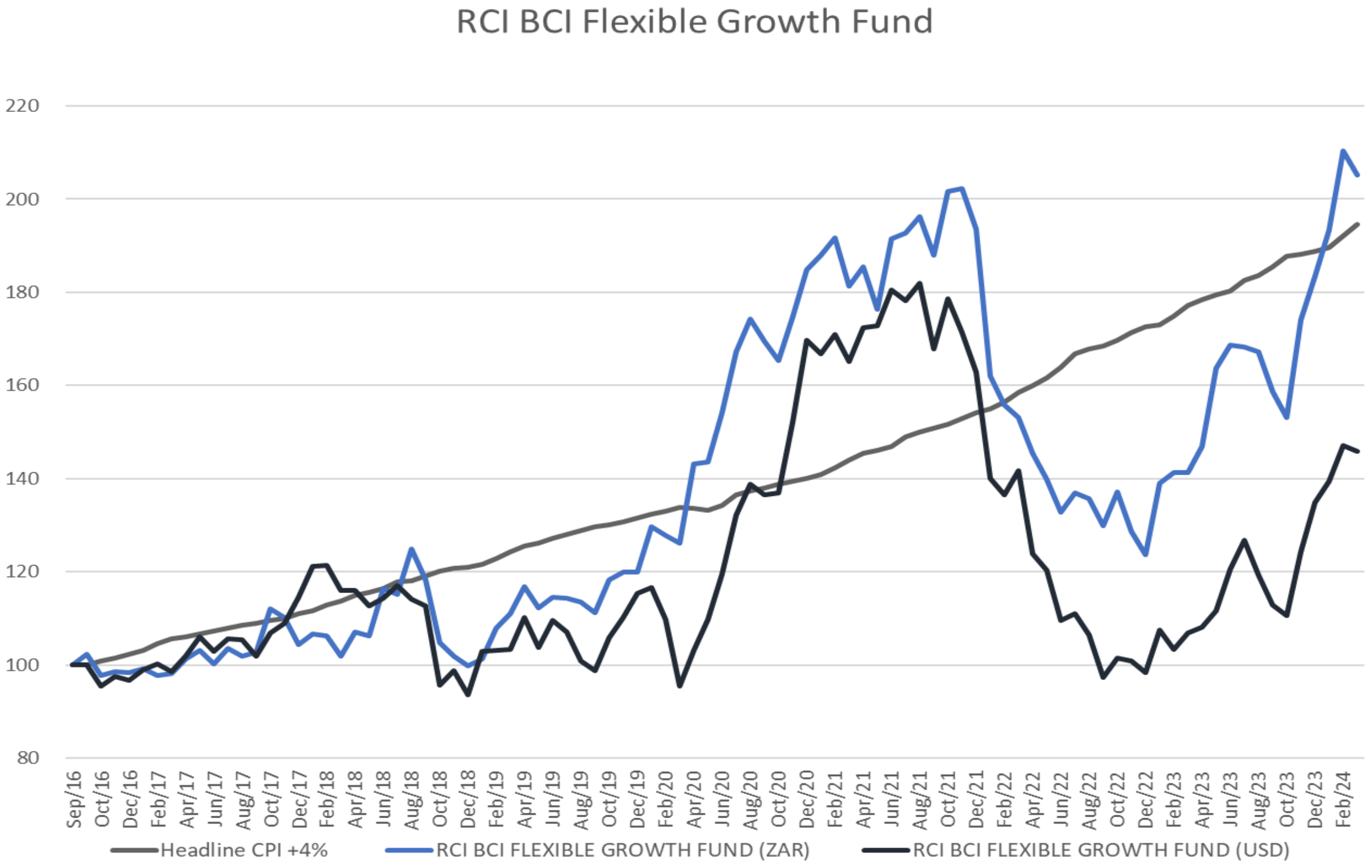
"In the short run, the market is a voting machine, but in the long run it is a weighing machine." – Benjamin Graham

RCI BCI Worldwide Flexible Fund closed March at 197.67, down 0.44% for the month and up 28.67% for the last 12 months.


RCI BCI Worldwide Flexible Fund

RCI BCI Flexible Growth Fund closed March at 205.19, down 2.49% for the month and up 45.15% for the last 12 months.


