Q4 2023



#### **Performance**

SGA's Emerging Markets Growth portfolio returned 7.1% (Gross) and 6.9% (Net) in Q4, compared to 7.9% and 7.7% for the MSCI EM and EM Growth Indices, respectively. For the year, the SGA Emerging Markets Growth portfolio returned 7.2% (Gross) and 6.3% (Net) compared to 9.8% and 5.8% for the MSCI EM and MSCI EM Growth Indices.

# Broad-based Rally Outside of China Lifts EM Stocks in Q4

Rising investor risk appetite following large declines in global bond yields and a weakening U.S. Dollar supported a strong finish for emerging markets stocks in Q4. Despite better-than-expected Q3 GDP growth, investor sentiment towards Chinese stocks remained weak during the quarter. China was the second worst-performing market in Q4, down 4%, and one of only 4 markets to post negative returns for the quarter. For the year Chinese stocks declined 11% and are down nearly 55% from their highs in February of 2021 as concerns around the health of its property market and economic recovery, as well as geopolitical tensions continue to linger. The broad-based weakness in Chinese stocks weighed on some of our portfolio's holdings, including Yum China, Mengniu Dairy, and H World Group, as consumer health and spending remains uncertain in the nearterm. Despite the near-term weakness and uncertainty, we continue to hold these businesses based on their long-term growth potential and sustainability of their competitive advantages that should enable them to grow earnings and cash flows attractively over time.

In contrast, performance was strong in Latin America, led by Brazilian and Mexican markets which benefited from solid and improving economic

growth and expectations that central banks will cut interest rates given moderating inflation. Our Latin American holdings contributed positively across the board as they benefited from the positive backdrop and, in several cases, better-than-expected results. EM markets in Europe performed strongly as well, led by Poland, the best performing emerging market in Q4. Asian markets outside of China also generally performed well, led by Taiwan and Korea, which benefited from a strong rebound in Semis and Tech Hardware stocks. Strength in these areas was a headwind for relative performance during the quarter given our lack of exposure due to our focus on companies with high levels of repeat revenues and lower economic sensitivity. Indian equities also outperformed on the back of strong economic growth and optimism around future growth prospects given its favorable demographics, stable democracy, and growing middle class.

Earnings expectations for the market improved in Q4 given a still resilient global economic backdrop and expectations for central banks to pivot in 2024 given moderating inflationary pressures. Expectations for 2024 and 2025 remain lofty with MSCI EM Index earnings expected to grow 18% and 15% respectively. While broad-based earnings may continue to improve following a period of weakness, the challenging economic environment in China and likely modest global growth backdrop makes the growth outlook susceptible to disappointment. Our portfolio continues to offer attractive growth along with superior quality characteristics and likely greater resiliency compared to the MSCI EM Index.

## Highlights

- Portfolio trailed the MSCI EM Index in Q4 and for the year; the portfolio trailed the EM Growth Index in Q4 but outperformed for the year.
- Markets rose on rising optimism around the global economic backdrop and rising hopes for central bank pivots in 2024 as inflation pressures are moderating. Chinese stocks remained weak given continuing concerns around its property market, economy, policy actions, and relations with the West.
- Positions in MercadoLibre, FEMSA, and HDFC
  Bank contributed most positively to performance,
  driven by strong quarterly results. Positions in
  Yum China, Mengniu Dairy, and H World Group
  detracted most driven largely by weakness in
  Chinese stocks.
- No new positions were initiated or liquidated.
   Positions in AlA Group, Heineken, Unilever, and Yum China were added to on weakness, while positions in CP All, MercadoLibre and Wal-Mart de Mexico were trimmed.
- Portfolio is forecasted to grow earnings 15% per year over the next three years, in line with its longterm average, while the 16% expected growth for the EM Index is well-above average and less reliable.



