

**MWRA EMPLOYEES' RETIREMENT BOARD MEETING**

**AGENDA**

**Thursday, April 29, 2021 10:00 a.m.**

**MWRA, 2 Griffin Way**

**Via Remote Participation**

Item 1 10:00 a.m. Meeting called to order

**OLD BUSINESS**

Item 2 Standing Committee Reports

- i. By-Laws Committee: Member Kevin McKenna
- ii. Human Resources Committee: Member Thomas J. Durkin, Member Frank Zecha - Draft Job Description for Executive Secretary
- iii. Special Committee, Stipend: Chair James M. Fleming, Member Kevin McKenna
- iv. Job Review Committee: Member James M. Fleming; Member Thomas J. Durkin

**NEW BUSINESS**

Item 3 Approval of March 25, 2021 Minutes – VOTE

Item 4 Approval of Warrants – VOTE

- a) Warrant 4-2021
- b) Warrant 4-2021A – Payroll

Item 5 Approval of Monthly Transfers 4-2021 – VOTE

Item 6 Acknowledgement of retirement applications under G.L. c 32 §5 – VOTE

- a) Indra Jethra DOR 3/20/2021
- b) Robert Donnelly DOR 4/3/2021
- c) Jose Silva DOR 4/3/2021
- d) Matthew Condon DOR 4/7/2021
- e) Allenette Porcher DOR 4/10/2021
- f) David Bagdigian DOR 4/17/2021

Item 7 Approval of 12/30/2020 Annual Statement – VOTE

Item 8 10:15 a.m. Segal – January 1, 2021 Preliminary Actuarial Valuation Results

Item 9 Manager Presentations

- 10:45 a.m. a) Foundry
- 11:00 a.m. b) J.F. Lehman
- 11:15 a.m. c) Coho Partners
- 11:30 a.m. d) Polen Capital

Item 10 NEPC

- a) Flash Report as of 3/31/2021
- b) Private Equity RFP Draft – VOTE
- c) PERAC ABS Response
- d) Boston Partners' 10 Year Attribution 3/31/2021
- e) Ares Management to Acquire Landmark Partners
- f) Landmark Investment in Pretium

- Item 11 12:30 p.m. Legal Update
- a) Miles King Section 7 Hearing
  - b) CRAB Response to FOIA Request
  - c) MAPPA Letter to AG re. CRAB Pending Appeals
  - d) Press Release re. DALA State Auditor's Report
  - e) DALA State Auditor's Report
  - f) *Hass v. Laskey*, et al.
  - g) PERAC Memo #15/2021 – PFML (Chapter 175M)

Item 12 Update: Retirement Office Access

.....**FOR YOUR INFORMATION and REVIEW** .....

- Item 99-1 PERAC Memo #13-2021 – 2020 Annual Statement of Earned Income Filing (91A)
- Item 99-2 PERAC Memo #14-2021 – Mandatory Retirement Board Member Training – 2<sup>nd</sup> Quarter 2021
- Item 99-3 PERAC Memo #15-2021 – Implementation of Paid Family Medical Leave (“PFML”)
- Item 99-4 This Month in the Division of Open Government March 2021

**The Board reserves the right to consider items on the agenda out of order. The listing of items is those reasonably anticipated by the Chair to be discussed received at least forty-eight (48) hours prior to the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law. Items identified for discussion in Executive Session may be conducted in open session, in addition to, or in lieu of discussion in Executive Session.**

**Date of next scheduled Retirement Board meeting is Thursday, May 27, 2021, 10:00 a.m., Chelsea**

**MASSACHUSETTS WATER RESOURCES  
AUTHORITY EMPLOYEES' RETIREMENT  
BOARD MEETING  
MARCH 25, 2021**

A meeting of the MWRA Employees' Retirement Board was held via conference call on Thursday, March 25, 2021, due to safety concerns regarding the Coronavirus. The number for the call was included on the public meeting notice posted on the MWRA Employees' Retirement System's and Secretary of State's websites. Participating in the meeting via conference call were James Fleming, Thomas J. Durkin, Kevin McKenna, Andrew Pappastergion, Carolyn Russo, and Sebastian Grzejka. Members of the public including Gar Chung from Financial Investment News attended. Chairman Fleming called the meeting to order at 10:03 a.m.

- 1) Call the meeting to order-roll call of members: Mr. Durkin present, Mr. McKenna present, Mr. Pappastergion present, and Mr. Fleming present.
- 2) Standing Committee Reports
  - i. By-Laws Committee: No report
  - ii. Human Resources Committee: Discussion of Executive Secretary job description tabled
  - iii. Special Committee, Stipend: No report
  - iv. Job Review Committee: No report

Mr. Zecha joined the meeting at 10:04 a.m.

- 3) Approval of February 25, 2021 Minutes – VOTE

On a motion made by Mr. Durkin and seconded by Mr. Pappastergion:

**VOTED**

to approve the minutes of the February 25, 2021 meeting as presented.

5 -0, roll call with Mr. Durkin voting yes, Mr. McKenna voting yes, Mr. Pappastergion voting yes, Mr. Zecha voting yes and Mr. Fleming voting yes

- 4) Approval of Warrant 3-2021 – VOTE

On a motion made by Mr. McKenna and seconded by Mr. Pappastergion:

**VOTED**

to approve Warrant 3-2021 presented. 5-0, roll call with Mr. Durkin voting yes, Mr. McKenna voting yes, Mr. Pappastergion voting yes, Mr. Zecha voting yes and Mr. Fleming voting yes

5) Approval of Monthly Transfers 3-2021 – VOTE

On a motion made by Mr. Pappastergion and seconded by Mr. McKenna:

**VOTED**

to approve the rebalance transfers as presented and as recommended by NEPC. 5-0, roll call with Mr. Durkin voting yes, Mr. McKenna voting yes, Mr. Pappastergion voting yes, Mr. Zecha voting yes and Mr. Fleming voting yes

6) Acknowledgement of the retirement application of Edward Sullivan under G.L. c 32 §5 – VOTE

On a motion by Mr. McKenna and seconded by Mr. Pappastergion:

**VOTED**

to acknowledge the superannuation retirement of Edward Sullivan. 5-0, roll call with Mr. Durkin voting yes, Mr. McKenna voting yes, Mr. Pappastergion voting yes, Mr. Zecha voting yes and Mr. Fleming voting yes

7) Presentation of Preliminary Valuation Results and discussion of assumptions for final report and funding schedule

Ms. Lisa VanDermark and Mr. Kenneth Gordon presented the preliminary valuation results to the Board on behalf of Segal

Ms. VanDermark began by thanking the Executive Director for her prompt submission of the actuarial data as well as for working with Segal to resolve promptly any data issues which arose, enabling Segal to present the preliminary numbers. Ms. VanDermark noted that because the year-end asset value has not been finalized by the Executive Director due to outstanding reporting by some managers, the numbers are estimates. The Executive Director provided Segal a draft Annual Statement which is up to date in other respects such as expenses, benefit payments, plan contributions, etc. in order to move forward with the preparation of the preliminary results.

Ms. VanDermark noted that based on the preliminary results, Segal estimates the net return for 2020 at 12.73%. Again, additional reporting may affect this number. Segal noted modest miscellaneous experience gains due to retirements, mortality, disability and salary. In addition, the System has significant deferred asset gains which have not yet been realized due to five-year smoothing.



Ms. VanDermark presented to the Board proposed changes to the Investment Return, Administrative Expense, and Retirement assumptions. Mr. McKenna asked how the change to 7.1% assumed rate of return was reflected since the decision to do so was made mid-year. Ms. VanDermark noted that the Valuation was re-run using the same data as of 12/31/2019. She noted that the System now has approximately \$36m in deferred gains due to smoothing "in its back pocket." NEPC has calculated the System's 10-year return expectation to be 5.7% and the 30-year to be 6.7%. Segal-Marco calculates the expectations over the same terms to be 6.07% and 6.92% respectively. Segal is therefore recommending a further reduction to the investment return assumption and asked for input as to what the Board's preference might be. She stated that for each .1% reduction to the return assumption, the Unfunded Actuarial Accrued Liability would increase approximately \$7.6m and the normal cost would increase by approximately \$300,000. She recommends an increase to the Administrative Expense assumption from \$525,000 to \$550,000, as well as an adjustment to the retirement rates for plan members hired on or after 2012 to reflect the benefit formula modifications. Mr. Durkin asked if the rates would be bifurcated to reflect essentially two different benefit structures, and Ms. VanDermark responded affirmatively. She stated that there is no experience study on this since those hired after 4/2/2012 are not yet eligible to retire, but that they have set the retirement rate at age 60 to 15% simply as a starting point. PERAC's Actuary has not yet taken a position on the appropriate retirement rates for those subject to the 2012 plan changes. She stated that this is a low-impact change because no one can retire prior to 4/2/2022. Mr. Durkin asked if the 2012 change effectively reduces the expected benefit payments, and Ms. VanDermark stated that it does, and that it also indicates a shorter overall expected duration of benefit payments because the minimum retirement age is sixty. Mr. McKenna asked whether any of the actuaries have begun to include Covid-19 impact in valuations and expects that upon resuming normal operations many people may retire rather than come back to work. Ms. VanDermark responded that Segal has not done so, because there has thus far been no clear indication of an impact. Mr. Zecha asked Mr. Durkin whether Bond rating agencies might favor a reduction in the return assumption from 7.1% to 6.9%. Mr. Durkin responded that the rating agencies would likely favor a reduction they deemed to be prudent and within industry norms, but that there is no mandate that the MWRAERS be a leader in the rate reductions. Mr. Zecha noted that there are several systems at 6.5%

or 6.75% already, and asked Ms. VanDermark if Segal does any of those systems' valuations. She responded that Segal does, and that several of the public clients are now below 7%, but that the overall asset allocation is a consideration in determining the appropriate reduction for a particular system. Mr. Zecha stated that he would accept Mr. Durkin's recommendations as to the appropriation increase the MWRA and its member communities may withstand. Mr. Fleming asked for a vote on the Administrative Expense change as recommended by Segal.

On a motion by Mr. McKenna and seconded by Mr. Pappastergion:

**VOTED**

to accept the recommendation of Segal to increase the Administrative Expense assumption from \$525,000 to \$550,000. 5-0, roll call with Mr. Durkin voting yes, Mr. McKenna voting yes, Mr. Pappastergion voting yes, Mr. Zecha voting yes and Mr. Fleming voting yes

Mr. Fleming asked for a vote relative to the Retirement Rate changes as recommended by Segal.

On a motion made by Mr. Pappastergion and seconded by Mr. McKenna:

**VOTED**

to accept the recommendation of Segal to change the retirement rates as presented on page 8 of the Preliminary Results to reflect benefit changes implemented effective April 2, 2012. 5-0, roll call with Mr. Durkin voting yes, Mr. McKenna voting yes, Mr. Pappastergion voting yes, Mr. Zecha voting yes and Mr. Fleming voting yes

Ms. VanDermark noted that the valuation results for 1/1/21 with a reduction from 7.1% to 7% still results in a reduction of roughly \$2.3m in the UAL as compared to the 1/1/20 Valuation. Ms. VanDermark asked for the Board's preferences as to whether Segal should prepare the final report using 7% or 6.9%, whether they should prepare a funding schedule which keeps the appropriation at its current level, or whether maintaining the 2030 full-funding date is the priority. Based on the preliminary results, if the FY2022 appropriation is maintained at \$11,205,000 with a return assumption of 7%, the year-over-year expected increases to the appropriation will be roughly 11.85%. If the FY2022 appropriation is maintained at \$11,205,000 with a return assumption of 6.9%, the year-over-year expected increases to the appropriation will be roughly 13.85%.

Mr. Fleming stated that he feels strongly that the System should not extend the funding schedule beyond 2030, due to the additional restrictions placed on Systems which do. Mr. Durkin and Mr. McKenna concurred. In regard to the investment return assumption, Mr. McKenna stated that he prefers to see a reduction below 7%. Mr. Zecha asked Ms. VanDermark about the impact of a reduction to 6.95% and if they could provide those numbers to the Board. Mr. Durkin said he had modeled it with 6.9% and the increase for 2023 would be 12.8%, or \$200,000 for 2023, \$455,000 for 2024, and that the total appropriation compounds to \$18.8m by 2026. Mr. Durkin acknowledged that for an agency with a nearly \$1bn budget, that a \$1m increase to the appropriation does not sound like a lot (MWRA budget is currently approximately \$800m). Ms. VanDermark said that Segal will show the numbers at 6.95% return. She asked whether the Board is considering the move to the public employee-specific mortality tables. Mr. Boorack, Actuary for PERAC, has not yet expressed a clear mandate for the Boards to do so, but Segal does have some clients moving toward the change. She expects the impact would be a roughly \$10m increase to the UAL. She reminded the Board that they are \$36m in deferred gains in their "back pocket." She stated that the Board may consider a temporary one-year floor of around 97% AVA to MVA to absorb the increase due to the assumption change. She cautioned that it would reduce the deferred gains from \$36m to around \$18m, and that if there are future losses it "could come back to bite you." Mr. McKenna asked why all of this isn't more closely regulated, questioned whether manipulation of the AVA vs. MVA would raise a red flag, and whether the use of the gains for this purpose is a less conservative approach on behalf of an assumption change for which there is not yet a clear mandate. Ms. VanDermark stated that she would expect PERAC to approve a schedule which uses deferred gains to fund an assumption change. Mr. Gordon explained that in the private sector these issues are regulated by the Federal Government, but said that PERAC would not approve the change if it were used to reduce or manipulate the appropriation.

Mr. Zecha stated that he would prefer to keep as much of the gains as possible in the bank in case there is an economic downturn, but that the change reflects more accurately the System's experience that he would support it, provided the System keeps at least \$18m in deferred gains in the bank. Mr. Durkin stated that the one area in which he doesn't mind seeing actuarial losses is in mortality assumptions because it means retirees are living longer than expected. He stated that when the funding

schedule increased due to losses, the MWRA Executive Director, the Advisory Board and the Board of Directors accepted the decrease in the return assumption, but “threw down the gloves and said no more’ with the exception of necessary or mandated changes and that they expect the appropriation to be maintained at its current level. Mr. Pappastergion stated that he agrees the Board should try to maintain the schedule at its current level. Ms. VanDermark stated that she will look at alternatives, such as using half of the gains and 6.95% return. Mr. Fleming asked that Segal present various alternatives. Mr. McKenna asked that Segal show the impact of the mortality table change accessing half of the deferred gains or none of the deferred gains. Ms. VanDermark stated that she would send the various options to the Retirement System’s Executive Director in advance of the April meeting.

Ms. VanDermark asked if it is the Board’s preference to keep the current appropriation level, if there is a “hard number.” Mr. Durkin responded that there is not, but that other entities are looking at the 5-10 year range and that a \$1m increase would be hard to defend. Ms. VanDermark said that she will include 6.9% and 6.95%. Mr. McKenna asked that Segal also show one schedule below, and suggested 6.875%. Ms. VanDermark and Mr. Gordon thanked the Board and left the meeting.

8) Approval of the FY2022 COLA – VOTE

Mr. McKenna made a motion seconded by Mr. Pappastergion to approve a COLA for the retirees in the amount of 3% calculated on the first \$15,000 in benefits, or a maximum of \$37.50 per retiree per month to become effective July 1, 2021. Mr. Durkin asked that the minutes reflect that the funding schedule for FY2022 already incorporates the cost of the COLA as required by PERAC.

**VOTED**

to approve the COLA for the retirees in the amount of 3% calculated on the first \$15,000 in benefits, or a maximum of \$37.50 per retiree per month, to become effective July 1, 2021. 5-0, roll call with Mr. Durkin voting yes, Mr. McKenna voting yes, Mr. Pappastergion voting yes, Mr. Zecha voting yes and Mr. Fleming voting yes

Appointment of Election Officer - The Retirement Coordinator has in the past served as the Election Officer. One needs to be appointed for the

upcoming election for the position currently held by Chairman Fleming. Mr. Zecha made a motion to appoint the Retirement Coordinator as the Election Officer. Mr. Pappastergion seconded the motion. Mr. Durkin stated that it was his recollection that the Retirement Coordinator had in the past declined to serve in this capacity due to her affinity for Mr. Fleming, and asked whether that might still be an issue, in the Retirement Coordinator's absence. The Chair responded that he does not believe that is currently an issue.

On the motion by Mr. Zecha and seconded by Mr. Pappastergion:

**VOTED**

to appoint the Retirement Coordinator as the Election Officer and to approve the election timeline consistent with 840 CMR 7.00. Roll call 4-0 with Mr. Durkin voting yes, Mr. McKenna voting yes, Mr. Pappastergion voting yes, Mr. Zecha voting yes and Mr. Fleming voting present

9) Manager Presentations

The following managers underwent an annual investment manager review pursuant to 840 CMR 16.07. The managers presented performance and investment reports detailing the manager's activities which the Board reviewed.

Rhumblin Advisers  
Boston Partners  
CarVal  
PRIM

Each manager was cautioned that the Board cannot fully guarantee security of the meeting platform and cautioned the participants against sharing information considered proprietary. The Board reviewed and compared each manager's performance with the Retirement System's investment goals and policies. The Board ensured that comprehensive written quarterly reports were filed with the Board and with PERAC and that these reports included a review of investment performance and relative performance, a review of the System's investments, and a report on each investment manager's current investment outlook or forecast as well as strategy for the future and key personnel staffing changes.

The Board determined each manager continues to operate in a manner represented when retained and outlined in the agreement between the Board and the manager.

Denise D'Entremont and Julie Carman Lind presented on behalf of Rhumblin in regard to the S&P 500 and US TIPS accounts. Ms. D'Entremont expressed Rhumblin's gratitude for the System's business over the past 24 years. Ms. Carman Lind stated the Rhumblin S&P account, which is a MA-only pooled account has performed better than the index and that MWRAERS has done well due to the Board's consistent rebalancing approach. The fund has low fees and trade costs are at about one cent per share. MWRAERS' separately managed TIPS account has also done well since inception, although slightly down YTD 2021. March has been volatile, but there has been low trade activity. The TIPS fund offers inflation protection. She stated that Rhumblin now has a pooled US TIPS product which is identical to the separately managed product but offers lower management fees and lower trading costs, and may result in a reduction in custody fees as well. The securities will be moved internally, not liquidated. Mr. Zecha noted that he is in support of lowering fees and made a motion to transition from the separately managed Rhumblin TIPS product to the identical pooled Rhumblin TIPS product. Mr. Pappastergion seconded the motion. Mr. Grzejka asked if there would be any impact on the asset allocation, and Ms. D'Entremont responded that there would not. Mr. Durkin asked if it is NEPC's recommendation that the board make the change, and Mr. Grzejka responded in the affirmative stating that the exposure will be the same but there may be management and custody fee reductions.

On the motion made by Mr. Zecha and seconded by Mr. Pappastergion:

**VOTED**

to transfer the securities in the Rhumblin TIPS separate account to the Rhumblin pooled TIPS account. 5-0, roll call with Mr. Durkin voting yes, Mr. McKenna voting yes, Mr. Pappastergion voting yes, Mr. Zecha voting yes and Mr. Fleming voting yes

Mr. Fleming took a break from 11:20 a.m. to 11:23 a.m. In regard to the firm changes, Ms. D'Entremont noted that founder Wayne Owen will be scaling back his duties and retiring, but will remain involved in the firm. She thanked the board for its long-standing support and for playing an important role in the firm's growth. Ms. D'Entremont and Ms. Carman Lind left the meeting at 11:28 a.m.

At 11:28 a.m. Mr. William Supple, Ms. Liz Sheerin and Mr. John Forelli joined the meeting representing Boston Partners. Mr. Grzejka cautioned that there are members of the public on the call so discussion of proprietary information should be avoided. Mr. Supple began by thanking the Board for the long-standing relationship, stating that the fund was established 26 years ago, and MWRAERS

has been a client for the last 24 years. Boston Partners has a stable team of 60+, and 157 Public Fund and Taft-Hartley clients. The firm has also instituted a sustainability initiative, with \$13bn of the firm's \$80bn AUM undergoing a "social screening" process. Mr. Forelli stated the fund seeks high quality low valuation/low PE stocks with strong fundamentals and momentum. They have been overweight in utilities and underweight in energy, but are now adding land drilling exposure (Helmerich & Payne) because they expect an oil shortage in 2023. They have also added Callaway, which recently merged with Topgolf, and which has been deploying Toptracer technology to track the ball's path and technology to allow virtual games among remotely located participants. Mr. Forelli noted the recent shift from value outperformance back to growth, so Boston Partners' quality-only approach has helped the portfolio. Mr. Zecha asked about fees. Mr. Supple responded that fees are 1% on the first \$20m AUM and 80bps after that. Mr. Grzejka asked about the increase in infotech exposure, specifically the Synnex Tech Data merger, and about ESG as it relates to the increased energy exposure. Mr. Forelli noted that Boston partners aims to select the best names within the industry, and with better ESG profiles relative to the sector. An ESG focus would therefore not necessarily preclude energy holdings. Mr. Zecha asked whether Gamestop is in the Russell 2000. Mr. Forelli stated that it is, but that BostonPartners focuses on a higher quality and its discipline would prevent it from holding Gamestop. Since Gamestop has now fallen over 40%, the discipline has benefitted the fund. The low-quality rally hurt Boston Partners' relative performance temporarily, but it is recovering with QTD performance of 14.4% vs. 15.2 for the benchmark, but with lower relative risk. Mr. Supple, Mr. Forelli and Ms. Sheerin signed off at 11:50 a.m.

Mr. Zecha gave a "shout out" to Gar Chung who was in attendance virtually.

Mr. Durkin asked about Boston Partners' underperformance over the 1-year, and 3-year periods. Mr. Grzejka responded that the underperformance is due to what Boston Partners doesn't hold rather than what it does. They hold higher quality value names, and are still valuable to the portfolio even though growth has been in favor over much of the last three years. Mr. Durkin noted that Gamestop arose recently, and does not explain 5-year and 10-year numbers. Mr. Grzejka stated that he will do an attribution study to see what the drivers and detractors were.

CarVal joined the call at 11:54 a.m. represented by Ryan Savell and Jody Gunderson. They described the firm as Opportunistic Credit-focused with \$10bn AUM. MWRAERS' investment in the CVF Fund IV recently completed its 3-year investment period, with an expected 3-year harvest period. Mr. Savell noted that

CVF IV has already called 97% of committed capital, with a 7.7% net IRR since inception. CVF IV expects to reinvest proceeds through 2021 and monetize existing investments. Ms. Gunderson noted that CarVal expects a robust recovery, and that credit will perform well. Banks have tightened lending, leading to opportunities. She sees value in the reopening trade drivers, and the fund looks for opportunity in dislocation, such as buying loans on the secondary market, financing a construction project in NYC at 60% of cost, and investing in small and mid-sized solar projects and energy efficiency strategies. As an example of a reopening opportunity, CarVal invested in Europe Car which was temporarily hurt by the pandemic, but is the largest car rental agency in Europe. The company was over-levered, they purchased and restructured the debt, and are now selling out of the equity at a profit. Mr. Durkin asked whether lending for “last mile” properties presents an opportunity because the sector is growing in and around Boston. Ms. Gunderson responded that the on-line warehouse sector is the strongest property performer, with high value and high demand because it is perceived as lower risk. Therefore, banks are still lending within the sector. Ms. Gunderson and Mr. Savell signed off the call at 12:07 p.m.

PRIM joined the call represented by Paul Todisco, Francisco Daniele, and Emily Green from Client Services as well as Bill Li, Director of Portfolio Completion Strategies & Senior Investment Officer, given the Board’s questions at the prior year’s due diligence meeting. On behalf of the Board, Chairman Fleming wished Mr. Todisco many happy returns on his retirement, since today’s meeting with MWRAERS is his last client meeting. He expressed his appreciation for his long-term relationship with the Board and Staff, and stated that Mr. Daniele has been promoted to Director of Client Services.

Ms. Green directed the Board to pages 25 and 26 for the Core Fund Asset Allocation and noted a 1% increase to the PE target and a 1% decrease to the Portfolio Completion strategy (i.e. Hedge Fund)) target. Mr. Durkin asked what relationship the Asset Allocation for the Core Fund has to the State Retirement Board’s funded status. Mr. Todisco stated that PRIT does not react to assumption changes, that NEPC does a study of long-term return expectations on behalf of PRIT independently of the Actuarial Valuations on the State System. PERAC reviews and considers NEPC’s results as well. In regard to performance, the Core Fund has outperformed their benchmark over the one, three, and five-year periods. Mr. Todisco noted that he was having a hard time hearing which the Chair attributed to outside interference. Mr. Todisco reviewed MWRAERS’ performance since inception for each sleeve, noting that MWRAERS had achieved 8% since-inception returns since inception. He stated



that PRIT's Hedge Funds had come back in the second half of 2020. The sleeve is comprised of stable value and directional funds. Mr. Grzejka asked about the split between the two, and Mr. Li responded about 75% is stable value and 25% is directional, with some beta exposure. Mr. Grzejka asked whether the beta exposure drove down performance. Mr. Li stated it did, primarily due to technology risk. Mr. Todisco noted that the PE portfolio performed very well with a Q4 net return of 11% for the vintage years in which MWRAERS is invested, and roughly 24% return FYTD. Mr. Zecha wished Mr. Todisco well in his retirement, as did Mr. Durkin. Mr. Todisco again thanked the Board and staff. PRIT Staff left the call at 12:36.

The Executive Director lost her audio, signed off and tried to rejoin the meeting twice. The Retirement Coordinator joined the meeting at this time and also had no audio. The Board took a brief recess. At 12:41 p.m. the meeting resumed.

#### 11) NEPC

- a) Flash Report as of 2/28/2021
- b) Rebalance Recommendation
- c) Private Markets Strategic and Pacing Plan
- d) Axiom EME Strategy – New PM Hire
- e) Baillie Gifford Partnership Update

In regard to the Flash Report for the month of February, Mr. Grzejka noted that favor shifted from growth to value mid-year 2020, presenting a headwind for growth stocks and a tailwind for value, but the market is now seeing a shift back. Value still has a role in the portfolio (e.g. Energy, Financials, Healthcare) so a balanced approach is still recommended for the System. US Equity returned 3.5% for the month, with Non-Us coming in lower, but still positive. Rates adversely affected the Fixed Income portfolio, which was down 1.1%. Both Corbin and UBS have both posted double-digit returns for the one-year period. Mr. McKenna asked Mr. Grzejka about whether Serenitas Fund is considered fixed income. Mr. Grzejka noted that while it may technically be fixed income, it has a Hedge Fund structure, is categorized as such by eVestment and that liquidity would be a headwind. Mr. McKenna noted that PRIT has roughly \$100m in it, and Mr. Grzejka stated that he believed MWRAERS would be prevented from adding to the Hedge Fund portfolio because of the 50% restriction. 50% of the System's Hedge Fund Allocation must be in PRIT's Hedge Fund sleeve at the time of new investment, and since Corbin and UBS have significantly outperformed PRIT's Hedge Fund portfolio over the past year, it would likely be an issue.

NEPC is recommending rebalancing. Non-US is currently overweight and the rebalance recommendations will bring the allocation closer to target.

Coho	\$3,000,000
Polen	\$5,000,000
Boston Partners	(\$1,500,000)
Loomis Small Cap Growth	\$1,500,000
SEG	(\$4,000,000)
Hartford Schroders	(\$14,000,000)
Baillie Gifford	(\$10,000,000)
ABS	\$20,000,000 (if acknowledged by PERAC)
Rhumblin US TIPS	(\$2,000,000)
Cash	\$2,000,000

On a motion made by Mr. McKenna and seconded by Mr. Pappastergion:

**VOTED**

to accept the rebalance recommendations of NEPC as presented. 5-0, roll call with Mr. Fleming voting yes, Mr. McKenna voting yes, Mr.

Pappastergion voting yes, Mr. Zecha voting yes and Mr. Durkin voting yes

Mr. Grzeka stated that both NEPC and ABS had provided additional documentation to PERAC, but that he did not know if PERAC had responded. The Executive Director confirmed that PERAC has not responded to the Board after the most recent submission of additional information.

In regard to the PE pacing plan, last year MWRAERS committed \$9m each to J.F. Lehman V, Hamilton Lane, and Harbourvest. Private Equity fund raises have been happening very quickly in a very competitive environment. Mr. Zecha asked if SPACS are getting “first dibs” and taking PE opportunities for themselves. Mr. Grzejka acknowledged that the SPACS had certainly increased sharply, with even celebrities starting up their own SPACS up, but that it still accounts for only a small piece of the PE pie. SPACS represent “blank check” investments, meaning that the SPAC takes the investors’ money, and IF the fund finds an opportunity, and IF the investment is profitable it may be monetized. If no opportunities arise, investors would receive only a treasury rate of return. NEPC is recommending another \$20m PE commitment for 2021 and will present an RFP draft at the April meeting for an allocation of up to \$15m. The goal is to get to the 10% PE target over the next 2-3 years, then just maintain.

On a motion made by Mr. Durkin and seconded by Mr. McKenna:

**VOTED**

to accept the PE pacing recommendations of NEPC as presented. 5-0, roll call with Mr. Fleming voting yes, Mr. McKenna voting yes, Mr.

Pappastergion voting yes, Mr. Zecha voting yes and Mr. Durkin voting yes

Mr. Grzejka acknowledged the communication relative to the Axiom Portfolio Manager's leaving the day-to-day management of the portfolio, but stated that Axiom has a strong team and has hired a manager from Columbia Threadneedle, another finalist in the Board's EM search. NEPC is not recommending any Board response at this time.

Baillie Gifford is expecting managing partner James Anderson's retirement at year end, but deputy Tom Coutts will be stepping into the role. NEPC is not recommending any Board response at this time.

12) The Legal Update was postponed until the April meeting.

The Chair raised the issue of the communication from the Executive Director relative to access to the Retirement Office. The Executive Director stated that there are nearly forty members of the outsourced security staff with access, and questioned whether it should be limited to supervisory staff. Mr. McKenna moved that access be restricted to supervisor or above. Mr. Zecha seconded for the purpose of discussion and asked what would happen if staff had a medical emergency and Security could not access the office. Mr. Durkin asked the Executive Director to explain what transpired that lead up to this issue, and who was seen leaving the office by whom. The Executive Director reported that on March 17, 2021 at approximately 12:05 p.m. Mr. McKenna went to the Office as he does frequently when he is on site, to see if Staff needed any signatures. As he tried the door, Kathryn White was leaving the Office, and neither Staff person was present. Both were working remotely that day. Mr. Durkin stated that is concerning. He noted that at times at the Navy Yard there is often only one member of security on site, with no supervisor. Mr. Pappastergion asked who Kathryn White is, and Mr. Durkin responded that she is an MWRA Security Services employee, and acts as a liaison to Law Enforcement. Mr. Zecha asked whether Ms. White is a Police Officer and Mr. Durkin responded that she is not. Mr. Pappastergion stated that in his opinion the Executive Director is right to be concerned, and that he is very concerned with the number of people with access. Through the Chair the Executive Director asked Mr. Durkin how personnel records are handled at the Navy Yard because she would equate the sensitivity and the legal protections of the documents housed in the Retirement Office to those of the personnel records. She also stated that she knows of at least one individual who was logged as entering and exiting the space but whose name was not on the list provided by Ms. White of those with access. Mr. Durkin reported that he believes the Executive Director's comparison to personnel records is a valid one, and stated that no one, not even Mr. Laskey, may access the HR records unless they have explicit authorization and are accompanied by a member of Human Resources Staff, and that he has himself only been in the space twice in his fifteen-year tenure. Mr. Fleming stated that this would be a PERAC Audit finding if not addressed by the Board. Mr. McKenna stated that he doesn't have access to the Retirement Office and should not, was alarmed when he saw Ms. White leaving the space, and asked the Executive Director to follow

up. Mr. Durkin made a motion to table the matter, with a second by Mr. Pappastergion, so that the Executive Director may request a complete list of those with access. Mr. Pappastergion stated that he would be discussing the matter with Mr. Laskey, and asked that Mr. Durkin do the same.

On a motion made by Mr. Durkin and seconded by Mr. Pappastergion:

**VOTED**

to table the matter of access to the Retirement Office pending receipt of a full list of those with access, and pending discussion by Board members Pappastergion and Durkin with the MWRA's Executive Director. 5-0, roll call with Mr. Fleming voting yes, Mr. McKenna voting yes, Mr. Pappastergion voting yes, Mr. Zecha voting yes and Mr. Durkin voting yes

Mr. Fleming asked the Executive Director for a synopsis of the W.B. Mason issue. The Executive Director reported that in preparing to order laptop stands she discovered that W.B. Mason, a State-approved vendor, quoted MWRAERS under its customer ID a higher price on the item than was available to the public on the website. She then priced a shredder for the office, and the result was the same-a price quote which was more than double what was on line for the same item. The Executive Director then instructed W.B. Mason to perform a review of all purchase pricing back to January 2020, and over \$2,000 in excess charges were identified. She therefore asked them to go back to January 2018, and is awaiting the results. She stated that W.B. Mason has still not provided a plausible explanation, stating that the MWRAERS had "gone inactive" which still does not explain why MWRAERS was charged higher prices than those available to the general public. The Executive Director also spoke to the Office of the Inspector General, who asked for a report once the review is complete, since W.B. Mason is a State-approved vendor. The Board asked that the Executive Director provide an update at the April meeting.

Mr. Zecha asked that the Executive Director perform a review of all Internal Controls in light of recent PERAC Audit findings regarding other Systems. The Chair noted that the Executive Director had performed an exhaustive one in 2019. Mr. Zecha asked that the Executive Director review the 2019 study to identify any necessary updates and adjustments.

On a motion made by Mr. Durkin and seconded by Mr. Zecha:

**VOTED**

to adjourn the meeting of March 25, 2021. 5-0, roll call with Mr. Fleming voting yes, Mr. McKenna voting yes, Mr. Pappastergion voting yes, Mr. Zecha voting yes and Mr. Durkin voting yes.

The meeting was adjourned at 1:38 p.m.

Mr. Grzejka informed the Board that he will be on vacation at the time of the April meeting, but that Mr. Kevin Leonard would be covering the meeting on behalf of

NEPC.

*Since the Retirement Coordinator was not present during the discussion of the appointment of the Election Officer but later joined the meeting, she asked that a clarification be included in the record to state that an alternative outside Election Officer was recommended by the former Executive Director, and was therefore designated by the Board, but that she has served as Election Officer for the past several elections under the current Executive Director.*

The following items were provided to the Board for review:

PERAC Memo #11-2021 – Benefit Calculation Submission Via PROSPER  
 PERAC Memo #12-2021 – Tobacco Company List  
 Cerberus Letter re. Personnel Update  
 Communication from Executive Director Regarding Retirement Office Access  
 Communication from Executive Director Regarding State-approved Office Supply Vendor W.B. Mason

**The Board reserves the right to consider items on the agenda out of order. The listing of items is those reasonably anticipated by the Chair to be discussed received at least forty-eight (48) hours prior to the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law. Items identified for discussion in Executive Session may be conducted in open session, in addition to, or in lieu of discussion in Executive Session.**

The next regularly scheduled meeting of the MWRA Employees' Retirement Board will be held Thursday, April 29, 2021 at Massachusetts Water Resources Authority, 2 Griffin Way, Chelsea, at 10:00 a.m., if permissible, otherwise, will be held by publicly advertised conference call.

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James M. Fleming, Elected Member

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Kevin Mr. McKenna, Elected Member

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Andrew Pappastergion, Ex Officio

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Thomas J. Durkin, Appointed Member

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Frank Zecha, Fifth Member



NEPC, LLC

Firm: Foundry Group  
Strategy/Product: Venture Capital  
Client: MWRA

### NEPC Manager Due Diligence Questionnaire - Update

#### Instructions

In support of our upcoming meeting we ask that you please complete this due diligence questionnaire. Please provide your responses in the form of brief descriptions, lists or tables added directly to this Word document.

Thank you for taking the time to complete this questionnaire. Please note that your response will be part of the NEPC Research Database.

#### Firm/Organization

1. Have there been any changes in ownership or management in the past year? Jason Mendelson retired in March 2020. Jaclyn Hester was promoted to Partner in September 2020.
2. List firm AUM, net flows and accounts gained/lost for the past 5 years. At 12/31/2020, firm AUM is \$2.5b
3. Have there been any new or discontinued products in the past year? No
4. Are any products capacity constrained? No
5. Describe any current or pending regulatory, compliance or litigation issues and the expected business impact. None

#### Portfolio Management Team

1. Have there been any changes in the portfolio management team in the past year? Jason Mendelson retired in March 2020. Jaclyn Hester was promoted to Partner in September 2020.
2. Are there any expected changes to the team in the future (planned additions or departures)? None

#### Process

1. Have there been significant changes in any of the areas below in the past year?
  - Identification of investment ideas No
  - Process for exploring and vetting ideas No
  - Portfolio trading practices including buy/sell rules No
  - Approach to portfolio monitoring and risk management No



### Philosophy

1. Describe recent changes in investment philosophy, if any. [None](#)

### Portfolio

1. If not included in your meeting presentation, provide portfolio holdings, sector exposure, geographic exposure and common characteristics (yield, duration, market cap, P/E, etc.). [See presentation](#)
2. List strategy AUM, net flows and accounts gained/lost for the past 5 years. [AUM for funds MWRA is invested in is \\$485m.](#)
3. Describe investor concentration for the strategy and note the percent of AUM attributable to the top five investors. [N/A](#)

### Performance / Market Outlook

1. If not included in your meeting presentation, provide trailing returns as of the most recent quarter-end and calendar year returns for the past 10 years, both relative to benchmark. [See attachment.](#)
2. Briefly discuss recent performance trends and identify environments in which the strategy is likely to be in or out of favor.
3. Describe your market outlook and how strategy positioning is impacted by your views.
4. Could you please include a slide in your presentation that shows the MWRA's account history, initial contribution, cumulative subsequent contributions, cumulative subsequent distributions, gain/loss and current value.



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# **FOUNDRY** GROUP

April 29, 2021 | MWRA Update

# LEGAL DISCLAIMER

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All information provided herein is for informational purposes only and should not be relied upon to make an investment decision. This document may contain forward-looking statements and projections that are based on our current beliefs and assumptions and on information currently available that we believe to be reasonable. However, such statements necessarily involve risks, uncertainties and assumptions. Information contained herein does not purport to be complete and is subject to the same qualifications and assumptions and should be considered by investors only in the light of the same warnings, lack of assurances, and representations and other precautionary matters, as disclosed in an applicable private offering memorandum. The information is provided as of the date specified herein and is subject to change at any time and without notice.

In considering any performance information contained herein, you should bear in mind that past or projected performance is not necessarily indicative of future results, and there can be no assurance that any entity referenced herein will achieve comparable results or that return objectives, if any, will be met. Additionally, the target or expected return information included is based on a set of assumptions that might not be realized, and actual result might materially differ.

"FMV" (Fair Market Value) refers to an investment's unrealized value calculated through the application of Foundry's valuation policy. Please note that the FMVs referenced herein are as of December 31, 2020 and are inherently uncertain and subject to change. There is no guarantee that such value will be ultimately realized by the applicable Foundry fund and co-investors or that such value reflects the actual value of the investments. As a result, it is important to note that the ultimate realized returns of these investments may vary materially and negatively from the FMVs included herein. FMVs do not reflect the deduction of any applicable management fees, 'carried interest', taxes, and other expenses, including but not limited to any transaction costs in connection with the disposition of such investment, borne by limited partners and which will reduce returns.

"Net IRR" is an annualized since inception net internal rate of return of cash flows to and from the fund and the fund's residual value at the end of the measurement period. Net IRRs reflect returns to the fee-paying limited partners and, if applicable, exclude interests attributable to the non-fee paying limited partners and/or the general partner which does not pay management fees or carried interest. The cash flow dates used in the Net IRR calculations are based on the actual dates of the cash flows. The Net IRRs are calculated after giving effect to management fees, carried interest, as applicable, and other expenses. The funds may utilize a credit facility during the investment period and for general cash management purposes.

"Gross IRR" represents an annualized since inception gross internal rate of return of cash flows to and from the fund and the fund's residual value at the end of the measurement period. Gross IRR reflects returns to the fee-paying limited partners and, if applicable, excludes interests attributable to the non-fee paying limited partners and/or the general partner which does not pay management fees or carried interest. The cash flow dates used in the Gross IRR calculation are based on the actual dates of the cash flows. The Gross IRRs are calculated before giving effect to management fees, carried interest, other expenses and taxes, as applicable.

"Net DPI" represents all cumulative distributions to the limited partners as of period end divided by the cumulative limited partner contributions and shows the limited partners' investments realized return as a multiple of its cost basis. An individual investor's DPI may vary from the stated Fund DPI.

"Net TVPI" represents the overall realized return on an investment, which has been calculated using all limited partner cash flows (excluding general partner's capital) that are from capital called, distributed and the LP ending capital balance as of period end. It is the return that equates to all cumulative distributed returns and the residual value of the investment, divided by the limited partner contributions and shows the investments total value as a multiple of paid in capital. Net TVPI is calculated after the application of management fees, allocable fund expenses (including interest from the capital call credit facility) and carried interest. An individual investor's Net TVPI may vary from the stated Fund Net TVPI.

"Gross TVPI" represents the overall realized return on an investment, which has been calculated using the realized and unrealized value of the fund. It is that sum divided by the total cash contributions of the investment and shows the investments total value as a multiple of total paid in capital. Gross TVPI is calculated before the application of management fees, allocable fund expenses (including interest from the capital call credit facility) and carried interest. An individual investor's Gross TVPI may vary from the stated Fund Gross TVPI.

Logos of portfolio companies included on the fund investments slides are provided for illustrative purposes and do not include the logos of all portfolio companies.

The charts, tables, and graphs contained in this document are not intended to be used to assist the reader in determining which securities to buy or sell or when to buy or sell securities. Additional information is available upon request. Unless otherwise noted, the source of information for the charts, graphs, and other materials contained herein is Foundry.

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# FOUNDRY GROUP

Foundry Venture Capital 2007, L.P.

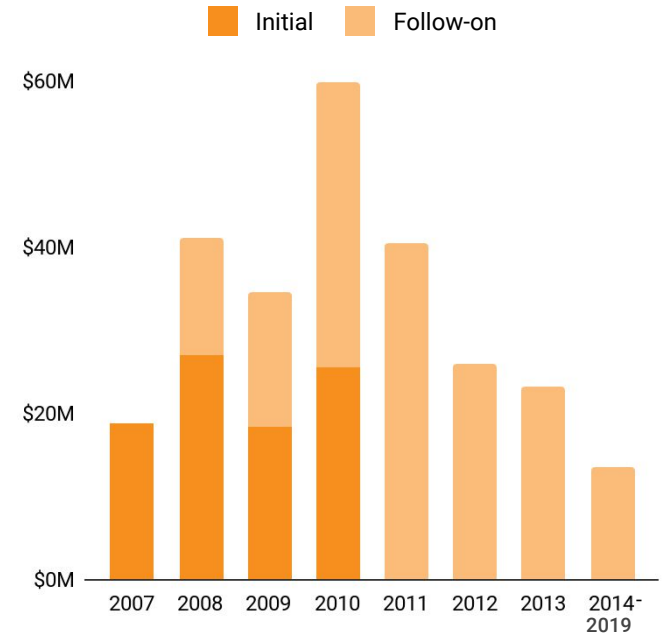
As of December 31, 2020

# FUND SUMMARY

## Foundry Venture Capital 2007, L.P.

<b>Vintage</b>	2007
<b>Fund Capital</b>	\$232.0m
<b>Capital Called   % of Total Fund</b>	\$228.5m   98.5%
<b>Capital Invested   % of Total Fund</b>	\$257.1m   110.8%
<b>Initial   Follow-on</b>	\$89.5m   \$167.6m
<b>Realized Value   Unrealized Value</b>	\$1,428.4m   \$26.3m
<b>% Invested + Reserved</b>	110.8%
<b>Gross TVPI   Net TVPI   Net DPI</b>	6.5x   5.0x   4.9x
<b>Gross IRR   Net IRR</b>	56.0%   42.9%
<b>Total Investments</b>	28

### Investment Activity



# MWRA SUMMARY

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## Foundry Venture Capital 2007, L.P.

<b>Capital Commitment</b>	\$3,000,000
<b>Capital Called   %</b>	\$2,955,000   98.5%
<b>Initial Contribution   Follow-on Contributions</b>	\$285,000   \$2,670,000
<b>Distributions</b>	\$14,506,309
<b>NAV</b>	\$320,973
<b>Net TVPI</b>	5.0x
<b>Net IRR</b>	42.9%





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# FOUNDRY GROUP

Foundry Venture Capital 2010, L.P.

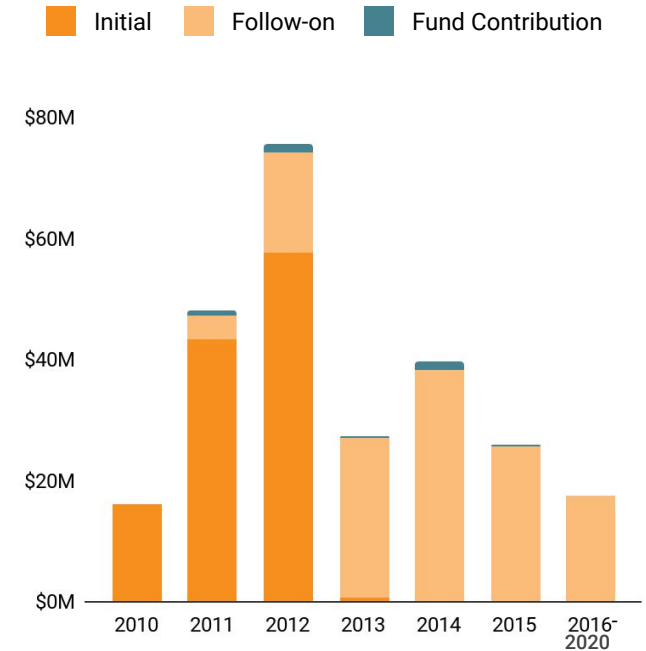
As of December 31, 2020

# FUND SUMMARY

## Foundry Venture Capital 2010, L.P.

<b>Vintage</b>	2010
<b>Fund Capital</b>	\$232.0m
<b>Capital Called   % of Total Fund</b>	\$226.7m   97.8%
<b>Capital Invested   % of Total Fund</b>	\$249.7m   107.7%
<b>Initial   Follow-on   Fund Contribution</b>	\$117.6m   \$128.0m   \$4.1m
<b>Realized Value   Unrealized Value</b>	\$228.0m   \$355.5m
<b>% Invested + Reserved</b>	107.7%
<b>Gross TVPI   Net TVPI   Net DPI</b>	2.6x   2.0x   0.6x
<b>Gross IRR   Net IRR</b>	16.3%   10.9%
<b>Total Investments</b>	31

### Investment Activity



# MWRA SUMMARY

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## Foundry Venture Capital 2010, L.P.

<b>Capital Commitment</b>	\$3,000,000
<b>Capital Called   %</b>	\$2,932,500   97.8%
<b>Initial Contribution   Follow-on Contributions</b>	\$75,000   \$2,857,500
<b>Distributions</b>	\$1,747,617
<b>NAV</b>	\$4,150,246
<b>Net TVPI</b>	2.0x
<b>Net IRR</b>	10.9%



# PORTFOLIO ANALYSIS

**\$228.0m**

Realized

**\$355.5m**

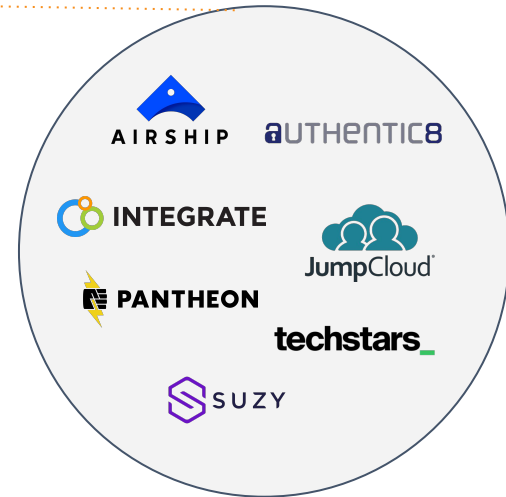
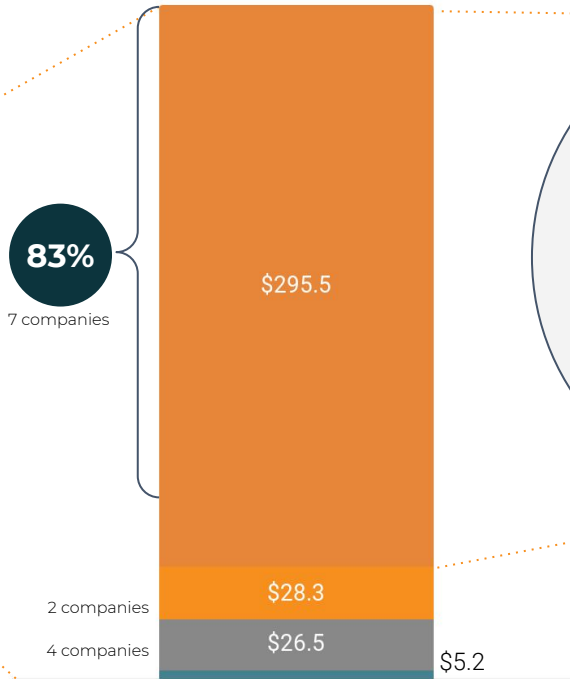
Unrealized

**\$583.5m**

Total Value

**83%**  
7 companies

UNREALIZED VALUE (m)



- Fund Drivers
- Moderate
- Challenged
- Funds

# ACTIVE FUND DRIVERS

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Multi-channel marketing platform for driving mobile engagement

Cost | FMV: **\$16.8m | \$22.7m**  
 % of FMV : **6.4%**  
 Ownership: **10.2%**



The Silo Web Isolation Platform enables any device to experience the web without risk

Cost | FMV: **\$10.0m | \$14.2m**  
 % of FMV : **4.0%**  
 Ownership: **7.8%**



Global Marketing Demand Orchestration Software

Cost | FMV: **\$13.5m | \$46.5m**  
 % of FMV : **13.1%**  
 Ownership: **18.0%**



All-in-One User Access Control & Device Management

Cost | FMV: **\$6.3m | \$83.3m**  
 % of FMV : **23.4%**  
 Ownership: **12.2%**



WebOps platform designed to develop professional websites

Cost | FMV: **\$9.8m | \$71.0m**  
 % of FMV : **20.0%**  
 Ownership: **13.9%**



Enables companies to harness insights from millions of consumers to gather real-time intelligence

Cost | FMV: **\$15.3m | \$32.2m**  
 % of FMV : **9.1%**  
 Ownership: **23.8%**



Techstars is the global platform for investment and innovation

Cost | FMV: **\$0.2m | \$30.8m\***  
 % of FMV : **8.7%**  
 Ownership: **5.9%**

\*Includes funds



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# FOUNDRY GROUP

Foundry Venture Capital 2010 Annex, L.P.

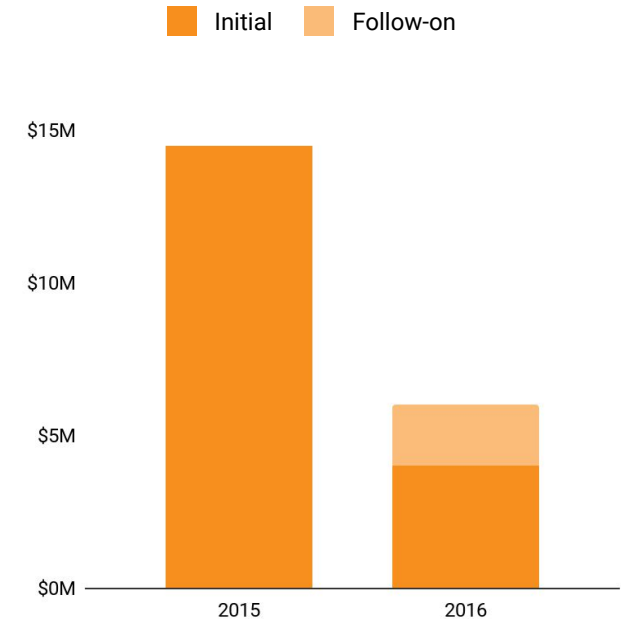
As of December 31, 2020

# FUND SUMMARY

## Foundry Venture Capital 2010 Annex, L.P.

<b>Vintage</b>	2015
<b>Fund Capital</b>	\$20.7m
<b>Capital Called   % of Total Fund</b>	\$20.7m   100.0%
<b>Capital Invested   % of Total Fund</b>	\$20.5m   98.9%
<b>Initial   Follow-on</b>	\$18.5m   \$2.0m
<b>Realized Value   Unrealized Value</b>	\$21.2m   \$43.9m
<b>% Invested + Reserved</b>	98.9%
<b>Gross TVPI   Net TVPI   Net DPI</b>	3.1x   2.7x   1.0x
<b>Gross IRR   Net IRR</b>	33.6%   28.0%
<b>Total Investments</b>	6

### Investment Activity



# MWRA SUMMARY

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## Foundry Venture Capital 2010 Annex, L.P.

<b>Capital Commitment</b>	\$268,205
<b>Capital Called   %</b>	\$268,205   100%
<b>Initial Contribution   Follow-on Contributions</b>	\$93,120   \$175,085
<b>Distributions</b>	\$271,825
<b>NAV</b>	\$456,810
<b>Net TVPI</b>	2.7x
<b>Net IRR</b>	28.0%



**thank you!**





NEPC, LLC

**Firm:** J.F. Lehman & Company (“JFLCO”, the “Firm”)  
**Strategy/Product:** JFL Equity Investors V, L.P. (“Fund V”) &  
JFL Equity Investors IV, L.P. (“Fund IV”)  
**Client:** MWRA Employees’ Retirement System

## NEPC Manager Due Diligence Questionnaire - Update

### Instructions

In support of our upcoming meeting we ask that you please complete this due diligence questionnaire. Please provide your responses in the form of brief descriptions, lists or tables added directly to this Word document.

Thank you for taking the time to complete this questionnaire. Please note that your response will be part of the NEPC Research Database.

### Firm/Organization

1. Have there been any changes in ownership or management in the past year?

Not applicable.

2. List firm AUM, net flows and accounts gained/lost for the past 5 years.

As of December 31, 2020, the NAV for JFL Equity Investors V, L.P. is \$362.6 million; JFL Equity Investors IV, L.P. is \$1.18 billion and \$280.0 million for JFL Equity Investors III, L.P., including related Parallel Funds, Executive Funds and Alternative Investment Vehicles (if any). Cash flow spread sheet files available upon request.

3. Have there been any new or discontinued products in the past year?

Not applicable.

4. Are any products capacity constrained?

Not applicable. As previously mentioned, we believe JFLCO is well-positioned given the firm’s demonstrated pace of investment activity over much of the last decade, a strong and active current pipeline, the large and dynamic markets targeted by JFLCO, the capabilities of the firm’s Investment Team and organizational infrastructure and the continued augmentation of in-house talent. The Partners also believe the firm’s brand equity developed over decades of demonstrated performance as sector-focused specialists further enhances the prospects for success. We continue to invest in and build an organization and infrastructure to support and deploy funds of our scale.

5. Describe any current or pending regulatory, compliance or litigation issues and the expected business impact.





There are no current legal proceedings against any of JFLCO's funds, the Firm or any of its Partners. The portfolio companies are parties to litigation in their ordinary course. The Firm does not believe any such litigation is material.

### Portfolio Management Team

1. Have there been any changes in the portfolio management team in the past year?

As of December 31, 2020, Michael Friedman and Will Hanenberg were both promoted to Managing Director. The promotions of Will and Mike reflect a combination of tremendous personal dedication, strong intellectual curiosity, substantial professional growth and the valuable contributions they have made to the firm across 25 years of combined service.

Bios:

**William J. Hanenberg, Managing Director.** Prior to joining the firm in 2008 as a Senior Analyst, Mr. Hanenberg was an Investment Banking Analyst in Bank of America's Global Industrials Group. Mr. Hanenberg earned a B.S. in economics from Duke University and an M.B.A. from Columbia Business School. He is currently serving as a director for JFLCO portfolio companies BEI Precision Systems and Space Company, Global Marine Group, Entact and IMIA Group Holdings.

**Michael S. Friedman, Managing Director.** Prior to joining the firm in 2007 as a Senior Analyst, Mr. Friedman began his career as an Investment Banking Analyst in Jefferies & Company's Aerospace & Defense Group. He graduated magna cum laude from the Wharton School at the University of Pennsylvania, where he earned a B.S. in economics. He is currently serving as a director for JFLCO portfolio companies AGI Holdings and IMIA Group Holdings.

2. Are there any expected changes to the team in the future (planned additions or departures)?

We are currently supporting the transition of Nicole Kim and Scott McKnight. In addition to always opportunistically looking for talent, we may add another team member or two at the VP-level.

### Process

1. Have there been significant changes in any of the areas below in the past year?

- Identification of investment ideas
- Process for exploring and vetting ideas
- Portfolio trading practices including buy/sell rules
- Approach to portfolio monitoring and risk management

There have not been material changes in any of the areas mentioned above in the past year. We are continuing the investment strategy employed and refined by JFLCO since the Firm's founding in 1992.



## Philosophy

1. Describe recent changes in investment philosophy, if any.  
Not applicable. As mentioned, we are continuing the investment strategy employed and refined by JFLCO since the Firm's founding in 1992.

## Portfolio

1. If not included in your meeting presentation, provide portfolio holdings, sector exposure, geographic exposure and common characteristics (yield, duration, market cap, P/E, etc.).

JFLCO's established strategy seeks to primarily acquire control positions in high-quality companies in the aerospace, defense, maritime, government and environmental sectors across the United States, Canada and the United Kingdom. Consistent with the Firm's historical investment program, the Funds will make equity investments, typically between \$35 million and \$150 million+, in middle market companies with enterprise values generally ranging from \$50 million to \$500 million, with larger transactions expected to be financed with equity co-investments.

2. List strategy AUM, net flows and accounts gained/lost for the past 5 years.

Please refer to question 2 under Firm / Organization.

3. Describe investor concentration for the strategy and note the percent of AUM attributable to the top five investors.

The investor composition is a diversified institutional base, with many advisors/consultants, public and private pensions, insurance companies, endowments/foundations, financial institutions and fund of funds. In Fund V, the five largest investors account for nearly ~40% of NAV. In Fund IV, the five largest investors account for over 30% of NAV.

## Performance / Market Outlook

1. If not included in your meeting presentation, provide trailing returns as of the most recent quarter-end and calendar year returns for the past 10 years, both relative to benchmark.

The related presentation includes performance metrics for MWRA's applicable funds. Additional details available upon request.

2. Briefly discuss recent performance trends and identify environments in which the strategy is likely to be in or out of favor.

As previously mentioned, the Firm's investment strategy is designed to be applicable across a wide variety of market and geopolitical environments. The foundation of this strategy is a value-oriented, operational and regulatory-driven bias to investment selection rather than "momentum plays" based on the segment "du jour" or broader economic cycles. Furthermore, the Firm seeks target companies with established positions on high-priority programs with long life cycles (20-50+ years); the importance of these programs to national security, the length of their service lives (both absolute and relative to JFLCO's investment horizon) and the minimal switching risk faced by incumbent suppliers mitigate the risk of these market participants to broader economic cycles.



JFLCO has a demonstrated track record of establishing prudent and flexible transaction capital structures to support the execution of its investment strategy through typical business fluctuations.

For example, JFLCO portfolio companies did not see meaningful long term disruptions to their operations during the COVID-19 pandemic, with the exception of Ravn Air Group.

As previously noted, JFLCO believes that the market opportunity remains attractive, with deal flow continuing to be generated as (i) prime contractors and other large industry participants reshape and rationalize their portfolios (as the constant cycle of aggregation and disaggregation continues), (ii) entrepreneurs seek retirement and a smooth ownership transition for the businesses they built, and (iii) entrepreneurs with growing companies look for partners with the specialized knowledge, relationships and resources to take full advantage of opportunities offered by an ever-evolving marketplace and regulatory environment. The Partners also believe the Firm's brand equity developed over decades of demonstrated performance as sector-focused specialists further enhances the likelihood of attractive deal flow.

Of course, valuation levels continue to be a source of concern for all active buyers in the current market environment. Purchase multiples for U.S. middle market companies (EBITDA < \$50 million) have increased significantly over the last decade, driven in part by (i) financial buyers with significant "dry powder" and readily available debt financing, and (ii) strategic buyers, many with strong cash positions. Notwithstanding this backdrop, JFLCO has demonstrated its ability to acquire companies at below market valuations throughout multiple economic cycles. JFLCO believes this value discipline provides meaningful downside protection across its portfolios during weak macroeconomic backdrops, while benefiting on exit from potential multiple expansion in strong macroeconomic conditions.

3. Describe your market outlook and how strategy positioning is impacted by your views. Please refer to the response above.

Additionally, as historically mentioned, JFLCO's target industries are large and complex markets that have consistently expanded over time. The firm maintains macro views of these markets based on the experience of the Investment Team and the Operating Executive Board, primary research, direct feedback from portfolio company management and continuous dialogue with senior government officials, customers and industry executives.

The U.S. and U.K. defense markets are joined by long-standing strategic and cultural alliances and together represent approximately \$760 billion in current annual spending across thousands of companies.<sup>1</sup> These large government "customers" are represented by a maze of hundreds of entities, each with a distinct culture, budget and operational requirement; this customer base also extends to allied nations, many of whom purchase U.S. and U.K. equipment and services for their own requirements. Together, these government customers fund a multitude of programs, ranging from leading-edge research and development initiatives to the production of proven systems that, once fielded, have typical service lives of 20 to 50+ years.

The adjacent commercial aviation and maritime markets are roughly equivalent in scale and are expected to continue to benefit from established secular growth trends (and remain subject to increasing levels of regulation). The commercial aerospace supply chain represents an estimated \$320 billion market<sup>2</sup> with meaningful dislocation from COVID-19 creating opportunity in select

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<sup>1</sup> U.S. Department of Defense FY 2019 Budget Request (February 2018); <https://www.parliament.uk/documents/commons-committees/defence/correction-of-Est-Mem-2018-19.pdf>.

<sup>2</sup> Boeing Website – News / Release Statements (April 12, 2018); Deloitte 2019 Global Aerospace and Defense Industry Outlook.



stressed/distressed situations seeking solutions. Continued growth is also expected in world seaborne trade and in turn the global commercial maritime market, where more than 58,000 vessels are responsible for transporting an estimated 90% of international goods (as measured by tonnage) over the world's waterways.<sup>3</sup>

The related environmental and technical services (“E&TS”) markets represent approximately \$370 billion per annum of government and commercial spending across thousands of companies.<sup>4</sup> In recent years, these markets have experienced strong growth that JFLCO expects will continue in light of increasingly stringent environmental and safety regulations, expanding industrial output and aging government and commercial infrastructure.

A wide variety of products and services are required to support each of these industries, ranging from the mundane (uniforms, airplane seatbelts, fire extinguishers, IT support) to highly technical service providers and sophisticated, high-value platforms such as commercial jets, aircraft carriers, reconnaissance satellites and power plants.

The supply chain responsible for developing, constructing and providing these products and services is comprised of thousands of companies – from well-known market leaders, such as The Boeing Company, Lockheed Martin Corporation and A.P. Moller – Maersk Group, down to countless suppliers with revenues of less than \$10 million – in a constant cycle of aggregation and disaggregation.

The Partners believe specific segments of the firm's target markets are particularly well-suited for successful private equity investing – especially in instances where risk-averse and highly regulated customers support predictable revenue and attractive free cash flow conversion for suppliers with unique technical competencies. The Partners further believe these market niches share strong barriers to successful investing that JFLCO is well-suited to address given the breadth and depth of the firm's experience, including:

- Stringent customer and program qualification, contracting and operating requirements;
- Extensive regulatory, government and certification standards and approvals;
- High levels of specialized engineering and technical capabilities; and
- Complex interaction between government and commercial markets.

The firm's strong investment returns have been achieved by coupling this extensive industry knowledge with a value-oriented investment philosophy that utilizes the operational and financial expertise of the Investment Team. This demonstrated strategy centers on maximizing returns and effectively managing risk in each investment by:

- Investing exclusively in aerospace-, defense-, maritime-, government- and environmental services- based products and services that share key market and business attributes;
- Focusing on businesses that are not realizing their full potential but have well-established product and service offerings and market-leading positions;
- Investing at conservative valuations with appropriate capital structures; and
- Leveraging JFLCO's industry knowledge and operating expertise to develop and execute strategies that JFLCO expects will translate into value for the firm's investors.

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<sup>3</sup> Clarkson Research (January 2019); International Maritime Organization (<https://business.un.org/en/entities/13>).

<sup>4</sup> EBI Report 2020B U.S. Environmental Industry Overview (May 2018).



The Partners believe the industry backgrounds and diverse capabilities of the Investment Team provide JFLCO with the specialized expertise and insight needed to capitalize on the substantial opportunities in these sectors while mitigating many of the attendant risks.