RCI BCI Flexible Growth Fund

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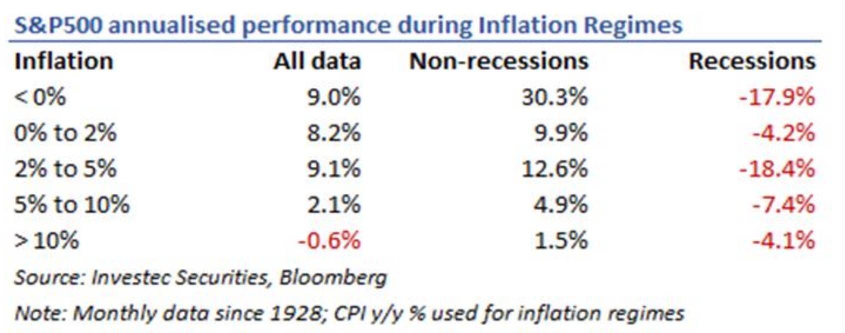
SOME FURTHER COLOUR ON RECENT EVENTS IN THE MARKET, BUT DO NOT SHIFT THE LONG-TERM FOCUS!

BY KEIRAN WITTHUHN

Since the end of March, equity markets have corrected 4%. Until now, the US market has had a very strong 5-month run from the end of October to the end of March. The S&P 500 gained 27% in US dollars during this period and closed above its 50-day moving average for 162 consecutive days, the 10th longest streak since 1950. This was largely on the back of hype surrounding artificial intelligence and the possible economic benefits that are likely to be derived from its adoption.

Whilst I was going through research from various investment houses in my inbox over the past few weeks, what I learned was that the economic picture out of the US is clear. According to the current economic data (as at the middle of April), the US economy remains strong and resilient. Consumer confidence is increasing off a low base, consumption remains supportive of the US economy, manufacturing is expanding, US-based businesses have been increasing their orders of inventory, the price of US high yield debt is recovering, commodity prices have been rising due to increased global demand from strong economic activity and in China, both manufacturing and the number of domestic travellers have turned up sharply.

In the context of this strong economic data, we show a table from Investec that previously appeared in the newsletter from October 2023. In that newsletter, we highlighted that the economy was strong and that a strong economy is more important for equity market returns than where the inflation rate was. We repeat the same message here.



S&P500 annualised performance during Inflation Regimes

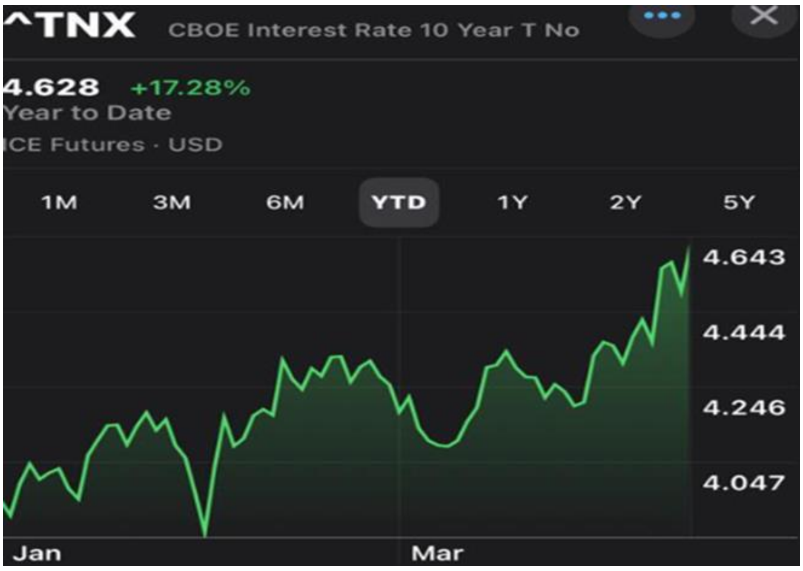
Inflation	All data	Non-recessions	Recessions
< 0%	9.0%	30.3%	-17.9%
0% to 2%	8.2%	9.9%	-4.2%
2% to 5%	9.1%	12.6%	-18.4%
5% to 10%	2.1%	4.9%	-7.4%
> 10%	-0.6%	1.5%	-4.1%

Source: Investec Securities, Bloomberg

Note: Monthly data since 1928; CPI y/y % used for inflation regimes

Data going back to 1928 shows us that the column second from the right (not in a recession) is where we want to be for attractive equity market returns. The right-hand column (in a recession) is where we do not want to be. When the economy is in recession, equity returns are generally negative. This may be obvious, but the more important insight from the above is that it matters far less where we are on the left-hand column (inflation rate). The most important factor for medium-to-long-term equity market returns is whether the overall economy is exhibiting positive growth.

