Baillie Gifford™

Stewardship Report
Year ended 31 December 2025

Long Term Global Growth

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Risk factors

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Potential for profit and loss.

All investment strategies have the potential for profit and loss. Past performance is not a guide to future returns. It should not be assumed that recommendations/transactions made in the future will be profitable or will equal performance of the securities mentioned.

All information is sourced from Baillie Gifford & Co and is current unless otherwise stated.

The images used in this article are for illustrative purposes only.

All data contained in this report is to 31 December 2025, unless stated otherwise

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Introduction

In 1921, the Swiss psychologist Hermann Rorschach devised a novel experiment. Using abstract inkblots, he revealed that what people saw said more about them than about the image itself. A century later, the investing world has developed its own Rorschach test: a set of ambiguous shapes onto which everyone projects their own meaning. Not inkblots, but three simple letters: E, S, and G.

The term ESG was first popularised by a UN Global Compact report in 2004, as a framework for evaluating business impact. The idea was that, to thrive, companies had to factor environmental, social and governance considerations into their operations. Over the years, like the inkblots, it's become a term that invites subjective interpretation. To some, ESG is an unwelcome intrusion of values into markets; to others, it's a moral imperative. Lost somewhere in the middle is the original intent: to focus on what's genuinely material to a company's future.

As it happens, LTGG was also founded in 2004, the same year ESG entered the investment lexicon. Yet long before the term gained traction, our approach was to consider issues of governance, and the impacts that companies have on their society and environment, wherever these might be material to the five-to-ten-year investment case. We hope our clients have come to expect this. Whatever they think of the three letters in question, they all share the same investment objective of exceptional long-term returns. And the companies that deliver those returns don't exist in a vacuum. They operate within societies and environments that both enable and constrain their success.

That is why we consider such issues – not for altruistic reasons, nor because they are a 'nice to have'. We do it because it is essential for our role as long-term stewards of our clients' capital.

It is in that context that we present our Stewardship Report for 2025. In the following pages, we share examples from the past year that illustrate how we approach environmental, societal and governance issues, as well as our updated climate expectations. For a deeper look at the 20-year history of our work in this area, we refer you to our **2024 Stewardship Report**.

A reminder of our approach

Concepts of governance and sustainability are integrated into our 10 Question Stock Research Framework (see below), on both a pre-buy and post-buy basis. Such considerations are therefore researched on an equal footing with all other facets of the investment case, not as an afterthought. They may be relevant when answering any of the 10 Questions, but are typically directly relevant to **Questions 2, 4, 5 and 8**. In particular, Question 5 ensures we consider which societal issues may be most likely to enhance, or erode, our investment case.

Engagement is essential in developing our investment thesis for a company. It may take the form of fact-finding, monitoring, supporting or influencing. And it takes time. Our long-term investment horizon means we can afford to be patient and focus on the aspects which are potentially material over the next five to ten years or more, rather than be distracted by short-term news and noise. Voting is integral to our role as responsible stewards of our clients' capital. Where our clients have granted us voting discretion, we assess every resolution on a case-by-case basis.

Exceptional long-term opportunity	Q1.	Is there room to at least double sales over the next 5 years?
	Q2.	What happens over 10 years and beyond?
Visionary leadership and adaptability	Q3.	What is your competitive advantage?
	Q4.	Is your business culture clearly differentiated? Is it adaptable?
Loyal stakeholders and strong governance	Q5.	Why do your customers like you? What societal considerations are most likely to prove material to the long-term growth of the company?
Financial strength	Q6.	Are your returns worthwhile?
	Q7.	Will they rise or fall?
	Q8.	How do you deploy capital?
Extreme payoffs	Q9.	How could it be worth 5 times as much, or more?
	Q10.	Why doesn't the market realise this?

Climate change and LTGG

Five years later...

When we introduced our LTGG climate expectations back in 2021, we knew that a wide range of factors and parties would likely influence the LTGG portfolio's ability to meet those expectations. We recognised it would be important to therefore reassess the degree of ambition and attainability of such expectations over time. Thus, ahead of their five-year anniversary, and as signalled in our previous LTGG Stewardship Report, we undertook a review of our climate expectations in 2025. To support this review, Baillie Gifford's Climate Team embarked on a series of fact-finding discussions with companies to assess whether anything had materially changed in their respective climate ambitions.

Findings from our review

Clarity of objective: On the back of regulatory developments and our conversations with clients over recent years, we felt that our LTGG climate expectations would benefit from greater clarification about how such expectations interact with the LTGG strategy's investment objective. As a reminder, the LTGG strategy has a single objective to deliver exceptional long-term returns for our clients. This objective is what drives our portfolio management. Where that objective might conflict with our climate expectations, our investment objective prevails.