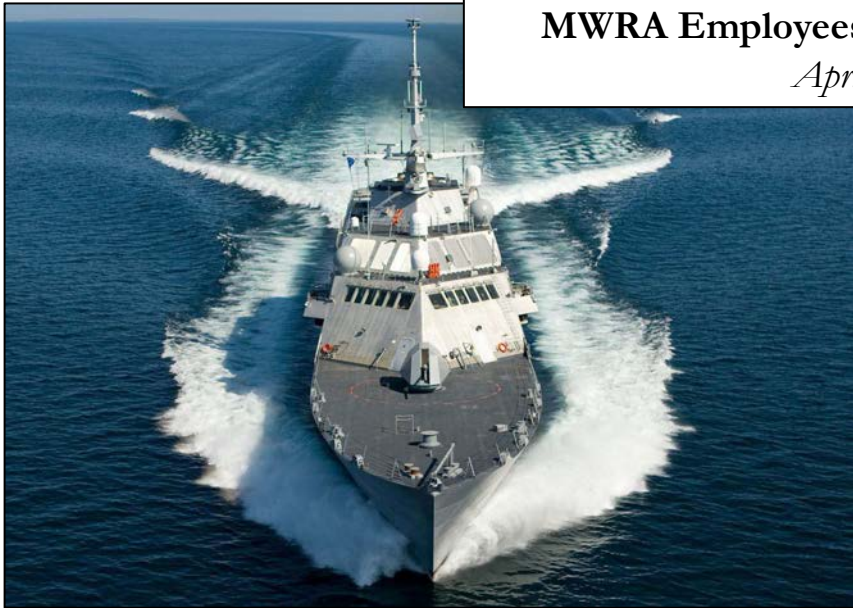
4. Could you please include a slide in your presentation that shows the MWRA's account history, initial contribution, cumulative subsequent contributions, cumulative subsequent distributions, gain/loss and current value.

Please see the separately enclosed presentation.





**J.F. Lehman & Company**  
**MWRA Employees' Retirement System**  
*April 2021*



# Disclaimer

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This presentation is being furnished on a confidential basis for the purpose of providing information about J.F. Lehman & Company, LLC (“JFLCO”) and its affiliated private equity investment vehicles (collectively the “Funds”) and does not constitute an offer to buy or sell interests in any of the Funds or any other securities. No person has been authorized to make any statement concerning JFLCO or the Funds and any such statements, if made, may not be relied upon. The information contained herein must be kept strictly confidential and may not be reproduced or redistributed in any format without the approval of JFLCO, whether within or outside of the United States of America. Notwithstanding the foregoing, each investor and prospective investor (and each employee, representative, or other agent thereof) may disclose to any and all persons, without limitation of any kind, the tax treatment and tax structure of the Funds and its investments and all materials of any kind (including opinions or other tax analyses) that are provided to such investor or prospective investor relating to such tax treatment and tax structure; provided, however, that such disclosure shall not include the name (or other identifying information not relevant to the tax structure or tax treatment) of any person and shall not include information for which nondisclosure is reasonably necessary in order to comply with applicable securities laws.

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This presentation includes select investment profiles of Fund portfolio companies. All examples used in this presentation are presented for illustrative purposes only and should not be relied upon as an indication of how JFLCO and its Funds have performed in the past or will perform in the future.

In considering any performance data contained herein, prospective investors should bear in mind that past or targeted performance is not indicative of future results, and there can be no assurance that any of the Funds will achieve comparable results or that target returns will be met. Prospective investors should also bear in mind that past or targeted portfolio characteristics are not indicative of future portfolio characteristics and there can be no assurance that a Fund will have comparable portfolio characteristics or that target portfolio characteristics will be achieved. In addition, there can be no assurance that unrealized investments will be realized at the valuations shown as actual realized returns will depend on, among other factors, future operating results, the value of the assets and market conditions at the time of disposition, any related transaction costs, and the timing and manner of sale, all of which may differ from the assumptions on which the valuations contained herein are based. The IRRs and MOIC presented on a “Gross” basis do not reflect any management fees, carried interest, taxes and allocable expenses borne by investors, which in the aggregate may be substantial. Nothing contained herein should be deemed to be a prediction or projection of future performance of a Fund. Prospective investors should make their own investigations and evaluations of the information contained herein. Each prospective investor should consult its own attorney, business adviser and tax adviser as to legal, business, tax and related matters concerning the information contained herein and such offering. Tax treatment depends on the individual circumstances of each client and may be subject to change in the future.

# Disclaimer (cont'd)

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Certain information contained in this presentation constitutes "forward-looking statements," which can be identified by the use of forward-looking terminology such as "may," "will," "should," "expect," "anticipate," "target," "project," "estimate," "intend," "continue" or "believe," or the negatives thereof or other variations thereon or comparable terminology. Due to various risks and uncertainties, actual events or results or the actual performance of a Fund may differ materially from those reflected or contemplated in such forward-looking statements. Prospective investors should not rely on these forward-looking statements in deciding whether to invest in such Fund. The information contained in this presentation has been obtained from sources outside of JFLCO. While such information is believed to be reliable for the purposes used herein, neither JFLCO, nor any of its affiliates or partners, members or employees, assume any responsibility for the accuracy of such information. Additionally, certain of the information and data in this presentation is based on or derived from information provided by independent third-party sources. Although JFLCO believes that such information is accurate and that the sources from which it has been obtained are reliable, JFLCO cannot guarantee the accuracy of such information, and has not independently verified the assumptions on which such information is based.



# JFLCO Overview

## Established Sector-Focused Investors

- >25 year exclusive focus on companies across U.S. and U.K. aerospace, defense, maritime, government and environmental industries
- Experienced and cohesive senior leadership team with average tenure of 20+ years across senior leadership

## Large, Growing and Complex Target Markets

- >\$1.4T<sup>1</sup> in annual spend across aerospace, defense, maritime and environmental markets
- Attributes targeted by JFLCO promote predictable revenue and attractive free cash flow conversion
- Natural barriers to successful investing including:
  - Stringent customer and program qualifications
  - Extensive regulatory and government requirements
  - Highly specialized engineering and technical capabilities
  - Complex interaction between government and commercial markets

## Strong Track Record of Performance<sup>2</sup>

- \$2.1+ billion invested (including \$500+ million of co-investment) in 37 platforms and 36 add-ons
- Fully/substantially realized Representative Investments have generated a Gross MOIC of 2.3x and a 35.9% Gross IRR
- Fund III (\$575.5 million, 2011) returned over 140% of Gross Fund Capital and remaining two investments have a Gross MOIC of 2.7x
- Fund IV (\$833.0 million, 2016) on strong trajectory with top quartile performance<sup>3</sup> (43.8% Gross IRR and 34.0% Net, 0.8x Net DPI)
  - Deployed into 11 platforms (including \$169.9 million of co-investment)
  - ~100% of invested capital returned and nine active portfolio companies remaining

## Well-Positioned for Fund V

- Value-oriented, middle market strategy favoring complex situations where JFLCO believes it can uniquely identify and drive value
  - Since 2011, average platform purchase price of 6.9x TEV / EBITDA across Funds III, IV and V<sup>4</sup>
- Intensive “hands-on” operating approach reflects deep management and sector expertise
- Current portfolio proving resilient amidst COVID-19 and value-oriented strategy well-suited to pursue new opportunities
- Fund V (\$1.35 billion, 2020) held final close in July 2020 above initially targeted hard cap
  - Completed four platform acquisitions totaling ~\$600 million in equity

1. Sources: Teal Group World Aircraft Production History (2018); Office of Management and Budget (March 2018); Clarkson Research Services (January 2019); Environmental Business International, Inc., San Diego (May 2018) 2. Investment performance as of 12/31/2020; see Notes to Investment Performance and the defined terms therein 3. Benchmark: Cambridge Associates Global Buyout September 30, 2020 (latest available) 4. Total Enterprise Value (“TEV”) includes transaction costs and is net of acquired tax assets

# Deep, 30-Person Investment Team

Diverse, Extensive & Complementary Backgrounds in Target Sectors

## Investment Professionals

<b>John F. Lehman</b> Chairman, Founding Partner (29)	<b>Louis N. Mintz</b> Partner (23)	<b>Stephen L. Brooks</b> Partner (22)	<b>C. Alexander Harman</b> Partner (21)	<b>Glenn M. Shor</b> Partner (11)	<b>Donald Glickman</b> Founding Partner (29)		
<b>William J. Hanenberg</b> Managing Director (12)		<b>Michael S. Friedman</b> Managing Director (13)		<b>David F. Thomas</b> Principal (10)			
<b>R. Benjamin Hatcher</b> Vice President (7)	<b>Kevin Vallès</b> Vice President (4)	<b>Michael W. Cueter</b> Vice President (3)	<b>Scott K. McKnight</b> Vice President (2)	<b>Zachary R. Mattler</b> Vice President (1)	<b>Nicole Kim</b> Vice President (1)		
<b>Tyler W. Creamer</b> Senior Associate (2)	<b>Alfred E. Johansen</b> Senior Associate (2)	<b>Luke T. Zabinski</b> Senior Associate (2)	<b>Michael V. Webb</b> Associate (2)	<b>Nate O. Heagney</b> Associate (2)	<b>William P. Brown</b> Associate (1)	<b>Bridget A. Harding</b> Associate (1)	<b>Jack W. Gale</b> Associate (1)

## Portfolio Operations

<b>Larry J. Phillips</b> Managing Director, Portfolio Operations (2)	<b>Nandit Gandhi</b> Managing Director, Portfolio Operations (1)	<b>Michael J. Greenspan</b> Vice President, Portfolio Operations (2)	<b>Jason S. Reaves</b> Vice President, Portfolio Operations (1)
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## Legal, Finance, IR

<b>Lisa M. Steffens</b> Managing Director, Fund Finance & Investor Relations (14)	<b>David L. Rattner</b> Managing Director, Legal, Administration & Compliance (9)	<b>Karina Perelmuter</b> Vice President, Marketing & Investor Relations (2)
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Investment Team complemented by 7-member Accounting and Administrative Support Team

(#) – Figures represent JFLCO tenure

# Established Investment Criteria

## Key Sectors

### AEROSPACE



### DEFENSE



### MARITIME



### ENVIRONMENTAL & TECHNICAL SERVICES









## Investment Attributes

- Lower middle market companies – typically \$50 to \$500+ million EV
- Demonstrated, market-leading engineering / technical capabilities involving specialized products and services where performance is critical
- Product and service offerings subject to strict qualification and certification requirements associated with:
  - High-value, long-life cycle assets (e.g., aircraft, vessels, satellites, power plants, etc.)
  - Government and commercial regulatory requirements
- Established positions on long life-cycle priority programs evidenced by:
  - Recurring and predictable customer demand
  - Sole (or dual) source customer supply arrangements
  - Balanced contract portfolios across the full program life cycle (development, production and aftermarket support)
- Increasingly complex and stringent domestic and international regulatory frameworks creating non-discretionary, consistent demand
- Multiple-use technologies / capabilities with government and commercial applications
- Potential for strong operating margins

**Sector & Operating Experience Drives Value Orientation – Not Targeting Sector “Du Jour” or Momentum Plays**

# Complexities Drive Value-Buying Opportunities<sup>1</sup>

<b>Owner-Founder Dynamics</b>	<ul style="list-style-type: none"> <li>▪ Complex owner-founder transitions</li> <li>▪ Insufficient depth of management talent</li> </ul>	
<b>Corporate Carve-Outs</b>	<ul style="list-style-type: none"> <li>▪ Multiple operating units loosely packaged for sale</li> <li>▪ Limited historical financial information / cash flow visibility</li> <li>▪ Often more reliant on existing parent infrastructure than seller appreciates</li> </ul>	
<b>Market Dynamics</b>	<ul style="list-style-type: none"> <li>▪ Unique technologies, programs, customers and regulatory environments</li> <li>▪ News headlines and historical trends often misleading</li> </ul>	
<b>Partial C-Level Suites</b>	<ul style="list-style-type: none"> <li>▪ Missing critical members of the executive team</li> <li>▪ Divestitures often a graceful exit ramp for under-performers</li> </ul>	
<b>Complex Trajectories</b>	<ul style="list-style-type: none"> <li>▪ Dynamic contract profiles and other company specific complexities</li> <li>▪ Requires conviction beyond near-term contraction in financial performance</li> <li>▪ Broken balance sheet / over-levered</li> </ul>	
<b>Lack of BD Engines</b>	<ul style="list-style-type: none"> <li>▪ Selling ownership often more focused on existing contract execution over growth</li> <li>▪ Limited appetite for risk (even with attractive risk-adjusted returns)</li> <li>▪ Often yields unexciting (or unbelievable) projections</li> </ul>	
<b>Insufficient Systems &amp; Processes</b>	<ul style="list-style-type: none"> <li>▪ Lack of clear organizational and reporting structure</li> <li>▪ Poor data fidelity hinders due diligence</li> <li>▪ Creates complex and expensive new system requirements for buyer</li> </ul>	

1. Represents select Fund III, IV and V portfolio companies for illustrative purposes only

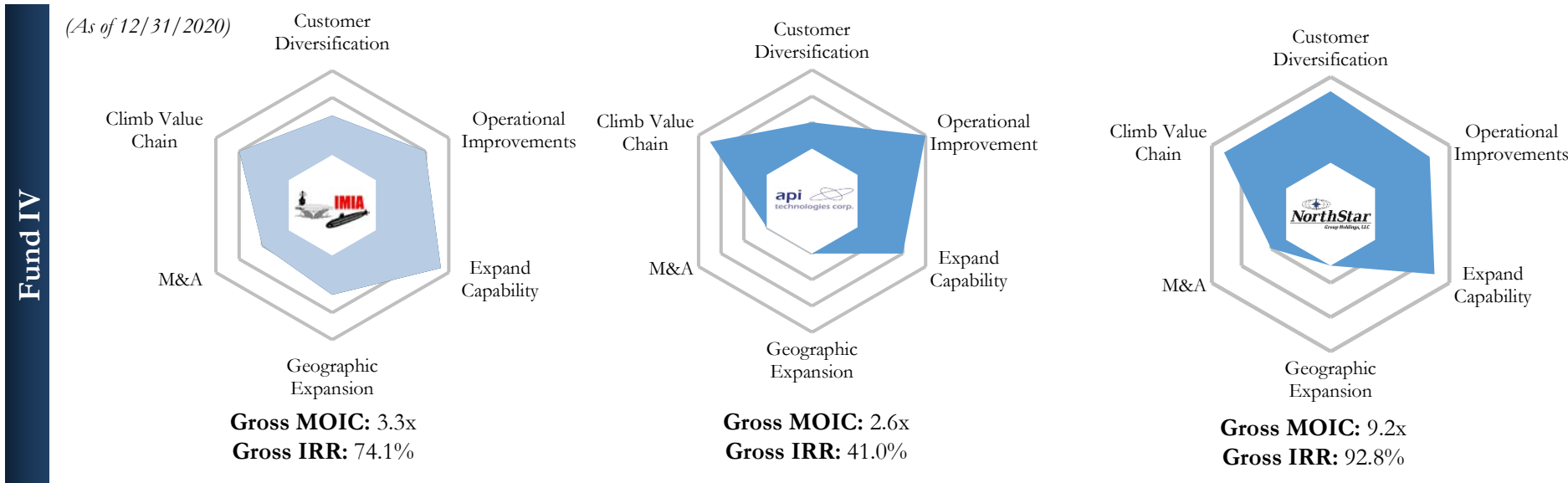
# Operating Executive Board

OEB Member	Selected Industry Experience	JFLCO Tenure
James R. Baumgardner	Chairman of the Board, NRC Group Holdings Corp.; Former President, Chairman, and CEO, US Ecology, Inc.; Former Chairman and CEO, Peak Utility Services Group, Inc.; Former CFO, SECOR International, Inc.	2
Michael Bayer	Chairman of the Defense Business Board; member of the Defense Science Board; Former Chairman of the Secretary of the Air Force's Advisory Group	9
Carol Bibb	Former Managing Director, Operations, J.F. Lehman & Company; Former Senior Vice President and General Manager, Honeywell	7
Gen. John F. Campbell <i>U.S. Army (Ret.)</i>	Former Vice Chief of Staff, U.S. Army; Former Commander, Int'l Sec. Asst. Force and U.S. Forces-Afghanistan; Former Commander, 101st Airborne Division	4
Allan Cook	Former Chief Executive, Cobham PLC; Former Senior Exec., GEC-Marconi, BAE Systems and Hughes Aircraft	10
Gen. John D. W. Corley <i>U.S. Air Force (Ret.)</i>	Former Vice Chief of Staff, U.S. Air Force; Former Commander, Air Combat Command; Principal Deputy, Assistant Secretary of the Air Force for Acquisition	9
Michael V. Cuff	Former Managing Director, Operations, J.F. Lehman & Company; Former Vice President, Helicopter and Surface Systems, Honeywell	10
T. Michael Dyer	Former Co-Chairman, Blank Rome LLP; Recognized leader in international maritime law and regulation, government contracting and foreign trade	6
Adm. Thomas B. Fargo <i>U.S. Navy (Ret.)</i>	Chairman, Huntington Ingalls Industries, Inc.; Former Commander, U.S. Pacific Command and Commander-in-Chief, U.S. Pacific Fleet; Former President & CEO, Hawaii Superferry, Inc.	12
Frederick J. Harris	Former President, General Dynamics Bath Iron Works and NASSCO	3
Adm. Paul D. Miller <i>U.S. Navy (Ret.)</i>	Former CEO, Alliant Techsystems; Former Commander-in-Chief, U.S. Atlantic Command	22
George A. Sawyer	Founding Partner, J.F. Lehman & Company; Former EVP, General Dynamics	29
John William Shirley	Former Program Manager, Seawolf and Virginia Class Nuclear Submarines	18

Senior-level Executives and High-ranking Officers with Deep Corporate and Government Expertise and Long-standing Relationships

# Value Creation & Exit

- Value creation is driven by active, “hands on” management and well-defined strategic direction
  - Drive EBITDA growth through top line expansion, margin enhancements, cost reductions, etc.
  - Implement new strategic plan and enhance business systems and processes
  - Grow both organically and via M&A (29 add-ons completed in active funds)
  - Investment team and Operating Executive Board work closely with management to implement these initiatives and develop the necessary strategic, operating and financial objectives
- JFLCO plays an active role in realization efforts, achieving success through various means of exit
  - “Polished diamonds” typically drive multiple expansion – not timing / riding market cycles
  - Improved performance allows re-leveraging to support acquisitions and dividend recapitalizations

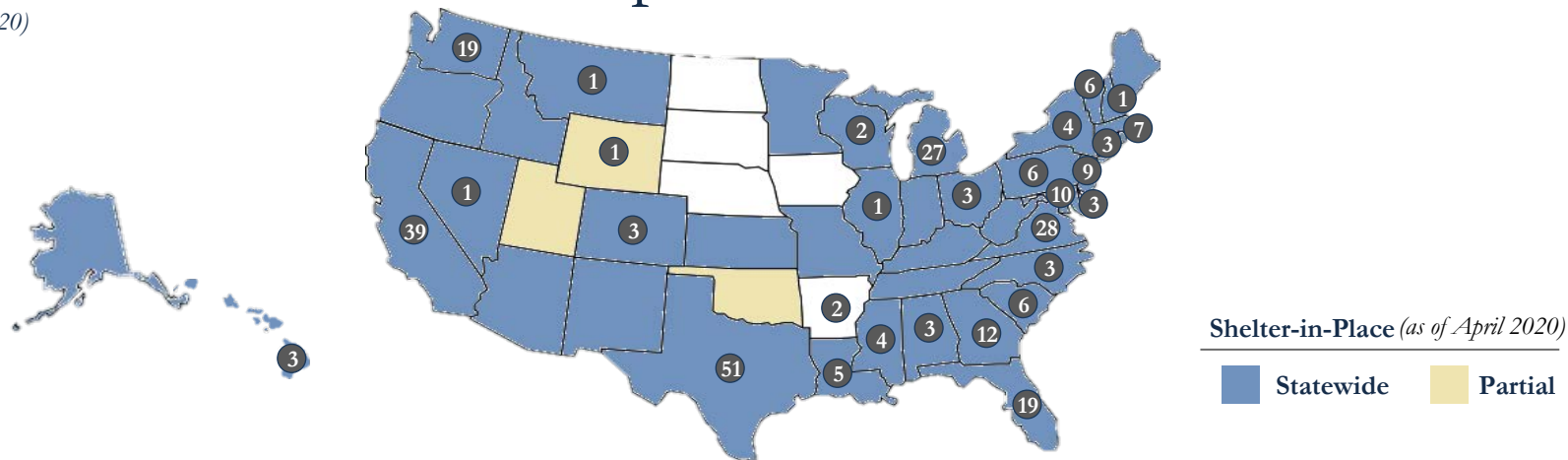


1. See Appendix A for detailed performance information and Notes to Investment Performance and the defined terms therein; the portfolio companies discussed herein will not be owned by Fund V

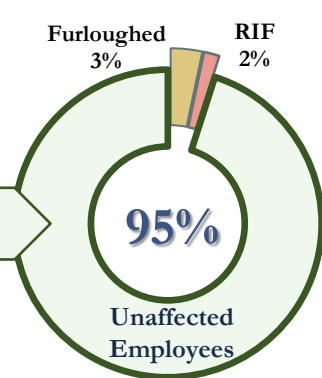
# Portfolio Proving Resilient

## JFLCO U.S. Portfolio Footprint

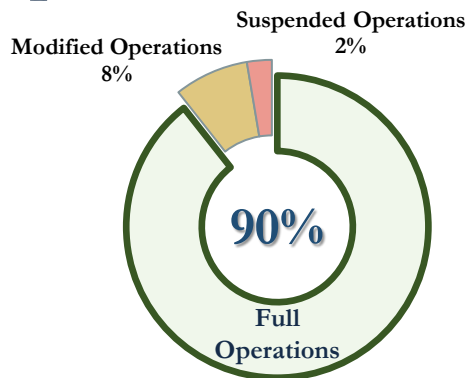
(as of May 2020)



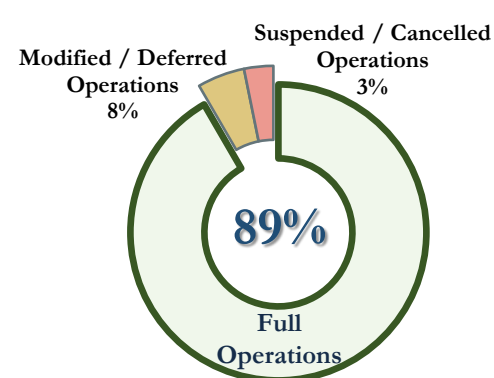
## JFLCO Portfolio Operations



**HEADCOUNT**



**FACILITIES** <sup>(1)</sup>



**WORKSITES** <sup>(1)</sup>

Apr-2021

**98%**

**96%**

**99%**

1. Facilities represent corporate offices, factories and depots operated by JFLCO portfolio companies; worksites represent customer locations where JFLCO portfolio companies are working (e.g., shipyards, power plants, etc.)

# Fund V Performance Summary

## JFL Equity Investors V, L.P. (\$1.35 billion, 2020 vintage)

(As of 12/31/2020, in US\$ millions)

Investment Type	Entry Date	Exit Date	# Add-Ons	Fund Capital	Realized Value <sup>(1)</sup>	Total Value <sup>(2)</sup>	Gross MOIC <sup>(3)</sup>	Gross IRR <sup>(4)</sup>
<b>Active</b>								
Integrated Global Services	Feb-20	-	-	\$100.5	-	\$100.5	1.0x	-
Global Marine Group	Feb-20	-	-	152.5	-	152.5	1.0x	-
Entact	Dec-20	-	-	188.5	-	188.5	1.0x	-
CTS	Dec-20	-	-	150.3	-	150.3	1.0x	-
<b>Total Active</b>			-	<b>\$591.8</b>	-	<b>\$591.8</b>	<b>1.0x</b>	-
<b>Total Fund V</b>				<b>\$591.8</b>	-	<b>\$591.8</b>	<b>1.0x</b>	-

Net Performance<sup>(6)(8)</sup>      NM      NM



# Fund IV Performance Summary

## JFL Equity Investors IV, L.P. (\$833.0 million, 2016 vintage)

(As of 12/31/2020, in US\$ millions)

Investment Type	Entry Date	Exit Date	# Add-Ons	Fund Capital	Realized Value <sup>(1)</sup>	Total Value <sup>(2)</sup>	Gross MOIC <sup>(3)</sup>	Gross IRR <sup>(4)</sup>
<b>Fully/Substantially Realized</b>								
API Technologies	Apr-16	May-19	-	\$100.0	\$262.9	\$262.9	2.6x	41.0%
NRCG	Oct-18	Nov-19	-	45.2	38.8	38.8	0.9x	N/M
<b>Total Fully/Substantially Realized</b>			<b>-</b>	<b>\$145.2</b>	<b>\$301.7</b>	<b>\$301.7</b>	<b>2.1x</b>	<b>36.7%</b>
<b>Active</b>								
American Scaffold	Mar-16	-	1	\$37.2	\$36.0	\$65.0	1.7x	16.3%
Lake Shore Systems	Sep-16	-	-	44.0	-	66.0	1.5x	10.0%
BEI	Apr-17	-	2	75.5	-	124.5	1.7x	18.3%
Northstar	Jun-17	-	1	63.1	281.6	583.6	9.2x	92.8%
WCS	Jan-18	-	-	18.1	15.7	96.2	5.3x	76.8%
IMIA	Oct-18	-	-	110.0	109.6	357.5	3.3x	74.1%
IPR	Dec-18	-	1	139.5	-	139.5	1.0x	-
Lone Star Disposal	Aug-19	-	-	47.5	-	83.1	1.8x	49.6%
CodeMettle	Dec-20	-	-	38.0	-	38.0	1.0x	-
<b>Total Active</b>			<b>5</b>	<b>\$572.8</b>	<b>\$442.9</b>	<b>\$1,553.4</b>	<b>2.7x</b>	<b>46.2%</b>
<b>Total Fund IV</b>			<b>5</b>	<b>\$718.0</b>	<b>\$744.6</b>	<b>\$1,855.1</b>	<b>2.6x</b>	<b>43.8%</b>
<b>Net Performance<sup>(6)(8)</sup></b>							<b>2.2x</b>	<b>34.0%</b>

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

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# MWRA Performance Summary

## JFL Equity Investors IV, L.P. (2016 vintage)

(in US\$ thousands)

<b>Commitment Summary (as of 29-Apr-21)</b>	<u>Amount</u>	<u>% of Original Commitment</u>
Original Committed Capital	\$6,000.0	
Net Contributed Capital	<u>( 5,644.6)</u>	
Est. Remaining Available Capital <sup>1</sup>	<u>\$355.4</u>	<u>5.9%</u>
 <b>Distribution Summary (as of 29-Apr-21)</b>		
Cumulative Distributions	\$5,297.7	
 <b>Capital Account Balance (as of 31-Dec-20)</b>		
	\$7,139.1	
 <b>Inception-to-Date Performance (as of 31-Dec-20)</b>		
	<u>Gross</u>	<u>Net</u>
IRR	43.8%	34.0%
TVPI	2.6x	2.2x
DPI	1.0x	0.8x

*Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein*

1. Excludes recyclable amounts

# MWRA Performance Summary (cont'd)

## JFL Equity Investors V, L.P. (2020 vintage)

(in US\$ thousands)

<b>Commitment Summary (as of 29-Apr-21)</b>	<u>Amount</u>	<u>% of Original Commitment</u>
Original Committed Capital	\$9,000.0	
Net Contributed Capital	<u>( 2,425.2)</u>	
Remaining Capital	\$6,574.8	
Less MWRA's Share of JFL V LOC <sup>1</sup>	<u>( 2,519.5)</u>	
Est. Remaining Available Capital <sup>2</sup>	<u>\$4,055.2</u>	<u>45.1%</u>
 <b>Distribution Summary (as of 29-Apr-21)</b>		
Cumulative Distributions	\$-	
 <b>Capital Account Balance (as of 31-Dec-20)</b>		
	\$2,459.5	
 <b>Inception-to-Date Performance (as of 31-Dec-20)</b>		
	<u>Gross</u>	<u>Net<sup>3</sup></u>
IRR	0.0%	N.M.
TVPI	1.0x	N.M.
DPI	-	N.M.

*Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein*

1. Represents MWRA's pro rata share of the \$374.2 million estimated principal balance on JFL Fund V's capital call line. Capital calls for these amounts will occur over the next 180 days

2. Excludes recyclable amounts

3. Net performance not meaningful in the initial year of the fund

# Appendix A

## Fund V Portfolio<sup>1</sup>

1. All case studies in this presentation are included for illustrative purposes only and should not be relied upon as an indication of how JFLCO and its Funds have performed in the past or will perform in the future; portfolio company data as of December 31, 2020



## Business Overview

**Description:** Provides installation, maintenance and repair services for subsea fiber optic and power cables, primarily to the telecommunications and offshore power sectors. With a heritage dating back to the first subsea cable installation between the UK and France in 1850, the company has maintained a leading position in these markets since inception.

**Location:** Chelmsford, UK

**Employees:** ~850

**Founded:** 1999 (*predecessor entities dating back to 1850*)

### Representative Customers

Telecom Maintenance	Telecom Installation	Offshore Renewables
		
		
		
		
		

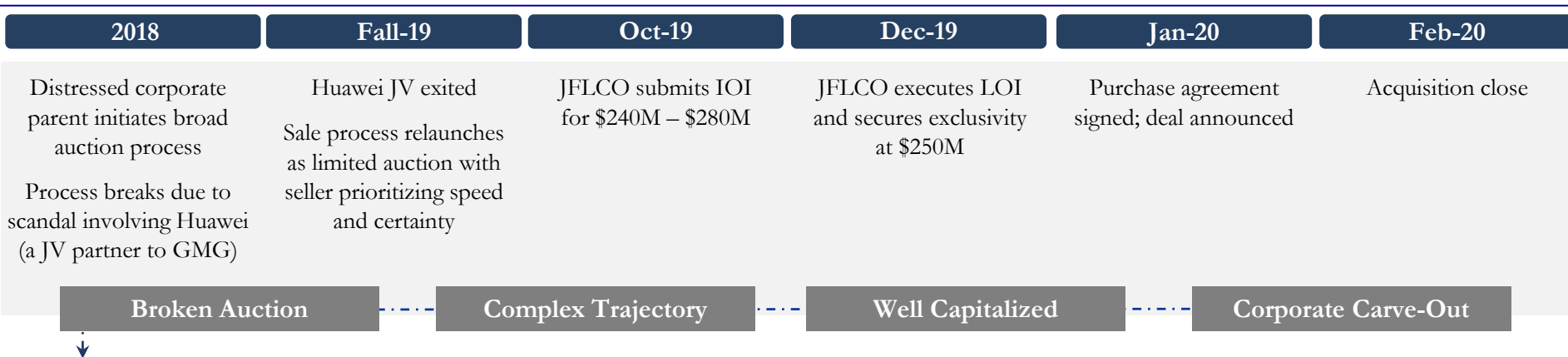
### Key Investment Attributes

- ✓ Leading provider of critical subsea technical services – only company serving telecom and offshore power markets
- ✓ Highly visible, recurring revenue base coupled with significant growth opportunities driven by strong market tailwinds
- ✓ High barriers to entry – no notable entrants in ~20 yrs.
- ✓ Opportunity to unlock value previously constrained by distressed corporate seller
- ✓ Substantial untapped U.S. and U.K. government subsea opportunities
- ✓ High free cash flow conversion driven by favorable tax regime



# Transaction Overview

## Sale Process Overview



## February 2020 Acquisition Summary <sup>1</sup>

(\$ millions)

6.8x

Purchase Price  
**\$250.0**

3.9x

Total Debt  
**\$144.2**

LTM EBITDA: **\$36.9**

Net Leverage  
**\$133.7**

Fund Capital  
**\$152.5**

3.6x

### JFLCO Strategy Scorecard

- Retain and expand long-term telecom maintenance contracts
- Expand offshore power maintenance business
- Improve bid pipeline and win rate through recapitalized balance sheet
- Penetrate U.S. and U.K. govt. subsea markets
- Pursue accretive add-on acquisitions and/or vessel additions

Ongoing

Ongoing

Ongoing

Ongoing














Ongoing

1. Metrics represent 2019 PF Adj. EBITDA

## Business Overview

<b>Description:</b>	Provides proprietary surface protection solutions including on-site high velocity thermal spray, ceramic protection and engineered environmental products. The company's products and solutions are supported by proprietary material science capabilities, which help global customers maximize operational efficiency and minimize downtime for mission-critical equipment during maintenance outages
<b>Global HQ:</b>	Richmond, VA
<b>Employees:</b>	184
<b>Founded:</b>	2010 ( <i>current operating entity</i> )

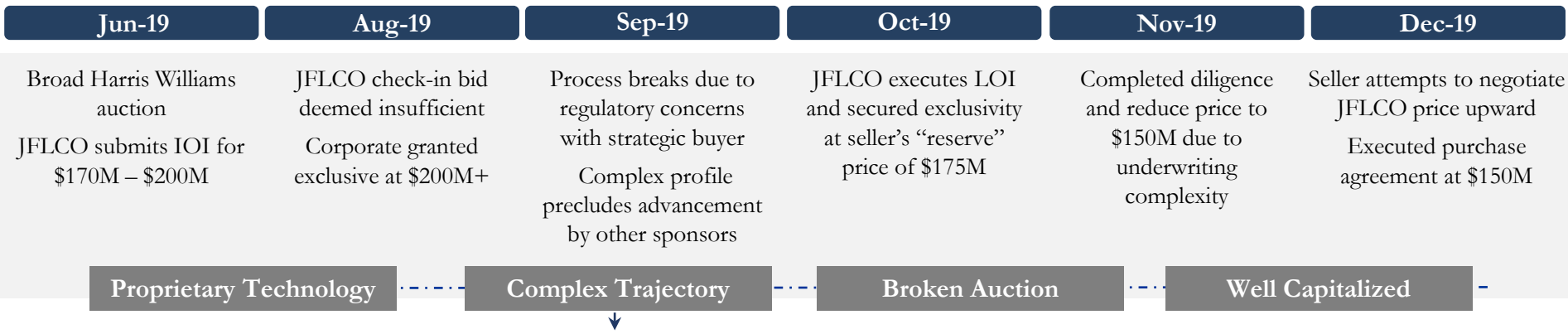
### Representative Customers

High Velocity Thermal Spray	Ceramic Protection	Environmental Products
 	 	 
 	 	 
		

### Key Investment Attributes

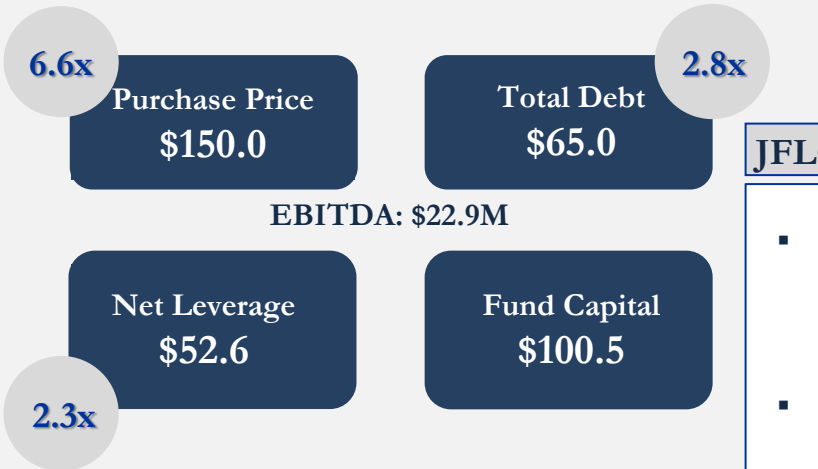
- ✓ Leading provider of proprietary surface protection products and solutions for maintenance applications
- ✓ Unique value proposition drives embedded customer relationships with recurring revenue
- ✓ Largely countercyclical, non-discretionary demand drivers
- ✓ Differentiated global project management capabilities enabled by proprietary equipment and flexible labor force
- ✓ Highly scalable business model with significant opportunity to further penetrate a large addressable global market
- ✓ High free cash flow conversion driven by minimal capital expenditure requirements

## Sale Process Overview



## February 2020 Acquisition Summary

(\$ millions)



### JFLCO Strategy Scorecard

- Augment business development strategy and team to: **Ongoing**
  - Further penetrate large, underserved global markets
  - Increase penetration of North American downstream oil & gas segment
- Pursue accretive add-on acquisitions **Ongoing**



## Business Overview

**Description:** Leading national provider of environmental and geotechnical services, primarily focused on soil remediation and site stabilization

**Headquarters:** Westmont, IL

**Employees:** ~600

**Founded:** 1991

## Representative Customers



## Key Service Offerings



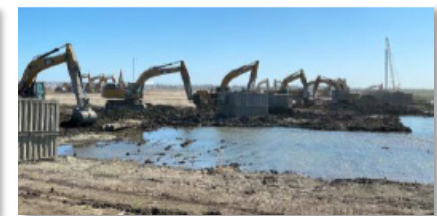
*Remediation*



*In-Situ & Ex-Situ*




*Cap & Containment*



*Geotechnical*

# Investment Summary

(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ Market leader with unique capability to self-perform large, complex and multi-service projects across the U.S.</li> <li>✓ Cycle-resistant, non-discretionary core market subject to increasingly-strict federal, state, and local regulations</li> <li>✓ Track record of strong project margins and industry-leading safety record</li> <li>✓ Entrenched, blue-chip customers</li> <li>✓ Impressive management team</li> <li>✓ Actionable organic and inorganic growth opportunities</li> </ul>	 <p>The diagram illustrates the acquisition of JFLCO. It shows a 'Limited Auction' leading to a 'Purchase Price' of \$415 million, which is a 7.8x multiple. This acquisition occurred in December 2020. The acquisition was supported by 'JFL Preferred Partner' and 'Fund V Capital' providing \$188.5 million.</p>

JFLCO Strategy Scorecard	
<ul style="list-style-type: none"> <li>• Enhance business development to capture large market opportunities               <ul style="list-style-type: none"> <li>- Geographic expansion</li> <li>- Consultant &amp; engineer sales channel</li> </ul> </li> </ul>	<div data-bbox="1547 839 1798 891" style="background-color: #1a3d4d; color: white; padding: 5px; border-radius: 5px;">Ongoing</div>
<ul style="list-style-type: none"> <li>• Partner with management on next phase of growth</li> </ul>	<div data-bbox="1547 1011 1798 1062" style="background-color: #1a3d4d; color: white; padding: 5px; border-radius: 5px;">Ongoing</div>
<ul style="list-style-type: none"> <li>• Further professionalize systems and processes</li> </ul>	<div data-bbox="1547 1086 1798 1138" style="background-color: #1a3d4d; color: white; padding: 5px; border-radius: 5px;">Ongoing</div>
<ul style="list-style-type: none"> <li>• Explore complementary and synergistic acquisition opportunities</li> </ul>	<div data-bbox="1547 1162 1798 1213" style="background-color: #1a3d4d; color: white; padding: 5px; border-radius: 5px;">Ongoing</div>

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

1. Excludes \$5M earn-out based on minimum 2021 EBITDA of \$57M. PP Multiple based on 2020E Normalized Adjusted EBITDA of \$53.1M.

## Business Overview

**Description:** Leading independent provider of maintenance, repair and overhaul services to owners and operators of turbofan engines worldwide, primarily serving cargo and military end-markets

**Headquarters:** Ft. Lauderdale, FL

**Employees:** ~250

**Founded:** 2002

## Customer Overview



## Engine Types & Representative Aircraft Served

CF6-80C2



B747



MD-11

CF6-50



E-4B



KC-10

CF6-80A



B767

# Investment Summary

(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ High barriers to entry, including specialized equipment, technical knowledge and certifications</li> <li>✓ Stable, growing addressable end market with visible demand</li> <li>✓ Attractive financial profile with strong margins</li> <li>✓ Actionable growth opportunities through multiple avenues</li> </ul>	<p>The diagram illustrates the acquisition process. It shows a flow from 'Auction' to 'Purchase Price <sup>1</sup> \$255.0' (with a 9.5x multiplier in a grey circle) and from 'Unique End-Market Dynamics' to 'Fund V Capital \$150.3'. A central box indicates the acquisition was completed in December 2020.</p>

JFLCO Strategy Scorecard	
<ul style="list-style-type: none"> <li>• Enhance business development efforts to expand wallet share on existing engine types</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; text-align: center;">Ongoing</div>
<ul style="list-style-type: none"> <li>• Leverage unique capabilities to address new engine variants in core end-markets</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; text-align: center;">Ongoing</div>
<ul style="list-style-type: none"> <li>• Drive operational efficiencies through vertical integration of services, including the insourcing of select back shop repair capabilities</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; text-align: center;">Ongoing</div>
<ul style="list-style-type: none"> <li>• Pursue accretive add-on acquisitions to expand capabilities, engine types and end-market exposures</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; text-align: center;">Ongoing</div>

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

1. Purchase price net of tax assets represents \$224.4 million or 8.4x



# Appendix B

## Fund IV Portfolio<sup>1</sup>

1. All case studies in this presentation are included for illustrative purposes only and should not be relied upon as an indication of how JFLCO and its Funds have performed in the past or will perform in the future; portfolio company data as of December 31, 2020



## Business Overview

**Description:** Provider of scaffolding systems and environmental containment solutions for the maintenance, repair and overhaul (“MRO”) of marine vessels and industrial applications

**Headquarters:** San Diego, CA

**Employees:** ~350

**Founded:** 2002



## Customer Overview



U.S. Navy  
 (“USN”)

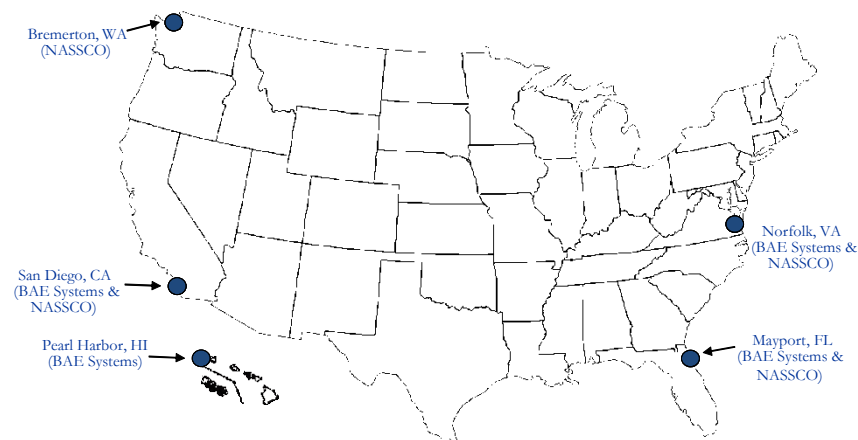


Prime & Sub  
 Contractors



Commercial /  
 Industrial  
 Customers

## Geographic Overview



# Investment Summary

(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ Leading provider of scaffolding and environmental containment solutions for MRO of USN vessels</li> <li>✓ Preferred positions with USN as well as prime and subcontractors</li> <li>✓ Highly visible aftermarket demand</li> <li>✓ National operating footprint coupled with highly scalable business model</li> <li>✓ High free cash flow conversion driven by minimal capital expenditure requirements</li> </ul>	<p>The diagram shows the acquisition of the business. It was an <b>Limited Auction</b> of an <b>Owner-Founder Business</b>. The acquisition occurred in <b>March 2016</b>. The <b>Purchase Price<sup>1</sup></b> was <b>\$70.0</b>, which was a <b>5.8x</b> multiple. The <b>Fund IV Capital<sup>2</sup></b> used for the acquisition was <b>\$33.2</b>.</p>

## JFLCO Strategy Scorecard

<ul style="list-style-type: none"> <li>• Augment management team and implement best practices</li> <li>• Establish pro active business development strategy and team</li> <li>• Further penetrate the marine market (shipbuilding and commercial MRO)</li> <li>• Develop or acquire a blasting and coating service capability</li> <li>• Expand into adjacent end markets</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Complete</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Complete</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Ongoing</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Complete<sup>3</sup></div> <div style="background-color: #1a3d4d; color: white; padding: 5px;">Ongoing</div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="background-color: #d3d3d3;">Performance <i>as of December 31, 2020</i></th> </tr> </thead> <tbody> <tr> <td>Hold Period</td> <td style="text-align: right;">4.8 years</td> </tr> <tr> <td>Total Value</td> <td style="text-align: right;">\$65.0</td> </tr> <tr> <td>    Realized</td> <td style="text-align: right;">\$36.0</td> </tr> <tr> <td>    Unrealized</td> <td style="text-align: right;">\$29.0</td> </tr> <tr> <td>Gross MOIC</td> <td style="text-align: right;">1.7x</td> </tr> <tr> <td>Gross IRR</td> <td style="text-align: right;">16.3%</td> </tr> </tbody> </table>	Performance <i>as of December 31, 2020</i>		Hold Period	4.8 years	Total Value	\$65.0	Realized	\$36.0	Unrealized	\$29.0	Gross MOIC	1.7x	Gross IRR	16.3%
Performance <i>as of December 31, 2020</i>																
Hold Period	4.8 years															
Total Value	\$65.0															
Realized	\$36.0															
Unrealized	\$29.0															
Gross MOIC	1.7x															
Gross IRR	16.3%															

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

1. Purchase price net of tax assets represents \$55.0 million or 4.6x 2. Total Fund Capital including Follow-On Investment in equals \$37.2 million 3. Fund IV acquired IMIA in 2018

## Business Overview

**Description:** Provider of radio frequency (“RF”), microwave, microelectronics, power and security solutions for defense, aviation, communications and other commercial and industrial end markets

**Headquarters:** Marlborough, MA

**Employees:** ~1,560

**Founded:** 1999 (with legacy businesses dating back decades)

## End Markets Served





# Investment Summary

(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ Leading provider of defense electronics in growing markets</li> <li>✓ Highly diversified, recurring revenue stream</li> <li>✓ Sole / primary source provider on ~80% of revenue</li> <li>✓ Strong relationships with blue-chip customers</li> <li>✓ Substantial opportunity to optimize prior ownership's historical roll-up strategy</li> <li>✓ Upgraded management team poised for impact</li> <li>✓ Outsized and inefficient facility footprint primed for rationalization</li> </ul>	<p style="text-align: center;">Acquired April 2016</p>

## JFLCO Strategy Scorecard

<ul style="list-style-type: none"> <li>• Eliminate public company distractions / liquidity constraints</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; border: 1px solid #1a3d4d;">Complete</div>	<table border="1"> <thead> <tr> <th colspan="2">Performance <i>as of December 31, 2020</i></th> </tr> </thead> <tbody> <tr> <td>Hold Period</td> <td>3.1 years</td> </tr> <tr> <td>Total Value</td> <td>\$262.9</td> </tr> <tr> <td>Realized</td> <td>\$262.9</td> </tr> <tr> <td>Unrealized</td> <td>\$0.0</td> </tr> <tr> <td>Gross MOIC</td> <td>2.6x</td> </tr> <tr> <td>Gross IRR</td> <td>41.0%</td> </tr> </tbody> </table>	Performance <i>as of December 31, 2020</i>		Hold Period	3.1 years	Total Value	\$262.9	Realized	\$262.9	Unrealized	\$0.0	Gross MOIC	2.6x	Gross IRR	41.0%
Performance <i>as of December 31, 2020</i>																
Hold Period	3.1 years															
Total Value	\$262.9															
Realized	\$262.9															
Unrealized	\$0.0															
Gross MOIC	2.6x															
Gross IRR	41.0%															
<ul style="list-style-type: none"> <li>• Establish accurate reporting to drive price and margin increases</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; border: 1px solid #1a3d4d;">Complete</div>															
<ul style="list-style-type: none"> <li>• Rationalize operations / facility footprint</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; border: 1px solid #1a3d4d;">Complete</div>															
<ul style="list-style-type: none"> <li>• Sell UK technology into U.S. market</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; border: 1px solid #1a3d4d;">Complete</div>															
<ul style="list-style-type: none"> <li>• Implement R&amp;D roadmap</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; border: 1px solid #1a3d4d;">Complete</div>															

## Business Overview

**Description:** Designs, engineers and manufactures complex, customized heavy lift and access systems and related products used in harsh operating environments

**Headquarters:** Kingsford, MI

**Employees:** ~460

**Founded:** 1858

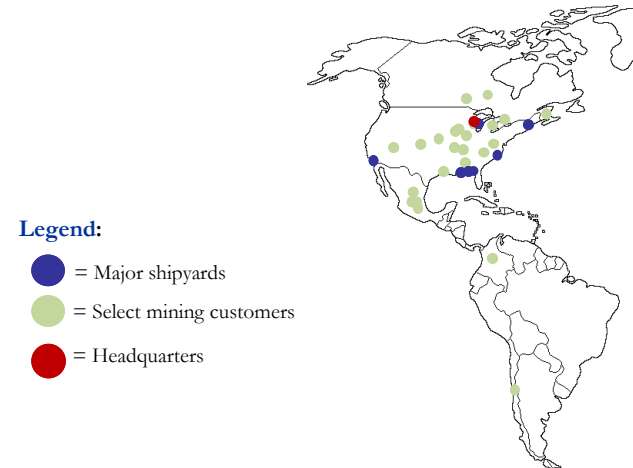


## Customer Overview

**Defense**

**Mining**

## Geographic Overview<sup>1</sup>



1. Mining customers also located in Europe and Africa

# Investment Summary



(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ Highly engineered systems and products with sole source, incumbent positions</li> <li>✓ High barriers to entry</li> <li>✓ Strong relationships and certifications with blue-chip defense and mining customers</li> <li>✓ High level of revenue visibility across business</li> <li>✓ Well positioned for growth on new U.S. Navy (“USN”) and U.S. Coast Guard (“USCG”) programs</li> </ul>	<p>The diagram shows the acquisition process. At the top, 'Limited Auction' and 'Owner-Founder Business' are connected by a horizontal line. Below this, 'Acquired September 2016' is written. A vertical line descends from the 'Limited Auction' side to a box containing 'Purchase Price <sup>1</sup> \$70.0'. A vertical line descends from the 'Owner-Founder Business' side to a box containing 'Fund IV Capital \$44.0'. A large grey circle with '6.7x' is positioned to the left of the Purchase Price box.</p>

## JFLCO Strategy Scorecard

<ul style="list-style-type: none"> <li>• Reorganize, augment and mentor senior management team</li> <li>• Establish standalone, efficient operations</li> <li>• Grow USN and USCG business</li> <li>• Further penetrate North and South American mining equipment market</li> <li>• Pursue add-on acquisitions</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Complete</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Complete</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Ongoing</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Ongoing</div> <div style="background-color: #1a3d4d; color: white; padding: 5px;">Ongoing</div>	<table border="1" style="width: 100%;"> <thead> <tr> <th colspan="2" style="background-color: #d3d3d3;">Performance <i>as of December 31, 2020</i></th> </tr> </thead> <tbody> <tr> <td>Hold Period</td> <td style="text-align: right;">4.3 years</td> </tr> <tr> <td>Total Value</td> <td style="text-align: right;">\$66.0</td> </tr> <tr> <td>    Realized</td> <td style="text-align: right;">\$0.0</td> </tr> <tr> <td>    Unrealized</td> <td style="text-align: right;">\$66.0</td> </tr> <tr> <td>Gross MOIC</td> <td style="text-align: right;">1.5x</td> </tr> <tr> <td>Gross IRR</td> <td style="text-align: right;">10.0%</td> </tr> </tbody> </table>	Performance <i>as of December 31, 2020</i>		Hold Period	4.3 years	Total Value	\$66.0	Realized	\$0.0	Unrealized	\$66.0	Gross MOIC	1.5x	Gross IRR	10.0%
Performance <i>as of December 31, 2020</i>																
Hold Period	4.3 years															
Total Value	\$66.0															
Realized	\$0.0															
Unrealized	\$66.0															
Gross MOIC	1.5x															
Gross IRR	10.0%															

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

1. Purchase price net of tax assets represents \$58.7 million or 5.6x

CONFIDENTIAL

## Business Overview

**Description:** Designs, engineers and manufactures highly accurate, resilient and reliable pointing and positioning sensor technologies for mission-critical space, land, air and sea applications. Provides the highest quality, military-grade crystal oscillators for precision timing and frequency-generating applications.

**Headquarters:** Maumelle, AR

**Employees:** ~300

**Founded:** 1862 (D.H. Baldwin Company)

## Customer Overview



## Key Program Overview



*OPIR*



*OCI*



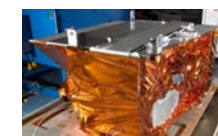
*Spy-6 Radar*



*M1 Abrams*



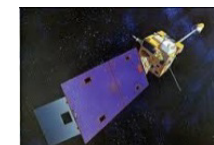
*Blackhawk*



*VIIRS*



*Virginia Class Sub*



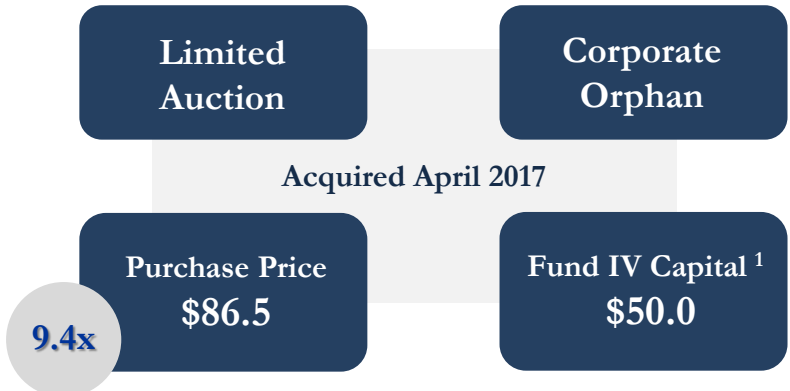
*GOES*



*Ajax*

# Investment Summary

(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ Market leading provider of ultra-high performance pointing and positioning sensor and timing technologies</li> <li>✓ Single and sole-source positions on key long-term programs</li> <li>✓ Highly technical, 100% proprietary product portfolio</li> <li>✓ High revenue visibility and backlog coverage</li> <li>✓ Non-core, “orphan” subsidiary of a foreign-owned conglomerate</li> </ul>	<div style="text-align: center;">  <p><b>Limited Auction</b>      <b>Corporate Orphan</b></p> <p>Acquired April 2017</p> <p><b>9.4x</b>      <b>Purchase Price \$86.5</b>      <b>Fund IV Capital<sup>1</sup> \$50.0</b></p> </div>

## JFLCO Strategy Scorecard

<ul style="list-style-type: none"> <li>• Improve complacent operational leadership &amp; weak processes</li> <li>• Improve BD organization and introduce contemporary capture processes</li> <li>• Drive effective product development</li> <li>• Pursue accretive M&amp;A opportunities</li> </ul>	<div style="text-align: center;"> <p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>Ongoing</b></p> <p><b>2 Closed</b></p> </div>	<table border="1"> <thead> <tr> <th colspan="2">Performance <i>as of December 31, 2020</i></th> </tr> </thead> <tbody> <tr> <td>Hold Period</td> <td>3.7 years</td> </tr> <tr> <td>Total Value</td> <td>\$124.5</td> </tr> <tr> <td>Realized</td> <td>\$0.0</td> </tr> <tr> <td>Unrealized</td> <td>\$124.5</td> </tr> <tr> <td>Gross MOIC</td> <td>1.7x</td> </tr> <tr> <td>Gross IRR</td> <td>18.3%</td> </tr> </tbody> </table>	Performance <i>as of December 31, 2020</i>		Hold Period	3.7 years	Total Value	\$124.5	Realized	\$0.0	Unrealized	\$124.5	Gross MOIC	1.7x	Gross IRR	18.3%
Performance <i>as of December 31, 2020</i>																
Hold Period	3.7 years															
Total Value	\$124.5															
Realized	\$0.0															
Unrealized	\$124.5															
Gross MOIC	1.7x															
Gross IRR	18.3%															

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

1. Total Fund Capital including Follow-On Investments in Thistle Design and Wenzel Associates equals \$75.5 million

CONFIDENTIAL



## Business Overview

**Description:** Provider of specialized environmental and technical services to government and commercial facility owners in need of operational, decommissioning and remediation services

**Headquarters:** New York, NY

**Employees:** ~630 full-time plus 1,000–6,000 operators and laborers based on project demand

**Founded:** 1987



### Facility Decommissioning



### Facility Remediation




### Environmental Services



Emergency Response & Restoration Capabilities Leverage Core Service Lines

# Investment Summary<sup>1</sup>

(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ Leading domestic facility decommissioning and remediation provider</li> <li>✓ Non-discretionary, often regulatory-driven demand</li> <li>✓ Highly diversified, complementary service offering</li> <li>✓ Strong, deep relationships with 3,000+ customers</li> <li>✓ Opportunity to unlock significant value previously constrained by owner-driven distractions and lack of liquidity</li> <li>✓ Asymmetrical upside opportunity</li> </ul>	<div style="text-align: center;">  <p>Broken Auction / Distressed Sellers</p> <p>Complex Financial Profile</p> <p>Acquired June 2017</p> <p>Purchase Price <sup>2</sup> \$247.4</p> <p>Fund IV Capital \$63.1</p> <p>6.2x</p> </div>

## JFLCO Strategy Scorecard

<ul style="list-style-type: none"> <li>• Eliminate shareholder-driven distractions and liquidity constraints</li> </ul>	<div style="background-color: #002060; color: white; padding: 5px; border: 1px solid black;">Complete</div>	<table border="1"> <thead> <tr> <th colspan="2" data-bbox="1468 878 1893 913">Performance <i>as of December 31, 2020</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="1468 935 1700 978">Hold Period</td> <td data-bbox="1748 935 1893 978">3.6 years</td> </tr> <tr> <td data-bbox="1468 992 1700 1035">Total Value</td> <td data-bbox="1767 992 1893 1035">\$583.6</td> </tr> <tr> <td data-bbox="1468 1049 1700 1092">Realized</td> <td data-bbox="1767 1049 1893 1092">\$281.6</td> </tr> <tr> <td data-bbox="1468 1106 1700 1149">Unrealized</td> <td data-bbox="1767 1106 1893 1149">\$301.9</td> </tr> <tr> <td data-bbox="1468 1163 1700 1206">Gross MOIC</td> <td data-bbox="1806 1163 1893 1206">9.2x</td> </tr> <tr> <td data-bbox="1468 1220 1700 1263">Gross IRR</td> <td data-bbox="1777 1220 1893 1263">92.8%</td> </tr> </tbody> </table>	Performance <i>as of December 31, 2020</i>		Hold Period	3.6 years	Total Value	\$583.6	Realized	\$281.6	Unrealized	\$301.9	Gross MOIC	9.2x	Gross IRR	92.8%
Performance <i>as of December 31, 2020</i>																
Hold Period	3.6 years															
Total Value	\$583.6															
Realized	\$281.6															
Unrealized	\$301.9															
Gross MOIC	9.2x															
Gross IRR	92.8%															
<ul style="list-style-type: none"> <li>• Pursue large, near-term growth opportunities</li> </ul>	<div style="background-color: #002060; color: white; padding: 5px; border: 1px solid black;">Ongoing</div>															
<ul style="list-style-type: none"> <li>– Nuclear power plant decommissioning</li> <li>– Coal ash remediation</li> </ul>	<div style="background-color: #002060; color: white; padding: 5px; border: 1px solid black;">Ongoing</div>															
<ul style="list-style-type: none"> <li>• Explore complimentary add-on acquisitions</li> </ul>	<div style="background-color: #002060; color: white; padding: 5px; border: 1px solid black;">1 Closed</div>															

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

1. Platform investments NorthStar and Waste Control Specialists (“WCS”) were combined into NorthStar Group (“NorthStar Group”) in November 2020.

2. Purchase price net of tax assets represents \$225.6 million or 5.6x.

## Description

**Description:** Operator of a unique, highly-engineered waste disposal, storage and treatment facility capable of disposing low level radioactive waste (“LLRW”), hazardous waste and mixed-hazardous and radioactive waste.

**Headquarters:** Dallas, TX

**Employees:** ~140

**Founded:** 1995



## Unique Waste Disposal Solution

- Only facility in the country licensed to dispose of all types of Class B and C LLRW from waste generators located in 36-state core nuclear power plant (“NPP”) market
- One of only two commercial facilities in the U.S. licensed to dispose of Class A and limited types of Class B and C LLRW in core NPP market
- “National Asset” providing critical waste solutions; extremely difficult to replicate
- Site location benefits from a highly-favorable geological formation and best-in-class design

## Representative Customers

### Commercial Power Utilities



### DOE and Other Government Agencies



### Commercial Producers And Aggregators





# Investment Summary<sup>1</sup>

(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ National Asset with significant barriers to entry</li> <li>✓ Large, stable addressable market complemented by numerous actionable growth opportunities</li> <li>✓ Highly undermanaged as a long-time corporate orphan</li> <li>✓ Opportunity to strengthen existing partnership between NorthStar and WCS</li> <li>✓ Asymmetrical upside opportunity</li> </ul>	<p>The diagram shows the acquisition of JFLCO in January 2018. It was a 'Broken Auction' acquired for a 'Purchase Price' of \$69.4 million, which is 4.0x the 'Fund IV Capital' of \$18.1 million. The acquisition is described as a 'Complex Trajectory'.</p>

## JFLCO Strategy Scorecard

<ul style="list-style-type: none"> <li>• Restructure / create standalone operations to drive cost savings</li> <li>• Pursue large, near-term growth opportunities                             <ul style="list-style-type: none"> <li>– Nuclear power plant decommissioning</li> <li>– Class A LLRW market share gain</li> <li>– Federal nuclear waste opportunities</li> </ul> </li> <li>• Drive efficiencies through license amendments and regulatory relief</li> </ul>	<div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Complete</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Ongoing</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Ongoing</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 5px;">Ongoing</div> <div style="background-color: #1a3d4d; color: white; padding: 5px;">Ongoing</div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="background-color: #d3d3d3;">Performance as of December 31, 2020</th> </tr> </thead> <tbody> <tr> <td>Hold Period</td> <td style="text-align: right;">2.9 years</td> </tr> <tr> <td>Total Value</td> <td style="text-align: right;">\$96.2</td> </tr> <tr> <td>Realized</td> <td style="text-align: right;">\$15.7</td> </tr> <tr> <td>Unrealized</td> <td style="text-align: right;">\$80.4</td> </tr> <tr> <td>Gross MOIC</td> <td style="text-align: right;">5.3x</td> </tr> <tr> <td>Gross IRR</td> <td style="text-align: right;">76.8%</td> </tr> </tbody> </table>	Performance as of December 31, 2020		Hold Period	2.9 years	Total Value	\$96.2	Realized	\$15.7	Unrealized	\$80.4	Gross MOIC	5.3x	Gross IRR	76.8%
Performance as of December 31, 2020																
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Unrealized	\$80.4															
Gross MOIC	5.3x															
Gross IRR	76.8%															

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

1. Platform investments NorthStar and Waste Control Specialists ("WCS") were combined into NorthStar Group ("NorthStar Group") in November 2020.

