

An aerial photograph of a city skyline, likely Hong Kong, featuring a dense cluster of skyscrapers and a river with a prominent white bridge. The sky is blue with scattered white clouds.

# International Growth

Quarterly Report  
December 31, 2023



SANDS CAPITAL



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## STRATEGY TEAM

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All investments are subject to market risk, including the possible loss of principal. The growth style of investing may become out of favor, which may result in periods of underperformance. The strategies are concentrated in a limited number of holdings. As a result, poor performance by a single large holding of a strategy would adversely affect its performance more than if the strategy were invested in a larger number of companies. International investments can be riskier than US investments due to the adverse effects of currency exchange rates, differences in market structure and liquidity, as well as specific country, regional and economic developments. Investments in emerging markets are subject to abrupt and severe price declines. The economic and political structures of developing nations, in most cases, do not compare favorably with the US or other developed countries in terms of wealth and stability, and their financial markets often lack liquidity. Because of this concentration in rapidly developing economies in a limited geographic area, emerging markets strategies involve a high degree of risk.

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[On the Cover](#)

Aerial view of the Sumida River in Tokyo. Japan is home to several International Growth businesses, including Keyence and MonotaRO.

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# International Growth (USD)

Quarterly Report - December 31, 2023

## OVERVIEW

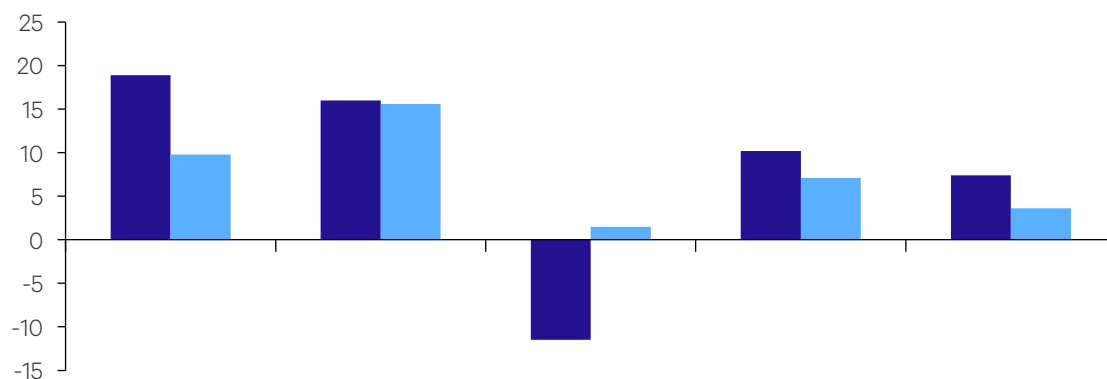
International Growth seeks to own the best growth businesses outside of the United States. These businesses often feature durable, above-average earnings growth underpinned by secular change in both developed and emerging markets.

## INVESTMENT CRITERIA

1. Sustainable above-average earnings growth
2. Leadership position in a promising business space
3. Significant competitive advantage/unique business franchise
4. Clear mission and value-added focus
5. Financial strength
6. Rational valuation relative to the market and business prospects

## INVESTMENT RESULTS (%)

International Growth vs MSCI All Country World Index ex USA



Inception: 03/31/2018

● Portfolio (Net)

● Benchmark

**Value Added (%)**

|                        | QTD        | 1 Year     | 3 Years      | 5 Years    | Since Inception |
|------------------------|------------|------------|--------------|------------|-----------------|
| Portfolio (Net)        | 18.9       | 16.0       | -11.5        | 10.2       | 7.4             |
| Benchmark              | 9.8        | 15.6       | 1.5          | 7.1        | 3.6             |
| <b>Value Added (%)</b> | <b>9.1</b> | <b>0.4</b> | <b>-13.0</b> | <b>3.1</b> | <b>3.9</b>      |

## CALENDAR YEAR RETURNS (%)

|                        | 2018       | 2019        | 2020        | 2021        | 2022         | 2023       |
|------------------------|------------|-------------|-------------|-------------|--------------|------------|
| Portfolio (Net)        | -7.1       | 46.3        | 60.2        | 1.4         | -41.0        | 16.0       |
| Benchmark              | -13.2      | 21.5        | 10.7        | 7.8         | -16.0        | 15.6       |
| <b>Value Added (%)</b> | <b>6.0</b> | <b>24.8</b> | <b>49.5</b> | <b>-6.5</b> | <b>-25.0</b> | <b>0.4</b> |

## KEY ATTRIBUTES

CONCENTRATED AND CONVICTION WEIGHTED

**30**

Businesses

**47%**

Top Ten Weight

LONG-TERM INVESTMENT HORIZON

**19%**

Turnover-Annual Avg.

**5+ Yrs**

Expected Holding Period

ABOVE-AVERAGE EPS GROWTH FORECAST

**20%**

Select Growth

**10%**

MSCI All Country World Index  
ex USA

Inception date is 3/31/2018. Returns over one year are annualized. 2018 Calendar Year Returns reflect partial period performance. The returns are calculated from 03/31/18 to 12/31/18 for both the Portfolio and the Benchmark. The investment results shown are net of advisory fees and expenses and reflect the reinvestment of dividends and any other earnings. The investment results are those of the International Growth Equity Composite. Net of fee performance was calculated by reducing International Growth Equity Composite's monthly gross return by 1/12 of the highest applicable annual fee of 0.85%. Past performance is not indicative of future results. GIPS Reports found [here](#).

## PORTFOLIO CHARACTERISTICS

|                                      | Portfolio | Benchmark |
|--------------------------------------|-----------|-----------|
| Portfolio Businesses                 | 30        | 2,312     |
| Active Share                         | 94%       | n/a       |
| 5-Year Historical EPS Growth         | 29%       | 10%       |
| Consensus Long-Term EPS Growth       | 20%       | 10%       |
| Consensus Forward P/E - Next 12 mos. | 34x       | 13x       |
| Strategy Assets                      | \$604.8M  | n/a       |
| Weighted Avg. Market Cap (USD)       | \$80.7B   | \$92.5B   |
| Median Market Cap (USD)              | \$31.5B   | \$8.8B    |
| Turnover - Trailing 12 mos.          | 24%       | n/a       |
| Weighted Average Carbon Intensity    | 21.7      | 173.2     |

## RETURN & VOLATILITY METRICS

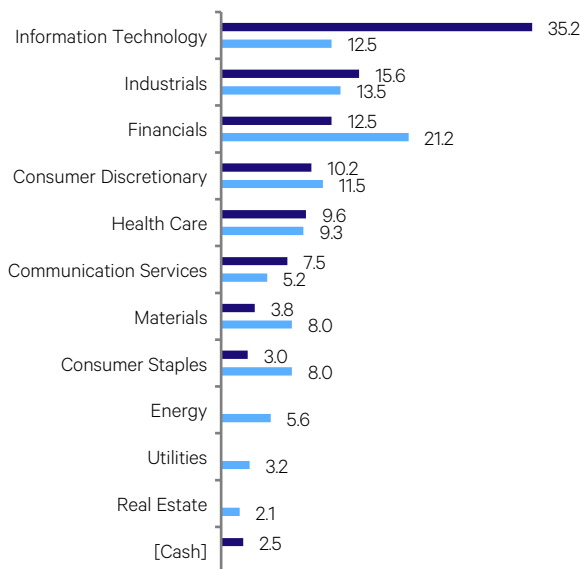
| (Trailing 5 Years Net of Fees) | Portfolio | Benchmark |
|--------------------------------|-----------|-----------|
| Annualized Excess Return       | 3.1%      | n/a       |
| Beta                           | 1.18      | 1.00      |
| Information Ratio              | 0.2       | n/a       |
| R-Squared                      | 71.5%     | 100.0%    |
| Sharpe Ratio                   | 0.3       | 0.3       |
| Standard Deviation             | 24.6%     | 17.7%     |
| Tracking Error                 | 13.5%     | n/a       |
| Up Capture                     | 130%      | 100%      |
| Down Capture                   | 112%      | 100%      |

## TOP TEN HOLDINGS (46.9% OF ASSETS)

| Company      | Sector                 | Domicile      | Portfolio(%) | Owned Since |
|--------------|------------------------|---------------|--------------|-------------|
| ASML Holding | Information Technology | Netherlands   | 6.8          | 2018        |
| MercadoLibre | Consumer Discretionary | Argentina     | 6.2          | 2018        |
| Adyen        | Financials             | Netherlands   | 5.5          | 2019        |
| Keyence      | Information Technology | Japan         | 4.6          | 2018        |
| Lasertec     | Information Technology | Japan         | 4.4          | 2023        |
| VAT Group    | Industrials            | Switzerland   | 4.0          | 2018        |
| Atlassian    | Information Technology | United States | 4.0          | 2018        |
| Shopify      | Information Technology | Canada        | 3.8          | 2018        |
| Sika         | Materials              | Switzerland   | 3.8          | 2022        |
| HDFC Bank    | Financials             | India         | 3.7          | 2018        |

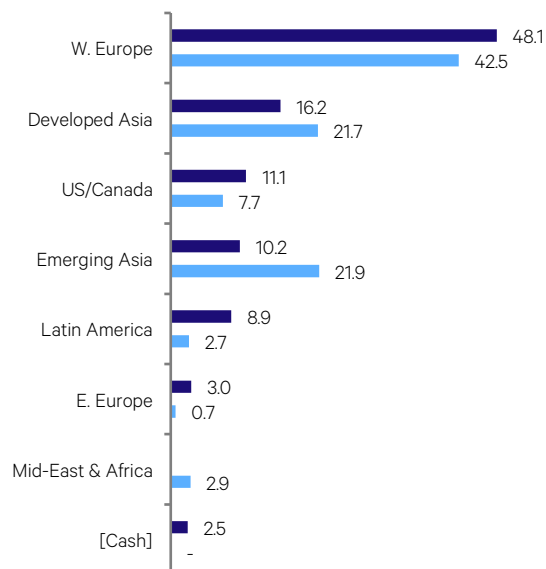
## SECTOR EXPOSURE

● Portfolio ● Benchmark



## REGIONAL EXPOSURE

● Portfolio ● Benchmark



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## PORTFOLIO HOLDINGS BY SECTOR

| SECTOR/COMPANY           | GICS INDUSTRY                                 | DOMICILE       | PORTFOLIO (%) | BENCHMARK (%) | OWNED SINCE |
|--------------------------|-----------------------------------------------|----------------|---------------|---------------|-------------|
| Communication Services   |                                               |                | 7.5           | 5.2           |             |
| CTS Eventim              | Entertainment                                 | Germany        | 3.2           | -             | 2022        |
| Formula One              | Entertainment                                 | United Kingdom | 2.3           | -             | 2022        |
| Sea                      | Entertainment                                 | Singapore      | 2.0           | 0.1           | 2019        |
| Consumer Discretionary   |                                               |                | 10.2          | 11.5          |             |
| Ferrari                  | Automobiles                                   | Italy          | 2.6           | 0.2           | 2023        |
| MercadoLibre             | Broadline Retail                              | Argentina      | 6.2           | -             | 2018        |
| Zalando                  | Specialty Retail                              | Germany        | 1.4           | 0.0           | 2020        |
| Consumer Staples         |                                               |                | 3.0           | 8.0           |             |
| Dino Polska              | Consumer Staples Distribution & Retail        | Poland         | 3.0           | 0.0           | 2022        |
| Energy                   |                                               |                | -             | 5.6           |             |
| Financials               |                                               |                | 12.5          | 21.2          |             |
| Adyen                    | Financial Services                            | Netherlands    | 5.5           | 0.1           | 2019        |
| Bajaj Finance            | Consumer Finance                              | India          | 3.3           | 0.1           | 2018        |
| HDFC Bank                | Banks                                         | India          | 3.7           | 0.2           | 2018        |
| Health Care              |                                               |                | 9.6           | 9.2           |             |
| Genmab                   | Biotechnology                                 | Denmark        | 2.4           | 0.1           | 2018        |
| Lonza                    | Life Sciences Tools & Services                | Switzerland    | 2.1           | 0.1           | 2019        |
| Sartorius Stedim Biotech | Life Sciences Tools & Services                | France         | 2.4           | 0.0           | 2021        |
| Stevanato Group          | Life Sciences Tools & Services                | Italy          | 2.8           | -             | 2023        |
| Industrials              |                                               |                | 15.6          | 13.5          |             |
| Addtech AB               | Trading Companies & Distributors              | Sweden         | 3.2           | -             | 2023        |
| IMCD                     | Trading Companies & Distributors              | Netherlands    | 2.1           | 0.0           | 2023        |
| MonotaRO                 | Trading Companies & Distributors              | Japan          | 0.4           | 0.0           | 2018        |
| Recruit                  | Professional Services                         | Japan          | 3.3           | 0.2           | 2018        |
| VAT Group                | Machinery                                     | Switzerland    | 4.0           | 0.1           | 2018        |
| WEG                      | Electrical Equipment                          | Brazil         | 2.6           | 0.1           | 2022        |
| Information Technology   |                                               |                | 35.2          | 12.5          |             |
| ASML Holding             | Semiconductors & Semiconductor Equipment      | Netherlands    | 6.8           | 1.2           | 2018        |
| Atlassian                | Software                                      | United States  | 4.0           | -             | 2018        |
| Constellation Software   | Software                                      | Canada         | 3.3           | 0.2           | 2023        |
| Hexagon                  | Electronic Equipment Instruments & Components | Sweden         | 3.5           | 0.1           | 2018        |
| Keyence                  | Electronic Equipment Instruments & Components | Japan          | 4.6           | 0.3           | 2018        |
| Lasertec                 | Semiconductors & Semiconductor Equipment      | Japan          | 4.4           | 0.1           | 2023        |
| M3                       | Health Care Technology                        | Japan          | 1.5           | 0.0           | 2021        |
| Shopify                  | IT Services                                   | Canada         | 3.8           | 0.4           | 2018        |
| Taiwan Semiconductor     | Semiconductors & Semiconductor Equipment      | Taiwan         | 3.2           | 1.9           | 2018        |
| Materials                |                                               |                | 3.8           | 8.0           |             |
| Sika                     | Chemicals                                     | Switzerland    | 3.8           | 0.2           | 2022        |
| Real Estate              |                                               |                | -             | 2.1           |             |
| Utilities                |                                               |                | -             | 3.2           |             |
| Cash                     |                                               |                | 2.5           | -             |             |