Milestones: Our fact-finding conversations with companies over the past year found that while the majority state their climate ambitions are challenging amidst disorderly global action on climate change, there is no evidence of a broad retreat from those ambitions. For example, ASML still has a long way to go to meet its 2030 supply chain target, but it purposefully wants its targets to be ambitious and challenging. Similarly, despite the environmental pressures it faces in Taiwan, TSMC announced this year that it shall be setting SBTi targets. Such examples appear reflective of a wider trend: note for example that at the end of 2021, c. 1000 companies had SBTi-validated targets, while at the end of 2025, this number rose to nearly 10,000 – i.e. a 10x increase in under 5 years.

Taking the results of our company discussions together with our Baillie Gifford climate scenarios (**see here**), the LTGG team believes that the existing interim 2030 milestone (i.e. that over 90 percent of the portfolio, by number, would be aligned with a net zero pathway) remains ambitious and attainable. It should therefore be conserved. Given our long-term investment horizon, we also felt that the addition of a 2040 milestone could provide a helpful interim step on the path to net zero by 2050.

Methodological rigour: In recent years, Baillie Gifford has tightened its definition of a company's net zero alignment. While our assessment will vary on a company-specific basis, we have steadily become more methodical in gathering additional proof points (e.g. relating to governance, capital allocation, emissions reduction, new product lines, etc.), beyond a company's basic target-setting, to help us determine whether a company is demonstrating robust strategic alignment with appropriate decarbonisation pathways. Such additional indicators include, for example, physical risk, board oversight, lobbying and misinformation, as well as nature-based impacts and dependencies. Our methodology therefore sets a high bar.

Our LTGG climate expectations from here

The LTGG strategy has a sole aim to generate exceptional long-term returns for our clients by investing in a concentrated portfolio of what we consider to be the world's most compelling growth companies.

By virtue of our long investment horizon of five to ten years or more, we must consider which issues could materially enhance, or derail, our upside thesis for a company over time. Such issues may include relevant societal externalities, such as climate factors, which may have a bearing on a company's long-term earnings growth prospects and therefore investment returns.

As an output of the above, we expect our portfolio to be broadly consistent with the long-term stated goals of the Paris Agreement – namely, to hold the increase in the global average temperature to well below 2C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5C above pre-industrial levels. To monitor this, we assess all corporate holdings for alignment with these goals and have an active stewardship approach, prioritised by climate and investment materiality. Alignment is assessed company-by-company, paying due attention to the realities of specific industries and regions.

We will monitor and report on an ongoing basis the extent to which the portfolio is consistent with the Paris Agreement using the following milestones:

i. By the end of the 2030 reporting year, we anticipate that over 90 percent of the portfolio, by number, will demonstrate robust strategic alignment with the goals of the Paris Agreement.

ii. We anticipate that all holdings will be so-aligned by the end of the 2040 reporting year.

The concepts of alignment and decarbonisation pathways continue to evolve. The consistency between the portfolio and the Paris Agreement is influenced by a wide range of parties and factors that can be outside of our control, such as client mandates, industry guidance, technology and societal trends, regulation and government action. Consequently, we will periodically review our portfolio-level milestones to take account of these factors.

In a scenario where the portfolio's consistency with the Paris Agreement may come into conflict with our pursuit of exceptional investment returns, we will prioritise investment returns. We currently judge this to be unlikely, but we would communicate clearly to clients if that changed and discuss next steps.

Current assessment of the portfolio

Please find below the results from our latest climate assessment of LTGG portfolio holdings (data as at 31 December 2025). Further details shall be provided in the forthcoming LTGG TCFD Report later this year.

Engagements: We discussed climate-related factors with **51 percent** of portfolio holdings by number in 2025.

Emissions disclosures: 76 percent of the portfolio holdings by number were reporting their Scope 1 and 2 emissions by the end of 2025, compared to **83 percent** in 2024. The reduction is due to changes in portfolio composition. We continue to engage with those companies not currently disclosing emissions.

Climate net zero alignment: According to our assessment at the end of 2025, **29 percent** of portfolio holdings by number were on an appropriate net zero pathway (those companies in the column marked 'Leading' below). This is marginally lower than the **30 percent** in 2024, and is driven by changes in portfolio composition.

We expect newer holdings to demonstrate their alignment in due course, and will continue to engage with them over time, maintaining a constructive presence and supporting them as they navigate the growing complexity of the climate transition.

