



GROWTH EQUITY STRATEGIES

A Fundamental and Long-Term Approach to ESG

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Understanding how an investment philosophy informs an investment manager's decision-making process can provide meaningful insights into how and why the manager approaches environmental, social and governance ("ESG") criteria.

Long-term structural, strategic and financially material ESG considerations are an integral part of an active, long-term research-driven investment process.

Our alpha thesis encapsulates a deeply held system of persistent beliefs, a rigorous, repeatable investment process and substantive proof points. We believe a focus on the quality of a manager's investment philosophy, process and decision-making is essential for assessing the probability of future success. In our view, investors and other stakeholders can benefit when long-term structural, strategic and financially material ESG considerations are an integral part of an active, long-term, research-driven investment process. Guided by our alpha thesis and with an owner's mindset, the Growth Equity Strategies ("GES") team seeks to develop a deep understanding of the drivers, opportunities and limits of each company, including material ESG considerations, through our disciplined and thorough bottom-up fundamental analysis.

Investment Philosophy

We are an active manager with a long-term, private equity approach to investing. Through our proprietary bottom-up research framework, we look to invest in those few high-quality businesses with sustainable competitive advantages and profitable growth when they trade at a significant discount to intrinsic value.

Our investment philosophy represents our fundamental beliefs regarding the most effective way to generate alpha, and leverages our understanding of persistent anomalies that create asset mispricing.


Long-Term Investor

A long investment time horizon is central to our investment philosophy and process. We believe the short-termism, so prevalent in today's market, is detrimental to sustainability and value creation. The GES team has consistently executed the same investment philosophy, research framework and investment process since July 1, 2006*, when we launched our Large Cap Growth and All Cap Growth strategies. It is the foundation of all GES investment strategies, including our Global Growth strategy launched on January 1, 2016, our International Growth strategy launched on January 1, 2020 and our Long/Short Growth Equity strategy launched on February 1, 2012.

Since inception annualized turnover as of 9/30/2023:

STRATEGY	TURNOVER	INCEPTION
LARGE CAP GROWTH	12.5%	JULY 1, 2006
ALL CAP GROWTH	14.5%	JULY 1, 2006
GLOBAL GROWTH	10.3%	JANUARY 1, 2016
INTERNATIONAL GROWTH	7.4%	JANUARY 1, 2020

**The portfolio manager for the Large Cap Growth and All Cap Growth Composites joined Loomis Sayles on May 19, 2010, and performance prior to that date was achieved at his prior firm.*



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Research Framework

Our GES proprietary seven-step research framework is the cornerstone of our investment decision-making process and drives our security selection. The research framework represents our long-standing insights about investing and is structured around three key criteria: Quality, Growth and Valuation. With an owner's mindset, we seek a deep understanding of the drivers, opportunities and limits, including ESG criteria, for each company over our long investment horizon.

The structural opportunities and risks associated with ESG matters are linked to business activities, which include management's long-term strategic focus, the business model structure, competitive positioning and the productive allocation of capital. Therefore, ESG considerations can be structural to each step of our research framework and are integral to our analysis of business models, competitive advantages, operating efficiency, corporate management strategy and integrity,

profitable growth, and our intrinsic valuation. Our goal is to distinguish between those companies that we believe are long-term structural winners and those we believe are the structural losers. Our valuation analysis, which is at the heart of our research and decision-making, is only as good as our ability to understand and identify high-quality companies and evaluate the sustainability of profitable growth.

Our investment process begins with the art of trying to identify high-quality companies — those with unique, difficult-to-replicate business models and sustainable competitive advantages. Many ESG considerations are embedded in our quality assessment of a company, which are incorporated as the first four steps of our seven-step research process. Meeting the criteria of the Quality Analysis is binding for the Investment Manager. If a company does not meet the Quality criteria, it is eliminated from our investment

Quality

- 1 Durable Competitive Advantage**
 - 2 Competitive Analysis**
 - 3 Financial Analysis**
 - 4 Management**
-

Growth

- 5 Growth Drivers**
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Valuation

- 6 Intrinsic Value Ranges**
 - 7 Expectations Analysis**
-

We believe the materiality and relevance of ESG considerations cannot be identified and understood by fixed rules and quantitative screens, which in our experience tend to be backward looking. This is also true evaluating any forward-looking aspect of our fundamental analysis. Instead, we believe ESG issues must be viewed in the context of specific industries and companies and in relation to any potential impact on a company's long-term competitive advantages, intrinsic value, and ultimately long-term investment performance. Rather than applying quantitative screens, we narrow the investment universe through our bottom-up, fundamental seven-step research, which includes qualitative, ESG and other forward-looking financial analysis. Ultimately, we rely upon our independent, proprietary analysis to determine the materiality of ESG issues on a company-by-company basis. As a result, ours are high-conviction, low turnover portfolios where ESG considerations are integral to our philosophy and process.