Data presented is that of the International Growth Equity Composite. The index represented will differ in characteristics, holdings, and sector weightings from that of the composite. The index does not contain cash. Rounding may cause figures to vary from 100.0%. GIPS Reports found [here](#). Source: Sands Capital, FactSet, MSCI

## INVESTMENT STRATEGIES & RESULTS (USD, NET)

Net Results (%) as of December 31, 2023

|                                                      |                |                 | ANNUALIZED % |             |              |             |             |                 |
|------------------------------------------------------|----------------|-----------------|--------------|-------------|--------------|-------------|-------------|-----------------|
|                                                      | INCEPTION DATE | STRATEGY ASSETS | 4Q23         | 1 YEAR      | 3 YEAR       | 5 YEAR      | 10 YEAR     | SINCE INCEPTION |
| <b>Select Growth</b>                                 | 2/29/1992      | \$13.5B         | 22.7         | 52.0        | -6.7         | 13.1        | 10.8        | 11.9            |
| Russell 1000 Growth Index                            |                |                 | 14.2         | 42.7        | 8.9          | 19.5        | 14.9        | 10.3            |
| <b>Value Added</b>                                   |                |                 | <b>8.6</b>   | <b>9.4</b>  | <b>-15.6</b> | <b>-6.4</b> | <b>-4.1</b> | <b>1.6</b>      |
| <b>Global Growth</b>                                 | 12/31/2008     | \$16.4B         | 20.1         | 32.4        | -6.3         | 10.0        | 8.7         | 15.1            |
| MSCI All Country World Index                         |                |                 | 11.0         | 22.2        | 5.7          | 11.7        | 7.9         | 10.2            |
| <b>Value Added</b>                                   |                |                 | <b>9.1</b>   | <b>10.2</b> | <b>-12.1</b> | <b>-1.8</b> | <b>0.8</b>  | <b>4.9</b>      |
| <b>Emerging Markets Growth</b>                       | 12/31/2012     | \$8.7B          | 6.3          | 11.7        | -12.5        | 5.8         | 4.6         | 5.3             |
| MSCI Emerging Markets Index                          |                |                 | 7.9          | 9.8         | -5.1         | 3.7         | 2.7         | 2.2             |
| <b>Value Added</b>                                   |                |                 | <b>-1.6</b>  | <b>1.8</b>  | <b>-7.5</b>  | <b>2.1</b>  | <b>1.9</b>  | <b>3.1</b>      |
| <b>Global Leaders</b>                                | 3/31/2017      | \$3.6B          | 13.5         | 20.7        | -2.8         | 9.6         | -           | 10.4            |
| MSCI All Country World Index                         |                |                 | 11.0         | 22.2        | 5.7          | 11.7        | -           | 9.3             |
| <b>Value Added</b>                                   |                |                 | <b>2.5</b>   | <b>-1.5</b> | <b>-8.6</b>  | <b>-2.2</b> | <b>-</b>    | <b>1.1</b>      |
| <b>International Growth</b>                          | 3/31/2018      | \$604.8M        | 18.9         | 16.0        | -11.5        | 10.2        | -           | 7.4             |
| MSCI All Country World Index ex USA                  |                |                 | 9.8          | 15.6        | 1.5          | 7.1         | -           | 3.6             |
| <b>Value Added</b>                                   |                |                 | <b>9.1</b>   | <b>0.4</b>  | <b>-13.0</b> | <b>3.1</b>  | <b>-</b>    | <b>3.9</b>      |
| <b>Technology Innovators</b>                         | 12/31/2010     | \$13B           | 21.2         | 50.8        | -4.8         | 16.5        | 14.3        | 16.0            |
| MSCI ACWI Info Tech and Communication Services Index |                |                 | 15.4         | 47.7        | 7.0          | 18.6        | 15.5        | 14.6            |
| <b>Value Added</b>                                   |                |                 | <b>5.7</b>   | <b>3.2</b>  | <b>-11.8</b> | <b>-2.0</b> | <b>-1.2</b> | <b>1.4</b>      |

Returns over one year are annualized. The investment results shown are net of advisory fees and expenses and reflect the reinvestment of dividends and any other earnings. The investment results are those of the following composites. Net of fee performance was calculated using Select Growth Tax Exempt Institutional Equity Composite's actual fees and performance fees if applicable. Net of fee performance was calculated by reducing Global Growth Equity Composite's monthly gross return by 1/12 of the highest applicable annual fee of 0.85%. Net of fee performance was calculated by reducing Emerging Markets Growth Composite's monthly gross return by 1/12 of the highest applicable annual fee of 1.25% for the period from January 1, 2013 to March 31, 2019. Beginning on April 1, 2019, the highest applicable annual fee was lowered, and net of fee returns were calculated by reducing the composite's monthly gross return by 1/12 of the highest applicable annual fee of 0.85%. Net of fee performance was calculated by reducing Global Leaders Equity Composite's monthly gross return by 1/12 of the highest applicable annual fee of 0.85%. Net of fee performance was calculated by reducing International Growth Equity Composite's monthly gross return by 1/12 of the highest applicable annual fee of 0.85%. Net of fee performance was calculated by reducing Technology Innovator Composite's monthly gross return by 1/12 of the highest applicable annual fee of 0.85%. GIPS Reports found [here](#). Past performance is not indicative of future results. Source: Sands Capital, FactSet, MSCI.

# Quarterly Letter

## Dear clients, consultants, and friends,

In volatile times, we often hear people say, “It’s different this time.” But it’s never really different.

Society is always cycling through periods of deterioration and renewal. These cycles happen across sectors, geographies, and cultures, sometimes simultaneously, which can create disruptive shifts.

About four years ago, when the coronavirus pandemic emerged, we began to experience such a shift. It changed life as we knew it. People hunkered down. Markets seized. Demand for goods and services surged for some sectors and collapsed in others to meet the needs of a society in isolation. And the inability of supply to shift and meet demand created bottlenecks that we still experience today. Massive fiscal and monetary stimulus further altered market, investor, and consumer behavior. Society adjusted, then adapted.

While the causes of dramatic disruptions vary, their effect on financial markets is predictable. Crisis, panic, conflict, shifts in macroeconomics, and a barrage of headlines from myriad news sources cause markets to shorten their focus and seize with

fear. In the pandemic’s case, investors were unable to look past the geopolitics, rising interest rates, inflation, and recession worries that dominated the headlines.

It is during such periods that active managers can position for long-term success. When we lengthen our time horizon, the effects of the near-term sentiment tend to wash out, and we are left to focus on the potential earnings growth of our portfolio businesses. Our ability to create value for our clients is not in anticipating the day-to-day and quarter-to-quarter price moves but in predicting the direction and magnitude of the possibilities. Throughout our 30-year-plus history, this is what has—and will always—matter to us as long-term business owners.

As we continue to emerge from one of the most difficult periods in modern history, we are encouraged by the results of our investment strategies, which logged solid absolute investment results for 2023. Most also outperformed their respective benchmarks. We delivered in 2023 by sticking with our time-tested investment strategy, following our process, doing our research, and executing.

## EXHIBIT 1

### ANNUAL INVESTMENT RESULTS FOR OUR FLAGSHIP STRATEGIES

Trailing 1 Year (Net) as of 12/31/23

|             | <b>SELECT<br/>GROWTH</b><br>(Russell 1000<br>Growth Index) | <b>GLOBAL<br/>GROWTH</b><br>(MSCI All Country<br>World Index) | <b>EMERGING<br/>MARKETS GROWTH</b><br>(MSCI Emerging<br>Markets Index) | <b>GLOBAL<br/>LEADERS</b><br>(MSCI All Country<br>World Index) | <b>INTERNATIONAL<br/>GROWTH</b><br>(MSCI All Country<br>World Index ex USA) | <b>TECHNOLOGY<br/>INNOVATORS</b><br>(MSCI ACWI Info Tech<br>and Communication<br>Services Index) |
|-------------|------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Portfolio   | 52.0                                                       | 32.4                                                          | 11.7                                                                   | 20.7                                                           | 16.0                                                                        | 50.8                                                                                             |
| Benchmark   | 42.7                                                       | 22.2                                                          | 9.8                                                                    | 22.2                                                           | 15.6                                                                        | 47.7                                                                                             |
| Value Added | 9.4                                                        | 10.2                                                          | 1.8                                                                    | -1.5                                                           | 0.4                                                                         | 3.2                                                                                              |

Sands Capital flagship public equity strategies include Select Growth, Global Growth, Emerging Markets Growth, Global Leaders, International Growth, and Technology Innovators. The investment results shown are net of advisory fees and expenses and reflect the reinvestment of dividends and any other earnings. The investment results are those of the following composites. Net of fee performance was calculated using Select Growth Tax Exempt Institutional Equity Composite's actual fees and performance fees if applicable. Net of fee performance was calculated by reducing Global Growth Equity Composite's monthly gross return by 1/12 of the highest applicable annual fee of 0.85%. Net of fee performance was calculated by reducing Emerging Markets Growth Composite's monthly gross return. Beginning on April 1, 2019, the highest applicable annual fee was lowered, and net of fee returns were calculated by reducing the composite's monthly gross return by 1/12 of the highest applicable annual fee of 0.85%. Net of fee performance was calculated by reducing Global Leaders Equity Composite's monthly gross return by 1/12 of the highest applicable annual fee of 0.85%. Net of fee performance was calculated by reducing International Growth Equity Composite's monthly gross return by 1/12 of the highest applicable annual fee of 0.85%. Net of fee performance was calculated by reducing Technology Innovator Composite's monthly gross return by 1/12 of the highest applicable annual fee of 0.85%. GIPS Reports found [here](#). Past performance is not indicative of future results. Sands Capital, FactSet, MSCI, FTSE Russell.

## The Rhythm of History

As investors, we felt the force of these disruptive years in waves. Stock markets crashed in the first couple of months of 2020 as the global outbreak of the coronavirus pandemic spread a profound fear of the unknown.

At the same time, many of our digital businesses that were already growing fast, grew even faster as people stayed home and moved more of their professional and personal lives online. Central banks, led by the Federal Reserve, guided interest rates to near zero. In response, the stock markets reversed and soared. In turn, we, along with many investors, worried about how this combination of rapid growth and low rates would affect valuations. We wondered whether this mix would allow businesses with unsustainable business models to persist and adversely affect the businesses we held in client portfolios.

While concerning, this volatile mix was nothing new. The causes were different, but the conditions “rhymed” with the past. We put our 30-plus years of experience to work. We dug in, focused on business

fundamentals, and continued to own what we believed would be the best-advantaged business models over the long term, based on our extensive, proprietary research.

As long-term investors, we don't manage risk through the use of hedges or derivatives, nor do we shy away from businesses simply because their stocks are volatile. Instead, we believe that adhering to our six investment criteria—and focusing on the durability of long-term earnings potential—is the best way to mitigate long-term risk as business owners. We stayed clear of special purpose acquisition companies (SPACs), “concept companies,” and what we considered to be bad businesses or those with less sustainable business models.<sup>1</sup>

Still, our prudence didn't seem to matter, starting in the fourth quarter of 2021 when central banks reversed course and rapidly raised interest rates to contain global inflation. Those moves put the brakes on the digital economy, and all long-duration assets got hit. Investors sold anything considered risky, and the stocks of many growth businesses declined significantly.

<sup>1</sup> Special purpose acquisition companies (SPACs) are a means for many experienced management teams and sponsors to take companies public. A SPAC raises capital through an initial public offering for the purpose of acquiring an existing operating company.



But as we enter 2024, we can see that prudence does matter and that our brand of active investing does work. As long-term investors, we listen to the rhythm of history, learn from it, and find the patterns that help us better anticipate and adapt to future disruptions, crises, downturns, and panics.

**Long-term Opportunities in a Short-sighted Market**

During the past year, as global macroeconomic news drove market sentiment, we stayed close to management teams as they readjusted their business models to achieve better cash flow efficiencies and sustainable growth without losing their value-adding offerings to customers.