Positively, we are not seeing a retreat from ambition among companies that have already established net zero strategies. This is encouraging, and we remain supportive of their efforts. Our discussions indicate that these strategies are generally viewed as strengthening corporate resilience and expanding long-term strategic optionality, rather than constraining it.

Potential transition role	Lagging	Preparing	Leading
Solution innovator Key enabler of decarbonisation	Joby Aviation, Rocket Lab Corporation	None	CATL, Rivian, Samsara
Potential accelerator Carbon light with a unique opportunity to significantly accelerate the transition	Cloudflare, Horizon Robotics, MercadoLibre, PDD Holdings, Reddit, Symbotic	None	Atlassian, Netflix, Spotify, Tencent
Potential influencer Carbon light with an opportunity to be part of the solution	Adyen NV, AppLovin, BeOne Medicines, Dexcom, Duolingo, Intuitive Surgical, Nu Holdings, Roblox, Sea Limited, The Trade Desk, Titan Company	e.l.f Beauty Shopify	None
Potential evolver Environmentally challenged with opportunity to be part of the solution	Axon Enterprise, Coupang, Meituan	NVIDIA, Kweichow Moutai, Taiwan Semiconductor Manufacturing	Amazon, ASML, Hermès International, Moncler
Materially challenged Environmentally challenged with limited scope for adapting	None	None	None

Assessment of net zero-aligned emissions reduction goal (direct and through influence)

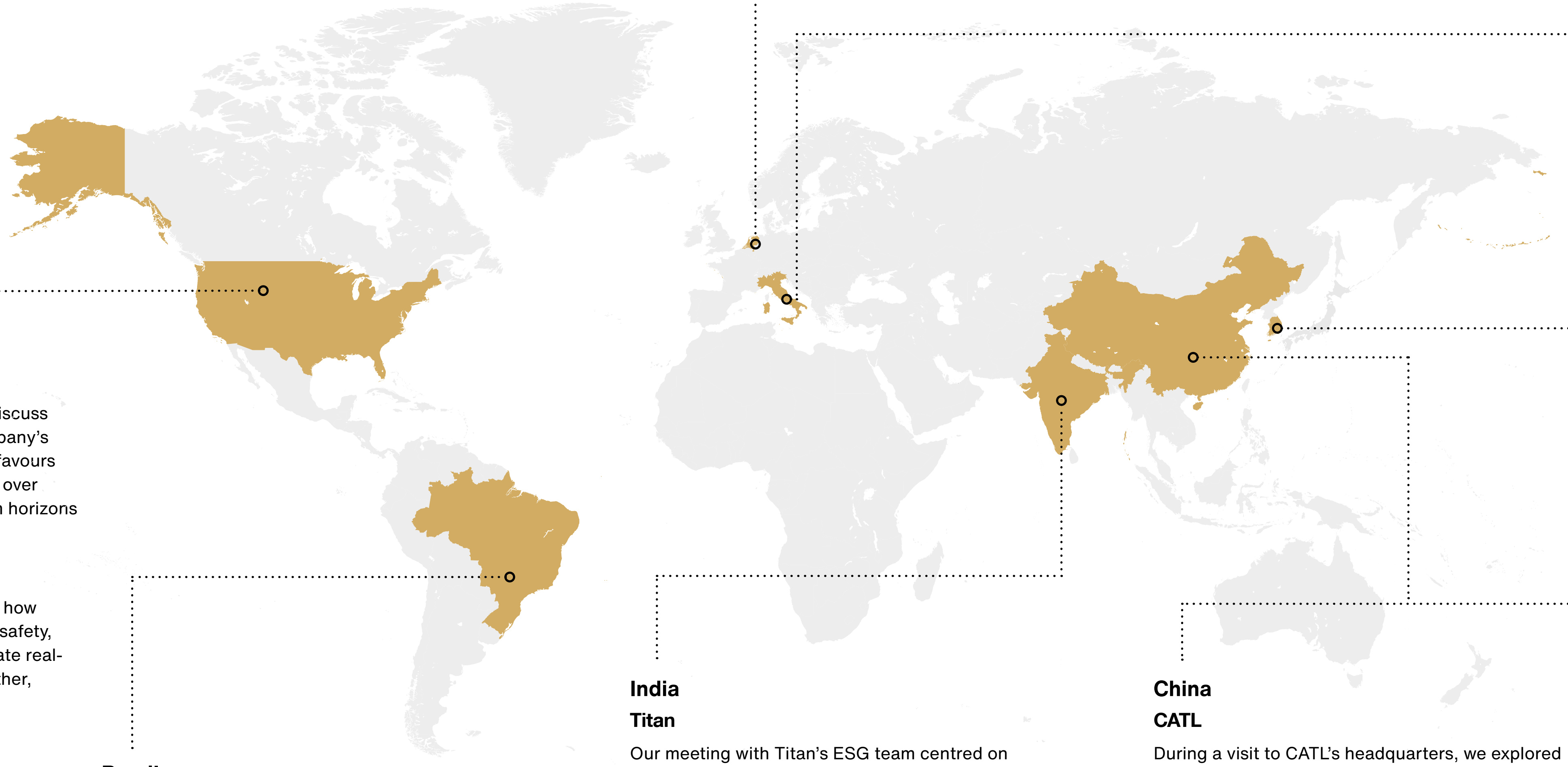
Source: Baillie Gifford. Based on a representative portfolio. As at 31 December 2025.