Engagement

We develop long-term constructive relationships with management through regular and recurring dialogue regarding key decision-making criteria, which includes ESG topics. We believe a long-term orientation is fundamental to a strategic decision-making framework. Therefore, we seek to invest with management teams who share our long-term perspective and who view ESG integration as a launch pad for innovation, competitive differentiation, and continuous improvement. We believe ESG challenges are integral to a company management's long-term strategic decision-making, not merely a check-the-box exercise.



We view ESG as an opportunity for companies to define and differentiate their strategy and gain a competitive advantage within their value chain.

Not only can ESG considerations strengthen the virtuous cycle of quality characteristics that help sustain and extend competitive advantages, it can also help manage downside risks. Company management must necessarily weigh and manage the interests of various stakeholders including employees, customers, supply chain partners, and local communities, as well as resource stewardship. Evaluating management's ability to allocate capital to investments creating long-term shareholder value is essential to our quality assessment of each company. We believe management teams focused on short-term objectives cannot realize long-term results.

We assess long-term structural, strategic, and financially material ESG considerations integral to a company's decision-making, which can include:

- Linking management compensation to long-term drivers of shareholder value creation such as longer-term vesting periods and metrics such as free cash flow growth (Governance);
- Establishing policies for and complying with high business ethics standards (Governance);
- Investing in R&D to innovate products and solutions that drive better environmental or social outcomes (Environmental, Social);
- Aligning its business to enable it to meet or exceed the 2050 Paris Agreement (Governance, Environmental);
- Developing sustainable manufacturing techniques, inputs, and sourcing (Environmental);
- Advancing sustainable supply chains by stewarding local resources, production, and communities (Environmental, Social);
- Fostering a corporate culture and values, including diversity, to attract and retain talent (Social).

Strong governance encompasses a long-term perspective as well as vision and integrity, reporting and transparency, incentive structures aligned with long-term shareholder value creation, ownership structure, and business ethics. During engagement, we discuss alignment of the business to meet the Paris Agreement climate objective. We assess improvement in carbon emissions reduction in scope 1, 2 and 3 measurements, and the company's transparency of reporting on and auditing of GHG reduction targets. Additionally, we engage on corporate culture values that demonstrate responsibility toward employees and that help attract and retain talent. Through our engagement, we also seek to promote a long-term perspective by advocating, for example, for management incentive plans with longer-term vesting periods and metrics such as free cash flow. Where risks and opportunities are identified, we

proactively engage with company management to raise awareness, encourage change, and escalate our concerns when decisions could affect the company's long-term structural competitive positioning and its ability to generate sustainable long-term shareholder value.

Not only do our research analysts meet with companies across the globe, we meet with senior management teams in our offices and at industry conferences. To develop an independent assessment of each company's global competitive positioning, we also analyze and meet with competitors, customers, and suppliers around the world. Additionally, we may express our concerns or support for management decisions through our proxy votes.

Active Risk Management

We believe generating alpha requires both active investment management and active risk management. We believe that we cannot truly manage risk at the portfolio level if we do not first manage risk at the individual security level. We take a long-term structural and permanent approach to risk management. Therefore, our risk management is an integral part of our investment process, not a separate overlay or optimization process. The same is true for ESG integration. As with our active risk management, material and structural ESG considerations are integral to our analysis of business models, competitive advantages, operating efficiency, corporate management integrity, profitable growth, and our intrinsic valuation.

Conclusion

The search for alpha is the search for skill. We believe our alpha thesis, and our ability to consistently implement its tenets, constitutes a differentiated approach. The deeply held beliefs and disciplined process guide what we do every day.



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Disclosure

There is no guarantee that the investment objective will be realized or that the strategy will generate positive or excess return.

Past performance is no guarantee of future results.

Investments carry the possibility for loss as well as profit including the loss of principal.

Key Risks: Equity Risk, Market Risk, Non-US Securities Risk, Liquidity Risk.

Investing involves risk including possible loss of principal.

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