We sold a few businesses, but, more often, we increased at lower prices our investments in businesses we already owned in client portfolios. While the markets and media focused on short-term dynamics, created partly by the Federal Reserve pivot and loosening financial conditions,

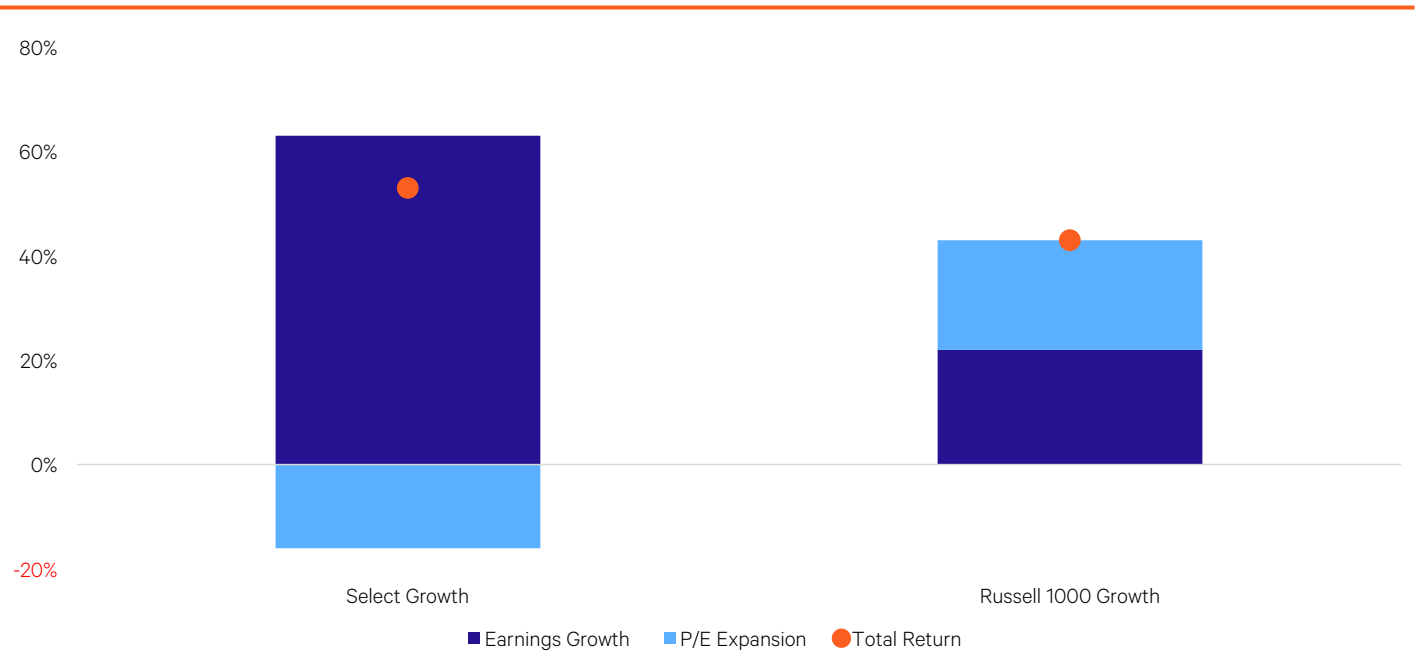
business fundamentals ultimately were the real drivers of stock performance.

The decomposition of 2023's investment results for all strategies shows that earnings growth was the primary driver for the stock price appreciation of our businesses and that, in aggregate, they actually experienced multiple compression. In the exhibits below, we use the results of our strategy with the longest track record, Select Growth, to illustrate this trend. Multiple expansion, on the other hand, drove at least half of the gains of the indexes. Our conclusion: The business fundamentals of our companies are sound and likely better than those of the benchmarks or the average company. This is active management at work.

We knew the tides would turn and that markets would eventually refocus on business fundamentals and the attractive growth prospects of the businesses we own. We did not know exactly when this would happen. We never do. But, in listening to the rhythm of history, we knew it was a high probability. It's never really different.

**EXHIBIT 2**  
**IMPROVING FUNDAMENTALS ARE DRIVING RECENT INVESTMENT RESULTS**

Select Growth vs. Russell 1000 Growth Index 2023 Return Decomposition



Source: Factset. Chart uses monthly data as of 12/31/23. P/E expansion is the change in next twelve months' P/E multiple. Inception date is 2/29/1992. Returns are cumulative and calculated monthly. The investment results shown are net of advisory fees and expenses and reflect the reinvestment of dividends and any other earnings. The investment results are those of the Select Growth Tax Exempt Institutional Equity Composite. Net of fee performance was calculated using Select Growth Tax Exempt Institutional Equity Composite's actual fees and performance fees if applicable. Past performance is not indicative of future results. GIPS Reports found [here](#).

In 2022, we saw business fundamentals start to improve. Then, during 2023, most of the stock prices of the businesses we own began to reflect these improvements, in many cases, substantially and in short periods. As easy money dried up, many of our businesses were able to widen their competitive moats as less-financially stable businesses buckled. At Sands Capital, we have a saying that “you must be there, not be getting there.” In other words, active investors need to own the right businesses for their clients when the fundamentals and potential of these businesses are strong but before their stock prices rise. Fortunately, we were there and hope to stay there.

### Our Vision of the Future Has Not Changed

A solid finish to a rocky year served as a reminder of how important it is to stay true to our investment philosophy, not be distracted by sentiment shifts, and stay focused on the long-term potential of our businesses.

The key for active managers is to emphasize the difference between short-term market moves and

long-term value creation. By focusing on the long term, we are able to take advantage of value created by market misconceptions.

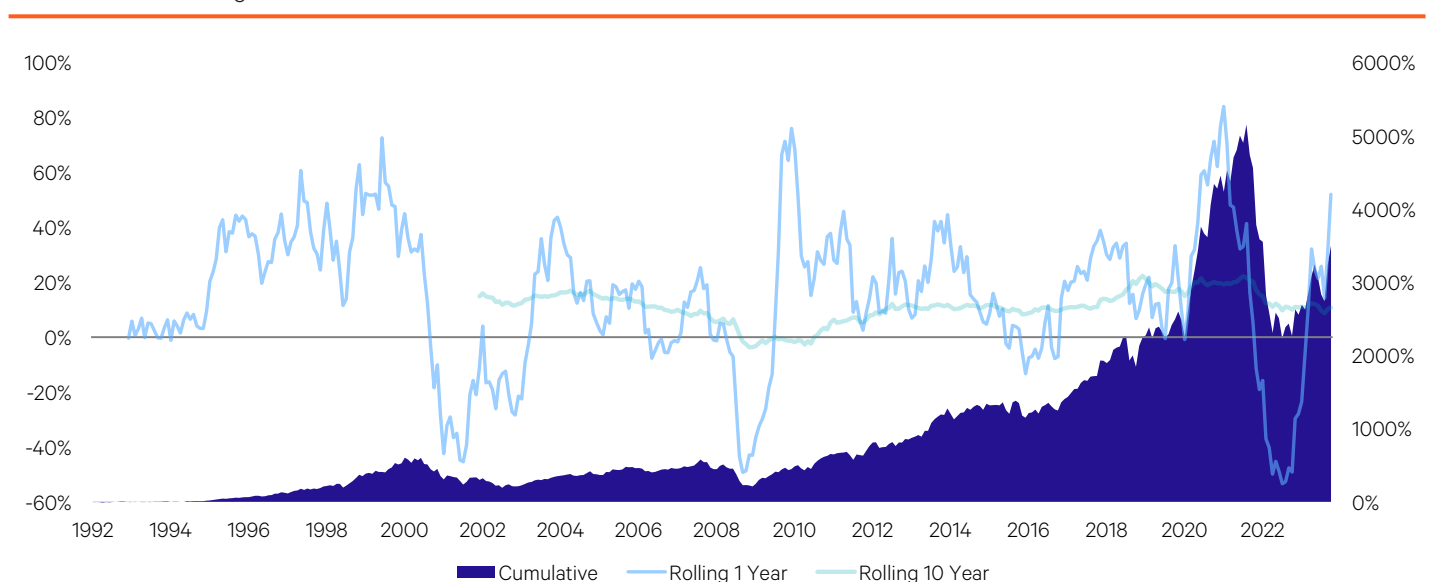
In Exhibit 3, we see that one-year investment results can be very volatile, because nonfundamental factors often drive stock prices in the short term. Ten-year rolling investment results are much smoother because the longer time period dampens the influence of valuations and sentiment.

Over time, we’ve observed that both for the market—and for our portfolios—earnings power and growth dictate the value and stock prices of businesses (See Exhibit 4.) By focusing on distinct periods, however, investors can miss the big picture, which is the opportunity created by compounding returns. We also need to keep in mind that, over the same period, the earnings growth of our businesses far exceeded their increase in market capitalization, which can be seen as a proxy for stock price appreciation.

Dexcom, Adyen, and Block are examples of businesses whose stocks were caught in the

## EXHIBIT 3 WE ACCEPT SHORT-TERM VOLATILITY FOR POTENTIAL LONG-TERM WEALTH CREATION

Select Growth Rolling and Cumulative Investment Results 2/28/92 to 12/31/23



Source: eVestment. Data as of 12/31/23. Inception date is 2/29/1992. Returns are cumulative and calculated monthly. The investment results shown are net of advisory fees and expenses and reflect the reinvestment of dividends and any other earnings. The investment results are those of the Select Growth Tax Exempt Institutional Equity Composite. Net of fee performance was calculated using Select Growth Tax Exempt Institutional Equity Composite's actual fees and performance fees if applicable. Past performance is not indicative of future results. GIPS Reports found [here](#).

irrational selling that characterized the third quarter, only to experience strong rebounds in the fourth quarter. In each case, the market reacted harshly to news that we viewed as overly punitive and ultimately incorrect or incomplete.

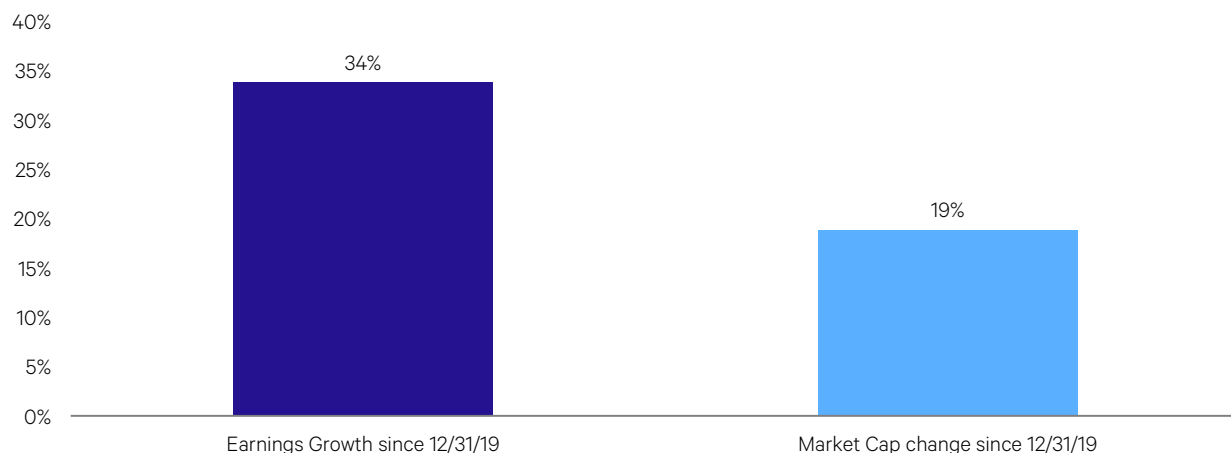
Dexcom's rout was perhaps the most publicized as investors reacted to a fear that increasing adoption of a new class of drugs (GLP-1) used to reduce blood sugar and assist in weight loss would shrink the population of people with Type 2 diabetes who would use continuous glucose monitors (CGMs.) This fear, however, stood in contrast to our years of research. Our view was that increased GLP-1 adoption would not significantly reduce the number of people with Type 2 diabetes and could actually be a long-term positive for CGM growth, because GLP-1s and CGMs are more complementary than competitive. By the end of the year, Dexcom recovered as additional data confirmed our thesis, and the company posted strong business results marked by accelerating growth and record patient adds and cash flows. We continue to believe that CGM adoption is just in its early stages with a long runway for growth in the meaningfully underpenetrated diabetes population.

Markets jumped to similar negative conclusions about Block and Adyen, which sent their stocks drastically lower in the third quarter before recovering in the fourth. In the case of Block, markets battered the stock as an obsession over near-term cyclical headwinds spun into a narrative of structurally impaired growth, competitive moat, and profitability. Adyen faced similar pressure when investors interpreted an unexpected deterioration in U.S. volumes as a sign of broad-based commoditization rather than the temporary and isolated adjustment it ultimately proved to be. In both cases, the stocks reversed course in the fourth quarter after the companies reported strong results and gave multiyear growth and profitability guidance that exceeded expectations and helped dispel bearish forecasts of continued deterioration. Block provided investors with added visibility into the durability of its long-term investment case by sharing concrete insights about its finances, product traction, and go-to-market plans. Adyen also took strides to restore market confidence by committing to more frequent business updates and insights into its growth trajectory.

#### EXHIBIT 4

### WE BELIEVE EARNINGS GROWTH WILL LEAD MARKET CAP HIGHER OVER TIME

Sands Capital Flagship Public Equity Strategies as of 12/31/23



Sands Capital flagship public equity strategies include Select Growth, Global Growth, Emerging Markets Growth, Global Leaders, International Growth and Technology Innovators. Weighted-average earnings growth was measured using broker-reported actual numbers, local currency, with outliers capped at +/- 50 percent for statistical integrity. Weighted-average percent change in market capitalization reflects the change in market value of total shares outstanding for each company. All company level data sourced from FactSet.