Changes since 2024

A review in 2025 saw us move Cloudflare and Symbotic to the 'Potential Accelerator' group given the opportunities their products create for electrification and efficiency. We also reassessed all of our e-commerce names and repositioned them depending on the extent of their asset intensity and scale. Given their very limited ownership of physical assets or transportation, we moved MercadoLibre and PDD to the 'Potential Accelerator' cohort, and Sea Limited to 'Potential Influencer'. In terms of our engagement prioritisation, that means we place a high priority on engagement for investment-aligned systems impact at MercadoLibre and PDD, and less so at Sea Limited for now.

We moved only two companies this year based on their net zero decarbonisation strategies. Nu Holdings we took back to 'Lagging' as it has not stepped up as we hoped with any disclosures or real influences beyond its own small, direct emissions. We continue to engage with this company on a range of topics, but recognise that, for now, its greatest social impact is around access to banking and finance. Kweichow Moutai was upgraded to 'Preparing'. Its disclosure of value chain emissions and decarbonisation plans improved significantly across the year. It still lacks enough transparency for us to call it a Leader, but we are very encouraged by the direction of travel. Engagement continues given the investment materiality of physical risk and energy access.

Summary of 2025 engagements



Netherlands

ASML

We met ASML's sustainability team to discuss progress toward its ambitious decarbonisation goals and its role in reducing energy use in the semiconductor supply chain, including working closely with customers like portfolio holding TSMC.

Italy

Moncler

Investigations into the supply chain of several luxury brands by Italian authorities in 2024 revealed systemic disregard for working conditions. Moncler's supply chain audit processes appear robust and, in response to the risks, their frequency has increased.

USA

AppLovin

We met with AppLovin's CFO and CLO to discuss issues of governance. We queried the company's unusual approach to executive pay, which favours annual awards over equivalents which vest over multiple years. We encouraged longer-term horizons in their compensation.

Samsara

We met Samsara's founder CEO to discuss how it is using AI in products that improve road safety, harnessing trillions of data points to generate real-time insights into road conditions and weather, and a new 'drowsiness detection' feature.

South Korea

Coupang

We continued our engagement with Coupang regarding emissions disclosures and working conditions. They appear willing to consider publishing health and safety statistics, such as long-term injury frequency rates (LTIFR) and are open to exploring benchmarking against peers.

Brazil

Nu Holdings

We spoke with NuBank's ESG head about its initiatives to protect customer financial health. This includes integrating education and financial health monitoring into its products. Nubank's commitment to inclusive banking across Latin America exceeds even the expectations of Brazil's progressive regulator.

India

Titan

Our meeting with Titan's ESG team centred on its evolving climate strategy and supply-chain engagement. The company is beginning to assess Scope 3 emissions and physical climate risk, but its fragmented, artisanal supply chain remains a challenge. We will follow up once its new ESG strategy is released.

China

CATL

During a visit to CATL's headquarters, we explored the company's focus on battery recycling. CATL already has industry-leading recycling rates, and aims to rely increasingly on recycled raw materials. Doing so will de-risk its supply chain, making CATL less exposed to commodity shortages, price spikes, or geopolitical disruptions.

Horizon Robotics

Amidst mounting geopolitical tension, we met with Horizon Robotics' CEO, Dr Kai Yu. The company is building an intellectual property holding structure in Hong Kong, with Singapore as a potential second node, with a view to improve cross-border licensing and help mitigate the risk of US sanctions.

China

PDD Holdings

We spoke with PDD's management on US-China tensions and the possibility of forced delisting from US stock exchanges. We have engaged repeatedly with PDD on this issue in order to assess their preparedness to relist in Hong Kong.

