

Sustainable Growth Quarterly Update

30 September 2025



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Past Performance

Past performance is not a guide to future returns. Changes in investment strategies, contributions or withdrawals may materially alter the performance and results of the portfolio. Material market or economic conditions will have an impact on investment results. The returns presented in this document are gross of fees unless otherwise stated and reflect the reinvestment of dividends and interest. Historical performance results for investment indexes and/or categories, generally do not reflect the deduction of transaction costs and/or custodial charges or the deduction of an investment management fee, the incurrence of which would have the effect of decreasing historical performance results. It should not be assumed that recommendations/ transactions made in the future will be profitable or will equal performance of the securities mentioned.

Potential for Profit and Loss

All investment strategies have the potential for profit and loss.

Stock Examples

Any stock examples, or images, used in this document are not intended to represent recommendations to buy or sell, neither is it implied that they will prove profitable in the future. It is not known whether they will feature in any future portfolio produced by us. Any individual examples will represent only a small part of the overall portfolio and are inserted purely to help illustrate our investment style. A full list of portfolio holdings is available on request.

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Product Overview

Sustainable Growth is an actively managed, global growth equity strategy. We seek stocks that are sustainable in both senses of the word; enduring growth and enduring good.

Risk Analysis

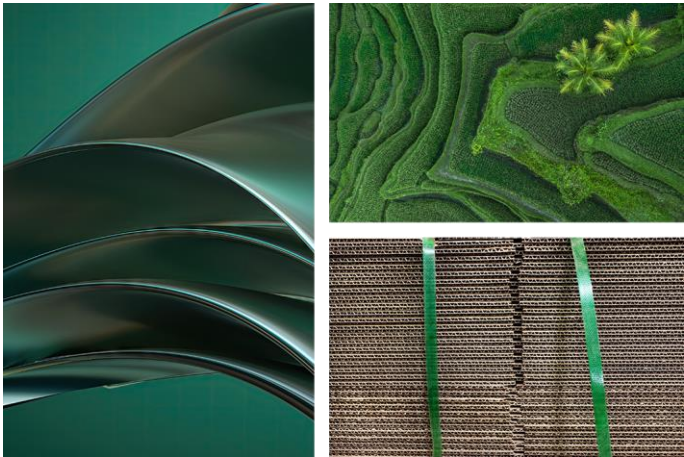
Key Statistics	
Number of Holdings	57
Typical Number of Holdings	50-80
Active Share	90%*
Rolling One Year Turnover	23%

*Relative to MSCI ACWI Index. Source: Baillie Gifford & Co, MSCI.

Our task is not to predict which companies will dominate quarterly headlines, but to identify businesses that can deliver enduring growth, even when short-term market dynamics distract from their underlying potential.

The portfolio features established leaders well placed to remain central as AI adoption broadens and companies that are helping customers apply AI to their workflows in the real world.

The latest Sustainability Report showcases how companies creating genuine societal value build stronger foundations for enduring business success.



Baillie Gifford Key Facts

Assets under management and advice	\$286.9bn
Number of clients	552
Number of employees	1655
Number of investment professionals	365

For much of history, surgery was a last resort. Operations were brutal, risky affairs, often carried out in crowded theatres with little chance of survival. Patients submitted only when there was no alternative, and even then, the knife rarely offered more than a temporary reprieve.

That began to change in the 1840s, when pioneers such as Robert Liston were willing to do things differently. Liston brought greater order to the operating theatre, revolutionised surgical techniques, and was among the first to adopt anaesthesia. For the first time, surgery became a genuine alternative: patients could survive complex procedures that had previously been unthinkable. These advances saved lives and, more importantly, revealed the potential of surgery as a discipline that could continue to advance.

However, it was two decades later that a discovery made these advances truly lasting. Building on the progress of pioneers like Liston, Joseph Lister introduced antiseptic practices such as sterilised instruments and carbolic acid. Infection and mortality rates fell dramatically. Where Liston had revealed what surgery could accomplish, Lister ensured those gains could endure. His contribution was less celebrated at first but ultimately saved more lives and embedded the principles of modern surgical practice.

This is not an isolated story. Early breakthroughs tend to capture most of the headlines, and rightly so, because they prove what is possible. But some of the more enduring progress, and we believe durable returns in markets, often emerge in the second stage, from the less-celebrated players who make advances scalable, reliable and widely applied. These are what we call the *'unexpected engines of progress'*.

Artificial intelligence (AI) is in that first stage today. Breakthroughs in large language models and the infrastructure that supports them have demonstrated extraordinary possibilities, reshaping how we think about work, creativity and even science. It is no surprise that the companies at the forefront have captured most of the headlines and market returns, and some of these pioneers, like the early surgical innovators, will remain important for decades to come. Yet history reminds us to look further. Just as Lister's overlooked antiseptics turned possibility into permanence, we think the next phase of AI will rest with some of the currently less-celebrated players, those quietly capitalising on its foundations and allowing its adoption to spread. These companies may not dominate the headlines today, but we believe they are where the more durable growth will emerge.