**Shopify's** story spanned much of 2023. Heading into the year, sentiment was weak, as investors hyper-focused on consumer spending, the health of Shopify's merchant base, ongoing investments in logistics, and increasing competition from Amazon. Late in 2022, we conducted extensive research on Shopify and the direct-to-consumer ecommerce market more broadly. Based on discussions with more than 20 Shopify merchants, direct-to-consumer experts, digital advertisers, and fulfillment experts, we strengthened our conviction in Shopify's long-term potential and determined that the market concerns were largely overblown.

We concluded that the market was overlooking the increasing strength in Shopify's core business, including accelerating share gains in the enterprise, a strong slate of new products, and the potential for significant margin expansion. Although we did not agree with Shopify's logistics investment, we did not think it was enough to derail our investment case and saw a self-help opportunity for management to better detail the magnitude and expected returns of the investment or to exit altogether. Many of our expectations materialized in 2023. Gross merchandise volume and revenue growth accelerated, and operating margins improved over the course of 2023, translating to attractive results.

We are well aware that not all of our investments experienced these kinds of significant selloffs or rebounds. But we highlight the above businesses to illustrate how indiscriminate markets can be once panic sets in and how critical patience and conviction are in riding out these waves. As an active manager, we are encouraged that after the passage of time, the markets refocused, and in each of these cases our views on the fundamental health of the businesses and their increasing competitiveness were validated.

As we look five to 10 years into the future, what matters most is that many of our investment cases have been significantly enhanced and that the secular trends supporting them are immutable. Being able to maintain a patient long-term approach gave us the opportunity to own these businesses throughout the challenging environment and going

forward we expect we will reap the benefits to varying degrees of our unwavering conviction.

These are businesses that are creating or benefiting from technological advances, such as artificial intelligence (AI) and cloud computing. These are companies that enable better, faster, and cheaper access to commerce, financial services, and healthcare. Historically, these types of leading businesses have created the most value for shareholders, and we have no reason to believe that this has changed.

## **Investing in Our Future**

As in past downturns, we have continued to invest in our people, processes, systems, and infrastructure to ensure that we will be able to address the opportunities and challenges of the future.

- This year, we added 14 professionals across the firm, to support the growth and complexity of our business, which span public and private markets and multiple geographies.
- Our research team visited more than 30 countries and more than 1,000 companies as analysts and portfolios managers evaluated existing portfolio businesses and prospected for new ones. We have always believed that on-the-ground research is invaluable in fostering our understanding of the unique aspects of economies, societies, and institutions, as well as the market opportunities for individual businesses.
- We hired a full-time director of AI solutions, who worked with us for five years as a consultant. He has formed a team to address how artificial intelligence is affecting investment opportunities. The team will also determine how we can use AI to more productively run our own business. We are happy to share our learnings with you.



## Active Management Still Works

As we head into 2024 there is much to be concerned about in the world. This has been true for our entire careers. Unfortunately, it will likely always be true. One thing that has changed is that many of the businesses we own are much more reasonably priced than they were a few years ago. Furthermore, they are significantly more profitable, are self-sustaining, and continue to innovate and grow.

After one of the most challenging times ever for active management, we continue to believe active, concentrated investors, doing deep proprietary research are advantaged and should perform well.

We recognize that expectations are high for our portfolio companies. They have their work cut out to rise to those challenges. They must continue to adapt and evolve. We will continue to evaluate them with rigor and passion to determine that they are fundamentally strong, resilient in the face of the fast-changing environment, and that they maintain valuations that are attractive relative to their long-term growth prospects.

We know our businesses have to deliver and won't be rewarded for promises. We are up for the challenge and appreciate the confidence and patience it takes to allow this to play out.

I am confident that together we will continue to identify and own the next generation of wealth creating businesses for our clients.

Finally, as every year, I want to thank you for your partnership and for standing by us and supporting our style of investment during such a challenging time. We have much to be optimistic about and hopeful for.

Sincerely,



**Frank M. Sands, CFA**

Chief Investment Officer and Chief Executive Officer

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The businesses referenced in this article: Adyen, Block, Dexcom, and Shopify represent examples of portfolio companies that experienced some of the most extensive draw downs in the third quarter and recoveries in the fourth. We are showcasing these examples to illustrate the extreme volatility that typified the period, and which was not always driven by any "rational" or fundamental trigger for a selloff, such as an earnings warning or similar negative news event for the individual company.

As of December 31, 2023, Adyen, Dexcom, Block and Shopify were holdings in Sands Capital strategies.

References to "we," "us," "our," and "Sands Capital" refer collectively to Sands Capital Management, LLC, which provides investment advisory services with respect to Sands Capital's public market investment strategies, and Sands Capital Ventures, LLC, which provides investment advisory services with respect to Sands Capital's private market investment strategies, which are available only to qualified investors. As the context requires, the term "Sands Capital" may refer to such entities individually or collectively. As of October 1, 2021, the firm was redefined to be the combination of Sands Capital Management, LLC and Sands Capital Ventures, LLC. Both firms are registered investment advisers with the U. S. Securities and Exchange Commission in accordance with the Investment Advisers Act of 1940. The two registered investment advisers are combined to be one firm and are doing business as Sands Capital. Sands Capital operates as a distinct business organization, retains discretion over the assets between the two registered investment advisers, and has autonomy over the total investment decision-making process.

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# Contribution Analysis

## CONTRIBUTION ANALYSIS (NET %)

### Top Absolute Contributors

#### Quarter to Date

| Company Name | Average Weight | Return | Contribution |
|--------------|----------------|--------|--------------|
| Adyen        | 4.7            | 72.2   | 3.0          |
| Lasertec     | 3.8            | 69.1   | 2.2          |
| ASML Holding | 6.7            | 28.6   | 1.9          |
| MercadoLibre | 6.3            | 23.7   | 1.6          |
| Shopify      | 3.5            | 42.5   | 1.5          |

#### Trailing 1 Year

| Company Name | Average Weight | Return | Contribution |
|--------------|----------------|--------|--------------|
| Shopify      | 3.7            | 123.2  | 3.7          |
| MercadoLibre | 5.5            | 84.5   | 3.5          |
| ASML Holding | 6.6            | 38.5   | 2.7          |
| VAT Group    | 3.3            | 85.5   | 2.2          |
| Lasertec     | 2.5            | 65.7   | 2.2          |

#### Trailing 3 Year

| Company Name | Average Weight | Return | Contribution |
|--------------|----------------|--------|--------------|
| ASML Holding | 5.9            | 56.8   | 2.7          |
| VAT Group    | 2.8            | 109.9  | 2.2          |
| Lasertec     | 0.8            | 64.8   | 2.2          |
| MercadoLibre | 4.0            | -8.3   | 1.2          |
| Dino Polska  | 0.8            | 47.6   | 0.9          |

#### Trailing 5 Year

| Company Name | Average Weight | Return | Contribution |
|--------------|----------------|--------|--------------|
| Shopify      | 4.3            | 454.6  | 11.6         |
| ASML Holding | 5.3            | 400.2  | 9.0          |
| MercadoLibre | 3.6            | 428.5  | 7.2          |
| Sea          | 3.4            | 10.4   | 6.0          |
| VAT Group    | 2.7            | 534.2  | 5.7          |

### Bottom Absolute Detractors

| Company Name    | Average Weight | Return | Contribution |
|-----------------|----------------|--------|--------------|
| Aptiv           | 2.0            | -10.2  | -0.7         |
| Stevanato Group | 3.3            | -8.5   | -0.4         |
| Genmab          | 2.7            | -10.6  | -0.4         |
| Lonza           | 2.2            | -10.0  | -0.4         |
| Bajaj Finance   | 3.9            | -6.7   | -0.4         |

| Company Name             | Average Weight | Return | Contribution |
|--------------------------|----------------|--------|--------------|
| Nihon M&A Center         | 1.6            | -63.8  | -2.0         |
| M3                       | 1.9            | -39.8  | -1.1         |
| Genmab                   | 3.1            | -25.5  | -1.1         |
| MonotaRO                 | 1.6            | -22.9  | -0.8         |
| Sartorius Stedim Biotech | 2.7            | -18.9  | -0.8         |

| Company Name     | Average Weight | Return | Contribution |
|------------------|----------------|--------|--------------|
| Nihon M&A Center | 2.2            | -88.1  | -4.2         |
| Sea              | 3.4            | -81.8  | -4.0         |
| Zalando          | 2.8            | -80.8  | -3.4         |
| M3               | 1.5            | -72.3  | -2.8         |
| Tencent          | 1.7            | -59.9  | -2.5         |

| Company Name             | Average Weight | Return | Contribution |
|--------------------------|----------------|--------|--------------|
| M3                       | 0.9            | -78.3  | -2.9         |
| Auto1                    | 0.4            | -91.2  | -2.3         |
| DocMorris                | 0.4            | -92.9  | -2.2         |
| Sartorius Stedim Biotech | 1.2            | -57.4  | -1.7         |
| Yandex                   | 0.1            | -78.4  | -1.5         |

All values are those of the International Growth Equity Composite. The companies identified above represent a subset of current holdings in the International Growth portfolio and were selected based on the performance measures presented. With the exception of IPOs where actual transacted prices are used, contributions are calculated in FactSet Portfolio Analysis using FactSet end of day prices, and do not reflect actual purchase prices. This can affect the presentation of contribution and performance of transactions amid heightened volatility. Security return and contribution are net of advisory fees and expenses and reflect the reinvestment of dividends and any other earnings. Attribution generated returns will not match actual performance because FactSet uses different exchange rate sources, the performance does not capture intra-day trading, and the analysis removes the impact of cash flows. Relative Return calculations do not incorporate risk or volatility impacts and should not be exclusively relied upon. To receive a description of the calculation methodology for the attribution analysis and a complete list detailing each holding's attribution please contact a member of the Client Relations Team at 703-562-4000. GIPS Reports found [here](#). Past performance is not indicative of future results. This communication is for informational purposes only and does not constitute an offer, invitation, or recommendation to buy, sell, subscribe for, or issue any securities. The material is based on information that we consider correct, and any estimates, opinions, conclusions, or recommendations contained in this communication are reasonably held or made at the time of compilation. However, no warranty is made as to the accuracy or reliability of any estimates, opinions, conclusions, or recommendations. It should not be construed as investment, legal, or tax advice and may not be reproduced or distributed to any person.

## 4Q23 CONTRIBUTOR

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**Adyen** shares traded higher after reported results and management commentary calmed fears about growing competition and provided visibility into the company's growth and margin trajectory.

For context, shares fell sharply in August after the business reported first-half 2023 results that included an unexpectedly sharp deceleration in volumes—largely driven by heightened competitive intensity in the United States—and margin compression driven by the company's sizable hiring cycle. At the time, we viewed the market reaction as excessive and did not believe that the company's growth or profitability was impaired.

Adyen's third-quarter results demonstrated healthy acceleration versus the second-quarter growth implied in August's earnings announcement. Forward guidance called for continued multiyear sales growth acceleration and generally accepted accounting principles (GAAP) operating margin expansion from the low 40 percent range to at least the low 50 percent range by 2026. Management was responsive to investor feedback, offering timebound guidance, a commitment to quarterly business updates, and enhanced disclosures to help the market understand the company's growth trajectory.

The United States—where competitive fears were concentrated—was one of Adyen's fastest-growing regions and was a clear source of market share gains. Within the U.S. online segment, the most competitive area, certain peers began to withdraw from what we viewed as unsustainable and unprofitable growth. As competitors increasingly rationalize operations, we expect Adyen's competitive position to strengthen. This position is supported by deepening partnerships with companies such as Bill.com, Plaid, and Shopify.

## TRAILING 1 YEAR CONTRIBUTOR

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Shares of **ASML Holding** rose along with other semiconductor-related businesses due to expanding expected use cases for artificial intelligence (AI).

As AI continues to evolve, we know the need for faster and more efficient chips will only grow. We see the potential for significant ramifications across multiple semiconductor end-markets, including smartphones, PCs, and purpose-built AI chips. In turn, all these applications will likely drive increased computing power that requires newer and more complex processing nodes. This places ASML at a focal point to enable AI adoption because it is the monopolistic supplier of extreme ultraviolet lithography (EUV) machinery. This machinery is required to produce leading-edge chips. Looking ahead, each new generation of chips is expected to require approximately 20 percent more EUV processes, further ingraining ASML into the future of computing. We believe that, by 2030, three new logic nodes will be in production, which, compounded, should increase the associated capital intensity by at least 60 percent, more than doubling ASML's revenues.

## 4Q23 DETRACTOR

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Shares of **Lonza** fell following the unexpected departure of its CEO as well as cuts to medium-term sales growth guidance. While the guidance cuts driven by the announced loss of two large customers were disappointing, importantly, similar issues are being felt industrywide.

Following the end of the COVID-19 public health emergency, contract drug manufacturers continue to grapple with the rapid drop in manufacturing demand. While this has been painful in the short term, we continue to believe that Lonza is best positioned as the industry leader with the most complete technology, scale, and geographic footprint. Looking ahead, we believe this should create a wide competitive moat for the business over the long term as customers from small biotechnology businesses to large pharmaceutical companies demand an established drug manufacturer that can meet their diverse needs. We expect Lonza to deliver nearly 20 percent earnings growth over the next five years.

## TRAILING 1 YEAR DETRACTOR

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The bioprocess destocking cycle following the end of the COVID-19 public health emergency has been deeper and more prolonged than expected, putting pressure on **Sartorius** shares over the last year. However, we are starting to see signs of a recovery.