Meituan

Following our responses to Meituan's stakeholder surveys, the company invited us to explore potential improvements in its sustainability governance and communication with investors.

Snapshot of influencing change

We are frequently asked for evidence that our engagements have prompted change. We hesitate to make such a claim. As active investors, running a concentrated portfolio, our focus is on selecting companies that we believe are well run from the outset. We have no interest in dictating microscopic details of strategy or culture to company management teams. However, we can offer decades of experience gained across a range of businesses and geographies. We can make introductions between companies and to external experts. We can also bring our long-term perspective, which is often received as refreshing. And we can ensure companies have our support when appropriate, which has led several of our holdings to collaborate with us on their policies and disclosures. While we would refrain from drawing causal connections between our engagements and company outcomes, recent examples include:

Cloudflare began disclosing Scope 3 emissions in 2025, a gap that we had repeatedly raised in our engagements with the company. We also hoped to see the setting of SBTi targets this year, but they have not yet been announced, although management has committed to doing so in due course.

We have long encouraged **Amazon** to expand its emissions disclosures, and backed a shareholder resolution to this effect in 2025. We are pleased to see a definite increase in Amazon's engagement with suppliers on decarbonisation this year, though there remains more work to do.

As is often the case, **Axon** was held by other Baillie Gifford strategies prior to its purchase for LTGG. We engaged with the company as a firm during 2025 on strengthening its financial reporting oversight after material weaknesses were identified in internal controls. Following our engagement on remediation and the combined COO/CFO role, the company appointed its Chief Accounting Officer as Principal Accounting Officer to add capacity and support.

Intuitive Surgical changed its executive pay plan from 2025 to focus on a peer-relative operating performance measure, after our engagement ahead of the 2024 AGM on incentives that could reward weak share-price outcomes. We voted against pay in 2024, and supported the revised approach at the 2025 AGM.

Meituan sought our advice on enhancing its sustainability governance and improving how it communicates with investors. We encouraged a clearer net zero pathway with periodic objectives and will continue to support the company as it develops its approach.

Portfolio activity

Given the concentrated nature of the LTGG portfolio and the low turnover associated with our long-term investment approach, there may typically be few trading decisions in any specific period of time. Of these, ESG issues are just one facet of the 10 Question Stock Research Framework we use to examine companies, and therefore they are rarely the sole reason for our trading decisions. With this in mind, the following are examples where such issues have been part of the mosaic of inputs we have considered prior to making an investment decision in the last year:

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Duolingo

Education technology

Purchase

We invested in Duolingo in the second half of 2025. It is a gamified learning platform best known for languages, now expanding into areas such as maths, chess and music. As one part of our wider assessment, we noted its mission-led culture and focus on widening access to education globally.


© Axon

Axon

Public safety technology

Purchase

With a stated mission of 'making the bullet obsolete', Axon has the potential to make an enormous contribution to society. Through both hardware and software it seeks to replace lethal weapons with non-lethal alternatives and enhance public safety. Public trust, privacy and ethical deployment will be important to sustained adoption. We invested in late 2025.

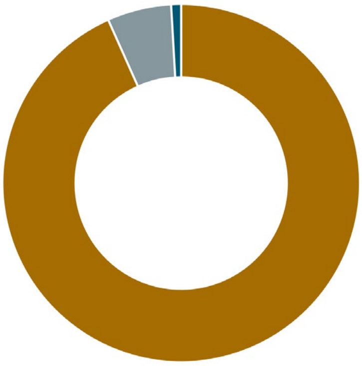
Proxy voting

Voting is integral to our role as responsible stewards of our clients' capital. Where our clients have granted us voting discretion, our voting analysis and decisions are driven by what we consider will promote the long-term prospects of the company, thereby supporting the outcomes we aim to deliver to our clients. In line with our investment philosophy, our voting analysis is bottom-up and led by each investment case. Rather than applying prescriptive policies, we assess every resolution on a case-by-case basis.

As in previous years, we **supported the majority of companies' AGM proposals.** Our voting record is a reflection of our philosophy and investment approach, which sets a very high bar for entry into the LTGG portfolio, whose concentration (typically 30-40 names) means there is significant competition for capital. By using our 10 Question Stock Research Framework to identify the very few companies in the world that we believe have the highest prospects of outlier returns, we would expect the majority of management proposals at their AGMs to be sensibly aligned with the long-term interests of shareholders and therefore warrant our support.