# \$110 \$90 \$70 \$50 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023

Source: FactSet, MSCI

## **Largest Contributors**

MercadoLibre (MELI), operator of the leading e-commerce marketplace in Latin America and an early leader in the region's nascent financial technology (FinTech) industry, was the portfolio's largest contributor in Q4. We see an attractive long-term growth opportunity ahead for MELI as it is well-positioned to benefit from rising penetration of e-commerce in Latin America, which is poised to increase dramatically from still low levels. The company's significant investments in its logistics and delivery capabilities and in its financial technology have helped cement its dominance by increasing its value proposition to buyers and merchants alike. The FinTech opportunity is more nascent, but potentially much larger, given the large unbanked and underserved populations. Both businesses, however, benefit from a self-reinforcing, critical mass of buyers and merchants. Repeat revenues come from frequently returning buyers and merchants who maintain ongoing commerce and payment relationships with the company. MELI's shares benefited from strong Q3 results highlighted by continued impressive topline growth of 40% in USD (67% in constant currency) along with expanding operating margins, which supported strong profit growth of 130%. We continue to be impressed with management's vision and ability to execute and have high conviction in the long-term growth opportunity. At the same time, we are mindful of the company's focus on expanding first-party product offerings, which may limit further margin upside in the near term, and their decision to re-accelerate credit issuance in Brazil, which introduces growth upside and credit loss downside risk. We trimmed the position on strength during the quarter and reduced the target to an average weight position.

**FEMSA**, one of the leading consumer companies in Latin America, was the second largest contributor in Q4. FEMSA is engaged in two primary business: non-alcoholic beverages through its stake in Coca-Cola FEMSA ("KOF"), the largest Coca-Cola bottler in the world, and convenience stores through its OXXO stores which is the largest and fastest growing chain of convenience stores in Latin America. KOF's advanced bottling capabilities along with OXXO's scale and operating excellence provide FEMSA with considerable pricing power. Both businesses are highly predictable as KOF's products are consumed on a regular basis and have limited sensitivity to economic fluctuations while OXXO registers over 10 million transactions per day and is the third largest retailer in terms of revenues in Mexico. Growth is supported by packaging and product innovations at KOF, consumption growth in Latin America, and continued store expansion potential for OXXO which we think can roughly double its store count from today over time. The company's drugstore initiative should add incremental growth potential over the long term. FEMSA reported another strong set of quarterly results in Q3, led by stronger-than-expected growth for OXXO, which saw 15% same-store-sales growth. OXXO continues to benefit from a post-Covid consumption recovery and an expanded merchandise offering. KOF also delivered good results with organic volume and revenues growing 10%, operating profits growing 15% and gross margins expanding 140 bps. The good results were driven by strength in the Mexican consumer environment and the company driving further share gains. We maintained an above-average position given a still compelling growth outlook and valuation.

**HDFC Bank**, the fifth largest bank in India by assets and the largest by market capitalization, was the third largest contributor in Q4. HDFC benefits from a high ROA/ROE relative to international and domestic peers, which is supported by interest revenues and lower borrowing costs on retail deposits. India, as a country, has low leverage in the retail sector and an underbanked population. Therefore, the company should benefit from a long secular runway of growth while maintaining its high ROE. The pricing power of the company is based on its low-cost funding. This funding is supported by retail deposits at a countrywide network of branches. Replicating such a network would be very challenging and time-consuming for another private institution. Some public sector banks have large branch networks, but they are constrained by systematic inefficiencies. HDFC's business is recurring and very predictable with 75% of its interest income derived from multi-year loans and 15% is



from fees & commissions. Serving the banking needs of a huge, underbanked, emerging economy gives it a long runway of growth. HDFC's shares rebounded during the quarter as the bank delivered better-than-expected results highlighted by 51% profit growth (year-over-year), driven by lower credit costs and strong organic loan growth of 5% (quarter-to-quarter). Excess liquidity continued to weigh on the bank's net interest margin which fell to 3.6% compared to 4.3% in the prior quarter. While the exact timing of its liquidity profile normalizing remains unclear, we continue view the long-term growth opportunity favorably. We maintained an above-average weight position in the company given an attractive valuation and growth opportunity.

XP and Fast Retailing were the fourth and fifth largest contributors to performance.