Performance and positioning

This quarter, the Sustainable Growth strategy delivered positive returns; however, despite robust operational progress across the majority of the portfolio, it underperformed relative to the index. Performance was weighed down by two main factors: our deliberate portfolio positioning — maintaining a reduced exposure to some of the most prominent AI players — and a handful of temporary stock-specific setbacks.

We believe AI will prove enormously powerful for businesses and individuals, with the benefits becoming clearer as companies find ways to make computing power go much further when the focus shifts from training to inference. Yet so far, only a handful of companies have attracted the bulk of investor enthusiasm and capital inflows, driving unusually concentrated market gains. Valuations for some of these businesses have risen to levels rarely seen in decades. Forward estimates now imply growth that, in many cases, goes beyond what we see as realistic. By some measures, today's AI rally is already larger than the late-1990s dot-com boom, with the 12-month forward P/E for equities above the levels reached at that time and technology stocks especially stretched. In this environment, even modest disappointments in guidance have been enough to trigger sharp share-price corrections.

However, in some cases, it has also created opportunities. We took advantage of recent share price weakness to initiate positions in two companies we have monitored closely: Novo Nordisk and Snibe (Shenzhen New Industries Bioengineering). Despite its remarkable success in weight-loss therapies, Novo Nordisk saw its valuation reset significantly following competitive pressures and some self-inflicted commercial missteps. A comparable set of challenges in 2017 ultimately proved a compelling buying opportunity. We believe the company's leadership position and promising pipeline of next-generation treatments position it well in this rapidly expanding market. Snibe is a founder-run Chinese business that we believe will build a leading position in the global market for diagnostic equipment and reagents, initially focusing on immunoassay products. We have followed the company for some time. Recent challenges in the domestic Chinese market pressured its valuation, giving us an opportunity to invest in what we view as a long-term winner in the global diagnostics business.

The intensity of capital spending is another area where we remain diligent. While the headlines are

dominated by companies making ever more grandiose claims about data centres and GPU requirements, the risk of an overbuild is growing. AI firms are committing record sums to data centres, compute capacity and energy infrastructure, yet the long-term path of demand remains unclear as new models may improve efficiency and reduce the compute required per task. Adding to these concerns is the accelerated depreciation cycle of AI infrastructure: today's state-of-the-art chips and purpose-built systems may require replacement within a few years as technology advances. This combination of uncertain demand and fast-depreciating assets raises the risk that today's investment boom does not translate into the durable returns the market is currently pricing.

This does not mean we believe the investment case for all of today's AI leaders is unsustainable. Where we are invested, we favour those with very flexible infrastructure that can adapt to different environments, rather than those building capacity speculatively or semiconductor firms where demand expectations could shift abruptly. Alphabet, our top contributor this quarter, demonstrated in its latest results that its search and advertising business continues to perform strongly, while AI features are actually expanding query volumes rather than displacing them. This generates substantial cash flows that fund expansion into other areas like cloud infrastructure. Similarly, Microsoft's role as the backbone of enterprise IT creates natural advantages as AI becomes embedded in business workflows. We added to our position this quarter following strong results.

Just as surgery needed Lister's overlooked sanitation methods to make Lister's advances truly lasting, we believe significant growth in AI will also come from businesses that embed the technology in scalable and sustainable ways, helping customers apply it to their workflows in the real world. Our focus remains on identifying long-term opportunities across the entire ecosystem, backing businesses when we believe enduring growth can be delivered.

One example where we believe the balance of risk and reward is more favourable is in the design tool layer, where companies like Cadence and Synopsys provide software essential to every new generation of chips. Electronic design automation software serves as the foundation of today's semiconductor innovation; no advanced chip can be developed without these tools, making such companies critical enablers of the artificial intelligence ecosystem. We think there is scope for these companies to use AI to

make their customers more productive, based on their unique knowledge of individual workflows. This quarter, Synopsys specifically faced some short-term execution challenges, yet we view its role in the AI ecosystem as structurally indispensable and improving and therefore have added to our position.

Shopify and Intuit also exemplify how AI is being applied to enhance workflows and deliver value to smaller customers. Both companies are executing well, and the road maps of what they aspire to do in the future are exciting. Shopify, a leading commerce platform for merchants, was a top contributor this quarter as strong AI-enhanced services drove performance across enterprise, international markets and payments. Intuit, which provides financial software through QuickBooks, TurboTax and Credit Karma, faced some weakness after management issued cautious guidance, but underlying results remained strong. We added to our position as its valuation does not reflect the strength of its franchises, nor the progress being made through ongoing AI-driven product enhancements. These companies may sit outside the immediate spotlight of the AI rally, but they exemplify the kind of *unexpected engines* that can compound value for many years.