Proxy voting statistics

12 months to December 2025



1	For	93.3% (418)
2	Against	5.8% (26)
3	Abstain	0.9% (4)

Total votes 444

Source: Baillie Gifford. Based on a representative portfolio. Figures may not sum due to rounding.

Examples

Amazon — May 2025

Shareholder Resolution on Climate and Data Centre Energy Use

Vote: Supported — *Result: Fail*

Ahead of Amazon's AGM we met with their ESG leads to discuss how they intend to meet their net zero 2040 pledge. The team affirmed its commitment and the early achievement of 100 percent renewable electricity but told us they will not introduce interim targets. We subsequently supported a shareholder resolution asking Amazon to provide greater clarity on how it intends to meet its climate commitments while rapidly expanding its energy-intensive AI and data centre infrastructure. Given the scale of future energy demand and the capital allocation required, this is a material long-term issue for shareholders. Our engagement emphasised the need for deeper insight into how management is integrating climate considerations into these strategic decisions. We followed up with management in October, and left encouraged that environmental planning is firmly embedded in the company's core business processes. We will continue to engage on these topics.

Titan Company — July 2025

Director Election and Board Attendance

Vote: Opposed — *Result: Pass*

We opposed the election of a non-independent director at Titan due to their low attendance and their position on the audit committee, which we believe should consist solely of independent members. This followed earlier engagement requesting improvements to committee independence, and reflects a pattern in our stewardship: for example, ahead of Dexcom's 2025 AGM we raised similar concerns around one director's attendance, after which the company withdrew the resolution and the director resigned. We are committed to monitor directors' capacity to fulfil their responsibilities.

The Trade Desk — September 2025

Dual-Class Share Structure

Vote: Supported — *Result: Pass*

We supported The Trade Desk's proposal to extend its dual-class share structure because we believe it helps safeguard the founder's long-term vision and leadership stability – qualities that have allowed the company to invest boldly and compete successfully against larger rivals. Extending the sunset period provides continuity and protection against potential future short-term pressures, aligning closely with LTGG's long-term philosophy.

Engagement – timelines

Our interactions with companies are rarely standalone events. Instead, we view stewardship as an ongoing process. The topics we engage on may change, but the objective remains to ensure long-term alignment. The examples below illustrate our engagements on topics we have continued to pursue with portfolio companies over the past five years.

For each company, we present our full timeline of engagement, but have highlighted only those examples that relate to specific priorities, outlined below. We include proxy votes only on significant issues, or where we abstained or opposed management.

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CATL

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Background

While it has always been desirable, and arguably material, supply chain transparency is becoming increasingly essential to companies like CATL as regulators make compliance a condition of market access. The EU will make battery passports (digital records showing battery chemistry and raw-material sourcing) mandatory from 2027, making them an entry permit rather than an optional choice. CATL has been a pioneer in this space, but there is more work to be done, and we have been engaging with them for a number of years on the topic.

First invested September 2021

2022

18 May
AGM Vote
Abstained on external donations

5 September
EGM Vote
Supported two shareholder resolutions on governance

2023

31 March
AGM Vote
Abstained on two resolutions on external donations

09 June
Visit to HQ in Ningde
Visited CATL's headquarters and toured production to understand how it is improving traceability in battery supply chains. CATL shared early work on battery passports.

10 October
Meeting to follow up on AGM vote

16 November
Visit to world's first zero-carbon battery factory in Yibin
Factory visit to learn about CATL's net zero path, and its new 'CREDIT' audit programme for suppliers: carbon footprint, recycling, energy, due diligence, innovation, and transparency. At this stage CATL needed to increase its coverage and disclosure of the audit results.

2024

24 February
Meeting with IR
Update on net zero pathway and supply chain management. Discussion focused on scaling the audit programme and how CATL is incorporating feedback from stakeholders, revealing some gaps in available data that they committed to address.

06 August
Meeting with board secretary and IR
Followed up on US political scrutiny and lawmakers urging CATL's addition to the import ban list, linked to forced labour / supply-chain human-rights risks. CATL denied the claims and any violations of US regulations.

23 August
Meeting (head of IR, follow-up)
Second call with head of IR to discuss the US senators' accusation on its supply chain. CATL strenuously denied the claims, and confirmed that clients have validated CATL's supply chain to comply with US government guidance.

2025

17 January
Meeting (IR lead for ESG)
Discussed CATL's addition to the US CMC list and how its supply-chain controls support ongoing compliance. CATL expressed confidence in its CREDIT audit system, noting that in 2024 it expanded coverage, and 87 percent of suppliers passed, alongside increased follow-up actions where standards weren't met.