So at present, we can make two observations. Firstly, the economic data coming out of the US and China is strong, and secondly, equity market returns are highest when the economy is strong. So then why has sentiment in equity markets soured (for now) and why is the market selling off?



(US 10-year Treasury yield)

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SOME FURTHER COLOUR ON RECENT EVENTS IN THE MARKET, BUT DO NOT SHIFT THE LONG-TERM FOCUS!

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BY KEIRAN WITTHUHN (CONT.)

The answer lies in both the strength of the US economy and the level of US interest rates. The US is growing to such an extent vs the rest of the developed world that its strength is hurting it. It is forecast to grow at double the rate of any other G7 economy this year. This exceptional growth, together with inflation that is proving to be stickier than many had hoped, means the Federal Reserve is less inclined to cut interest rates than the market was expecting at the start of the year. The result has been that the US 10-year Treasury yield, often referred to as the 'global price of money', has risen from 4% to 4.6% currently (shown above). This 17% spike in US yields has meant that global bonds have had their second worst start to the year since 1985, only behind 2022. As Warren Buffet said, "Interest rates are to asset prices, like gravity is to the apple".

An increase in interest rates traditionally decreases the valuation multiple can be justified for equities. The primary factor in the recent correction in equity markets is the spike in interest rates. Rising geopolitical tensions is likely another factor contributing to the more nervous investor sentiment in the market. However, equity investors can take some comfort in the fact that rising interest rates hurt bond investors more than they hurt equity investors. In the context of rising interest rates, US stocks have gained 29% over the last 3 years vs a -10% decline for US bonds.

All of the above is the latest short-term narrative that the market is fixated on. It is critical to distinguish short-term market noise from issues that have implications for long-term investment performance. As ever, we are monitoring the situation closely, but we urge investors to remain focused on their long-term goals and avoid knee-jerk reactions to short-term issues. Ignoring the noise and remaining steadfast to your long-term plan. Remaining calm and patient are key attributes of successful investors over the long-term.. The importance of this cannot be understated and we urge you to keep this in mind when watching news headlines or reading articles that are designed to grab your attention, cause alarm and call you to action.

WOULD YOU HAVE MADE MORE MONEY INVESTING IN PROPERTY IN CAPE TOWN OR INVESTING IN THE US STOCK MARKET OVER THE PAST 10 YEARS?

BY MUNYA SHUMBA

The data and assumptions here are taken from a video on Instagram. The link to the video is here and the link to Munya's Instagram profile is here.

An apartment bought in Cape Town for **R2 million** ten years ago, would now be worth **R4.2 million**. R2 million in 2014 was worth $185,000.

If instead you had invested $185,000 into the S&P 500, including dividends, it would now be worth $594,000. This is **R11.1 million** in 2024. R7 million more than the real estate investment.

However, over and above the value of the property, you would have likely generated rental income. Let us assume that in 2014, you received rent of R20,000 per month (admittedly generous), and that each year your rental income increased at 7.95%, you would be earning R43,000 per month in rent from your apartment. Stats SA notes that over 18% of tenants are in arrears. But let's assume that your tenant has never missed a payment. Assuming now you have never spent a cent on repairs, maintenance, insurance, taxes on rental income, any levies to the City of Cape Town. And assuming you then reinvested every cent received from the tenant into the JSE, you would have made an additional R5.5 million from the rental income. You would now have R9.7 million from the real estate investment.

After all of that, in an unrealistic and perfect world, **you are still R1.4 million worse off than you would have been by investing in the S&P 500**.

WHAT HAVE WE BEEN DOING IN THE LOCAL FUND?