Stock-specific factors contributed to the quarter's underperformance. The Trade Desk was the largest single detractor, falling sharply after revenue growth slowed and a change in guidance disappointed investors. Competitive pressure from Amazon's demand-side platform, alongside renewed concerns about governance following the CFO's departure, amplified investor concerns. However, with connected TV being the fastest-growing advertising channel and new deals with Disney, NBCUniversal and Netflix, The Trade Desk is well-placed to grow and deliver on its long-term ambitions.

DSV, one of the world's largest freight forwarders, was also among the top detractors. The company posted results which, for the first time, included the German logistics business DB Schenker. While this acquisition brings a strong position in European road and rail transport, the results reflected still-soft freight markets, particularly in road. However, our conviction about the long-term case for DSV was reinforced by management, who remain confident about the integration, highlighting the potential for long-term efficiency gains and stronger margins as the two businesses are brought together.

Periods like this test our long-term focus, but they also sharpen our discipline. Our task is not to predict which companies will dominate quarterly headlines, but to identify businesses that can deliver enduring

growth, even when short-term market dynamics obscure their underlying potential. That can be painful at times, but it requires us to look beyond the obvious winners and focus on enduring value creation.

Sustainability Report

This discipline in identifying companies with enduring competitive advantages extends beyond financial metrics. Our philosophy has always centred on the belief that businesses creating genuine value for society are better positioned to sustain growth over the long term, benefiting from stronger talent acquisition, operational efficiency and reduced reputational risks.

We are pleased to release our third annual Sustainability Report this quarter, which explores these '*Unexpected Engines of Progress*'. Just as Lister's antiseptic methods proved more enduring than the surgical breakthroughs that preceded them, we continue to find that some of the most enduring progress in society often comes from companies whose contributions may be less celebrated but create the strongest foundations for change.

Rather than focusing solely on conventional ESG favourites, the report profiles companies quietly building these foundations. From The New York Times, whose digital transformation is strengthening democratic accountability, to Nintendo, which addresses the content crisis in gaming through family-friendly alternatives, and bioMérieux, which combats antimicrobial resistance through innovative diagnostics. These businesses demonstrate that sustainable competitive advantages and societal contributions are mutually reinforcing.

As with previous years, our report is structured around the pillars of people, planet and prosperity, with detailed case studies, alignment to the UN Sustainable Development Goals and updates on our progress towards net zero commitments. We hope it provides insight into how these *unexpected engines* are shaping both markets and society.

Outlook

The near-term backdrop has been challenging. Markets are expensive, leadership is narrow, and sentiment is fragile. History shows us that lasting progress emerges in stages. First come the pioneers who demonstrate what is possible, then the quieter innovations that make those breakthroughs enduring and scalable. We participate in both phases. We

continue to hold companies like Microsoft and Alphabet precisely because their leadership in cloud computing and productivity software positions them favourably for the long term.

More importantly, we are building positions in the next generation of durable value creators. Companies such as Cadence and Synopsys are building the essential design tools that underpin every new generation of chips. Shopify demonstrates how technology enables new business models, powering e-commerce for millions of merchants. Intuit shows how these technological advances translate into enhanced customer experiences through AI-powered financial software.

This combination of proven leaders and emerging value creators positions us well to face the opportunities and uncertainties ahead. The companies that compound wealth over decades are rarely the most obvious choices in any given quarter. Rather, they are the businesses building quietly while others chase headlines. We recognise that recent performance has fallen short of expectations, and we understand the frustration this causes. Looking ahead, we are confident the portfolio is well-positioned to capture the next generation of growth opportunities and deliver the long-term results our clients expect.

Performance Objective

+2 to 3% p.a. over rolling 5 year periods vs index.

The performance objective is aspirational and is not guaranteed. We don't use it to compile the portfolio and returns will vary. A single performance objective may not be appropriate across all vehicles and jurisdictions. We may not meet our investment objectives if, for example, our growth investment style is out of favour, or we misjudge the long-term earnings growth of our holdings.