2. Excludes Fund IV undrawn guarantees at January 2018 closing.

## Business Overview

**Description:** Provider of vessel preservation and related specialty services to the U.S. Navy (“USN”) and commercial marine maintenance, repair and overhaul (“MRO”) and new construction markets

**Headquarters:** Spanish Fort, AL

**Employees:** ~1,150

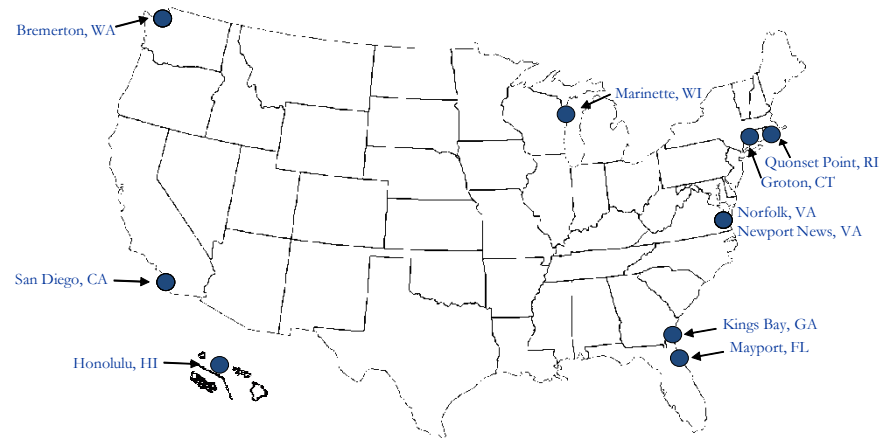
**Founded:** 1984



## Customer Overview



## Geographic Overview



# Investment Summary



(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ Largest independent U.S. marine preservation company</li> <li>✓ Sole-source positions and national operating footprint</li> <li>✓ Highly visible, aftermarket-driven demand</li> <li>✓ Scalable business model</li> <li>✓ High free cash flow conversion driven by minimal capital expenditure requirements</li> </ul>	<div style="text-align: center;"> <p><b>Proprietary Process</b>      <b>Owner-Founder Business</b></p> <p>Acquired October 2018</p> <p><b>Purchase Price <sup>1</sup> \$220.0</b>      <b>Fund IV Capital \$110.0</b></p> <p><b>7.4x</b></p> </div>

## JFLCO Strategy Scorecard

<ul style="list-style-type: none"> <li>• Pursue submarine and aircraft carrier growth opportunities</li> </ul>	<b>Ongoing</b>
<ul style="list-style-type: none"> <li>• Expand into ancillary specialty services and adjacent markets</li> </ul>	<b>Ongoing</b>
<ul style="list-style-type: none"> <li>• Grow employee leasing business</li> </ul>	<b>Ongoing</b>
<ul style="list-style-type: none"> <li>• Implement operational best practices</li> </ul>	<b>Complete</b>

Performance <i>as of December 31, 2020</i>	
Hold Period	2.2 years
Total Value	\$357.5
Realized	\$109.6
Unrealized	\$247.9
Gross MOIC	3.3x
Gross IRR	74.1%

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

1. Purchase price net of tax assets represents \$193.3 million or 6.5x

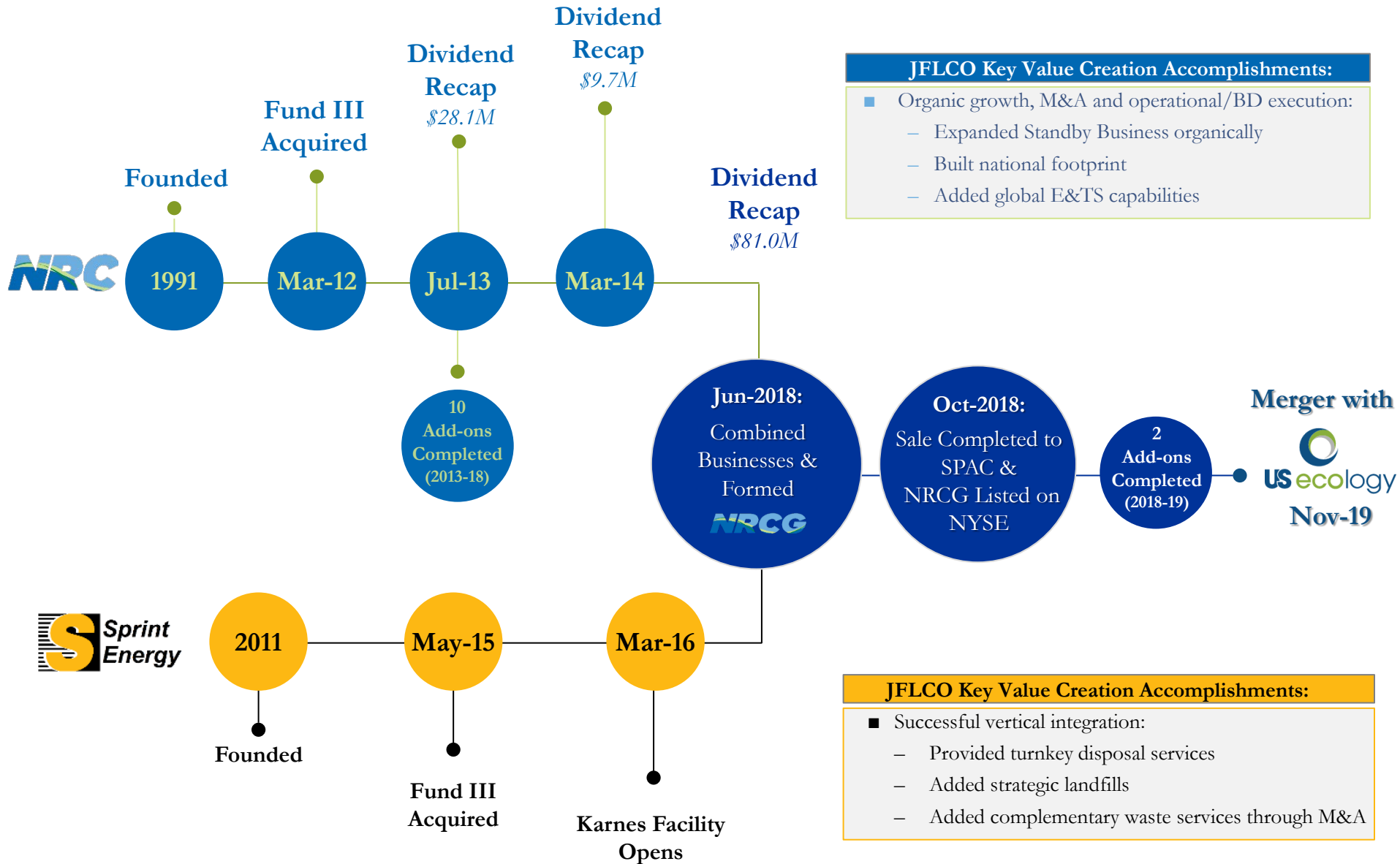
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Business Overview	Investment Attributes																		
<p><b>Description:</b> Global provider of specialized, essential environmental, compliance and waste management services to the highly regulated marine transportation, industrial, energy, chemical, and rail industries</p> <p><b>Headquarters:</b> Houston, TX</p> <p><b>Employees:</b> ~1,000+</p> <p><b>Founded:</b> 2018<sup>1</sup></p>	<div style="display: grid; grid-template-columns: repeat(3, 1fr); gap: 10px;"> <div style="background-color: #555; color: white; padding: 10px; border-radius: 10px; text-align: center;">Comprehensive Suite of Specialized Services</div> <div style="background-color: #555; color: white; padding: 10px; border-radius: 10px; text-align: center;">Significant Barriers to Entry</div> <div style="background-color: #555; color: white; padding: 10px; border-radius: 10px; text-align: center;">Highly Recurring, Non-Discretionary Demand</div> <div style="background-color: #555; color: white; padding: 10px; border-radius: 10px; text-align: center;">High Cash Flow Conversion</div> <div style="background-color: #555; color: white; padding: 10px; border-radius: 10px; text-align: center;">Attractive Market Opportunity</div> <div style="background-color: #555; color: white; padding: 10px; border-radius: 10px; text-align: center;">National Scale with Global Service Capabilities</div> <div style="background-color: #555; color: white; padding: 10px; border-radius: 10px; text-align: center;">Multi-Pronged Growth Strategy</div> <div style="background-color: #555; color: white; padding: 10px; border-radius: 10px; text-align: center;">Established Acquisition Platform</div> <div style="background-color: #555; color: white; padding: 10px; border-radius: 10px; text-align: center;">Experienced Management Team</div> </div>																		
Representative Customers	Geographic Overview																		
<table border="0" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #4a86e8; color: white; padding: 5px;"><b>Standby Services</b></td> <td style="background-color: #555; color: white; padding: 5px;"><b>Environmental Services</b></td> <td style="background-color: #70ad47; color: white; padding: 5px;"><b>Waste Disposal Services</b></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	<b>Standby Services</b>	<b>Environmental Services</b>	<b>Waste Disposal Services</b>																
<b>Standby Services</b>	<b>Environmental Services</b>	<b>Waste Disposal Services</b>																	

1. Founded in 2018 from the combination of Fund III companies: NRC (acquired 2012) and Sprint Energy (acquired 2015); Fund IV's PIPE investment in NRCG was made in October 2018

2. AOST is a local emergency response partner




# Value Creation Highlights



# Value Creation Summary



(As of 12/31/20; \$ in millions)

	Fund	Entry Date	Fund Capital			Total Value <sup>1</sup>				Gross Returns	
			Initial	FO	Total	Recap Proceeds	SPAC Proceeds	ECOL Shares	Total	MOI	IRR
	III	Mar-12	\$69.0	\$31.1	\$100.1	\$37.8	\$56.8	\$123.7	\$218.3	2.2x	17.0%
	III	May-15	51.3	9.0	60.2	81.0	39.5	67.2	187.7	3.1x	38.2%
Total JFL Fund III			\$120.3	\$40.1	\$160.3	\$118.9	\$96.3	\$190.9	\$406.0	2.5x	22.7%
	IV	Oct-18	\$45.2	-	\$45.2	-	-	\$38.8	\$38.8	0.9x	NM
Total Fund III & IV			\$165.4	\$40.1	\$205.5	\$118.9	\$96.3	\$229.7	\$444.8	2.2x	21.7%

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

1. Figures may not add due to rounding; ECOL figures include \$1.0m of other proceeds in Fund III and \$1.2m in Fund IV

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## Business Overview

**Description:** Provider of trenchless pipe rehabilitation solutions and technologies to the municipal wastewater and storm water markets

**Headquarters:** Conyers, GA

**Employees:** ~540

**Founded:** 1973

## Customer Overview



## Key Platforms Serviced



*Cured-in-Place Pipe*



*Pipe Bursting*



*Geopolymer Lining*



*Adjacent Services*



# Investment Summary

(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ Leading comprehensive service provider uniquely positioned with a full suite of solutions</li> <li>✓ Attractive market dynamics</li> <li>✓ Entrenched, diverse and well-funded customer base</li> <li>✓ Backlog-driven business with strong revenue visibility, supported by long-term relationships and contracts</li> <li>✓ Significant barriers to entry given extensive footprint, operational knowledge and technical capabilities</li> <li>✓ Previously constrained by lack of BD and capital support</li> <li>✓ Actionable opportunities to (i) grow customer base, (ii) expand scope of services and (iii) penetrate new markets</li> </ul>	<p>The diagram illustrates the acquisition of JFLCO in December 2018. It shows a 'Limited Auction' process involving a 'Fundless Sponsor' and 'Fund IV Capital'. The 'Purchase Price' is \$256.0 million, which is 7.4x the 'Fund IV Capital' of \$116.0 million.</p>

## JFLCO Strategy Scorecard

• Leverage existing service hubs to expand into adjacent geographies	Ongoing
• Expand into ancillary service offerings to enhance customer solutions	Ongoing
• Explore complementary and synergistic acquisition opportunities	Ongoing
• Strategically pursue opportunities in adjacent potable and industrial water markets	1 Closed

Performance as of December 31, 2020	
Hold Period	2.0 years
Total Value	\$139.5
Realized	\$0.0
Unrealized	\$139.5
Gross MOIC	1.0x
Gross IRR	0.0%

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

1. Purchase price net of tax assets represents \$230.7 million or 6.7x

2. Total Fund Capital including Follow-On Investment in Murphy Pipeline Contractors equals \$139.5 million



## Business Overview

<b>Description:</b>	Leading vertically-integrated provider of construction and demolition (“C&D”) and municipal solid waste (“MSW”) disposal and related environmental services
<b>Headquarters:</b>	Houston, TX
<b>Employees:</b>	~60
<b>Founded:</b>	2004

### C&D Recycling



### C&D Collection



### C&D Disposal




### MSW Transfer



Vertical Integration Across C&D and MSW

# Investment Summary

(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ High barriers to entry</li> <li>✓ Ample expansion opportunities, yielding ~20 years of additional landfill capacity at current fill &amp; compaction rates</li> <li>✓ Strong financial profile with long-term growth and minimal capital expenditure requirements</li> <li>✓ Strategically located in growing Houston market</li> <li>✓ Actionable organic / inorganic growth opportunities via offering expansion and accretive acquisitions</li> </ul>	 <p>The diagram illustrates the acquisition of the investment. It shows a central box labeled 'Acquired August 2019'. To the left, a box labeled 'Purchase Price <sup>1</sup> \$97.0' is connected to the central box by a line, with a callout bubble indicating '8.2x'. To the right, a box labeled 'Fund IV Capital \$47.5' is also connected to the central box. Above the central box, two boxes are shown: 'Limited Auction' on the left and 'Complex Owner Dynamics' on the right, both connected to the central box by lines.</p>

## JFLCO Strategy Scorecard

• Grow core C&D waste and collection businesses	Ongoing	<b>Performance as of December 31, 2020</b> Hold Period 1.4 years Total Value \$83.1 Realized \$0.0 Unrealized \$83.1 Gross MOIC 1.8x Gross IRR 49.6%
• Expand MSW business	Ongoing	
• Implement professionalized management team and best practices	Ongoing	
• Pursue accretive add-on strategies in C&D collection, MSW collection and transfer / disposal	Ongoing	

Past performance is not a guarantee or indicator of future results; see Notes to Investment Performance for detailed performance information and the defined terms therein

1. Purchase price net of tax assets represents \$86.7 million or 7.4x

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## Business Overview

**Description:** Provider of custom software development and proprietary software solutions for the management of critical communication networks

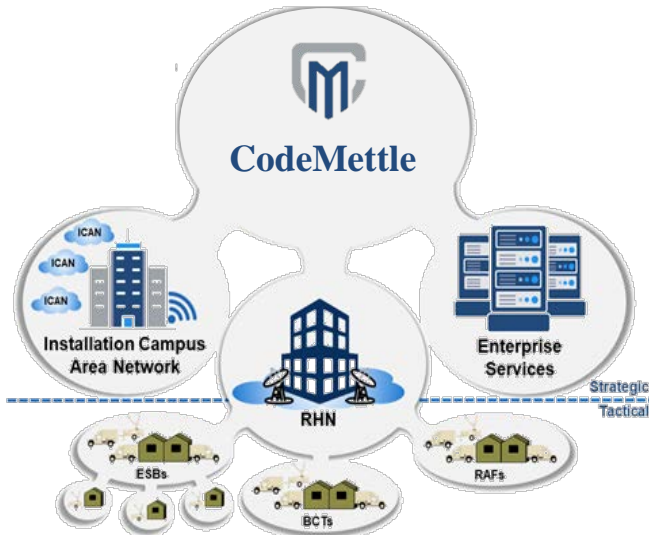
**Headquarters:** Atlanta, GA

**Employees:** ~135 (*predominately highly-skilled software engineers and field matter experts*)

**Founded:** 2010

## Platform Overview

HELPS UNIFY DISPARATE STRATEGIC AND TACTICAL NETWORKS INTO A UNIFIED ARCHITECTURE



## Key Government Customers



# Investment Summary

(\$ in millions)

Investment Attributes	Acquisition Summary
<ul style="list-style-type: none"> <li>✓ Unique, proprietary software and development offering supported by highly technical engineering capabilities</li> <li>✓ Well-positioned to address high priority demand from the DoD and other government agencies for software-enabled command and control capabilities (e.g., JADC2)</li> <li>✓ Tangible, “step function” growth opportunities – particularly well-positioned on the U.S. Army’s UNO program</li> <li>✓ Multi-use technology applicable to government and commercial customers</li> <li>✓ Strong margins and free cash flow generation</li> </ul>	<p>The diagram shows the acquisition process. It starts with a 'Limited Auction' leading to a 'Proprietary Opportunity'. The acquisition occurred in December 2020. The purchase price was \$56.0 million, which is 8.2x the Fund IV Capital of \$27.5 million (+\$10.0 million).</p>

JFLCO Strategy Scorecard	
<ul style="list-style-type: none"> <li>• Leverage JFL relationships and expertise to expand program opportunities and customer relationships</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>• Professionalize the business development function to expand new opportunity pipeline and drive growth</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>• Invest in R&amp;D and product management capabilities</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li>• Explore complementary, synergistic acquisition opportunities to expand customer base and product offering</li> </ul>	Ongoing

1. Multiple reflects \$41.0 million TEV (\$56.0 million purchase price less \$5.0 million of cash on company balance sheet post-close and \$10 million for future growth) divided by \$5.0 million of 2020E Adjusted EBITDA (excluding expenses related to product development for which Company has not yet recognized sales). Purchase price net of tax assets represents \$53.3 million (equivalent TEV multiple of 7.7x).

# Notes to Investment Performance

## GENERAL NOTES / TERMINOLOGY

Fund V is a newly organized entity and has no prior operating history or track record for a prospective investor to consider. For JFLCO's active partnerships, the performance information contained herein is, unless otherwise stated, as of December 31, 2020.

Performance metrics for Fund II, Fund III, Fund IV and Fund V includes all related Parallel Funds and Alternative Investment Funds (if any).

References to "Fund Capital" mean the aggregate amount of capital invested in a portfolio company by the relevant funds (or, in the case of Pre-Fund Investments (as defined below), investors). Fund Capital excludes co-investments by selling shareholders, management, limited partners in JFLCO-sponsored funds, financing sources and other third-party investors.

References to "Fully/Substantially Realized Investments" mean investments that have been completely or partially exited to third parties.

References to "Active Investments" mean partially realized and unrealized investments, which as of December 31, 2020 consist of the following Fund III, Fund IV and Fund V investments: Trident Maritime (incorporating the merger of Fund III platform investments in US Joiner and IMECO), AGI, American Scaffold, Lake Shore Systems, BEI, NorthStar, WCS, International Marine & Industrial Applicators, Inland Pipe Rehabilitation, Lone Star Disposal, Integrated Global Services, Global Marine Group, CodeMettle, ENTACT and CTS.

Distributions to paid-in capital ("DPI") is equal to total net distributions to limited partners divided by total paid-in capital. Residual value to paid-in capital ("RVPI") is equal to the total Unrealized Value divided by total paid-in capital.

Reference to quartile performance is measured against Cambridge Associates Global Buyout Net IRR Benchmark as of September 30, 2020. Cambridge Associates LLC (CA) has established a database to monitor investments made by venture capital and other alternative asset partnerships. Private equity funds (buyout & growth equity only) from the years 1986 through 2019 were included in the sample. Partnership financial statements and narratives are the primary source of information concerning cash flows and ending residual / net asset values (NAV) for both partnerships and portfolio company investments. This benchmark is a broad-based index which is used for comparative purposes only and has been selected as it is well known and easily recognizable by investors. Comparisons to benchmarks have limitations because benchmarks have material characteristics that may differ from a JFLCO-managed fund. For example, investments made for a JFLCO-managed fund may differ significantly in terms of security holdings, industry weightings and asset allocation from those of the benchmark. Accordingly, investment results of a JFLCO-managed fund may differ from those of the benchmark. Investors should carefully consider these limitations and differences when evaluating the comparative benchmark data performance.

References to "Fund I & Predecessor Investments" includes the nine investments completed by members of the Investment Team and Operating Executive Board prior to the raising of Fund II in 2005-06. These include (i) the firm's initial investments as a "fundless sponsor" in Accudyne & Kilgore and Sperry Marine through special purpose entities formed specifically for each transaction (the "Pre-Fund Investments"), (ii) six investments in Fund I, a 1997 vintage partnership with \$130.1 million in capital commitments, and (iii) J.F. Lehman Equity Investors I-A, L.P. ("Fund I-A"), a 2004 "annex" fund which raised \$16.7 million in capital commitments from investors in Fund I in connection with the investment in Racal Acoustics.

References to "Non-Representative Investments" relate to five transactions since the firm's inception that the Partners believe are no longer consistent with JFLCO's core investment strategy including (i) three Fund I investments (Burke, Elgar and Special Devices) purchased in 1997 and 1998 where JFLCO employed aggressive leverage to purchase companies through highly competitive auctions for premium multiples during peaks in their respective market cycles, and (ii) two Fund II early stage investments (Hawaii Superferry and Defense Venture Group) that had limited or no operating history. "Representative Investments" refer to all other investments. Detailed case studies of each JFLCO investment are available upon request.

References to "NM" IRRs represent returns where fewer dollars have been returned than dollars invested. The loss of capital has been reflected in Gross MOIC less than 1.0x and the IRR is shown as "NM" or "Not Meaningful" to reflect the view that the velocity of the return is not meaningful because a negative IRR yields counterintuitive results.

# Notes to Investment Performance

## FOOTNOTES TO PERFORMANCE TABLES

- 1) Realized Value includes cash distributions from portfolio companies and proceeds paid upon sale or other exit transactions (including cash dividends, interest, ordinary income, capital gains and return of capital).
- 2) Total Value is the sum of Realized Value and Unrealized Value, which is the remaining value of a fund's interest in an investment. Unrealized Value is based on JFLCO's estimate of the fair market value of such interest in accordance with its valuation policy. In determining Unrealized Value, consideration is given to the financial condition and operating results of the portfolio company, the value of comparable companies and other relevant factors pursuant to JFLCO's valuation policy. There can be no assurance that any Unrealized Value will be realized at the valuations shown, as actual realized returns will depend on, among other factors, future operating results, the value of the assets and market conditions at the time of disposition, any related transaction costs and the time and manner of sale, all of which may differ from the assumptions on which the valuations contained herein are based. Accordingly, the actual realized returns may differ materially from the returns indicated herein. Additional information regarding JFLCO's valuation policy and current investment valuations is available upon request.
- 3) Gross MOIC represents Total Value expressed as a multiple of the Fund Capital invested. All Gross MOIC amounts exclude the allocation of any fund-level fees and expenses, carried interest or taxes, which in the aggregate may be substantial. The calculation of Gross MOIC with respect to Active Investments represents the equity multiple based on JFLCO's estimate of the fair market value of such investment in accordance with its valuation policy. Gross MOIC reflects a de minimis reinvestment of proceeds where applicable.

Realized Gross MOIC represents the Gross MOIC for Fully/Substantially Realized Investments.

- 4) Gross IRR reflects annual, compounded gross internal rates of return calculated based on capital inflows and outflows for each portfolio company. As it relates to capital calls for acquisitions and follow-on investments and distributions related to dividend recapitalizations or exits, Gross IRR reflects such capital inflows and outflows as if they occurred on the dates of such transaction. As it relates to other capital calls and distributions, Gross IRR generally reflects such inflows and outflows according to the actual dates of such inflows from and outflows to fund investors. All Gross IRR amounts exclude the allocation of any fund-level fees and expenses, carried interest or taxes, which in the aggregate may be substantial. The calculation of Gross IRR is inclusive of Unrealized Value, which is based on JFLCO's estimate of the fair market value of such investment in accordance with its valuation policy. Gross IRR reflects a de minimis reinvestment of proceeds where applicable.

Realized Gross IRR represents the Gross IRR for Fully/Substantially Realized Investments.

- 5) Gross IRR for Fund I & Predecessor Investments assumes all investments were made as of a common start date; Gross IRR based on capital inflows and outflows for these investments is 127.9% for Fund I & Predecessor Representative Investments and 116.5% for all Fund I & Predecessor Investments. These metrics are not considered meaningful nor accurately representative of performance.

Total Gross IRR when aggregating JFLCO performance since inception also assumes all investments were made as of a common start date. Actual Gross IRR since inception based on capital inflows and outflows for each portfolio company is 127.9% for all Fully/Substantially Realized Representative Investments, 28.9% for Active Representative Investments and 116.5% for All JFLCO Investments. These metrics are not considered meaningful nor accurately representative of performance.

- 6) Net Performance (Net MOIC and Net IRR) for both realized and unrealized amounts reflects the deduction of any fund-level fees and expenses incurred, carried interest (whether accrued or paid) and taxes incurred that may be allocable to limited partners in such funds. Prior to Fund IV, JFLCO did not use subscription or capital call lines of credit. Fund IV has a 90-day subscription line to allow for enhanced cash management and to provide short-term financing prior to the receipt of capital contributions; use of the facility has had a minimal impact on Fund IV Net Performance. Net IRR and Net MOIC reflect a de minimis reinvestment of proceeds where applicable.
- 7) Net Performance Since Inception is an estimate and does not represent actual returns to any investor. Net IRR Since Inception is calculated utilizing the common start date methodology for each of the two Pre-Fund Investments, Fund I, Fund I-A, Fund II, Fund III and Fund IV. Net Performance for Fund V is not meaningful in the initial year of the fund. Net IRR Since Inception based on actual dates of capital inflows and outflows for these funds is 84.8%, and not considered meaningful nor accurately representative of performance. Net Performance for All Representative Investments is regarded as not meaningful.

# Notes to Investment Performance

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- 8) Net IRR for Fund II, Fund III and Fund IV represents the annual, compounded net internal rates of return calculated based on the actual dates and amounts of cash contributions from, and distributions or expected distributions to, the limited partners of such fund after the allocation of any fund-level fees and expenses incurred, carried interest (whether accrued or paid) and taxes incurred that may be allocable to limited partners. Net Performance for Fund V is not meaningful in the initial year of the fund.
- 9) Adjusted Net Performance for Fund III reflects illustrative cash flows assuming a 100% management fee offset for transaction and monitoring fees in lieu of the “budget based” offset provisions set forth in the limited partnership agreement governing Fund III. Add-back adjustments were made at mid-year points to approximate cash flows that would have occurred throughout the calendar year. Pro-forma net returns shown do not represent actual returns to any investor.
- 10) Net IRR for Fund I & Predecessor Investments is calculated utilizing the Gross IRR methodology (i.e., common start date methodology) for each of the two Pre-Fund Investments, Fund I and Fund I-A. Net IRR based on capital inflows and outflows for these investments is 85.0%, and not considered meaningful nor accurately representative of performance. Net IRR and Net MOIC for Fund I & Predecessor Investments include a pro forma management fee of 2% on Fund Capital and 20% carried interest for Pre-Fund Investments and Fund I-A. Net IRR for Fund I & Predecessor Investments also includes a \$2.0 million investment in Redleaf Group (“Redleaf”) completed by Fund I in 2000. Redleaf was a company that invests in venture capital opportunities and was not representative of JFLCO’s investment strategy. The investment in Redleaf has been written down to zero and accounted for as a fund expense in the net return data for Fund I.





NEPC, LLC

Firm: Coho Partners, Ltd.  
Strategy/Product: Coho Relative Value Equity  
Client: MWRA

**NEPC Manager Due Diligence Questionnaire - Update**

**Instructions**

In support of our upcoming meeting we ask that you please complete this due diligence questionnaire. Please provide your responses in the form of brief descriptions, lists or tables added directly to this Word document.

Thank you for taking the time to complete this questionnaire. Please note that your response will be part of the NEPC Research Database.

**Firm/Organization**

- 1. Have there been any changes in ownership or management in the past year?

One of the important cultural foundations at Coho Partners is our belief in stock ownership by employees. After three years with the firm, employees have been offered the opportunity to become an equity owner which has involved the purchase of stock from another owner. This has been our primary approach for transferring equity to the next generation of owners since Coho began in 1999. As the firm has grown in value, this approach has become challenging to execute in a meaningful way and we have reevaluated how to best get our company stock in the hands of newer employees. Going forward, our primary stock ownership transition tool will be stock grants that will vest over a period of time. Currently Coho has a total of 21 employees who are either direct owners of equity or have been granted equity. Additional employees will be granted ownership each year as we pursue our objective to remain employee owned long into the future.

- 2. List firm AUM, net flows and accounts gained/lost for the past 5 years.

Year	*Firm AUM (in Millions)	Net Flows (in Millions)	Accounts Gained	Accounts Lost
2020	\$6,102.90	\$363.02	188	166
2019	\$5,194.88	(\$31.25)	158	100
2018	\$4,253.51	(\$143.75)	148	90
2017	\$4,511.54	\$585.26	265	86
2016	\$3,245.36	\$412.12	157	51

\*These are the separately managed account assets. We also have model based UMA assets.



3. Have there been any new or discontinued products in the past year?

Coho Partners has not added or discontinued any products in the past year.

4. Are any products capacity constrained?

No. Our flagship strategy, Coho Relative Value Equity (CRVE) and our ESG strategy are not constrained.

5. Describe any current or pending regulatory, compliance or litigation issues and the expected business impact.

Coho Partners does not have any current or pending regulatory, compliance, or litigation issues.

#### Portfolio Management Team

1. Have there been any changes in the portfolio management team in the past year?

Andrew Hanna joined Coho Partners in 2020, as an Investment Analyst, to focus on research coverage within Coho's investable universe. He has six years of experience in the financial industry.

Prior to joining Coho, Andrew was a senior associate at Cooke & Bieler where he conducted research on publicly traded U.S. equities across a diverse range of industries. He began his career as a corporate banking analyst for SunTrust Robinson Humphrey in 2013.

Andrew received a Bachelor of Arts degree in economics from Rollins College, a Master of Science in commerce from University of Virginia, and a Master of Business Administration from New York University. He is a Chartered Financial Analyst® charterholder.

After a 37-year career that includes years of dedicated service to Coho Partners, Brian Kramp, Portfolio Manager and Director of Research, retired on December 31, 2020. He remains an owner of the firm and an active member of our Board of Directors.

Nimrit Kang was named Director of Research in January 2021. In addition to her portfolio management and research duties, she oversees the annual "Coho 250" process and serves as the point person for the Investment Committee meetings.

2. Are there any expected changes to the team in the future (planned additions or departures)?

We are in the process of searching for an additional Portfolio Manager.

#### Process



1. Have there been significant changes in any of the areas below in the past year?
  - Identification of investment ideas
  - Process for exploring and vetting ideas
  - Portfolio trading practices including buy/sell rules
  - Approach to portfolio monitoring and risk management

No. There have not been any significant changes to any of the above mentioned areas in the past year.

### Philosophy

1. Describe recent changes in investment philosophy, if any.

Coho Partners' investment philosophy has remained the same since the inception of the firm.

### Portfolio

1. If not included in your meeting presentation, provide portfolio holdings, sector exposure, geographic exposure and common characteristics (yield, duration, market cap, P/E, etc.).

Please refer to the meeting materials and attached attribution for this data.

2. List strategy AUM, net flows and accounts gained/lost for the past 5 years.

Year	Strategy AUM (in Millions)	Net Flows (in Millions)	Accounts Gained	Accounts Lost
2020	\$5,160.11	(\$15.80)	149	133
2019	\$4,167.25	\$31.89	106	83
2018	\$3,787.27	\$35.55	102	75
2017	\$4,249.44	\$107.68	228	82
2016	\$3,056.83	\$279.12	133	49

3. Describe investor concentration for the strategy and note the percent of AUM attributable to the top five investors.

As of 1Q21 the investor concentration in the Coho Relative Value Equity strategy is primarily intermediary relationships (52%) and institutional investors 40%).

The top five investors, which excludes our mutual fund, represent 39% of our 1Q21 AUM.



## Performance / Market Outlook

1. If not included in your meeting presentation, provide trailing returns as of the most recent quarter-end and calendar year returns for the past 10 years, both relative to benchmark.

Please refer to the meeting materials for the requested performance data.

2. Briefly discuss recent performance trends and identify environments in which the strategy is likely to be in or out of favor.

Coho's largest exposures of risk factors and drivers of performance, on a relative basis are:

- Our demand defensive (staples, health care, and utilities) and economically sensitive weightings vs. the market; and
- Our relative weightings in higher quality and lower beta stocks.

The Coho portfolio tends to be more defensive in nature versus the broader equity market. While we believe these factors reduce the absolute risk of the portfolio, they also tend to drive the biggest differences in performance between the Coho portfolio and the index. Historically, the Coho portfolio has differentiated from the index depending on whether the market is favoring riskier or more defensive holdings.

3. Describe your market outlook and how strategy positioning is impacted by your views.

We do see light at the end of the tunnel for a complete reopening of our economy and a return to more normal times. Many of our holdings within the Consumer Staples and Health Care sector, which lagged the indices this month and for the year-to-date period, appear to have particularly attractive risk/return profiles. Should interest rates continue to rise and pressure higher multiple stocks, we believe we are well insulated from this risk. We will continue to focus our attention on companies which can consistently grow both their earnings and dividends and where we see a mismatch on valuation.

4. Could you please include a slide in your presentation that shows the MWRA's account history, initial contribution, cumulative subsequent contributions, cumulative subsequent distributions, gain/loss and current value.

We will include this information in the client presentation materials.



portfolio review prepared for

# MWRA Employees' Retirement System

April 29, 2021

## Coho Relative Value Equity

QUARTER ENDED MARCH 31, 2021

300 Berwyn Park • 801 Cassatt Road • Suite 100  
Berwyn • PA 19312 • 484.318.7575  
[www.cohopartners.com](http://www.cohopartners.com)

# Coho Partners Update

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- Coho Partners firm assets at \$9.4 billion
- Client activity has been stable and modestly growing
  - Client relationship retention > 95%
  - Net new business was ~400M in 2020
- Coho portfolio returns have been very competitive against the Russell 1000 Value Index, yet they have been achieved with a substantially lower risk profile
- Investors have already discounted the reopening of the global economy and are now coming to terms with the prospect of marginally higher inflation and potential interest rate increases
- The Coho perspective: Now is the time to stay disciplined to our investment process and maintain our long-term focus

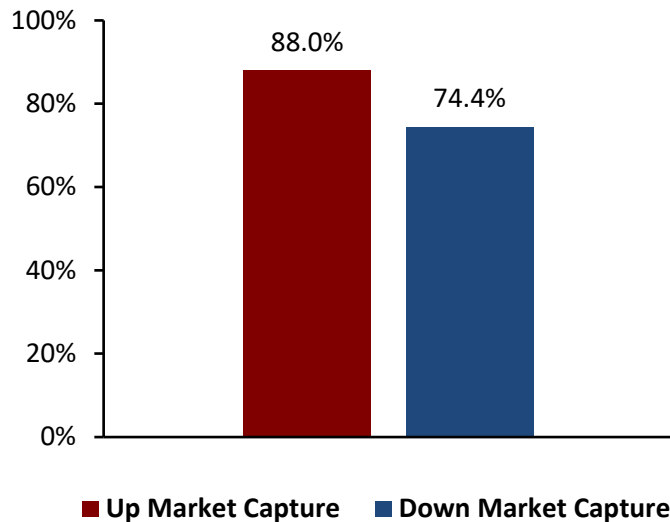
# Where protection and participation meet®



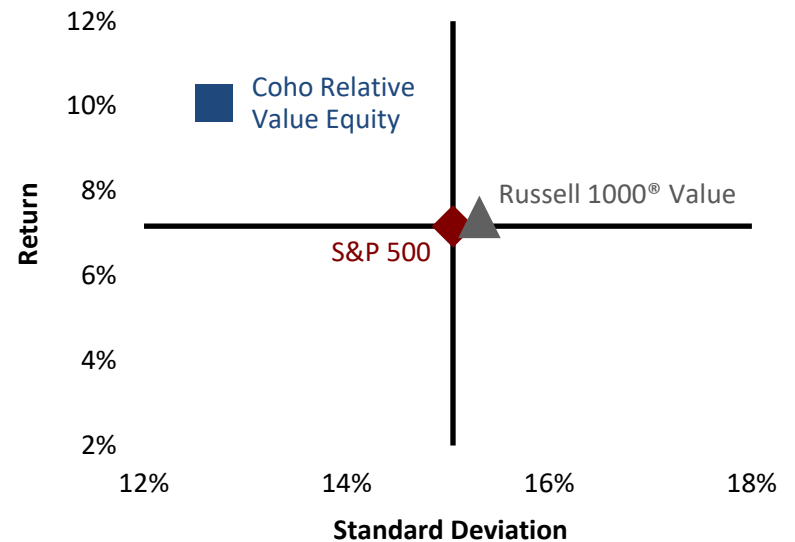
We firmly believe that the best way to create and sustain long-term wealth is to:

- Protect principal in down markets
- Generate competitive returns in all but the most cyclical or speculative up markets

Up/down market capture since inception



Risk/reward comparison since inception



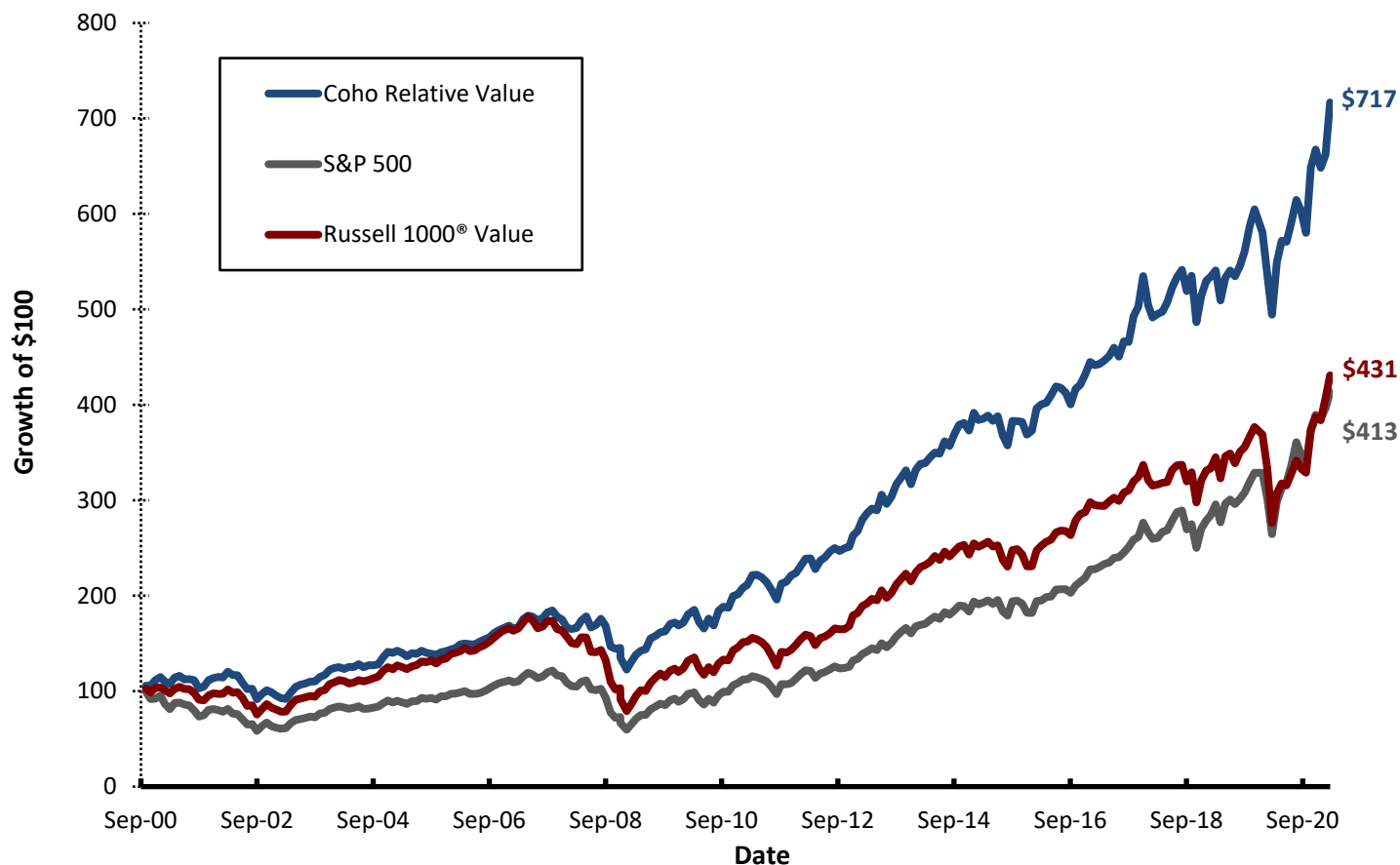
The Upside/Downside Capture Ratio is calculated by dividing the return of the portfolio during the up (or down) market periods by the return of the market for the same period. Past performance is not indicative of future results. Data (monthly) since inception (10.1.00) through 3.31.21; Source: eVestment. Information presented is derived using currently available data from independent research resources that are believed to be accurate. Market Proxy: S&P 500 Index. Please see Appendix for important disclosure information regarding the use of the Russell 1000® Value Index.



# The proof is in the pattern

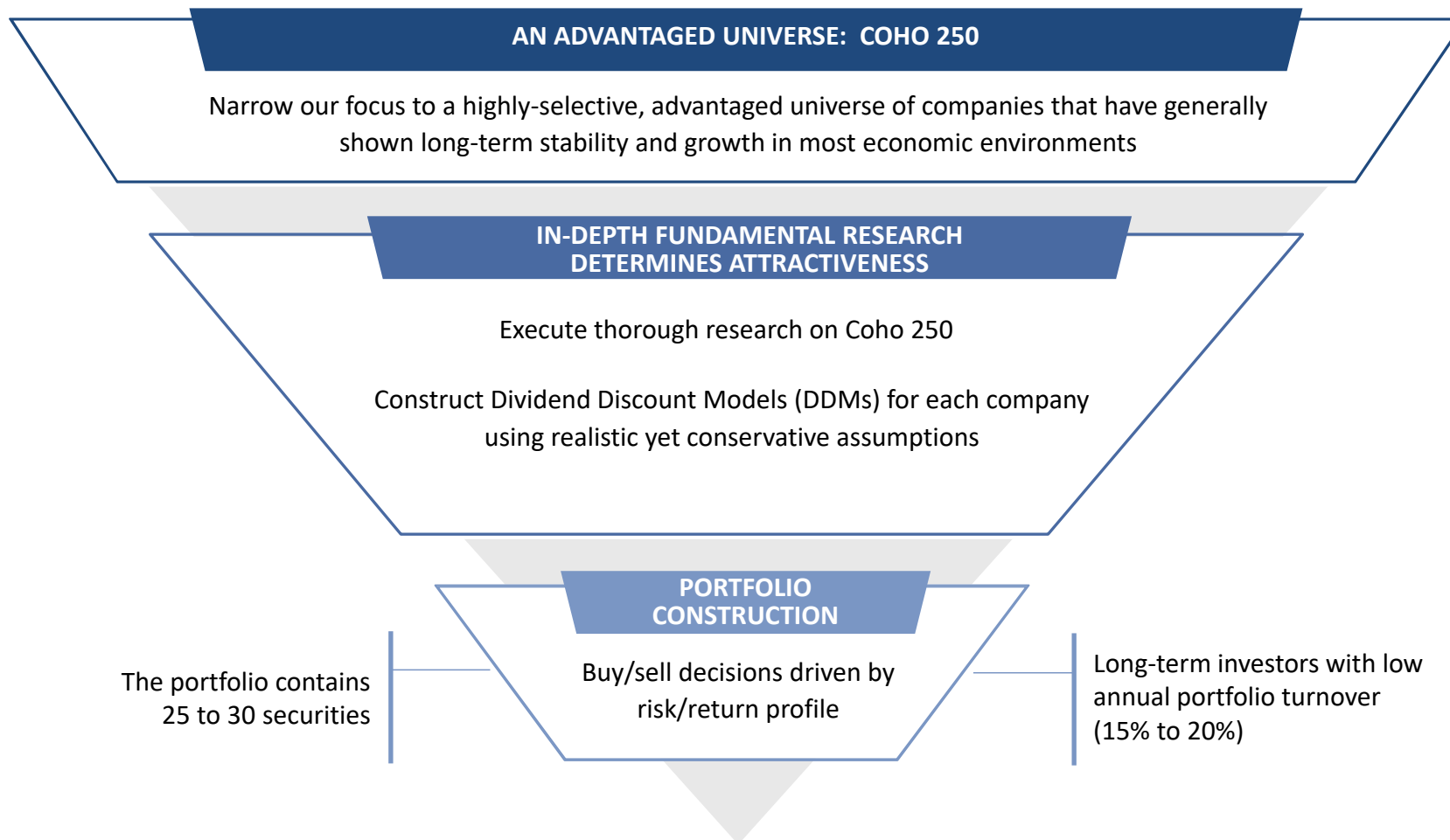


## The power of capital preservation and participation over multiple market cycles



Data is cumulative since inception (10.1.00) through 3.31.21. Past performance is not indicative of future results. Source: Advent/Axys. Information presented is derived using currently available data from independent research resources that are believed to be accurate. Please see Appendix for important disclosure information regarding the use of the Russell 1000® Value Index.

# Our investment process



# Portfolio review

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AS OF MARCH 31, 2021



# Portfolio summary as of 3.31.21



## MWRA Employees' Retirement System

Inception date: 3.1.16

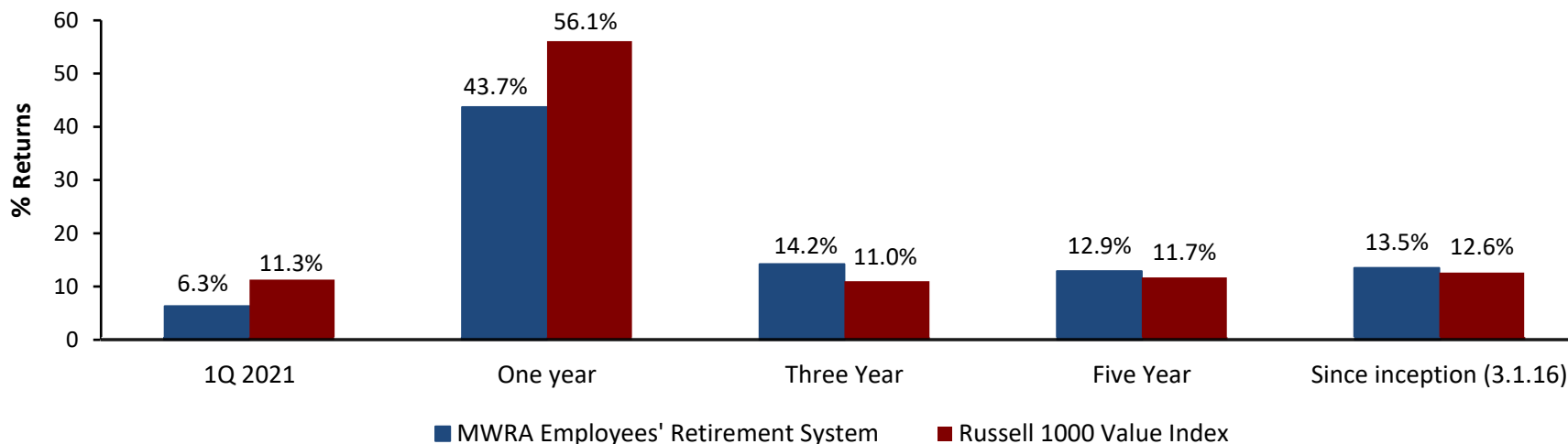
<b>Initial investment</b>	<b>\$19,337,412</b>
Withdrawal, 12.5.2017	(\$3,000,000)
Withdrawal, 2.22.2018	(\$3,500,000)
Contribution, 8.15.2018	\$2,500,000
Contribution, 6.27.2019	\$1,800,000
Contribution, 11.19.2019	\$3,000,000
Withdrawal, 2.25.2020	(\$1,250,000)
Contribution, 3.23.2020	\$1,000,000
Contribution, 6.5.2020	\$3,000,000
Contribution, 8.10.2020	\$500,000
Gains/losses	\$14,665,171
Investment income*	\$2,971,791
<b>Market value as of 3.31.21</b>	<b>\$41,024,374</b>

\*Includes interest and dividends, net of fees

# Performance as of 3.31.21



## Annualized



## Calendar year

	1Q 2021	2020	2019	2018	2017	Since Inception*
<b>MWRA Employees' Retirement System</b>	6.3%	11.2%	24.6%	-0.9%	18.8%	13.5%
<b>Russell 1000 Value Index</b>	11.3%	2.8%	26.5%	-8.3%	13.7%	12.6%

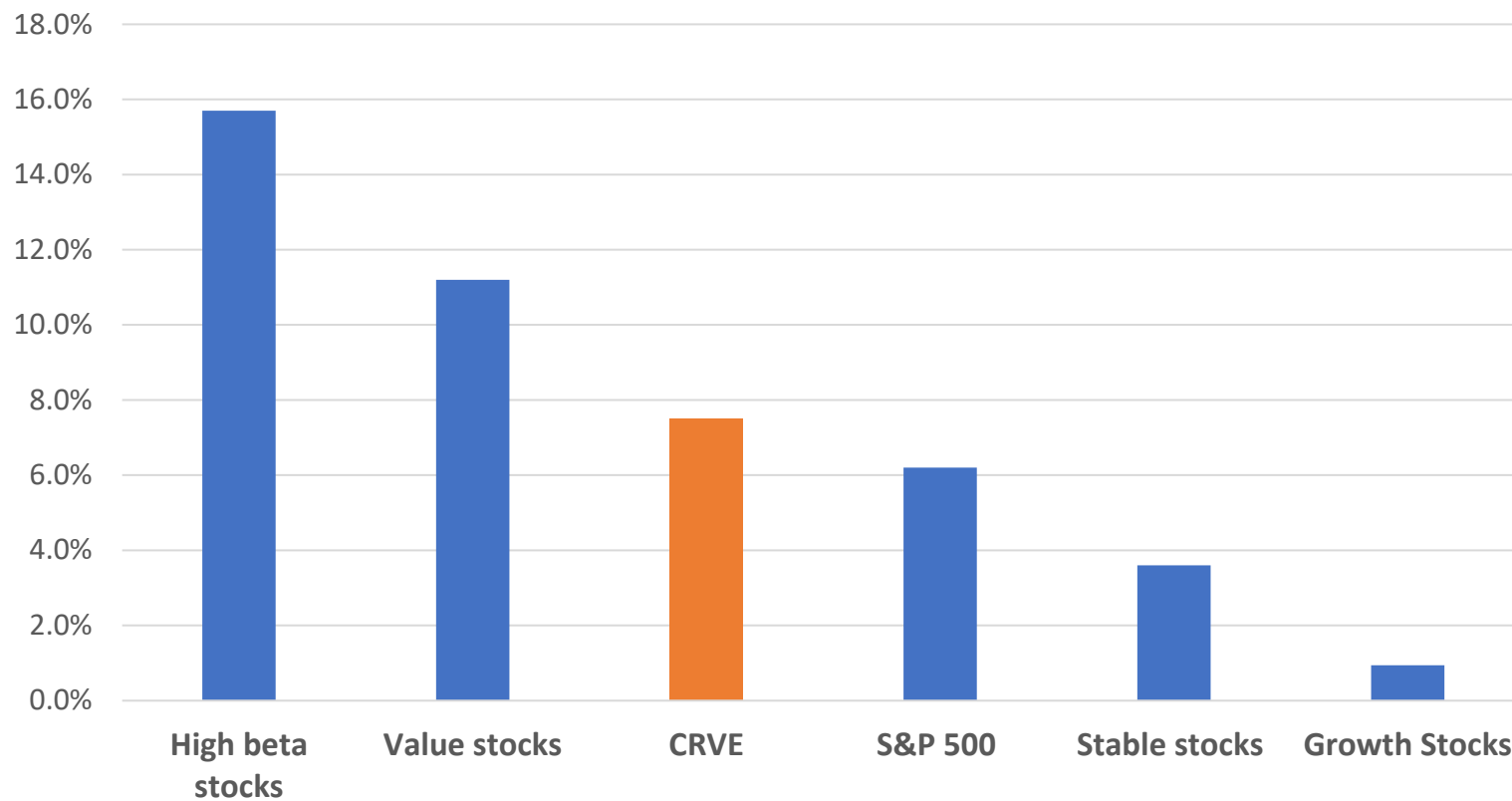
\*Inception Date: 3.1.16

As of 3.31.21; Source: Advent/Axys. Information presented is derived using currently available data from independent research resources that are believed to be accurate. . Returns presented for periods less than one year are cumulative, returns for periods one year and greater are annualized. Past performance is not indicative of future results. Returns are gross of fees. In January 2020, the Russell 1000® Value Index retroactively replaced the S&P 500 Value Index as the strategy's secondary benchmark for all periods. The S&P 500 Index has been the strategy's primary benchmark since its inception and that remains unchanged. Please see Appendix for important disclosure information regarding the use of the Russell 1000® Value Index.

# Returns for style cohorts

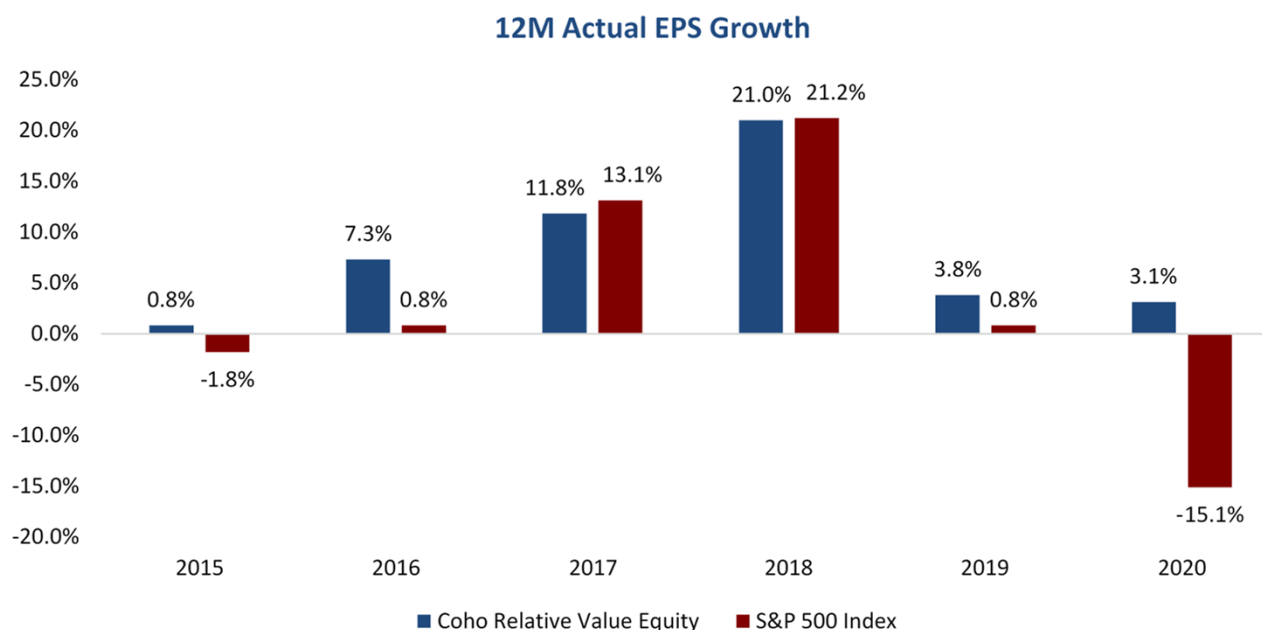


## First quarter 2021 Returns for Style Cohorts



Sources: FactSet, Coho Partners

# CRVE performance driven by EPS growth



Sources: Bloomberg and FactSet

	Coho Relative Value Equity			S&P 500 Index		
	2 Year	3 Year	5 Year	2 Year	3 Year	5 Year
<b>12M actual EPS change*</b>	<b>3.4%</b>	<b>9.0%</b>	<b>9.2%</b>	<b>-7.5%</b>	<b>1.3%</b>	<b>3.4%</b>
<b>P/E Multiples*</b>	<b>10.2%</b>	<b>-1.8%</b>	<b>-0.2%</b>	<b>32.3%</b>	<b>10.6%</b>	<b>9.2%</b>
Price Return	14.0%	7.0%	9.0%	22.4%	12.0%	12.9%
Dividend	2.8%	2.7%	2.6%	1.9%	1.9%	2.0%
Total Return	17.1%	9.9%	11.8%	24.8%	14.2%	15.2%

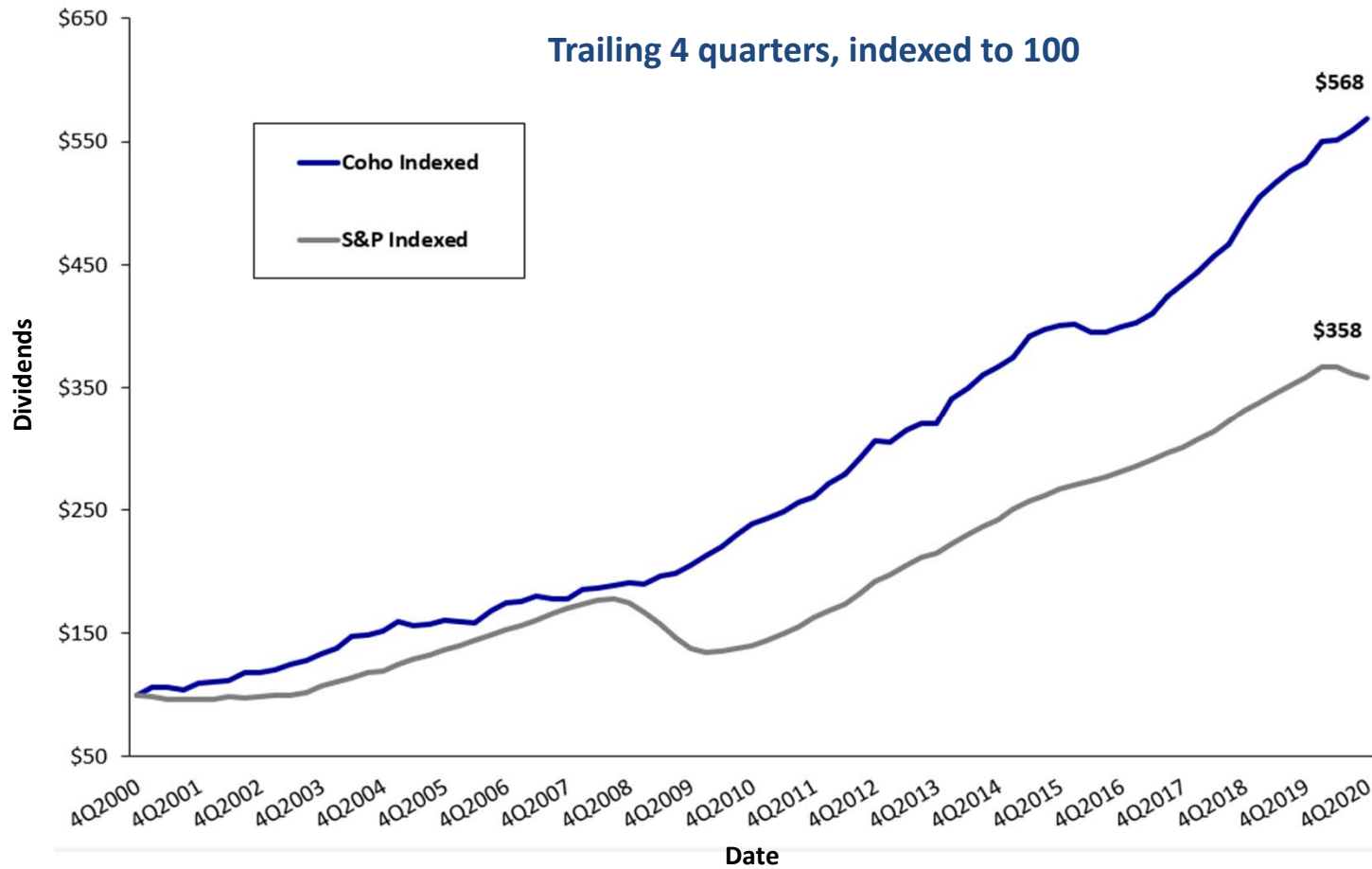
\*Excludes EPS and P/E multiple changes in Occidental Petroleum. As of December 31, 2020.

Sources: Bloomberg and FactSet





# The power of consistent dividend growth



As of 12.31.20; Source: Advent/Axys. Information presented is derived using currently available data from independent research resources that are believed to be accurate. The chart above illustrates the income growth from stock dividends in the Coho Relative Value Equity model portfolio compared to the S&P 500 Index. Dividend reinvestment was excluded from the Coho model portfolio to ensure an accurate comparison relative to the S&P 500 Index which also does not reflect the reinvestment of dividends over time. Index values for both the blue (Coho) and the gray (S&P 500) lines are calculated on a quarterly basis and reflect the trailing twelve months of dividends received. The inception date chosen for the analysis is the same inception date that corresponds with the Coho Relative Value Equity Composite (10.1.00).

# Portfolio/benchmark valuation comparison



We favor our current portfolio positioning:

- Strong underlying company fundamentals
- Higher (and more reliable) dividend yield
- More attractive valuation multiples

	Dividend Yield	Forward P/E (NTM)	Price/Sales	Price/Cash Flow
Coho Relative Value Equity	2.2%	17.5x	1.1x	13.6x
S&P 500 Index	1.5%	22.4x	3.0x	16.8x
Russell 1000 <sup>®</sup> Value Index	2.0%	18.0x	2.2x	12.4x
Russell 1000 <sup>®</sup> Growth Index	0.8%	29.8x	5.0x	26.3x

Source: FactSet

As of 3.31.21. Past performance is not indicative of future results. Please see Appendix for important disclosure information regarding the use of the Russell 1000<sup>®</sup> indices.

# Average portfolio weights



	Coho Relative Value Equity	S&P 500	Russell 1000 <sup>®</sup> Value
<b>Cyclicality</b>			
Demand Defensive	54%	22%	25%
Economically Sensitive	46%	78%	75%
<b>Quality</b>			
A- and Above	59%	42%	34%
B+ and Below	41%	58%	66%
<b>Volatility</b>			
Lowest 2 Beta Quintiles	53%	39%	44%
Highest 3 Beta Quintiles	47%	61%	56%

Data is for the quarter ending 3.31.21; Sources: Advent/Axys, FactSet, and S&P Global Market Intelligence, Copyright © 2020. Information presented is derived using currently available data from independent research resources that are believed to be accurate. Reference to a quality ranking or any observation concerning an investment that is part of the quality rankings is not a recommendation to buy, sell or hold such investment or security. Quality rankings are statements of opinions and are not statements of fact. Demand Defensive includes Consumer Staples, Health Care, and Utilities. Economically Sensitive includes Communication Services, Consumer Discretionary, Energy, Financial Services, Industrials, Information Technology, Materials, and Real Estate sectors. The average cash weighting for the period of 12.31.20 through 3.31.21 is 3.2% and is included in the 'Demand Defensive' Cyclicality category, 'A- and Above' Quality category and 'Lowest 2 Beta Quintiles' in the Volatility category. Equity securities that are 'Not Rated' by Standard & Poor's are included in the 'B+ and Below' Quality category.

# Portfolio holdings



DEMAND DEFENSIVE					ECONOMICALLY SENSITIVE				
			Pct.				Pct.		
	<u>Security</u>	<u>Price</u>	<u>Assets</u>	<u>Yield</u>	<u>Security</u>	<u>Price</u>	<u>Assets</u>	<u>Yield</u>	
<b>CONSUMER STAPLES</b>					<b>CONSUMER DISCRETIONARY</b>				
	Altria Group, Inc.	\$ 51.16	2.6	6.7	Dollar General Corp.	\$ 202.62	3.8	0.8	
	Coca-Cola Co.	\$ 52.71	3.6	3.2	Lowe's Companies Inc.	\$ 190.18	5.0	1.3	
	ConAgra Brands, Inc.	\$ 37.60	3.2	2.9	Ross Stores, Inc.	\$ 119.91	<u>4.7</u>	<u>1.0</u>	
	Philip Morris International Inc.	\$ 88.74	2.8	5.4			13.5	1.0	
	Sysco Corp.	\$ 78.74	2.7	2.3	<b>ENERGY</b>				
	The J. M. Smucker Company	\$ 126.53	2.2	2.8	Chevron Corporation	\$ 104.79	<u>2.7</u>	<u>4.9</u>	
	The Kroger Co.	\$ 35.99	2.6	2.0			2.7	4.9	
	Unilever N.V.	\$ 55.83	<u>2.5</u>	<u>3.4</u>	<b>FINANCIAL SERVICES</b>				
			22.3	3.6	Aflac Inc.	\$ 51.18	1.9	2.6	
<b>HEALTH CARE</b>					Marsh & McLennan Company	\$ 121.80	3.6	1.5	
	AmerisourceBergen Corp.	\$ 118.07	3.9	1.5	State Street Corporation	\$ 84.01	3.8	2.5	
	Amgen Inc.	\$ 248.81	3.9	2.8	U.S. Bancorp	\$ 55.31	<u>4.6</u>	<u>3.0</u>	
	CVS Health Corporation	\$ 75.23	3.9	2.7			14.0	2.4	
	Johnson & Johnson	\$ 164.35	4.1	2.5	<b>INFORMATION TECHNOLOGY</b>				
	Medtronic PLC	\$ 118.13	3.3	2.0	Automatic Data Processing, Inc.	\$ 188.47	2.9	2.0	
	Merck & Co., Inc.	\$ 77.09	2.8	3.4	Global Payments Inc.	\$ 201.58	4.4	0.4	
	Thermo Fisher Scientific Inc.	\$ 456.38	2.3	0.2	Microchip Technology Inc.	\$ 155.22	<u>3.2</u>	<u>1.0</u>	
	UnitedHealth Group Inc.	\$ 372.07	<u>4.5</u>	<u>1.3</u>			10.5	1.0	
			28.7	2.1	<b>INDUSTRIALS</b>				
					Stanley Black and Decker Inc.	\$ 199.67	2.3	1.4	
					W. W. Grainger, Inc.	\$ 400.93	<u>3.8</u>	<u>1.5</u>	
							6.1	1.5	
					<b>CASH AND EQUIVALENTS</b>				
							2.3		
					<b>TOTAL PORTFOLIO</b>		<b>100.0</b>	<b>2.2</b>	

As of 3.31.21; Source: Advent/Axys. It should not be assumed that recommendations made in the future will be profitable or will equal the performance of the securities in this list. Information presented is derived using currently available data from independent research resources that are believed to be accurate. Individual holdings may not add up to 100% due to rounding.

# YTD 2021 portfolio transactions



PURCHASES				SALES			
	<u>Purchases</u>	<u>From:</u>	<u>To:</u>		<u>Sales</u>	<u>From:</u>	<u>To:</u>
<b>1Q21</b>	Global Payments Inc.	3.80%	4.30%	<b>1Q21</b>	The Kroger Co.	4.30%	3.25%
	US Bancorp	4.10%	4.60%		The Kroger Co.	3.50%	3.00%
	W. W. Grainger, Inc.	3.10%	3.75%		Sysco Corporation	3.70%	3.00%
	Thermo Fisher Scientific Inc.	0.00%	2.50%		US Bancorp	5.10%	4.50%
	Dollar General	2.60%	3.40%		Aflac Inc.	2.75%	2.00%

Source: Advent/Axys

# Initiated position



**ThermoFisher**  
S C I E N T I F I C

Thermo Fisher Scientific (TMO) is a supplier of essential products and services to health care, government, academic, and industrial end markets.

- The COVID-19 pandemic should provide a further tailwind to the already strong secular trends driving the company's mission to help its customers make the world healthier, cleaner, and safer as funding across all three of these areas should increase.
  - The company's execution during the pandemic, and its ability to maintain and expand its supply chain has enhanced relationships with existing customers and expanded the customer base by nearly 3,000 accounts over the past year.
- More than 75% of TMO's revenue comes from consumables and services that are highly recurring in nature.
  - Combined with a diversification across end markets, geographies, and product lines, this should generate the stable, predictable revenue, earnings, and cash flow growth we seek in our portfolio companies.

# Health Care sector relative forward P/E



— Relative Fwd PE — Average

Sources: FactSet, BofA US Equity & Quant Strategy, (1/1986 -12/2020)



# Appendix

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# Organizational update



- **\$9.4 billion in total firm assets**
  - \$6.4 billion in discretionary assets
    - Separate accounts: \$5,238.8 million
    - Mutual funds: \$949.2 million
      - UCITS: \$239.1 million
  - \$3.0 billion in model-based (UMA) assets
  
- **Commitment to independence and employee ownership**
  - 31 employees, 21 partners
  - Lisa Gentry has fully transitioned from Deputy Chief Compliance Officer to Chief Compliance Officer
  - We are actively recruiting to add a portfolio manager and chief financial officer to the Coho team
  
- **Coho business response to COVID-19 crisis**
  - We continue with a remote work environment with no disruption to portfolio management, business operations, or client interactions
  - We are working toward an office reopening in Summer/Fall 2021
  
- **Growing interest in our ESG investment approach**
  - We will be hosting an ESG webinar in June 2021

Asset information is preliminary as of 3.31.21.