ANCHOR BCI SA EQUITY FUND

BY THE ANCHOR BCI SA EQUITY TEAM

In March, global equities extended their positive run to five months (MSCI World Index +3.3% MoM; +25% over the last five months). Mega cap tech performance became more divergent with Nvidia (+14% MoM) and Alphabet (9% MoM) continuing to ride the AI beneficiary wave, with Tesla (-13% MoM) and Apple (-5% MoM) lagging. The rally also broadened out somewhat in March, with energy stocks and financials also experiencing a strong month. After a month of outperformance from Emerging Market (EM) stocks in February, March saw a return to relative underperformance vs. developed market peers (MSCI EM +2.5% MoM). The degree of underperformance would have been greater had it not been for the semiconductor sector, for which a 10% rally accounted for 1.5% of the EM equity performance in the month.

South African equities were the best performing region among the major EMs (FTSE/JSE Capped SWIX Index +2.9% MoM) in March, although this positive month was not enough to get the benchmark back into positive territory at the end of a disappointing first quarter of 2024 (FTSE/JSE Capped SWIX Index -2.3% YTD). Gold miners (+24% MoM), as they tracked the yellow metal's March rally (+9% MoM), were a dominant driver of the broader SA equity index performance in the month. PGM miners (+11% MoM) also had a strong month and, together with gold shares, accounted for over 2% of the Capped SWIX performance in March. The rally in gold has been surprising in the sense that it has happened during a period in which investors have been pushing out their expectations for interest rates to begin falling – ordinarily negative for gold as a non-yielding asset. Buying from central banks and Chinese investors seeking an alternative haven for their savings amidst disappointing performance from property and the Chinese stock market, appear to be the sources of support for gold recently. Shares geared towards the domestic economy generally struggled in March, with the financial sector coming under particularly notable pressure. Although the bulk of the major financial sector constituents reported in March, providing somewhat lacklustre outlooks for the year ahead, the already depressed valuations in the sector would have led one to expect that this was already discounted into prices. It is likely investors remain cautious about domestically orientated companies ahead of May's national elections. Should the outcome prove to be relatively benign, there is a good case for a strong rally from domestically orientated shares, considering how depressed valuations have become.

The focus of the portfolio is on investing in domestically listed companies that have an investment case that insulates them from SA's difficult economic situation (strong multinational franchise, rand hedge, dominant local platform, or clear local expansion strategy for example); high confidence in improving Return on Capital Employed and excellent cash flow generation. Of those companies that pay a dividend we prefer businesses with a dependable and solid payment history.

At the end of March, the top 15 holdings in the fund, making up 65% of the equity exposure, were as follows:

- Naspers
- Prosus
- Bidcorp
- Standard Bank
- Investec
- Absa
- Transaction Capital
- British American Tobacco
- Richemont
- ADvTECH
- Dis-Chem
- Bidvest
- MAS Property
- AngloGold
- Shoprite

Main changes in the month

We continued to build the fund's exposure to gold (**AngloGold**, **Goldfields**, and **Harmony**) and PGMs (**Impala Platinum**). We took advantage of Brait's partial sell-down of its stake in **Premier Group** to initiate a position. We added **MultiChoice**, noting the attractive discount to the latest Canal+ offer price. We also added a position in **Aspen** in anticipation of progress in its efforts to fill excess capacity in its manufacturing plants. In addition, we increased our **Anglo American Plc** position, noting the improving prospects for copper.

Performance

The Anchor BCI SA Equity Fund increased by 1.51% MoM, with the quality orientation of the fund proving its worth. The notable positive contributors to the fund's performance in March were Naspers and Prosus, and Anglo American. The fund's March detractors included the financial sector exposure (ABSA, Standard Bank, FirstRand and Transaction Capital) with Afrimat and Exxaro on the back of weakness in iron ore prices.

WHAT HAVE WE BEEN DOING IN THE LOCAL FUND?

BY THE ANCHOR BCI SA EQUITY INVESTMENT TEAM (CONT.)