#### **Largest Detractors**

Yum China, China's leading restaurant company, was the largest detractor in Q4. Yum China operates over 13,000 restaurants in 1,800 cities and towns spanning every province and autonomous region across mainland China. Yum China has exclusive rights to operate and sub-license the KFC, Pizza Hut, and Taco Bell brands in China under a 50-year master license agreement which includes a 3% royalty rate. Yum China has built considerable brand equity during its long history of operating in China with KFC and Pizza Hut the preferred brands in their respective categories. Its restaurants have billions of customer visits annually and revenue is highly recurring given the accessible price points and diversity across dayparts and geographies. In addition, the company's KFC and Pizza Hut loyalty programs have over 400 million members combined and enhance customer engagement considerably. With attractive unit economics and the under-penetration of quick service and casual dining chains across China, the company has a significant opportunity to grow its units over time. The industry is also highly fragmented with Yum China, the largest operator, having well under 10% market share. Yum China's shares lagged during the quarter as its Q3 results failed to meet expectations as well as an overall negative sentiment towards Chinese stocks. Same-store-sales growth of 4% and restaurant margins of 17% came in below expectations and management's comments around softening consumer demand also added to near-term uncertainty. Unit growth of 14% remained strong, however, and loyalty membership grew an impressive 15% year-over-year. We continue to have high confidence in management's ability to navigate a challenging macro backdrop and see an attractive long-term growth opportunity ahead. We added to the position on weakness.

Mengniu Dairy, the leading manufacturer and distributor of branded dairy products in China was the second largest detractor in Q4. Mengniu has about 25% market share in the Chinese dairy industry and has been gaining share. The company has benefited from China's economic development, resulting in changing consumption patterns and premiumization trends with customers willing to pay up for higher quality, branded products. More stringent regulations and industry consolidation has also been beneficial for Mengniu. As one of only two national players in China, Mengniu has scale advantages across distribution, supply chain, marketing, and promotion. Dairy products are perceived as healthier than most other beverage (or food) categories, and it is becoming a part of people's daily diet especially in top tier cities in China. The consumption habit is still forming in lower tier cities, which is part of the company's growth opportunity. The per-capita consumption of dairy in China remains well below the world average but is expected to rise over time, which supports a long-term growth opportunity for Mengniu. Some of the company's more discretionary items such as normal-temperature yogurt and flavored milk beverage have failed to recover their sales growth against easy comparisons from last year given weakness in the Chinese macro environment, and therefore disappointed some investors. Looking ahead we expect mid-single-digit organic growth for the full year along with margin improvement, leading to continued double digit recurring profit growth. At the same time, we also acknowledge the greater uncertainty around its future growth prospects and have therefore reduced our position to a below-average weight in the portfolio.

**H World Group**, China's second largest and most profitable hotel chain, was the third largest detractor in Q4. H World Group is a leader in the Chinese hospitality industry and benefits from its strong brands, scale, use of technology, and strong management team. The reliability of H World Group's brands has led to significant consumer trust which in turn has enabled the company to grow a 200-million-member strong loyalty base. The strong loyalty among its customers, highlighted by a significant majority of bookings being generated via its loyalty program, supports its pricing power and has helped the company grow profitably and reliably over time. A majority of H World Group's operating profit comes from a franchised business model where the company takes a standard percentage of gross revenues from underlying franchisees, which is recurring and asset light. With around 9,000 hotels in operation and close to 3,000 hotels in its pipeline we see an attractive



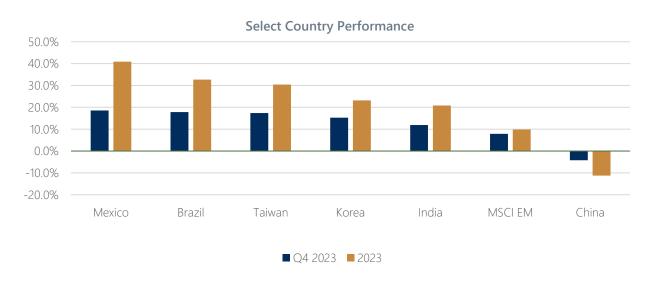
opportunity for H World Group to continue expanding its hotel footprint over time and translate that into meaningful earnings and cash flow growth. H World's shares underperformed in Q4 despite reporting good quarterly results as broad-based weakness in Chinese stocks weighed on its shares. Revenues and operating profits grew strongly, 54% and 300%+ year-over-year respectively, exceeding expectations while revenue-per-available-room (RevPAR) also continued its recovery. The company is outperforming the industry in terms of room growth and RevPAR given better operational capabilities and good brand power. While the macro environment remains challenging, we continue to see a solid longer-term opportunity ahead for H World Group and maintained a below-average weight position during the quarter.