# Your Coho team



## Investments

- Andrew Hanna, CFA®**  
Investment Analyst
- Nimrit Kang, CFA®**  
Partner, Portfolio Manager & Director of Research
- James Klingler**  
Partner, Trader
- Ward Kruse, CFA®**  
Portfolio Manager & Investment Analyst
- Chris Leonard, CFA®**  
Partner, Portfolio Manager & Investment Analyst
- Mengchen Ma**  
ESG Investment Analyst
- Ruairi O’Neill, CFA®**  
Partner, Portfolio Manager & Investment Analyst
- Peter Thompson\***  
Partner, Chief Investment Officer

## Client Relations

- Joe Ciavarelli, CFA®**  
Client & Consultant Relations
- Glenn Dever\***  
Partner, President
- Jena Dietrich**  
Partner, Marketing
- John Finnegan**  
Partner, Client Relations
- Wayne LeSage, Jr., CFA®**  
Partner, Client Relations
- Lisa Marlin**  
Partner, Client Relations
- Tim McAvoy**  
Partner, Client & Consultant Relations
- Lisa Moneymaker**  
Partner, Client Relations
- John Musser**  
Partner, Client & Consultant Relations

## Operations & Compliance

- Brian Burke**  
Investment Operations
- Terry Davis**  
Partner, Office Coordination
- Lisa Gentry, IACCP®**  
Partner, Chief Compliance Officer
- Brian Gibson, PRM**  
Partner, Business Operations
- Jennifer Griffith**  
Partner, Human Resources
- Pat Hetrick**  
Office Management
- David Mangini**  
Investment Operations
- Joanne Powell**  
Partner, Investment Operations
- Hans Specht**  
Finance
- Matt Szoke**  
Information Technology
- Wendy Wee, CIPM**  
Performance Analysis

## Private Client

- Roseann Dittmar**  
Partner, Client Relations
- Eric Hildenbrand, CFA®**  
Partner, Portfolio Manager
- Rick Wayne, CFA®\***  
Partner, Portfolio Manager & Director of Strategy

\*Coho Board of Directors

# Sector weights



	Sector	Coho Relative Value Equity	Range	S&P 500	Russell 1000® Value
Demand Defensive	Health Care	28.7%	10-40%	13.0%	12.6%
	Consumer Staples	22.3%	5-35%	6.1%	7.1%
	Utilities	0.0%	0-10%	2.7%	5.0%
Economically Sensitive	Financial Services	14.0%	5-20%	11.3%	20.6%
	Consumer Discretionary	13.5%	5-20%	12.4%	7.8%
	Information Technology	10.5%	0-25%	26.6%	9.5%
	Industrials	6.1%	0-25%	8.9%	13.9%
	Energy	2.7%	0-25%	2.8%	5.1%
	Communication Services	0.0%	0-20%	10.9%	9.2%
	Materials	0.0%	0-10%	2.7%	4.8%
	Real Estate	0.0%	0-10%	2.5%	4.3%
	Cash and Equivalents	2.3%	0-5%	0.0%	0.0%
	Total	100.0%		100.0%	100.0%

As of 3.31.21; Sources: Advent/Axys, FactSet, and Coho Partners. Information presented is derived using currently available data from independent research resources that are believed to be accurate. Sector weights may not add up to 100% due to rounding. Please see Appendix for important disclosure information regarding the use of the Russell 1000® Value Index.

# Holdings-based characteristics



	Coho Relative Value Equity	S&P 500	Russell 1000® Value
Equity Holdings	29	505	860
3 Year Annualized Turnover	13.5%	N/A	N/A
Dividend Yield	2.2%	1.5%	2.0%
Dividend Growth (last 5 yrs)	14.0%	5.0%	2.3%
EPS Growth (last 5 yrs)	2.8%	-0.4%	-11.2%
EPS Growth (next 5 yrs)	11.4%	14.5%	11.4%
P/E (trailing 4 quarters)	19.3x	26.2x	21.5x
P/E (forward 4 quarters)	17.5x	22.4x	18.0x
Price/Book	3.6x	4.2x	2.5x
LT Debt/Capital	54.3%	44.7%	44.6%
Net Debt/EBITDA	1.8	2.3	3.2
5-Year Avg ROE	22.4%	23.1%	15.9%
Weighted Avg Market Cap	\$114.3 B	\$465.0 B	\$145.4 B
Median Market Cap	\$80.7 B	\$29.1 B	\$12.3 B
Beta (last 10 yrs)	0.90	1.00	1.00
Active Share	N/A	91.1%	91.5%

As of 3.31.21; Sources: Advent/Axys, FactSet, and Coho Partners  
Please see Appendix for important disclosure information regarding the use of the Russell 1000® Value Index.

# Attribution detail –1Q 2021



	Avg Port Wt	Port Return	Port Contrib	Avg Bmrk Wt	Bmrk Return	Bmrk Contrib	Alloc Effect	Select Effect	Total Effect
<b>Total Portfolio</b>	<b>100.00</b>	<b>7.46</b>	<b>7.46</b>	<b>100.00</b>	<b>11.26</b>	<b>11.26</b>	<b>-2.36</b>	<b>-1.44</b>	<b>-3.80</b>
Energy	2.68	25.80	0.66	4.97	31.00	1.43	-0.39	-0.10	-0.50
Financial Services	14.43	14.30	2.09	20.30	17.54	3.49	-0.32	-0.46	-0.77
Consumer Discretionary	12.77	5.04	0.62	7.71	14.48	1.08	0.15	-1.19	-1.03
Industrials	5.73	3.58	0.24	13.49	13.52	1.79	-0.15	-0.54	-0.68
Information Technology	10.54	3.10	0.39	9.54	11.36	1.07	0.00	-0.81	-0.80
Materials	0.00	0.00	0.00	4.77	10.86	0.52	0.02	0.00	0.02
Real Estate	0.00	0.00	0.00	4.34	9.07	0.38	0.11	0.00	0.11
Communication Services	0.00	0.00	0.00	9.52	6.06	0.62	0.47	0.00	0.47
Health Care	27.48	6.35	1.79	13.06	4.16	0.55	-0.98	0.62	-0.37
Consumer Staples	23.13	7.49	1.65	7.18	3.10	0.18	-1.37	1.04	-0.33
Utilities	0.00	0.00	0.00	5.14	2.87	0.12	0.47	0.00	0.47
Cash & Equivalents	3.24	0.01	0.00	0.00	0.00	0.00	-0.38	0.00	-0.38

■ Demand Defensive      ■ Outperform  
■ Economically Sensitive      ■ Underperform

Source: FactSet (Holdings Based, Daily). Coho Relative Value Equity vs. Russell 1000® Value 12.31.20 – 3.31.21  
 Base Currency: US Dollar. Past performance is not indicative of future results.

# Attribution summary – 1Q 2021



## With value and cyclical stocks leading the way, the U.S. equity markets continued to push higher to start the year

- The cyclical rotation that started at the back end of 2020 continued through the quarter with deeper cyclical stocks leading the way; however, the value rally broadened out toward the end of the quarter to include lower multiple stocks
- The portfolio returned 7.4% during the quarter, but could not keep pace with the 11.3% return of the Russell 1000® Value Index
- Cyclical sector leadership continued during the quarter with Energy, Financial Services, and Consumer Discretionary leading the way
- Defensive sectors Utilities, Consumer Staples, and Health Care trailed the broad market and the portfolio overweight to Health Care and Staples contributed to relative underperformance
- Stock selection was negative for the quarter as the portfolio holdings could not keep pace with the performance of highly cyclical stocks
  - Top five contributors: USB, ABC, MO, LOW, CVX
  - Top five detractors: GPN, ROST, UL, KO, MRK



# CRVE contributors and detractors – 1Q 2021



## Largest contributors by holding

Company Name	Avg Wt	Return	Total Effect
U.S. Bancorp	4.57	19.61	0.37
AmerisourceBergen Corp.	3.73	21.28	0.32
Altria Group Inc	2.42	26.95	0.31
Lowe's Companies, Inc.	4.72	18.90	0.30
Chevron Corporation	2.68	25.80	0.22
The Kroger Co.	2.94	13.93	0.21
State Street Corporation	3.72	16.14	0.18
Aflac Inc.	2.53	15.91	0.11
Microchip Technology Inc.	3.29	12.66	0.04
Stanley Black & Decker, Inc.	2.16	12.24	0.02

## Largest detractors by holding

Company Name	Avg Wt	Return	Total Effect
Global Payments Inc.	4.42	-6.34	-0.68
Ross Stores, Inc.	4.90	-2.14	-0.66
Unilever N.V.	2.69	-6.63	-0.53
Coca-Cola Company	3.63	-3.08	-0.51
Merck & Co., Inc.	2.94	-4.94	-0.50
Dollar General Corporation	3.15	-3.49	-0.46
W.W. Grainger, Inc.	3.58	-1.41	-0.42
Cash & Equivalents	3.24	0.01	-0.39
Medtronic PLC	3.44	1.35	-0.26
Marsh & McLennan Company	3.62	4.54	-0.25

Source: FactSet. Calculations are based on daily holdings of the Coho Relative Value Equity portfolio. To obtain additional information on the calculation methodology or to obtain a list showing the contribution of each holding in the portfolio during the measurement period, please contact our Client Relations Team at [clientrelations@cohopartners.com](mailto:clientrelations@cohopartners.com).

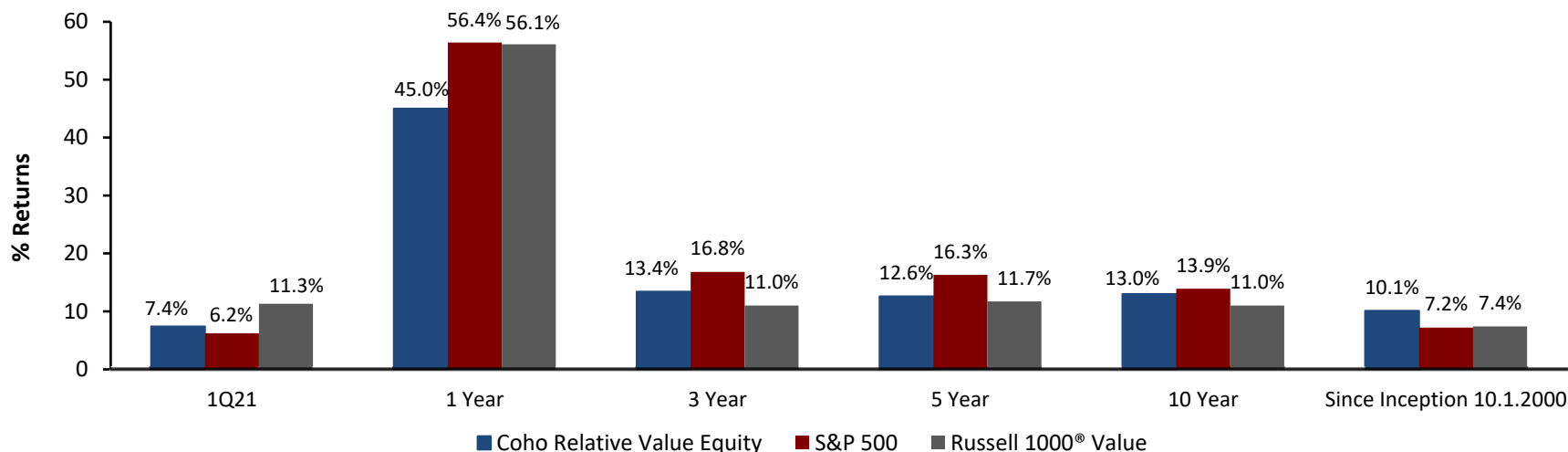
Past performance is not indicative of future results.

Coho Relative Value Equity vs. Russell 1000® Value 12.31.20 – 3.31.21 Base Currency: U S Dollar

# Coho Composite Performance



## Annualized



## Calendar year

	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001
Coho Relative Value Equity	10.35	24.31	-3.26	19.44	10.18	0.31	15.00	31.89	13.51	10.82	16.03	18.36	-16.97	5.29	17.16	0.50	15.37	23.94	-13.19	1.89
S&P 500	18.40	31.49	-4.38	21.83	11.96	1.38	13.69	32.39	16.00	2.11	15.06	26.46	-37.03	5.48	15.80	4.88	10.92	28.68	-22.10	-11.90
Russell 1000 <sup>®</sup> Value	2.80	26.54	-8.27	13.66	17.34	-3.83	13.45	32.53	17.51	0.39	15.51	19.69	-36.85	-0.17	22.25	7.05	16.49	30.03	-15.52	-5.59

As of 3.31.21; Source: Advent/Axys. Information presented is derived using currently available data from independent research resources that are believed to be accurate.

In January 2020, the Russell 1000<sup>®</sup> Value Index retroactively replaced the S&P 500 Value Index as the strategy's secondary benchmark for all periods. The S&P 500 Index has been the strategy's primary benchmark since its inception and that remains unchanged. Please see Appendix for important disclosure information regarding the use of the Russell 1000<sup>®</sup> Value Index.

Note: Performance presented is intended for one-on-one presentations only. Performance for the Coho Relative Value Equity composite is gross of fees and does not reflect the payment of advisory fees and other expenses. A client's returns will be reduced by the advisory fees and other expenses it may incur in the management of the client account. Returns presented for periods less than one year are cumulative, returns for periods one year and greater are annualized. Past performance is not indicative of future results. Please see Appendix for Important Disclosure information, including Coho's fee structure.

# Important disclosures

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## Use of the Russell 1000® Value Index

Source: London Stock Exchange Group plc and its group undertakings (collectively, the “LSE Group”). © LSE Group 2020.

The Coho Relative Value Equity strategy has been developed solely by Coho Partners, Ltd. The strategy is not in any way connected to or sponsored, endorsed, sold or promoted by the London Stock Exchange Group plc and its group undertakings. FTSE Russell is a trading name of certain of the LSE Group companies.

All rights in the Russell 1000® Value Index (the “Index”) vest in the relevant LSE Group company which owns the Index. Russell® is a trademark of the relevant LSE Group company and is/are used by any other LSE Group company under license.

The Index is calculated by or on behalf of FTSE International Limited or its affiliate, agent or partner. The LSE Group does not accept any liability whatsoever to any person arising out of (a) the use of, reliance on or any error in the Index or (b) investment in or operation of the Coho Relative Value Equity strategy. The LSE Group makes no claim, prediction, warranty or representation either as to the results to be obtained from the Coho Relative Value Equity strategy or the suitability of the Index for the purpose to which it is being put by Coho Partner, Ltd.

## Use of the CFA® marks

CFA® and Chartered Financial Analyst® are registered trademarks owned by the CFA Institute.

# Important disclosures



## Coho Relative Value Equity Composite

Coho Partners, Ltd. is an independent, investment manager based in Berwyn, PA that invests in equity securities traded on the major U.S. exchanges. The Firm may also invest in fixed income, mutual funds, ETFs and certain other investments to appropriately diversify certain client portfolios based upon their specific investment guidelines.

The Firm was founded in June 1999, is incorporated in Pennsylvania, and is an SEC-registered investment advisor that is not affiliated with any parent organization. Our clients include institutional employee benefit plans, endowments, foundations, corporations, eleemosynary organizations, high net worth clients, individuals, trusts, estates, and wrap accounts. The Firm provides portfolio allocation and transaction instructions for certain clients (“UMA” or “Model”). These assets are not part of the Firm’s total assets when calculating total firm assets for GIPS; however, these assets may be reported separately in our GIPS reports.

Coho Partners, Ltd. claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS standards. Coho Partners, Ltd. has been independently verified for the periods 10/1/2000 through 12/31/2019.

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. Verification does not provide assurance on the accuracy of any specific performance report. The Coho Relative Value Equity composite has been examined for the periods 10/1/2000 through 12/31/2019. The verification and performance examination reports are available upon request.

GIPS® is a registered trademark of CFA Institute. CFA Institute does not endorse or promote this organization, nor does it warrant the accuracy or quality of the content contained herein. Additional information regarding the firm’s policies and procedures for valuing investments, calculating performance, and preparing GIPS reports is also available upon request.

The Coho Relative Value Equity composite is comprised of all discretionary, fee-paying, non-wrap, segregated institutional and non-institutional portfolios, pooled funds and sub-advised funds that are equal to or greater than \$1 million under management, that have been fully invested and whose inclusion should be the first full month following account inception in which it meets the above requirements. Effective January 1, 2020, the composite was re-defined to include pooled funds and sub-advised funds. The firm determined that operational differences, once perceived to be significant, no longer exist and these funds’ investment mandates meet the definition of this composite. Portfolios will be removed from the composite if they experience a reduction in the size of the portfolio below \$750,000 for two full reporting periods. Each reporting period is one full month. Portfolios may be excluded from the composite due to investment restrictions, frequent cash requirements that take the portfolio off the model, legacy positions, or other situations that may prevent the portfolio from being managed in accordance with the composite strategy. The strategy for all portfolios included in the Coho Relative Value Equity composite is to invest only in selective equity securities while maintaining a diligent focus on preserving capital and maximizing client returns. The Coho Relative Value Equity composite is generally a large cap equity strategy which may also hold mid-cap securities, and which holds approximately 25 – 30 high quality companies exhibiting stable, predictable growth in revenues, earnings and dividends, and selling at reasonable valuations. In 2001 as an accommodation to several clients who requested “balanced” accounts, the Firm created portfolios that had the Coho Relative Value Equity strategy along with fixed income. The custodian had all the assets; equity, fixed and cash in one account. In the accounting system, we mirrored the custodial account and created two sub-accounts: one for equities and one for fixed income. The equity segment was managed to the Coho Relative Value Equity strategy and was re-balanced whenever the cash balance was off from the model.

The primary index for the composite is the S&P 500. The secondary index is the Russell 1000® Value. The S&P 500 Index is an unmanaged market capitalization weighted index of 500 common stocks chosen for market size, liquidity, and industry group representation. The Russell 1000® Value Index is an unmanaged index of those Russell 1000 companies that exhibit value characteristics such as lower price-to-book ratios and lower forecasted growth values. The S&P 500 Value Index is an unmanaged index that measures the performance of those S&P 500 companies that exhibit value characteristics such as lower price-to-book ratios and lower forecasted growth values. One cannot directly invest in an index.

A Significant Cash Flow (SCF) policy was adopted starting January 1, 2019. The SCF policy is triggered by a client request to raise and hold cash in advance of future withdrawal. The amount of cash requested by the client will be transferred to a temporary account which is excluded from the composite. The member account will remain in the composite.

The composite returns reflect the reinvestment of dividends, capital gains, and other earnings when appropriate. “Gross of fees” performance returns are presented net of actual trading expenses. No other fees are deducted. “Net of fees” performance returns are calculated net of actual trading expenses and management fees. No other fees are deducted. All returns are expressed in U.S. dollars. Standard investment fees are charged at the following rates: Institutional fee schedule – 0.60% on the first \$25 million; 0.50% on the next \$75 million; and 0.40% on assets exceeding \$100 million. Non-institutional fee schedule – 0.95% on first \$2 million; 0.75% on next \$3 million and 0.60% on all assets over \$5 million. The current fee for the pooled fund, COHOX is 0.70% and the expense ratio is 0.79%. The Firm may, at its discretion, agree to negotiate fees.

The composite’s creation and inception date is October 1, 2000. Terminated portfolios are included in the historical performance of the composite through the last full month that each portfolio was under management. A complete list and description of the firm’s Composites is available upon request.

# Important disclosures



## Coho Relative Value Equity Composite

Year	Annualized Performance Results (%)						Gross 3 Year Standard Deviation (%)					Composite		Firm
	Gross Return TWR	Net Return TWR	S&P 500	Russell 1000® Value	S&P 500 Value	Composite Dispersion	Composite	S&P 500	Russell 1000® Value	S&P 500 Value	% of Carve-Outs	Number of Portfolios	Assets (\$M)	Assets (\$M)
2020	10.35	9.83	18.40	2.80	1.36	0.46	16.26	18.53	19.62	19.34	0.00	260	4,211.3	6,102.9
2019	24.31	23.75	31.49	26.54	31.93	0.34	11.38	11.93	11.85	12.73	0.00	216	2,189.4	5,194.9
2018	-3.26	-3.69	-4.38	-8.27	-8.95	0.33	10.89	10.80	10.82	11.02	0.00	204	1,679.6	4,253.5
2017	19.44	18.88	21.83	13.66	15.36	0.45	9.43	9.92	10.20	10.32	0.00	197	1,674.1	4,512.0
2016	10.18	9.70	11.96	17.34	17.40	0.40	9.69	10.59	10.77	10.73	0.00	171	1,709.4	3,245.4
2015	0.31	-0.13	1.38	-3.83	-3.13	0.44	9.77	10.47	10.68	10.59	0.00	130	1,163.1	2,497.0
2014	15.00	14.51	13.69	13.45	12.36	0.34	8.23	8.97	9.20	9.46	0.00	122	1,091.1	1,973.5
2013	31.89	31.34	32.39	32.53	31.99	0.54	9.90	11.94	12.70	12.97	0.00	83	574.7	1,386.8
2012	13.51	13.04	16.00	17.51	17.68	0.53	12.72	15.09	15.51	15.76	0.00	48	294.5	942.9
2011	10.82	10.39	2.11	0.39	-0.48	0.32	15.43	18.71	20.69	21.10	0.00	37	288.4	688.3
2010	16.03	15.47	15.06	15.51	15.10	0.58	NA	NA	NA	NA	22.97	14	75.7	445.2
2009	18.36	17.82	26.46	19.69	21.18	1.09	NA	NA	NA	NA	31.23	12	50.2	337.8
2008	-16.97	-17.34	-37.03	-36.85	-39.22	0.93	NA	NA	NA	NA	50.30	11	28.1	248.2
2007	5.29	4.80	5.48	-0.17	1.99	1.06	NA	NA	NA	NA	49.02	11	36.3	282.3
2006	17.16	16.58	15.80	22.25	20.80	0.89	NA	NA	NA	NA	37.50	12	47.7	257.2
2005	0.50	0.10	4.88	7.05	5.82	1.25	NA	NA	NA	NA	33.26	11	33.2	179.4
2004	15.37	14.91	10.92	16.49	15.71	1.12	NA	NA	NA	NA	22.67	11	36.2	119.4
2003	23.94	23.61	28.68	30.03	31.79	1.99	NA	NA	NA	NA	16.36	12	44.3	89.6
2002	-13.19	-13.39	-22.10	-15.52	-20.85	0.64	NA	NA	NA	NA	3.36	9	30.4	72.2
2001	1.89	1.44	-11.90	-5.59	-11.71	1.66	NA	NA	NA	NA	3.29	7	33.3	75.0
4Q00	11.66	11.52	-7.83	3.60	1.63	NA	NA	NA	NA	NA	0.00	≤ 5	10.4	22.0

Version effective date: 1.1.2021. Source: Advent/Axys.

In January 2020, the Russell 1000® Value Index retroactively replaced the S&P 500 Value Index as the strategy's secondary benchmark for all periods. The S&P 500 Index has been the strategy's primary benchmark since its inception and that remains unchanged.

Internal dispersion is calculated using the asset-weighted standard deviation of annual gross returns of those portfolios that were included in the composite for the entire year. The internal dispersion is not presented for those periods marked "N/A" because the composite did not have at least six portfolios for the entire annual period. The three-year annualized standard deviation measures the variability of the composite and the benchmark returns over the preceding 36-month period. Past performance is no guarantee of future results.

For more information about the Coho Relative Value Equity composite, please contact a member of our Client & Consultant Relations Team at [distribution@cohopartners.com](mailto:distribution@cohopartners.com).



**Firm:** Polen Capital Management, LLC

**Strategy/Product:** Focus Growth strategy

**Client:** MWRA Employees Retirement Board

**NEPC Manager Due Diligence Questionnaire - Update**

**Instructions**

In support of our upcoming meeting we ask that you please complete this due diligence questionnaire. Please provide your responses in the form of brief descriptions, lists or tables added directly to this Word document.

Thank you for taking the time to complete this questionnaire. Please note that your response will be part of the NEPC Research Database.

**Firm/Organization**

- 1. Have there been any changes in ownership or management in the past year?

Over the twelve months ending March 31, 2021, there were no changes in ownership. As of January 1, 2021, Damon Ficklin assumed the sole lead of the Large Company Growth Team. This is not a change to investment personnel or portfolio management responsibilities, but rather, a fine-tuning to team structure in recognition of Damon’s advancing leadership skillset. Recognizing that the team lead role would evolve as the team grew, Dan and Damon began planning for this leadership change in 2017. Dan and Damon maintain their lead portfolio manager responsibilities on the Focus Growth and Global Growth strategies, respectively.

- 2. List firm AUM, net flows and accounts gained/lost for the past 5 years.

	<b>AUM (\$millions)</b>	<b>Net Flows (\$millions)</b>	<b>Accounts Gained (# / \$millions)</b>	<b>Accounts Lost (# / \$millions)</b>
2020	59,270.63	10,653.75	1,752 / 16,990.87	333 / 6,337.12
2019	34,784.43	5,5671.74	780 / 8,940.12	263 / 3,268.38
2018	20,591.32	1,789.88	581 / 5,388.77	122 / 3,598.89
2017	17,422.23	2,956.12	292 / 4,476.02	84 / 1,519.90
2016	11,250.71	3,530.76	312 / 4,650.02	128 / 1,119.26

- 3. Have there been any new or discontinued products in the past year?

No discontinued products in the past year.

We launched the U.S. SMID Company Growth strategy on April 1, 2020, which is available in an SMA, U.S. mutual fund and UCITS vehicle. The UCITS is available through our European distribution partner iM Global Partner as the OYSTER US Small and Mid-Company Growth Fund.



We launched the Polen Global Emerging Markets Growth Fund (U.S. mutual fund) and the Polen Capital Global Emerging Markets Growth Fund (UCITS) in October 2020.

4. Are any products capacity constrained?

We manage capacity for each of our strategies individually, taking a conservative approach that considers, among other things, total assets under management, the speed of asset growth and the mix of business across distribution channels, platforms, regions and client types.

As of March 31, 2021, Focus Growth strategy assets were approximately \$54.18 billion. While our Focus Growth portfolio management team believes the strategy has additional capacity for growth, we have concluded that it is prudent to begin selectively closing certain vehicles and raising account minimums within the strategy to better manage the pace of new asset growth and the diversification of assets across the Large Company Growth Team's three investment strategies. Significant capacity remains in the team's Global Growth strategy (typically 50% overlap with Focus Growth in terms of holdings) and International Growth strategy.

The soft close is meant to preserve adequate liquidity in our investments, provide cash flow flexibility for our existing clients, provide capacity for strategic opportunities and allow us to continue to seek exceptional returns for our clients over the long term.

5. Describe any current or pending regulatory, compliance or litigation issues and the expected business impact.

No issues to report.

### Portfolio Management Team

1. Have there been any changes in the portfolio management team in the past year?

No changes to the portfolio management team in the past year for the Focus Growth strategy.

2. Are there any expected changes to the team in the future (planned additions or departures)?

In January 2021, Rana Pritanjali joined the Large Company Growth Team as a Research Analyst. No expected changes to the team in the future.

### Process

1. Have there been significant changes in any of the areas below in the past year?

- Identification of investment ideas

Our process has not changed over the past year.



- Process for exploring and vetting ideas  
Our process has not changed over the past year.
- Portfolio trading practices including buy/sell rules  
Our process has not changed over the past year.
- Approach to portfolio monitoring and risk management  
Our process has not changed over the past year.

### Philosophy

1. Describe recent changes in investment philosophy, if any.  
No changes have been made to our investment philosophy.

### Portfolio

1. If not included in your meeting presentation, provide portfolio holdings, sector exposure, geographic exposure and common characteristics (yield, duration, market cap, P/E, etc.).

This information is included in our meeting presentation.

2. List strategy AUM, net flows and accounts gained/lost for the past 5 years.

	AUM (\$millions)	Net Flows (\$millions)	Accounts Gained (#/ \$millions)	Accounts Lost (# / \$millions)
2020	52,365.01	6,267.19	1,260 / 11,553.93	201 / 5,286.74
2019	33,185.74	4,659.98	568 / 7,834.65	229 / 3,174.67
2018	20,230.16	1,604.46	466 / 5,152.47	108 / 3,548.01
2017	17,241.57	2,838.48	202 / 4,355.01	83 / 1,516.53
2016	11,208.85	3,505.96	287 / 4,625.22	128 / 1,119.26

3. Describe investor concentration for the strategy and note the percent of AUM attributable to the top five investors.

4. Focus Growth Strategy Assets

As of March 31, 2021:

Client type	# of Accounts	Assets in \$millions
<b>Separate Accounts:</b>		
Corporate	275	5,595.12
Endowment & Foundations	68	699.89
Healthcare	12	937.90
HNW	2,422	2,445.94





Insurance	3	342.11
Public Fund	72	2,749.82
Taft-Hartley	32	1,951.73
Sovereign Wealth	5	253.52
<b>Mutual Fund</b>	1	10,205.57
<b>UMA</b>	27	19,707.90
<b>UCITS</b>	1	3,550.89
<b>CIT</b>	1	282.90
<b>Wrap Platform</b>	59	5,452.09

The top five institutional separate accounts total 4.96% of the strategy assets as of March 31, 2021.

### Performance / Market Outlook

1. If not included in your meeting presentation, provide trailing returns as of the most recent quarter-end and calendar year returns for the past 10 years, both relative to benchmark.

This information is included in our meeting presentation.

2. Briefly discuss recent performance trends and identify environments in which the strategy is likely to be in or out of favor.

Please see attached commentary.

3. Describe your market outlook and how strategy positioning is impacted by your views.

Please see attached commentary.

4. Could you please include a slide in your presentation that shows the MWRA's account history, initial contribution, cumulative subsequent contributions, cumulative subsequent distributions, gain/loss and current value.

This information is included in our meeting presentation.

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Going beyond.

# MWRA Employees Retirement Board Focus Growth

April 29, 2021



MWRA Employees'  
Retirement System

polen  
capital

# Today's Presenters

## Lauren Harmon, CFA

Research Analyst

### Background

- **Joined Polen Capital:** 2016
- **Education:** B.A. in Business & Psychology from Wake Forest University in Winston-Salem, NC and M.B.A. from Columbia Business School
- **Primary Responsibility:** Is a member of the Large Company Growth Team with responsibility for investment research
- **Special Interests:** Travel, cooking, exercise, watching and attending sporting events with a particular interest in the NFL, volunteering at animal shelters, and spending time with family

## Lisa Rynne, CFA

Senior Relationship Manager, Institutional Relations

### Background

- **Joined Polen Capital:** 2018
- **Education:** B.S. in Marketing and Economics from Boston College
- **Primary Responsibility:** Is a Senior Relationship Manager on the Distribution Team focusing on development of institutional relationships in the Eastern portion of the U.S. and Canada
- **Special Interests:** Spending time with family and friends, travel, winter sports and water skiing



**Our mission is to preserve and grow client assets to protect their present and enable their future.**



# Going Beyond Expectations

Polen Capital is a team of experienced investment industry professionals who share an unwavering commitment to our clients, investors, community and each other. We have been dedicated to serving investors by providing concentrated portfolios of the highest-quality companies for more than three decades. At Polen Capital, we have built a culture of results, and in this, an inherent belief in going beyond what's expected for the people and communities we serve.

- We adhere to a time-tested process of researching and analyzing the highest-quality companies around the globe
- We invest for the long haul and with a business owner's mindset—giving these companies time to grow
- We remain passionate about our mission to protect and grow capital



# Independent, Growth Investing

## Employee Owned & Aligned with Our Clients

- 71% Employees
- 9% Polen Family Trust (Passive)
- 20% iM Global Partner (Passive)

## Team-Based Outlook with Global Reach

- Headquarters and Large Company Growth Team: Boca Raton, FL
- Small Company Growth Team: Boston, MA
- Emerging Markets Growth Team: London, UK

## A Range of Investment Vehicles

- Strategies available across SMAs, Mutual Funds, CITs, UCITS

## An ESG Friendly Investment

- UN PRI Signatory
- ESG Integration inherent within investment process

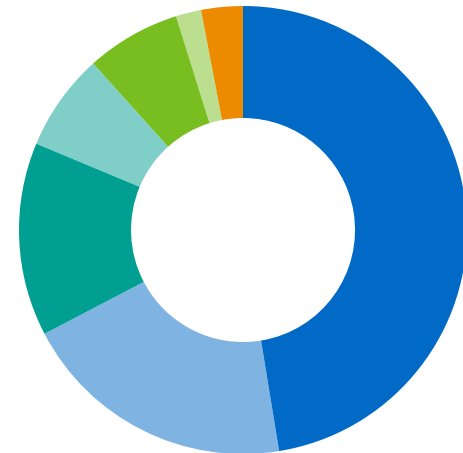
## A High Conviction & Quality Approach

Total Firm Assets: \$61.1B

- Focus Growth (1989) \$53.5B
- Global Growth (2015) \$4.8B
- International Growth (2017) \$2.3B
- U.S. Small Company Growth (2017) \$394.0M
- International Small Company Growth (2019) \$30.0M
- Global Emerging Markets Growth (2020) \$31.2M
- U.S. SMID Company Growth (2020) \$59.6M

## Total Assets by Institutional Client Type

Corporate	47%
Public Fund	20%
Taft-Hartley	14%
Endowment & Foundation	7%
Healthcare	7%
Sovereign Wealth	2%
Other <sup>1</sup>	3%



# A Collaborative & Research Driven Team

## Large Company Growth



# How Polen Capital Goes Beyond for Our Clients

## Investment Philosophy



### Concentrated Portfolio: "High Active Share"

- Portfolios constructed with a select group of high-quality companies
- Use the guardrails of strong balance sheets, abundant free cash flow, strong ROE (> 20%), stable to improving margins, and real-organic revenue growth
- Best ideas portfolio—impartial to index sector and position weightings
- Strategies invest in a range of 20-30 companies



### Long Holding/Compounding Period: "Time Arbitrage"

- Long-term focus on company fundamentals and competitive advantages
- Portfolio returns are generated through the compound earnings growth of competitively advantaged companies owned for many years—share prices follow earnings growth
- The flagship Focus Growth portfolio has only invested in ~125 companies since inception
- Average holding period is about five years



### Risk Management: "Don't Lose Mentality"

- Only invest in financially superior and competitively advantaged businesses—Margin of Safety
- Focus on long-term preservation of capital
- Portfolio construction parameters include position size limits and sector weight limits
- Currency, policy and political risks are considered regarding investment outside of the United States



### Outcome Orientation: "Weighing Machine vs. Voting Machine"

- Seeking double-digit returns with lower levels of risk
- More than 30 years of evidenced success through consistent application of our investment process
- No market predictions, always fully invested
- Unemotional selling with an absolute return mentality



# The Polen Capital Investment Process

## 4: Portfolio Construction & Management

- Construct portfolio of competitively advantaged growth businesses
- Continue to monitor objectively
- Utilize unemotional selling—absolute return mentality

~20-30

Portfolio Holdings

## 3: Iterative Deep Dive Research

- Assess industry dynamics and growth
- Identify company-specific competitive advantages
- Evaluate competitive dynamics/potential changes
- Valuation work based on free cash flow
- Examine/interview management based on track record
- Identify pre-mortem
- ESG analysis/review

100-150

Coverage Universe

## 2: Initial Research Project

- Test sustainability of strong financials
- Determine cyclical influence on financials
- Rule out fad/fashion impacts

350

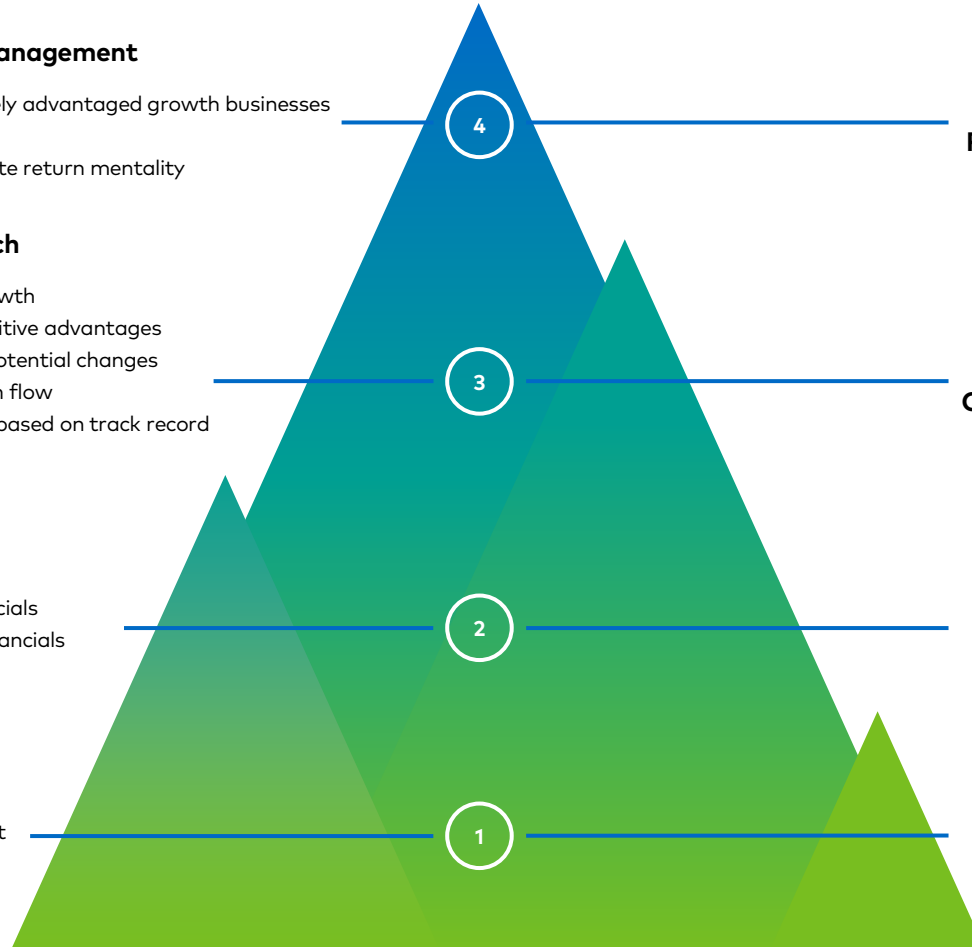
Candidates

## 1: Apply Guardrails

- ROE above 20% sustained
- Exceptionally strong balance sheet
- Stable or growing profit margins
- Abundant free cash flow
- Real-organic revenue growth

3,000

Stock Universe



# Portfolio Characteristics

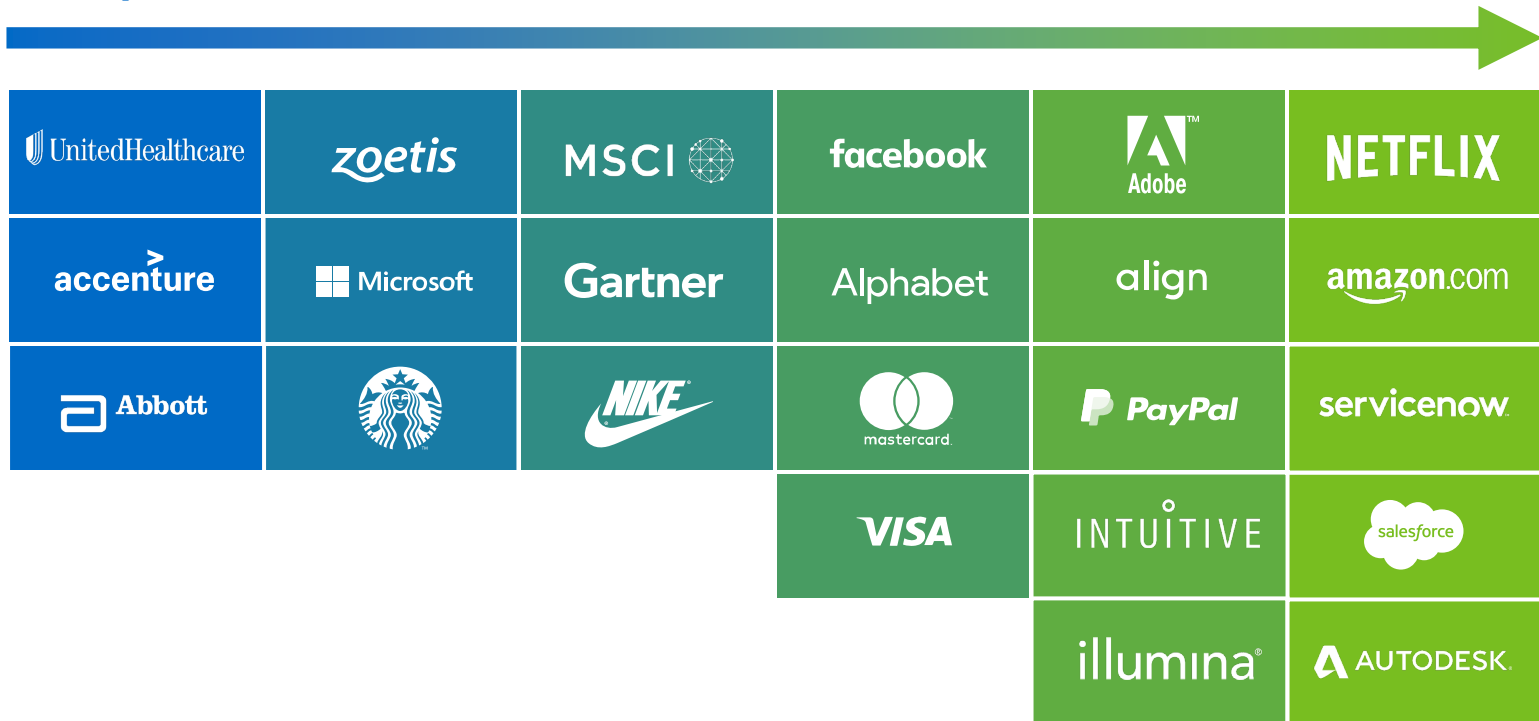
Company Name	Percentage of Portfolio (%)	Market Cap (\$Millions)	P/E Forward 12 Months	Net Debt/Free Cash Flow ex lease	Polen Long-Term EPS Growth Estimates (%)	Return on Total Capital (Total Debt) (%)	Return on Total Capital (Net Debt) (%)
Abbott Laboratories	5.7	212,000	23.7	2.0	11.0	9.1	10.3
Accenture	4.7	176,000	31.0	-1.0	12.0	24.7	38.0
Adobe	6.5	228,000	39.6	-0.1	25.0	33.3	45.9
Align Technology	1.8	42,854	59.5	-1.9	20.0	74.8	122.0
Alphabet Class A	2.5	1,390,000	26.2	-2.9	18.0	15.2	33.7
Alphabet Class C	7.0	1,390,000	26.2	-2.9	18.0	15.2	33.7
Amazon.com	4.7	1,560,000	50.8	-0.9	30.0	12.8	22.0
Autodesk	3.5	60,860	54.4	-0.2	25.0	19.4	59.7
Facebook	8.5	839,000	24.2	-2.6	18.0	23.2	43.3
Gartner	2.7	16,196	43.5	1.5	16.0	8.7	9.9
Illumina	2.2	56,034	71.6	-2.6	18.0	8.8	18.7
Intuitive Surgical	1.9	87,474	60.2	-4.5	18.0	10.4	19.1
Mastercard	4.7	354,000	44.2	0.3	18.0	36.6	75.8
Microsoft	8.2	1,780,000	31.1	-1.2	13.0	25.1	71.5
MSCI	1.3	34,696	45.0	2.6	18.0	20.1	36.4
Netflix	3.0	231,000	48.7	4.2	35.0	13.5	17.9
Nike	2.1	210,000	39.0	-0.7	15.0	16.6	26.9
PayPal Holdings	3.5	284,000	53.3	-0.8	20.0	9.8	18.1
Salesforce.com	4.7	195,000	61.2	-2.2	25.0	5.4	6.9
ServiceNow	4.0	98,072	91.8	-1.1	25.0	3.9	9.4
Starbucks	3.5	129,000	35.7	NMF	13.0	7.5	10.4
UnitedHealth Group	3.1	352,000	20.5	1.2	14.0	13.7	16.1
Visa	4.6	468,000	36.6	0.1	18.0	19.8	29.4
Zoetis	4.2	74,829	35.6	2.1	14.0	17.3	23.7
Cash	1.4						
Polen Focus Growth (weighted average)		563,000	35.6	<b>-0.6<sup>1</sup></b>	<b>18.8</b>	<b>18.7</b>	
Russell 1000 Growth		701,143	30.1	<b>0.1<sup>2</sup></b>	<b>8.0<sup>3</sup></b>	<b>18.0</b>	
S&P 500		468,428	22.7	<b>1.8<sup>2</sup></b>	<b>7.0<sup>3</sup></b>	<b>14.0</b>	

As of 3-31-2021. <sup>1</sup>Starbucks ND/FCF ex-lease ratio figure is temporarily skewed due to the impact of COVID-19. We believe this data point is not meaningful and have excluded Starbucks from the calculation. <sup>2</sup>Net Debt/Free Cash Flow ratio excludes companies in the benchmark with negative FCF over the TTM period. Starbucks is included in the benchmark calculation. <sup>3</sup>Our estimates for the market indices are approximate and based on long-term historical data which captures different market cycles. Source: Bloomberg, Polen Capital. Please see Disclosures page for disclosure #1 & #2.

# Investing Across the Growth Spectrum

Safety

Growth



# Account Performance

As of 03-31-2021

Account Summary		Inception Date 02-01-16
Beginning Market Value	\$19,397,880	
Net Flow	(\$7,141,854)	
Appreciation/(Depreciation)	\$27,344,224	
<b>Ending Market Value</b>	<b>\$39,600,250</b>	

Performance Summary		Inception Date 02-01-16				
	Quarter (%)	1 Year (%)	3 Year (%)	5 Year (%)	Inception (%)	
Gross	1.80	57.69	26.17	21.93	22.02	
Net	1.63	56.70	25.37	21.16	21.27	
Russell 1000 Growth	0.95	62.74	22.80	21.06	21.84	
Excess Return (Gross)	0.85	-5.05	3.37	0.87	0.18	
Excess Return (Net)	0.68	-6.04	2.57	0.10	-0.57	

Data presented pertains to MWRA Employees Retirement Board.  
Performance for the periods greater than 1 year is annualized.  
Source: Archer.

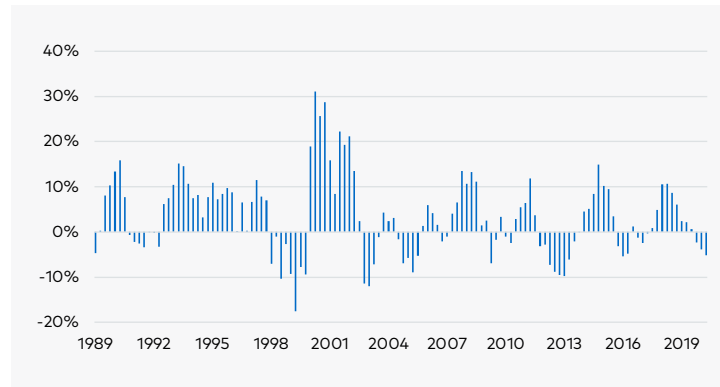
# Consistent Risk and Return Rankings

Focus Growth/ R1000G	Returns (Gross)		Alpha		Beta		Sharpe Ratio		Standard Deviation		Downside Capture Ratio		Upside Capture Ratio		Information Ratio	
	Value	Rank	Value	Rank	Value	Rank	Value	Rank	Value	Rank	Value	Rank	Value	Rank	Value	Rank
Time Period																
1 Year	57.62	66	1.56	60	0.90	41	2.97	64	19.32	42	70.40	47	84.81	68	-0.91	63
3 Years	26.10	14	4.69	8	0.90	21	1.37	3	17.97	18	86.44	9	98.52	29	0.78	11
5 Years	21.87	29	2.25	20	0.92	26	1.38	18	15.03	23	88.34	19	95.80	47	0.21	29
7 Years	20.31	7	3.90	2	0.91	22	1.37	1	14.20	19	81.36	4	98.62	32	0.67	7
10 Years	18.36	8	3.00	2	0.91	14	1.30	1	13.66	15	82.34	3	95.65	59	0.38	11
15 Years	14.97	4	3.76	1	0.88	8	0.95	1	14.63	11	79.86	2	93.67	68	0.49	3
20 Years	12.30	6	4.44	3	0.79	7	0.80	3	13.64	8	70.55	3	85.04	88	0.41	6
25 Years	13.78	4	5.97	4	0.74	8	0.81	4	14.37	10	66.81	7	83.20	85	0.48	3
Since Inception (01-01-1989)	15.58	4	6.46	1	0.75	1	0.83	1	15.26	5	58.46	1	95.99	70	0.52	4

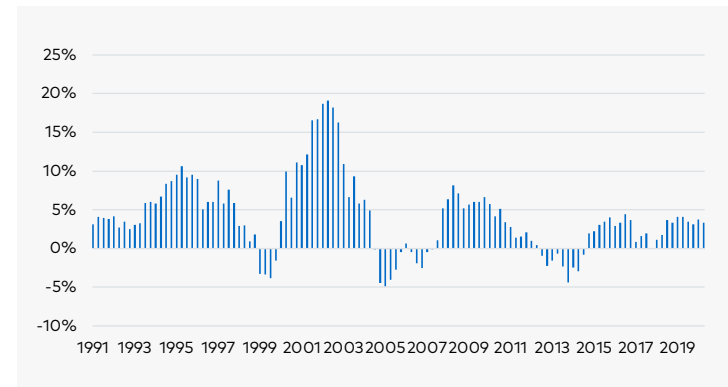
As of 3-31-2021. Source: eVestment Alliance Large Cap Growth Universe. Results were calculated for the trailing periods ending 3-31-2021. Results for the periods 1, 3, 5, 7, 10, 15, 20 and 25 years were calculated based on monthly returns. Please see Disclosures page for disclosure #2 & #3.

# Quarterly Excess Returns

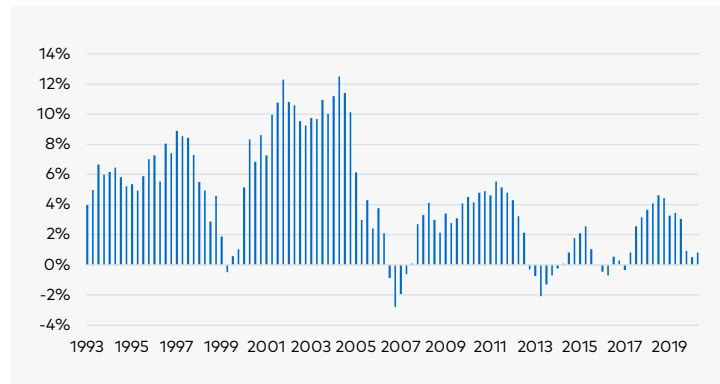
## Trailing 1-Year Gross Excess Returns on a Quarterly Basis vs. R1000G<sup>1</sup>



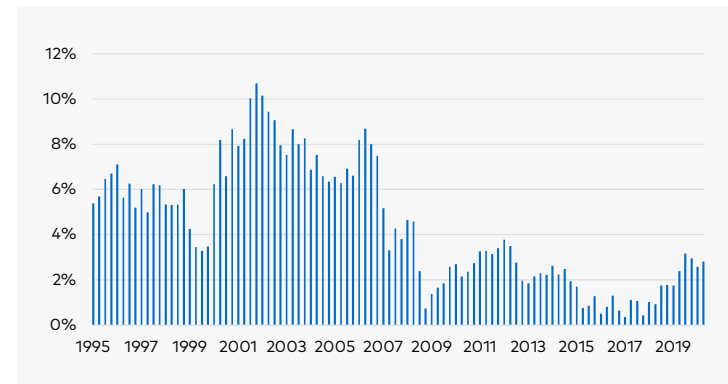
## Trailing 3-Year Annualized Gross Excess Returns on a Quarterly Basis vs. R1000G<sup>2</sup>



## Trailing 5-Year Annualized Gross Excess Returns on a Quarterly Basis vs. R1000G<sup>3</sup>



## Trailing 7-Year Annualized Gross Excess Returns on a Quarterly Basis vs. R1000G<sup>4</sup>



<sup>1</sup>Polen Focus Growth outperformed the R1000G in 77 of 126 periods (61%) for an average 1-year rolling excess return of 338 basis points since inception as of 3-31-2021.

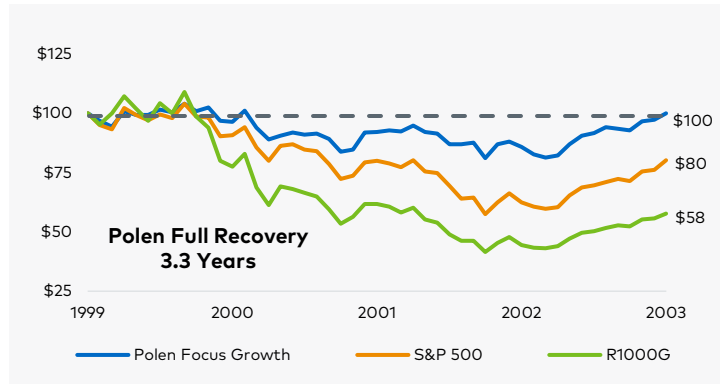
<sup>2</sup>Polen Focus Growth outperformed the R1000G in 93 of 118 periods (79%) for an average 3-year rolling excess return of 406 basis points since inception as of 3-31-2021.

<sup>3</sup>Polen Focus Growth outperformed the R1000G in 95 of 110 periods (86%) for an average 5-year rolling excess return of 432 basis points since inception as of 3-31-2021.

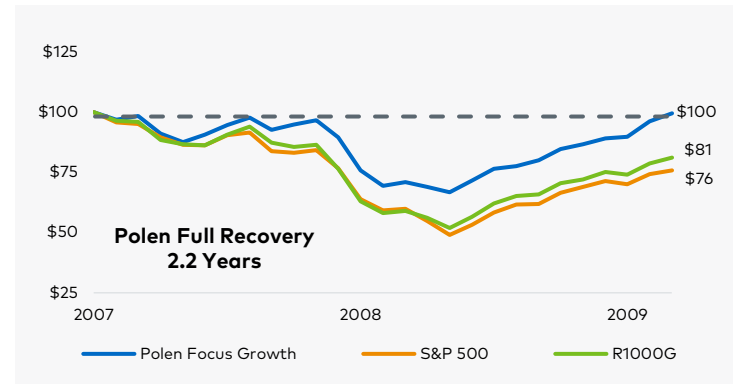
<sup>4</sup>Polen Focus Growth outperformed the R1000G in 102 of 102 periods (100%) for an average 7-year rolling excess return of 442 basis points since inception as of 3-31-2021. Please see Disclosures page for disclosure #3.

# Capital Drawdown & Recovery Periods

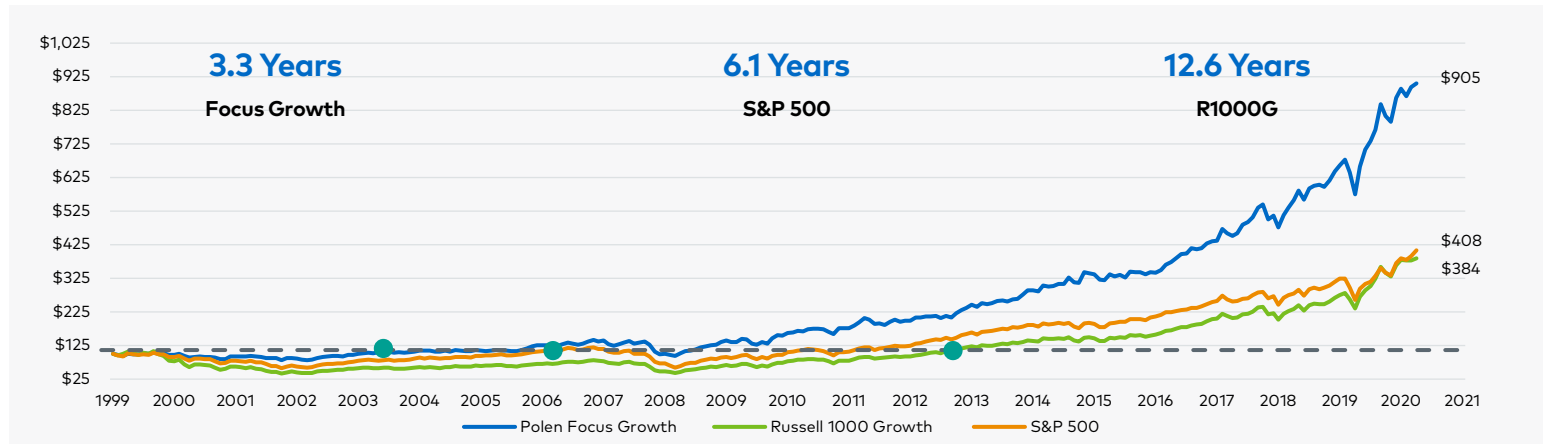
## Drawdown & Recovery (Tech Bubble)<sup>1</sup>



## Drawdown & Recovery (Global Financial Crisis)<sup>2</sup>



## Recovery Time From Initial Drawdown<sup>3</sup>



● Recovery Time Periods.

As of 3-31-2021. <sup>1</sup>12-31-1999 to 12-31-2003. <sup>2</sup>10-31-2007 to 12-31-2009. <sup>3</sup>Drawdown to Present 12-31-1999 to 3-31-2021. Source: Archer. Please see Disclosures page for disclosure #3.

# Appendix



# Portfolio Activity

## 2Q 2020

### New Buys


### Additions

Starbucks  
Autodesk

### Complete Sells


### Trims

Nike

## 3Q 2020

### New Buys

Intuitive Surgical  
UnitedHealth Group  
Illumina

### Additions


### Complete Sells

Automatic Data Processing

### Trims

Microsoft  
Align Technology  
PayPal Holdings  
ServiceNow  
MSCI

## 4Q 2020

### New Buys


### Additions


### Complete Sells


### Trims


## 1Q 2021

### New Buys

Amazon.com  
Netflix

### Additions

Salesforce.com

### Complete Sells

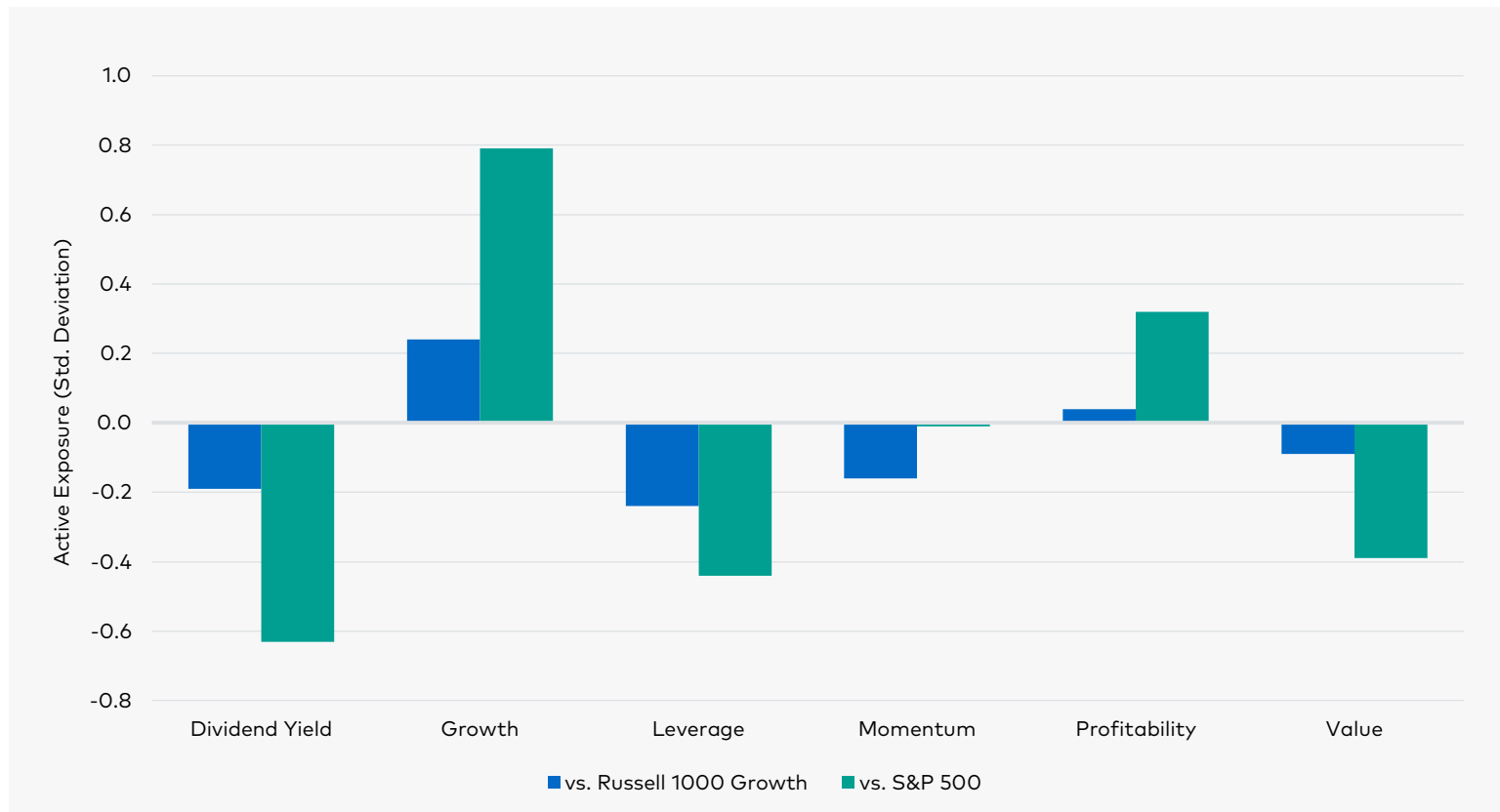
Dollar General  
Regeneron

### Trims

Autodesk  
MSCI  
PayPal Holdings  
Alphabet  
Align Technology

# Portfolio Factor Exposures

## Active Style Exposure



# Valuation Risk—Focused on Long-term Expected Return

**“The risk of paying too high a price for good quality stocks—while a real one—is not the chief hazard confronting the average buyer of securities...chief losses to investors come from the purchase of low-quality securities at times of favorable business conditions.” - Benjamin Graham**

## 5 Year Annualized Return Scenarios

		P/E Multiple (Contraction) / Expansion						
		-67%	-50%	-33%	-25%	-10%	0%	10%
% 5Y EPS CAGR	0.0%	-20%	-13%	-8%	-6%	-2%	0%	2%
	1.3%	-19%	-12%	-7%	-4%	-1%	1%	3%
	2.5%	-18%	-11%	-5%	-3%	0%	2%	4%
	3.8%	-17%	-10%	-4%	-2%	2%	4%	6%
	5.0%	-16%	-9%	-3%	-1%	3%	5%	7%
	6.3%	-15%	-8%	-2%	0%	4%	6%	8%
	7.5%	-14%	-6%	-1%	1%	5%	8%	10%
	8.8%	-13%	-5%	0%	3%	6%	9%	11%
	10.0%	-12%	-4%	2%	4%	8%	10%	12%
	11.3%	-11%	-3%	3%	5%	9%	11%	13%
	12.5%	-10%	-2%	4%	6%	10%	13%	15%
	13.8%	-9%	-1%	5%	7%	11%	14%	16%
	15.0%	-8%	0%	6%	9%	13%	15%	17%
	16.3%	-7%	1%	7%	10%	14%	16%	18%
	17.5%	-6%	2%	8%	11%	15%	18%	20%
	18.8%	-5%	3%	10%	12%	16%	19%	21%
	20.0%	-4%	4%	11%	13%	17%	20%	22%
	21.3%	-3%	6%	12%	14%	19%	21%	24%
	22.5%	-2%	7%	13%	16%	20%	23%	25%
	23.8%	-1%	8%	14%	17%	21%	24%	26%
	25.0%	0%	9%	15%	18%	22%	25%	27%

Source: Polen Capital. This page is not intended as a guarantee of profitable outcomes. Any forward-looking estimates are based on certain expectations and assumptions that are susceptible to changes in circumstances.