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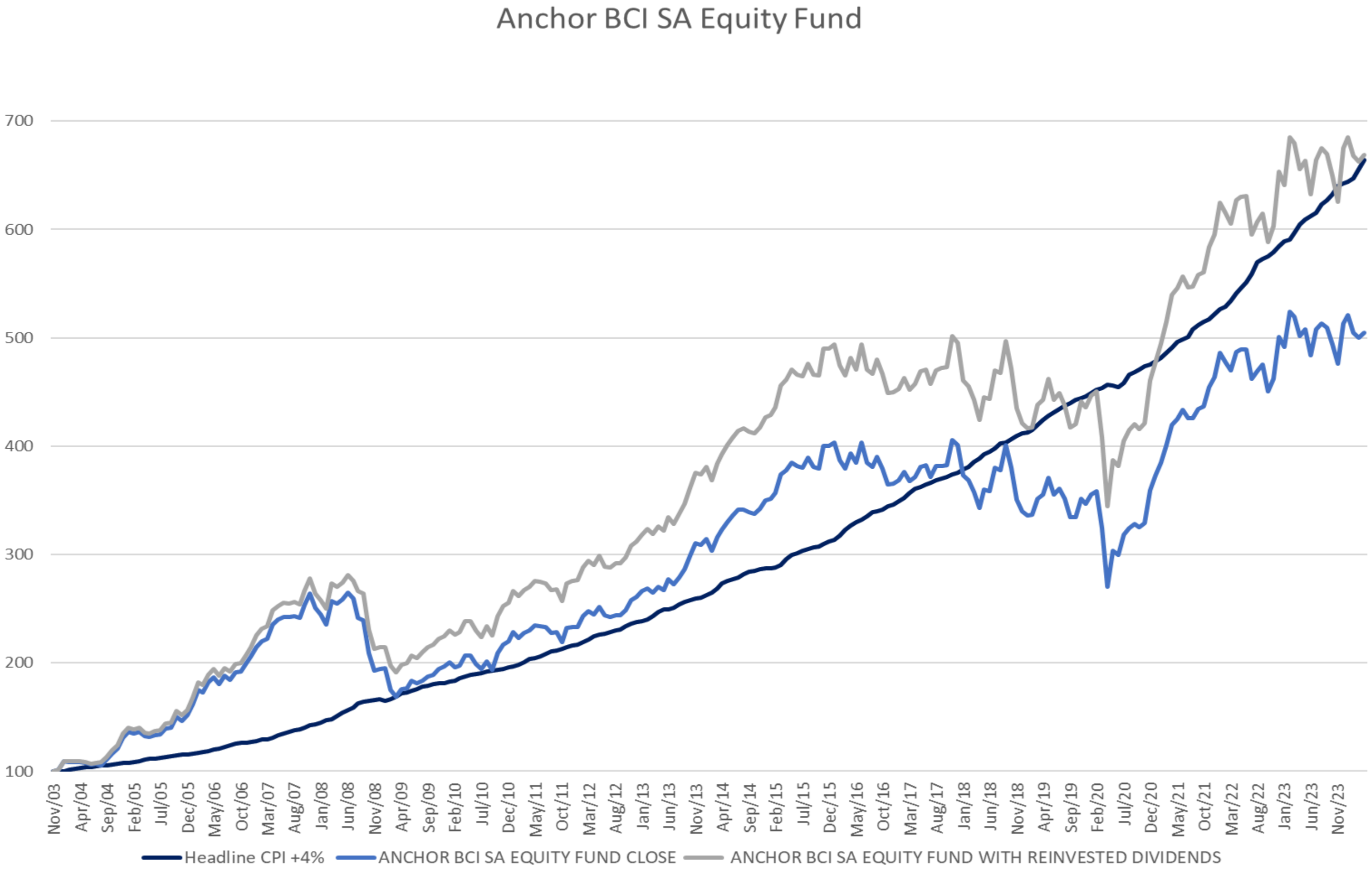
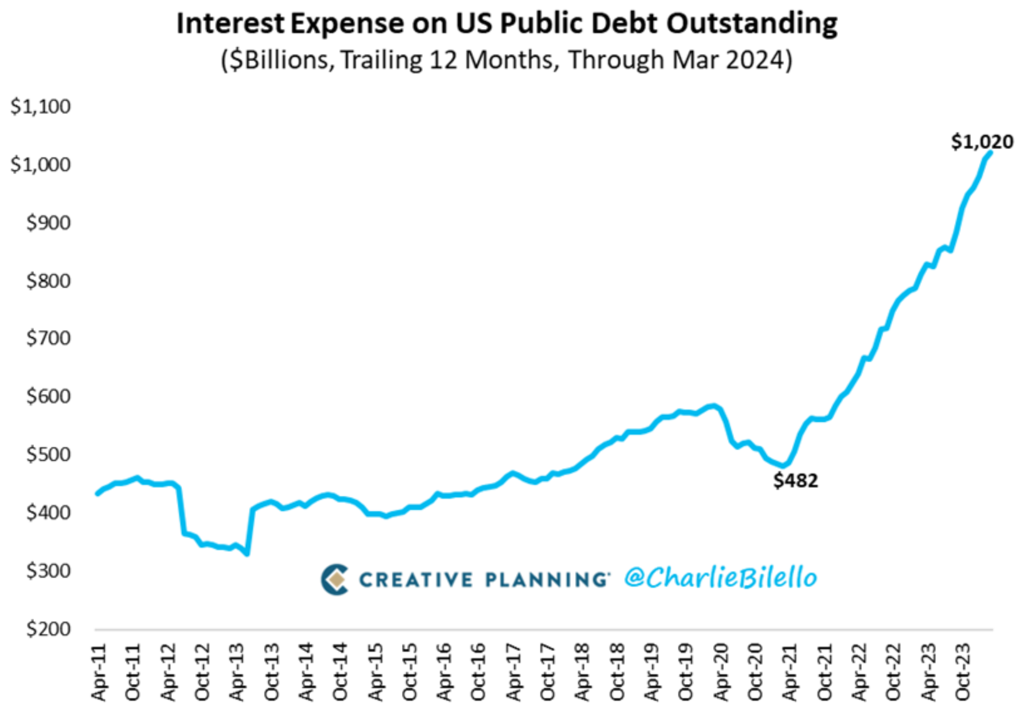
The Anchor BCI SA Equity Fund closed March at 504.69c, up 0.86% for the month and up 0.59% for the last 12 months.