Sartorius reported improving order numbers in the third quarter as customers reported that they were finally reaching their target inventory levels. We see this as a positive sign for Sartorius and the industry more broadly. Moreover, pharmaceutical end market activity generally remains healthy. The Food and Drug Administration approved 50% more novel drugs in 2023 than in 2022, and biologic pipelines have generally continued to expand. As customer caution abates following the whipsaw of bioprocess demand following the end of the COVID-19 public health emergency, we expect order growth to improve. This should drive sustained revenue recovery in the coming years. Looking forward, we believe Sartorius will emerge as a primary beneficiary of this recovery because of its deep portfolio and focus on higher-growth single-use technologies, allowing it to outgrow the industry.

# Purchases & Sales

## PURCHASES

### IMCD

#### Industrials

**IMCD** is the world's largest distributor of specialty chemical formulations. The company sells more than 50,000 compounds—from mucoadhesives for nasal sprays to stainproof coatings for sneakers—to over 60,000 customers globally. IMCD assists clients by developing customized formulations, securing supply from manufacturers, mixing chemical inputs into a finished product, handling distribution, and ensuring ongoing customer support via a network of 70 research and development labs across more than 50 countries. IMCD is the market-share leader—at merely 3 percent—within the highly fragmented \$125 billion specialty chemical industry. Beyond organic sales growth underpinned by continued secular demand for specialty chemicals, industry consolidation is another tenet of our investment case. IMCD has completed over 80 acquisitions since 1995, and we expect its continued consolidation of the industry to be a key growth driver. Over the next decade, we expect IMCD's earnings growth to outpace sales growth, with margin expansion driven by cross-selling into newly acquired franchises, growth-led operating leverage, and the increased sale of higher-margin bespoke formulations.

## SALES

### Aptiv

#### Consumer Discretionary

We sold **Aptiv**, given what we view as a deterioration in earnings visibility. While we continue to have high conviction in the secular changes underpinning the business, we believe that Aptiv's operating environment is too cyclical to make it one of the 30 to 50 best growth businesses in the world.

Our case for owning Aptiv was based on 1) its status as a leading supplier to legacy car manufacturers in the shift to electric and software-rich vehicles, 2) a growing addressable market, and 3) a clear path, in our view, to higher profitability over time.

We maintain conviction in each of these beliefs but now recognize that Aptiv is in less control of its destiny as a business than we originally appreciated. The business has delivered on its "growth over market" metric, but market-level growth has been susceptible to swings in consumer spending, supply chain constraints, electric vehicle adoption trends, and commodity pricing. There are also several risks relating to China, which accounts for nearly one-third of Aptiv's revenue.

### Nihon M&A Center

#### Industrials

**Nihon M&A Center** (NMA) is no longer a strong fit with our criteria. NMA is a leading Japanese broker network for mergers and acquisitions (M&A) among small and medium-sized enterprises (SMEs). The combination of the pandemic and the late 2021 revenue recognition scandal impaired our investment case in three distinct ways:

1. The pandemic led some of NMA's partners (i.e., local banks and accountancies that introduce NMA to small businesses looking to engage in corporate actions) to bypass NMA and structure merger and acquisition activity themselves.
2. The revenue recognition scandal led many partners to diversify away from NMA, which for many was their sole M&A broker, given its proprietary nationwide network of SME buyers and sellers.
3. New competitors took advantage of NMA's weakened position in the wake of the scandal to win market share. Competitors have also poached some of NMA's top talent.

These factors give us little confidence in NMA's leadership position, competitive advantage, governance, and ultimately, ability to sustain above-average revenue growth for five or more years.



## CARBON EXPOSURE - REPORTED DECEMEBR 31, 2023

|                      | Carbon Footprint   |                        |                  |                                   |                                    |
|----------------------|--------------------|------------------------|------------------|-----------------------------------|------------------------------------|
|                      | CARBON EMISSIONS   | TOTAL CARBON EMISSIONS | CARBON INTENSITY | WEIGHTED AVERAGE CARBON INTENSITY | CARBON EMISSIONS DATA AVAILABILITY |
| International Growth | 3.6                | 3,587                  | 21.0             | 21.7                              | 97%                                |
| MSCI ACWI ex-USA     | 154.4              | 154,396                | 211.9            | 173.2                             | 100%                               |
|                      | tCO2e/\$M Invested | tCO2e                  | tCO2e/\$M Sales  |                                   | Market Value                       |

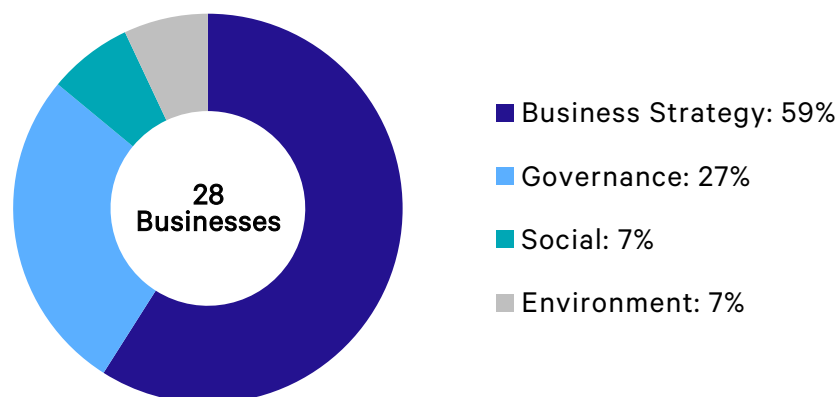
Carbon Intensity allows comparison of emissions across companies of different sizes and in different industries. At a business level, MSCI ESG Research calculates Carbon Intensity as Scope 1 & 2 carbon emissions per dollar of sales. The portfolio-level Weighted Average Carbon Intensity is the sum product of the business weights and their intensities.

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## VOTING ACTIVITY - TRAILING 12 MONTHS ENDING DECEMBER 31, 2023

| VOTES                       | BUSINESSES | RESOLUTIONS | %           |
|-----------------------------|------------|-------------|-------------|
| Cast in Favor of Management | 26         | 447         | 97%         |
| Cast Against Management     | 6          | 10          | 2%          |
| Abstentions                 | 2          | 2           | 1%          |
|                             |            | <b>459</b>  | <b>100%</b> |

## ENGAGEMENT ACTIVITY - TRAILING 12 MONTHS ENDING DECEMBER 31, 2023



## TOPICS ADDRESSED

### Governance

Board structure or composition  
ESG strategy and oversight  
Management accountability  
Capital structure  
Executive compensation  
Increasing transparency and disclosure  
Regulation  
Shareholder protections and rights  
Audit and accounting  
Related-party transactions

### Social

Human capital management  
Data security and privacy  
Health and safety  
Regulation  
Diversity and inclusion  
Product safety and impact  
Human rights  
Labor rights

### Environmental

Environmental policy and strategy  
Energy use and efficiency  
GHG emissions or climate change strategy  
Regulation  
Materials use and sourcing  
Pollution and waste management  
Water use and efficiency

We may refrain from voting when issues arise that cause us to determine that voting proxies is not in the best interest of our clients or that it is not reasonably possible to determine whether voting proxies will be in the best interests of clients. Additionally, we do not vote in certain countries that require "share blocking," due to the possible liquidity constraints that could result in the cost of voting outweighing the benefit to the client. Shares out on loan also may not be voted.

Sands Capital regularly engages with the management teams and, if appropriate, board members of portfolio businesses to better understand each business's long-term strategic vision and management of risks and opportunities, including those pertaining to environmental, social, and governance (ESG) matters. More information is available in the Sands Capital Engagement Policy at <https://sandscapital.com/media/Sands-Capital-Engagement-Policy-Statement.pdf>.

## Dino Polska



**Business:** Dino Polska is a leading Polish supermarket chain.

**Key issues:** Environmental policy and strategy; energy use and efficiency.

Dino Polska is the third-largest food retailer in Poland by market share, and it sets itself apart by its rural store footprint, vertical integration, and focus on fresh and locally sourced food. We expect Dino to benefit from the continued consolidation and formalization of Poland's retail food industry. Given the company's physical store presence and distribution of meat, which is a carbon-intensive product, we believe it is important to keep abreast of Dino's environmental strategy. Historically, we have engaged with management on this topic and more recently met with the company's head of investor relations. During this meeting, we discovered the company has plans to implement a change we requested.

Dino's vertically integrated business model has enabled the business to scale to 2,000 stores across rural Poland while maintaining a consistent customer experience and product quality. While customer welfare and product quality and safety are material components of Dino's business, its large physical store presence makes it important that Dino act to mitigate its carbon footprint.

During our due diligence meeting with Dino, we had an opportunity to visit a local store and a distribution center. We learned that clean energy is a key component of its environmental strategy. More than 80 percent of stores have rooftop solar panels, and over one-third of the distribution centers have solar panels. Furthermore, during the summer months, some of Dino's stores have all their electricity demand met by solar installations. In addition to its efforts in renewable energy, the company focuses on reducing waste to offset its overall environmental impact. Dino partners with its suppliers to employ multiuse packaging for select produce to minimize the amount of waste generated from disposable bulk packaging. The company has also begun testing the use of electronic labels in its attempt to mitigate its environmental footprint by shrinking waste.

During this meeting, we also reengaged Dino on disclosing some of the company's environmental policies. In light of the European Union's Corporate Sustainability Reporting Directive regulations to which the company will be subject, we believe it is imperative that the company improve its environmental disclosures. We previously advocated for Dino to be more transparent on this topic and decided to reinstate this conversation with the company. The representatives from Dino agreed with our assessment. The company indicated that it plans to provide more transparency into its environmental impact and sustainability practices around store construction and food packaging and transportation in 2024. Dino previously established a team to monitor its environmental impacts and climate risks. We anticipate this group will be instrumental in the company's efforts to satisfy our request and the company's regulatory requirements more broadly.

We appreciate Dino's willingness to incorporate our feedback on the level of disclosures it will provide moving forward. On the whole, we believe that Dino has thoughtfully developed an environmental strategy, as demonstrated by the company's focus on using solar energy and reducing waste. We plan to continue engagements with the company regarding its environmental policy and strategy.

This report is an example of the type of fundamental research Sands Capital conducts and, as such, contains the opinions and comments of Sands Capital at points in time. Additional or subsequent information may cause Sands Capital's views to change. This report is not a complete analysis of all material facts and therefore is not a sufficient basis alone on which to base an investment decision. This material may include summaries and references to research notes, emails, conference calls, and meetings, and there is no guarantee or representation that this information is complete, current, or accurate. The information contained herein has been prepared from sources believed reliable but is not guaranteed by us as to its timeliness or accuracy and is not a complete summary or statement of all available data. This report is for informational purposes only. This report represents proxy proposals reviewed by Sands Capital ("Sands Capital" or "the Firm"). Per Sands Capital's Proxy Voting Policy, there may be situations in which the Firm may abstain from voting a particular proxy or proposal. Please refer to Sands Capital's Proxy Voting Policy located at [Stewardship - Sands Capital](#) for additional information. All proxy proposal decisions listed are the opinion of Sands Capital and are not intended as a forecast, a guarantee of future results, investment recommendation, or an offer to buy or sell any securities.

## Select Growth Tax Exempt Institutional Equity Composite (TEIEC) GIPS Report

| YEAR<br>END | NUM OF<br>ACCTS | END OF<br>PERIOD AUM<br>(USD \$M) | TEIEC          |                  |                                  | R1000G |                         | NON-FEE<br>PAYING % OF<br>COMPOSITE | ASSET WGT'D<br>STD. DEV.<br>(GROSS) | FIRMS TOTAL<br>ASSETS<br>(USD \$M) |
|-------------|-----------------|-----------------------------------|----------------|------------------|----------------------------------|--------|-------------------------|-------------------------------------|-------------------------------------|------------------------------------|
|             |                 |                                   | NET<br>RETURNS | GROSS<br>RETURNS | ANN. 3 YR.<br>STD. DEV.<br>(NET) | R1000G | ANN. 3 YR.<br>STD. DEV. |                                     |                                     |                                    |
| 2022        | 88              | \$6,625.17                        | -49.14         | -48.88           | 28.26                            | -29.14 | 23.47                   | 0.00                                | 0.19                                | \$40,707.08                        |
| 2021        | 78              | \$10,733.38                       | 4.89           | 5.36             | 20.99                            | 27.60  | 18.17                   | 0.00                                | 0.23                                | \$75,340.29                        |
| 2020        | 82              | \$12,888.65                       | 71.42          | 72.15            | 22.42                            | 38.49  | 19.64                   | 0.00                                | 0.71                                | \$68,621.83                        |
| 2019        | 84              | \$10,063.97                       | 33.34          | 33.91            | 17.22                            | 36.39  | 13.07                   | 0.00                                | 0.15                                | \$44,636.85                        |
| 2018        | 90              | \$9,140.97                        | 6.77           | 7.27             | 17.03                            | -1.51  | 12.13                   | 0.00                                | 0.19                                | \$35,387.67                        |
| 2017        | 102             | \$11,646.37                       | 35.15          | 35.74            | 15.07                            | 30.21  | 10.54                   | 0.00                                | 0.48                                | \$41,331.26                        |
| 2016        | 115             | \$10,192.82                       | -7.13          | -6.70            | 15.58                            | 7.08   | 11.15                   | 0.00                                | 0.18                                | \$34,914.29                        |
| 2015        | 146             | \$14,686.78                       | 2.92           | 3.40             | 14.56                            | 5.67   | 10.70                   | 0.00                                | 0.50                                | \$44,192.42                        |
| 2014        | 155             | \$17,737.17                       | 8.95           | 9.63             | 14.51                            | 13.05  | 9.59                    | 0.00                                | 0.18                                | \$47,659.83                        |
| 2013        | 155             | \$16,244.61                       | 42.19          | 42.95            | 15.55                            | 33.48  | 12.18                   | 0.00                                | 0.17                                | \$42,067.92                        |