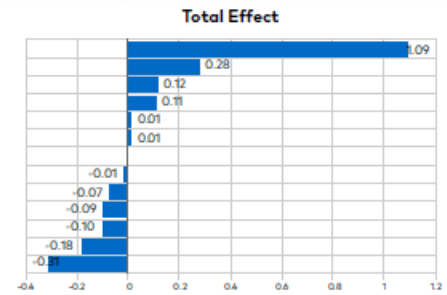
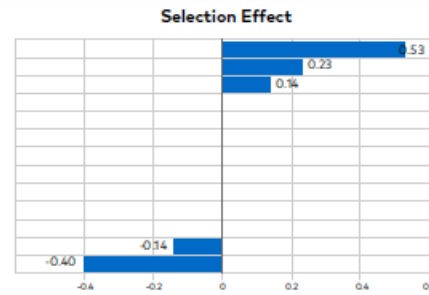
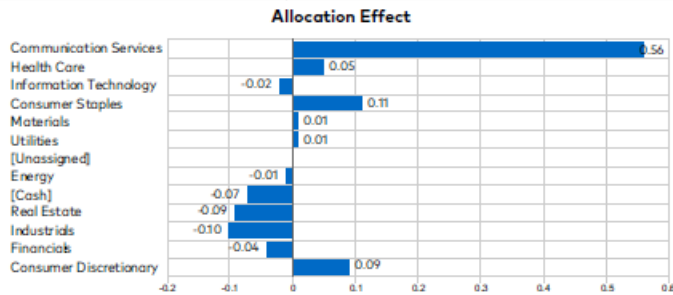
# Investment Position Detail

Security	Qty	Price	Market Value	% Total	Accr. Income	Total Value	Current Yield
ABBOTT LABS	18,724	119.84	2,243,884	5.67%		2,243,884	1.50%
ACCENTURE PLC IRELAND	6,721	276.25	1,856,676	4.69%		1,856,676	1.27%
ADOBE SYS INC	5,397	475.37	2,565,572	6.48%		2,565,572	
ALIGN TECHNOLOGY INC	1,340	541.53	725,650	1.83%		725,650	
ALPHABET INC CAP STK CL A	478	2,062.52	985,885	2.49%		985,885	
ALPHABET INC CAP STK CL C AMAZON	1,253	2,068.63	2,591,993	6.55%		2,591,993	
COM INC	597	3,094.08	1,847,166	4.66%		1,847,166	
AUTODESK INC	4,904	277.15	1,359,144	3.43%		1,359,144	
FACEBOOK INC	11,474	294.53	3,379,437	8.53%		3,379,437	
GARTNER INC	5,858	182.55	1,069,378	2.70%		1,069,378	
ILLUMINA INC	2,312	384.06	887,947	2.24%		887,947	
INTUITIVE SURGICAL INC	993	738.94	733,767	1.85%		733,767	
MASTERCARD INCORPORATED CL A	5,217	356.05	1,857,513	4.69%		1,857,513	0.49%
MICROSOFT CORP	13,730	235.77	3,237,122	8.17%		3,237,122	0.95%
MSCI INC	1,225	419.28	513,618	1.30%		513,618	0.74%
NETFLIX COM INC	2,237	521.66	1,166,953	2.95%		1,166,953	
NIKE INC	6,394	132.89	849,699	2.15%	1,758	851,457	0.83%
PAYPAL HLDGS INC	5,695	242.84	1,382,974	3.49%		1,382,974	
SALESFORCE COM INC	8,782	211.87	1,860,642	4.70%		1,860,642	
SERVICENOW INC	3,154	500.11	1,577,347	3.98%		1,577,347	
STARBUCKS CORP	12,605	109.27	1,377,348	3.48%		1,377,348	1.65%
UNITEDHEALTH GROUP INC	3,302	372.07	1,228,575	3.10%		1,228,575	1.34%
VISA INC	8,646	211.73	1,830,618	4.62%		1,830,618	0.60%
ZOETIS INC	10,473	157.48	1,649,288	4.17%		1,649,288	0.64%
<b>TOTAL EQUITY INVESTMENT</b>			<b>38,778,196</b>	<b>97.93%</b>	<b>1,758</b>	<b>38,779,955</b>	<b>0.44%</b>
US DOLLARS	820,295	1.00	820,295	2.07%		820,295	
<b>TOTAL CASH AND CASH EQUIVALENTS</b>			<b>820,295</b>	<b>2.07%</b>		<b>820,295</b>	<b>0.00%</b>
<b>TOTAL PORTFOLIO</b>			<b>39,598,491</b>	<b>100.00%</b>	<b>1,758</b>	<b>39,600,250</b>	<b>0.43%</b>

Holdings as of 3/31/2021. The information provided in this report is only an estimate. You should consult your monthly custodian statements for exact information and consult a tax professional for specific tax guidance or advice. Columns may not total properly due to rounding. A total cost of zero indicates the cost is not known.

# Performance Attribution—Quarter

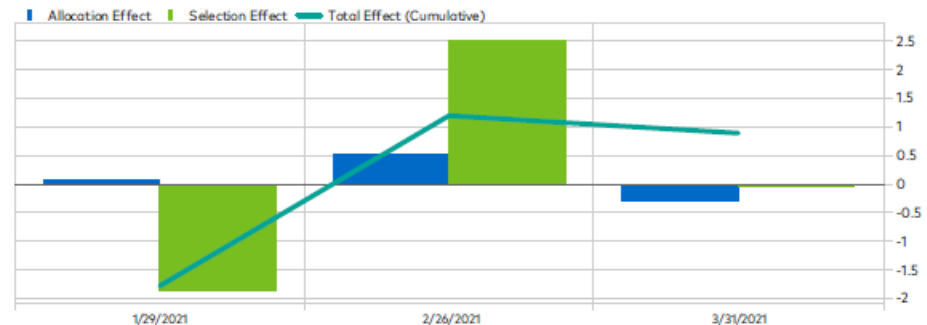
	Portfolio			Benchmark			Variation			Attribution Analysis		
	Average Weight	Total Return	Contribution To Return	Average Weight	Total Return	Contribution To Return	Average Weight	Total Return	Contribution To Return	Allocation Effect	Selection Effect	Total Effect
<b>Total</b>	<b>100.00</b>	<b>1.82</b>	<b>1.82</b>	<b>100.00</b>	<b>0.95</b>	<b>0.95</b>	--	<b>0.88</b>	<b>0.88</b>	<b>0.52</b>	<b>0.36</b>	<b>0.88</b>
Communication Services	18.44	11.77	2.15	11.24	8.91	0.94	7.20	2.86	1.20	0.56	0.53	1.09
Health Care	20.74	2.33	0.59	13.65	1.39	0.23	7.09	0.94	0.36	0.05	0.23	0.28
Information Technology	47.79	-0.37	-0.20	45.20	-0.80	-0.48	2.59	0.44	0.27	-0.02	0.14	0.12
Consumer Staples	--	--	--	4.31	-0.73	-0.03	--	0.73	0.03	0.11	--	0.11
Materials	--	--	--	0.78	0.87	0.01	-0.78	-0.87	-0.01	0.01	--	0.01
Utilities	--	--	--	0.02	1.27	0.00	-0.02	-1.27	0.00	0.01	--	0.01
[Unassigned]	--	--	--	--	--	--	--	--	--	--	--	--
Energy	--	--	--	0.09	19.41	0.02	-0.09	-19.41	-0.02	-0.01	--	-0.01
[Cash]	2.03	0.01	0.00	0.01	0.01	0.00	2.03	--	0.00	-0.07	--	-0.07
Real Estate	--	--	--	1.62	7.13	0.12	-1.62	-7.13	-0.12	-0.09	--	-0.09
Industrials	--	--	--	4.49	3.60	0.17	-4.49	-3.60	-0.17	-0.10	--	-0.10
Financials	1.45	-5.94	-0.14	1.85	2.72	0.05	-0.40	-8.65	-0.19	-0.04	-0.14	-0.18
Consumer Discretionary	9.56	-5.00	-0.57	16.76	-0.94	-0.08	-7.21	-4.06	-0.49	0.09	-0.40	-0.31



## Top/Bottom Active Contributors

	Avg Weight	Total Return	Total Effect
<b>Top 5</b>	<b>26.13</b>	<b>2.06</b>	<b>2.06</b>
Alphabet Inc. Class C	7.02	18.08	0.83
Abbott Laboratories	5.65	9.90	0.44
Facebook, Inc. Class A	7.87	7.82	0.30
Gartner, Inc.	2.59	13.96	0.28
Amazon.com, Inc.	3.00	-5.00	0.21
<b>Bottom 5</b>	<b>19.61</b>	<b>-1.55</b>	<b>-1.55</b>
Autodesk, Inc.	3.77	-9.23	-0.39
ServiceNow, Inc.	4.25	-9.14	-0.36
Adobe Inc.	6.44	-4.95	-0.33
Zoetis, Inc. Class A	4.24	-4.70	-0.25
Dollar General Corporation	0.91	-3.49	-0.21

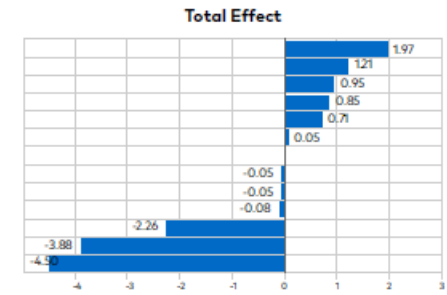
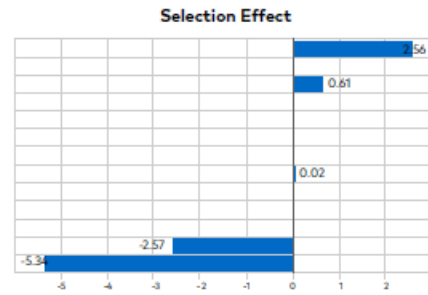
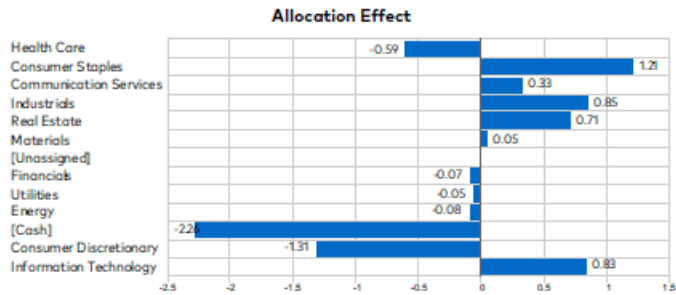
## Attribution Over Time



Source: FactSet. MWRA Employees Retirement Board vs. Russell 1000 Growth. In US Dollar. 12-31-2020 through 3-31-2021. Please see Disclosures page for disclosure #1, #2, #3 & #4.

# Performance Attribution—One Year

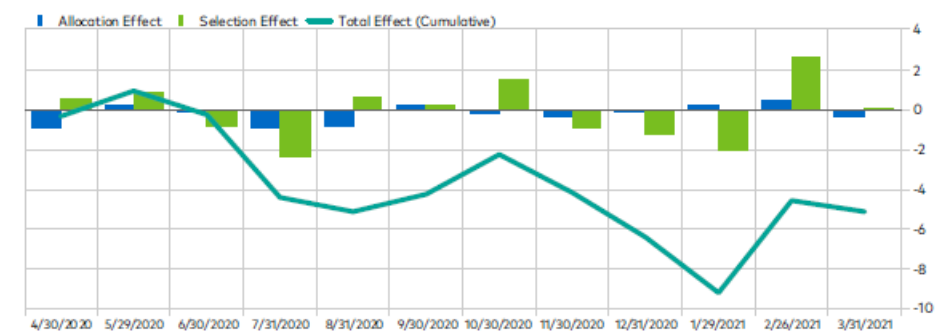
	Portfolio			Benchmark			Variation			Attribution Analysis		
	Average Weight	Total Return	Contribution To Return	Average Weight	Total Return	Contribution To Return	Average Weight	Total Return	Contribution To Return	Allocation Effect	Selection Effect	Total Effect
<b>Total</b>	<b>100.00</b>	<b>57.76</b>	<b>57.76</b>	<b>100.00</b>	<b>62.85</b>	<b>62.85</b>	--	<b>-5.10</b>	<b>-5.10</b>	<b>-0.39</b>	<b>-4.70</b>	<b>-5.10</b>
Health Care	19.36	56.17	10.22	14.10	38.32	6.37	5.26	17.85	3.85	-0.59	2.56	1.97
Consumer Staples	--	--	--	4.53	31.52	1.68	-4.53	-31.52	-1.68	1.21	--	1.21
Communication Services	17.63	75.04	12.09	11.08	70.81	7.49	6.56	4.24	4.60	0.33	0.61	0.95
Industrials	--	--	--	5.33	51.14	3.12	-5.33	-51.14	-3.12	0.85	--	0.85
Real Estate	--	--	--	1.91	21.79	0.62	-1.91	-21.79	-0.62	0.71	--	0.71
Materials	--	--	--	0.92	52.39	0.57	-0.92	-52.39	-0.57	0.05	--	0.05
[Unassigned]	--	--	--	--	--	--	--	--	--	--	--	--
Financials	2.01	46.25	1.17	2.17	41.75	1.21	-0.15	4.50	-0.03	-0.07	0.02	-0.05
Utilities	--	--	--	0.01	18.95	0.00	-0.01	-18.95	0.00	-0.05	--	-0.05
Energy	--	--	--	0.10	103.63	0.11	-0.10	-103.63	-0.11	-0.08	--	-0.08
[Cash]	2.46	0.10	0.00	0.00	0.10	0.00	2.45	--	0.00	-2.26	--	-2.26
Consumer Discretionary	8.59	49.62	4.20	16.07	86.49	12.42	-7.48	-36.87	-8.21	-1.31	-2.57	-3.88
Information Technology	49.94	58.53	30.07	43.79	72.07	29.26	6.15	-13.54	0.81	0.83	-5.34	-4.50



## Top/Bottom Active Contributors

	Avg Weight	Total Return	Total Effect
<b>Top 5</b>	<b>26.03</b>		<b>5.02</b>
Align Technology, Inc.	2.50	211.32	1.82
PayPal Holdings Inc	4.10	153.65	1.78
Facebook, Inc. Class A	8.26	76.57	0.55
Alphabet Inc. Class C	6.90	77.90	0.46
ServiceNow, Inc.	4.27	74.51	0.42
<b>Bottom 5</b>	<b>15.51</b>		<b>-6.38</b>
U.S. Dollar	2.46	0.10	-2.21
Regeneron Pharmaceuticals, Inc...	2.65	-3.10	-1.45
Automatic Data Processing, Inc...	0.87	41.20	-1.00
Zoetis, Inc. Class A	4.57	34.58	-0.94
Visa Inc. Class A	4.96	32.24	-0.78

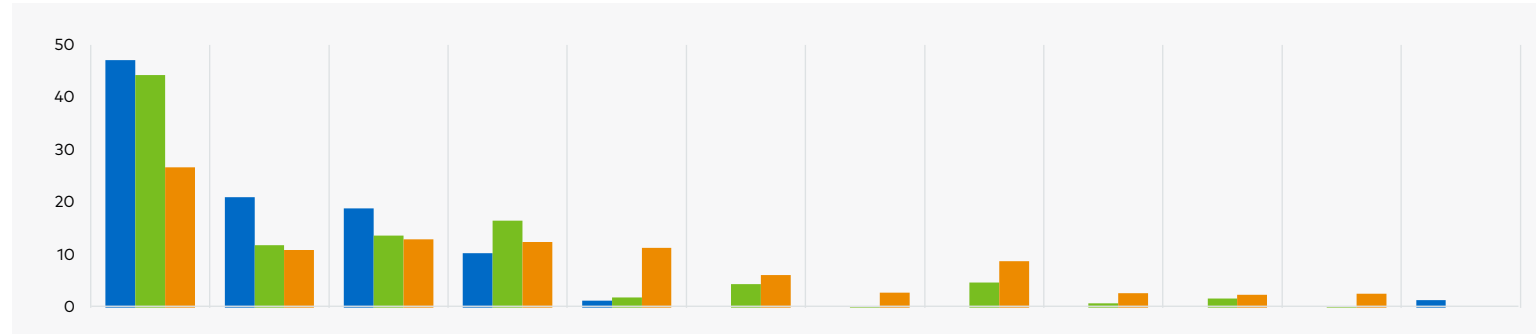
## Attribution Over Time



Source: FactSet. MWRA Employees Retirement Board vs. Russell 1000 Growth. In US Dollar. 03-31-2020 through 3-31-2021. Please see Disclosures page for disclosure #1, #2, #3 & #4.

# GICS Sector Allocation

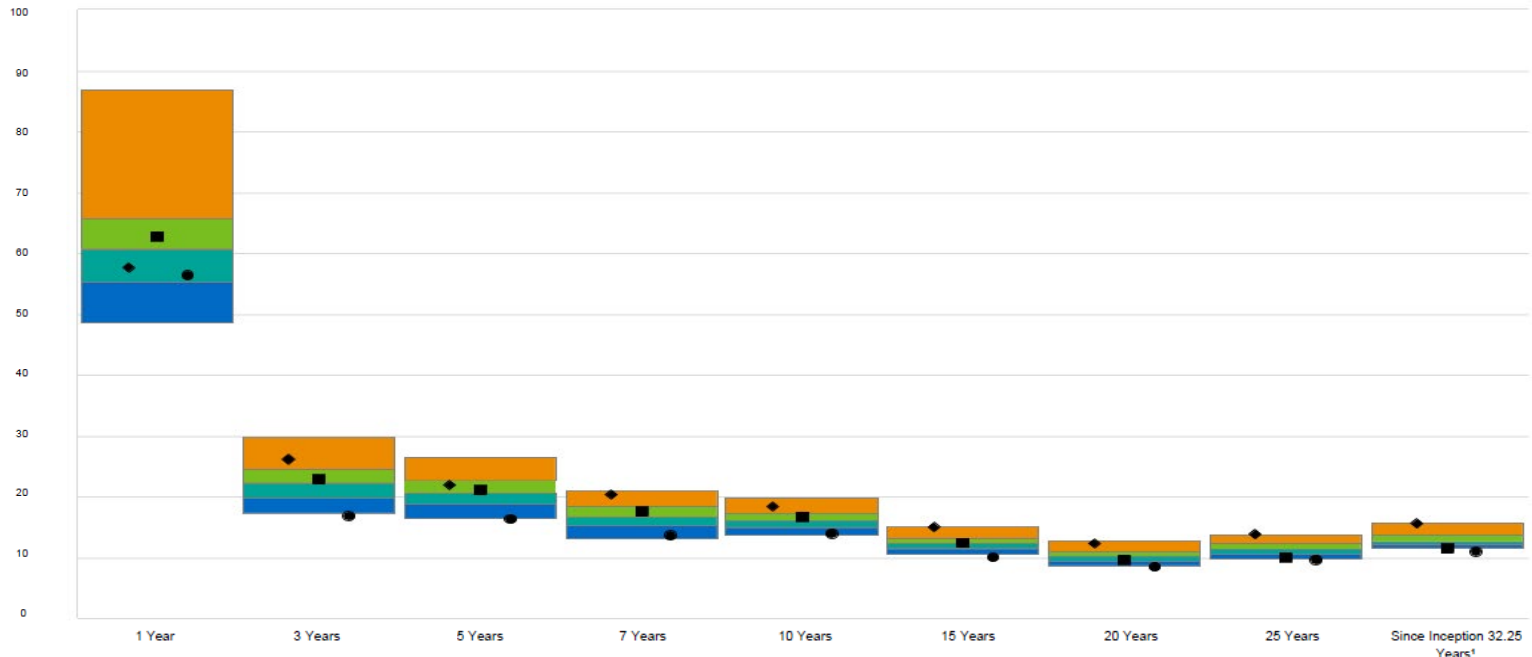
Our Focus is on Companies with Long-Term Staying Power



	Information Technology	Comm. Services	Health Care	Consumer Discretionary	Financials	Consumer Staples	Energy	Industrials	Materials	Real Estate	Utilities	Cash
Focus Growth	47.0	21.0	18.9	10.4	1.3	0.0	0.0	0.0	0.0	0.0	0.0	1.4
Russell 1000G	44.2	11.9	13.7	16.5	1.9	4.5	0.1	4.7	0.8	1.7	0.0	0.0
S&P 500	26.7	10.9	13.0	12.5	11.3	6.2	2.8	8.9	2.7	2.5	2.7	0.0

Information Technology	Communication Services	Health Care	Consumer Discretionary	Financials
<ul style="list-style-type: none"> <li>Accenture</li> <li>Adobe Systems</li> <li>Autodesk</li> <li>Gartner</li> <li>Mastercard</li> <li>Microsoft</li> <li>PayPal Holdings</li> <li>Salesforce.com</li> <li>ServiceNow</li> <li>Visa</li> </ul>	<ul style="list-style-type: none"> <li>Alphabet</li> <li>Facebook</li> <li>Netflix</li> </ul>	<ul style="list-style-type: none"> <li>Abbott Laboratories</li> <li>Align Technology</li> <li>Illumina</li> <li>Intuitive Surgical</li> <li>UnitedHealth Group</li> <li>Zoetis</li> </ul>	<ul style="list-style-type: none"> <li>Amazon.com</li> <li>Nike</li> <li>Starbucks</li> </ul>	<ul style="list-style-type: none"> <li>MSCI</li> </ul>

# Focus Growth vs. Large Company Growth Universe



	1 Yr	Rk	3 Yr	Rk	5 Yr	Rk	7 Yr	Rk	10 Yr	Rk	15 Yr	Rk	20 Yr	Rk	25 Yr	Rk	Incept.	Rk
5 <sup>th</sup> Percentile	86.83		29.69		26.44		20.99		19.70		14.96		12.75		13.69		15.58	
25 <sup>th</sup> Percentile	65.61		24.38		22.56		18.29		17.23		13.04		10.90		12.24		13.67	
Median	60.55		22.11		20.51		16.58		15.99		12.22		10.15		11.35		12.49	
75 <sup>th</sup> Percentile	55.21		19.67		18.73		15.20		14.92		11.41		9.35		10.48		12.08	
95 <sup>th</sup> Percentile	48.54		17.23		16.35		13.10		13.58		10.42		8.62		9.67		11.59	
# of Observations	159		156		142		138		124		104		79		49		20	
◆ Polen Focus Growth	57.62	66	26.10	14	21.87	31	20.31	8	18.36	8	14.97	5	12.30	7	13.78	4	15.58	5
■ Russell 1000 Growth	62.74	39	22.80	38	21.05	45	17.50	34	16.63	36	12.38	40	9.60	69	9.99	93	11.47	96
● S&P 500	56.35	70	16.78	97	16.29	95	13.59	92	13.91	92	10.02	98	8.47	98	9.59	95	10.96	100

Results displayed is US Dollar (USD)

As of 3-31-2021. Universe: eVestment US Large Cap Growth Equity. Since Inception results are from 3-31-1989. Periods over one-year are annualized. eVestment Alliance, LLC and its affiliated entities (collectively, "eVestment") collect information directly from investment management firms and other sources believed to be reliable, however, eVestment does not guarantee or warrant the accuracy, timeliness, or completeness of the information provided and is not responsible for any errors or omissions. Performance results may be provided with additional disclosure available on eVestment's systems and other important considerations such as fees that may be applicable. Not for general distribution and limited distribution may only be made pursuant to client's agreement terms. \*All categories not necessarily included, Totals may not equal 100%. Copyright 2012-2021 eVestment Alliance, LLC. All Rights Reserved. Please see Disclosures page for disclosure #3.



# Historical Performance—A Culture of Results

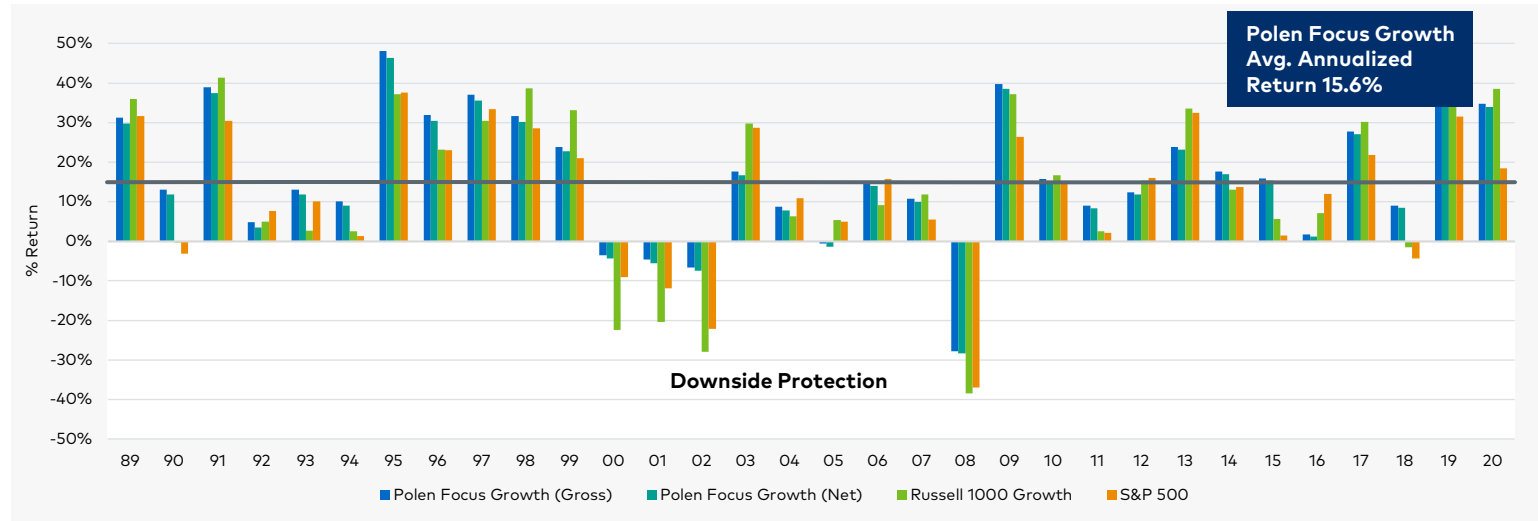
## Polen Focus Growth - Separately Managed Account (SMA) Composite Performance

	Polen (Gross) (%)	Polen (Net) (%)	R1000G (%)	S&P 500 (%)
1Q 2021	1.81	1.67	0.95	6.18
YTD	1.81	1.67	0.95	6.18
1 Year	57.62	56.84	62.74	56.35
3 Years	26.11	25.51	22.80	16.78
5 Years	21.88	21.30	21.06	16.30
7 Years	20.31	19.72	17.51	13.60
10 Years	18.36	17.74	16.64	13.92
15 Years	14.97	14.25	12.39	10.02
20 Years	12.30	11.51	9.60	8.47
25 Years	13.78	12.90	9.99	9.59
30 Years	14.60	13.65	10.63	10.42
Since Inception (01-01-1989)	15.58	14.59	11.46	10.96

As of 3-31-2021. Source: Archer. Returns are trailing through 3-31-2021. Annualized returns are presented for periods greater than one year. Please see Disclosures page for disclosure #3. Please see the attached GIPS Report in the Appendix.

# Annual Rates of Return

## Polen Focus Growth vs. Russell 1000 Growth & S&P 500



89	90	91	92	93	94	95	96	97	98	99	00	01	02	03	04
31.2%	13.1%	39.0%	4.8%	13.1%	10.1%	48.1%	31.9%	37.1%	31.6%	23.9%	-3.5%	-4.6%	-6.7%	17.7%	8.7%
29.8%	11.8%	37.5%	3.5%	11.9%	9.0%	46.3%	30.4%	35.6%	30.2%	22.7%	-4.4%	-5.5%	-7.5%	16.7%	7.8%
35.9%	-0.3%	41.3%	5.0%	2.7%	2.6%	37.2%	23.1%	30.5%	38.7%	33.2%	-22.4%	-20.4%	-27.9%	29.7%	6.3%
31.7%	-3.1%	30.5%	7.6%	10.1%	1.3%	37.6%	23.0%	33.4%	28.6%	21.0%	-9.1%	-11.9%	-22.1%	28.7%	10.9%
05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20
-0.5%	15.0%	10.8%	-27.8%	39.7%	15.7%	9.0%	12.4%	23.8%	17.6%	15.9%	1.7%	27.7%	9.0%	38.8%	34.7%
-1.4%	14.0%	9.9%	-28.4%	38.5%	14.7%	8.3%	11.8%	23.1%	17.0%	15.3%	1.2%	27.1%	8.5%	38.2%	34.0%
5.3%	9.1%	11.8%	-38.4%	37.2%	16.7%	2.6%	15.3%	33.5%	13.1%	5.7%	7.1%	30.2%	-1.5%	36.4%	38.5%
4.9%	15.8%	5.5%	-37.0%	26.4%	15.1%	2.1%	16.0%	32.4%	13.7%	1.4%	12.0%	21.8%	-4.4%	31.5%	18.4%

As of 12-31-2020. Returns from 01-01-1989 through 12-31-2020. Please see Disclosures page for disclosure #3.

# Large Company Growth Team Biographies

## **Dan Davidowitz, CFA - Portfolio Manager & Analyst**

Dan joined Polen Capital in 2005. He is lead portfolio manager on the firm's flagship Focus Growth strategy. Prior to joining Polen Capital, Dan spent five years as Vice President and Research Analyst at Osprey Partners Investment Management. Before joining Osprey Partners, Dan spent one year as a Research Analyst at Value Line, Inc. and five years in the healthcare sector holding various analytical positions at Memorial Sloan-Kettering Cancer Center. Dan received his B.S. with high honors in Public Health from Rutgers University and earned his M.B.A. from the City University of New York, Baruch College Zicklin School of Business. Dan is a CFA® charterholder and a member of the CFA Institute and the CFA Society of South Florida.

## **Damon Ficklin - Head of Team, Portfolio Manager & Analyst**

Damon joined Polen Capital in 2003. He is head of the Large Company Growth Team and lead portfolio manager of the firm's Global Growth strategy. From 2012 through June 30, 2019, Damon was a co-portfolio manager on the Focus Growth strategy. Prior to joining Polen Capital, Damon spent one year working as an equity analyst with Morningstar and four years as a tax consultant to Fortune 500 companies with Price Waterhouse. Damon graduated Magna Cum Laude from the University of South Florida with a B.S. in Accounting, earned a M.S. in Accounting from Appalachian State University, and earned an M.B.A. with high honors from The University of Chicago Booth School of Business. He serves on the Investment Committee to the Board of the Make-A-Wish Foundation of Southern Florida.

## **Daniel Fields, CFA - Portfolio Manager & Analyst**

Daniel joined Polen Capital in 2017. He is co-portfolio manager of the firm's International Growth strategy. Prior to joining Polen Capital, Daniel spent eight years in Hong Kong where he worked for GaveKal Capital and Marshall Wace LLP as a Research Analyst evaluating Asian growth companies. He began his career at Fisher Investments as a Junior Analyst analyzing Emerging Markets companies. Daniel received a B.S. in Finance from the University of Idaho and a M.S. in Global Finance from the NYU Stern School of Business and HKUST Business School. Daniel is a CFA® charterholder.

## **Brandon Ladoff - Portfolio Manager & Director of Research**

Brandon joined Polen Capital in 2013. Prior to joining Polen Capital, Brandon spent over four years as a corporate lawyer at Willkie Farr & Gallagher LLP. Prior to that, he spent a year as a Tax associate at PricewaterhouseCoopers LLP. Brandon received his B.S. in Accounting from the University of Florida, where he graduated summa cum laude. He also completed a Certificate in Business Policy at the Wharton School of Business and earned a J.D. from the University of Pennsylvania Law School, where he graduated cum laude.

## **Todd Morris - Portfolio Manager & Analyst**

Todd joined Polen Capital in 2011. He is lead portfolio manager of the firm's International Growth strategy. During his time at Polen Capital he has served as a Research Analyst and the Director of Research. Prior to joining Polen Capital, Todd worked in research and marketing roles with Prudential Insurance and Millennium Global Asset Management, respectively, and served for seven years in the U.S. Navy. During his naval career Todd navigated a warship on three deployments, taught at the U.S. Merchant Marine Academy and served with the U.S. Army in Iraq. Todd received a B.S. in History from the U.S. Naval Academy where he was a student athlete, and an M.B.A. from Columbia Business School.

# Large Company Growth Team Biographies

## **Jeff Mueller - Portfolio Manager & Analyst**

Jeff joined Polen Capital in 2013. He is co-portfolio manager of the firm's Global Growth strategy. Prior to joining Polen Capital, Jeff spent 10 years in the U.S. Marine Corps, during which he flew over 250 combat missions in F/A-18s. Jeff received his B.A. in Communications and Business Administration from Trinity University in San Antonio where he was Captain of the Men's Tennis Team, an All American and NCAA Champion. Jeff is a Tillman Scholar and earned his M.B.A. from Columbia Business School where he was a graduate of the Value Investing Program. He graduated from Columbia with Honors and Distinction.

## **Stephen Atkins, CFA - Portfolio Strategist & Analyst**

Stephen joined Polen Capital in 2012. Prior to joining Polen Capital, Stephen spent twelve years as a portfolio manager at Northern Trust Investments, including eight years as a mutual fund co-manager. Before joining Northern Trust, Stephen spent two years as a portfolio manager at Carl Domino Associates, LP. Stephen received his B.S. in Business Administration from Georgetown University and a General Course degree from the London School of Economics. Stephen is a CFA® charterholder and a member of the CFA Institute and the CFA Society of South Florida.

## **Lauren Harmon, CFA - Research Analyst**

Lauren joined Polen Capital in 2016. Prior to joining Polen Capital, Lauren spent almost three years as a performance and risk analyst at GE Asset Management. Prior to that, she spent more than two years as an investment analyst at Rocaton Investment Advisors. Lauren received her B.A. in Business and Psychology from Wake Forest University and an M.B.A. from Columbia Business School, where she was a graduate of the Value Investing Program. Lauren is a CFA® charterholder and a member of the CFA Institute.

## **Bryan Power, CFA - Research Analyst**

Bryan joined Polen Capital in 2016. Prior to joining the firm, Bryan spent two years as an Associate in equity research and institutional equity sales at Oppenheimer & Co. Prior to that, he spent almost three years working in various equity-related analytical roles at Bloomberg LP. Bryan received a B.A. Cum Laude in Economics and Business from Johns Hopkins University where he was a student athlete, and earned an MBA from The University of Chicago Booth School of Business. Bryan is a CFA® charterholder and member of the CFA Society of South Florida.

## **Roland Cole - Research Analyst**

Roland joined Polen Capital Management in July 2018. Prior to joining Polen Capital, Roland spent two years as an Investment Consultant in asset allocation and financial advisory at Duncan-Williams, Inc. He spent nearly three years working in various equity-related analytical roles that include the co-launch of Duncan Williams Asset Management, a private wealth advisory firm focusing on multi-manager investments for high net worth individuals and non-profit organizations. Roland received his B.S. in Economics and History from Vanderbilt University and M.B.A. in Accounting and Analytic Finance from the University of Chicago Booth School of Business.

## **Rana Pritanjali, CFA – Research Analyst**

Rana joined Polen Capital in 2021. Prior to joining Polen Capital, Rana was a Global Consumer Analyst at Causeway Capital Management. Prior to that, she held positions at The Motley Fool, covering the consumer, media and auto sectors, Arkanis Capital in India, and Credit Suisse in Singapore. She received a B.S. in Civil Engineering from IIT Delhi and an M.B.A. from Columbia Business School, where she was a member of the Value Investing program. Rana is a CFA® charterholder.

# GIPS Report

## Focus Growth Composite—GIPS Composite Report

Year End	UMA		Firm	Composite Assets		Annual Performance Results					3 Year Standard Deviation		
	Total (\$Millions)	Assets (\$Millions)	Assets (\$Millions)	U.S. Dollars (\$Millions)	Number of Accounts	Composite Gross (%)	Composite Net (%)	S&P 500 (%)	Russell 1000 G (%)	Composite Dispersion (%)	Composite Gross (%)	S&P 500 (%)	Russell 1000 G (%)
2020	59,161	20,662	38,499	12,257	1903	34.64	34.00	18.40	38.49	0.4	18.16	18.53	19.64
2019	34,784	12,681	22,104	8,831	939	38.80	38.16	31.49	36.40	0.3	12.13	11.93	13.07
2018	20,591	7,862	12,729	6,146	705	8.99	8.48	-4.38	-1.51	0.2	11.90	10.80	12.12
2017	17,422	6,957	10,466	5,310	513	27.74	27.14	21.83	30.22	0.3	10.66	9.92	10.54
2016	11,251	4,697	6,554	3,212	426	1.72	1.22	11.96	7.09	0.2	11.31	10.74	11.31
2015	7,451	2,125	5,326	2,239	321	15.89	15.27	1.38	5.68	0.1	10.92	10.62	10.85
2014	5,328	1,335	3,993	1,990	237	17.60	16.95	13.69	13.06	0.2	10.66	9.10	9.73
2013	5,015	1,197	3,818	1,834	245	23.77	23.07	32.39	33.49	0.3	11.91	12.11	12.35
2012	4,527	889	3,638	1,495	325	12.43	11.75	16.00	15.26	0.1	16.01	15.30	15.88
2011	2,374	561	1,812	556	171	9.04	8.25	2.11	2.63	0.2	15.98	18.97	18.01
2010	1,181	322	860	316	120	15.65	14.70	15.06	16.72	0.2	20.16	22.16	22.42
2009	626	131	494	225	120	39.71	38.50	26.46	37.21	0.3	16.99	19.91	20.01
2008	266	10	256	137	112	-27.81	-28.42	-37.00	-38.44	0.3	15.26	15.29	16.63
2007	682	-	682	491	149	10.78	9.86	5.49	11.81	0.2	8.36	7.79	8.66
2006	730	-	730	524	219	15.00	14.04	15.80	9.07	0.1	7.25	6.92	8.43
2005	1,849	-	1,849	945	419	-0.53	-1.43	4.91	5.26	0.2	8.08	9.17	9.67
2004	2,017	-	2,017	1,124	665	8.72	7.76	10.88	6.30	0.2	10.08	15.07	15.66
2003	1,617	-	1,617	907	513	17.73	16.67	28.68	29.75	0.7	12.98	18.32	22.98
2002	970	-	970	518	407	-6.69	-7.53	-22.10	-27.88	0.9	13.15	18.81	25.58
2001	703	-	703	408	289	-4.61	-5.50	-11.89	-20.42	1.0	13.58	16.94	25.56
2000	622	-	622	359	236	-3.50	-4.44	-9.10	-22.42	0.7	16.52	17.67	23.11
1999	640	-	640	377	228	23.89	22.65	21.04	33.16	0.6	18.27	16.76	19.27
1998	418	-	418	257	202	31.61	30.19	28.58	38.71	0.7	17.95	16.23	18.15
1997	252	-	252	145	158	37.14	35.63	33.36	30.49	0.9	13.17	11.30	12.79
1996	140	-	140	89	118	31.94	30.40	22.96	23.12	0.7	10.61	9.72	10.49
1995	70	-	70	45	61	48.07	46.33	37.58	37.18	1.0	9.72	8.34	9.26
1994	32	-	32	17	27	10.13	8.96	1.32	2.62	1.6	-	-	-
1993	24	-	24	16	26	13.07	11.85	10.08	2.87	2.9	-	-	-

Total assets and UMA assets are supplemental information to the GIPS Composite Report.

While pitch books are updated quarterly to include composite performance through the most recent quarter, we use the GIPS Report that includes annual returns only. To minimize the risk of error we update the GIPS Report annually. This is typically updated by the end of the first quarter.

# GIPS Report

The Focus Growth Composite created on January 1, 2006 with inception date April 1, 1992 contains fully discretionary large cap equity accounts that are not managed within a wrap fee structure and for comparison purposes is measured against the S&P 500 and the Russell 1000 Growth indices. Prior to March 22, 2021, the composite was named Large Capitalization Equity Composite. The accounts are highly concentrated and unconstrained with regard to the number of the highest-conviction positions (i.e., positions of greater than 5%) comprising the portfolios. Polen Capital invests exclusively in a portfolio of high-quality companies.

Polen Capital Management claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS standards. Polen Capital Management has been independently verified for the periods April 1, 1992 through June 30, 2020. 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 Focus Growth Composite has had a performance examination for the periods April 1, 1992 through June 30, 2020. The verification and performance examination reports are available upon request.

Polen Capital Management is an independent registered investment adviser. A list of all composite and pooled fund investment strategies offered by the firm, with a description of each strategy, is available upon request. In July 2007, the firm was reorganized from an S-corporation into an LLC and changed names from Polen Capital Management, Inc. to Polen Capital Management, LLC.

Results are based on fully discretionary accounts under management, including those accounts no longer with the firm. From July 1, 2002 through April 30, 2016, composite policy required the temporary removal of any portfolio incurring a client initiated significant cash outflow of 10% or greater of portfolio assets. The temporary removal of such an account occurred at the beginning of the month in which the significant cash flow occurred and the account re-entered the composite the first full month after the cash flow. The U.S. Dollar is the currency used to express performance. Certain accounts included in the composite may participate in a zero-commission program. Returns are presented gross and net of management fees and include the reinvestment of all income. Net of fee performance was calculated using actual management fees. The annual composite dispersion presented is an asset-weighted standard deviation using returns presented gross of management fees calculated for the accounts in the composite the entire year. Policies for valuing investments, calculating performance, and preparing GIPS Reports are available upon request.

The management fee schedule is as follows:

Institutional: Per annum fees for managing accounts are 75 basis points (.75%) on the first \$50 Million and 55 basis points (.55%) on all assets above \$50 Million of assets under management. HNW: Per annum fees for managing accounts are 150 basis points (1.5%) of the first \$500,000 of assets under management and 100 basis points (1.0%) of amounts above \$500,000 of assets under management. Actual investment advisory fees incurred by clients may vary.

Past performance does not guarantee future results and future accuracy and profitable results cannot be guaranteed. Performance figures are presented gross and net of management fees and have been calculated after the deduction of all transaction costs and commissions. Polen Capital is an SEC registered investment advisor and its investment advisory fees are described in its Form ADV Part 2A. The advisory fees will reduce clients' returns. The chart below depicts the effect of a 1% management fee on the growth of one dollar over a 10 year period at 10% (9% after fees) and 20% (19% after fees) assumed rates of return.

The S&P 500® Index is a widely recognized, unmanaged index of 500 common stocks which are generally representative of the U.S. stock market as a whole.

The Russell 1000® Growth Index is an unmanaged index that measures the performance of the large-cap growth segment of the U.S. equity universe. It includes those Russell 1000® Index companies with higher price-to-book ratios and higher forecasted growth values.

The volatility and other material characteristics of the indices referenced may be materially different from the performance achieved. In addition, the composite's holdings may be materially different from those within the index. Indices are unmanaged and one cannot invest directly in an index.

The information provided in this document should not be construed as a recommendation to purchase or sell any particular security. There is no assurance that any securities discussed herein will remain in the composite or that the securities sold will not be repurchased. The securities discussed do not represent the composites' entire portfolio. Actual holdings will vary depending on the size of the account, cash flows, and restrictions. It should not be assumed that any of the securities transactions or holdings discussed will prove to be profitable, or that the investment recommendations or decisions we make in the future will be profitable or will equal the investment performance of the securities discussed herein. A complete list of our past specific recommendations for the last year is available upon request.

Return	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years
10%	1.10	1.21	1.33	1.46	1.61	1.77	1.95	2.14	2.36	2.59
9%	1.09	1.19	1.30	1.41	1.54	1.68	1.83	1.99	2.17	2.37
20%	1.20	1.44	1.73	2.07	2.49	2.99	3.58	4.30	5.16	6.19
19%	1.19	1.42	1.69	2.01	2.39	2.84	3.38	4.02	4.79	5.69

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# Disclosures

1. The information provided in this document should not be construed as a recommendation to purchase or sell any particular security. There is no assurance that any securities discussed herein will be in the composite at the time you receive this document or that any securities sold have not been repurchased. The securities discussed do not necessarily represent the composite's entire portfolio. Actual holdings will vary depending on the size of the account, cash flows, restrictions, and any trade orders in progress on the date as of when holdings are shown. It should not be assumed that any of the securities transactions or holdings discussed were or will prove to be profitable or that any investment recommendations we make in the future will equal the investment performance of the securities discussed herein. For a complete list of Polen's past specific recommendations holdings and current holdings as of the current quarter end, please contact [info@polencapital.com](mailto:info@polencapital.com).
2. Portfolio characteristics are shown as of March 31, 2021. There can be no guarantee that the portfolio will exhibit identical or similar characteristics to those shown at any future time of investment. Investments are subject to risks, including the possibility that the value of any investment (and income derived thereof (if any)) can increase, decrease or in some cases, be entirely lost and investors may not get back the amount originally invested. This document does not identify all the risks (direct or indirect) or other considerations which might be material to you when entering any financial transaction. The views and strategies described may not be suitable for all clients.
3. Supplemental information to the fully compliant composite performance which accompanies this presentation. Past performance is not indicative of future results.
4. Performance may differ due to end of day FactSet pricing. Data related to returns is based on gross returns.

*The information in this document has been prepared without taking into account individual objectives, financial situations or needs. It should not be relied upon as a substitute for financial or other specialist advice. This document is provided on a confidential basis for informational purposes only and may not be reproduced in any form or transmitted to any person without authorization from Polen Capital Management.*

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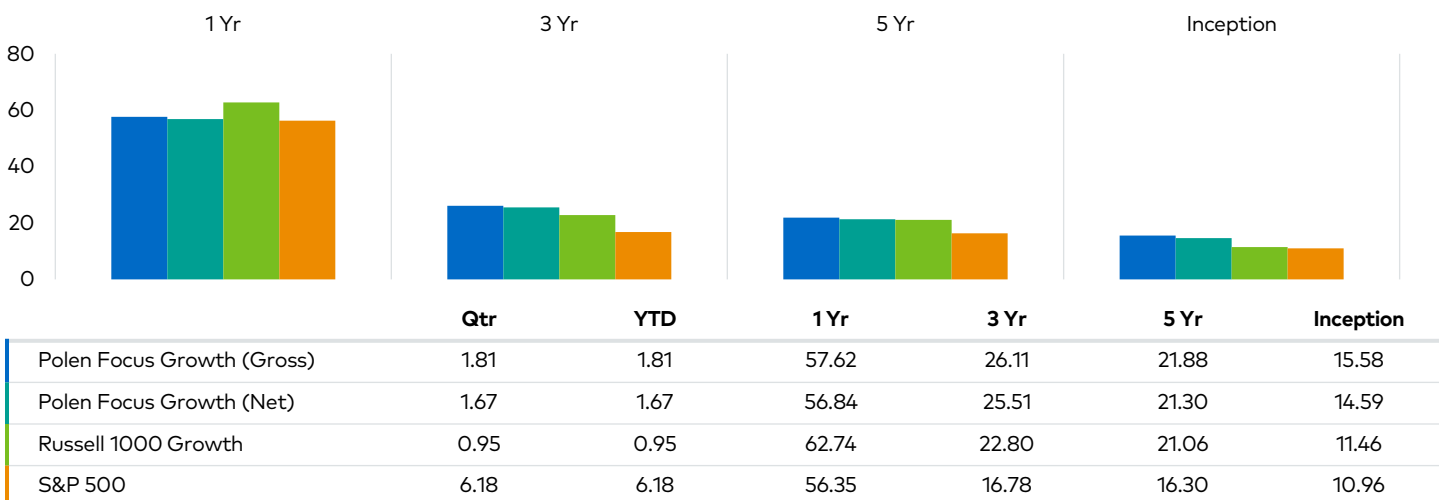
# Polen Focus Growth

Portfolio Manager Commentary – March 2021

## Summary

- During the first quarter of 2021, the Polen Focus Growth Composite Portfolio (the "Portfolio") returned 1.81% gross of fees versus 0.95% for the Russell 1000 Growth Index (the "Index") and 6.18% for the S&P 500.
- So far this year, the various companies categorized as "COVID winners" in e-commerce, digital transformation, and other secular growth spaces have generally underperformed "COVID losers" such as oil and gas companies, airlines, and brick-and-mortar retailers.
- Though rising interest rates have made headlines recently, the earnings growth we expect from holdings could more than overcome valuation compression and provide a potential path to satisfactory returns.
- We calculate the overall earnings per share growth of the Portfolio was just under 10% in 2020, while according to S&P Global, S&P 500 earnings per share declined over 20%, a 30+ percentage point spread.
- Over the long term, we continue to expect that the Portfolio's earnings per share growth will be in the mid-teens range and earnings per share growth for the S&P 500 will be in the mid-single-digit range, as it has been historically.
- We added new positions in Amazon and Netflix and added to our position in Salesforce.com. We eliminated our positions in Dollar General and Regeneron. We slightly trimmed Autodesk, MSCI, PayPal, Alphabet and Align, in each case, to help fund other purchases.

## Seeks Growth & Capital Preservation (Performance (%) as of 03-31-2021)



The performance data quoted represents past performance and does not guarantee future results. Current performance may be lower or higher. Periods over one-year are annualized. Please reference the GIPS Report which accompanies this commentary.

The commentary is not intended as a guarantee of profitable outcomes. Any forward-looking statements are based on certain expectations and assumptions that are susceptible to changes in circumstances.

## Commentary

During the first quarter of 2021, the Polen Focus Growth Composite Portfolio (the "Portfolio") returned 1.81% gross of fees versus 0.95% for the Russell 1000 Growth Index (the "Index") and 6.18% for the S&P 500.

### The Re-Open Trade and Value vs. Growth

Similar to the fourth quarter of 2020, U.S. equity markets have experienced a rotation to pro-cyclical companies. Investors seem to expect that these companies should benefit disproportionately from the re-opening of the economy as vaccines loosen the grip that COVID-19 has had on the world. Companies in the energy, financial services, industrial, and materials sectors led while consumer, technology, and healthcare companies lagged.

So far this year, the various companies categorized as "COVID winners" in e-commerce, digital transformation, and other secular growth spaces have generally underperformed "COVID losers" such as oil and gas companies, airlines, and brick-and-mortar retailers. This divergence in performance naturally lends itself to the growth versus value debate since many of the "winners" and "losers" fall squarely into one camp or the other by style index representation.

As the U.S. economy continues to normalize, we think there will be a snapback in earnings of many companies that were beaten up during COVID. In fact, the earnings growth for many of these companies could look quite astounding compared to very low bases in the previous year. Simultaneously, we think that many of the beneficiaries of remote work and e-commerce will be facing tough comparisons in 2021.

In what was a very difficult 2020 for some of the Portfolio holdings, we calculate the overall earnings per share growth of the Portfolio was just under 10%. At the same time, according to S&P Global, S&P 500 earnings per share declined over 20% for the same period, a 30+ percentage point spread!

While earnings growth for various companies could swing in different directions in 2021, we believe long-term earnings growth drives sustainable returns.

For companies we view as competitively disadvantaged pre-COVID but will likely see a near-term earnings rebound, our analysis shows little change to our pre-COVID views about their long-term earnings growth expectations. We also continue to believe the companies we own have only become stronger due to COVID—they should remain well-positioned over the long term despite the difficult comparisons some may face in 2021. For example, the digitization of our home and work lives was in motion pre-COVID and has only seemed to accelerate as a result of COVID. At the same time, we believe the significant disruption many businesses face today, such as brick-and-mortar retailers, will continue to be an ongoing issue well into the future.

2021 may look quite different than 2020 for various companies from an earnings growth perspective. That said, we believe the long-term tailwinds that have been in motion for many years will continue well into the future and benefit many of the businesses we seek.

**Over the past 32 years, the Portfolio has been able to compound earnings growth above 15% annually versus approximately 6% for the S&P 500.**

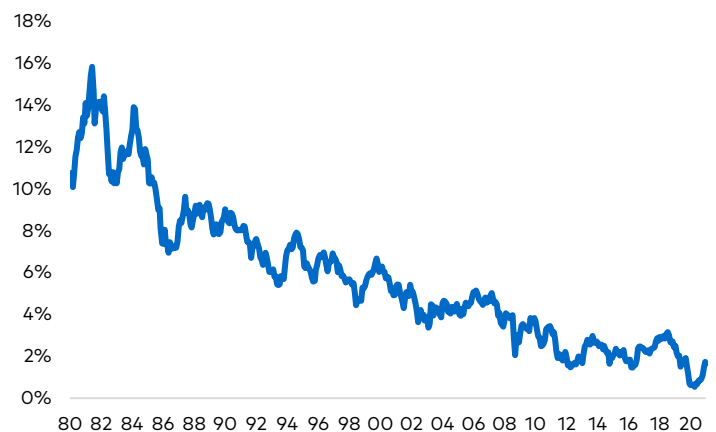
We believe the Portfolio is well-positioned for the long term with currently 23 of what we view as the most competitively advantaged and financially superior growth companies we can find, and nothing less.

### Interest Rates and P/E Multiples

Valuation is often on clients' minds, given the historically high P/E multiples of many companies and the recent and significant rising of interest rates from pandemic lows. We note, however, that the recent rise in interest rates has only reverted U.S. Treasuries to pre-pandemic levels.

When looking at the interest rate trends over the last 40 years, this rise does not appear significant to us. Consider if rates were to "normalize" to the ranges seen in the early 2000s (10-year Treasury yields were approximately 4%, or more than 2x today's levels) and potentially cause P/E multiples to contract significantly. Still, the earnings growth we expect from our holdings could more than overcome valuation compression and provide a potential path to satisfactory returns.

40 Years of Declining Interest Rates



Source: FactSet.

Various factors could also reasonably cause interest rates to remain lower for longer, in which case we would expect the Portfolio returns to more closely approximate the Portfolio earnings growth.

These factors include long-term trends in aging demographics and automation, which we believe are strong headwinds to inflation. The businesses we seek to own are generally well prepared for higher-interest rate environments because they have strong balance sheets with no or low levels of interest-bearing debt. Plus, it is our belief that their unique value propositions and strong competitive advantages often lead to pricing power. Still, we expect that inflation could continue to be modest over the long term for some of the reasons discussed, and as such, interest rates could remain relatively low for quite some time.

## Portfolio Activity

After a relatively subdued fourth quarter of 2020, the Portfolio activity picked up in the first quarter of 2021. We added new positions in **Amazon** and **Netflix** and added to our position in **Salesforce.com**. We eliminated our positions in **Dollar General** and **Regeneron Pharmaceuticals**. We slightly trimmed **Autodesk**, **MSCI**, **PayPal**, **Alphabet**, and **Align Technology**, in each case, to help fund other purchases.

We purchased **Amazon** in February 2021, which accounts for 5% of the Portfolio's weighting. For most of the last decade, Amazon did not meet our guardrails. We also did not have enough visibility into future free cash flow margins to indicate that the company would sustainably meet our guardrails and, relatedly, if valuation supported the double-digit annualized returns we seek. We now believe we have that visibility.

In 2008, almost all of Amazon's revenue and operating profits came from its e-commerce business. Amazon Prime and Amazon Web Services (AWS) were new and relatively small back then. The company had roughly 5% operating profit margins overall, entirely from the e-commerce business. In 2009, the company began harvesting its retail business profits to accelerate investment in its distribution and logistics infrastructure globally and very heavily build out and scale AWS data centers. The company's return on equity began to decline at that time and turned negative for three full years from mid-2012 to mid-2015 (margins and free cash flow declined similarly). So, beginning in 2010 and continuing to mid-2018, Amazon's business was outside our guardrails. We chose to stick to our guardrails and not own Amazon.

Amazon's profit drivers have changed quite dramatically over the years. Starting in the back half of 2018, Amazon came back above our hurdles. Revenue generation overcame ongoing heavy investments in areas such as delivery infrastructure, data center infrastructure, and shipping.

Our research suggests that today, after considering cost allocation, Amazon's underlying profit drivers from higher-margin AWS and Advertising could grow much faster than its low-margin e-commerce business (excluding Prime), its historical driver of revenues and operating profits.

Amazon Prime, AWS, and Advertising together account for only about 20% of revenue today, but we believe over 150% of operating profits. Looking forward, growth higher-margin businesses means Amazon's total margins and profit dollars could rise quite dramatically.

## Our guardrails have historically kept us away from poor businesses.

It is important to note that *Amazon proved to be an exception to our guardrails*. Based on our experience, very few companies that remain outside our guardrails for an extended period operate from a position of competitive strength but rather, from a position of competitive pressure. Today, we feel we have better visibility into the future earnings growth and margins from AWS and Advertising and believe these could drive 30%+ annual earnings growth for the next five years. Even with significant P/E multiple compression, we would still expect double-digit investment returns.

We purchased **Netflix** in March, initiating a 3% position in the Portfolio. We believe Netflix is a highly competitively advantaged company. It has recently met all our investment guardrails, and we anticipate it will remain sustainably above our guardrails over the next five years and beyond. We know Netflix for its ubiquitous streaming service and deep library of owned content. The company has made investments in this content (currently running at nearly \$20 billion/year), generally keeping subscribers highly engaged and loyal to their service. The company has number one market share in 99% of markets globally, but it is our view that video streaming on-demand is still an underpenetrated space with many years of attractive growth likely ahead. The service is also relatively affordable at roughly \$11/month on average globally.

We believe Netflix's growth in content spend is beginning to moderate, which could allow margin expansion to continue for many years when paired with ongoing subscriber growth and price increases. While there is competition from the likes of Apple (Apple TV+), Amazon (Prime Video), Disney (Disney+ and Hulu), and others, we believe there can be a handful of winners in this industry. Already, we see many people subscribe to multiple streaming video services, with Netflix being their "anchor" service. That said, the barriers to entry are high, and we believe they are getting higher given the substantial amount of capital and size of the subscriber base required to maintain a competitive service for both viewers and content producers. Over the next five years, we expect Netflix's earnings growth to be approximately 30% annualized and free cash flow to grow at an even higher rate.

We opportunistically increased our weighting in **Salesforce.com**. After management announced the company would acquire Slack for approximately \$28 billion, a high purchase price, shares came under significant pressure.

We believe the Salesforce-Slack strategic vision is on point, and although the purchase price is high in absolute dollars, it represents less than 15% of Salesforce's market capitalization. We maintain an optimistic view of Salesforce's business, its competitive positioning within enterprise software, and the rationale behind the Slack acquisition. We expect continued earnings and free cash flow growth many years into the future.

We have eliminated **Dollar General** to fund the purchase of Amazon, which we consider a superior investment opportunity. We feel Dollar General has been an excellent "Safety" holding for us, especially in 2020. Since our initial purchase in July 2016, Dollar General shares have more than doubled, beating the S&P 500 and slightly underperforming the Index (our actual returns were higher, as we had added to the position on a drawdown soon after our initial purchase).

During the COVID drawdown in early 2020, Dollar General declined 10% versus 25% for the Index and 29% for the S&P 500. We had expected the company to grow its store footage 5% per year with same-store sales increasing 2-3% and yielding revenue growth of 7-8% over the long term. Slight margin expansion would lead to 10%+ EPS growth, according to our research.

2020 could have pulled forward more than three years of revenue and earnings growth into a single year. The pandemic and quarantining led people to stock up on everyday consumables, and stimulus checks and extended and elevated unemployment benefits have allowed Dollar General customers to spend more. In fact, the company recently reported full-year 2020 results in which revenue grew 22% and EPS grew 60%. These results included over 200 basis points of margin expansion off a low base of 8.3% operating margins in 2019. This compares to margin expansion of tens of basis points in typical market environments. Dollar General now has over 17,000 stores. There could be more than three years of approximately 5% annual square-footage growth left before maturing at over 20,000 stores. Same-store sales growth could be in the 3-4% range for some time, and we think the company remains extremely well run. We simply believe our investment in Amazon is a superior alternative.

We eliminated our position in **Regeneron Pharmaceuticals** also to help fund the Amazon addition. Regeneron's revenue and earnings continue to grow roughly in line with our expectations. We believe Regeneron has a differentiated R&D model that has allowed it to bring novel biologic therapies to market in several therapeutic areas. That said, we believe Regeneron has intermediate-term risks that make a continued holding more difficult, particularly considering the recent opportunities we have seen for the Portfolio.

The company's largest drug, Eylea, may face increasing competition as new competitive therapies have been approved, albeit without Eylea's advantaged safety profile. In addition, the end of Eylea's patent life coincides with a period when the U.S. government is seeking avenues to lower the reimbursement for certain drugs like Eylea. We believe Regeneron has many opportunities for continued growth in the coming years, and the competitive advantages from its proprietary drug development process remain intact. However, we feel the investment opportunity in Amazon was a better use of capital.

## Portfolio Performance & Attribution

Our top absolute performers (Portfolio average weight multiplied by return) in the first quarter were **Alphabet**, **Facebook**, and **Abbott Laboratories**. The largest absolute detractors during the quarter were **ServiceNow**, **Amazon.com**, and **Adobe**.

Despite a relatively tough quarter for technology-oriented businesses, we think both **Alphabet** and **Facebook** performed well. The revenue growth from both companies has been accelerating in recent quarters and we expect it to remain strong in 2021. In addition, it appears that both potential restrictions from Apple's iOS changes and regulatory headaches may become quite manageable, in our view.

Each of our biggest detractors in the quarter was among the largest "COVID winners" in 2020, so a pullback early in 2021 is not entirely surprising. We currently have no changes to our long-term outlook for any of these businesses.

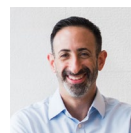
## Outlook

Re-opening trades, vaccines, and interest rates are all very interesting. But, in our experience, long-term investment returns are driven by sustainable earnings growth. The universe of companies able to grow earnings at double-digit rates for many years is extremely small, in our opinion, and we spend all our time and energy focused on finding only these companies. The rest is mostly noise to us. Our goal is to continue to invest in a concentrated group of competitively advantaged businesses that can grow in aggregate at a mid-teens or better rate. We have been able to do that for the last 32 years, and we are confident we can continue to do that going forward. If we succeed in doing so, the returns should roughly follow.

Thank you for your interest in Polen Capital and the Focus Growth strategy. Please feel free to contact us with any questions or comments. We wish everyone a happy and healthy new year.

Sincerely,  
Dan Davidowitz and Brandon Ladoff

## Experience in High Quality Growth Investing



**Dan Davidowitz, CFA**  
Portfolio Manager & Analyst  
22 years of experience



**Brandon Ladoff**  
Portfolio Manager & Director of Research  
8 years of experience

# GIPS Report

Polen Capital Management  
Focus Growth Composite—GIPS Composite Report

Year End	UMA		Firm	Composite Assets		Annual Performance Results					3 Year Standard Deviation		
	Total (\$Millions)	Assets (\$Millions)	Assets (\$Millions)	U.S. Dollars (\$Millions)	Number of Accounts	Composite Gross (%)	Composite Net (%)	S&P 500 (%)	Russell 1000 G (%)	Composite Dispersion (%)	Composite Gross (%)	S&P 500 (%)	Russell 1000 G (%)
2020	59,161	20,662	38,499	12,257	1903	34.64	34.00	18.40	38.49	0.4	18.16	18.53	19.64
2019	34,784	12,681	22,104	8,831	939	38.80	38.16	31.49	36.40	0.3	12.13	11.93	13.07
2018	20,591	7,862	12,729	6,146	705	8.99	8.48	-4.38	-1.51	0.2	11.90	10.80	12.12
2017	17,422	6,957	10,466	5,310	513	27.74	27.14	21.83	30.22	0.3	10.66	9.92	10.54
2016	11,251	4,697	6,554	3,212	426	1.72	1.22	11.96	7.09	0.2	11.31	10.74	11.31
2015	7,451	2,125	5,326	2,239	321	15.89	15.27	1.38	5.68	0.1	10.92	10.62	10.85
2014	5,328	1,335	3,993	1,990	237	17.60	16.95	13.69	13.06	0.2	10.66	9.10	9.73
2013	5,015	1,197	3,818	1,834	245	23.77	23.07	32.39	33.49	0.3	11.91	12.11	12.35
2012	4,527	889	3,638	1,495	325	12.43	11.75	16.00	15.26	0.1	16.01	15.30	15.88
2011	2,374	561	1,812	556	171	9.04	8.25	2.11	2.63	0.2	15.98	18.97	18.01
2010	1,181	322	860	316	120	15.65	14.70	15.06	16.72	0.2	20.16	22.16	22.42
2009	626	131	494	225	120	39.71	38.50	26.46	37.21	0.3	16.99	19.91	20.01
2008	266	10	256	137	112	-27.81	-28.42	-37.00	-38.44	0.3	15.26	15.29	16.63
2007	682	-	682	491	149	10.78	9.86	5.49	11.81	0.2	8.36	7.79	8.66
2006	730	-	730	524	219	15.00	14.04	15.80	9.07	0.1	7.25	6.92	8.43
2005	1,849	-	1,849	945	419	-0.53	-1.43	4.91	5.26	0.2	8.08	9.17	9.67
2004	2,017	-	2,017	1,124	665	8.72	7.76	10.88	6.30	0.2	10.08	15.07	15.66
2003	1,617	-	1,617	907	513	17.73	16.67	28.68	29.75	0.7	12.98	18.32	22.98
2002	970	-	970	518	407	-6.69	-7.53	-22.10	-27.88	0.9	13.15	18.81	25.58
2001	703	-	703	408	289	-4.61	-5.50	-11.89	-20.42	1.0	13.58	16.94	25.56
2000	622	-	622	359	236	-3.50	-4.44	-9.10	-22.42	0.7	16.52	17.67	23.11
1999	640	-	640	377	228	23.89	22.65	21.04	33.16	0.6	18.27	16.76	19.27
1998	418	-	418	257	202	31.61	30.19	28.58	38.71	0.7	17.95	16.23	18.15
1997	252	-	252	145	158	37.14	35.63	33.36	30.49	0.9	13.17	11.30	12.79
1996	140	-	140	89	118	31.94	30.40	22.96	23.12	0.7	10.61	9.72	10.49
1995	70	-	70	45	61	48.07	46.33	37.58	37.18	1.0	9.72	8.34	9.26
1994	32	-	32	17	27	10.13	8.96	1.32	2.62	1.6	-	-	-
1993	24	-	24	16	26	13.07	11.85	10.08	2.87	2.9	-	-	-

Total assets and UMA assets are supplemental information to the GIPS Composite Report.

While pitch books are updated quarterly to include composite performance through the most recent quarter, we use the GIPS Report that includes annual returns only. To minimize the risk of error we update the GIPS Report annually. This is typically updated by the end of the first quarter.

## GIPS Report

The Focus Growth Composite created on January 1, 2006 with inception date April 1, 1992 contains fully discretionary large cap equity accounts that are not managed within a wrap fee structure and for comparison purposes is measured against the S&P 500 and the Russell 1000 Growth indices. Prior to March 22, 2021, the composite was named Large Capitalization Equity Composite. The accounts are highly concentrated and unconstrained with regard to the number of the highest-conviction positions (i.e., positions of greater than 5%) comprising the portfolios. Polen Capital invests exclusively in a portfolio of high-quality companies.