Periodic Performance

GBP	Composite Gross (%)	Composite Net (%)	Benchmark (%)	Difference Net (%)	Difference Gross (%)
3 Months	3.1	2.9	9.7	-6.7	-6.6
1 Year	3.5	2.9	17.4	-14.5	-13.9
Since Inception	10.1	9.5	17.0	-7.5	-6.9
USD	Composite Gross (%)	Composite Net (%)	Benchmark (%)	Difference Net (%)	Difference Gross (%)
3 Months	1.3	1.1	7.7	-6.6	-6.5
1 Year	3.8	3.3	17.8	-14.5	-14.0
Since Inception	14.7	14.1	21.9	-7.8	-7.2
EUR	Composite Gross (%)	Composite Net (%)	Benchmark (%)	Difference Net (%)	Difference Gross (%)
3 Months	1.2	1.0	7.6	-6.6	-6.5
1 Year	-1.4	-1.9	11.9	-13.8	-13.3
Since Inception	10.8	10.2	17.7	-7.5	-6.9
CAD	Composite Gross (%)	Composite Net (%)	Benchmark (%)	Difference Net (%)	Difference Gross (%)
3 Months	3.3	3.1	9.9	-6.7	-6.6
1 Year	7.0	6.4	21.3	-15.0	-14.4
Since Inception	15.8	15.2	23.1	-7.9	-7.2
AUD	Composite Gross (%)	Composite Net (%)	Benchmark (%)	Difference Net (%)	Difference Gross (%)
3 Months	0.1	0.0	6.5	-6.5	-6.4
1 Year	8.7	8.1	23.3	-15.2	-14.6
Since Inception	15.7	15.0	22.9	-7.9	-7.2

Annualised periods ended 30 September 2025. 3 Month & 1 Year figures are not annualised.

Inception date: 31 December 2015

Figures may not sum due to rounding.

Benchmark is MSCI ACWI Index.

Source: Revolution, MSCI.

The Sustainable Growth composite is more concentrated than the MSCI ACWI Index.

Discrete Performance

GBP	30/09/20- 30/09/21	30/09/21- 30/09/22	30/09/22- 30/09/23	30/09/23- 30/09/24	30/09/24- 30/09/25
Composite Net (%)	N/A	N/A	N/A	18.2	2.9
Benchmark (%)	N/A	N/A	N/A	20.4	17.4
USD	30/09/20- 30/09/21	30/09/21- 30/09/22	30/09/22- 30/09/23	30/09/23- 30/09/24	30/09/24- 30/09/25
Composite Net (%)	N/A	N/A	N/A	29.9	3.3
Benchmark (%)	N/A	N/A	N/A	32.3	17.8
EUR	30/09/20- 30/09/21	30/09/21- 30/09/22	30/09/22- 30/09/23	30/09/23- 30/09/24	30/09/24- 30/09/25
Composite Net (%)	N/A	N/A	N/A	23.2	-1.9
Benchmark (%)	N/A	N/A	N/A	25.6	11.9
CAD	30/09/20- 30/09/21	30/09/21- 30/09/22	30/09/22- 30/09/23	30/09/23- 30/09/24	30/09/24- 30/09/25
Composite Net (%)	N/A	N/A	N/A	29.7	6.4
Benchmark (%)	N/A	N/A	N/A	32.2	21.3
AUD	30/09/20- 30/09/21	30/09/21- 30/09/22	30/09/22- 30/09/23	30/09/23- 30/09/24	30/09/24- 30/09/25
Composite Net (%)	N/A	N/A	N/A	20.8	8.1
Benchmark (%)	N/A	N/A	N/A	23.1	23.3

Benchmark is MSCI ACWI Index.

Source: Revolution, MSCI.

The Sustainable Growth composite is more concentrated than the MSCI ACWI Index.

Stock Level Attribution

Top and Bottom Ten Contributors to Relative Performance

Quarter to 30 September 2025

Stock Name	Contribution (%)
Alphabet	0.5
Shopify	0.5
TSMC	0.3
Cognex Corp	0.3
Savers Value Village	0.2
Warby Parker Inc	0.2
Amazon.com	0.2
Advanced Drainage Systems	0.2
Raia Drogasil	0.1
Meta Platforms Inc.	0.1
The Trade Desk	-0.7
MercadoLibre	-0.7
DSV	-0.7
Apple	-0.6
Intuit	-0.5
NVIDIA	-0.4
Recruit Holdings	-0.4
IMCD Group NV	-0.4
Texas Instruments	-0.4
Tesla Inc	-0.3

One Year to 30 September 2025

Stock Name	Contribution (%)
Spotify Technology SA	1.3
Shopify	1.1
TSMC	0.7
Prudential	0.6
Wise Plc	0.5
Warby Parker Inc	0.4
Nintendo	0.4
Novo Nordisk	0.3
Alphabet	0.3
Amazon.com	0.3
The Trade Desk	-1.5
Illumina	-1.4
NVIDIA	-1.2
UnitedHealth	-1.1
IMCD Group NV	-0.8
Inspire Medical Systems	-0.7
MarketAxess Holdings	-0.7
Recruit Holdings	-0.7
Lineage Inc	-0.7
Broadcom Inc	-0.6

Source: Revolution, MSCI. Sustainable Growth composite relative to MSCI ACWI Index.