Note: The performance history above uses that of the RCI BCI Flexible Fund until 30 September 2022, the date of its amalgamation with the Anchor BCI SA Equity Fund.



The above chart shows the interest expense that the US government pays on US public debt per year. It recently hit a record $1.02 trillion over the last 12 months and will likely continue to increase. Despite this, the US dollar continues to strengthen, and US financial assets continue to be seen as a safe haven investment in times of increased market stress.

WHAT I LEARNED ABOUT INVESTING FROM “WHAT I LEARNED ABOUT INVESTING FROM DARWIN”

BY NICK DENNIS (ANCHOR GLOBAL EQUITY FUND MANAGER – WINNER OF 3 RAGING BULL AWARDS)

I am a voracious reader, and I have developed a pet theory - most non-fiction books would be better if they had been written as articles instead. Punchy and to the point! Typically, the author has one or two big ideas which are spelt out in the first few chapters, with the remaining 300-plus pages dedicated to providing endless examples to ‘bulk up’ the book. Since I value my time, if I think a book’s subject sounds interesting, I will often just listen to an interview with the author, who usually explains the key concepts well in under half an hour. If my interest is sufficiently piqued, I will buy the book. I often stop reading before the halfway mark, having absorbed the author’s main messages.

Occasionally, there are books that are so rich that I finish them completely and re-read them every few years. I also make notes and highlights on my Kindle and revisit those more frequently. There are countless books about investing and trading, with the majority adding little to the corpus. Recently, however, I found a gem called “What I learned about investing from Darwin” by Pulak Prasad, a fund manager working for Nalanda Capital, which focuses solely on Indian equities. Prasad has a passion for biology and evolution, which, as the name of the book implies, has given him unique insights into the parallels between the worlds of nature, business, and markets. Nalanda’s long-term record is outstanding, adding credence to Prasad’s perspectives.

Finches and Foxes: Lessons from the Natural World

Before you rush off to buy the book, I probably would not recommend it unless you are a full-time investor (or biologist, for that matter). Prasad dives into the topic of evolution in surprising depth, citing case studies on subjects ranging from Siberian foxes to Galapagos Island finches. While I found these fascinating, I nevertheless caught myself thinking, “This is all well and good Prasad, just get to the point about how this relates to investing!”. In service of my pet theory, my goal with this article is to share the book’s big ideas. Just be thankful I do not go through all 56 highlights and 13 notes from my Kindle!