### Net Returns

| As of 12/31/2023 | QTD  | 1 Year | 3 Years | 5 Years | 10 Years | Since Inception<br>(2/29/1992) |
|------------------|------|--------|---------|---------|----------|--------------------------------|
| TEIEC            | 22.7 | 52.0   | -6.7    | 13.1    | 10.8     | 11.9                           |
| R1000G           | 14.2 | 42.7   | 8.9     | 19.5    | 14.9     | 10.3                           |

Effective 5/31/2022, the name of the composite changed from Tax Exempt Institutional Equity Composite to Select Growth Tax Exempt Institutional Equity Composite. As of October 1, 2021, the firm was redefined to be the combination of Sands Capital Management, LLC and Sands Capital Ventures, LLC. Both firms are registered investment advisers with the U.S. Securities and Exchange Commission in accordance with the Investment Advisers Act of 1940, as amended. The two registered investment advisers are combined to be one firm for GIPS purposes and are doing business as Sands Capital. Sands Capital operates as a distinct business organization, retains discretion over the assets between the two registered investment advisers, and has autonomy over the total investment decision making process. Prior to October 1, 2021, the firm was defined as: Sands Capital Management, LLC, is an independent registered investment adviser. Sands Capital claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS® standards. Sands Capital has been independently verified for the periods February 7, 1992 through 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 Select Growth Tax-Exempt Institutional Equity Composite ("TEIEC") has had a performance examination for the periods February 29, 1992 through December 31, 2022. The verification and performance examination reports are available upon request. The TEIEC contains all fee and non-fee paying, tax-exempt institutional accounts managed in the Select Growth strategy. The Select Growth strategy is a concentrated portfolio that normally consists of the equity securities of 25 to 30 primarily large and mid-capitalization growth businesses. Portfolio companies are primarily domiciled in the U.S. but may also include ADRs and the equity securities of foreign issuers in other developed and emerging markets that are listed on U.S. exchanges. The strategy may experience losses as it is subject to equity securities risk, market and issuer risk, selection risk, growth style risk, concentration risk, and other economic risks that may influence the returns of this strategy. The benchmark for the TEIEC is the Russell 1000 Growth Index ("R1000G"). The R1000G measures the performance of those Russell 1000 companies with higher price-to-book ratios and higher forecasted growth values. The TEIEC holds securities that are not included in the R1000G, and Sands Capital may invest in securities not covered by the index. The minimum account size for this composite is \$3 million. The annual composite dispersion presented is an asset-weighted standard deviation calculated of performance dispersion for accounts in the composite for the entire year, using beginning of period values. Gross and net performance includes the reinvestment of all income and is presented net of expenses, interest income, and capital gains. For periods prior to 2013, gross returns are shown as supplemental information and are stated gross of all fees and transaction costs for bundled fee accounts; net returns are reduced by all fees and transaction costs incurred. Net returns presented are calculated using actual fees and performance fees if applicable. Bundled fee accounts pay a fee based on a percentage of assets under management. Other than brokerage commissions this fee may have included portfolio monitoring, consulting services, and in some cases, custodial services. As of January 1, 2013, bundled fee accounts are no longer included in the TEIEC and in 2012, bundled fee account assets represented 0.9% percent of the composite. The U.S. Dollar is the currency used to express performance. Policies for valuing investments, calculating performance, and preparing GIPS Reports are available upon request. A list of composite descriptions, pooled fund descriptions for limited distribution pooled funds, and broad distribution funds is available upon request. Past performance is not indicative of future results. The investment management fee schedule for separate accounts is 0.75% on the first \$50 million of assets under management and 0.50% on assets under management greater than \$50 million. Accounts may also pay a performance-based fee that consists of a base fee plus a percentage of the annualized excess return versus the benchmark. Additional information regarding performance fees is available upon request. Actual investment advisory fees incurred by clients may vary which will result in performance that may be higher or lower. The TEIEC was created on February 29, 1992 and the inception date for performance is February 29, 1992. Russell 1000® Growth Index is a trademark of the Frank Russell Company. 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.



## Global Growth Equity Composite (GSEC) GIPS Report

| YEAR<br>END | NUM OF<br>ACCTS | END OF<br>PERIOD AUM<br>(USD \$M) | GSEC           |                  |                                  | MSCI ACWI |                         | NON-FEE<br>PAYING % OF<br>COMPOSITE | ASSET WGT'D<br>STD. DEV.<br>(GROSS) | FIRMS TOTAL<br>ASSETS<br>(USD \$M) |
|-------------|-----------------|-----------------------------------|----------------|------------------|----------------------------------|-----------|-------------------------|-------------------------------------|-------------------------------------|------------------------------------|
|             |                 |                                   | NET<br>RETURNS | GROSS<br>RETURNS | ANN. 3 YR.<br>STD. DEV.<br>(NET) | MSCI ACWI | ANN. 3 YR.<br>STD. DEV. |                                     |                                     |                                    |
| 2022        | 22              | \$12,198.63                       | -43.63         | -43.13           | 26.71                            | -18.36    | 19.86                   | 0.00                                | 0.27                                | \$40,707.08                        |
| 2021        | 22              | \$24,989.26                       | 10.22          | 11.17            | 18.47                            | 18.54     | 16.84                   | 0.00                                | 0.22                                | \$75,340.29                        |
| 2020        | 18              | \$18,329.54                       | 49.57          | 50.81            | 19.87                            | 16.26     | 18.13                   | 0.00                                | 0.43                                | \$68,621.83                        |
| 2019        | 18              | \$12,690.57                       | 30.65          | 31.72            | 14.24                            | 26.60     | 11.22                   | 0.00                                | 0.41                                | \$44,636.85                        |
| 2018        | 15              | \$9,713.59                        | -2.85          | -2.03            | 14.93                            | -9.42     | 10.48                   | 0.00                                | 0.14                                | \$35,387.67                        |
| 2017        | 14              | \$10,812.64                       | 38.88          | 40.01            | 13.85                            | 23.97     | 10.36                   | 0.00                                | 0.20                                | \$41,331.26                        |
| 2016        | 21              | \$9,019.25                        | 0.54           | 1.41             | 14.56                            | 7.86      | 11.06                   | 0.00                                | 0.12                                | \$34,914.29                        |
| 2015        | 18              | \$9,129.68                        | 0.40           | 1.27             | 13.92                            | -2.36     | 10.79                   | 0.00                                | 0.18                                | \$44,192.42                        |
| 2014        | 19              | \$9,285.34                        | 5.37           | 6.26             | 13.72                            | 4.16      | 10.50                   | 0.00                                | 0.25                                | \$47,659.83                        |
| 2013        | 18              | \$7,531.91                        | 27.89          | 28.97            | 16.28                            | 22.80     | 13.94                   | 0.00                                | 0.25                                | \$42,067.92                        |

### Net Returns

| As of 12/31/2023 | QTD  | 1 Year | 3 Years | 5 Years | 10 Years | Since Inception<br>(12/31/2008) |
|------------------|------|--------|---------|---------|----------|---------------------------------|
| GSEC             | 20.1 | 32.4   | -6.3    | 10.0    | 8.7      | 15.1                            |
| MSCI ACWI        | 11   | 22.2   | 5.7     | 11.7    | 7.9      | 10.2                            |

As of October 1, 2021, the firm was redefined to be the combination of Sands Capital Management, LLC and Sands Capital Ventures, LLC. Both firms are registered investment advisers with the U.S. Securities and Exchange Commission in accordance with the Investment Advisers Act of 1940, as amended. The two registered investment advisers are combined to be one firm for GIPS purposes and are doing business as Sands Capital. Sands Capital operates as a distinct business organization, retains discretion over the assets between the two registered investment advisers, and has autonomy over the total investment decision making process. Prior to October 1, 2021, the firm was defined as Sands Capital Management, LLC, an independent registered investment adviser. Sands Capital claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS standards. Sands Capital has been independently verified for the periods February 7, 1992 through 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 Global Growth Equity Composite ("GSEC") has had a performance examination for the periods December 31, 2008 through December 31, 2022. The verification and performance examination reports are available upon request. The GSEC reflects information from all fee paying and non-fee paying accounts managed in the Global Growth strategy. The Global Growth strategy is a concentrated portfolio that normally consists of the equity securities of 30 to 50 primarily large and mid- capitalization growth businesses. Portfolio companies are domiciled in both developed and emerging markets. The portfolio may invest a significant percentage of its assets in U.S. listed securities, ADRs, and foreign securities traded on foreign exchanges, and may include the use of derivative access products including Low Exercise Price Warrants ("LEPWs") and Participation Notes ("P-Notes") to gain exposure to certain foreign markets where direct investment is restricted or not always practical or cost efficient. The strategy may experience losses as it is subject to equity securities risk, market and issuer risk, selection risk, growth style risk, concentration risk, currency exchange risk, foreign company risk, derivatives risk and other economic risks that may influence the returns of this strategy. The benchmark for the GSEC is the MSCI All Country World Index ("MSCI ACWI"). The MSCI ACWI is a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of developed and emerging markets. The GSEC holds securities not included in the MSCI ACWI and Sands Capital may invest in securities not covered by the index. The annual composite dispersion presented is an asset-weighted standard deviation calculated of performance dispersion for accounts in the composite for the entire year, using beginning of period values. The U.S. dollar is the currency used to express performance. Returns include the effect of foreign currency exchange rates. Gross and net performance includes the reinvestment of all income and is presented net of expenses, foreign withholding taxes on dividends, interest income, and capital gains. Withholding taxes may vary according to the investor's domicile. The benchmark return is net of the maximum withholding tax rate of the constituent company's country of incorporation applicable to institutional investors. Net of fee performance was calculated by reducing the monthly gross composite return by 1/12 of the annual model fee of 0.85%. Policies for valuing investments, calculating performance, and preparing GIPS Reports are available upon request. A list of composite descriptions, pooled fund descriptions for limited distribution pooled funds, and broad distribution funds is available upon request. Past performance is not indicative of future results. The investment management fee schedule for separate accounts is 0.85% on the first \$50 million, 0.65% on the next \$200 million and 0.55% on all assets above \$250 million. Accounts may also pay a performance-based fee that consists of a base fee plus a percentage of the annualized excess return versus the benchmark. Additional information regarding performance fees is available upon request. Actual investment advisory fees incurred by clients may vary which will result in performance that may be higher or lower. The GSEC was created on February 26, 2009 and the inception date for performance is December 31, 2008. MSCI is the source of all MSCI data presented. The MSCI information may only be used for your internal use, may not be reproduced or disseminated in any form and may not be used as a basis for or a component of any financial instruments or products or indices. None of the MSCI information is intended to constitute investment advice or a recommendation to make (or refrain from making) any kind of investment decision and may not be relied on as such. Historical data and analysis should not be taken as an indication or guarantee of any future performance analysis, forecast or prediction. 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## Emerging Markets Growth Composite (EMGC) GIPS Report

|             |                 |                                   | EMGC           |                  |                                  | MSCI EM |                         |                                     |                                     |                                    |
|-------------|-----------------|-----------------------------------|----------------|------------------|----------------------------------|---------|-------------------------|-------------------------------------|-------------------------------------|------------------------------------|
| YEAR<br>END | NUM OF<br>ACCTS | END OF<br>PERIOD AUM<br>(USD \$M) | NET<br>RETURNS | GROSS<br>RETURNS | ANN. 3 YR.<br>STD. DEV.<br>(NET) | MSCI EM | ANN. 3 YR.<br>STD. DEV. | NON-FEE<br>PAYING % OF<br>COMPOSITE | ASSET WGT'D<br>STD. DEV.<br>(GROSS) | FIRMS TOTAL<br>ASSETS<br>(USD \$M) |
| 2022        | 16              | \$6,626.47                        | -34.18         | -33.60           | 24.23                            | -20.09  | 20.26                   | 0.02                                | 0.23                                | \$40,707.08                        |
| 2021        | 23              | \$13,014.02                       | -9.01          | -8.23            | 21.42                            | -2.54   | 18.33                   | 0.02                                | 0.44                                | \$75,340.29                        |
| 2020        | 10              | \$6,521.97                        | 54.79          | 56.05            | 22.43                            | 18.31   | 19.60                   | 0.04                                | 0.17                                | \$68,621.83                        |
| 2019        | 8               | \$3,551.45                        | 28.20          | 29.39            | 14.85                            | 18.42   | 14.17                   | 0.05                                | 0.21                                | \$44,636.85                        |
| 2018        | 10              | \$2,432.63                        | -13.97         | -12.86           | 15.97                            | -14.57  | 14.60                   | 0.06                                | 0.30                                | \$35,387.67                        |
| 2017        | 9               | \$2,010.72                        | 39.12          | 40.82            | 14.51                            | 37.28   | 15.35                   | 0.08                                | 0.28                                | \$41,331.26                        |
| 2016        | 9               | \$1,114.66                        | 2.51           | 3.81             | 16.03                            | 11.19   | 16.07                   | 0.10                                | 0.24                                | \$34,914.29                        |
| 2015        | 8               | \$776.57                          | -8.90          | -7.76            | 15.43                            | -14.92  | 14.06                   | 0.14                                | 0.30                                | \$44,192.42                        |
| 2014        | <5              | \$444.88                          | 5.71           | 7.04             | — <sup>2</sup>                   | -2.19   | — <sup>2</sup>          | 0.34                                | n.m. <sup>1</sup>                   | \$47,659.83                        |
| 2013        | <5              | \$1.17                            | 12.64          | 14.02            | — <sup>2</sup>                   | -2.60   | — <sup>2</sup>          | 100.00                              | n.m. <sup>1</sup>                   | \$42,067.92                        |