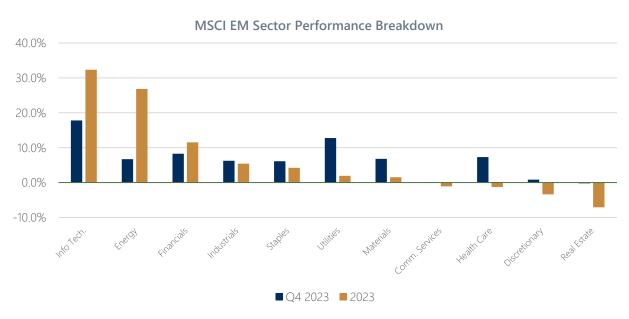
CP All and Bud APAC were the fourth and fifth largest detractors from performance.

## Portfolio Activity

There were no full position changes in the portfolio during the quarter. Positions in MercadoLibre and Wal-Mart de Mexico were trimmed on strength while the position in CP All was lowered slightly to fund other opportunities in the portfolio. We added to positions in AIA Group, Heineken, Unilever, and Yum China on weakness.

#### **Market Performance**





Source: FactSet, MSCI. Please see table included in this commentary for full performance presentation.



#### Outlook

We remain focused on assembling a portfolio of attractively valued, high-quality companies that can reliably compound earnings and cash flows at above average rates with less macroeconomic sensitivity over the long-term. Over full market cycles these unique businesses should be rewarded by the market and deliver strong absolute and relative returns with lower levels of risk. While the last three years have been challenging for emerging markets stocks, growth stocks especially, we remain comforted by the excellent businesses in the portfolio which are benefiting from long-term, secular growth tailwinds that should allow them to grow earnings and cash flow reliably and predictably over time. The portfolio is expected to grow earnings by 15% per year over the next three years, in line with its long-term average. A resilient global economic backdrop has lifted expectations for the broader MSCI EM Index, which is expected to grow earnings by 16% per year, well above its long-term average. While there is some support for a continued recovery in earnings in the near-term, the challenging economic backdrop in China and likely modest global growth moving forward makes the magnitude of growth expected optimistic in our view. Regardless of the direction of the macro-economic environment, we have confidence that the higher-quality and more predictable growth companies in our portfolio will be rewarded by the market over full market cycles.

As always, we thank you for your continued support and welcome any questions or comments.

## Organizational Update

In Q4, we parted ways with one of our more recently added analysts, Jon Richter, who had joined SGA in June of 2019. Jon had a limited number of stocks on our Qualified Company List and his research coverage had been reassigned to other analysts in May. Each company is also covered by a secondary analyst consistent with our approach to research. We wish Jon well in any future endeavors.

We also wanted to let you know that co-founding partner George Fraise will retire from the firm effective June 30, 2024. As you may recall, George had relinquished his remaining research coverage in January of 2022 and has been focused on leading our client service and new business development efforts since. These responsibilities will be taken on by existing personnel. George will leave the firm's Executive Committee upon his retirement but become a member of our Advisory Board, serving as a consultant to the firm's Executive Committee moving forward.

The opinions expressed herein reflect the opinions of Sustainable Growth Advisers, LP and are subject to change without notice. Past performance is no guarantee for future results. This information is supplemental and complements a GIPS Report that can be found with composite performance. The securities referenced in the article are not a solicitation or recommendation to buy, sell or hold securities. This commentary is provided only for qualified and sophisticated institutional investors.