Some of Prasad’s observations and lessons might appear blindingly simple and obvious, but that does not mean implementation is easy. As the late (and ever forthright) Charlie Munger said, “It’s not supposed to be easy. Anyone who finds it easy is stupid.” Regardless, a number are profound and worth pondering:

1. There are very few good investments in the market.

2. It is far more important to reduce errors of commission (i.e. buying a bad stock) than to reduce errors of omission (i.e. not buying a good stock, e.g., Apple).

I will not go into the mathematics and probabilities, but Prasad’s logic is compelling. While academia and the investing profession concentrate on making good investments, we would be better off focusing on avoiding bad investments. Prasad contends that Warren Buffett is the best investor in the world because he is also the best rejector in the world.

3. The more robust the company, the greater its ability to evolve.

This observation is relevant over longer periods; while smaller companies are often credited with being nimbler, the strong balance sheets and cash flows of larger, slower moving companies allow them to survive first and then adapt and evolve through a range of environments.

4. There is a treasure trove to be found in analysing the past.

The investment industry spends an inordinate amount of time attempting to predict the future. One can understand the temptation, given the potential rewards on offer. The future is unknowable; even if we could predict the exact path of the economy and individual businesses (we cannot), we still would not know how share prices would react. By spending our time analysing facts (rather than forecasts) like the company’s financial statements and capital allocation history, we can gain greater insights than by peering into murky crystal balls.

5. When evaluating a business, risk comes first, quality second, and valuation last.

6. Invest in convergent patterns (i.e., patterns that repeat).

WHAT I LEARNED ABOUT INVESTING FROM "WHAT I LEARNED ABOUT INVESTING FROM DARWIN"

BY NICK DENNIS (CONT.)

'Convergence' is a phenomenon in the natural world in which unrelated organisms develop similar solutions to similar problems. For example, eighteen types of plants have developed red flowers to attract hummingbirds for pollination. Applied to the business world, Nalanda has found that business models that are successful in the US are more likely to be successful in India. Conversely, traditionally challenging industries, like airlines, are more likely to fail, even in nascent growth markets like India. Prasad notes a big difference between asserting "I love this business" and "I love this business construct". Nalanda does not care about a business; it is deeply attached to a business template. For example, it would have been more beneficial to note the patterns Apple shares with branded consumer staples and luxury goods companies rather than getting lost in the weeds on its hardware business.

7. Convergence is the dominant pattern in the business world.

There are definitive patterns to the success and failure of companies. It makes sense to ask where one might have seen a business template before and what the outcome was.

8. When you find high-quality businesses that do not fundamentally change their character over the long term, one should exploit short-term fluctuations for buying rather than selling.

The critical phrases are 'high-quality' and 'that do not change'; bending these criteria even slightly to average down in average quality businesses can be disastrous.

9. Business stasis is the default (i.e., good companies tend to stay good and bad companies stay bad), so it does not make sense to be highly active if you hold a good company.

10. Given this logic, Prasad advocates for being a 'lazy' buyer and a 'very lazy' seller (only in the context of the highest-quality companies). Nalanda has taken this ideology to an extreme, only buying during the global financial crisis, the European crisis, and the COVID-19 pandemic.

11. One of the mysteries of compounding is that it leads to large numbers but does not do so for a long time.

Patience is everything in investing; unsurprisingly, it is also arguably the hardest thing.

12. Perhaps surprisingly, Nalanda has no interest in finding the 'best investment'. Rather, it is focused on executing a sound investment process which is simple and repeatable. The real challenge is discipline: tuning out the incessant noise and turning the theory of investment management into practice day after day, year after year.

These tenets are not intended as a to-do list or template for success. There is no 'one true path' to win in the market. Certain investors have a multi-decade horizon, while others (traders) could have a holding period ranging from seconds to days. Legendary trader Steve Cohen would be hopeless trying to emulate Warren Buffett, and vice versa. Regardless, as Prasad reveals, certain fundamental truths and processes operate within nature, business, and markets. As investors, we need to be aligned with those truths, or we are doomed to fail. If you repeatedly buy the shares of bad businesses in the hope that they will improve, you cannot expect to succeed.

In a world of ceaseless change, "What I learned about investing" is a timely and comforting reminder that some things (like outstanding businesses) only change gradually. It is also reassuring that, in a noisy era of instant gratification, quieter attributes like discipline and patience can still be highly rewarding. Finally, the revelation that extreme laziness is the greatest of virtues must be the most counterintuitive and gratifying conclusion in anyone's book.