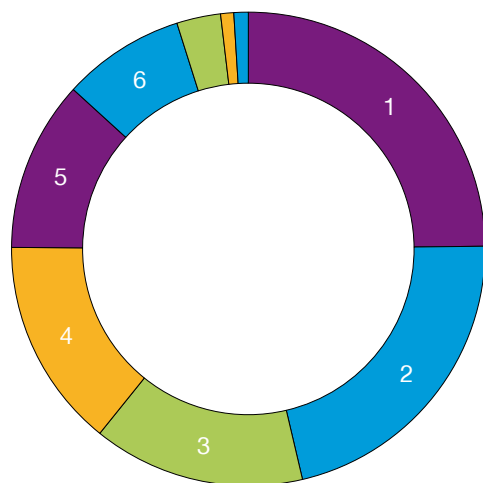
The holdings identified do not represent all of the securities purchased, sold or held during the measurement period. Past performance does not guarantee future returns. A full list showing all holdings' contributions to the portfolio's performance and a description on how the attribution is calculated is available on request. Some stocks may not have been held for the whole period. All attribution figures are calculated gross of fees, relative to the index from stock level up, based on closing prices. As attribution is shown relative to the benchmark, not all stocks shown are held in the portfolio.

Top Ten Largest Holdings

Stock Name	Description of Business	% of Portfolio
Microsoft	Technology company offering software, hardware and cloud services	6.3
Alphabet	Search platform, software, cloud services and more	5.6
TSMC	Semiconductor manufacturer	5.2
MercadoLibre	Latin American e-commerce and fintech platform	3.6
Mastercard	Global electronic payments network and related services	3.0
Intuit	Software company	2.9
Prudential	Life insurer focused on structural growth in Asia and Africa	2.5
Illumina	Gene sequencing equipment and consumables	2.5
Shopify	Cloud-based commerce platform provider	2.5
Recruit Holdings	Property, lifestyle and HR media	2.5
Total		36.5

Figures may not sum due to rounding.

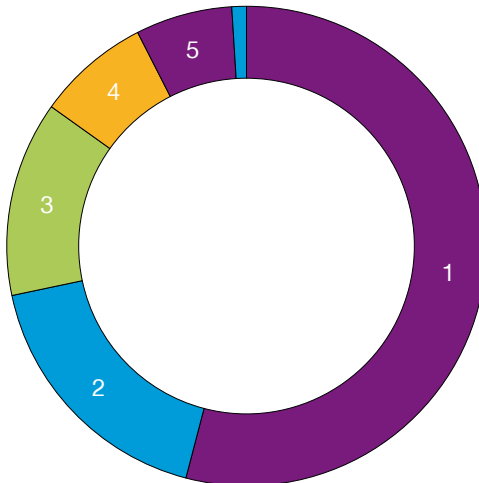
Sector Weights



	%
1 Information Technology	24.8
2 Industrials	21.5
3 Health Care	14.5
4 Financials	14.3
5 Communication Services	11.7
6 Consumer Discretionary	8.4
7 Consumer Staples	3.0
8 Real Estate	0.9
9 Cash	1.0

Figures may not sum due to rounding.

Regional Weights



	%
1 North America	54.1
2 Europe (ex UK)	17.6
3 Emerging Markets	13.2
4 UK	7.6
5 Developed Asia Pacific	6.5
6 Cash	1.0

Voting Activity

Votes Cast in Favour		Votes Cast Against		Votes Abstained/Withheld	
Companies	5	Companies	3	Companies	None
Resolutions	71	Resolutions	3	Resolutions	None

Company Engagement

Engagement Type	Company
Environmental	Meituan, Microsoft Corporation, The New York Times Company
Social	DSV A/S, Savers Value Village, Inc., Shopify Inc., Starbucks Corporation, The New York Times Company
Governance	Cognex Corporation, DSV A/S, Eurofins Scientific SE, Mastercard Incorporated, Moderna, Inc., Sartorius Stedim Biotech S.A., Schneider Electric S.E., Shopify Inc., Spotify Technology S.A., Starbucks Corporation, Texas Instruments Incorporated, The New York Times Company, UnitedHealth Group Incorporated, Westinghouse Air Brake Technologies Corporation, Wise Payments Ltd
Strategy	Meituan, Microsoft Corporation, Savers Value Village, Inc., Shopify Inc., Spotify Technology S.A., The New York Times Company, UnitedHealth Group Incorporated