Polen Capital Management claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS standards. Polen Capital Management has been independently verified for the periods April 1, 1992 through June 30, 2020. 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 Focus Growth Composite has had a performance examination for the periods April 1, 1992 through June 30, 2020. The verification and performance examination reports are available upon request.

Polen Capital Management is an independent registered investment adviser. A list of all composite and pooled fund investment strategies offered by the firm, with a description of each strategy, is available upon request. In July 2007, the firm was reorganized from an S-corporation into an LLC and changed names from Polen Capital Management, Inc. to Polen Capital Management, LLC.

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Return	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years
10%	1.10	1.21	1.33	1.46	1.61	1.77	1.95	2.14	2.36	2.59
9%	1.09	1.19	1.30	1.41	1.54	1.68	1.83	1.99	2.17	2.37
20%	1.20	1.44	1.73	2.07	2.49	2.99	3.58	4.30	5.16	6.19
19%	1.19	1.42	1.69	2.01	2.39	2.84	3.38	4.02	4.79	5.69

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# PERFORMANCE REPORT

## MWRA EMPLOYEES' RETIREMENT SYSTEM



**April 29, 2021**

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BOSTON | ATLANTA | CHARLOTTE | CHICAGO | DETROIT | LAS VEGAS | PORTLAND | SAN FRANCISCO



# GOALS & OBJECTIVES

## Investment Return Objective

**“Its primary goal is to provide promised benefits to participants and beneficiaries of the MWRA Employees’ Retirement system. Plan assets should be equal to or greater than the present value of the projected benefit obligations (“fully funded”). When Plan assets are less than the present value of projected benefit obligations, a schedule will be established and a plan will be in place to meet a fully funded status. When achieving return objectives required to fully fund the system, the Board is intent on controlling risk. Consistency of returns and risk of loss are primary considerations. The Board has also determined that the annual performance of plan assets should not vary substantially from returns achieved by other public pension funds with similar goals and objectives.”**

## Return Expectations

**The investment growth should be maintained in such a manner that the minimum nominal rate of return does not cause a negative real rate of return over a full market cycle:**

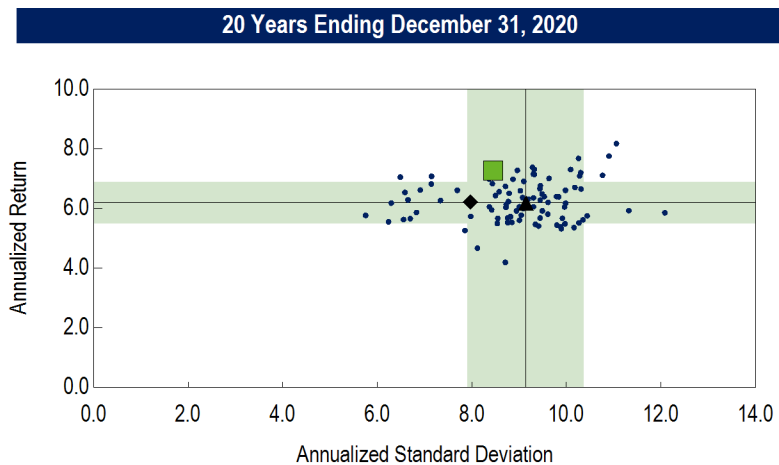
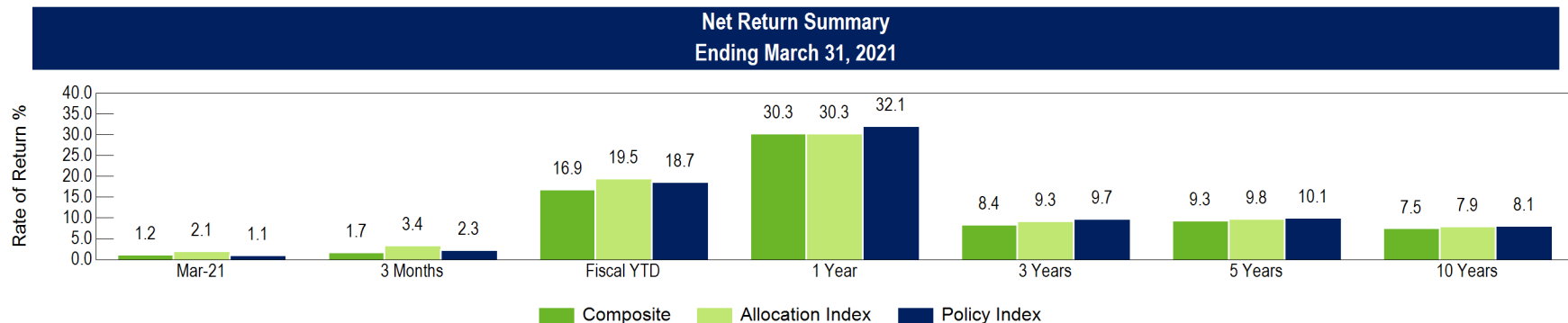
- **Time Horizon:** Return assumptions will be based on a ten year time horizon with a detailed review and analysis to be made at least annually to monitor allocations and assumptions. Should a manager deviate from proscribed mandate or expected risk and return profile by a consequential degree, that manager may be reevaluated at any time.
- **Liquidity Needs:** Presently contributions exceed plan withdrawals to provide benefits, payouts, and/or plan expenses. Portfolio liquidity will be managed based on the cash flow needs of the System.
- **Regulatory Considerations:** Assets of this Fund shall be invested in a manner consistent with the fiduciary standards established under Code of Massachusetts Regulations 840 (“840 CMR”). The Board shall also use as precedent the Employee Retirement Income Security Act (ERISA).





# MWRA Employees' Retirement System

## EXECUTIVE SUMMARY



### Performance

- The Composite returned 1.2% (net) for the month trailing the Allocation Index (2.1%) and outperforming the Policy Index (1.1%).
- Global equities ended the first quarter in the black as ongoing inoculations and fresh fiscal stimulus in the U.S. provided a supportive environment for risk assets. Domestic equities outperformed their global counterparts with the S&P 500 increasing 4.4% in March, while the MSCI ACWI ex USA returned 1.2% and the MSCI Emerging Markets index fell -1.5%. The portfolio's Domestic Equity composite returned 3.9% (net) while the Non-US Equity composite was down -0.3% (net) for the month.
- Within fixed income, yields continued their upward trend in March. The 10- and 30-year Treasury yields increased 28 and 23 basis points, respectively. The Fixed Income composite returned -0.8% (net) for the month while the BC Agg and BC US HY returned -1.2 and 0.1%, respectively.
- This brings the total plan return for the trailing one year period to 30.3% (net), while the Allocation and Policy Index returned 30.3% (net) and 32.1% (net) respectively.

Statistics Summary			
	Anlzd Ret	Anlzd Std Dev	Rank
Composite	7.3%	8.4%	17
Allocation Index	6.3%	8.0%	76
Policy Index	6.6%	8.6%	51
InvMetrics Public DB Gross Median	6.7%	9.2%	--

20 years Risk/Return is as of 12/31/2020. Chart reflects universe data on quarter end months only. Returns for 20 years Risk/Return and Statistics Summary are gross of fees. Since inception return is 8.6% gross of fees. Prior to 1999, performance history does not capture separate net and gross returns.



## MWRA Employees' Retirement System

# TOTAL FUND PERFORMANCE DETAIL (NET)

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	3 Mo (%)	Fiscal YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Composite</b>	<b>653,904,726</b>	<b>100.0</b>	<b>100.0</b>	<b>1.2</b>	<b>1.7</b>	<b>16.9</b>	<b>30.3</b>	<b>8.4</b>	<b>9.3</b>	<b>7.5</b>	<b>7.0</b>	<b>Jan-86</b>
Allocation Index				2.1	3.4	19.5	30.3	9.3	9.8	7.9	--	Jan-86
Policy Index				1.1	2.3	18.7	32.1	9.7	10.1	8.1	--	Jan-86
<b>Total Balanced</b>	<b>4,771,067</b>	<b>0.7</b>	<b>0.0</b>	<b>3.1</b>	<b>4.3</b>	<b>21.0</b>	<b>36.2</b>	<b>6.2</b>	<b>7.5</b>	<b>4.6</b>	<b>5.0</b>	<b>Dec-10</b>
PRIT Core Fund	4,771,067	0.7		3.1	4.3	21.3	30.1	9.7	10.5	8.5	7.2	Apr-99
60% S&P 500 / 40% BBgBarc Aggregate				2.1	2.3	16.2	31.7	12.2	11.1	9.9	6.6	Apr-99
<b>Total Domestic Equity</b>	<b>191,815,497</b>	<b>29.3</b>	<b>31.0</b>	<b>3.9</b>	<b>6.3</b>	<b>31.8</b>	<b>60.8</b>	<b>17.3</b>	<b>16.4</b>	<b>13.2</b>	<b>8.1</b>	<b>May-99</b>
Russell 3000				3.6	6.3	33.2	62.5	17.1	16.6	13.8	7.6	May-99
<b>Large Cap</b>	<b>142,544,714</b>	<b>21.8</b>	<b>24.0</b>	<b>4.6</b>	<b>5.0</b>	<b>26.4</b>	<b>52.8</b>	<b>18.4</b>	<b>16.6</b>	<b>13.6</b>	<b>14.5</b>	<b>Dec-10</b>
Rhumblin Advisors S&P 500 Index Fund	61,920,084	9.5	10.0	4.4	6.2	29.7	56.2	16.7	16.2	13.8	9.2	Apr-97
S&P 500				4.4	6.2	29.7	56.4	16.8	16.3	13.9	9.2	Apr-97
Coho Relative Value Equity	41,024,374	6.3	7.0	8.1	6.1	23.9	42.8	13.7	12.4	--	13.0	Mar-16
Russell 1000 Value				5.9	11.3	36.6	56.1	11.0	11.7	11.0	13.1	Mar-16
Polen Focused Growth	39,600,256	6.1	7.0	1.3	1.6	22.9	56.6	25.4	21.1	--	21.2	Feb-16
Russell 1000 Growth				1.7	0.9	27.3	62.7	22.8	21.0	16.6	21.8	Feb-16
<b>Small Cap</b>	<b>49,270,783</b>	<b>7.5</b>	<b>7.0</b>	<b>2.1</b>	<b>10.7</b>	<b>51.9</b>	<b>90.7</b>	<b>15.1</b>	<b>16.5</b>	<b>12.3</b>	<b>13.8</b>	<b>Dec-10</b>
Boston Partners Small Cap Value	26,430,329	4.0	3.5	7.2	18.3	63.8	97.8	10.1	12.0	10.0	11.0	Feb-97
Russell 2000 Value				5.2	21.2	65.7	97.1	11.6	13.6	10.1	9.6	Feb-97
Loomis Sayles Small Cap Growth	22,840,454	3.5	3.5	-3.2	3.0	40.1	82.6	19.4	20.4	14.4	7.8	Jan-97
Russell 2000 Growth				-3.1	4.9	45.7	90.2	17.2	18.6	13.0	8.2	Jan-97
<b>Total Non-US Equity</b>	<b>142,201,766</b>	<b>21.7</b>	<b>19.0</b>	<b>-0.3</b>	<b>0.5</b>	<b>27.9</b>	<b>51.2</b>	<b>6.2</b>	<b>10.3</b>	<b>4.7</b>	<b>5.0</b>	<b>Mar-99</b>
<b>International Equity</b>	<b>123,897,130</b>	<b>18.9</b>	<b>12.0</b>	<b>0.1</b>	<b>1.0</b>	<b>29.2</b>	<b>54.0</b>	<b>8.4</b>	<b>11.3</b>	<b>5.6</b>	<b>4.8</b>	<b>Sep-05</b>
SEG Baxter Street	41,164,845	6.3	5.0	1.5	0.5	24.0	48.2	11.0	--	--	12.4	May-16
MSCI ACWI ex USA				1.3	3.5	28.7	49.4	6.5	9.8	4.9	9.4	May-16
Schroder International Alpha Trust Class 1	52,521,929	8.0	4.0	1.6	3.7	34.4	62.9	11.7	12.7	--	8.6	Mar-12
MSCI ACWI ex USA				1.3	3.5	28.7	49.4	6.5	9.8	4.9	6.1	Mar-12
Baillie Gifford International Growth Fund Class K	30,210,356	4.6	3.0	-4.0	-2.6	--	--	--	--	--	17.6	Oct-20
MSCI ACWI ex USA				1.3	3.5	28.7	49.4	6.5	9.8	4.9	21.1	Oct-20

Since inception return is 8.6% gross of fees. Prior to 1999, performance history does not capture separate net and gross returns.

In November 2019, Loomis Sayles and Schroders transitioned from a mutual fund to a CIT structure. Performance prior to transitioning to the CIT investment vehicle is linked to mutual fund performance history.

SEG Baxter Street and UBS is preliminary as of 03/31/2021 and is subject to change when finalized.



## MWRA Employees' Retirement System

# TOTAL FUND PERFORMANCE DETAIL (NET)

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	3 Mo (%)	Fiscal YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Emerging Markets Equity</b>	<b>18,304,636</b>	<b>2.8</b>	<b>7.0</b>	<b>-3.2</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>-3.2</b>	<b>Mar-21</b>
<i>MSCI Emerging Markets</i>				-1.5	2.3	34.1	58.4	6.5	12.1	3.7	-1.5	Mar-21
Axiom Emerging Markets Trust Class 2	18,304,636	2.8	7.0	-3.2	--	--	--	--	--	--	-3.2	Mar-21
<i>MSCI Emerging Markets</i>				-1.5	2.3	34.1	58.4	6.5	12.1	3.7	-1.5	Mar-21
<b>Total Fixed Income</b>	<b>163,072,283</b>	<b>24.9</b>	<b>24.0</b>	<b>-0.8</b>	<b>-2.3</b>	<b>1.8</b>	<b>8.2</b>	<b>5.4</b>	<b>5.0</b>	<b>4.8</b>	<b>6.5</b>	<b>Mar-99</b>
Garcia Hamilton Fixed Income Aggregate	45,302,089	6.9	6.0	-1.1	-3.3	-2.0	2.7	4.2	--	--	4.2	Apr-18
<i>BBgBarc US Aggregate TR</i>				-1.2	-3.4	-2.1	0.7	4.7	3.1	3.4	4.7	Apr-18
Lord Abbett Core Fixed Income	25,909,944	4.0	4.0	-1.1	-2.6	-0.1	4.0	5.0	--	--	5.0	Apr-18
<i>BBgBarc US Aggregate TR</i>				-1.2	-3.4	-2.1	0.7	4.7	3.1	3.4	4.7	Apr-18
Rhumbline TIPS	31,395,484	4.8	4.0	-0.2	-1.5	3.2	7.6	5.7	--	--	4.0	Jun-16
<i>BBgBarc US TIPS TR</i>				-0.2	-1.5	3.2	7.5	5.7	3.9	3.4	4.1	Jun-16
Loomis Sayles Multisector Full Discretion Trust	48,548,262	7.4	8.0	-0.8	-2.4	4.1	14.7	6.6	6.9	5.8	7.8	Mar-99
<i>BBgBarc US Aggregate TR</i>				-1.2	-3.4	-2.1	0.7	4.7	3.1	3.4	4.7	Mar-99
<i>BBgBarc US High Yield TR</i>				0.1	0.8	12.3	23.7	6.8	8.1	6.5	6.9	Mar-99
Octagon Senior Secured Credit Cayman Fund Ltd. - Class L Acc, Series 1	11,861,005	1.8	2.0	0.0	1.4	8.5	17.2	--	--	--	4.4	Aug-19
<i>Credit Suisse Leveraged Loan</i>				0.1	2.0	10.1	20.8	4.1	5.3	4.4	4.0	Aug-19
Invesco Mortgage Recovery Loans Feeder Fund	55,499	0.0		0.0	0.0	0.2	0.1	3.7	0.9	6.2	11.7	Apr-10
<i>BBgBarc US Aggregate TR</i>				-1.2	-3.4	-2.1	0.7	4.7	3.1	3.4	3.6	Apr-10
<b>Total Hedge Fund</b>	<b>39,202,248</b>	<b>6.0</b>	<b>6.0</b>	<b>0.2</b>	<b>2.5</b>	<b>13.4</b>	<b>19.5</b>	<b>5.2</b>	<b>5.3</b>	<b>3.8</b>	<b>3.6</b>	<b>Oct-06</b>
PRIM Portfolio Completion Strategies	14,740,971	2.3		0.6	5.2	14.4	16.8	4.1	5.5	4.4	4.0	Oct-06
Corbin Pinehurst Partners	12,206,557	1.9		-0.2	1.9	17.3	30.5	--	--	--	9.4	Nov-18
<i>HFRI Fund of Funds Composite Index</i>				-0.3	1.9	14.8	23.8	5.4	5.6	3.4	7.8	Nov-18
UBS Neutral Alpha Strategies	11,504,804	1.8		0.0	-0.1	9.0	14.3	--	--	--	6.4	Nov-18
<i>HFRI Fund of Funds Composite Index</i>				-0.3	1.9	14.8	23.8	5.4	5.6	3.4	7.8	Nov-18
Entrust Peru Wind Down	749,916	0.1		-0.1	-0.6	1.1	-0.2	-4.0	--	--	-4.0	Dec-17
<i>HFRI Fund of Funds Composite Index</i>				-0.3	1.9	14.8	23.8	5.4	5.6	3.4	5.2	Dec-17
<b>Other</b>	<b>5,308,300</b>	<b>0.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.2</b>	<b>1.6</b>	<b>1.3</b>	<b>0.7</b>	<b>0.7</b>	<b>Dec-10</b>
Cash Account	5,308,300	0.8		0.0	0.0	0.0	0.2	1.6	1.3	0.7	1.8	Feb-00
<i>91 Day T-Bills</i>				0.0	0.0	0.1	0.1	1.4	1.1	0.6	1.5	Feb-00

Importantly, all returns in this report, including those of the private real estate managers, are based on a time weighted return calculation and not based on IRRs, which can result in return differences.

Corbin Pinehurst Partners, Entrust Peru Wind Down, and UBS Neutral Alpha Strategies are preliminary as of 03/31/2021 and are subject to change when finalized.



## MWRA Employees' Retirement System

# TOTAL FUND PERFORMANCE DETAIL (NET)

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	3 Mo (%)	Fiscal YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Total Real Estate</b>	<b>50,214,993</b>	<b>7.7</b>	<b>10.0</b>	<b>1.7</b>	<b>1.7</b>	<b>3.9</b>	<b>2.9</b>	<b>5.9</b>	<b>7.1</b>	<b>10.0</b>	<b>7.7</b>	<b>Apr-99</b>
<i>NCREIF Property Index</i>				0.0	0.0	1.9	0.9	4.3	5.4	8.6	8.4	Apr-99
Morgan Stanley Prime Property (\$2.8m commitment in '95)	20,532,911	3.1		1.9	1.9	4.5	2.6	5.0	6.6	10.4	8.4	Sep-95
TA Realty Core Property Fund, LP (\$15m commitment in '19)	20,846,063	3.2		2.3	2.3	6.8	6.3	--	--	--	6.7	Jun-19
Invesco Mortgage Recovery II (\$3M commitment in '15)	705,912	0.1		0.0	0.0	-51.1	-51.5	-12.0	-3.2	--	-3.2	Oct-15
Landmark VI (\$2m commitment in '11)	91,255	0.0		0.0	0.0	-6.6	-11.2	-11.4	-7.1	--	3.4	Jul-11
Landmark VIII (\$4m commitment in '17)	1,391,681	0.2		0.0	0.0	3.6	-2.9	3.4	--	--	12.4	Nov-17
Courtland/Mesirov MFire (\$2m commitment in '11)	628,063	0.1		0.0	0.0	0.5	-1.6	-1.9	1.7	--	2.3	May-12
Cerberus (\$1.5m commitment in '12)	547,738	0.1		0.0	0.0	10.1	10.5	9.6	7.8	--	12.2	May-13
TA Realty Fund X LP (\$3.5m commitment in '12)	368,765	0.1		0.0	0.0	-1.9	-2.6	6.2	6.8	--	8.6	May-13
TerraCap Partners III, LP (\$2.6m commitment in '15)	1,725,435	0.3		0.0	0.0	3.0	3.8	4.4	10.2	--	10.4	Jul-15
TerraCap Partners IV, LP (\$4m commitment in '17)	3,377,170	0.5		0.0	0.0	1.7	2.5	7.9	--	--	8.2	Nov-17
<b>Total Private Equity</b>	<b>57,318,572</b>	<b>8.8</b>	<b>10.0</b>	<b>1.7</b>	<b>1.7</b>	<b>13.7</b>	<b>18.0</b>	<b>8.0</b>	<b>9.3</b>	<b>10.4</b>	<b>9.1</b>	<b>Apr-99</b>
<i>CJA US All PE</i>				0.0	0.0	24.9	36.7	14.7	15.5	13.4	12.7	Apr-99
<i>NASDAQ W/O Income</i>				0.4	2.8	31.7	72.0	23.3	22.2	16.9	8.0	Apr-99
PRIM Vintage Year 2008 (\$3m commitment in '08)	1,036,912	0.2		5.1	5.0	36.6	10.9	11.6	16.5	17.8	8.9	Jun-08
PRIM Vintage Year 2009 (\$1m commitment in '09)	179,421	0.0		21.0	20.9	112.2	87.5	42.7	30.7	23.7	13.9	Nov-09
PRIM Vintage Year 2010 (\$1m commitment in '10)	638,975	0.1		16.0	16.0	60.2	54.3	22.5	20.8	15.5	11.3	Jun-10
PRIM Vintage Year 2011 (\$1.5m commitment in '11)	1,058,280	0.2		14.3	13.9	34.0	23.3	17.9	19.2	5.7	5.7	May-11
PRIM Vintage Year 2012 (\$1m commitment in '12)	792,473	0.1		15.4	15.0	57.2	44.8	24.2	22.4	--	-10.3	Jun-12
PRIM Vintage Year 2014 (\$2m commitment in '14)	2,143,905	0.3		12.9	12.7	43.6	28.3	24.8	22.5	--	5.7	Jun-14
PRIM Vintage Year 2017 (\$2m commitment in '17)	1,701,940	0.3		17.6	18.2	52.4	33.8	15.8	--	--	14.2	May-17
PRIM Vintage Year 2020 (\$5m commitment in '20)	459,552	0.1		9.1	7.6	25.1	15.9	--	--	--	16.0	Mar-20
PRIM Vintage Year 2021 (\$5m commitment in '21)	27,505	0.0		0.0	0.0	--	--	--	--	--	0.0	Dec-20
Alcentra European DLF (\$5m commitment in '14)	921,311	0.1		0.0	0.0	2.7	4.4	-1.0	2.6	--	4.1	Jan-15
Ascent Fund IV (\$2m commitment in '04)	7,413	0.0		0.0	0.0	-2.7	-2.6	-40.7	-43.8	-32.4	-21.2	Jul-04
Ascent Fund IV-B (\$1m commitment in '16)	136,669	0.0		0.0	0.0	-9.5	-11.0	-22.5	--	--	-14.3	Jul-16
Ascent Fund V (\$2m commitment in '08)	1,676,889	0.3		0.0	0.0	5.4	3.8	-4.3	-0.6	5.9	4.3	Oct-08
Ascent VI (\$3m commitment in '15)	2,858,796	0.4		0.0	0.0	2.1	0.4	0.6	3.4	--	0.3	Dec-15
CVI Credit Value Fund IV A LP (\$6m commitment in '17)	6,316,917	1.0		0.0	0.0	10.5	20.1	4.2	--	--	3.8	Dec-17

Importantly, all returns in this report, including those of the private markets managers, are based on a time weighted return calculation and not based on IRRs, which can result in return differences.



## MWRA Employees' Retirement System

# TOTAL FUND PERFORMANCE DETAIL (NET)

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	3 Mo (%)	Fiscal YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
Invesco Fund IV (\$3m commitment in '03)	1,381	0.0		0.0	0.0	-9.9	-12.2	-20.9	-9.8	0.4	--	Feb-04
Invesco Fund VI (\$5m commitment in '13)	6,853,465	1.0		0.0	0.0	14.2	28.7	12.0	13.4	--	14.0	Jul-13
Kayne Energy Fund VII (\$5m commitment in '15)	1,278,252	0.2		0.0	0.0	-12.0	-22.6	-43.4	-19.9	--	-19.3	Jan-16
Foundry 2007 (\$3m commitment in '07)	320,973	0.0		0.0	0.0	61.1	42.0	-12.1	-8.0	4.6	18.4	Dec-07
Foundry 2010 (\$3m commitment in '10)	3,949,779	0.6		0.0	0.0	30.5	30.1	12.5	9.9	10.6	9.9	Jan-11
Foundry 2010 Annex (\$0.4m commitment in '15)	456,811	0.1		0.0	0.0	129.7	129.5	57.5	36.2	--	30.4	Sep-15
Pinebridge PEP V (\$6m commitment in '07)	743,228	0.1		0.0	0.0	4.6	34.0	1.9	2.2	7.9	--	Mar-08
Landmark XV (\$3m commitment in '13)	1,246,194	0.2		0.0	0.0	18.0	0.1	5.1	9.1	--	11.4	Nov-13
JFL Equity Investors IV, L.P. (\$6m commitment in '16)	6,555,172	1.0		0.0	0.0	2.7	11.0	37.0	--	--	30.1	Jan-17
Private Advisors Small Co. Coinvestment Fund, LP (\$4m commitment in '17)	4,254,494	0.7		0.0	0.0	8.9	20.2	20.5	--	--	17.4	Feb-17
Park Square Credit Opportunities III (\$3m commitment in '17)	2,621,126	0.4		0.0	0.0	3.1	4.7	8.1	--	--	5.9	Feb-18
Ironsides Constitution Opportunities (\$3m commitment in '18)	2,478,906	0.4		0.0	0.0	7.4	13.3	--	--	--	9.2	Sep-18
HarbourVest Dover Street X (\$9m commitment in '20)	2,216,423	0.3		0.0	0.0	7.9	--	--	--	--	83.4	Jun-20
Hamilton Lane Secondary Fund V LP (\$9m commitment in '20)	2,098,715	0.3		0.0	0.0	29.0	--	--	--	--	29.0	Jul-20
JFL Equity Investors V, L.P. (\$8m commitment in '20)	2,286,697	0.3		0.0	0.0	--	--	--	--	--	-7.9	Sep-20
<i>Private Equity Benchmark (1 Qtr. Lag)</i>				13.2	13.2	36.7	22.9	15.7	15.5	13.7	36.7	Sep-20

Importantly, all returns in this report, including those of the private markets managers, are based on a time weighted return calculation and not based on IRRs, which can result in return differences.



## MWRA Employees' Retirement System

# ESTIMATED FEE SCHEDULE

Account	Fee Schedule	Market Value As of 3/31/2021	% of Portfolio	Estimated Annual Fee (\$)	Estimated Annual Fee (%)
PRIT Core Fund	0.49% of Assets	\$4,771,067	0.7%	\$23,378	0.49%
Rhumblin Advisors S&P 500 Index Fund	0.05% of Assets	\$61,920,084	9.5%	\$30,960	0.05%
Coho Relative Value Equity	0.50% of First 75.0 Mil, 0.40% of Next 75.0 Mil, 0.35% Thereafter	\$41,024,374	6.3%	\$205,122	0.50%
Polen Focused Growth	0.65% of Assets	\$39,600,256	6.1%	\$257,402	0.65%
Boston Partners Small Cap Value	1.00% of Assets	\$26,430,329	4.0%	\$264,303	1.00%
Loomis Sayles Small Cap Growth	0.45% of Assets	\$22,840,454	3.5%	\$102,782	0.45%
SEG Baxter Street	1.00% of Assets	\$41,164,845	6.3%	\$411,648	1.00%
Schroder International Alpha Trust Class 1	0.55% of Assets	\$52,521,929	8.0%	\$288,871	0.55%
Baillie Gifford International Growth Fund Class K	0.60% of Assets	\$30,210,356	4.6%	\$181,262	0.60%
Axiom Emerging Markets Trust Class 2	0.73% of Assets	\$18,304,636	2.8%	\$133,624	0.73%
Garcia Hamilton Fixed Income Aggregate	0.25% of First 25.0 Mil, 0.20% Thereafter	\$45,302,089	6.9%	\$103,104	0.23%
Lord Abbett Core Fixed Income	0.19% of Assets	\$25,909,944	4.0%	\$49,229	0.19%
Rhumblin TIPS	0.05% of First 50.0 Mil, 0.04% Thereafter	\$31,395,484	4.8%	\$15,698	0.05%
Loomis Sayles Multisector Full Discretion Trust	0.50% of First 20.0 Mil, 0.40% of Next 20.0 Mil, 0.30% Thereafter	\$48,548,262	7.4%	\$205,645	0.42%
Octagon Senior Secured Credit Cayman Fund Ltd. - Class L Acc, Series 1	0.40% of Assets	\$11,861,005	1.8%	\$47,444	0.40%
Invesco Mortgage Recovery Loans Feeder Fund	No Fee	\$55,499	0.0%	--	--
PRIM Portfolio Completion Strategies	No Fee	\$14,740,971	2.3%	--	--
Corbin Pinehurst Partners	0.85% of Assets	\$12,206,557	1.9%	\$103,756	0.85%
UBS Neutral Alpha Strategies	0.90% of Assets	\$11,504,804	1.8%	\$103,543	0.90%
Entrust Peru Wind Down	0.50% of Assets	\$749,916	0.1%	\$3,750	0.50%
Cash Account	No Fee	\$5,308,300	0.8%	--	--
Morgan Stanley Prime Property (\$2.8m commitment in '95)	No Fee	\$20,532,911	3.1%	--	--
TA Realty Core Property Fund, LP (\$15m commitment in '19)	No Fee	\$20,846,063	3.2%	--	--
Invesco Mortgage Recovery II (\$3M commitment in '15)	No Fee	\$705,912	0.1%	--	--
Landmark VI (\$2m commitment in '11)	No Fee	\$91,255	0.0%	--	--



## MWRA Employees' Retirement System

# ESTIMATED FEE SCHEDULE

Account	Fee Schedule	Market Value As of 3/31/2021	% of Portfolio	Estimated Annual Fee (\$)	Estimated Annual Fee (%)
Landmark VIII (\$4m commitment in '17)	No Fee	\$1,391,681	0.2%	--	--
Courtland/Mesirow MFire (\$2m commitment in '11)	No Fee	\$628,063	0.1%	--	--
Cerberus (\$1.5m commitment in '12)	No Fee	\$547,738	0.1%	--	--
TA Realty Fund X LP (\$3.5m commitment in '12)	No Fee	\$368,765	0.1%	--	--
TerraCap Partners III, LP (\$2.6m commitment in '15)	No Fee	\$1,725,435	0.3%	--	--
TerraCap Partners IV, LP (\$4m commitment in '17)	No Fee	\$3,377,170	0.5%	--	--
PRIM Vintage Year 2008 (\$3m commitment in '08)	No Fee	\$1,036,912	0.2%	--	--
PRIM Vintage Year 2009 (\$1m commitment in '09)	No Fee	\$179,421	0.0%	--	--
PRIM Vintage Year 2010 (\$1m commitment in '10)	No Fee	\$638,975	0.1%	--	--
PRIM Vintage Year 2011 (\$1.5m commitment in '11)	No Fee	\$1,058,280	0.2%	--	--
PRIM Vintage Year 2012 (\$1m commitment in '12)	No Fee	\$792,473	0.1%	--	--
PRIM Vintage Year 2014 (\$2m commitment in '14)	No Fee	\$2,143,905	0.3%	--	--
PRIM Vintage Year 2017 (\$2m commitment in '17)	No Fee	\$1,701,940	0.3%	--	--
PRIM Vintage Year 2020 (\$5m commitment in '20)	No Fee	\$459,552	0.1%	--	--
PRIM Vintage Year 2021 (\$5m commitment in '21)	No Fee	\$27,505	0.0%	--	--
Alcentra European DLF (\$5m commitment in '14)	No Fee	\$921,311	0.1%	--	--
Ascent Fund IV (\$2m commitment in '04)	No Fee	\$7,413	0.0%	--	--
Ascent Fund IV-B (\$1m commitment in '16)	No Fee	\$136,669	0.0%	--	--
Ascent Fund V (\$2m commitment in '08)	No Fee	\$1,676,889	0.3%	--	--
Ascent VI (\$3m commitment in '15)	No Fee	\$2,858,796	0.4%	--	--
CVI Credit Value Fund IV A LP (\$6m commitment in '17)	No Fee	\$6,316,917	1.0%	--	--
Invesco Partnership Fund IV (\$3m commitment in '03)	No Fee	\$1,381	0.0%	--	--
Invesco Fund VI (\$5m commitment in '13)	No Fee	\$6,853,465	1.0%	--	--
Kayne Energy Fund VII (\$5m commitment in '15)	No Fee	\$1,278,252	0.2%	--	--
Foundry 2007 (\$3m commitment in '07)	No Fee	\$320,973	0.0%	--	--
Foundry 2010 (\$3m commitment in '10)	No Fee	\$3,949,779	0.6%	--	--
Foundry 2010 Annex (\$0.4m commitment in '15)	No Fee	\$456,811	0.1%	--	--
Pinebridge (AIG) PEP V Asia (\$6m commitment in '07)	No Fee	\$59,005	0.0%	--	--
Pinebridge (AIG) PEP V Co-Investment (\$6m commitment in '07)	No Fee	\$61,898	0.0%	--	--
Pinebridge (AIG) PEP V Europe (\$6m commitment in '07)	No Fee	\$27,626	0.0%	--	--



## MWRA Employees' Retirement System

# ESTIMATED FEE SCHEDULE

Account	Fee Schedule	Market Value As of 3/31/2021	% of Portfolio	Estimated Annual Fee (\$)	Estimated Annual Fee (%)
Pinebridge (AIG) PEP V Large Market US Buyout (\$6m commitment in '07)	No Fee	\$127,137	0.0%	--	--
Pinebridge (AIG) PEP V Preferred Participation Fund (\$6m commitment in '07)	No Fee	\$239,501	0.0%	--	--
Pinebridge (AIG) PEP V Secondary (\$6m commitment in '07)	No Fee	\$34,233	0.0%	--	--
Pinebridge (AIG) PEP V Small-Mid Market US Buyout (\$6m commitment in '07)	No Fee	\$96,198	0.0%	--	--
Pinebridge (AIG) PEP V US Venture (\$6m commitment in '07)	No Fee	\$97,630	0.0%	--	--
Landmark XV (\$3m commitment in '13)	No Fee	\$1,246,194	0.2%	--	--
JFL Equity Investors IV, L.P. (\$6m commitment in '16)	No Fee	\$6,555,172	1.0%	--	--
Private Advisors Small Co. Coinvestment Fund, LP (\$4m commitment in '17)	No Fee	\$4,254,494	0.7%	--	--
Park Square Credit Opportunities III (\$3m commitment in '17)	No Fee	\$2,621,126	0.4%	--	--
Ironsides Constitution Opportunities (\$3m commitment in '18)	No Fee	\$2,478,906	0.4%	--	--
HarbourVest Dover Street X (\$9m commitment in '20)	No Fee	\$2,216,423	0.3%	--	--
Hamilton Lane Secondary Fund V LP (\$9m commitment in '20)	No Fee	\$2,098,715	0.3%	--	--
JFL Equity Investors V, L.P. (\$8m commitment in '20)	No Fee	\$2,286,697	0.3%	--	--
<b>Investment Management Fee</b>		<b>\$653,904,726</b>	<b>100.0%</b>	<b>\$2,531,520</b>	<b>0.39%</b>

**Note:**

Estimate fee for privates are ~\$1,301,900 annually, which brings the total expense ratio for privates to ~20 bps. This brings the total estimated expense ratio for MWRA to ~58 bps.





## MWRA Employees' Retirement System

# NOTES

- 1 - Results for periods longer than one year are annualized.
- 2 - Total Balances, Large Cap, Small Cap, and Other Composite performance starts 12/1/2010.
- 3 - Preliminary Total Composite net of fee since inception return is 7.0% for the current month.
- 4 - Preliminary Total Composite gross of fee since inception return is 8.6% for the current month.
- 5 - Targets, Allocation Index, and Policy Index have been updated to reflect new allocation of 06/01/2020.
- 6 - Policy Index changed from Nasdaq to Cambridge All PE to reflect as of 5/1/2012.
- 7 - Policy Index Consists of: 24% S&P 500, 7% Russell 2000, 12% MSCI ACWI IMI , 7% MSCI Emerging Markets, 10% BBgBarc US Aggregate TR, 4% BBgBarc US TIPS TR, 10% BBgBarc US Universal TR, 10% NCREIF Property Index, 10% C|A US All PE , 6% HFRI Fund of Funds Composite Index.
- 8 - Allocation index consists of: Weighted index of underlying managers to their respective benchmark.



# DISCLAIMERS & DISCLOSURES

- Past performance is no guarantee of future results.
- Returns for pooled funds, e.g. mutual funds and collective investment trusts, are collected from third parties; they are not generally calculated by NEPC. Returns for separate accounts, with some exceptions, are calculated by NEPC. Returns are reported net of manager fees unless otherwise noted.
- A “since inception” return, if reported, begins with the first full month after funding, although actual inception dates (e.g. the middle of a month) and the timing of cash flows are taken into account in Composite return calculations.
- NEPC’s preferred data source is the plan’s custodian bank or record-keeper. If data cannot be obtained from one of the preferred data sources, data provided by investment managers may be used. Information on market indices and security characteristics is received from additional providers. While NEPC has exercised reasonable professional care in preparing this report, we cannot guarantee the accuracy of all source information contained within. In addition, some index returns displayed in this report or used in calculation of a policy index, allocation index or other custom benchmark may be preliminary and subject to change.
- All investments carry some level of risk. Diversification and other asset allocation techniques are not guaranteed to ensure profit or protect against losses.
- The opinions presented herein represent the good faith views of NEPC as of the date of this presentation and are subject to change at any time. Neither fund performance nor universe rankings contained in this report should be considered a recommendation by NEPC.
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**The MWRA Employees' Retirement System  
Private Equity  
Ad Copy**

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The Massachusetts Water Resource Authority Employees' Retirement System (the "System") is soliciting proposals from investment firms to manage a **private equity mandate** for the System's \$650 million, defined benefit pension fund. The following private equity strategies will be considered: (1) growth equity, (2) co-investments and (3) special situations. The System anticipates committing approximately \$15 million for this mandate. Fund of Funds, Evergreen or hybrid vehicles will not be considered for this mandate.

In order to be considered, candidates must meet the following criteria:

1. Candidates must have familiarity with and agree to comply (in writing) with Massachusetts G.L. Chapter 32 and Chapter 176 of the Acts of 2011. Additionally, candidates must have familiarity and agree to comply with the reporting and investment guidelines administered by PERAC. Please refer to the links provided below for further investment guideline information.  
<https://malegislature.gov/Laws/SessionLaws/Acts/2011/Chapter176>  
<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleIV/Chapter32>
2. Candidates must be registered with the Securities and Exchange Commission or with the Secretary of State where the firm is domiciled.
3. Candidates must read and agree to the attached side letter pertaining to mandatory contractual language, based on the guidelines above.
4. Preference will be given to candidates that have raised at least one prior fund for the proposed strategy, however, this is subject to the Boards discretion.
5. The final close date of the proposed fund must be no earlier than September 30, 2021.
6. It is preferred that the proposed fund is raising at least \$250 million, however, lower amounts may be considered at the Boards discretion.
7. Candidates must complete the attached RFI, along with each appendix. Incomplete responses may be rejected.

By submitting a formal response to this RFP, the Manager acknowledges that the Investor, MWRA Employees' Retirement System, is bound by both Massachusetts Open Meeting Law as governed by Massachusetts General Laws Chapter 30A § 18-25 and 940 CMR 29.00, and the Massachusetts Public Records Law as governed by Massachusetts General Laws Chapter 66 and 950 CMR 32.00. All materials submitted in connection with this search may be subject to disclosure consistent with Massachusetts Public Records Law.

You may download the RFI and required PERAC forms (4 documents) on the NEPC website ([www.nepc.com/advertised-searches](http://www.nepc.com/advertised-searches)). The Board reserves the right to cancel or reject in whole or part any or all proposals in the best interest of the System.

All questions should be directed via email to the following contact (no phone calls please). **All proposals must be submitted via email to [MWRAsearch@nepc.com](mailto:MWRAsearch@nepc.com) by 2:00pm EDT on May 28, 2021.** Proposals received after the deadline will not be considered. Thank you in advance for your participation in this search.

## McManus, Julie

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**From:** Russo, Carolyn  
**Sent:** Friday, April 23, 2021 11:26 AM  
**To:** McManus, Julie  
**Subject:** FW: Boston Partners SCV 10 Year Attribution  
**Attachments:** Boston Partners MWRA 10 Yr Attribution 3.31.21.xlsx; Boston Partners - MWRA - Q1 2021.pdf

Julie:  
Please include in the Board Packages the email and attachments.  
Thank you.  
Carolyn

---

**From:** Grzejka, Sebastian <SGrzejka@nepc.com>  
**Sent:** Friday, April 23, 2021 10:57 AM  
**To:** Russo, Carolyn <Carolyn.Russo@mwra.com>; Fischer, Kiley <KFischer@nepc.com>  
**Subject:** [EXTERNAL] Boston Partners SCV 10 Year Attribution

**[EXTERNAL]: This is an external email. Do not click on links or attachments if sender is unknown or if the email is unexpected.**

Hi Carolyn,

I wanted to provide one last item for next week. At last months meeting, one of the Board members had asked if we can look at the attribution of Boston Partners performance. They have provided the attached, as well as the description below. This information is through the end of March. Please let me know if you have questions.

Sebastian

From Boston Partners:

Attached is the 10 year attribution for MWRA updated through 3/31. On a 10 year basis, we are ahead GOF 11.43 versus the 10.28 return of R2KV index. Of the 115 basis points of annualized outperformance (GOF) over the 10 year period, 108 bp's came from stock selection, with the residual coming from sector allocation. Stock selection led with strong performance from Info Tech and Energy. Our underweight to Real Estate and Utilities lagged, though as John discussed, we have not been able to justify what look to us to be expensive names in those "fixed income substitute" sectors and continue to find better opportunities for quality companies at attractive valuations elsewhere. The trailing one year attribution numbers show strength (102.73 GOF versus 97.07 R2KV), and should that continue we would expect that to start being reflected in the 3 and 5 year numbers as well.

We also included a few slides to highlight the long term environment – attached here as well. We believe value may be poised to outperform, note the value reversal and outperformance over growth since August 2020 on page 1. While we typically outperform our benchmark when both growth and value outperform, as noted on page 2, historically we have added significant value over the benchmark (note the green bars) when there is a larger percentage value outperformance.

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MWRA vs. Russell 2000 Value

USD

Attribution

GICS Sectors - All Excluded: [Cash]

3/31/2011 to 3/31/2021

	MWRA			Russell 2000 Value			Variation			Attribution Analysis		
	Average Weight	Total Return	Contribution To Return	Average Weight	Total Return	Contribution To Return	Average Weight	Total Return	Contribution To Return	Allocation Effect	Selection Effect	Total Effect
Communication Services	2.14	5.39	0.30	2.85	5.12	0.26	-0.71	0.28	0.03	0.02	0.07	0.08
Consumer Discretionary	12.10	14.09	2.94	9.17	14.13	2.27	2.93	-0.04	0.67	0.11	-0.03	0.07
Consumer Staples	2.35	16.78	1.07	2.99	12.23	0.69	-0.64	4.54	0.38	0.04	0.14	0.18
Energy	6.36	-7.03	-0.66	5.46	-14.17	-1.51	0.91	7.14	0.85	-0.15	0.40	0.25
Financials	27.37	11.62	3.77	28.85	11.16	4.33	-1.48	0.46	-0.56	-0.06	0.03	-0.03
Health Care	7.17	17.53	1.66	5.11	15.33	1.27	2.06	2.20	0.38	0.07	-0.00	0.07
Industrials	21.32	10.44	3.13	13.77	10.66	2.08	7.55	-0.22	1.05	-0.07	0.12	0.05
Information Technology	10.81	21.11	3.42	8.81	15.06	1.66	2.00	6.05	1.76	0.12	0.47	0.59
Materials	6.56	9.15	0.77	4.96	8.13	0.76	1.60	1.02	0.02	0.07	-0.02	0.04
Real Estate	3.22	1.45	0.42	11.45	8.86	1.59	-8.22	-7.41	-1.17	-0.01	-0.13	-0.13
Utilities	0.59	17.46	0.33	6.59	10.96	1.24	-6.00	6.49	-0.91	-0.06	0.05	-0.01
<b>Total</b>	<b>100.00</b>	<b>11.43</b>	<b>11.43</b>	<b>100.00</b>	<b>10.28</b>	<b>10.28</b>	<b>--</b>	<b>1.15</b>	<b>1.15</b>	<b>0.07</b>	<b>1.08</b>	<b>1.15</b>

Attribution excludes cash and cash flows. Attribution results are typically within a basis point or two (on a month-to-month basis) compared to actual client performance.

MWRA Employees' Retirement System vs. Russell 1000 Value

USD

Sector Attribution - 2 Factor

Security Name

12/31/2020 to 3/31/2021

	MWRA Employees' Retirement System			Russell 1000 Value			Variation			Attribution Analysis		
	Port. Average Weight	Port. Total Return	Port. Contrib. To Return	Bench. Average Weight	Bench. Total Return	Bench. Contrib. To Return	Average Weight Difference	Total Return Difference	Contrib. To Return Difference	Allocation Effect	Selection + Interaction	Total Effect
<b>Total</b>	<b>100.00</b>	<b>6.31</b>	<b>6.31</b>	<b>100.00</b>	<b>11.26</b>	<b>11.26</b>	<b>--</b>	<b>-4.95</b>	<b>-4.95</b>	<b>-4.95</b>	<b>--</b>	<b>-4.95</b>
U.S. Bancorp	4.73	19.61	0.93	0.37	19.61	0.07	4.36	--	0.86	0.37	--	0.37
Lowe's Companies, Inc.	4.74	18.90	0.83	--	--	--	4.74	18.90	0.83	0.30	--	0.30
AmerisourceBergen Corporation	3.27	21.28	0.66	0.05	21.28	0.01	3.22	--	0.65	0.28	--	0.28
Kroger Co.	2.94	13.93	0.52	0.15	13.93	0.02	2.80	--	0.50	0.21	--	0.21
Walmart Inc.	--	--	--	1.08	-5.37	-0.07	-1.08	5.37	0.07	0.19	--	0.19
State Street Corporation	4.02	16.14	0.65	0.15	16.14	0.02	3.87	--	0.63	0.19	--	0.19
Walt Disney Company	--	--	--	1.84	1.84	0.05	-1.84	-1.84	-0.05	0.16	--	0.16
Verizon Communications Inc.	--	--	--	1.30	0.04	-0.01	-1.30	-0.04	0.01	0.16	--	0.16
Procter & Gamble Company	--	--	--	0.98	-2.08	-0.03	-0.98	2.08	0.03	0.14	--	0.14
Pfizer Inc.	--	--	--	1.10	-0.51	-0.02	-1.10	0.51	0.02	0.14	--	0.14
NextEra Energy, Inc.	--	--	--	0.85	-1.49	-0.01	-0.85	1.49	0.01	0.11	--	0.11
Aflac Incorporated	2.51	15.91	0.40	0.18	15.91	0.03	2.33	--	0.38	0.11	--	0.11
Chevron Corporation	1.80	25.80	0.44	1.03	25.80	0.25	0.77	--	0.19	0.10	--	0.10
Comcast Corporation Class A	--	--	--	1.32	3.74	0.05	-1.32	-3.74	-0.05	0.10	--	0.10
Danaher Corporation	--	--	--	0.80	1.42	0.02	-0.80	-1.42	-0.02	0.08	--	0.08
T-Mobile US, Inc.	--	--	--	0.39	-7.09	-0.03	-0.39	7.09	0.03	0.08	--	0.08
Honeywell International Inc.	--	--	--	0.81	2.52	0.01	-0.81	-2.52	-0.01	0.07	--	0.07
Peloton Interactive, Inc. Class A	--	--	--	0.14	-25.89	-0.04	-0.14	25.89	0.04	0.06	--	0.06
Fidelity National Information Services, Inc.	--	--	--	0.47	-0.33	-0.00	-0.47	0.33	0.00	0.06	--	0.06

Becton, Dickinson and Company	--	--	--	0.39	-2.49	-0.01	-0.39	2.49	0.01	0.05	--	0.05
Mondelez International, Inc. Class A	--	--	--	0.44	0.64	-0.00	-0.44	-0.64	0.00	0.05	--	0.05
McDonald's Corporation	--	--	--	0.76	5.11	0.03	-0.76	-5.11	-0.03	0.05	--	0.05
AT&T Inc.	--	--	--	1.16	7.14	0.08	-1.16	-7.14	-0.08	0.05	--	0.05
PepsiCo, Inc.	--	--	--	0.28	-3.86	-0.02	-0.28	3.86	0.02	0.05	--	0.05
Viatis, Inc.	--	--	--	0.11	-25.45	-0.03	-0.11	25.45	0.03	0.05	--	0.05
Bristol-Myers Squibb Company	--	--	--	0.50	2.56	0.01	-0.50	-2.56	-0.01	0.05	--	0.05
Roper Technologies, Inc.	--	--	--	0.20	-6.31	-0.02	-0.20	6.31	0.02	0.04	--	0.04
Stryker Corporation	--	--	--	0.31	-0.34	-0.00	-0.31	0.34	0.00	0.04	--	0.04
BlackRock, Inc.	--	--	--	0.59	5.12	0.03	-0.59	-5.12	-0.03	0.04	--	0.04
Linde plc	--	--	--	0.75	6.77	0.05	-0.75	-6.77	-0.05	0.04	--	0.04
Cognizant Technology Solutions Corporation	--	--	--	0.21	-4.37	-0.01	-0.21	4.37	0.01	0.04	--	0.04
Electronic Arts Inc.	--	--	--	0.19	-5.61	-0.01	-0.19	5.61	0.01	0.03	--	0.03
Microchip Technology Incorporated	3.14	12.66	0.38	0.05	12.66	0.01	3.09	--	0.37	0.03	--	0.03
Dominion Energy Inc	--	--	--	0.33	1.95	0.00	-0.33	-1.95	-0.00	0.03	--	0.03
Southern Company	--	--	--	0.35	2.27	0.01	-0.35	-2.27	-0.01	0.03	--	0.03
Intercontinental Exchange, Inc.	--	--	--	0.23	-2.85	-0.01	-0.23	2.85	0.01	0.03	--	0.03
Ecolab Inc.	--	--	--	0.24	-0.84	-0.00	-0.24	0.84	0.00	0.03	--	0.03
Chubb Limited	--	--	--	0.40	3.11	0.02	-0.40	-3.11	-0.02	0.03	--	0.03
International Business Machines Corporation	--	--	--	0.62	7.28	0.04	-0.62	-7.28	-0.04	0.03	--	0.03
Activision Blizzard, Inc.	--	--	--	0.24	0.16	0.00	-0.24	-0.16	-0.00	0.03	--	0.03
Newmont Corporation	--	--	--	0.27	1.63	0.00	-0.27	-1.63	-0.00	0.03	--	0.03
Starbucks Corporation	--	--	--	0.29	2.58	0.01	-0.29	-2.58	-0.01	0.03	--	0.03
Autodesk, Inc.	--	--	--	0.12	-9.23	-0.01	-0.12	9.23	0.01	0.03	--	0.03
Berkshire Hathaway Inc. Class B	--	--	--	2.52	10.18	0.26	-2.52	-10.18	-0.26	0.03	--	0.03
Alexandria Real Estate Equities, Inc.	--	--	--	0.12	-7.21	-0.01	-0.12	7.21	0.01	0.03	--	0.03
V.F. Corporation	--	--	--	0.14	-5.85	-0.01	-0.14	5.85	0.01	0.02	--	0.02
Air Products and Chemicals, Inc.	--	--	--	0.29	3.52	0.01	-0.29	-3.52	-0.01	0.02	--	0.02
Liberty Broadband Corp. Class C	--	--	--	0.13	-5.19	-0.01	-0.13	5.19	0.01	0.02	--	0.02
United Parcel Service, Inc. Class B	--	--	--	0.22	1.59	0.00	-0.22	-1.59	-0.00	0.02	--	0.02
Progressive Corporation	--	--	--	0.21	1.39	0.00	-0.21	-1.39	-0.00	0.02	--	0.02
Xcel Energy Inc.	--	--	--	0.18	0.50	-0.00	-0.18	-0.50	0.00	0.02	--	0.02
Digital Realty Trust, Inc.	--	--	--	0.21	1.83	0.00	-0.21	-1.83	-0.00	0.02	--	0.02



TransDigm Group Incorporated	--	--	--	0.13	-5.00	-0.01	-0.13	5.00	0.01	0.02	--	0.02
Alexion Pharmaceuticals, Inc.	--	--	--	0.15	-2.13	-0.00	-0.15	2.13	0.00	0.02	--	0.02
American Water Works Company, Inc.	--	--	--	0.15	-1.99	-0.00	-0.15	1.99	0.00	0.02	--	0.02
Edison International	--	--	--	0.12	-5.68	-0.01	-0.12	5.68	0.01	0.02	--	0.02
American Electric Power Company, Inc.	--	--	--	0.22	2.66	0.00	-0.22	-2.66	-0.00	0.02	--	0.02
Stanley Black & Decker, Inc.	2.17	12.24	0.27	0.15	12.24	0.02	2.02	--	0.25	0.02	--	0.02
Philip Morris International Inc.	--	--	--	0.73	8.63	0.06	-0.73	-8.63	-0.06	0.02	--	0.02
Kimberly-Clark Corporation	--	--	--	0.25	4.04	0.01	-0.25	-4.04	-0.01	0.02	--	0.02
SBA Communications Corp. Class A	--	--	--	0.14	-1.39	-0.00	-0.14	1.39	0.00	0.02	--	0.02
Prologis, Inc.	--	--	--	0.42	7.02	0.03	-0.42	-7.02	-0.03	0.02	--	0.02
Duke Energy Corporation	--	--	--	0.37	6.55	0.02	-0.37	-6.55	-0.02	0.02	--	0.02
Costco Wholesale Corporation	--	--	--	0.10	-6.27	-0.01	-0.10	6.27	0.01	0.02	--	0.02
Union Pacific Corporation	--	--	--	0.39	6.35	0.02	-0.39	-6.35	-0.02	0.02	--	0.02
Yum! Brands, Inc.	--	--	--	0.16	0.12	-0.00	-0.16	-0.12	0.00	0.02	--	0.02
CSX Corporation	--	--	--	0.39	6.57	0.03	-0.39	-6.57	-0.03	0.02	--	0.02
Eversource Energy	--	--	--	0.16	0.87	0.00	-0.16	-0.87	-0.00	0.02	--	0.02
Humana Inc.	--	--	--	0.18	2.36	0.00	-0.18	-2.36	-0.00	0.02	--	0.02
Fiserv, Inc.	--	--	--	0.26	4.55	0.01	-0.26	-4.55	-0.01	0.02	--	0.02
Exelon Corporation	--	--	--	0.23	4.60	0.01	-0.23	-4.60	-0.01	0.02	--	0.02
Analog Devices, Inc.	--	--	--	0.28	5.45	0.01	-0.28	-5.45	-0.01	0.02	--	0.02
Guidewire Software, Inc.	--	--	--	0.04	-21.05	-0.01	-0.04	21.05	0.01	0.02	--	0.02
PerkinElmer, Inc.	--	--	--	0.07	-10.56	-0.01	-0.07	10.56	0.01	0.02	--	0.02
PG&E Corporation	--	--	--	0.09	-6.02	-0.01	-0.09	6.02	0.01	0.02	--	0.02
Marvell Technology Group Ltd.	--	--	--	0.18	3.03	0.00	-0.18	-3.03	-0.00	0.02	--	0.02
WEC Energy Group Inc	--	--	--	0.15	2.52	0.00	-0.15	-2.52	-0.00	0.02	--	0.02
Otis Worldwide Corporation	--	--	--	0.15	1.65	0.00	-0.15	-1.65	-0.00	0.02	--	0.02
Leidos Holdings, Inc.	--	--	--	0.07	-8.08	-0.01	-0.07	8.08	0.01	0.01	--	0.01
Sempra Energy	--	--	--	0.20	4.95	0.01	-0.20	-4.95	-0.01	0.01	--	0.01
General Mills, Inc.	--	--	--	0.19	5.20	0.01	-0.19	-5.20	-0.01	0.01	--	0.01
Fortive Corp.	--	--	--	0.11	-0.15	-0.00	-0.11	0.15	0.00	0.01	--	0.01
Constellation Brands, Inc. Class A	--	--	--	0.20	4.43	0.01	-0.20	-4.43	-0.01	0.01	--	0.01
Arthur J. Gallagher & Co.	--	--	--	0.13	1.26	0.00	-0.13	-1.26	-0.00	0.01	--	0.01
salesforce.com, inc.	--	--	--	0.08	-4.79	-0.00	-0.08	4.79	0.00	0.01	--	0.01

Zimmer Biomet Holdings, Inc.	--	--	--	0.18	4.04	0.01	-0.18	-4.04	-0.01	0.01	--	0.01
QIAGEN NV	--	--	--	0.06	-7.87	-0.01	-0.06	7.87	0.01	0.01	--	0.01
PPG Industries, Inc.	--	--	--	0.19	4.60	0.01	-0.19	-4.60	-0.01	0.01	--	0.01
Entergy Corporation	--	--	--	0.11	0.63	-0.00	-0.11	-0.63	0.00	0.01	--	0.01
Public Service Enterprise Group Inc	--	--	--	0.16	4.20	0.01	-0.16	-4.20	-0.01	0.01	--	0.01
Raytheon Technologies Corporation	--	--	--	0.57	8.75	0.05	-0.57	-8.75	-0.05	0.01	--	0.01
CrowdStrike Holdings, Inc. Class A	--	--	--	0.05	-13.84	-0.01	-0.05	13.84	0.01	0.01	--	0.01
TJX Companies Inc	--	--	--	0.08	-2.77	-0.00	-0.08	2.77	0.00	0.01	--	0.01
First Solar, Inc.	--	--	--	0.05	-11.75	-0.01	-0.05	11.75	0.01	0.01	--	0.01
Elanco Animal Health, Inc.	--	--	--	0.08	-3.98	-0.00	-0.08	3.98	0.00	0.01	--	0.01
Allstate Corporation	--	--	--	0.18	5.28	0.01	-0.18	-5.28	-0.01	0.01	--	0.01
Albemarle Corporation	--	--	--	0.10	-0.72	0.00	-0.10	0.72	-0.00	0.01	--	0.01
Sun Communities, Inc.	--	--	--	0.09	-0.71	-0.00	-0.09	0.71	0.00	0.01	--	0.01
Abbott Laboratories	--	--	--	0.70	9.90	0.07	-0.70	-9.90	-0.07	0.01	--	0.01
Advanced Micro Devices, Inc.	--	--	--	0.04	-14.40	-0.01	-0.04	14.40	0.01	0.01	--	0.01
Vistra Corp.	--	--	--	0.05	-9.33	-0.00	-0.05	9.33	0.00	0.01	--	0.01
SS&C Technologies Holdings, Inc.	--	--	--	0.07	-3.73	-0.00	-0.07	3.73	0.00	0.01	--	0.01
McCormick & Company, Incorporated	--	--	--	0.05	-6.74	-0.00	-0.05	6.74	0.00	0.01	--	0.01
CMS Energy Corporation	--	--	--	0.09	1.11	-0.00	-0.09	-1.11	0.00	0.01	--	0.01
Grubhub, Inc.	--	--	--	0.03	-19.21	-0.01	-0.03	19.21	0.01	0.01	--	0.01
Boston Scientific Corporation	--	--	--	0.30	7.51	0.02	-0.30	-7.51	-0.02	0.01	--	0.01
Realty Income Corporation	--	--	--	0.12	3.32	0.00	-0.12	-3.32	-0.00	0.01	--	0.01
VeriSign, Inc.	--	--	--	0.04	-8.15	-0.00	-0.04	8.15	0.00	0.01	--	0.01
Consolidated Edison, Inc.	--	--	--	0.13	4.65	0.01	-0.13	-4.65	-0.01	0.01	--	0.01
FMC Corporation	--	--	--	0.06	-3.34	-0.00	-0.06	3.34	0.00	0.01	--	0.01
Essential Utilities, Inc.	--	--	--	0.06	-4.88	-0.00	-0.06	4.88	0.00	0.01	--	0.01
Amcor PLC	--	--	--	0.08	0.26	-0.00	-0.08	-0.26	0.00	0.01	--	0.01
Catalent Inc	--	--	--	0.10	1.19	0.00	-0.10	-1.19	-0.00	0.01	--	0.01
IAA, Inc.	--	--	--	0.03	-15.14	-0.01	-0.03	15.14	0.01	0.01	--	0.01
PPL Corporation	--	--	--	0.12	3.83	0.00	-0.12	-3.83	-0.00	0.01	--	0.01
Zillow Group, Inc. Class C	--	--	--	0.11	-0.12	0.00	-0.11	0.12	-0.00	0.01	--	0.01
Packaging Corporation of America	--	--	--	0.07	-1.78	-0.00	-0.07	1.78	0.00	0.01	--	0.01
Charter Communications, Inc. Class A	--	--	--	0.05	-6.73	-0.00	-0.05	6.73	0.00	0.01	--	0.01

STERIS Plc	--	--	--	0.08	0.73	0.00	-0.08	-0.73	-0.00	0.01	--	0.01
Crown Holdings, Inc.	--	--	--	0.06	-2.96	-0.00	-0.06	2.96	0.00	0.01	--	0.01
CyrusOne Inc.	--	--	--	0.05	-6.71	-0.00	-0.05	6.71	0.00	0.01	--	0.01
Republic Services, Inc.	--	--	--	0.11	3.61	0.00	-0.11	-3.61	-0.00	0.01	--	0.01
Bio-Rad Laboratories, Inc. Class A	--	--	--	0.07	-2.02	-0.00	-0.07	2.02	0.00	0.01	--	0.01
Amphenol Corporation Class A	--	--	--	0.09	1.12	0.00	-0.09	-1.12	-0.00	0.01	--	0.01
Yum China Holdings, Inc.	--	--	--	0.12	3.92	0.01	-0.12	-3.92	-0.01	0.01	--	0.01
Baxter International Inc.	--	--	--	0.13	5.44	0.01	-0.13	-5.44	-0.01	0.01	--	0.01
L3Harris Technologies Inc	--	--	--	0.22	7.81	0.02	-0.22	-7.81	-0.02	0.01	--	0.01
Brown & Brown, Inc.	--	--	--	0.06	-3.38	-0.00	-0.06	3.38	0.00	0.01	--	0.01
AMETEK, Inc.	--	--	--	0.15	5.79	0.01	-0.15	-5.79	-0.01	0.01	--	0.01
Aptiv PLC	--	--	--	0.22	5.84	0.02	-0.22	-5.84	-0.02	0.01	--	0.01
Nuance Communications, Inc.	--	--	--	0.07	-1.02	-0.00	-0.07	1.02	0.00	0.01	--	0.01
Varian Medical Systems, Inc.	--	--	--	0.08	0.87	0.00	-0.08	-0.87	-0.00	0.01	--	0.01
DaVita Inc.	--	--	--	0.04	-8.20	-0.00	-0.04	8.20	0.00	0.01	--	0.01
Medical Properties Trust, Inc.	--	--	--	0.07	-1.09	-0.00	-0.07	1.09	0.00	0.01	--	0.01
Xylem Inc.	--	--	--	0.10	3.63	0.00	-0.10	-3.63	-0.00	0.01	--	0.01
Agilent Technologies, Inc.	--	--	--	0.19	7.48	0.01	-0.19	-7.48	-0.01	0.01	--	0.01
Universal Health Services, Inc. Class B	--	--	--	0.05	-2.85	-0.00	-0.05	2.85	0.00	0.01	--	0.01
Discover Financial Services	--	--	--	0.16	5.43	0.01	-0.16	-5.43	-0.01	0.01	--	0.01
Ameren Corporation	--	--	--	0.10	4.99	0.00	-0.10	-4.99	-0.00	0.01	--	0.01
Maxim Integrated Products, Inc.	--	--	--	0.09	3.07	0.00	-0.09	-3.07	-0.00	0.01	--	0.01
IPG Photonics Corporation	--	--	--	0.04	-5.74	-0.00	-0.04	5.74	0.00	0.01	--	0.01
Perrigo Co. Plc	--	--	--	0.03	-8.98	-0.00	-0.03	8.98	0.00	0.01	--	0.01
Zoetis, Inc. Class A	--	--	--	0.04	-4.70	-0.00	-0.04	4.70	0.00	0.01	--	0.01
W. P. Carey Inc.	--	--	--	0.07	1.74	0.00	-0.07	-1.74	-0.00	0.01	--	0.01
S&P Global, Inc.	--	--	--	0.18	7.60	0.01	-0.18	-7.60	-0.01	0.01	--	0.01
Centene Corporation	--	--	--	0.14	6.46	0.01	-0.14	-6.46	-0.01	0.01	--	0.01
FedEx Corporation	--	--	--	0.35	9.68	0.03	-0.35	-9.68	-0.03	0.01	--	0.01
Clorox Company	--	--	--	0.04	-3.98	-0.00	-0.04	3.98	0.00	0.01	--	0.01
Terminix Global Holdings Inc	--	--	--	0.04	-6.55	-0.00	-0.04	6.55	0.00	0.01	--	0.01
Ionis Pharmaceuticals, Inc.	--	--	--	0.02	-20.48	-0.00	-0.02	20.48	0.00	0.01	--	0.01
New York Times Company Class A	--	--	--	0.05	-2.10	-0.00	-0.05	2.10	0.00	0.01	--	0.01