14 July
Visit to Ningde HQ

Long-term engagement goal

It is encouraging to see CATL carry out due diligence on mineral supply chains. No red flags have been identified for consecutive years. However, this may lead to concerns about whether the audits are strict or thorough enough. We will continue to encourage more disclosure and rigour in its processes.

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PDD

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Background

PDD is likely to be a significant emitter given the scale of its business and the emissions-intensive nature of its fast deliveries. However, in the absence of any disclosures, we are unable to assess its alignment with China's own emissions targets and attendant regulatory penalties. Reporting of Scope 1 and 2 emissions is therefore an important first step in this regard, and a prime example of climate-related risks being potentially material to the investment case. As such, we have repeatedly engaged with the company on this issue in recent years.

First invested August 2019

2020

24 March
Meeting with VP of Strategy

29 September
Meeting with founder Colin Huang

2021

2022

18 March
Meeting with Exec Director, Sustainability

Discussed PDD's ESG approach (agriculture initiatives, packaging, talent and governance) and raised the need for better climate transparency.

We encouraged the company to start disclosing emissions and set out a clearer climate strategy alongside its social impact narrative.

22 June
Meeting with IR

Held a dedicated discussion on PDD's very limited carbon disclosure. PDD cited challenges linked to its outsourced logistics/ data centres, and desire for 'complete' first reporting. We pushed back that these are solvable and suggested starting with Scope 1 and 2 using third-party support.

2023

08 February
AGM vote against the election of a director

10 February
Meeting to follow up on AGM vote

2024

17 January
Meeting with Head of Capital Markets

Engaged on ESG disclosure expectations as PDD expands internationally and faces regulatory scrutiny. We reiterated the importance of more standardised ESG reporting, including improved sustainability disclosure, as the company's global footprint grows.

18 December
Meeting with IR

Flagged client concerns about no emissions disclosure, and set a clear expectation to begin with Scope 1 and Scope 2. PDD said it is working with a third party to align with SEC requirements and plans to start reporting Scope 1 and 2, while noting Scope 3 will be a larger project.

2025

15 January
Meeting with IR on governance

12 June
Meeting with IR on governance

Long-term engagement goal

2025 saw us prioritise engagements on the evolving geopolitical pressures facing PDD. Going forward, we will seek to maintain engagement with IR and the sustainability lead to secure credible Scope 1 and 2 emissions disclosure in PDD's forthcoming ESG reporting, with clear updates on timing and scope. If disclosures remain absent despite repeated commitments, we will consider escalation (including voting action) from 2026.

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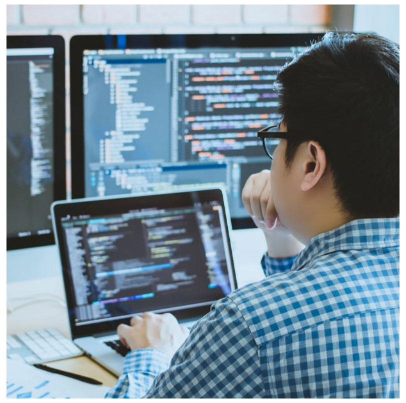
The Trade Desk



Background

We have been engaging with The Trade Desk on governance issues even prior to LTGG taking its first holding in the company. Our experience teaches us that founder control can be beneficial to growth, but the company's approach to stock-based compensation has been a consistent frustration, particularly where it hinders margin expansion and operating leverage. Against this backdrop, our engagement has consistently sought to align the company's governance and pay practices more closely with long-term shareholder value creation.

2020

19 November
Call (Founder/ CEO + NED)

Call with CEO Jeff Green and NED Lise Buyer on a proposal to extend the dual-class share structure. We discussed how founder control can support long-term execution, and we were comfortable supporting an extension (with appropriate safeguards) until 2025.

2021

First invested March 2021

25 May
Meeting with CEO

2022

26 May
AGM vote (remuneration)

Voted against executive pay due to concerns about the size and performance conditions of a large off-cycle equity grant.

14 July
AGM vote (remuneration)

13 September
Meeting with IR on environment

18 October
Meeting with CEO

2023

19 March
Meeting with CEO

Met Jeff Green to discuss our vote against compensation. We were open to solutions that preserve voting control for long-term stewardship, but made clear we would not support arrangements that transfer economic value or dilute minority shareholders.

14 September
Meeting with IR on departure of CTO

2024

22 February
Meeting (Lead Independent Director, CFO)

Engaged board leaders on potential extension of the dual-class structure beyond the 2025 sunset, plus concerns over repeated additional CEO equity awards and the broader discipline around stock-based compensation. We pushed for clearer rationale, minority-shareholder protections and stronger board accountability.