Results are presented gross and net of management fees and include the reinvestment of all income. For interest and capital gains, SGA does not withhold taxes. For dividends, SGA will withhold taxes as reported by the client's custodian. Returns are calculated net of withholding taxes on dividends. The Net Returns are calculated based on the deduction of a model fee of 0.85% being the highest applicable fee that may be charged to SGA clients for the Emerging Markets Growth strategy. Net Returns do not account for custodian and brokerage fees that clients pay to third parties. Actual fees charged to clients may vary depending on, among other things, the applicable fees schedule and portfolio size. SGA's fees are available upon request and may be found in Part 2A of its Form ADV. The largest contributors and detractors are determined using a ranking of the absolute contribution to portfolio return by each security held over the period under consideration. Policies for valuing investments, calculating performance, and preparing GIPS Reports are available upon request. Upon request, free of charge, SGA can provide a list of all portfolio holdings held in SGA's Emerging Markets Growth portfolio for the past year. SGA earnings growth forecasts are based upon portfolio companies' non-GAAP operating earnings.

Performance Results	Q4 2023	1-Year	3-Year	5-Year	Since Inception
SGA Emerging Markets Growth (Gross)	7.1%	7.2%	-7.0%	6.7%	5.4%
SGA Emerging Markets Growth (Net)	6.9%	6.3%	-7.8%	5.8%	4.5%
MSCI EM (Net TR)	7.9%	9.8%	-5.1%	3.7%	2.0%
MSCI EM Growth (Net TR)	7.7%	5.8%	-9.7%	3.9%	2.7%



Total Return				3 Year Standard Deviation		_						
Period	Before Fees	After Fees	MSCI EM Net TR Index	MSCI EM Growth Net TR Index	Number of Portfolios	Composite Dispersion	SGA Composite	MSCI EM Net TR Index	MSCI EM Growth Net TR Index	Total Assets in Composite at Period End (USD millions)	Total Firm Assets at Period End (USD millions)	Percentage of non-fee paying accounts
Aug. 1 - Dec.												_
31, 2014	-1.38%	-1.73%	-9.59%	-7.09%	Five or Fewer	N/A				0.193	5,332	100%
2015	-3.00%	-3.82%	-14.92%	-11.34%	Five or Fewer	N/A				0.094	5,318	100%
2016	2.10%	1.24%	11.19%	7.59%	Five or Fewer	N/A				0.096	5,672	100%
2017	36.31%	35.19%	37.28%	46.80%	Five or Fewer	N/A	12.64%	15.35%	14.69%	0.130	9,971	100%
2018	-11.00%	-11.76%	-14.57%	-18.26%	Five or Fewer	N/A	12.87%	14.60%	14.98%	0.116	9,096	100%
2019	30.97%	29.88%	18.42%	25.10%	Five or Fewer	N/A	13.38%	14.17%	15.41%	5	12,347	0%
2020	31.22%	30.13%	18.31%	31.33%	Five or Fewer	N/A	18.45%	19.60%	19.96%	6	18,780	0%
2021	-14.37%	-15.10%	-2.54%	-8.41%	Five or Fewer	N/A	18.56%	18.33%	18.96%	86	22,899	0%
2022	-12.35%	-13.10%	-20.09%	-23.96%	Five or Fewer	N/A	20.53%	20.26%	21.36%	94	18,407	0%
Since Inception												
(August 1, 2014)	5.17%	4.28%	1.08%	2.36%			16.40*	17.42*	17.97*			

N/A- Information is not statistically meaningful due to an insufficient number of portfolios in the composite for the entire year.

- 3 Year Standard Deviation is not shown for 2014, 2015, and 2016 as 36 months of returns are not available
- \* Since Inception Annualized Standard Deviation. SGA Composite Dispersion based on Gross Returns.

Sustainable Growth Advisers, LP ("SGA") was formed in 2003 and is a registered investment advisor under the Investment Advisers Act of 1940. SGA manages portfolios of publicly traded equity assets according to its "Large Cap Growth Equity" investment approach for pooled funds, institutions, trusts and private accounts. SGA is an operationally independent investment management firm and is an affiliate of Virtus Investment Partners. The SGA Emerging Markets Growth Composite was created in January 1, 2015. The firm maintains a complete list and description of all composites, which is available upon request.

Sustainable Growth Advisers, LP claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS standards. Sustainable Growth Advisers, LP has been independently verified for the periods July 1, 2003 – December 31, 2022.