Company	Engagement Report
DSV A/S	<p>Objective: We engaged with the chair and chief executive officer (CEO) of DSV separately following reporting in the Danish press around the CEO's conduct, and whether he was being too challenging and creating a "culture of fear".</p> <p>Discussion: We had an open and frank discussion, where both individuals acknowledged the challenge and were clear about where there were opportunities to improve, and steps that they have taken. The board has done a thorough review (including 360 feedback from the wider senior executive team), and the CEO was open about changes he has made to his style in order to prevent the issue recurring. We noted that we wanted him to be a big success in his role, not least given the integration of DB Schenker, and so wanted to make sure the team was pulling together.</p> <p>Outcome: We will follow up with the board after 12 months to assess further progress, but we think that it is important that the company's culture of direct and open communication (which has been the root of its historic success) is not compromised.</p>
Meituan	<p>Objective: To support the company in enhancing its sustainability management and increasing its influence on sustainable practices within the industry.</p> <p>Discussion: Following our responses to Meituan's stakeholder surveys in July, the company's Investor Relations (IR) initiated this meeting to explore potential improvements in its sustainability governance and communication with investors. We began by discussing our internal assessment criteria and expectations for holdings across various strategies, focusing on how net-zero efforts are evaluated. Specifically, we addressed Meituan's most material sustainability areas and identified opportunities for further improvement. Meituan expressed a desire to increase its visibility and voice regarding sustainability practices within the industry and sought our advice. We recommended the upcoming 2025 ESG Global Leaders Conference, led by the State Council, as an excellent starting point for exchanging valuable industrial experiences with peers.</p> <p>Outcome: We appreciate Meituan's approach to seeking our sustainability advice, recognising us as true long-term supportive investors. This meeting reinforced our positive relationship built over the past five years, and we are committed to continuing this constructive dialogue.</p>
Microsoft Corporation	<p>Objective: We welcomed Microsoft's investor relations team to our Edinburgh office to discuss Microsoft's AI strategy, including its partnership with OpenAI and the implications for long-term resilience and sustainability.</p> <p>Discussion: Microsoft stressed its emphasis on resilience, highlighting fungible data centre infrastructure that can flex between training, inference and enterprise applications. This reduces stranded asset risk and supports margins in the long term. Turning to OpenAI, Microsoft acknowledged competitive tensions but underscored the long-term benefits of the partnership, including perpetual IP rights to 2030, exclusive Azure hosting and revenue-sharing. The relationship was presented as a balance of collaboration and competition, reinforced by strong contractual protections.</p> <p>Finally, the Microsoft team reaffirmed its 2030 goal to be carbon negative and water positive, despite AI accelerating energy demand. The company framed this as both a challenge and an opportunity: Scope 1 progress has been driven by renewable contracts, while scope 3 remains more difficult. Supplier requirements and efficiency measures are being introduced to mitigate environmental impact while supporting growth.</p> <p>Outcome: The meeting offered useful insight into how Microsoft is balancing innovation with responsibility. Its flexible infrastructure should provide long-term resilience given the uncertainty of AI adoption. We were glad to hear the team continue to emphasise sustained climate commitments as the business grows rapidly, though we will need to continue monitoring progress closely.</p>

Company	Engagement Report
Savers Value Village, Inc.	<p>Objective: We met with Savers chief executive officer (CEO) Mark Walsh, chief financial officer (CFO) Michael Maher and the investor relations (IR) team following the publication of strong second quarter results.</p> <p>Discussion: Savers is executing well on growth, having opened 25 stores year-to-date, with store profitability strong and a real estate pipeline secured through 2026. Thrift retail's mainstreaming has made Savers a sought-after anchor tenant, especially near supermarkets and gyms. Customer loyalty underpins momentum, driven not just by value but by high repeat rates and broad demographic appeal. Gen Z engagement is notable, with circularity valued highly. Shopping is seen as a 'treasure hunt' and a controlled test showed national advertising underperformed, highlighting the strength of local, authentic engagement. Operationally, Savers is steadily automating, improving throughput, staff satisfaction, and retention in a labour-intensive business. Management views automation as key to costs and employee experience, with staffing adjustments handled through attrition.</p> <p>Outcome: We were encouraged by Savers' progress and staff reception to automation. The team also flagged that an impact report will be published soon, which we look forward to reviewing.</p>
Shopify Inc.	<p>Objective: We engaged with Shopify's chief executive officer (CEO), Tobi Lütke, to assess strategic direction and outlook for sustained growth. Our focus was on Shopify's artificial intelligence (AI) initiatives, evolution of the checkout process, and the broader positioning in global commerce.</p> <p>Discussion: Lütke highlighted eight consecutive quarters of around 20 per cent growth across core metrics, underpinned by Shopify's pivot to an asset-light model after exiting the logistics business. This has reinforced partnerships and allowed management to concentrate on core strengths. Lütke's hands-on oversight of strategic roadmaps ensures alignment in a rapidly evolving landscape. Shopify's AI ambitions centre on agentic commerce; AI-driven shopping journeys where consumers set constraints and the system executes transactions. By connecting with OpenAI and using new common standards, Shopify is making it possible for customers to easily find products and complete purchases directly within AI-powered apps and tools. The company has also executed a significant overhaul of its checkout process, balancing compliance with merchant flexibility. New initiatives such as the Global Catalogue application programming interface and a universal search index will enhance discovery and merchant reach. In advertising, Shopify is aligning with merchant needs by enabling constraint-driven campaigns, part of a broader shift toward attention-based commerce. Success in enterprise sales is being accelerated by AI tools and headless commerce solutions, offering merchants customisation and scalability.</p> <p>Outcome: This engagement reaffirmed conviction in Shopify's strategic execution and innovation. Its focus on AI, flexible commerce infrastructure, and global reach positions the business well for continued growth. We remain optimistic on Shopify's ability to capture value from the evolution of commerce.</p>