02 April
Call (LID + Compensation Committee Chair)

Further governance call on dual-class, CEO pay and board effectiveness; we left with concerns about the board's quality and independence, and proposed to review ahead of next AGM.

28 May
AGM vote (shareholder resolution)

Supported annual say-on-pay (one-year vote frequency) to strengthen ongoing shareholder oversight of compensation decisions.

26 November
Meeting with IR on departure of CTO

13 December
Meeting with IR on environment

2025

03 March
Meeting with CEO and CFO on strategy

07 May
AGM vote (remuneration)

Voted against executive pay after an additional CEO equity award was granted during the life of the 'CEO Performance Award', reinforcing our concerns about pay discipline and governance.

25 June
Meeting (Lead Independent Director)

Spoke with the LID ahead of an expected dual-class extension request, focusing on safeguards for minority holders, CEO influence over board recruitment and pay decisions, and what needs to change to meet investor governance expectations going forward.

19 September
Proxy vote in favour of dual class share structure

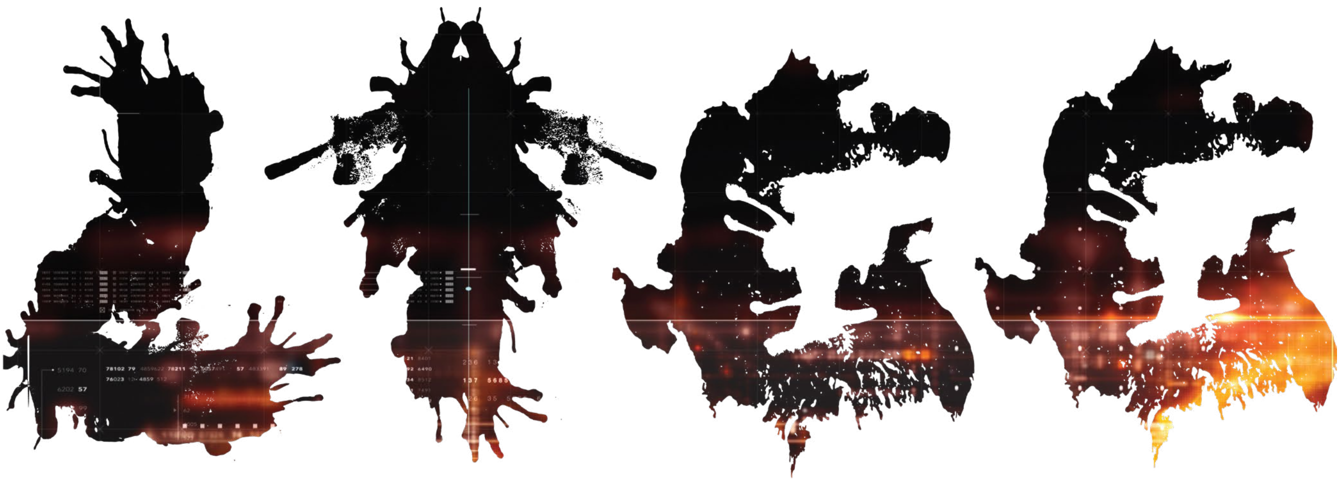
Long-term engagement goal

Engage CEO Jeff Green and the lead independent director to push for a stronger, more credible board, add senior executive experience and improve independent challenge to a dominant founder-CEO. If there is minimal evidence of responsiveness, consider escalation over time (including voting) to reinforce expectations on board effectiveness.

Conclusion

This report has sought to highlight the many and varied ways we engage with the companies in the LTGG portfolio, across a broad spectrum of issues. Some choose to categorise these under labels such as ESG or DEI (Diversity, Equity, and Inclusion), but their nomenclature matters less than their materiality to our investment thesis over a five-to-ten-year horizon. Such considerations have been embedded in the LTGG investment process long before the rise of any fashionable acronyms, because they are fundamental to our single objective: delivering exceptional long-term returns for our clients.

And just as we challenge company management teams to improve, so too do we expect to be challenged ourselves. Reasonable people will continue to interpret these issues differently, just as they do any ambiguous picture – whether that be the Rorschach inkblots with which we began, or otherwise. We do not expect universal agreement, and there will always be areas where we can do better. We therefore welcome our clients' candour and engagement in the same spirit that we engage with companies in the portfolio. Please continue to question us, to push us, and to hold us to account. Do the same with your other investment managers. After all, long-term investment returns may depend on it.



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