### Net Returns

| As of 12/31/2023 | QTD | 1 Year | 3 Years | 5 Years | 10 Years | Since Inception<br>(12/31/2012) |
|------------------|-----|--------|---------|---------|----------|---------------------------------|
| EMGC             | 6.3 | 11.7   | -12.5   | 5.8     | 4.6      | 5.3                             |
| MSCI EM          | 7.9 | 9.8    | -5.1    | 3.7     | 2.7      | 2.2                             |

<sup>1</sup> n.m. – Not statistically meaningful, five or less accounts in the composite for the entire year. <sup>2</sup> The 3-year annualized standard deviation is not shown due to having less than 36 months of returns. As of October 1, 2021, the firm was redefined to be the combination of Sands Capital Management, LLC and Sands Capital Ventures, LLC. Both firms are registered investment advisers with the U.S. Securities and Exchange Commission in accordance with the Investment Advisers Act of 1940, as amended. The two registered investment advisers are combined to be one firm for GIPS purposes and are doing business as Sands Capital. Sands Capital operates as a distinct business organization, retains discretion over the assets between the two registered investment advisers, and has autonomy over the total investment decision making process. Prior to October 1, 2021, the firm was defined as Sands Capital Management, LLC, is an independent registered investment adviser. Sands Capital claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS® standards. Sands Capital has been independently verified for the periods February 7, 1992 through 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 Emerging Markets Growth Composite ("EMGC") has had a performance examination for the periods December 31, 2012 through December 31, 2022. The verification and performance examination reports are available upon request. The EMGC reflects information from all fee-paying and non-fee-paying accounts managed in the Emerging Markets Growth strategy. The Emerging Markets Growth strategy is a concentrated portfolio that normally consists of the equity securities of 30 to 50 primarily large and mid-capitalization growth businesses. Portfolio companies are domiciled, listed, or have significant exposure (e.g., substantial portion of revenues, profits, or productive assets) to emerging and frontier markets. The portfolio may invest in ADRs, foreign securities traded on foreign exchanges, and may include the use of derivative access products including Low Exercise Price Warrants ("LEPWs") and Participation Notes ("P-Notes") to gain exposure to certain foreign markets where direct investment is restricted or not always practical or cost efficient. The strategy may experience losses as it is subject to equity securities risk, market and issuer risk, selection risk, growth style risk, concentration risk, currency exchange risk, foreign company risk, derivatives risk and other economic risks that may influence the returns of this strategy. The benchmark for the EMGC is the MSCI Emerging Markets Index ("MSCI EM"). The MSCI EM is a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of emerging markets. The EMGC may hold securities not included in the MSCI EM and Sands Capital may invest in securities not covered by the index. The annual composite dispersion presented is an asset-weighted standard deviation calculated of performance dispersion for accounts in the composite for the entire year, using beginning of period values. The U.S. dollar is the currency used to express performance. Returns include the effect of foreign currency exchange rates. Gross and net performance includes the reinvestment of all income and is presented net of expenses, foreign withholding taxes on dividends, interest income, and capital gains. Withholding taxes may vary according to the investor's domicile. The benchmark return is net of the maximum withholding tax rate of the constituent company's country of incorporation applicable to institutional investors. Net of fee performance was calculated by reducing the monthly gross composite return by 1/12 of the highest applicable annual fee of 1.25% for the period from January 1, 2013 to March 31, 2019. Beginning on April 1, 2019, the highest applicable annual fee was lowered and net of fee returns were calculated by reducing the monthly gross composite return by 1/12 of the highest applicable annual fee of 0.85%. Policies for valuing investments, calculating performance, and preparing GIPS Reports are available upon request. A list of composite descriptions, pooled fund descriptions for limited distribution pooled funds, and broad distribution funds is available upon request. Past performance is not indicative of future results. The investment management fee schedule for separate accounts is 0.85% on the first \$50 million, 0.65% on the next \$200 million and 0.55% on all assets above \$250 million. The Sands Capital Emerging Markets Growth Master Fund LP, which is included in the composite, has an investment management fee schedule of 0.85% on all assets and the total expense ratio is 1.00%. Accounts may also pay a performance-based fee that consists of a base fee plus a percentage of the annualized excess return versus the benchmark. Additional information regarding performance fees is available upon request. Actual investment advisory fees incurred by clients may vary which will result in performance that may be higher or lower. The EMGC was created on May 28, 2013 and the inception date for performance is December 31, 2012. MSCI is the source of all MSCI data presented. The MSCI information may only be used for your internal use, may not be reproduced or disseminated in any form and may not be used as a basis for or a component of any financial instruments or products or indices. None of the MSCI information is intended to constitute investment advice or a recommendation to make (or refrain from making) any kind of investment decision and may not be relied on as such. Historical data and analysis should not be taken as an indication or guarantee of any future performance analysis, forecast or prediction. The MSCI information is provided on an "as is" basis and the user of this information assumes the entire risk of any use made of this information. 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## Global Leaders Equity Composite (GLEC) GIPS Report

| YEAR<br>END       | NUM OF<br>ACCTS | END OF<br>PERIOD AUM<br>(USD \$M) | GLEC           |                  | ANN. 3 YR.<br>STD. DEV.<br>(NET) | MSCI ACWI |                         | NON-FEE<br>PAYING % OF<br>COMPOSITE | ASSET WGT'D<br>STD. DEV.<br>(GROSS) | FIRMS TOTAL<br>ASSETS<br>(USD \$M) |
|-------------------|-----------------|-----------------------------------|----------------|------------------|----------------------------------|-----------|-------------------------|-------------------------------------|-------------------------------------|------------------------------------|
|                   |                 |                                   | NET<br>RETURNS | GROSS<br>RETURNS |                                  | MSCI ACWI | ANN. 3 YR.<br>STD. DEV. |                                     |                                     |                                    |
| 2022              | 9               | \$3,002.72                        | -29.28         | -28.66           | 22.70                            | -18.36    | 19.86                   | 0.09                                | 0.17                                | \$40,707.08                        |
| 2021              | 7               | \$3,378.02                        | 7.51           | 8.42             | 17.03                            | 18.54     | 16.84                   | 0.09                                | 0.08                                | \$75,340.29                        |
| 2020              | 7               | \$2,719.58                        | 26.75          | 27.80            | 17.66                            | 16.26     | 18.13                   | 0.10                                | 0.15                                | \$68,621.83                        |
| 2019              | 5               | \$1,361.96                        | 35.76          | 36.89            | — <sup>2</sup>                   | 26.60     | — <sup>2</sup>          | 0.16                                | n.m. <sup>1</sup>                   | \$44,636.85                        |
| 2018              | <5              | \$351.83                          | 2.04           | 2.90             | — <sup>2</sup>                   | -9.42     | — <sup>2</sup>          | 0.45                                | n.m. <sup>1</sup>                   | \$35,387.67                        |
| 2017 <sup>3</sup> | <5              | \$49.95                           | 21.30          | 22.04            | — <sup>2</sup>                   | 15.96     | — <sup>2</sup>          | 3.10                                | n.m. <sup>1</sup>                   | \$41,331.26                        |

### Net Returns

| As of 12/31/2023 | QTD  | 1 Year | 3 Years | 5 Years | Since Inception<br>(3/31/2017) |
|------------------|------|--------|---------|---------|--------------------------------|
| GLEC             | 13.5 | 20.7   | -2.8    | 9.6     | 10.4                           |
| MSCI ACWI        | 11   | 22.2   | 5.7     | 11.7    | 9.3                            |

<sup>1</sup> n.m. – Not statistically meaningful, five or less accounts in the composite for the entire year. <sup>2</sup> The 3-year annualized standard deviation is not shown due to the composite having less than 36 months of returns. <sup>3</sup> Annual performance results for 2017 reflect partial period performance. Returns are calculated from 3/31/17 to 12/31/17 for both the composite and the index. As of October 1, 2021, the firm was redefined to be the combination of Sands Capital Management, LLC and Sands Capital Ventures, LLC. Both firms are registered investment advisers with the U.S. Securities and Exchange Commission in accordance with the Investment Advisers Act of 1940, as amended. The two registered investment advisers are combined to be one firm for GIPS purposes and are doing business as Sands Capital. Sands Capital operates as a distinct business organization, retains discretion over the assets between the two registered investment advisers, and has autonomy over the total investment decision making process. Prior to October 1, 2021, the firm was defined as Sands Capital Management, LLC, is an independent registered investment adviser. Sands Capital claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS standards. Sands Capital has been independently verified for the periods February 7, 1992 through 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 Global Leaders Equity Composite ("GLEC") has had a performance examination for the periods March 31, 2017 through December 31, 2022. The verification and performance examination reports are available upon request. The GLEC reflects information from all fee paying and non-fee paying accounts managed in the Global Leaders strategy. The Global Leaders strategy is a concentrated portfolio that normally consists of the equity securities of 30 to 50 primarily large and mid-capitalization growth businesses. The strategy employs a portfolio construction approach that intends to balance growth and volatility and places additional emphasis on leadership and competitive advantage, as well as strong free cash flow generation and high return on invested capital. Portfolio companies are domiciled in both developed and emerging markets. The portfolio may invest a significant percentage of its assets in U.S. listed securities, ADRs, and foreign securities traded on foreign exchanges, and may include the use of derivative access products including Low Exercise Price Warrants ("LEPWs") and Participation Notes ("P-Notes") to gain exposure to certain foreign markets where direct investment is restricted or not always practical or cost efficient. The strategy may experience losses as it is subject to equity securities risk, market and issuer risk, selection risk, growth style risk, concentration risk, currency exchange risk, foreign company risk, derivatives risk and other economic risks that may influence the returns of this strategy. The benchmark for the GLEC is the MSCI All Country World Index ("MSCI ACWI"). The MSCI ACWI is a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of developed and emerging markets. The GLEC holds securities not included in the MSCI ACWI and Sands Capital may invest in securities not covered by the index. The annual composite dispersion presented is an asset-weighted standard deviation calculated of performance dispersion for accounts in the composite for the entire year, using beginning of period values. The U.S. dollar is the currency used to express performance. Returns include the effect of foreign currency exchange rates. Gross and net performance includes the reinvestment of all income and is presented net of expenses, foreign withholding taxes on dividends, interest income, and capital gains. Withholding taxes may vary according to the investor's domicile. The benchmark return is net of the maximum withholding tax rate of the constituent company's country of incorporation applicable to institutional investors. Net of fee performance was calculated by reducing the monthly gross composite return by 1/12 of the highest applicable annual fee of 0.85%. Policies for valuing investments, calculating performance, and preparing GIPS Reports are available upon request. A list of composite descriptions, pooled fund descriptions for limited distribution pooled funds, and broad distribution funds is available upon request. Past performance is not indicative of future results. The investment management fee schedule for separate accounts is 0.85% on the first \$50 million, 0.65% on the next \$200 million, and 0.55% on assets on all assets above \$250 million. Accounts may also pay a performance-based fee that consists of a base fee plus a percentage of the annualized excess return versus the benchmark. Additional information regarding performance fees is available upon request. Actual investment advisory fees incurred by clients may vary which will result in performance that may be higher or lower. The GLEC was created on March 8, 2017 and the inception date for performance is March 31, 2017. MSCI is the source of all MSCI data presented. The MSCI information may only be used for your internal use, may not be reproduced or disseminated in any form and may not be used as a basis for or a component of any financial instruments or products or indices. 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## International Growth Equity Composite (IGEC) GIPS Report

| YEAR<br>END       | NUM OF<br>ACCTS | END OF<br>PERIOD AUM<br>(USD \$M) | IGEC           |                  |                                  | MSCI ACWI ex USA    |                         | NON-FEE<br>PAYING % OF<br>COMPOSITE | ASSET WGT'D<br>STD. DEV.<br>(GROSS) | FIRMS TOTAL<br>ASSETS<br>(USD \$M) |
|-------------------|-----------------|-----------------------------------|----------------|------------------|----------------------------------|---------------------|-------------------------|-------------------------------------|-------------------------------------|------------------------------------|
|                   |                 |                                   | NET<br>RETURNS | GROSS<br>RETURNS | ANN. 3 YR.<br>STD. DEV.<br>(NET) | MSCI ACWI<br>ex USA | ANN. 3 YR.<br>STD. DEV. |                                     |                                     |                                    |
| 2022              | <5              | \$53.23                           | -41.00         | -40.46           | 26.68                            | -16.00              | 19.25                   | 2.58                                | n.m. <sup>1</sup>                   | \$40,707.08                        |
| 2021              | <5              | \$64.79                           | 1.35           | 2.22             | 19.30                            | 7.82                | 16.79                   | 3.55                                | n.m. <sup>1</sup>                   | \$75,340.29                        |
| 2020              | <5              | \$2.25                            | 60.19          | 61.53            | — <sup>2</sup>                   | 10.65               | — <sup>2</sup>          | 100.00                              | n.m. <sup>1</sup>                   | \$68,621.83                        |
| 2019              | <5              | \$1.40                            | 46.28          | 47.49            | — <sup>2</sup>                   | 21.51               | — <sup>2</sup>          | 100.00                              | n.m. <sup>1</sup>                   | \$44,636.85                        |
| 2018 <sup>3</sup> | <5              | \$0.95                            | -7.14          | -6.54            | — <sup>2</sup>                   | -13.17              | — <sup>2</sup>          | 100.00                              | n.m. <sup>1</sup>                   | \$35,387.67                        |