Ceridian HCM Holding, Inc.	--	--	--	0.02	-20.92	-0.00	-0.02	20.92	0.00	0.01	--	0.01
Travelers Companies, Inc.	--	--	--	0.21	7.74	0.02	-0.21	-7.74	-0.02	0.01	--	0.01
Royalty Pharma Plc Class A	--	--	--	0.02	-12.53	-0.00	-0.02	12.53	0.00	0.01	--	0.01
Hormel Foods Corporation	--	--	--	0.07	3.06	0.00	-0.07	-3.06	-0.00	0.01	--	0.01
Weyerhaeuser Company	--	--	--	0.14	6.72	0.01	-0.14	-6.72	-0.01	0.01	--	0.01
Science Applications International Corp.	--	--	--	0.03	-11.34	-0.00	-0.03	11.34	0.00	0.01	--	0.01
Euronet Worldwide, Inc.	--	--	--	0.04	-4.57	-0.00	-0.04	4.57	0.00	0.01	--	0.01
Lamb Weston Holdings, Inc.	--	--	--	0.05	-1.31	-0.00	-0.05	1.31	0.00	0.01	--	0.01
Jazz Pharmaceuticals Public Limited Co	--	--	--	0.05	-0.41	-0.00	-0.05	0.41	0.00	0.01	--	0.01
Equifax Inc.	--	--	--	0.03	-5.86	-0.00	-0.03	5.86	0.00	0.01	--	0.01
FireEye, Inc.	--	--	--	0.02	-15.13	-0.00	-0.02	15.13	0.00	0.01	--	0.01
AbbVie, Inc.	--	--	--	0.06	2.17	0.00	-0.06	-2.17	-0.00	0.01	--	0.01
Aramark	--	--	--	0.05	-1.53	-0.00	-0.05	1.53	0.00	0.01	--	0.01
Vontier Corp	--	--	--	0.03	-9.37	-0.00	-0.03	9.37	0.00	0.01	--	0.01
Amdocs Limited	--	--	--	0.05	-0.65	0.00	-0.05	0.65	-0.00	0.01	--	0.01
SAGE Therapeutics, Inc.	--	--	--	0.02	-13.48	-0.00	-0.02	13.48	0.00	0.01	--	0.01
Las Vegas Sands Corp.	--	--	--	0.06	1.95	0.00	-0.06	-1.95	-0.00	0.01	--	0.01
Lumentum Holdings, Inc.	--	--	--	0.03	-3.64	-0.00	-0.03	3.64	0.00	0.01	--	0.01
Kellogg Company	--	--	--	0.05	2.74	0.00	-0.05	-2.74	-0.00	0.01	--	0.01
C.H. Robinson Worldwide, Inc.	--	--	--	0.06	2.23	0.00	-0.06	-2.23	-0.00	0.01	--	0.01
Cree, Inc.	--	--	--	0.07	2.11	0.00	-0.07	-2.11	-0.00	0.01	--	0.01
STORE Capital Corporation	--	--	--	0.04	-0.35	-0.00	-0.04	0.35	0.00	0.01	--	0.01
Zillow Group, Inc. Class A	--	--	--	0.04	-3.35	0.00	-0.04	3.35	-0.00	0.01	--	0.01
Hasbro, Inc.	--	--	--	0.07	3.50	0.00	-0.07	-3.50	-0.00	0.01	--	0.01
PACCAR Inc	--	--	--	0.18	8.05	0.01	-0.18	-8.05	-0.01	0.01	--	0.01
IDEX Corporation	--	--	--	0.08	5.34	0.00	-0.08	-5.34	-0.00	0.01	--	0.01
Atmos Energy Corporation	--	--	--	0.06	4.28	0.00	-0.06	-4.28	-0.00	0.01	--	0.01
Array Technologies Inc	--	--	--	0.01	-30.88	-0.00	-0.01	30.88	0.00	0.01	--	0.01
Duke Realty Corporation	--	--	--	0.08	5.55	0.00	-0.08	-5.55	-0.00	0.01	--	0.01
Gaming and Leisure Properties, Inc.	--	--	--	0.05	1.63	0.00	-0.05	-1.63	-0.00	0.01	--	0.01
Globe Life Inc.	--	--	--	0.05	1.96	0.00	-0.05	-1.96	-0.00	0.01	--	0.01
Healthpeak Properties, Inc.	--	--	--	0.09	6.05	0.01	-0.09	-6.05	-0.01	0.01	--	0.01
Twilio, Inc. Class A	--	--	--	0.05	0.67	0.00	-0.05	-0.67	-0.00	0.00	--	0.00

Cooper Companies, Inc.	--	--	--	0.09	5.73	0.01	-0.09	-5.73	-0.01	0.00	--	0.00
Teledyne Technologies Incorporated	--	--	--	0.08	5.53	0.00	-0.08	-5.53	-0.00	0.00	--	0.00
Stericycle, Inc.	--	--	--	0.03	-2.63	-0.00	-0.03	2.63	0.00	0.00	--	0.00
Annaly Capital Management, Inc.	--	--	--	0.07	4.34	0.00	-0.07	-4.34	-0.00	0.00	--	0.00
Lemonade Inc	--	--	--	0.01	-23.98	-0.00	-0.01	23.98	0.00	0.00	--	0.00
Globus Medical Inc Class A	--	--	--	0.03	-5.44	-0.00	-0.03	5.44	0.00	0.00	--	0.00
RenaissanceRe Holdings Ltd.	--	--	--	0.03	-3.15	-0.00	-0.03	3.15	0.00	0.00	--	0.00
Illinois Tool Works Inc.	--	--	--	0.20	9.20	0.02	-0.20	-9.20	-0.02	0.00	--	0.00
Baker Hughes Company Class A	--	--	--	0.08	4.47	0.01	-0.08	-4.47	-0.01	0.00	--	0.00
Waste Management, Inc.	--	--	--	0.24	9.93	0.02	-0.24	-9.93	-0.02	0.00	--	0.00
Pinnacle West Capital Corporation	--	--	--	0.05	2.87	0.00	-0.05	-2.87	-0.00	0.00	--	0.00
Woodward, Inc.	--	--	--	0.04	-0.60	-0.00	-0.04	0.60	0.00	0.00	--	0.00
XPO Logistics, Inc.	--	--	--	0.06	3.44	0.00	-0.06	-3.44	-0.00	0.00	--	0.00
Liberty Media Corporation Series C Libe	--	--	--	0.05	1.62	0.00	-0.05	-1.62	-0.00	0.00	--	0.00
Sealed Air Corporation	--	--	--	0.04	0.44	0.00	-0.04	-0.44	-0.00	0.00	--	0.00
Alliant Energy Corp	--	--	--	0.07	5.97	0.00	-0.07	-5.97	-0.00	0.00	--	0.00
Henry Schein, Inc.	--	--	--	0.05	3.56	0.00	-0.05	-3.56	-0.00	0.00	--	0.00
IQVIA Holdings Inc	--	--	--	0.12	7.80	0.01	-0.12	-7.80	-0.01	0.00	--	0.00
Liberty Broadband Corp. Class A	--	--	--	0.02	-7.89	-0.00	-0.02	7.89	0.00	0.00	--	0.00
Dollar Tree, Inc.	--	--	--	0.07	5.94	0.00	-0.07	-5.94	-0.00	0.00	--	0.00
Rockwell Automation, Inc.	--	--	--	0.08	6.29	0.01	-0.08	-6.29	-0.01	0.00	--	0.00
Teleflex Incorporated	--	--	--	0.04	1.03	0.00	-0.04	-1.03	-0.00	0.00	--	0.00
Graco Inc.	--	--	--	0.03	-0.76	-0.00	-0.03	0.76	0.00	0.00	--	0.00
National Instruments Corporation	--	--	--	0.03	-1.09	-0.00	-0.03	1.09	0.00	0.00	--	0.00
Equity LifeStyle Properties, Inc.	--	--	--	0.04	1.01	0.00	-0.04	-1.01	-0.00	0.00	--	0.00
Arch Capital Group Ltd.	--	--	--	0.08	6.38	0.00	-0.08	-6.38	-0.00	0.00	--	0.00
CACI International Inc Class A	--	--	--	0.03	-1.07	-0.00	-0.03	1.07	0.00	0.00	--	0.00
Herbalife Nutrition Ltd.	--	--	--	0.02	-7.68	-0.00	-0.02	7.68	0.00	0.00	--	0.00
Carter's, Inc.	--	--	--	0.02	-5.46	-0.00	-0.02	5.46	0.00	0.00	--	0.00
Omega Healthcare Investors, Inc.	--	--	--	0.05	2.69	0.00	-0.05	-2.69	-0.00	0.00	--	0.00
CenterPoint Energy, Inc.	--	--	--	0.06	5.45	0.00	-0.06	-5.45	-0.00	0.00	--	0.00
Ciena Corporation	--	--	--	0.05	3.54	0.00	-0.05	-3.54	-0.00	0.00	--	0.00
Aptargroup, Inc.	--	--	--	0.05	3.76	0.00	-0.05	-3.76	-0.00	0.00	--	0.00

bluebird bio, Inc.	--	--	--	0.01	-30.32	-0.00	-0.01	30.32	0.00	0.00	--	0.00
Fidelity National Financial, Inc. - FNF Gr	--	--	--	0.06	4.91	0.00	-0.06	-4.91	-0.00	0.00	--	0.00
Willis Towers Watson Public Limited Cor	--	--	--	0.15	8.97	0.01	-0.15	-8.97	-0.01	0.00	--	0.00
VEREIT, Inc.	--	--	--	0.05	3.42	0.00	-0.05	-3.42	-0.00	0.00	--	0.00
Vail Resorts, Inc.	--	--	--	0.06	4.55	0.00	-0.06	-4.55	-0.00	0.00	--	0.00
Liberty Media Corp. Series C Liberty Sini	--	--	--	0.04	1.38	0.00	-0.04	-1.38	-0.00	0.00	--	0.00
WEX Inc.	--	--	--	0.05	2.80	0.00	-0.05	-2.80	-0.00	0.00	--	0.00
Hilton Worldwide Holdings Inc	--	--	--	0.17	8.68	0.02	-0.17	-8.68	-0.02	0.00	--	0.00
Madison Square Garden Entertainment C	--	--	--	0.01	-22.12	-0.00	-0.01	22.12	0.00	0.00	--	0.00
Premier Inc. Class A	--	--	--	0.02	-3.02	-0.00	-0.02	3.02	0.00	0.00	--	0.00
Service Corporation International	--	--	--	0.05	4.43	0.00	-0.05	-4.43	-0.00	0.00	--	0.00
Apollo Global Management Inc. Class A	--	--	--	0.02	-2.90	-0.00	-0.02	2.90	0.00	0.00	--	0.00
Quest Diagnostics Incorporated	--	--	--	0.09	8.17	0.01	-0.09	-8.17	-0.01	0.00	--	0.00
Keysight Technologies Inc	--	--	--	0.10	8.56	0.01	-0.10	-8.56	-0.01	0.00	--	0.00
Invitation Homes, Inc.	--	--	--	0.09	8.31	0.01	-0.09	-8.31	-0.01	0.00	--	0.00
NRG Energy, Inc.	--	--	--	0.04	1.27	0.00	-0.04	-1.27	-0.00	0.00	--	0.00
IHS Markit Ltd.	--	--	--	0.09	7.98	0.01	-0.09	-7.98	-0.01	0.00	--	0.00
Assurant, Inc.	--	--	--	0.04	4.63	0.00	-0.04	-4.63	-0.00	0.00	--	0.00
Alkermes Plc	--	--	--	0.02	-6.37	-0.00	-0.02	6.37	0.00	0.00	--	0.00
Erie Indemnity Company Class A	--	--	--	0.01	-9.67	-0.00	-0.01	9.67	0.00	0.00	--	0.00
Alleghany Corporation	--	--	--	0.04	3.74	0.00	-0.04	-3.74	-0.00	0.00	--	0.00
Encompass Health Corporation	--	--	--	0.02	-0.62	-0.00	-0.02	0.62	0.00	0.00	--	0.00
Uber Technologies, Inc.	--	--	--	0.10	6.88	0.01	-0.10	-6.88	-0.01	0.00	--	0.00
Americold Realty Trust	--	--	--	0.04	3.64	0.00	-0.04	-3.64	-0.00	0.00	--	0.00
OGE Energy Corp.	--	--	--	0.03	2.84	0.00	-0.03	-2.84	-0.00	0.00	--	0.00
Healthcare Trust of America, Inc. Class	--	--	--	0.03	2.54	0.00	-0.03	-2.54	-0.00	0.00	--	0.00
American Campus Communities, Inc.	--	--	--	0.03	2.10	0.00	-0.03	-2.10	-0.00	0.00	--	0.00
Brown-Forman Corporation Class B	--	--	--	0.01	-12.95	-0.00	-0.01	12.95	0.00	0.00	--	0.00
Rexford Industrial Realty, Inc.	--	--	--	0.03	3.11	0.00	-0.03	-3.11	-0.00	0.00	--	0.00
Hologic, Inc.	--	--	--	0.03	2.13	0.00	-0.03	-2.13	-0.00	0.00	--	0.00
Public Storage	--	--	--	0.07	7.74	0.00	-0.07	-7.74	-0.00	0.00	--	0.00
Dolby Laboratories, Inc. Class A	--	--	--	0.03	1.88	0.00	-0.03	-1.88	-0.00	0.00	--	0.00
Cintas Corporation	--	--	--	0.02	-3.23	-0.00	-0.02	3.23	0.00	0.00	--	0.00

NOV Inc.	--	--	--	0.03	-0.07	0.00	-0.03	0.07	-0.00	0.00	--	0.00
NiSource Inc	--	--	--	0.05	6.14	0.00	-0.05	-6.14	-0.00	0.00	--	0.00
Citrix Systems, Inc.	--	--	--	0.07	8.18	0.00	-0.07	-8.18	-0.00	0.00	--	0.00
ICU Medical, Inc.	--	--	--	0.02	-4.22	-0.00	-0.02	4.22	0.00	0.00	--	0.00
CoreLogic, Inc.	--	--	--	0.03	2.90	0.00	-0.03	-2.90	-0.00	0.00	--	0.00
Take-Two Interactive Software, Inc.	--	--	--	0.01	-14.96	-0.00	-0.01	14.96	0.00	0.00	--	0.00
DuPont de Nemours, Inc.	--	--	--	0.26	9.14	0.02	-0.26	-9.14	-0.02	0.00	--	0.00
NCR Corporation	--	--	--	0.03	1.01	0.00	-0.03	-1.01	-0.00	0.00	--	0.00
Jack Henry & Associates, Inc.	--	--	--	0.01	-6.06	-0.00	-0.01	6.06	0.00	0.00	--	0.00
Keurig Dr Pepper Inc.	--	--	--	0.09	8.38	0.01	-0.09	-8.38	-0.01	0.00	--	0.00
Carlisle Companies Incorporated	--	--	--	0.04	5.75	0.00	-0.04	-5.75	-0.00	0.00	--	0.00
Sirius XM Holdings, Inc.	--	--	--	0.02	-4.16	-0.00	-0.02	4.16	0.00	0.00	--	0.00
Axis Capital Holdings Limited	--	--	--	0.02	-0.81	-0.00	-0.02	0.81	0.00	0.00	--	0.00
Gentex Corporation	--	--	--	0.05	5.47	0.00	-0.05	-5.47	-0.00	0.00	--	0.00
Synopsys, Inc.	--	--	--	0.02	-4.42	-0.00	-0.02	4.42	0.00	0.00	--	0.00
Axalta Coating Systems Ltd.	--	--	--	0.03	3.61	0.00	-0.03	-3.61	-0.00	0.00	--	0.00
Madison Square Garden Sports Corp. C	--	--	--	0.02	-2.52	-0.00	-0.02	2.52	0.00	0.00	--	0.00
Akamai Technologies, Inc.	--	--	--	0.02	-2.94	-0.00	-0.02	2.94	0.00	0.00	--	0.00
Fastenal Company	--	--	--	0.03	3.59	0.00	-0.03	-3.59	-0.00	0.00	--	0.00
Everest Re Group, Ltd.	--	--	--	0.05	6.51	0.00	-0.05	-6.51	-0.00	0.00	--	0.00
Ingersoll Rand Inc.	--	--	--	0.09	8.01	0.01	-0.09	-8.01	-0.01	0.00	--	0.00
Evergy, Inc.	--	--	--	0.07	8.28	0.01	-0.07	-8.28	-0.01	0.00	--	0.00
Boston Properties, Inc.	--	--	--	0.08	8.14	0.01	-0.08	-8.14	-0.01	0.00	--	0.00
Post Holdings, Inc.	--	--	--	0.04	4.66	0.00	-0.04	-4.66	-0.00	0.00	--	0.00
Cirrus Logic, Inc.	--	--	--	0.03	3.15	0.00	-0.03	-3.15	-0.00	0.00	--	0.00
MSA Safety, Inc.	--	--	--	0.03	0.68	0.00	-0.03	-0.68	-0.00	0.00	--	0.00
Dover Corporation	--	--	--	0.10	9.05	0.01	-0.10	-9.05	-0.01	0.00	--	0.00
Broadcom Inc.	--	--	--	0.05	6.70	0.00	-0.05	-6.70	-0.00	0.00	--	0.00
Curtiss-Wright Corporation	--	--	--	0.03	2.08	0.00	-0.03	-2.08	-0.00	0.00	--	0.00
Littelfuse, Inc.	--	--	--	0.03	4.02	0.00	-0.03	-4.02	-0.00	0.00	--	0.00
Donaldson Company, Inc.	--	--	--	0.04	4.44	0.00	-0.04	-4.44	-0.00	0.00	--	0.00
Oracle Corporation	--	--	--	0.08	8.89	0.01	-0.08	-8.89	-0.01	0.00	--	0.00
Leggett & Platt, Incorporated	--	--	--	0.03	3.89	0.00	-0.03	-3.89	-0.00	0.00	--	0.00

Choice Hotels International, Inc.	--	--	--	0.02	0.52	0.00	-0.02	-0.52	-0.00	0.00	--	0.00
Ball Corporation	--	--	--	0.01	-8.90	-0.00	-0.01	8.90	0.00	0.00	--	0.00
Bright Horizons Family Solutions, Inc.	--	--	--	0.02	-0.89	-0.00	-0.02	0.89	0.00	0.00	--	0.00
Hershey Company	--	--	--	0.03	4.37	0.00	-0.03	-4.37	-0.00	0.00	--	0.00
Nu Skin Enterprises, Inc. Class A	--	--	--	0.02	-2.46	-0.00	-0.02	2.46	0.00	0.00	--	0.00
BioMarin Pharmaceutical Inc.	--	--	--	0.01	-13.89	-0.00	-0.01	13.89	0.00	0.00	--	0.00
Pure Storage, Inc. Class A	--	--	--	0.01	-4.73	-0.00	-0.01	4.73	0.00	0.00	--	0.00
CDK Global, Inc.	--	--	--	0.03	4.61	0.00	-0.03	-4.61	-0.00	0.00	--	0.00
JBG SMITH Properties	--	--	--	0.02	1.66	0.00	-0.02	-1.66	-0.00	0.00	--	0.00
Campbell Soup Company	--	--	--	0.03	4.79	0.00	-0.03	-4.79	-0.00	0.00	--	0.00
Cboe Global Markets Inc	--	--	--	0.05	6.43	0.00	-0.05	-6.43	-0.00	0.00	--	0.00
Tiffany & Co.	--	--	--	0.01	0.01	0.00	-0.01	-0.01	-0.00	0.00	--	0.00
Unity Software, Inc.	--	--	--	0.00	-34.64	-0.00	-0.00	34.64	0.00	0.00	--	0.00
Westinghouse Air Brake Technologies C	--	--	--	0.08	8.30	0.01	-0.08	-8.30	-0.01	0.00	--	0.00
Genpact Limited	--	--	--	0.03	3.80	0.00	-0.03	-3.80	-0.00	0.00	--	0.00
TransUnion	--	--	--	0.01	-9.21	-0.00	-0.01	9.21	0.00	0.00	--	0.00
Paychex, Inc.	--	--	--	0.03	5.94	0.00	-0.03	-5.94	-0.00	0.00	--	0.00
Masco Corporation	--	--	--	0.08	9.33	0.01	-0.08	-9.33	-0.01	0.00	--	0.00
SEI Investments Company	--	--	--	0.04	6.02	0.00	-0.04	-6.02	-0.00	0.00	--	0.00
IDACORP, Inc.	--	--	--	0.03	4.94	0.00	-0.03	-4.94	-0.00	0.00	--	0.00
Kemper Corporation	--	--	--	0.03	4.18	0.00	-0.03	-4.18	-0.00	0.00	--	0.00
Planet Fitness, Inc. Class A	--	--	--	0.02	-0.43	-0.00	-0.02	0.43	0.00	0.00	--	0.00
Exact Sciences Corporation	--	--	--	0.01	-0.54	-0.00	-0.01	0.54	0.00	0.00	--	0.00
Norwegian Cruise Line Holdings Ltd.	--	--	--	0.05	8.49	0.00	-0.05	-8.49	-0.00	0.00	--	0.00
Lazard Ltd Class A	--	--	--	0.02	4.02	0.00	-0.02	-4.02	-0.00	0.00	--	0.00
Equity Commonwealth	--	--	--	0.02	1.91	0.00	-0.02	-1.91	-0.00	0.00	--	0.00
Teladoc Health, Inc.	--	--	--	0.01	-9.11	-0.00	-0.01	9.11	0.00	0.00	--	0.00
2U, Inc.	--	--	--	0.01	-4.45	-0.00	-0.01	4.45	0.00	0.00	--	0.00
Southern Copper Corporation	--	--	--	0.03	5.10	0.00	-0.03	-5.10	-0.00	0.00	--	0.00
Liberty Media Corp. Series A Liberty Siri	--	--	--	0.02	2.06	0.00	-0.02	-2.06	-0.00	0.00	--	0.00
Mercury Systems, Inc.	--	--	--	0.00	-19.77	-0.00	-0.00	19.77	0.00	0.00	--	0.00
Cousins Properties Incorporated	--	--	--	0.03	5.52	0.00	-0.03	-5.52	-0.00	0.00	--	0.00
Timken Company	--	--	--	0.03	5.33	0.00	-0.03	-5.33	-0.00	0.00	--	0.00



Berkeley Lights Inc	--	--	--	0.00	-43.82	-0.00	-0.00	43.82	0.00	0.00	--	0.00
DTE Energy Company	--	--	--	0.13	10.60	0.01	-0.13	-10.60	-0.01	0.00	--	0.00
Corporate Office Properties Trust	--	--	--	0.02	2.00	0.00	-0.02	-2.00	-0.00	0.00	--	0.00
Allison Transmission Holdings, Inc.	--	--	--	0.01	-4.86	-0.00	-0.01	4.86	0.00	0.00	--	0.00
International Paper Company	--	--	--	0.11	9.90	0.01	-0.11	-9.90	-0.01	0.00	--	0.00
Element Solutions Inc	--	--	--	0.02	3.44	0.00	-0.02	-3.44	-0.00	0.00	--	0.00
Qorvo, Inc.	--	--	--	0.11	9.88	0.01	-0.11	-9.88	-0.01	0.00	--	0.00
3M Company	--	--	--	0.19	11.16	0.02	-0.19	-11.16	-0.02	0.00	--	0.00
CoreSite Realty Corporation	--	--	--	0.01	-3.34	-0.00	-0.01	3.34	0.00	0.00	--	0.00
Nordson Corporation	--	--	--	0.01	-0.92	-0.00	-0.01	0.92	0.00	0.00	--	0.00
Flowers Foods, Inc.	--	--	--	0.02	6.11	0.00	-0.02	-6.11	-0.00	0.00	--	0.00
Rollins, Inc.	--	--	--	0.01	-11.72	-0.00	-0.01	11.72	0.00	0.00	--	0.00
HEICO Corporation Class A	--	--	--	0.01	-2.89	-0.00	-0.01	2.89	0.00	0.00	--	0.00
Grocery Outlet Holding Corp.	--	--	--	0.01	-6.01	-0.00	-0.01	6.01	0.00	0.00	--	0.00
Arista Networks, Inc.	--	--	--	0.02	3.90	0.00	-0.02	-3.90	-0.00	0.00	--	0.00
Integra LifeSciences Holdings Corporation	--	--	--	0.03	6.42	0.00	-0.03	-6.42	-0.00	0.00	--	0.00
Credit Acceptance Corporation	--	--	--	0.02	4.07	0.00	-0.02	-4.07	-0.00	0.00	--	0.00
Flowserve Corporation	--	--	--	0.03	5.87	0.00	-0.03	-5.87	-0.00	0.00	--	0.00
Oak Street Health, Inc.	--	--	--	0.01	-11.27	-0.00	-0.01	11.27	0.00	0.00	--	0.00
Ventas, Inc.	--	--	--	0.11	9.69	0.01	-0.11	-9.69	-0.01	0.00	--	0.00
Equitrans Midstream Corp.	--	--	--	0.02	3.64	0.00	-0.02	-3.64	-0.00	0.00	--	0.00
Leslie's, Inc.	--	--	--	0.01	-11.75	-0.00	-0.01	11.75	0.00	0.00	--	0.00
Sonoco Products Company	--	--	--	0.03	7.63	0.00	-0.03	-7.63	-0.00	0.00	--	0.00
American Well Corporation Class A	--	--	--	0.00	-31.43	-0.00	-0.00	31.43	0.00	0.00	--	0.00
Northrop Grumman Corporation	--	--	--	0.02	6.74	0.00	-0.02	-6.74	-0.00	0.00	--	0.00
Lincoln Electric Holdings, Inc.	--	--	--	0.02	6.19	0.00	-0.02	-6.19	-0.00	0.00	--	0.00
Voya Financial, Inc.	--	--	--	0.04	8.50	0.00	-0.04	-8.50	-0.00	0.00	--	0.00
Royal Gold, Inc.	--	--	--	0.01	1.74	0.00	-0.01	-1.74	-0.00	0.00	--	0.00
RPM International Inc.	--	--	--	0.01	1.62	0.00	-0.01	-1.62	-0.00	0.00	--	0.00
Dun & Bradstreet Holdings Inc	--	--	--	0.01	-4.38	-0.00	-0.01	4.38	0.00	0.00	--	0.00
Xerox Holdings Corporation	--	--	--	0.02	5.73	0.00	-0.02	-5.73	-0.00	0.00	--	0.00
HEICO Corporation	--	--	--	0.01	-4.93	-0.00	-0.01	4.93	0.00	0.00	--	0.00
Spirit Realty Capital, Inc.	--	--	--	0.02	7.36	0.00	-0.02	-7.36	-0.00	0.00	--	0.00

Qurate Retail, Inc. Class A	--	--	--	0.03	7.20	0.00	-0.03	-7.20	-0.00	0.00	--	0.00
Harley-Davidson, Inc.	--	--	--	0.03	9.72	0.00	-0.03	-9.72	-0.00	0.00	--	0.00
Mettler-Toledo International Inc.	--	--	--	0.01	1.40	0.00	-0.01	-1.40	-0.00	0.00	--	0.00
Life Storage, Inc.	--	--	--	0.03	8.98	0.00	-0.03	-8.98	-0.00	0.00	--	0.00
National Retail Properties, Inc.	--	--	--	0.04	9.09	0.00	-0.04	-9.09	-0.00	0.00	--	0.00
Garmin Ltd.	--	--	--	0.10	10.71	0.01	-0.10	-10.71	-0.01	0.00	--	0.00
frontdoor, Inc.	--	--	--	0.02	7.05	0.00	-0.02	-7.05	-0.00	0.00	--	0.00
Crown Castle International Corp	--	--	--	0.02	9.03	0.00	-0.02	-9.03	-0.00	0.00	--	0.00
AGNC Investment Corp.	--	--	--	0.05	9.84	0.00	-0.05	-9.84	-0.00	0.00	--	0.00
Allegro MicroSystems, Inc.	--	--	--	0.00	-4.91	-0.00	-0.00	4.91	0.00	0.00	--	0.00
Copa Holdings, S.A. Class A	--	--	--	0.01	4.61	0.00	-0.01	-4.61	-0.00	0.00	--	0.00
Graphic Packaging Holding Company	--	--	--	0.02	7.66	0.00	-0.02	-7.66	-0.00	0.00	--	0.00
GoHealth Inc Class A	--	--	--	0.00	-14.42	-0.00	-0.00	14.42	0.00	0.00	--	0.00
Pegasystems Inc.	--	--	--	0.00	-14.18	-0.00	-0.00	14.18	0.00	0.00	--	0.00
Prosperity Bancshares, Inc.(R)	--	--	--	0.04	8.63	0.00	-0.04	-8.63	-0.00	0.00	--	0.00
Motorola Solutions, Inc.	--	--	--	0.15	11.02	0.02	-0.15	-11.02	-0.02	0.00	--	0.00
Reynolds Consumer Products Inc	--	--	--	0.01	-0.09	-0.00	-0.01	0.09	0.00	0.00	--	0.00
Allegion PLC	--	--	--	0.02	8.26	0.00	-0.02	-8.26	-0.00	0.00	--	0.00
MSC Industrial Direct Co., Inc. Class A	--	--	--	0.02	7.84	0.00	-0.02	-7.84	-0.00	0.00	--	0.00
Zynga Inc. Class A	--	--	--	0.01	3.44	0.00	-0.01	-3.44	-0.00	0.00	--	0.00
Tandem Diabetes Care, Inc.	--	--	--	0.00	-7.77	-0.00	-0.00	7.77	0.00	0.00	--	0.00
Reinsurance Group of America, Incorporated	--	--	--	0.04	9.40	0.00	-0.04	-9.40	-0.00	0.00	--	0.00
Douglas Emmett, Inc	--	--	--	0.03	8.54	0.00	-0.03	-8.54	-0.00	0.00	--	0.00
Brown-Forman Corporation Class A	--	--	--	0.00	-13.10	-0.00	-0.00	13.10	0.00	0.00	--	0.00
First Industrial Realty Trust, Inc.	--	--	--	0.03	9.32	0.00	-0.03	-9.32	-0.00	0.00	--	0.00
RealPage, Inc.	--	--	--	0.01	-0.05	-0.00	-0.01	0.05	0.00	0.00	--	0.00
Graham Holdings Co.	--	--	--	0.01	5.72	0.00	-0.01	-5.72	-0.00	0.00	--	0.00
Morningstar, Inc.	--	--	--	0.00	-2.82	-0.00	-0.00	2.82	0.00	0.00	--	0.00
Beyond Meat, Inc.	--	--	--	0.01	4.10	0.00	-0.01	-4.10	-0.00	0.00	--	0.00
Hain Celestial Group, Inc.	--	--	--	0.02	8.59	0.00	-0.02	-8.59	-0.00	0.00	--	0.00
Liberty Media Corporation Series A Liberty	--	--	--	0.01	0.61	0.00	-0.01	-0.61	-0.00	0.00	--	0.00
Spectrum Brands Holdings, Inc.	--	--	--	0.02	8.17	0.00	-0.02	-8.17	-0.00	0.00	--	0.00
Reata Pharmaceuticals, Inc. Class A	--	--	--	0.00	-19.35	-0.00	-0.00	19.35	0.00	0.00	--	0.00

Markel Corporation	--	--	--	0.08	10.29	0.01	-0.08	-10.29	-0.01	0.00	--	0.00
Estee Lauder Companies Inc. Class A	--	--	--	0.04	9.46	0.00	-0.04	-9.46	-0.00	0.00	--	0.00
Berry Global Group Inc	--	--	--	0.03	9.27	0.00	-0.03	-9.27	-0.00	0.00	--	0.00
Datto Holding Corp.	--	--	--	0.00	-15.15	-0.00	-0.00	15.15	0.00	0.00	--	0.00
NetApp, Inc.	--	--	--	0.04	10.51	0.00	-0.04	-10.51	-0.00	0.00	--	0.00
Camden Property Trust	--	--	--	0.05	10.82	0.01	-0.05	-10.82	-0.01	0.00	--	0.00
Sensata Technologies Holding PLC	--	--	--	0.05	9.88	0.00	-0.05	-9.88	-0.00	0.00	--	0.00
NewMarket Corporation	--	--	--	0.00	-4.09	-0.00	-0.00	4.09	0.00	0.00	--	0.00
Haemonetics Corporation	--	--	--	0.00	-6.52	-0.00	-0.00	6.52	0.00	0.00	--	0.00
Molina Healthcare, Inc.	--	--	--	0.02	9.91	0.00	-0.02	-9.91	-0.00	0.00	--	0.00
AZEK Company Inc Class A	--	--	--	0.02	9.36	0.00	-0.02	-9.36	-0.00	0.00	--	0.00
ManpowerGroup Inc.	--	--	--	0.03	9.67	0.00	-0.03	-9.67	-0.00	0.00	--	0.00
United Therapeutics Corporation	--	--	--	0.04	10.20	0.00	-0.04	-10.20	-0.00	0.00	--	0.00
Highwoods Properties, Inc.	--	--	--	0.02	9.65	0.00	-0.02	-9.65	-0.00	0.00	--	0.00
JFrog Ltd.	--	--	--	0.00	-29.38	-0.00	-0.00	29.38	0.00	0.00	--	0.00
ADT, Inc.	--	--	--	0.01	7.97	0.00	-0.01	-7.97	-0.00	0.00	--	0.00
Trinity Industries, Inc.	--	--	--	0.01	8.76	0.00	-0.01	-8.76	-0.00	0.00	--	0.00
LendingTree, Inc.	--	--	--	0.00	-22.20	-0.00	-0.00	22.20	0.00	0.00	--	0.00
Certara, Inc.	--	--	--	0.00	-11.76	-0.00	-0.00	11.76	0.00	0.00	--	0.00
First American Financial Corporation	--	--	--	0.03	10.71	0.00	-0.03	-10.71	-0.00	0.00	--	0.00
nCino, Inc.	--	--	--	0.00	-7.86	-0.00	-0.00	7.86	0.00	0.00	--	0.00
BWX Technologies, Inc.	--	--	--	0.01	9.77	0.00	-0.01	-9.77	-0.00	0.00	--	0.00
Sotera Health Company	--	--	--	0.00	-3.14	-0.00	-0.00	3.14	0.00	0.00	--	0.00
Westlake Chemical Corporation	--	--	--	0.02	9.15	0.00	-0.02	-9.15	-0.00	0.00	--	0.00
Ulta Beauty Inc	--	--	--	0.01	7.66	0.00	-0.01	-7.66	-0.00	0.00	--	0.00
Petco Health and Wellness Company Inc	--	--	--	0.00	-4.57	-0.00	-0.00	4.57	0.00	0.00	--	0.00
Avangrid, Inc.	--	--	--	0.01	10.65	0.00	-0.01	-10.65	-0.00	0.00	--	0.00
W R Grace & Co	--	--	--	0.01	9.79	0.00	-0.01	-9.79	-0.00	0.00	--	0.00
Ollie's Bargain Outlet Holdings Inc	--	--	--	0.00	6.40	0.00	-0.00	-6.40	-0.00	0.00	--	0.00
Toro Company	--	--	--	0.01	8.75	0.00	-0.01	-8.75	-0.00	0.00	--	0.00
American Homes 4 Rent Class A	--	--	--	0.05	11.48	0.01	-0.05	-11.48	-0.01	0.00	--	0.00
C3.ai, Inc. Class A	--	--	--	0.00	-11.55	-0.00	-0.00	11.55	0.00	0.00	--	0.00
MGIC Investment Corporation	--	--	--	0.02	10.88	0.00	-0.02	-10.88	-0.00	0.00	--	0.00

Accelaron Pharma Inc	--	--	--	0.00	5.99	0.00	-0.00	-5.99	-0.00	0.00	--	0.00
Duck Creek Technologies, Inc.	--	--	--	0.00	4.25	0.00	-0.00	-4.25	-0.00	0.00	--	0.00
BigCommerce Holdings Inc	--	--	--	0.00	-9.90	0.00	-0.00	9.90	-0.00	0.00	--	0.00
Brandywine Realty Trust	--	--	--	0.01	10.22	0.00	-0.01	-10.22	-0.00	0.00	--	0.00
Ubiquiti Inc.	--	--	--	0.00	7.23	0.00	-0.00	-7.23	-0.00	0.00	--	0.00
Eastman Chemical Company	--	--	--	0.08	10.46	0.01	-0.08	-10.46	-0.01	0.00	--	0.00
Vroom, Inc.	--	--	--	0.00	-4.83	0.00	-0.00	4.83	-0.00	0.00	--	0.00
Syneos Health, Inc. Class A	--	--	--	0.03	11.33	0.00	-0.03	-11.33	-0.00	0.00	--	0.00
Rayonier Inc.	--	--	--	0.02	10.65	0.00	-0.02	-10.65	-0.00	0.00	--	0.00
PPD, Inc.	--	--	--	0.00	10.58	0.00	-0.00	-10.58	-0.00	0.00	--	0.00
Primerica, Inc.	--	--	--	0.01	10.73	0.00	-0.01	-10.73	-0.00	0.00	--	0.00
Clean Harbors, Inc.	--	--	--	0.02	10.46	0.00	-0.02	-10.46	-0.00	0.00	--	0.00
Aspen Technology, Inc.	--	--	--	0.00	10.81	0.00	-0.00	-10.81	-0.00	0.00	--	0.00
Maravai LifeSciences Holdings Inc Class	--	--	--	0.00	0.79	0.00	-0.00	-0.79	-0.00	0.00	--	0.00
Hanover Insurance Group, Inc.	--	--	--	0.02	11.33	0.00	-0.02	-11.33	-0.00	0.00	--	0.00
Air Lease Corporation Class A	--	--	--	0.03	10.67	0.00	-0.03	-10.67	-0.00	0.00	--	0.00
Nasdaq, Inc.	--	--	--	0.09	11.47	0.01	-0.09	-11.47	-0.01	0.00	--	0.00
Manhattan Associates, Inc.	--	--	--	0.00	11.60	0.00	-0.00	-11.60	-0.00	0.00	--	0.00
Brookfield Property REIT Inc Class A	--	--	--	0.00	22.43	0.00	-0.00	-22.43	-0.00	0.00	--	0.00
Sana Biotechnology, Inc.	--	--	--	0.00	3.91	0.00	-0.00	-3.91	-0.00	0.00	--	0.00
Albertsons Companies, Inc. Class A	--	--	--	0.00	9.06	0.00	-0.00	-9.06	-0.00	0.00	--	0.00
Energizer Holdings, Inc.	--	--	--	0.00	13.25	0.00	-0.00	-13.25	-0.00	0.00	--	0.00
American National Group, Inc.	--	--	--	0.00	13.18	0.00	-0.00	-13.18	-0.00	0.00	--	0.00
Signify Health, Inc. Class A	--	--	--	0.00	10.58	0.00	-0.00	-10.58	-0.00	0.00	--	0.00
White Mountains Insurance Group Ltd	--	--	--	0.02	11.51	0.00	-0.02	-11.51	-0.00	0.00	--	0.00
Hyatt Hotels Corporation Class A	--	--	--	0.02	11.38	0.00	-0.02	-11.38	-0.00	0.00	--	0.00
Virtu Financial, Inc. Class A	--	--	--	0.00	24.45	0.00	-0.00	-24.45	-0.00	0.00	--	0.00
SL Green Rlty Dummy	--	--	--	--	--	--	--	--	--	--	--	--
Paramount Group, Inc.	--	--	--	0.01	12.81	0.00	-0.01	-12.81	-0.00	-0.00	--	-0.00
Jamf Holding Corp	--	--	--	0.00	18.05	0.00	-0.00	-18.05	-0.00	-0.00	--	-0.00
SolarWinds Corp.	--	--	--	0.00	16.66	0.00	-0.00	-16.66	-0.00	-0.00	--	-0.00
EchoStar Corporation Class A	--	--	--	0.01	13.26	0.00	-0.01	-13.26	-0.00	-0.00	--	-0.00
Apartment Investment & Management C	--	--	--	0.00	16.29	0.00	-0.00	-16.29	-0.00	-0.00	--	-0.00

United States Cellular Corp	--	--	--	0.00	18.87	0.00	-0.00	-18.87	-0.00	-0.00	--	-0.00
Upstart Holdings, Inc.	--	--	--	0.00	2.86	0.00	-0.00	-2.86	-0.00	-0.00	--	-0.00
Entegris, Inc.	--	--	--	0.00	16.43	0.00	-0.00	-16.43	-0.00	-0.00	--	-0.00
OUTFRONT Media Inc.	--	--	--	0.02	11.61	0.00	-0.02	-11.61	-0.00	-0.00	--	-0.00
Driven Brands Holdings, Inc.	--	--	--	0.00	6.18	0.00	-0.00	-6.18	-0.00	-0.00	--	-0.00
Virgin Galactic Holdings Inc	--	--	--	0.00	29.08	0.00	-0.00	-29.08	-0.00	-0.00	--	-0.00
Playtika Holding Corp.	--	--	--	0.00	5.51	0.00	-0.00	-5.51	-0.00	-0.00	--	-0.00
Pinterest, Inc. Class A	--	--	--	0.03	12.34	0.00	-0.03	-12.34	-0.00	-0.00	--	-0.00
DISH Network Corporation Class A	--	--	--	0.05	11.94	0.00	-0.05	-11.94	-0.00	-0.00	--	-0.00
Exelixis, Inc.	--	--	--	0.02	12.56	0.00	-0.02	-12.56	-0.00	-0.00	--	-0.00
TFS Financial Corporation	--	--	--	0.01	17.05	0.00	-0.01	-17.05	-0.00	-0.00	--	-0.00
GrafTech International Ltd.	--	--	--	0.01	14.82	0.00	-0.01	-14.82	-0.00	-0.00	--	-0.00
McKesson Corporation	--	--	--	0.04	12.41	0.00	-0.04	-12.41	-0.00	-0.00	--	-0.00
Tradeweb Markets, Inc. Class A	--	--	--	0.00	18.63	0.00	-0.00	-18.63	-0.00	-0.00	--	-0.00
Burlington Stores, Inc.	--	--	--	0.01	14.24	0.00	-0.01	-14.24	-0.00	-0.00	--	-0.00
Apple Hospitality REIT Inc	--	--	--	0.02	12.93	0.00	-0.02	-12.93	-0.00	-0.00	--	-0.00
Scotts Miracle-Gro Company Class A	--	--	--	0.00	23.36	0.00	-0.00	-23.36	-0.00	-0.00	--	-0.00
Charles River Laboratories International	--	--	--	0.01	16.00	0.00	-0.01	-16.00	-0.00	-0.00	--	-0.00
Ashland Global Holdings, Inc.	--	--	--	0.03	12.45	0.00	-0.03	-12.45	-0.00	-0.00	--	-0.00
Molson Coors Beverage Company Class	--	--	--	0.05	13.19	0.01	-0.05	-13.19	-0.01	-0.00	--	-0.00
Bio-Techne Corporation	--	--	--	0.00	20.37	0.00	-0.00	-20.37	-0.00	-0.00	--	-0.00
CNA Financial Corporation	--	--	--	0.01	17.52	0.00	-0.01	-17.52	-0.00	-0.00	--	-0.00
Sprouts Farmers Markets, Inc.	--	--	--	0.00	32.44	0.00	-0.00	-32.44	-0.00	-0.00	--	-0.00
Pilgrim's Pride Corporation	--	--	--	0.00	21.32	0.00	-0.00	-21.32	-0.00	-0.00	--	-0.00
Silgan Holdings Inc.	--	--	--	0.02	13.72	0.00	-0.02	-13.72	-0.00	-0.00	--	-0.00
ViacomCBS Inc. Class A	--	--	--	0.00	25.04	0.00	-0.00	-25.04	-0.00	-0.00	--	-0.00
Mattel, Inc.	--	--	--	0.01	14.15	0.00	-0.01	-14.15	-0.00	-0.00	--	-0.00
Fortune Brands Home & Security, Inc.	--	--	--	0.07	12.13	0.01	-0.07	-12.13	-0.01	-0.00	--	-0.00
Hill-Rom Holdings, Inc.	--	--	--	0.03	13.02	0.00	-0.03	-13.02	-0.00	-0.00	--	-0.00
Seaboard Corporation	--	--	--	0.00	21.83	0.00	-0.00	-21.83	-0.00	-0.00	--	-0.00
Apartment Income REIT Corp	--	--	--	0.03	12.48	0.00	-0.03	-12.48	-0.00	-0.00	--	-0.00
Gates Industrial Corporation plc	--	--	--	0.00	25.31	0.00	-0.00	-25.31	-0.00	-0.00	--	-0.00
McAfee Corp. Class A	--	--	--	0.00	36.96	0.00	-0.00	-36.96	-0.00	-0.00	--	-0.00

Expeditors International of Washington,	--	--	--	0.03	13.23	0.00	-0.03	-13.23	-0.00	-0.00	--	-0.00
New Residential Investment Corp.	--	--	--	0.02	13.18	0.00	-0.02	-13.18	-0.00	-0.00	--	-0.00
Wynn Resorts, Limited	--	--	--	0.05	11.11	0.01	-0.05	-11.11	-0.01	-0.00	--	-0.00
Valvoline, Inc.	--	--	--	0.03	13.22	0.00	-0.03	-13.22	-0.00	-0.00	--	-0.00
Carrier Global Corp.	--	--	--	0.12	11.93	0.01	-0.12	-11.93	-0.01	-0.00	--	-0.00
Univar Solutions Inc.	--	--	--	0.02	13.31	0.00	-0.02	-13.31	-0.00	-0.00	--	-0.00
Change Healthcare, Inc.	--	--	--	0.01	18.50	0.00	-0.01	-18.50	-0.00	-0.00	--	-0.00
Mercury General Corporation	--	--	--	0.01	17.70	0.00	-0.01	-17.70	-0.00	-0.00	--	-0.00
CommScope Holding Co., Inc.	--	--	--	0.02	14.63	0.00	-0.02	-14.63	-0.00	-0.00	--	-0.00
Hudson Pacific Properties, Inc.	--	--	--	0.02	13.95	0.00	-0.02	-13.95	-0.00	-0.00	--	-0.00
Rocket Companies Inc Class A	--	--	--	0.01	19.32	0.00	-0.01	-19.32	-0.00	-0.00	--	-0.00
Chemours Co.	--	--	--	0.02	13.77	0.00	-0.02	-13.77	-0.00	-0.00	--	-0.00
Juniper Networks, Inc.	--	--	--	0.04	13.49	0.01	-0.04	-13.49	-0.01	-0.00	--	-0.00
PVH Corp.	--	--	--	0.04	12.58	0.00	-0.04	-12.58	-0.00	-0.00	--	-0.00
CubeSmart	--	--	--	0.04	13.57	0.00	-0.04	-13.57	-0.00	-0.00	--	-0.00
Empire State Realty Trust, Inc. Class A	--	--	--	0.01	19.42	0.00	-0.01	-19.42	-0.00	-0.00	--	-0.00
Ardagh Group S.A. Class A	--	--	--	0.00	48.46	0.00	-0.00	-48.46	-0.00	-0.00	--	-0.00
Schneider National, Inc. Class B	--	--	--	0.01	20.97	0.00	-0.01	-20.97	-0.00	-0.00	--	-0.00
PRA Health Sciences, Inc.	--	--	--	0.01	22.23	0.00	-0.01	-22.23	-0.00	-0.00	--	-0.00
Landstar System, Inc.	--	--	--	0.01	24.45	0.00	-0.01	-24.45	-0.00	-0.00	--	-0.00
Acadia Healthcare Company, Inc.	--	--	--	0.03	13.69	0.00	-0.03	-13.69	-0.00	-0.00	--	-0.00
VICI Properties Inc	--	--	--	0.08	12.10	0.01	-0.08	-12.10	-0.01	-0.00	--	-0.00
Lions Gate Entertainment Corp Class A	--	--	--	0.00	31.49	0.00	-0.00	-31.49	-0.00	-0.00	--	-0.00
Macquarie Infrastructure Corporation	--	--	--	0.01	15.95	0.00	-0.01	-15.95	-0.00	-0.00	--	-0.00
Colfax Corporation	--	--	--	0.02	14.57	0.00	-0.02	-14.57	-0.00	-0.00	--	-0.00
Extra Space Storage Inc.	--	--	--	0.02	15.27	0.00	-0.02	-15.27	-0.00	-0.00	--	-0.00
John Wiley & Sons, Inc. Class A	--	--	--	0.01	18.70	0.00	-0.01	-18.70	-0.00	-0.00	--	-0.00
Western Union Company	--	--	--	0.04	13.46	0.01	-0.04	-13.46	-0.01	-0.00	--	-0.00
Horizon Therapeutics Public Limited Cor	--	--	--	0.01	25.82	0.00	-0.01	-25.82	-0.00	-0.00	--	-0.00
Grand Canyon Education, Inc.	--	--	--	0.03	15.03	0.00	-0.03	-15.03	-0.00	-0.00	--	-0.00
Lions Gate Entertainment Corp Class B	--	--	--	0.01	24.28	0.00	-0.01	-24.28	-0.00	-0.00	--	-0.00
Cabot Corporation	--	--	--	0.02	17.67	0.00	-0.02	-17.67	-0.00	-0.00	--	-0.00
Arrow Electronics, Inc.	--	--	--	0.04	13.90	0.01	-0.04	-13.90	-0.01	-0.00	--	-0.00

Knight-Swift Transportation Holdings Inc	--	--	--	0.03	15.20	0.00	-0.03	-15.20	-0.00	-0.00	--	-0.00
Agios Pharmaceuticals, Inc.	--	--	--	0.02	19.18	0.00	-0.02	-19.18	-0.00	-0.00	--	-0.00
Kirby Corporation	--	--	--	0.02	16.30	0.00	-0.02	-16.30	-0.00	-0.00	--	-0.00
Helmerich & Payne, Inc.	--	--	--	0.02	17.49	0.00	-0.02	-17.49	-0.00	-0.00	--	-0.00
Howmet Aerospace Inc.	--	--	--	0.06	12.58	0.01	-0.06	-12.58	-0.01	-0.00	--	-0.00
Nektar Therapeutics	--	--	--	0.02	17.65	0.00	-0.02	-17.65	-0.00	-0.00	--	-0.00
Lennox International Inc.	--	--	--	0.06	14.01	0.01	-0.06	-14.01	-0.01	-0.00	--	-0.00
First Hawaiian, Inc.	--	--	--	0.02	17.17	0.00	-0.02	-17.17	-0.00	-0.00	--	-0.00
Lamar Advertising Company Class A	--	--	--	0.04	13.76	0.01	-0.04	-13.76	-0.01	-0.00	--	-0.00
Bank of Hawaii Corporation	--	--	--	0.02	17.67	0.00	-0.02	-17.67	-0.00	-0.00	--	-0.00
SL Green Realty Corp.	--	--	--	0.03	15.65	0.00	-0.03	-15.65	-0.00	-0.00	--	-0.00
Hexcel Corporation	--	--	--	0.02	15.49	0.00	-0.02	-15.49	-0.00	-0.00	--	-0.00
Ingredion Incorporated	--	--	--	0.03	15.11	0.00	-0.03	-15.11	-0.00	-0.00	--	-0.00
Santander Consumer USA Holdings, Inc	--	--	--	0.01	24.89	0.00	-0.01	-24.89	-0.00	-0.00	--	-0.00
Carlyle Group Inc	--	--	--	0.02	17.71	0.00	-0.02	-17.71	-0.00	-0.00	--	-0.00
Lennar Corporation Class B	--	--	--	0.01	35.04	0.00	-0.01	-35.04	-0.00	-0.00	--	-0.00
Huntsman Corporation	--	--	--	0.03	15.31	0.00	-0.03	-15.31	-0.00	-0.00	--	-0.00
Skechers U.S.A., Inc. Class A	--	--	--	0.03	16.05	0.00	-0.03	-16.05	-0.00	-0.00	--	-0.00
Bruker Corporation	--	--	--	0.02	18.83	0.00	-0.02	-18.83	-0.00	-0.00	--	-0.00
Armstrong World Industries, Inc.	--	--	--	0.01	21.40	0.00	-0.01	-21.40	-0.00	-0.00	--	-0.00
Umpqua Holdings Corporation	--	--	--	0.02	17.42	0.00	-0.02	-17.42	-0.00	-0.00	--	-0.00
W. R. Berkley Corporation	--	--	--	0.05	13.63	0.01	-0.05	-13.63	-0.01	-0.00	--	-0.00
Welltower, Inc.	--	--	--	0.15	11.84	0.02	-0.15	-11.84	-0.02	-0.00	--	-0.00
MKS Instruments, Inc.	--	--	--	0.01	23.39	0.00	-0.01	-23.39	-0.00	-0.00	--	-0.00
Antero Midstream Corp.	--	--	--	0.01	21.79	0.00	-0.01	-21.79	-0.00	-0.00	--	-0.00
Telephone and Data Systems, Inc.	--	--	--	0.01	24.58	0.00	-0.01	-24.58	-0.00	-0.00	--	-0.00
Eaton Vance Corp.	--	--	--	0.03	8.16	0.00	-0.03	-8.16	-0.00	-0.00	--	-0.00
H&R Block, Inc.	--	--	--	0.01	39.17	0.00	-0.01	-39.17	-0.00	-0.00	--	-0.00
Columbia Sportswear Company	--	--	--	0.02	21.19	0.00	-0.02	-21.19	-0.00	-0.00	--	-0.00
Avnet, Inc.	--	--	--	0.02	18.87	0.00	-0.02	-18.87	-0.00	-0.00	--	-0.00
Zebra Technologies Corporation Class A	--	--	--	0.01	26.24	0.00	-0.01	-26.24	-0.00	-0.00	--	-0.00
Shoals Technologies Group, Inc. Class A	--	--	--	0.00	11.80	0.00	-0.00	-11.80	-0.00	-0.00	--	-0.00
Kilroy Realty Corporation	--	--	--	0.04	15.19	0.01	-0.04	-15.19	-0.01	-0.00	--	-0.00

TreeHouse Foods, Inc.	--	--	--	0.01	22.95	0.00	-0.01	-22.95	-0.00	-0.00	--	-0.00
US Foods Holding Corp.	--	--	--	0.04	14.44	0.01	-0.04	-14.44	-0.01	-0.00	--	-0.00
Regal Beloit Corp	--	--	--	0.03	16.42	0.00	-0.03	-16.42	-0.00	-0.00	--	-0.00
Cabot Oil & Gas Corporation	--	--	--	0.04	15.99	0.01	-0.04	-15.99	-0.01	-0.00	--	-0.00
Athene Holding Ltd. Class A	--	--	--	0.03	16.83	0.00	-0.03	-16.83	-0.00	-0.00	--	-0.00
eBay Inc.	--	--	--	0.02	22.26	0.00	-0.02	-22.26	-0.00	-0.00	--	-0.00
Howard Hughes Corporation	--	--	--	0.02	20.52	0.00	-0.02	-20.52	-0.00	-0.00	--	-0.00
Nexstar Media Group, Inc. Class A	--	--	--	0.01	29.32	0.00	-0.01	-29.32	-0.00	-0.00	--	-0.00
Watsco, Inc.	--	--	--	0.04	15.97	0.01	-0.04	-15.97	-0.01	-0.00	--	-0.00
Old Dominion Freight Line, Inc.	--	--	--	0.02	23.28	0.00	-0.02	-23.28	-0.00	-0.00	--	-0.00
OneMain Holdings, Inc.	--	--	--	0.02	20.69	0.00	-0.02	-20.69	-0.00	-0.00	--	-0.00
Loews Corporation	--	--	--	0.06	14.05	0.01	-0.06	-14.05	-0.01	-0.00	--	-0.00
Lear Corporation	--	--	--	0.06	14.14	0.01	-0.06	-14.14	-0.01	-0.00	--	-0.00
Nordstrom, Inc.	--	--	--	0.02	21.34	0.00	-0.02	-21.34	-0.00	-0.00	--	-0.00
Tempur Sealy International Inc	--	--	--	0.01	35.68	0.00	-0.01	-35.68	-0.00	-0.00	--	-0.00
Royal Caribbean Group	--	--	--	0.08	14.62	0.01	-0.08	-14.62	-0.01	-0.00	--	-0.00
Coty Inc. Class A	--	--	--	0.01	28.35	0.00	-0.01	-28.35	-0.00	-0.00	--	-0.00
Teradata Corporation	--	--	--	0.01	71.52	0.00	-0.01	-71.52	-0.00	-0.00	--	-0.00
Coherent, Inc.	--	--	--	0.01	68.57	0.00	-0.01	-68.57	-0.00	-0.00	--	-0.00
Bank of New York Mellon Corporation	--	--	--	0.19	12.30	0.02	-0.19	-12.30	-0.02	-0.00	--	-0.00
Anthem, Inc.	--	--	--	0.33	12.17	0.04	-0.33	-12.17	-0.04	-0.00	--	-0.00
Wyndham Hotels & Resorts, Inc.	--	--	--	0.03	17.66	0.01	-0.03	-17.66	-0.01	-0.00	--	-0.00
nVent Electric plc	--	--	--	0.02	20.72	0.00	-0.02	-20.72	-0.00	-0.00	--	-0.00
Old Republic International Corporation	--	--	--	0.03	18.07	0.01	-0.03	-18.07	-0.01	-0.00	--	-0.00
Brighthouse Financial, Inc.	--	--	--	0.02	22.22	0.00	-0.02	-22.22	-0.00	-0.00	--	-0.00
Ralph Lauren Corporation Class A	--	--	--	0.03	18.72	0.01	-0.03	-18.72	-0.01	-0.00	--	-0.00
Gilead Sciences, Inc.	--	--	--	0.45	12.21	0.05	-0.45	-12.21	-0.05	-0.00	--	-0.00
Weingarten Realty Investors	--	--	--	0.02	25.56	0.00	-0.02	-25.56	-0.00	-0.00	--	-0.00
Under Armour, Inc. Class C	--	--	--	0.02	24.06	0.00	-0.02	-24.06	-0.00	-0.00	--	-0.00
Crane Co.	--	--	--	0.02	21.53	0.00	-0.02	-21.53	-0.00	-0.00	--	-0.00
Generac Holdings Inc.	--	--	--	0.01	43.99	0.00	-0.01	-43.99	-0.00	-0.00	--	-0.00
Wayfair, Inc. Class A	--	--	--	0.01	39.39	0.00	-0.01	-39.39	-0.00	-0.00	--	-0.00
Ryder System, Inc.	--	--	--	0.02	23.55	0.00	-0.02	-23.55	-0.00	-0.00	--	-0.00



National Fuel Gas Company	--	--	--	0.02	22.62	0.00	-0.02	-22.62	-0.00	-0.00	--	-0.00
Associated Banc-Corp	--	--	--	0.02	26.28	0.00	-0.02	-26.28	-0.00	-0.00	--	-0.00
Commerce Bancshares, Inc.	--	--	--	0.04	16.99	0.01	-0.04	-16.99	-0.01	-0.00	--	-0.00
Host Hotels & Resorts, Inc.	--	--	--	0.06	15.17	0.01	-0.06	-15.17	-0.01	-0.00	--	-0.00
Interactive Brokers Group, Inc. Class A	--	--	--	0.03	20.06	0.01	-0.03	-20.06	-0.01	-0.00	--	-0.00
Evercore Inc Class A	--	--	--	0.03	20.77	0.01	-0.03	-20.77	-0.01	-0.00	--	-0.00
Northern Trust Corporation	--	--	--	0.10	13.63	0.01	-0.10	-13.63	-0.01	-0.00	--	-0.00
UDR, Inc.	--	--	--	0.07	15.23	0.01	-0.07	-15.23	-0.01	-0.00	--	-0.00
BOK Financial Corporation	--	--	--	0.01	31.25	0.00	-0.01	-31.25	-0.00	-0.00	--	-0.00
Mid-America Apartment Communities, Inc.	--	--	--	0.09	14.85	0.01	-0.09	-14.85	-0.01	-0.00	--	-0.00
Waters Corporation	--	--	--	0.09	14.85	0.01	-0.09	-14.85	-0.01	-0.00	--	-0.00
News Corporation Class B	--	--	--	0.01	32.54	0.00	-0.01	-32.54	-0.00	-0.00	--	-0.00
New York Community Bancorp, Inc.	--	--	--	0.03	21.54	0.01	-0.03	-21.54	-0.01	-0.00	--	-0.00
Penske Automotive Group, Inc.	--	--	--	0.01	35.99	0.00	-0.01	-35.99	-0.00	-0.00	--	-0.00
ITT, Inc.	--	--	--	0.04	18.33	0.01	-0.04	-18.33	-0.01	-0.00	--	-0.00
Murphy Oil Corporation	--	--	--	0.01	36.81	0.00	-0.01	-36.81	-0.00	-0.00	--	-0.00
Marriott International, Inc. Class A	--	--	--	0.20	12.27	0.02	-0.20	-12.27	-0.02	-0.00	--	-0.00
NVR, Inc.	--	--	--	0.07	15.47	0.01	-0.07	-15.47	-0.01	-0.00	--	-0.00
WPX Energy, Inc.	--	--	--	0.00	15.71	0.00	-0.00	-15.71	-0.00	-0.00	--	-0.00
UGI Corporation	--	--	--	0.04	18.26	0.01	-0.04	-18.26	-0.01	-0.00	--	-0.00
Wintrust Financial Corporation	--	--	--	0.02	24.64	0.01	-0.02	-24.64	-0.01	-0.00	--	-0.00
MDU Resources Group Inc	--	--	--	0.03	20.82	0.01	-0.03	-20.82	-0.01	-0.00	--	-0.00
Sabre Corp.	--	--	--	0.02	23.21	0.01	-0.02	-23.21	-0.01	-0.00	--	-0.00
FTI Consulting, Inc.	--	--	--	0.02	25.41	0.01	-0.02	-25.41	-0.01	-0.00	--	-0.00
Fox Corporation Class B	--	--	--	0.03	21.68	0.01	-0.03	-21.68	-0.01	-0.00	--	-0.00
FirstEnergy Corp.	--	--	--	0.10	14.70	0.01	-0.10	-14.70	-0.01	-0.00	--	-0.00
Envista Holdings Corp.	--	--	--	0.03	20.96	0.01	-0.03	-20.96	-0.01	-0.00	--	-0.00
Franklin Resources, Inc.	--	--	--	0.04	19.58	0.01	-0.04	-19.58	-0.01	-0.00	--	-0.00
Pentair plc	--	--	--	0.05	17.79	0.01	-0.05	-17.79	-0.01	-0.00	--	-0.00
Iron Mountain, Inc.	--	--	--	0.02	27.65	0.01	-0.02	-27.65	-0.01	-0.00	--	-0.00
Textron Inc.	--	--	--	0.06	16.08	0.01	-0.06	-16.08	-0.01	-0.00	--	-0.00
Hawaiian Electric Industries, Inc.	--	--	--	0.02	26.78	0.01	-0.02	-26.78	-0.01	-0.00	--	-0.00
Unum Group	--	--	--	0.03	22.74	0.01	-0.03	-22.74	-0.01	-0.00	--	-0.00

Advance Auto Parts, Inc.	--	--	--	0.06	16.65	0.01	-0.06	-16.65	-0.01	-0.00	--	-0.00
Jabil Inc.	--	--	--	0.03	22.86	0.01	-0.03	-22.86	-0.01	-0.00	--	-0.00
Spirit AeroSystems Holdings, Inc. Class	--	--	--	0.02	24.48	0.01	-0.02	-24.48	-0.01	-0.00	--	-0.00
Assured Guaranty Ltd.	--	--	--	0.02	34.94	0.01	-0.02	-34.94	-0.01	-0.00	--	-0.00
DXC Technology Co.	--	--	--	0.04	21.40	0.01	-0.04	-21.40	-0.01	-0.00	--	-0.00
Huntington Ingalls Industries, Inc.	--	--	--	0.04	21.50	0.01	-0.04	-21.50	-0.01	-0.00	--	-0.00
Avery Dennison Corporation	--	--	--	0.05	18.81	0.01	-0.05	-18.81	-0.01	-0.00	--	-0.00
Under Armour, Inc. Class A	--	--	--	0.02	29.06	0.01	-0.02	-29.06	-0.01	-0.00	--	-0.00
Vulcan Materials Company	--	--	--	0.12	14.03	0.02	-0.12	-14.03	-0.02	-0.00	--	-0.00
Continental Resources, Inc.	--	--	--	0.01	58.71	0.00	-0.01	-58.71	-0.00	-0.00	--	-0.00
Casey's General Stores, Inc.	--	--	--	0.04	21.25	0.01	-0.04	-21.25	-0.01	-0.00	--	-0.00
Federal Realty Investment Trust	--	--	--	0.04	20.34	0.01	-0.04	-20.34	-0.01	-0.00	--	-0.00
Brixmor Property Group, Inc.	--	--	--	0.03	23.92	0.01	-0.03	-23.92	-0.01	-0.00	--	-0.00
Park Hotels & Resorts, Inc.	--	--	--	0.03	25.83	0.01	-0.03	-25.83	-0.01	-0.00	--	-0.00
Biogen Inc.	--	--	--	0.16	14.25	0.02	-0.16	-14.25	-0.02	-0.00	--	-0.00
Sterling Bancorp	--	--	--	0.02	28.52	0.01	-0.02	-28.52	-0.01	-0.00	--	-0.00
Capri Holdings Limited	--	--	--	0.04	21.43	0.01	-0.04	-21.43	-0.01	-0.00	--	-0.00
CF Industries Holdings, Inc.	--	--	--	0.05	18.02	0.01	-0.05	-18.02	-0.01	-0.00	--	-0.00
Extended Stay America, Inc.	--	--	--	0.02	37.39	0.01	-0.02	-37.39	-0.01	-0.00	--	-0.00
Targa Resources Corp.	--	--	--	0.04	20.80	0.01	-0.04	-20.80	-0.01	-0.00	--	-0.00
AES Corporation	--	--	--	0.10	14.78	0.01	-0.10	-14.78	-0.01	-0.00	--	-0.00
Jefferies Financial Group Inc.	--	--	--	0.03	23.22	0.01	-0.03	-23.22	-0.01	-0.00	--	-0.00
Essex Property Trust, Inc.	--	--	--	0.09	15.36	0.01	-0.09	-15.36	-0.01	-0.00	--	-0.00
Halliburton Company	--	--	--	0.10	13.77	0.02	-0.10	-13.77	-0.02	-0.00	--	-0.00
Genuine Parts Company	--	--	--	0.08	15.97	0.01	-0.08	-15.97	-0.01	-0.00	--	-0.00
Six Flags Entertainment Corporation	--	--	--	0.02	36.28	0.01	-0.02	-36.28	-0.01	-0.00	--	-0.00
Popular, Inc.	--	--	--	0.03	25.55	0.01	-0.03	-25.55	-0.01	-0.00	--	-0.00
ViaSat, Inc.	--	--	--	0.02	47.23	0.01	-0.02	-47.23	-0.01	-0.00	--	-0.00
F5 Networks, Inc.	--	--	--	0.07	18.57	0.01	-0.07	-18.57	-0.01	-0.00	--	-0.00
Cullen/Frost Bankers, Inc.	--	--	--	0.03	25.52	0.01	-0.03	-25.52	-0.01	-0.00	--	-0.00
Nielsen Holdings Plc	--	--	--	0.05	20.81	0.01	-0.05	-20.81	-0.01	-0.00	--	-0.00
Jones Lang LaSalle Incorporated	--	--	--	0.05	20.67	0.01	-0.05	-20.67	-0.01	-0.00	--	-0.00
Parsley Energy, Inc. Class A	--	--	--	0.00	19.23	0.01	-0.00	-19.23	-0.01	-0.00	--	-0.00