Company	Engagement Report
Spotify Technology S.A.	<p>Objective: Our engagement with Spotify's leadership aimed to understand how the company intends to grow sustainably while balancing user experience, fair creator compensation, and responsible adoption of new technologies.</p> <p>Discussion: Chief executive officer (CEO) Daniel Ek underlined Spotify's ambition to expand well beyond its current 700 million users, with growth driven by higher premium conversion rates, expansion in emerging markets, and more flexible pricing. Importantly, Spotify remains committed to being a subscription-led platform, prioritising user value over time-spent metrics common in social media.</p> <p>The company is also exploring new verticals such as audiobooks and education, with the latter potentially offering certified learning credentials. Ek noted that record labels could outsource more services to Spotify, positioning the company to play a larger role in supporting creators. Operationally, Spotify has streamlined its workforce to prepare for AI integration, which management believes will drive efficiency while reshaping how both employees and creators engage with the platform.</p> <p>Outcome: The meeting informed our conviction in Spotify's ability to deliver sustainable growth while maintaining a consumer-first culture. The company's emphasis on sensible monetisation, creator support, and healthier digital engagement aligns with our expectations.</p>
The New York Times Company	<p>Objective: In what proved to be fortuitous timing, on the day Trump filed a USD 15bn lawsuit against the New York Times (NYT), we spoke with Anthony DiClemente (investor relations), Michael Brown (vice president, assistant general counsel & corporate secretary), Elah Lanis senior counsel and assistant secretary and Guillermo Villa (senior vice president, head of total rewards) to discuss press independence and how this is supported by the NYT's unusual governance structure.</p> <p>Discussion: Although the NYT could not comment on the lawsuit, management stressed that the company is not a publication that will be intimidated and has no plans to change course. In its 174-year history, the organisation has faced many attacks but has maintained a long-term and independent approach. A key safeguard is its dual-class share structure: with a family trust behind class B shares which hold the majority of voting rights. The IR team emphasised that the Trust's long-term orientation is aligned with both safeguarding editorial independence and the interests of long-term shareholders.</p> <p>In an increasingly polarised world, accusations of bias remain a challenge. The newsroom and business sides are structurally and culturally separate, and independence was highlighted as the NYT's greatest asset and differentiator in an industry often criticised for bias. A "sign of success," is when both political sides protest the same story, something the NYT often sees outside its offices, and on a smaller scale, in the comments on its articles. The newsroom's mission-driven culture was also stressed: the NYT has continued to expand its reporting capacity, reinforcing its position as a premier destination for talent.</p> <p>Outcome: The meeting reinforced our view that the NYT's governance structure provides a strong foundation for editorial independence, and that its culture is deeply mission-driven. A further meeting with the editorial team would help us to have more colour on how independence is put into practice and bias is avoided in the newsroom.</p>

Company	Engagement Report
The New York Times Company	<p>Objective: We met with New York Times (NYT) chief executive officer (CEO) Meredith Kopit Levien, chief financial officer (CFO) William Bardeen and chief advertising officer Joy Robins following the company's latest results to discuss growth opportunities, long-term strategy and its approach to the challenge of media bias.</p> <p>Discussion: NYT seeks to be the essential subscription for curious minds, expanding original reporting at a time when many outlets are retreating. High quality hard news, information and good journalism are becoming increasingly rare and valuable; and the NYT continues to invest in its newsroom, with a notable focus on underserved US regions and international coverage. The NYT's strategy rests on three pillars: world-class news, leading lifestyle products (games, sports, food, reviews) and a digital bundle that embeds NYT in readers' daily lives. Games show strong cross-generational growth, while The Athletic is scaling as a major subscriber and advertiser draw. NYT is also exploring short-form video to reach new audiences, with AI viewed as a long-term enabler for productivity and accessibility. Being a trusted source of truth is important for the NYT's edge. The NYT draws a strong distinction between its core news reporting - framed as a rigorous, independent pursuit of truth - and its opinion content, which intentionally includes a wide range of political and cultural voices. The expansion of regional reporting and deliberate newsroom diversification are seen as safeguards against editorial insularity.</p> <p>Outcome: We were encouraged by NYT's growth strategy and commitment to independence. High-quality, trusted journalism remains the company's core edge, and we have arranged a follow-up call to learn more about how the newsroom fosters a culture of independence and impartiality.</p>
Wise Payments Ltd	<p>Objective: To understand the company's rationale for seeking a primary listing in the US and the associated changes to corporate governance arrangements, ahead of voting at an extraordinary shareholder meeting to approve the proposals.</p> <p>Discussion: Wise is a young growth company that facilitates international money transfers. We engaged with the company last year to discuss its London listing in the context of the FCA's review of the UK's Listing Rules. Recently the company announced its intention to move its primary listing to the US, retaining a secondary UK listing. We met Kristo Käärmann, chief executive officer, Emmanuel Thomassin, chief financial officer, and Martin Adams, investor relations, to discuss the rationale for the relisting, and related changes to corporate governance arrangements. The existing dual-class share structure, currently due to expire next year, will also be extended for another ten years.</p> <p>We were told that expected benefits from the US primary listing include widening its investor base by opening access to domestic US investors, improving trading liquidity, and providing a potential pathway to inclusion in major US indices that could deepen demand further. Management also sees commercial upside from greater brand visibility in the US as its largest market. The secondary listing in the UK is part of the company's ongoing commitment to its UK talent and operations. As part of the US listing the company is amending some corporate governance arrangements to align with the practices of US technology peers which are not common for UK-listed companies, and we had a robust debate about the overall benefits and trade-offs of the proposals.</p> <p>Outcome: Following this meeting, we voted in favour of the proposals at the extraordinary shareholder meeting. Although we note the additional complexity and lessening of protections for minority shareholders under the new arrangements, we were reassured by management's explanation of the motivation for the changes. We also agree that, in the context of the importance of the US to the global financial and payments system, a US listing is one of a number of steps that could contribute to the company's probability of success. All resolutions passed with the majority of shareholders voting in favour. We will continue to engage to support the company in achieving the best outcome as it transitions to the new arrangements.</p>