A firm that claims compliance with the GIPS standards must establish policies and procedures for complying with all the applicable requirements of the GIPS standards. Verification provides assurance on whether the firm's policies and procedures related to composite and pooled fund maintenance, as well as the calculation, presentation, and distribution of performance, have been designed in compliance with the GIPS standards and have been implemented on a firm-wide basis. The SGA Emerging Markets Growth composite has had a performance examination for the periods August 1, 2014 - December 31, 2022. The verification and performance examination reports are available upon request.

GIPS® is a registered trademark of CFA Institute. CFA Institute does not endorse or promote this organization, nor does it warrant the accuracy or quality of the content contained herein.

The SGA Emerging Markets Growth Composite contains fee paying and non-fee paying discretionary global large cap emerging growth equities that invests in companies around the world that are direct beneficiaries of the rapid emergence of the middle class across many developing economies and its related wealth creation. For comparison purposes the composite is measured against the MSCI Emerging Markets Growth Net and MSCI Emerging Markets Net Total Return Indices. The benchmarks are the most widely followed indices to track emerging market performance. The indices reinvest dividends after the deduction of withholding taxes, using a tax rate applicable to non-resident institutional investors who do not benefit from double taxation treaties. The net total return indices are most representative of what a passive investor in the index could expect to achieve taking into account the price level movements, dividends and taxes that are withheld on those dividends. Effective December 31, 2022, the MSCI ACWI with EM Exposure Net is no longer presented because it is not considered representative of the strategy as the portfolio invests primarily in companies domiciled in emerging markets.

The composite calculation has been appropriately weighted for the size of each portfolio on a time-weighted, total return basis. Monthly portfolio returns have been used in the construction of the composite. Results are based on fully discretionary accounts under management, including those accounts no longer with the firm.

The U.S. Dollar is the currency used to express performance. Results are presented gross and net of management fees and include the reinvestment of all income. For interest and capital gains, SGA does not withhold taxes. For dividends, SGA will withhold taxes as reported by the Client's custodian. Returns are calculated net of withholding taxes on dividends. The Net Returns are calculated based upon the highest published fees. The net performance has been calculated by reducing the gross performance by the amount of the highest published fee that may be charged to SGA clients, 0.85%, employing the Emerging Markets Growth strategy during the period under consideration. Actual fees charged to clients may vary depending on, among other things, the applicable fees schedule and portfolio size. SGA's fees are available upon request and also may be found in Part 2A of its Form ADV. The annual dispersion presented is an asset-weighted standard deviation calculated using gross returns for the accounts in the composite the entire year. Policies for valuing investments, calculating performance, and preparing GIPS Reports are available upon request. **Past performance is not indicative of future results.** 

The standard investment management fee schedule for the firm is 0.85% on the first \$25 million; 0.65% on the next \$75 million and 0.50% over \$100 million. Actual investment advisory fees incurred by clients may vary from the standard fee schedule.



## **Sustainability Report**

Q4 2023



## Task Force on Climate-Related Financial Disclosures Update

The Task Force on Climate-Related Financial Disclosures was formed in 2015 by the Financial Stability Board (FSB) to address the increased risk of climate change to the economy through improved reporting of climate-related financial information. Following the recent release of the TCFD's 2023 Status Report, the TCFD declared that it had successfully achieved its purpose and was then disbanded at the request of the FSB. Going forward, the IFRS Foundation will assume responsibility for monitoring companies' climate-related disclosures. We are pleased to have been a supporting organization for TCFD since 2020 and will continue to encourage SGA portfolios companies to report emissions in line with the current guidance from the IFRS Foundation.

#### Danaher

Earlier this year, we voted against the nomination of select members of Danaher's Audit Committee to signal our dissatisfaction with the current company policy that allows the co-founders, Steven and Mitchell Rales, to pledge Danaher shares as collateral for personal liens. During this quarter, we met with members of Danaher's Board, including Mitchell Rales, to discuss the issue. We note that pledging is prohibited for directors and officers; however, there is an exemption for the two co-founders which has been in place for decades. Mitchell Rales offered assurances that the number of shares pledged relative to the amount of debt is low and, in the alternative, if he were forced to sell his shares, this would not be in alignment with the founders' long-term strategy for the company. We urged the company to adopt an official guideline to limit the indebtedness as a percentage of pledged shares; they responded that they would consider this given the percentage is below 25%. Additionally, management will be providing disclosures to the market on the number of shares that are loaned out relative to trading volume. We will continue to engage with Danaher on this matter.