### Net Returns

| As of 12/31/2023 | QTD  | 1 Year | 3 Years | 5 Years | Since Inception<br>(3/31/2018) |
|------------------|------|--------|---------|---------|--------------------------------|
| IGEC             | 18.9 | 16.0   | -11.5   | 10.2    | 7.4                            |
| MSCI ACWI ex USA | 9.8  | 15.6   | 1.5     | 7.1     | 3.6                            |

<sup>1</sup> n.m. – Not statistically meaningful, five or less accounts in the composite for the entire year. <sup>2</sup> The 3-year annualized standard deviation is not shown due to the composite having less than 36 months of returns. <sup>3</sup> Annual performance results reflect partial period performance. The returns are calculated from 03/31/18 to 12/31/18 for both the composite and the index. As of October 1, 2021, the firm was redefined to be the combination of Sands Capital Management, LLC and Sands Capital Ventures, LLC. Both firms are registered investment advisers with the U.S. Securities and Exchange Commission in accordance with the Investment Advisers Act of 1940, as amended. The two registered investment advisers are combined to be one firm for GIPS purposes and are doing business as Sands Capital. Sands Capital operates as a distinct business organization, retains discretion over the assets between the two registered investment advisers, and has autonomy over the total investment decision making process. Prior to October 1, 2021, the firm was defined as Sands Capital Management, LLC, is an independent registered investment adviser. Sands Capital claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS® standards. Sands Capital has been independently verified for the periods February 7, 1992 through December 31, 2022. The verification report is available upon request. 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 International Growth Equity Composite ("IGEC") has had a performance examination for the periods March 31, 2018 through December 31, 2022. The verification and performance examination reports are available upon request. The IGEC reflects information from all fee paying and non-fee paying accounts managed in the International Growth Equity strategy. The International Growth strategy is a concentrated portfolio that normally consists of the equity securities of 25 to 40 primarily large and mid-capitalization growth businesses. Portfolio companies are domiciled, operated, listed, or derive a significant portion of their revenues, profits, or productive assets outside of the United States in both developed and emerging markets. The portfolio may invest in ADRs, foreign securities traded on foreign exchanges, and may include the use of derivative access products including Low Exercise Price Warrants ("LEPWs") and Participation Notes ("P-Notes") to gain exposure to certain foreign markets where direct investment is restricted or not always practical or cost efficient. The strategy may experience losses as it is subject to equity securities risk, market and issuer risk, selection risk, growth style risk, concentration risk, currency exchange risk, foreign company risk, derivatives risk and other economic risks that may influence the returns of this strategy. The benchmark for the IGEC is the MSCI ACWI ex USA, a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of developed (excluding the US) and emerging markets. The IGEC holds securities not included in the MSCI ACWI ex USA and Sands Capital may invest in securities not covered by the index. Results are based on fully discretionary accounts under management. The annual composite dispersion presented is an asset-weighted standard deviation calculated of performance dispersion for accounts in the composite for the entire year, using beginning of period values. The U.S. dollar is the currency used to express performance. Returns include the effect of foreign currency exchange rates. Gross and net performance includes the reinvestment of all income and is presented net of expenses, foreign withholding taxes on dividends, interest income, and capital gains. Withholding taxes may vary according to the investor's domicile. The benchmark return is net of the maximum withholding tax rate of the constituent company's country of incorporation applicable to institutional investors. Net of fee performance was calculated by reducing the monthly gross composite return by 1/12 of the highest applicable annual fee of 0.85%. Policies for valuing investments, calculating performance, and preparing GIPS Reports are available upon request. A list of composite descriptions, pooled fund descriptions for limited distribution pooled funds, and broad distribution funds is available upon request. Past performance is not indicative of future results. The investment management fee schedule for separate accounts is 0.85% on the first \$50 million, 0.65% on the next \$200 million, and 0.55% on assets on all assets above \$250 million. Accounts may also pay a performance-based fee that consists of a base fee plus a percentage of the annualized excess return versus the benchmark. 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## Technology Innovators Composite (TIC) GIPS Report

| Technology, Innovation, Computer & Telecom |                 |                                   |                |                  |                                  |                      |                         |                                     |                                     |                                    |
|--------------------------------------------|-----------------|-----------------------------------|----------------|------------------|----------------------------------|----------------------|-------------------------|-------------------------------------|-------------------------------------|------------------------------------|
| TIC                                        |                 |                                   |                |                  |                                  | MSCI ACWI IT COMM    |                         |                                     |                                     |                                    |
| YEAR<br>END                                | NUM OF<br>ACCTS | END OF<br>PERIOD AUM<br>(USD \$M) | NET<br>RETURNS | GROSS<br>RETURNS | ANN. 3 YR.<br>STD. DEV.<br>(NET) | MSCI ACWI<br>IT COMM | ANN. 3 YR.<br>STD. DEV. | NON-FEE<br>PAYING % OF<br>COMPOSITE | ASSET WGT'D<br>STD. DEV.<br>(GROSS) | FIRMS TOTAL<br>ASSETS<br>(USD \$M) |
| 2022                                       | 6               | \$173.48                          | -47.85         | -47.37           | 27.68                            | -32.28               | 22.55                   | 2.79                                | 0.13                                | \$40,707.08                        |
| 2021                                       | <5              | \$164.23                          | 9.75           | 10.66            | 20.12                            | 22.38                | 17.29                   | 5.29                                | n.m. <sup>1</sup>                   | \$75,340.29                        |
| 2020                                       | <5              | \$173.98                          | 76.01          | 77.46            | 21.25                            | 38.25                | 19.32                   | 4.25                                | n.m. <sup>1</sup>                   | \$68,621.83                        |
| 2019                                       | <5              | \$141.10                          | 41.40          | 42.58            | 16.79                            | 38.53                | 14.17                   | 3.01                                | n.m. <sup>1</sup>                   | \$44,636.85                        |
| 2018                                       | <5              | \$118.18                          | 12.78          | 13.73            | 17.18                            | -4.59                | 14.28                   | 2.55                                | n.m. <sup>1</sup>                   | \$35,387.67                        |
| 2017                                       | <5              | \$117.97                          | 46.48          | 47.73            | 16.64                            | 41.77                | 13.68                   | 2.31                                | n.m. <sup>1</sup>                   | \$41,331.26                        |
| 2016                                       | <5              | \$122.94                          | -2.32          | -1.48            | 18.56                            | 12.20                | 13.32                   | 1.52                                | n.m. <sup>1</sup>                   | \$34,914.29                        |
| 2015                                       | <5              | \$138.46                          | 5.48           | 6.38             | 18.23                            | 3.20                 | 11.19                   | 1.38                                | n.m. <sup>1</sup>                   | \$44,192.42                        |
| 2014                                       | <5              | \$149.69                          | 4.37           | 5.24             | 17.98                            | 15.20                | 11.32                   | 1.21                                | n.m. <sup>1</sup>                   | \$47,659.83                        |
| 2013                                       | <5              | \$224.68                          | 48.16          | 49.39            | 17.58                            | 26.51                | 13.91                   | 0.78                                | n.m. <sup>1</sup>                   | \$42,067.92                        |

### Net Returns

| As of 12/31/2023  | QTD  | 1 Year | 3 Years | 5 Years | 10 Years | Since Inception<br>(12/31/2010) |
|-------------------|------|--------|---------|---------|----------|---------------------------------|
| TIC               | 21.2 | 50.8   | -4.8    | 16.5    | 14.3     | 16.0                            |
| MSCI ACWI IT COMM | 15.4 | 47.7   | 7       | 18.6    | 15.5     | 14.6                            |

<sup>1</sup> n.m. – Not statistically meaningful, five or less accounts in the composite for the entire year. As of October 1, 2021, the firm was redefined to be the combination of Sands Capital Management, LLC and Sands Capital Ventures, LLC. Both firms are registered investment advisers with the U.S. Securities and Exchange Commission in accordance with the Investment Advisers Act of 1940, as amended. The two registered investment advisers are combined to be one firm for GIPS purposes and are doing business as Sands Capital. Sands Capital operates as a distinct business organization, retains discretion over the assets between the two registered investment advisers, and has autonomy over the total investment decision making process. Prior to October 1, 2021, the firm was defined as Sands Capital Management, LLC, is an independent registered investment adviser. Sands Capital claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS standards. Sands Capital has been independently verified for the periods February 7, 1992 through 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 Technology Innovators Composite ("TIC") has had a performance examination for the periods December 31, 2010 through December 31, 2022. The verification and performance examination reports are available upon request. The composite reflects information from all fee paying and non-fee paying accounts managed in the Technology Innovators strategy. The Technology Innovators strategy is a concentrated portfolio that normally consists of the equity securities of 20 to 35 primarily large and mid-capitalization growth businesses which are publicly or privately held, with a particular emphasis placed on companies facilitating or benefitting from powerful secular shifts enabled by technologies. Portfolio companies are domiciled in both developed and emerging markets. The portfolio may invest in U.S. listed securities, ADRs, foreign securities traded on foreign exchanges, and may include the use of derivative access products including Low Exercise Price Warrants ("LEPWs") and Participation Notes ("P-Notes") to gain exposure to certain foreign markets where direct investment is restricted or not always practical or cost efficient. The strategy may experience losses as it is subject to equity securities risk, market and issuer risk, selection risk, growth style risk, concentration risk, currency exchange risk, foreign company risk, derivatives risk, sector focus risk and other economic risks that may influence the returns of this strategy. The benchmark for the TIC is the MSCI ACWI Info Tech and Communication Services Index ("ACWI ITCS"). The ACWI ITCS is an unmanaged capitalization-weighted index that measures the performance of the information technology and communication services sectors of the MSCI All Country World Index. The MSCI All Country World Index is a free float-adjusted market capitalization weighted index that is designed to measure the equity market performance of developed and emerging markets. This composite may hold securities that are not included in the MSCI ACWI ITCS, and Sands Capital may invest in securities not covered by the ACWI ITCS. Performance results in presentations between April 30, 2012 and December 3, 2018 were measured against the MSCI All Country World Information Technology Index, which is shown for that period of time. The benchmark was changed to be more representative of the composite strategy, however, information regarding the comparison to the MSCI All Country World Information Technology Index is available upon request. Performance results in presentations prior to April 30, 2012 were measured against the S&P Composite 1500 Information Technology Index. The benchmark was changed to be more representative of the composite strategy, however, information regarding the comparison to the S&P Composite 1500 Information Technology Index is available upon request. The U.S. dollar is the currency used to express performance. Returns include the effect of foreign currency exchange rates. Gross and net performance includes the reinvestment of all income and is presented net of expenses, foreign withholding taxes on dividends, interest income, and capital gains. Withholding taxes may vary according to the investor's domicile. The benchmark return is net of the maximum withholding tax rate of the constituent company's country of incorporation applicable to institutional investors. Net of fee performance was calculated by reducing the monthly gross composite return by 1/12 of the highest applicable annual fee of 0.85%. Policies for valuing investments, calculating performance, and preparing GIPS Reports are available upon request. A list of composite descriptions, pooled fund descriptions for limited distribution pooled funds, and broad distribution funds is available upon request. Past performance is not indicative of future results. The investment management fee schedule for separate accounts is 0.85% on all assets. Accounts may also pay a performance-based fee that consists of a base fee plus a percentage of the annualized excess return versus the benchmark. Additional information regarding performance fees is available upon request. Net of fee returns displayed on GIPS Reports produced prior to October 31, 2022 displayed actual net of fee returns. Actual investment advisory fees incurred by clients may vary which will result in performance that may be higher or lower. The TIC was created on January 6, 2011 and the inception date for performance is December 31, 2010. MSCI is the source of all MSCI data presented. The MSCI data is comprised of a custom index calculated by MSCI for, and as requested by, Sands Capital Management. The MSCI data is for internal use only and may not be redistributed or used in connection with creating or offering any securities, financial products or indices. 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#### **ALL-IN CULTURE**

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We are one team dedicated to one mission and one philosophy. As a fully independent and staff-owned firm, we attract and retain strong talent, focus on long-term outcomes, and are highly aligned with our clients' interests.

#### **GLOBAL PERSPECTIVE WITH LOCAL UNDERSTANDING**

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Innovation-driven growth knows no geographic boundaries. Neither does our research team. We are hands on, on-the-ground, deeply immersed in the ecosystems in which our businesses operate.

#### **INSIGHT DRIVEN**

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Businesses that can build a sustainable advantage are few and far between. To seek them, we apply six criteria to separate signal from noise, identify what matters most, and construct differentiated views on tomorrow's businesses, today.

#### **HIGH CONVICTION FOR HIGH IMPACT**

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All our strategies concentrate investments in only our best ideas and avoid mediocrity. With the intent to own businesses for five years or longer, we seek to create value for clients through the compounding of business growth over time.