Votes Cast in Favour

Companies	Voting Rationale
Advanced Drainage Systems, Experian, HDFC Life Insurance Co Ltd, The Trade Desk, Wise Plc	We voted in favour of routine proposals at the aforementioned meeting(s).

Votes Cast Against

Company	Meeting Details	Resolution(s)	Voting Rationale
Advanced Drainage Systems	Annual 17/07/25	2	We opposed the ratification of the auditor because of the length of tenure. We believe it is best practice for the auditor to be rotated regularly as this works to ensure independent oversight of the company's audit process and internal financial controls.
Companies	Voting Rationale		
Experian, Wise Plc	We opposed the resolution which sought authority to issue equity because the potential dilution levels are not in the interests of shareholders.		

Votes Abstained

We did not abstain on any resolutions during the period.

Votes Withheld

We did not withhold on any resolutions during the period.

New Purchases

Stock Name	Transaction Rationale
Novo Nordisk	Novo Nordisk, a Danish pharmaceutical company, has rapidly evolved from a steady diabetes business to a leader in GLP-1 weight-loss therapies. Its pioneering drug, Semaglutide, is already transforming the lives of millions by providing effective weight management and significantly improving outcomes for patients with metabolic diseases. Beyond obesity, Semaglutide is being studied for its potential to benefit patients with renal and cardiac conditions, offering hope for improved health and quality of life in these areas as well. With a strong focus on innovation and a commitment to addressing major global health challenges, Novo Nordisk is well positioned to deliver meaningful advances for patients and sustained growth for the company. A recent pull back in the share price has offered an attractive entry point and we decided to take a small position.
SNIBE Co. Ltd 'A' - Stock Connect	We have taken a position in Snibe, a leading Chinese immunoassay diagnostics company. Its tests are used to detect and measure substances in the body, supporting disease detection and patient management. We believe the company is well placed for substantial growth. Despite near-term challenges in China, there is considerable scope to gain share from foreign competitors. Furthermore, overseas sales, now close to 40% of the total, are expanding rapidly and at high margins. Snibe's technological advantage and installed base foster customer loyalty, underpinning its growing presence in key developing markets, such as India. We see strong long-term prospects and consider the current valuation, weighed down by short-term concerns, to offer an attractive entry point.

Complete Sales

Stock Name	Transaction Rationale
Centre Testing 'A' - Stock Connect	We have sold the position in Centre Testing International (CTI), a leading Chinese provider of testing, inspection, and certification services. While initial expectations were for the industry and CTI to deliver mid-teens growth, recent performance has fallen short. Industry expansion has slowed, and CTI has not significantly outperformed peers, with management acknowledging highly competitive end markets. Furthermore, recent difficulties in integrating acquisitions, a key part of the growth strategy, have reduced our confidence in the investment case.
Sweetgreen	We have exited our position in Sweetgreen. We invested earlier this year, expecting improved operating momentum after a 2024 reset to support a faster store rollout. This improvement has not materialised, with same-store sales and customer traffic both weaker than anticipated. While macroeconomic pressures have played a role, recent conversations and industry checks point to ongoing operational challenges since the departure of the former COO in 2023. With the holding now a small weight and our conviction diminished, we see better opportunities elsewhere in the portfolio.

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