#### Starbucks

Relations with employees and unionization pressure are among the biggest ESG risks to Starbucks we identified in our research process, and we engaged with the company on the recent formation of the Environmental, Partner and Community Impact (EPCI) Board Committee. The committee is still in its nascent stages with its role within the organization not yet fully defined, but the intention is to focus the Board on the company's ESG commitments. The formation of the committee follows recent adverse trends in labor relations, with now close to 400 stores voting to unionize in the US. In addition, the Strategic Organizing Center (SOC), a coalition of North American labor unions, recently filed to propose three members to the Starbucks Board. Further, there is concern in the market that the recent "Red Cup Rebellion" or the "Boycott Starbucks" movement is behind the recent lowering of forward sales guidance, although the company denies it. Encouragingly, the committee will be chaired by Beth Ford, a new director to the board and CEO of Land O'Lakes, who brings valuable experience working with the Teamsters Union. Historically, Founder Howard Schultz refused to negotiate with unions, insisting the company would maintain a direct relationship with partners. We interpret the formation of the EPCI committee as a sign the company is moving towards a more conciliatory approach to labor relations, a development we welcome and will follow closely. Soon after our call, the company announced it would reach out to the union representing its baristas in January 2024.

#### FleetCor

We met with the new Chair of FleetCor's Compensation Committee, Annabelle Bexiga, during the fourth quarter to discuss the company's compensation structure. The Committee is currently reviewing the criteria for 2024 awards and is looking to ensure that the vesting of awards is performance-based as opposed to time-based (i.e., awards are triggered by meeting performance goals instead of by the executive's continued tenure with the company), as well as minimize the overlap between short-term and long-term objectives.

During the meeting, we shared our thoughts on how to optimize the compensation structure to better align with long-term shareholder value creation. We believe the company should remove Mergers & Acquisitions (M&A) metrics from the annual cash incentive given the business is less reliant on M&A for growth as compared to the past. We suggested this be replaced with Free Cash Flow targets in conjunction with existing Key Performance Indicators tied to revenue, earnings, and growth



#### **Sustainability Report**

initiatives. Additionally, we stressed the importance of improving the alignment between the Chief Financial Officer's compensation and Total Shareholder Returns. We found management receptive to our thoughts, and they plan to discuss our suggestions with the Board; we will follow up on this in due course.

#### **MSCI**

In December, we met with members of MSCI's Board and Sustainability leadership team for an update on ESG matters across the business. MSCI ranks highly on ESG considerations with best practices in many respects (a dual Chairman/CEO role being an exception), and the ESG & Climate segment is a material growth driver for the business. One area we believe can be improved is diversity at the Board level. The current Board predominantly features White members with primary experience in the Financial Services sector. Given the increasing importance of Technology to MSCI's strategy, over the past couple of years MSCI has added two directors with relevant Technology experience including the Chief Technology Officer of Visa – a noteworthy addition. We believe MSCI can further improve Board diversity from regional and ethnic perspectives. Currently, there is only one European-based Director on the Board despite the region representing ~35% of revenue and an even higher portion of the ESG & Climate business. In addition, given the ongoing regulatory changes around the globe, we believe the Board would greatly benefit from more depth on the regulatory front. We encouraged the company to improve the diversity of the board from a geographic, ethnic, and professional background perspective and will follow up during the next proxy season.

We also discussed MSCI's new internal carbon pricing program for business travel. The program assigns a carbon tax of \$100 per ton of CO2e for all business travel to incentivize lower carbon business travel decisions. Every time a trip is planned, employees are presented with the carbon impact and encouraged to consider the most efficient options possible (e.g., flights with newer planes and more sustainable fuel usage, train alternatives, etc.). Proceeds from the tax are used to fund various internal sustainability initiatives. The company states that employees like to have the information and control over their travel options. While we expressed our support for the program, we also expressed our desire to better understand how the company is managing the tradeoff between lowering carbon emissions while still maximizing client service and sales efforts, and we will follow up with the company in the future to see how this develops.

#### Sherwin-Williams

During the quarter we met with Sherwin-Williams' ESG leadership team to address Science-Based Targets (SBTs) as well as packaging coatings. Sherwin-Williams does not yet have SBTs; however, the company has set an internal goal to reduce Scope 1 and 2 emissions by 30% by 2030 using a "science-based" approach. The target was set in 2020 and complies with a 2-degree Celsius framework (i.e., keep the planet's temperatures less than 2-degrees above pre-industrial levels). However, official SBTs must comply with a 1.5-degree framework and would require a 50% reduction by 2030, as well as a Scope 3 target.

While Sherwin-Williams discloses Scope 3 emissions, the company has not yet set targets. Management sees their current 2030 targets as aggressive but achievable, and they anticipate submitting SBTs in the future; however, no timeline was provided. The issue seems to be the company's relatively later start tackling the issue, as well as its complex network of manufacturing sites, stores, and distribution assets. They are working with an enterprise ESG software vendor to connect all manufacturing sites and stores to improve the reporting of ESG data across the system. Better data integrity will also help the company with third-party verification efforts, an area of deficiency cited by the CDP as a reason for the "C" score on its 2022 report. We urged the company to work as quickly as reasonably possible to develop SBTs, and we will follow up accordingly in time.

We also discussed the ESG opportunity presented by its packaging coatings. Management sees a significant opportunity in the transition to non-BPA coatings for consumer packaging such as aluminum cans. The company's V70 product, included in the Valspar acquisition, is the only epoxy-based non-BPA coating in the market. The product is on its third generation, is patented, and offers superior performance. The business benefits from the switch from plastics to cans and also the move within cans to non-BPA coatings (North America is 60% converted, Europe 30% and Asia/LatAm even lower). The business represents ~5% of total revenue but should be accretive to growth for many years, although not enough given its scale to



#### **Sustainability Report**

warrant an above average ESG score under our proprietary scoring framework. We will follow up in the future to check on progress made in the business.

## Proxy Voting Summary Q4 2023

	Number of						
	Resolutions	For	%	Against	%	Abstain	%
U.S. Large Cap Growth	42	34	81%	8	19%	0	0%
Global Growth	54	43	80%	11	20%	0	0%
International Growth	29	17	59%	12	41%	0	0%
Emerging Markets Growth	28	20	71%	8	29%	0	0%

Source: SGA, ISS

### Carbon Risks Q4 2023

	Carbon Emissions*	Carbon Intensity	Weighted Average Carbon Intensity
SGA Global Growth	14.2	65.3	71.5
MSCI ACWI	86.4	172.2	128.6
SGA Relative Exposure	-84%	-62%	-44%
SGA U.S. Large Cap Growth	7.0	36.4	46.4
Russell 1000 Growth	10.2	47.9	30.7
SGA Relative Exposure	-31%	-24%	+51%
SGA Emerging Markets Growth	22.0	45.2	35.8
MSCI EM	281.6	379.1	326.3
SGA Relative Exposure	-92%	-88%	-89%
SGA International Growth	17.9	66.2	81.1
MSCI ACWI ex-USA	155.6	210.9	172.7
SGA Relative Exposure	-89%	-69%	-53%
	t CO2e/\$M Invested	t CO <sub>2</sub> e / \$M Sales	t CO <sub>2</sub> e / \$M Sales

Source: SGA, MSCI. Carbon data includes Scope 1 and 2 emissions. \*Carbon Emissions are based on portfolio investment of \$1,000,000,000 and benchmark investment of \$1,000,000,000.

SGA integrates ESG factors, including ESG risks and opportunities, into its investment process. SGA believes environmental, social and governance factors inherently impact a company's brand equity, employee satisfaction, competitive position, financial performance, and ultimately long-term shareholder value. Investments are made with the objective of maximizing risk-adjusted financial returns to its clients. SGA does not place a premium on social returns, nor does SGA allocate its clients' capital based on thematic or top-down views. The opinions expressed herein reflect the opinions of Sustainable Growth Advisers, LP and are subject to change without notice. The securities referenced in the article are not a solicitation or recommendation to buy, sell or hold securities. These materials are provided only for qualified and sophisticated institutional investors.