First Republic Bank	--	--	--	0.15	13.64	0.02	-0.15	-13.64	-0.02	-0.00	--	-0.00
Hubbell Incorporated Class B	--	--	--	0.05	19.86	0.01	-0.05	-19.86	-0.01	-0.00	--	-0.00
Celanese Corporation	--	--	--	0.09	15.89	0.01	-0.09	-15.89	-0.01	-0.00	--	-0.00
F.N.B. Corporation	--	--	--	0.02	35.00	0.01	-0.02	-35.00	-0.01	-0.00	--	-0.00
AutoZone, Inc.	--	--	--	0.06	18.46	0.01	-0.06	-18.46	-0.01	-0.00	--	-0.00
T. Rowe Price Group	--	--	--	0.15	14.06	0.02	-0.15	-14.06	-0.02	-0.00	--	-0.00
EPR Properties	--	--	--	0.02	43.35	0.01	-0.02	-43.35	-0.01	-0.00	--	-0.00
BorgWarner Inc.	--	--	--	0.05	20.43	0.01	-0.05	-20.43	-0.01	-0.00	--	-0.00
Best Buy Co., Inc.	--	--	--	0.12	15.77	0.02	-0.12	-15.77	-0.02	-0.00	--	-0.00
Vornado Realty Trust	--	--	--	0.04	23.18	0.01	-0.04	-23.18	-0.01	-0.00	--	-0.00
Target Corporation	--	--	--	0.52	12.60	0.06	-0.52	-12.60	-0.06	-0.00	--	-0.00
Bank OZK	--	--	--	0.03	31.65	0.01	-0.03	-31.65	-0.01	-0.00	--	-0.00
Webster Financial Corporation	--	--	--	0.03	31.78	0.01	-0.03	-31.78	-0.01	-0.00	--	-0.00
HCA Healthcare Inc	--	--	--	0.12	14.82	0.02	-0.12	-14.82	-0.02	-0.00	--	-0.00
Archer-Daniels-Midland Company	--	--	--	0.17	13.85	0.02	-0.17	-13.85	-0.02	-0.00	--	-0.00
Trimble Inc.	--	--	--	0.10	16.50	0.02	-0.10	-16.50	-0.02	-0.00	--	-0.00
Dick's Sporting Goods, Inc.	--	--	--	0.02	36.11	0.01	-0.02	-36.11	-0.01	-0.00	--	-0.00
Quanta Services, Inc.	--	--	--	0.05	22.16	0.01	-0.05	-22.16	-0.01	-0.00	--	-0.00
Tyson Foods, Inc. Class A	--	--	--	0.11	16.06	0.02	-0.11	-16.06	-0.02	-0.00	--	-0.00
Brunswick Corporation	--	--	--	0.04	25.47	0.01	-0.04	-25.47	-0.01	-0.00	--	-0.00
Owens Corning	--	--	--	0.05	22.36	0.01	-0.05	-22.36	-0.01	-0.00	--	-0.00
TCF Financial Corporation	--	--	--	0.04	26.55	0.01	-0.04	-26.55	-0.01	-0.00	--	-0.00
AutoNation, Inc.	--	--	--	0.03	33.57	0.01	-0.03	-33.57	-0.01	-0.00	--	-0.00
Eagle Materials Inc.	--	--	--	0.03	32.62	0.01	-0.03	-32.62	-0.01	-0.00	--	-0.00
Kimco Realty Corporation	--	--	--	0.04	26.03	0.01	-0.04	-26.03	-0.01	-0.01	--	-0.01
A. O. Smith Corporation	--	--	--	0.04	23.89	0.01	-0.04	-23.89	-0.01	-0.01	--	-0.01
Valmont Industries, Inc.	--	--	--	0.03	36.15	0.01	-0.03	-36.15	-0.01	-0.01	--	-0.01
APA Corp.	--	--	--	0.04	26.33	0.01	-0.04	-26.33	-0.01	-0.01	--	-0.01
AMERCO	--	--	--	0.03	34.95	0.01	-0.03	-34.95	-0.01	-0.01	--	-0.01
Toll Brothers, Inc.	--	--	--	0.03	30.83	0.01	-0.03	-30.83	-0.01	-0.01	--	-0.01
Bunge Limited	--	--	--	0.06	21.65	0.01	-0.06	-21.65	-0.01	-0.01	--	-0.01
LKQ Corporation	--	--	--	0.07	20.12	0.01	-0.07	-20.12	-0.01	-0.01	--	-0.01
Emerson Electric Co.	--	--	--	0.28	12.92	0.04	-0.28	-12.92	-0.04	-0.01	--	-0.01

Carnival Corporation	--	--	--	0.07	22.53	0.01	-0.07	-22.53	-0.01	-0.01	--	-0.01
J.B. Hunt Transport Services, Inc.	--	--	--	0.05	23.24	0.01	-0.05	-23.24	-0.01	-0.01	--	-0.01
SYNNEX Corporation	--	--	--	0.02	41.32	0.01	-0.02	-41.32	-0.01	-0.01	--	-0.01
LyondellBasell Industries NV	--	--	--	0.14	14.62	0.02	-0.14	-14.62	-0.02	-0.01	--	-0.01
FLIR Systems, Inc.	--	--	--	0.04	29.25	0.01	-0.04	-29.25	-0.01	-0.01	--	-0.01
Robert Half International Inc.	--	--	--	0.04	25.53	0.01	-0.04	-25.53	-0.01	-0.01	--	-0.01
Travel + Leisure Co.	--	--	--	0.02	36.99	0.01	-0.02	-36.99	-0.01	-0.01	--	-0.01
WestRock Company	--	--	--	0.07	20.12	0.01	-0.07	-20.12	-0.01	-0.01	--	-0.01
Starwood Property Trust, Inc.	--	--	--	0.03	30.66	0.01	-0.03	-30.66	-0.01	-0.01	--	-0.01
Cincinnati Financial Corporation	--	--	--	0.08	18.69	0.01	-0.08	-18.69	-0.01	-0.01	--	-0.01
Acuity Brands, Inc.	--	--	--	0.03	36.41	0.01	-0.03	-36.41	-0.01	-0.01	--	-0.01
Kraft Heinz Company	--	--	--	0.13	16.61	0.02	-0.13	-16.61	-0.02	-0.01	--	-0.01
Jacobs Engineering Group Inc.	--	--	--	0.08	18.85	0.01	-0.08	-18.85	-0.01	-0.01	--	-0.01
AvalonBay Communities, Inc.	--	--	--	0.14	15.99	0.02	-0.14	-15.99	-0.02	-0.01	--	-0.01
Regency Centers Corporation	--	--	--	0.05	25.64	0.01	-0.05	-25.64	-0.01	-0.01	--	-0.01
HollyFrontier Corporation	--	--	--	0.03	39.69	0.01	-0.03	-39.69	-0.01	-0.01	--	-0.01
PulteGroup, Inc.	--	--	--	0.07	21.97	0.01	-0.07	-21.97	-0.01	-0.01	--	-0.01
Lincoln National Corporation	--	--	--	0.05	24.78	0.01	-0.05	-24.78	-0.01	-0.01	--	-0.01
Whirlpool Corporation	--	--	--	0.07	22.90	0.01	-0.07	-22.90	-0.01	-0.01	--	-0.01
Trane Technologies plc	--	--	--	0.20	14.49	0.03	-0.20	-14.49	-0.03	-0.01	--	-0.01
Omnicom Group Inc	--	--	--	0.08	19.99	0.02	-0.08	-19.99	-0.02	-0.01	--	-0.01
Zions Bancorporation, N.A.	--	--	--	0.05	27.37	0.01	-0.05	-27.37	-0.01	-0.01	--	-0.01
CME Group Inc. Class A	--	--	--	0.39	12.66	0.05	-0.39	-12.66	-0.05	-0.01	--	-0.01
Concho Resources Inc.	--	--	--	0.01	12.43	0.01	-0.01	-12.43	-0.01	-0.01	--	-0.01
Foot Locker, Inc.	--	--	--	0.03	39.54	0.01	-0.03	-39.54	-0.01	-0.01	--	-0.01
SLM Corp	--	--	--	0.02	45.31	0.01	-0.02	-45.31	-0.01	-0.01	--	-0.01
EQT Corporation	--	--	--	0.03	46.18	0.01	-0.03	-46.18	-0.01	-0.01	--	-0.01
PacWest Bancorp	--	--	--	0.02	51.23	0.01	-0.02	-51.23	-0.01	-0.01	--	-0.01
Cummins Inc.	--	--	--	0.20	14.73	0.03	-0.20	-14.73	-0.03	-0.01	--	-0.01
DENTSPLY SIRONA, Inc.	--	--	--	0.07	22.07	0.01	-0.07	-22.07	-0.01	-0.01	--	-0.01
Middleby Corporation	--	--	--	0.04	28.57	0.01	-0.04	-28.57	-0.01	-0.01	--	-0.01
Hanesbrands Inc.	--	--	--	0.03	36.04	0.01	-0.03	-36.04	-0.01	-0.01	--	-0.01
Reliance Steel & Aluminum Co.	--	--	--	0.05	27.75	0.01	-0.05	-27.75	-0.01	-0.01	--	-0.01

First Citizens BancShares, Inc. Class A	--	--	--	0.02	45.62	0.01	-0.02	-45.62	-0.01	-0.01	--	-0.01
American Financial Group, Inc.	--	--	--	0.04	30.95	0.01	-0.04	-30.95	-0.01	-0.01	--	-0.01
JetBlue Airways Corporation	--	--	--	0.03	39.89	0.01	-0.03	-39.89	-0.01	-0.01	--	-0.01
Newell Brands Inc	--	--	--	0.05	27.37	0.01	-0.05	-27.37	-0.01	-0.01	--	-0.01
Pinnacle Financial Partners, Inc.	--	--	--	0.03	38.01	0.01	-0.03	-38.01	-0.01	-0.01	--	-0.01
Simon Property Group, Inc.	--	--	--	0.04	33.41	0.01	-0.04	-33.41	-0.01	-0.01	--	-0.01
Interpublic Group of Companies, Inc.	--	--	--	0.06	25.43	0.01	-0.06	-25.43	-0.01	-0.01	--	-0.01
Norfolk Southern Corporation	--	--	--	0.36	13.46	0.05	-0.36	-13.46	-0.05	-0.01	--	-0.01
AECOM	--	--	--	0.05	28.79	0.01	-0.05	-28.79	-0.01	-0.01	--	-0.01
Martin Marietta Materials, Inc.	--	--	--	0.11	18.46	0.02	-0.11	-18.46	-0.02	-0.01	--	-0.01
Gap, Inc.	--	--	--	0.02	47.50	0.01	-0.02	-47.50	-0.01	-0.01	--	-0.01
Alaska Air Group, Inc.	--	--	--	0.04	33.10	0.01	-0.04	-33.10	-0.01	-0.01	--	-0.01
Darden Restaurants, Inc.	--	--	--	0.09	19.56	0.02	-0.09	-19.56	-0.02	-0.01	--	-0.01
Fox Corporation Class A	--	--	--	0.06	24.71	0.01	-0.06	-24.71	-0.01	-0.01	--	-0.01
Alliance Data Systems Corporation	--	--	--	0.02	51.65	0.01	-0.02	-51.65	-0.01	-0.01	--	-0.01
International Flavors & Fragrances Inc.	--	--	--	0.14	28.98	0.03	-0.14	-28.98	-0.03	-0.01	--	-0.01
Comerica Incorporated	--	--	--	0.05	29.66	0.01	-0.05	-29.66	-0.01	-0.01	--	-0.01
Polaris Inc.	--	--	--	0.03	40.86	0.01	-0.03	-40.86	-0.01	-0.01	--	-0.01
MGM Resorts International	--	--	--	0.09	20.57	0.02	-0.09	-20.57	-0.02	-0.01	--	-0.01
Synchrony Financial	--	--	--	0.12	17.84	0.02	-0.12	-17.84	-0.02	-0.01	--	-0.01
Principal Financial Group, Inc.	--	--	--	0.08	22.06	0.02	-0.08	-22.06	-0.02	-0.01	--	-0.01
Synovus Financial Corp.	--	--	--	0.03	42.30	0.01	-0.03	-42.30	-0.01	-0.01	--	-0.01
M&T Bank Corporation	--	--	--	0.10	19.96	0.02	-0.10	-19.96	-0.02	-0.01	--	-0.01
Olin Corporation	--	--	--	0.02	55.57	0.01	-0.02	-55.57	-0.01	-0.01	--	-0.01
People's United Financial, Inc.	--	--	--	0.04	40.26	0.01	-0.04	-40.26	-0.01	-0.01	--	-0.01
Oshkosh Corp	--	--	--	0.04	38.33	0.01	-0.04	-38.33	-0.01	-0.01	--	-0.01
Concentrix Corporation	--	--	--	0.03	51.69	0.01	-0.03	-51.69	-0.01	-0.01	--	-0.01
Affiliated Managers Group, Inc.	--	--	--	0.03	46.55	0.01	-0.03	-46.55	-0.01	-0.01	--	-0.01
First Horizon Corporation	--	--	--	0.05	33.68	0.01	-0.05	-33.68	-0.01	-0.01	--	-0.01
Dell Technologies Inc Class C	--	--	--	0.11	20.28	0.02	-0.11	-20.28	-0.02	-0.01	--	-0.01
Western Digital Corporation	--	--	--	0.10	20.51	0.02	-0.10	-20.51	-0.02	-0.01	--	-0.01
Thor Industries, Inc.	--	--	--	0.04	45.34	0.01	-0.04	-45.34	-0.01	-0.01	--	-0.01
Discovery, Inc. Class A	--	--	--	0.04	44.43	0.01	-0.04	-44.43	-0.01	-0.01	--	-0.01

Equitable Holdings, Inc.	--	--	--	0.06	28.18	0.02	-0.06	-28.18	-0.02	-0.01	--	-0.01
Parker-Hannifin Corporation	--	--	--	0.20	16.16	0.03	-0.20	-16.16	-0.03	-0.01	--	-0.01
AGCO Corporation	--	--	--	0.04	39.53	0.01	-0.04	-39.53	-0.01	-0.01	--	-0.01
Cimarex Energy Co.	--	--	--	0.03	59.00	0.01	-0.03	-59.00	-0.01	-0.01	--	-0.01
Tapestry, Inc.	--	--	--	0.06	32.59	0.02	-0.06	-32.59	-0.02	-0.01	--	-0.01
Huntington Bancshares Incorporated	--	--	--	0.08	25.63	0.02	-0.08	-25.63	-0.02	-0.01	--	-0.01
LPL Financial Holdings Inc.	--	--	--	0.05	36.64	0.02	-0.05	-36.64	-0.02	-0.01	--	-0.01
KeyCorp	--	--	--	0.10	22.84	0.02	-0.10	-22.84	-0.02	-0.01	--	-0.01
Steel Dynamics, Inc.	--	--	--	0.05	38.37	0.02	-0.05	-38.37	-0.02	-0.01	--	-0.01
Ameriprise Financial, Inc.	--	--	--	0.14	20.20	0.03	-0.14	-20.20	-0.03	-0.01	--	-0.01
Mohawk Industries, Inc.	--	--	--	0.05	36.44	0.02	-0.05	-36.44	-0.02	-0.01	--	-0.01
Raymond James Financial, Inc.	--	--	--	0.08	29.05	0.02	-0.08	-29.05	-0.02	-0.01	--	-0.01
ON Semiconductor Corporation	--	--	--	0.09	27.13	0.02	-0.09	-27.13	-0.02	-0.01	--	-0.01
Mosaic Company	--	--	--	0.06	37.59	0.02	-0.06	-37.59	-0.02	-0.01	--	-0.01
News Corporation Class A	--	--	--	0.05	42.05	0.02	-0.05	-42.05	-0.02	-0.01	--	-0.01
Citizens Financial Group, Inc.	--	--	--	0.10	24.73	0.02	-0.10	-24.73	-0.02	-0.01	--	-0.01
KKR & Co. Inc.	--	--	--	0.13	21.00	0.03	-0.13	-21.00	-0.03	-0.01	--	-0.01
Snap-on Incorporated	--	--	--	0.06	35.68	0.02	-0.06	-35.68	-0.02	-0.01	--	-0.01
Lyft Inc Class A Class A	--	--	--	0.08	28.60	0.02	-0.08	-28.60	-0.02	-0.01	--	-0.01
TripAdvisor, Inc.	--	--	--	0.02	86.90	0.01	-0.02	-86.90	-0.01	-0.01	--	-0.01
Ally Financial Inc	--	--	--	0.09	27.42	0.02	-0.09	-27.42	-0.02	-0.01	--	-0.01
Prudential Financial, Inc.	--	--	--	0.19	18.35	0.03	-0.19	-18.35	-0.03	-0.01	--	-0.01
Williams Companies, Inc.	--	--	--	0.15	20.18	0.03	-0.15	-20.18	-0.03	-0.01	--	-0.01
Phillips 66	--	--	--	0.19	17.86	0.03	-0.19	-17.86	-0.03	-0.01	--	-0.01
Kohl's Corporation	--	--	--	0.04	47.10	0.02	-0.04	-47.10	-0.02	-0.01	--	-0.01
Eaton Corp. Plc	--	--	--	0.28	15.73	0.04	-0.28	-15.73	-0.04	-0.01	--	-0.01
Invesco Ltd.	--	--	--	0.05	45.68	0.02	-0.05	-45.68	-0.02	-0.01	--	-0.01
Equity Residential	--	--	--	0.13	21.84	0.03	-0.13	-21.84	-0.03	-0.01	--	-0.01
Delta Air Lines, Inc.	--	--	--	0.15	20.07	0.03	-0.15	-20.07	-0.03	-0.01	--	-0.01
Dow, Inc.	--	--	--	0.24	16.52	0.04	-0.24	-16.52	-0.04	-0.01	--	-0.01
Devon Energy Corporation	--	--	--	0.06	39.91	0.02	-0.06	-39.91	-0.02	-0.01	--	-0.01
Skyworks Solutions, Inc.	--	--	--	0.16	20.33	0.03	-0.16	-20.33	-0.03	-0.01	--	-0.01
Laboratory Corporation of America Holdi	--	--	--	0.12	25.29	0.03	-0.12	-25.29	-0.03	-0.01	--	-0.01

East West Bancorp, Inc.	--	--	--	0.05	46.26	0.02	-0.05	-46.26	-0.02	-0.01	--	-0.01
United Airlines Holdings, Inc.	--	--	--	0.08	33.04	0.02	-0.08	-33.04	-0.02	-0.01	--	-0.01
Corning Inc	--	--	--	0.16	21.63	0.03	-0.16	-21.63	-0.03	-0.01	--	-0.01
Marathon Oil Corporation	--	--	--	0.04	60.62	0.02	-0.04	-60.62	-0.02	-0.01	--	-0.01
Discovery, Inc. Class C	--	--	--	0.07	40.86	0.02	-0.07	-40.86	-0.02	-0.02	--	-0.02
Twitter, Inc.	--	--	--	0.26	17.51	0.05	-0.26	-17.51	-0.05	-0.02	--	-0.02
Cigna Corporation	--	--	--	0.32	16.61	0.05	-0.32	-16.61	-0.05	-0.02	--	-0.02
Western Alliance Bancorp	--	--	--	0.04	58.01	0.02	-0.04	-58.01	-0.02	-0.02	--	-0.02
Morgan Stanley	--	--	--	0.57	13.89	0.08	-0.57	-13.89	-0.08	-0.02	--	-0.02
Lumen Technologies, Inc.	--	--	--	0.07	39.46	0.02	-0.07	-39.46	-0.02	-0.02	--	-0.02
Corteva Inc	--	--	--	0.18	20.75	0.04	-0.18	-20.75	-0.04	-0.02	--	-0.02
Regions Financial Corporation	--	--	--	0.10	29.14	0.03	-0.10	-29.14	-0.03	-0.02	--	-0.02
ViacomCBS Inc. Class B	--	--	--	0.18	21.35	0.03	-0.18	-21.35	-0.03	-0.02	--	-0.02
Expedia Group, Inc.	--	--	--	0.10	30.00	0.03	-0.10	-30.00	-0.03	-0.02	--	-0.02
CBRE Group, Inc. Class A	--	--	--	0.13	26.13	0.03	-0.13	-26.13	-0.03	-0.02	--	-0.02
Texas Instruments Incorporated	--	--	--	0.44	15.86	0.07	-0.44	-15.86	-0.07	-0.02	--	-0.02
Kansas City Southern	--	--	--	0.11	29.62	0.03	-0.11	-29.62	-0.03	-0.02	--	-0.02
Diamondback Energy, Inc.	--	--	--	0.06	52.65	0.02	-0.06	-52.65	-0.02	-0.02	--	-0.02
American Airlines Group, Inc.	--	--	--	0.06	51.55	0.02	-0.06	-51.55	-0.02	-0.02	--	-0.02
Kinder Morgan Inc Class P	--	--	--	0.16	24.07	0.04	-0.16	-24.07	-0.04	-0.02	--	-0.02
SVB Financial Group	--	--	--	0.14	27.29	0.03	-0.14	-27.29	-0.03	-0.02	--	-0.02
Hewlett Packard Enterprise Co.	--	--	--	0.10	33.90	0.03	-0.10	-33.90	-0.03	-0.02	--	-0.02
Hess Corporation	--	--	--	0.10	34.53	0.03	-0.10	-34.53	-0.03	-0.02	--	-0.02
American International Group, Inc.	--	--	--	0.20	22.86	0.04	-0.20	-22.86	-0.04	-0.02	--	-0.02
Signature Bank	--	--	--	0.06	67.69	0.03	-0.06	-67.69	-0.03	-0.02	--	-0.02
Williams-Sonoma, Inc.	--	--	--	0.05	76.70	0.03	-0.05	-76.70	-0.03	-0.02	--	-0.02
ONEOK, Inc.	--	--	--	0.11	35.09	0.04	-0.11	-35.09	-0.04	-0.02	--	-0.02
D.R. Horton, Inc.	--	--	--	0.14	29.64	0.04	-0.14	-29.64	-0.04	-0.02	--	-0.02
CarMax, Inc.	--	--	--	0.10	40.44	0.03	-0.10	-40.44	-0.03	-0.02	--	-0.02
Valero Energy Corporation	--	--	--	0.15	28.47	0.04	-0.15	-28.47	-0.04	-0.02	--	-0.02
General Dynamics Corporation	--	--	--	0.23	22.87	0.05	-0.23	-22.87	-0.05	-0.02	--	-0.02
Hartford Financial Services Group, Inc.	--	--	--	0.11	37.30	0.04	-0.11	-37.30	-0.04	-0.02	--	-0.02
Lennar Corporation Class A	--	--	--	0.13	33.19	0.04	-0.13	-33.19	-0.04	-0.02	--	-0.02

Schlumberger NV	--	--	--	0.20	25.13	0.05	-0.20	-25.13	-0.05	-0.03	--	-0.03
Home Depot, Inc.	--	--	--	0.82	15.63	0.12	-0.82	-15.63	-0.12	-0.03	--	-0.03
L Brands, Inc.	--	--	--	0.06	66.34	0.03	-0.06	-66.34	-0.03	-0.03	--	-0.03
PNC Financial Services Group, Inc.	--	--	--	0.38	18.60	0.07	-0.38	-18.60	-0.07	-0.03	--	-0.03
Fifth Third Bancorp	--	--	--	0.13	36.80	0.04	-0.13	-36.80	-0.04	-0.03	--	-0.03
United Rentals, Inc.	--	--	--	0.11	42.00	0.04	-0.11	-42.00	-0.04	-0.03	--	-0.03
Micron Technology, Inc.	--	--	--	0.52	17.33	0.09	-0.52	-17.33	-0.09	-0.03	--	-0.03
Southwest Airlines Co.	--	--	--	0.17	31.00	0.05	-0.17	-31.00	-0.05	-0.03	--	-0.03
Marathon Petroleum Corporation	--	--	--	0.18	30.79	0.05	-0.18	-30.79	-0.05	-0.03	--	-0.03
American Express Company	--	--	--	0.48	17.75	0.08	-0.48	-17.75	-0.08	-0.03	--	-0.03
CVS Health Corporation	4.06	10.89	0.43	0.53	10.89	0.06	3.54	--	0.37	-0.03	--	-0.03
Johnson Controls International plc	--	--	--	0.22	28.65	0.06	-0.22	-28.65	-0.06	-0.03	--	-0.03
Pioneer Natural Resources Company	--	--	--	0.15	39.94	0.05	-0.15	-39.94	-0.05	-0.03	--	-0.03
HP Inc.	--	--	--	0.21	29.95	0.06	-0.21	-29.95	-0.06	-0.03	--	-0.03
Nucor Corporation	--	--	--	0.10	51.67	0.05	-0.10	-51.67	-0.05	-0.04	--	-0.04
Freeport-McMoRan, Inc.	--	--	--	0.26	26.56	0.06	-0.26	-26.56	-0.06	-0.04	--	-0.04
Altria Group Inc	--	--	--	0.26	26.95	0.06	-0.26	-26.95	-0.06	-0.04	--	-0.04
Occidental Petroleum Corporation	--	--	--	0.11	53.84	0.05	-0.11	-53.84	-0.05	-0.04	--	-0.04
MetLife, Inc.	--	--	--	0.23	30.63	0.07	-0.23	-30.63	-0.07	-0.04	--	-0.04
Walgreens Boots Alliance Inc	--	--	--	0.20	38.98	0.07	-0.20	-38.98	-0.07	-0.04	--	-0.04
Truist Financial Corporation	--	--	--	0.41	22.71	0.09	-0.41	-22.71	-0.09	-0.04	--	-0.04
Alphabet Inc. Class A	--	--	--	0.73	17.68	0.13	-0.73	-17.68	-0.13	-0.04	--	-0.04
Alphabet Inc. Class C	--	--	--	0.71	18.08	0.13	-0.71	-18.08	-0.13	-0.04	--	-0.04
Capital One Financial Corporation	--	--	--	0.29	29.14	0.08	-0.29	-29.14	-0.08	-0.05	--	-0.05
Cisco Systems, Inc.	--	--	--	1.10	16.50	0.18	-1.10	-16.50	-0.18	-0.05	--	-0.05
Charles Schwab Corporation	--	--	--	0.46	23.28	0.10	-0.46	-23.28	-0.10	-0.05	--	-0.05
J.M. Smucker Company	3.39	10.32	0.34	0.07	10.32	0.01	3.32	--	0.33	-0.05	--	-0.05
Boeing Company	--	--	--	0.65	18.99	0.12	-0.65	-18.99	-0.12	-0.05	--	-0.05
Ford Motor Company	--	--	--	0.24	39.36	0.08	-0.24	-39.36	-0.08	-0.05	--	-0.05
General Electric Company	--	--	--	0.58	21.66	0.12	-0.58	-21.66	-0.12	-0.06	--	-0.06
Citigroup Inc.	--	--	--	0.76	19.02	0.14	-0.76	-19.02	-0.14	-0.06	--	-0.06
EOG Resources, Inc.	--	--	--	0.20	46.31	0.08	-0.20	-46.31	-0.08	-0.06	--	-0.06
ConocoPhillips	--	--	--	0.35	33.68	0.10	-0.35	-33.68	-0.10	-0.07	--	-0.07



Goldman Sachs Group, Inc.	--	--	--	0.57	24.47	0.13	-0.57	-24.47	-0.13	-0.07	--	-0.07
General Motors Company	--	--	--	0.36	37.99	0.12	-0.36	-37.99	-0.12	-0.08	--	-0.08
Thermo Fisher Scientific Inc.	0.76	-1.18	-0.04	0.43	-1.96	-0.01	0.33	0.78	-0.03	-0.08	--	-0.08
Sysco Corporation	3.31	7.27	0.28	0.06	7.27	0.00	3.25	--	0.28	-0.09	--	-0.09
Caterpillar Inc.	--	--	--	0.62	28.06	0.16	-0.62	-28.06	-0.16	-0.09	--	-0.09
Amgen Inc.	3.93	9.03	0.32	--	--	--	3.93	9.03	0.32	-0.11	--	-0.11
Wells Fargo & Company	--	--	--	0.73	29.85	0.20	-0.73	-29.85	-0.20	-0.12	--	-0.12
Deere & Company	--	--	--	0.51	39.39	0.18	-0.51	-39.39	-0.18	-0.12	--	-0.12
Automatic Data Processing, Inc.	3.41	7.51	0.27	0.06	7.51	0.00	3.36	--	0.26	-0.13	--	-0.13
Johnson & Johnson	4.64	5.08	0.21	2.05	5.08	0.10	2.59	--	0.12	-0.17	--	-0.17
JPMorgan Chase & Co.	--	--	--	2.40	20.66	0.48	-2.40	-20.66	-0.48	-0.21	--	-0.21
Intel Corporation	--	--	--	1.34	29.22	0.36	-1.34	-29.22	-0.36	-0.21	--	-0.21
UnitedHealth Group Incorporated	4.44	6.47	0.29	0.30	6.47	0.02	4.13	--	0.27	-0.21	--	-0.21
Bank of America Corp	--	--	--	1.47	28.28	0.39	-1.47	-28.28	-0.39	-0.22	--	-0.22
Conagra Brands, Inc.	3.38	4.52	0.15	0.10	4.52	0.00	3.28	--	0.15	-0.23	--	-0.23
Marsh & McLennan Companies, Inc.	3.63	4.54	0.17	0.07	4.54	0.00	3.56	--	0.16	-0.25	--	-0.25
Medtronic Plc	3.47	1.35	0.05	0.87	1.35	0.01	2.60	--	0.04	-0.26	--	-0.26
Exxon Mobil Corporation	--	--	--	1.21	37.77	0.41	-1.21	-37.77	-0.41	-0.27	--	-0.27
Colgate-Palmolive Company	2.28	-7.29	-0.20	0.37	-7.29	-0.03	1.92	--	-0.17	-0.39	--	-0.39
U.S. Dollar	3.27	0.01	0.00	--	--	--	3.27	0.01	0.00	-0.40	--	-0.40
W.W. Grainger, Inc.	3.70	-1.41	0.00	0.03	-1.41	-0.00	3.67	--	0.00	-0.41	--	-0.41
Dollar General Corporation	3.16	-3.49	-0.10	--	--	--	3.16	-3.49	-0.10	-0.46	--	-0.46
Unilever PLC Sponsored ADR	2.70	-6.63	-0.22	--	--	--	2.70	-6.63	-0.22	-0.53	--	-0.53
Merck & Co., Inc.	3.36	-4.94	-0.21	0.14	-4.94	-0.01	3.22	--	-0.20	-0.56	--	-0.56
Coca-Cola Company	4.12	-3.08	-0.17	0.45	-3.08	-0.02	3.67	--	-0.15	-0.57	--	-0.57
Global Payments Inc.	4.44	-6.34	-0.23	0.33	-6.34	-0.03	4.11	--	-0.20	-0.68	--	-0.68
Ross Stores, Inc.	5.20	-2.14	-0.11	0.04	-2.14	-0.00	5.16	--	-0.11	-0.70	--	-0.70

Portfolio Holdings As Of Date:

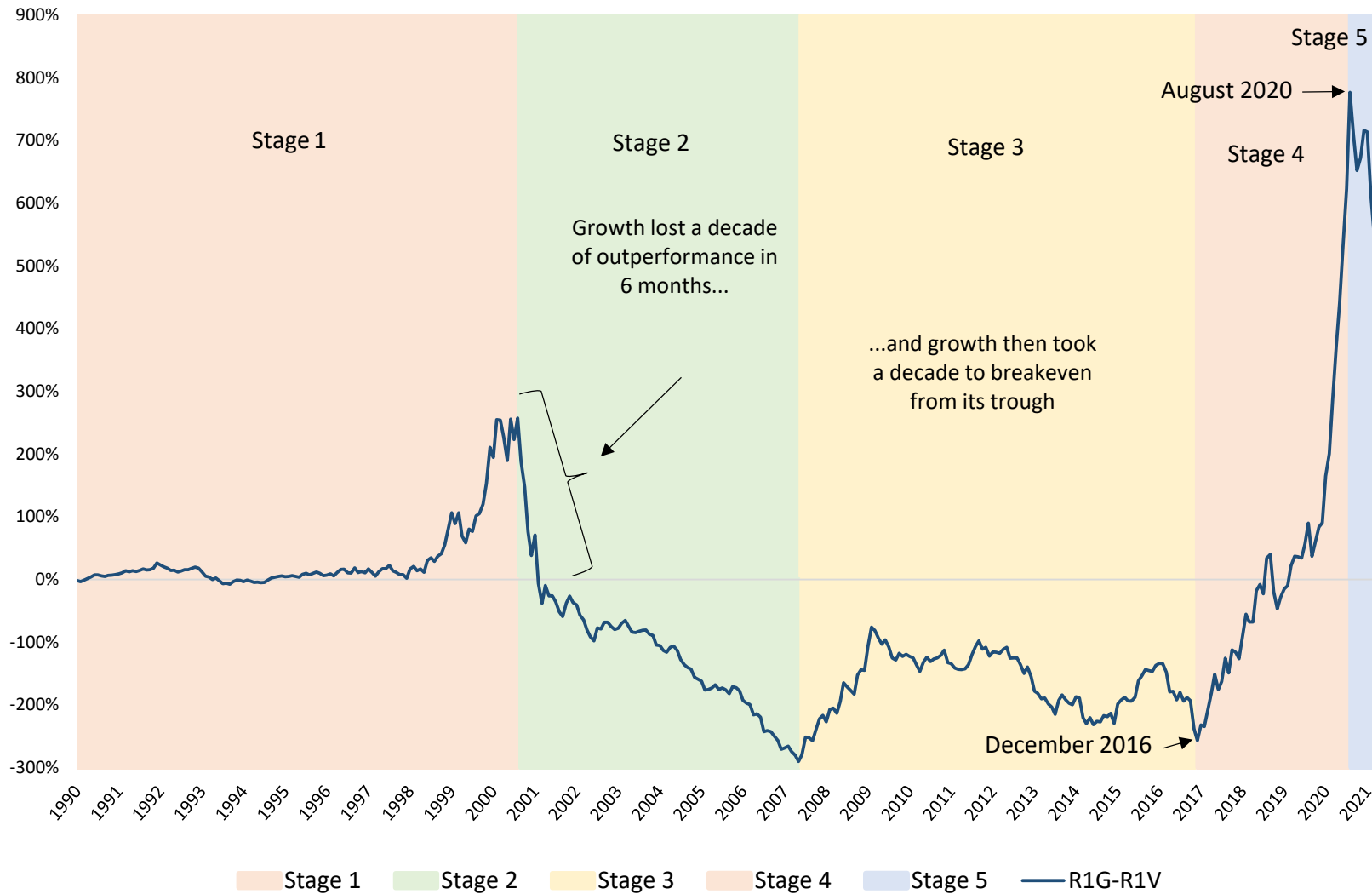
MWRA Employees' Retirement System 12/31/2020 through 3/30/2021

Benchmark Holdings As Of Date:

Russell 1000 Value 1/04/2021 through 3/31/2021

# The Cumulative History of Growth vs. Value Since 1990

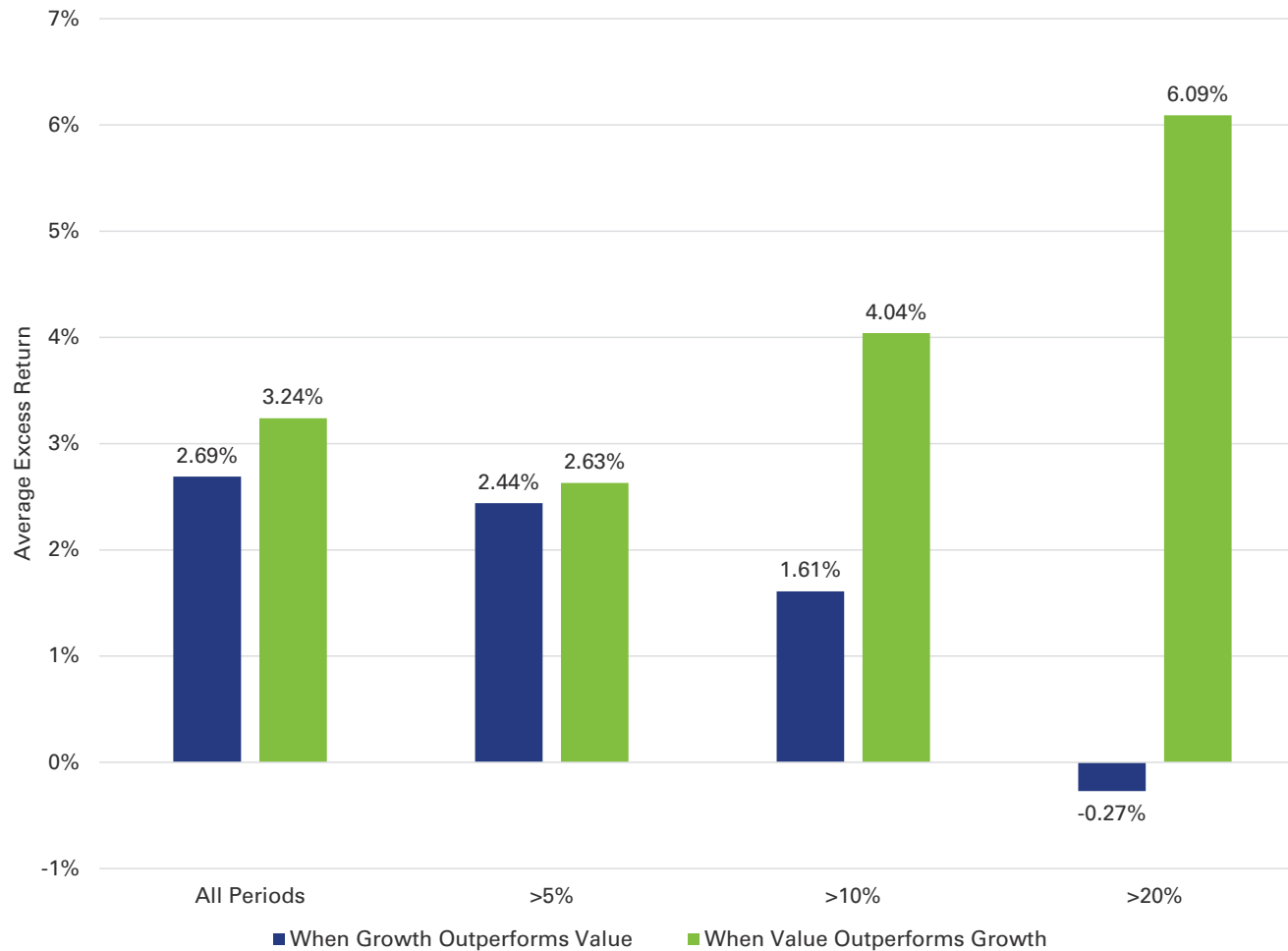
Russell 1000® Growth Index minus Russell 1000® Value Index Cumulative Return



Data from December 31, 1989 through March 31, 2021.  
Source: Kailash Capital, Morningstar Direct.  
Past performance is not an indication of future results.

# Does Boston Partners Offer Genuine Value?

Average Annual Excess Returns of Boston Partners Small Cap Value vs. Russell 2000® Value Index  
July 1995 – December 2020



Data as of December 31, 2020.

Source: Morningstar Direct, Boston Partners.

Russell 2000® Growth Index and Russell 2000® Value Index were used to measure growth versus value in the chart above.

The data above includes all monthly rolling 1-year periods from July 1, 1995 through December 31, 2020. Timeline returns, other than those noted, reflect composite results, gross of fees and individual portfolio results will vary. A GIPS® compliant report is contained herein. Past performance is not an indication of future results. Performance for periods over one year are annualized. Please refer to the following pages for other important information and disclosures.

030821 SC PR-001

# Investment Performance – Small Cap Value

As of December 31, 2020

## Annualized Performance (%)

	4Q 2020	1 Year	3 Year	5 Year	7 Year	10 Year	15 Year	20 Year	Since Inception*
<b>Small Cap Value - Gross of Fees</b>	<b>30.75</b>	<b>3.12</b>	<b>4.47</b>	<b>9.78</b>	<b>7.01</b>	<b>10.08</b>	<b>8.71</b>	<b>10.48</b>	<b>12.48</b>
<b>Small Cap Value - Net of Fees</b>	<b>30.52</b>	<b>2.41</b>	<b>3.74</b>	<b>8.99</b>	<b>6.23</b>	<b>9.25</b>	<b>7.84</b>	<b>9.59</b>	<b>11.59</b>
Russell 2000® Value Index	33.36	4.63	3.72	9.65	6.25	8.66	6.92	8.54	9.61
Russell 2000® Index	31.37	19.96	10.25	13.26	9.34	11.20	8.91	8.74	9.36

## Calendar Year Performance (%)

	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
<b>Small Cap Value - Gross of Fees</b>	<b>3.12</b>	<b>31.15</b>	<b>-15.69</b>	<b>11.29</b>	<b>25.63</b>	<b>-3.77</b>	<b>4.76</b>	<b>35.27</b>	<b>22.85</b>	<b>-2.13</b>
<b>Small Cap Value - Net of Fees</b>	<b>2.41</b>	<b>30.22</b>	<b>-16.27</b>	<b>10.49</b>	<b>24.69</b>	<b>-4.53</b>	<b>3.93</b>	<b>34.21</b>	<b>21.85</b>	<b>-2.93</b>
Russell 2000® Value Index	4.63	22.39	-12.86	7.84	31.74	-7.47	4.22	34.52	18.05	-5.50
Russell 2000® Index	19.96	25.52	-11.01	14.65	21.31	-4.41	4.89	38.82	16.35	-4.18

<sup>1</sup> Inception date is July 1, 1998.

Boston Partners has prepared and presented this report in compliant with GIPS®. Returns reflect composite results and individual portfolio results may vary. Performance for periods more than one year are annualized. Past performance is not an indication of future results. Please refer to the following pages for other important information and disclosures.

# Small Cap Value

## Performance disclosures

Boston Partners Global Investors, Inc. ("Boston Partners") is an Investment Adviser registered with the Securities and Exchange Commission under the Investment Advisers Act of 1940. Registration does not imply a certain level of skill or training. Boston Partners is an indirect, wholly owned subsidiary of ORIX Corporation of Japan ("ORIX"). Boston Partners updated its firm description as of November 2018 to reflect changes in its divisional structure. Boston Partners is comprised of two divisions, Boston Partners and Weiss, Peck & Greer Partners ("WPG").

Boston Partners claims compliance with the Global Investment Performance Standards (GIPS®) and has prepared and presented this report in compliance with the GIPS® standards. Boston Partners has been independently verified for the periods 2007 through 2019. Before then, Boston Partners Asset Management ("BPAM"), the previous entity name, and WPG were independently verified on an annual basis from 1995 through 2006 and 1993 through 2006, respectively. A firm that claims compliance with the GIPS must establish policies and procedures for complying with all the applicable requirements of the GIPS. Verification provides assurance on whether a 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 and have been implemented on a firm-wide basis. Verification does not provide assurance on the accuracy of any specific performance report. The Small Cap Value Equity Composite has had a performance examination for the periods 1995 to 2019. The verification and performance examination reports are available upon request. A list of composite descriptions is available upon request. GIPS® is a registered trademark of the CFA Institute. CFA Institute does not endorse or promote this organization, nor does it warrant the accuracy of quality of the content contained herein. Past performance is not indicative of future results. This document is not an offering of securities nor is it intended to provide investment advice. It is intended for information purposes only.

### Composite Construction

Performance results attained at Boston Partners are linked to the results achieved at BPAM beginning on January 1, 2007 in compliance with the GIPS® standards on performance record portability. The Small Cap Value Equity Composite includes all separately managed and commingled vehicles, fully discretionary, fee-paying accounts under management with a

similar investment mandate. No composites have a minimum account size for inclusion as of June 1, 2019. Prior to that time, the minimum account size for inclusion in the Composite was \$5 million. The composite may contain proprietary assets. The inception and creation date of the Boston Partners Small Cap Value Equity composite is July 1, 1995. The strategy is generally composed of securities with market capitalizations, at the time of purchase, in the same market capitalization range as the Russell 2000® Index. The composite is benchmarked against the Russell 2000® Value Index. The Russell 2000® Index is presented as supplemental information.

### Benchmark

Index returns are provided for comparison purposes only to show how the composite's returns compare to a broad-based index of securities, as the indices do not have costs, fees, or other expenses associated with their performance.

In addition, securities held in indices may not be similar to securities held in the composite's accounts. All Russell® Indices are registered trademarks of the Frank Russell Company. The Russell 2000® Value Index typically measures the performance of universes of stocks displaying low price-to-book ratios and low forecasted growth values. The Russell 2000® Index measures performance of the 2,000 smallest companies in the Russell 3000® Index, which measures performance of the 3,000 largest U.S. companies based on total market capitalization.

### Calculation Methodology

Composite account returns are asset value weighted using beginning of month asset values and composite account returns are calculated on a total return, time-weighted basis using trade date valuations. Composite returns are geometrically linked on a monthly basis. Effective January 1, 2011, Boston Partners adopted a significant cash flow policy. Accounts are temporarily removed from the composite when a significant external cash flow occurs, which is typically defined as a flow that is greater than or equal to 10% of the beginning market value of an account on the day of the flow; and greater than or equal to 10% of the beginning market value of the composite for that month. An account is generally added back to the composite as of the first full month following the significant cash flow. Returns reflect the reinvestment of dividends and other earnings and are expressed in U.S. Dollars unless otherwise noted. Additional information regarding policies for valuing accounts, calculating performance, and preparing compliant reports is available upon request.

### Fees and Expenses

Composite account returns are provided on a gross and net of fee basis. Composite account returns will be reduced by any fees and expenses incurred in the management of the account. Net of fee composite returns are asset weighted and reflect the deduction of management fees, which may include performance, based fees-commissions and transaction costs, and are calculated by deducting actual fees charged to accounts in a composite. Net of fee returns for commingled vehicles that are members of a composite are calculated using a model advisory fee equal to the highest applicable fee for the product; that fee is deducted from a composite's gross monthly return. Gross composite returns are calculated by deducting commissions and transaction costs charged to accounts in a composite. Fees are applied to gross returns at month end. Actual fees may vary depending on the applicable fee schedule and account size. Additional information regarding policies for valuing accounts, calculating performance, and preparing compliant reports is available upon request. Investment advisory fees are listed herein and are fully described in Boston Partners' Form ADV, Part 2.

### Composite Dispersion

The measurement of composite dispersion is calculated by the weighted average standard deviation of the annual account gross-of-fee returns within the composite. Dispersion in composites with less than five accounts included for the entire year is not considered meaningful and is denoted with "N/A". Prior to January 1, 2007, the measurement of composite dispersion was calculated by determining the difference between the highest and lowest annual account returns within the composite. The three-year annualized standard deviation measures the variability of the composite and the benchmark returns over the preceding 36-month period. This calculation has been adopted effective with the period ended December 31, 2011.

# Small Cap Value

## Performance disclosures (continued)

### Small Cap Value Equity:

	# of Accts. in Comp.	Total Assets in Comp.	Comp. Dispersion	Comp. 3-Yr. Std. Dev.	Bench. 3-Yr. Std. Dev.	% of Firm AUM
<b>2019:</b>	20	\$1.6 bn	0.34%	15.31%	15.68%	2%
<b>2018:</b>	20	\$1.3 bn	0.24%	14.79%	15.76%	2%
<b>2017:</b>	20	\$1.4 bn	0.14%	13.46%	13.97%	1%
<b>2016:</b>	19	\$1.2 bn	0.21%	14.71%	15.50%	1%
<b>2015:</b>	19	\$1.0 bn	0.19%	13.03%	13.45%	1%
<b>2014:</b>	18	\$1.1 bn	0.26%	12.36%	12.79%	2%
<b>2013:</b>	16	\$1.1 bn	0.56%	15.69%	15.82%	2%
<b>2012:</b>	16	\$957 mm	0.20%	18.66%	19.89%	3%
<b>2011:</b>	17	\$923 mm	0.08%	24.94%	26.05%	4%
<b>2010:</b>	16	\$682 mm	0.16%	n/a	n/a	4%

### Firm Assets:

Year	Assets (mm)	Year	Assets (mm)
<b>2019:</b>	\$89,368	<b>2014:</b>	\$73,250
<b>2018:</b>	\$81,550	<b>2013:</b>	\$52,334
<b>2017:</b>	\$99,241	<b>2012:</b>	\$29,023
<b>2016:</b>	\$87,222	<b>2011:</b>	\$21,098
<b>2015:</b>	\$78,363	<b>2010:</b>	\$18,419

### Other Disclosures

GICS (Global Industry Classification Standard) sector classification is used. All product characteristics and sector weightings are calculated using a representative account. Risk statistics are calculated using composite data. Account composition is subject to change and information contained in this publication may not be representative of the current account.

Foreign investors may have taxes withheld.

Investing involves risk including the risk of loss of principal. Value investing involves buying the stocks of companies that are out of favor or are undervalued. This may adversely affect an account's value and return. Stock values fluctuate in response to issuer, political, regulatory, market or economic developments. The value of small and mid-capitalization securities may be more volatile than those of larger issuers, but larger issuers could fall out of favor. Investments in foreign issuers may be more volatile than in the U.S. market, and international investing is subject to special risks including, but not limited to, currency risk associated with non - U.S. dollar denominated securities, which may be affected by fluctuations in currency exchange rates, political, social or economic instability, and differences in taxation, auditing and other financial practices.

Boston Partners participates in Initial Public Offerings (IPOs) as described in its Form ADV, Part 2. IPO contributions to performance vary from year to year depending on availability and prevailing market conditions. IPO contributions may have a significant positive effect on performance when initially purchased. Such positive performance should not be expected for future performance periods.

### Annual Fee Schedule

Investment advisory fees, which are more fully described in Boston Partners' Form ADV, Part 2, are: 100 basis points ("bp") on the first \$25 million of assets; 80 bp thereafter.

### Corporate Information

Boston Partners is affiliated with listed corporations through common ownership. ORIX Corporation Europe N.V. services may be offered in the U.S. through Robeco Institutional Asset Management, U.S., an SEC Registered Investment Adviser registered under the Investment Advisers Act of 1940. Transtrend products may be offered in the U.S. through Boston Partners Securities, LLC, member FINRA, SiPC. Boston Partners is authorized to transact as an Investment Adviser and maintains a Securities License by the Government of Guam Department of Revenue and Taxation. It also maintains a Certificate of Authority to transact business on Guam as a Foreign Corporation. In addition, Boston Partners is registered in Korea with the Financial Services Commission (FSC).

## McManus, Julie

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**From:** Grzejka, Sebastian <SGrzejka@nepc.com>  
**Sent:** Friday, April 09, 2021 1:25 PM  
**To:** Russo, Carolyn; JAMES; Durkin, Thomas; McKenna, Kevin; FRANK ZECHA;  
BoardMemberPappastergion  
**Cc:** Fischer, Kiley; Leonard, Kevin M.; McManus, Julie  
**Subject:** [EXTERNAL] Ares Management to Acquire Landmark Partners  
**Attachments:** 2021 04 09 Ares Management to acquire Landmark Partners.pdf

**[EXTERNAL]: This is an external email. Do not click on links or attachments if sender is unknown or if the email is unexpected.**

Good Afternoon Everyone,

I hope you are enjoying the nice weather! Attached you will find a summary memo from NEPC research regarding the announced acquisition of Landmark by Ares Management. Landmark is currently majority-owned (60%) by BrightSphere Investment Group, with partners of the Firm owning the remaining 40%. Upon execution of the transaction, Ares will acquire 100% of Landmark. The transaction, which will be funded with a combination of both cash and equity (Ares is a publicly-traded firm), is expected to close by June 30, 2021. The Landmark team will continue to be responsible for the management of the Landmark funds and the investment process, and the executive team will remain in place. The entire Landmark team will join the Ares platform, and the Firm anticipates no change or other disruption in the day-to-day management of the Landmark funds.

The transaction is indicative of a continuing trend in the investment industry, with larger asset management platforms buying smaller firms or individual business lines to provide a wider array of products. The sale allows Landmark to continue its strategy while befitting from the scale and capabilities of the Ares platform. The exact consent documents will vary by fund and Landmark will be sending the documents shortly. NEPC is comfortable with Ares acquiring Landmark and recommends that clients consent to the transaction. Please let us know if there are any questions and we will be prepared to discuss at the next meeting. Have a great weekend.

Sebastian

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NEPC, LLC

**To:** NEPC Consultants  
**From:** NEPC Research  
**Date:** April 9, 2021  
**Subject:** Ares Management to Acquire Landmark Partners

---

### ***Summary***

On March 31<sup>st</sup>, 2021, Landmark Partners (“Landmark” or “the Firm”) announced that Ares Management (“Ares”) had reached an agreement to acquire Landmark. The transaction will require the approval of limited partners or limited partner advisory committees (LPACs) for each fund (exact requirements vary by fund); NEPC recommends that clients consent to the transaction.

### ***Additional Detail***

Landmark is currently majority-owned (60%) by BrightSphere Investment Group, with partners of the Firm owning the remaining 40%. Upon execution of the transaction, Ares will acquire 100% of Landmark. The transaction, which will be funded with a combination of both cash and equity (Ares is a publicly-traded firm), is expected to close by June 30, 2021.

The Landmark team will continue to be responsible for the management of the Landmark funds and the investment process, and the executive team will remain in place. The entire Landmark team will join the Ares platform, and the Firm anticipates no change or other disruption in the day-to-day management of the Landmark funds.

Landmark is a global secondaries investment firm that manages strategies across real estate, infrastructure, and private equity. The Firm has approximately \$19 billion in assets under management and employs 150 professionals across North America, Europe and Asia. Ares is a publicly-traded asset management firm with strategies across credit, private equity, real estate, and infrastructure. Ares currently has over \$190 billion in assets under management. The combination of Ares and Landmark is thus anticipated to bring together two complementary platforms with no overlap in investment strategy.

### ***Conclusion***

The transaction is indicative of a continuing trend in the investment industry, with larger asset management platforms buying smaller firms or individual business lines to provide a wider array of products. The sale allows Landmark to continue its strategy while befitting from the scale and capabilities of the Ares platform.

NEPC Research held separate calls with Landmark’s real estate, infrastructure, and private equity teams following the announcement of the transaction. The exact consent requirements vary for each Landmark fund. Landmark will be sending consent documents to Limited Partners shortly. NEPC is comfortable with Ares acquiring Landmark and recommends that clients consent to the transaction.



## McManus, Julie

---

**From:** Russo, Carolyn  
**Sent:** Friday, April 02, 2021 8:56 AM  
**To:** McManus, Julie  
**Subject:** FW: Landmark Partners - Important Announcement  
**Attachments:** Ares Management Corporation Announces Agreement to Acquire Landmark Partners.pdf; image9ec23bd561af46189b40054b52da42a8.jpg

Julie:  
Please include this email and the attachment in the Board packages.  
Thank you.  
Carolyn

---

**From:** Khoshnevis, Kathy **On Behalf Of** Alfeld, Chad  
**Sent:** Thursday, April 01, 2021 4:42 PM  
**To:** Russo, Carolyn  
**Subject:** [EXTERNAL] Landmark Partners - Important Announcement

**[EXTERNAL]: This is an external email. Do not click on links or attachments if sender is unknown or if the email is unexpected.**

*Please accept our apology if this is a duplicate email; our first attempt, sent on March 31, may have ended up in the spam folder.*

LANDMARK PARTNERS 

Landmark Partners – Ares Management  
March 31, 2021

To our Investors and Advisors:

We are pleased to share with you that Landmark has entered a definitive agreement to partner with Ares Management Corporation. Ares will purchase 100% of the interest in Landmark Partners LLC. As a result of this transaction, BrightSphere Investment Group will no longer be a shareholder in Landmark Partners. We expect to complete this transaction by the end of Q2 2021.

We are thrilled to join forces with Ares, opening a new and exciting chapter in Landmark's history. Importantly, teaming up with Ares' global platform greatly expands our ability to deliver on your investment needs.

We will continue to be Landmark Partners. Each one of us with whom you have worked is continuing as an Ares' employee. From an operational standpoint, the investment teams, investment processes and members of investment committees will remain intact, and Frank Borges and Tim Haviland will continue as Co-Heads of the new Secondaries vertical at Ares.

Ares Management Corporation is a leading global alternative investment manager whose collaborative approach and processes are culturally similar to Landmark's. From a business standpoint, Ares has complementary investment groups investing across the credit, private equity, real estate and infrastructure markets. Our alignment will provide the following direct benefits to you and the Landmark team:

- The transaction with Ares will expand our ability to provide high-value solutions to, and strengthen our relationships with you, our investors.
- The combination of our platforms will provide increased sourcing advantages by leveraging Ares' longstanding and deep relationships across 825+ sponsors and 1,100+ institutional fund investors to support strategic growth of the Landmark business and investment opportunities for you.
- The combination of Landmark's 30+ years of secondary leadership and Ares global investment platforms will provide informational benefits and insights, and investment opportunities for you, our investors. The combined organization will have over 575 investment professionals.
- The combined business will have over 150 professionals dedicated to servicing your investment needs, extending Landmark's resources and global reach.

Please find attached the Ares and Landmark Partners press announcement regarding the transaction. We are excited about the combination of our two organizations and look forward to speaking with you about it. Please feel free to reach out to us or any of our partners should you have questions or if you would like to discuss further.

Sincerely,

Francisco L. Borges and Timothy L. Haviland, Managing Partners

*Landmark Partners sends emails to those professionals on its mailing list. You can find our Privacy Notice here. If you would like to unsubscribe from this email-list, please contact us at [unsubscribe@landmarkpartners.com](mailto:unsubscribe@landmarkpartners.com). Please note that you may receive fund-specific offering materials from Landmark Partners, including private placement memoranda, unless you explicitly notify us otherwise.*

*For Investors and their Advisors only. Past performance is not indicative of future results. This is not an offer of any Landmark Fund.*

---

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39 Queen's Road Central  
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London, W1B 5AD  
England  
44 20 7343 4450

New York  
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## **Ares Management Corporation Announces Agreement to Acquire Landmark Partners**

*A Market-Leading Secondaries Platform that has been  
Delivering Attractive Investment Performance for Over 30 Years*

*Business Combination Expected to Enhance Investing Advantages and  
Unlock Growth in the Attractive, Rapidly Expanding Secondaries Markets*

Ares to Host Conference Call Today at 8:00 a.m. Eastern Time

**LOS ANGELES—March 31, 2021**—Ares Management Corporation (“Ares”) (NYSE: ARES) announced today that a subsidiary of Ares has entered into a definitive agreement with a subsidiary of BrightSphere Investment Group Inc. (NYSE: BSIG) and Landmark Investment Holdings LP to acquire 100% of Landmark Partners, LLC (collectively with its subsidiaries, “Landmark”), one of the largest and most experienced investors in acquiring secondary private fund ownership stakes in the alternative asset management industry. The transaction is valued at \$1.08 billion, including approximately \$787 million in cash and approximately \$293 million in Ares Operating Group Units, in each case subject to certain adjustments.

With 150 employees across six global offices, Landmark manages private equity, real estate and infrastructure secondaries funds totaling \$18.7 billion in assets under management as of December 31, 2020. Supported by a global, institutional investor base of more than 600 fund investors, Landmark is viewed as a trusted and innovative counterparty in developing flexible transaction solutions to an extensive roster of financial sponsors and institutional investors. Landmark was founded in 1989 and is led by its highly experienced management team who have capitalized on the increasing investor appetite for private market secondaries with a compound annual growth rate of 17% in its assets under management over the past four years.

“We are incredibly proud to announce this transaction with Landmark, a pioneer in developing the asset class of private market secondaries,” said Michael Arougheti, Chief Executive Officer and President of Ares. “We believe secondary investments are only increasing in their appeal to a growing group of investors and we are excited to include these strategies in our comprehensive alternatives offering. We have known Landmark’s leadership team for many years and hold them in high regard for their approach to partnership and demonstrated ability to develop creative, win-win solutions. We look forward to welcoming Frank Borges, Tim Haviland and their colleagues and we expect significant benefits for our investors, employees and other stakeholders from this combination.”

“We are excited to join forces with Ares as we enter this new chapter in Landmark’s history,” said Francisco Borges, Chairman and Managing Partner of Landmark Partners. “Ares’ global platform and significant resources will enhance our combined investment capabilities and my partners and I look forward to driving continued strong performance, transaction structuring innovation and business growth for many years to come. As a reflection of this optimism, I am very pleased that our management team has agreed to accept significant equity in the combined firm.”

“As alternative assets continue to gain share, we believe growth in the secondaries market should also continue to accelerate,” said Timothy Haviland, President and Managing Partner of Landmark Partners.



“We are excited to enhance and expand our already strong market position as a new investment group within the broader Ares platform. Our approach and processes are culturally similar to Ares’ and we look forward to building on key sourcing, relative value and structuring advantages as well as unlocking new growth opportunities.”

The acquisition of Landmark further expands Ares’ product offering into a segment of alternative asset management that is experiencing double-digit industry growth rates. The secondary market provides sellers with the ability to achieve liquidity on their private market fund interests and enables buyers to invest later in a fund’s life, typically benefiting from seasoned portfolios and accelerated cash flows. Additionally, the secondary market’s growth has expanded over the last decade to enable fund sponsors to deliver liquidity to their investors through asset recapitalization and GP-led secondary funds. Along with the increase in the number of compelling investment solutions Ares can offer its clients, Ares’ client base is meaningfully expanding, creating significant fundraising opportunities. The joint platform will have over 1,600 institutional investors, where less than 5% of these accounts are currently invested with both Ares and Landmark.

The business combination is expected to drive meaningful investing advantages across Ares’ platform, which will expand to include five distinct but complementary investment verticals in Credit, Private Equity, Real Estate, Strategic Initiatives and now Secondaries. For Landmark, Ares’ extensive direct lending relationships with approximately 825 financial sponsors, well-established regional networks across North America, Europe, Asia Pacific and the Middle East and marketplace insights from across asset classes should serve to further differentiate its existing key competitive advantages in transaction sourcing, evaluation and structuring.

“The acquisition of Landmark is not only highly strategic, but it is also expected to be immediately financially accretive to Ares’ core earnings metrics, including after-tax realized income per common share, and it should be a meaningful driver of our growth in the years ahead,” said Michael McFerran, Chief Operating Officer and Chief Financial Officer of Ares. “In addition, the transaction is expected to be accretive to our fee related earnings margins and further enhances our fee related earnings composition within our realized income.”

The transaction is expected to close in the second quarter of 2021 and is subject to customary closing conditions, including regulatory approvals.

RBC Capital Markets, LLC and Credit Suisse Securities (USA) LLC acted as financial advisors to Ares and Kirkland & Ellis LLP served as legal counsel. Morgan Stanley & Co LLC acted as financial advisor to BrightSphere. Goldman Sachs & Co. LLC acted as financial advisor to Landmark Partners LLC. Ropes & Gray served as legal counsel to both Landmark and BrightSphere.



### **Conference Call and Webcast Information**

Ares will host a conference call on Wednesday, March 31, 2021 at 8:00 a.m. (Eastern Time) to discuss the transaction. A supplemental presentation that illustrates the transaction is available on the Investor Resources section of Ares' website at [www.aresmgmt.com](http://www.aresmgmt.com).

All interested parties are invited to participate via telephone or the live webcast, which will be hosted on a webcast link located on the Home page of the Investor Resources section of our website at [www.aresmgmt.com](http://www.aresmgmt.com). Domestic callers can access the conference call by dialing 1-888-317-6003. International callers can access the conference call by dialing +1 412-317-6061. All callers will need to enter the Participant Elite Entry Number 7513238 followed by the # sign and reference "Ares Management Corporation" once connected with the operator. All callers are asked to dial in 10-15 minutes prior to the call so that name and company information can be collected. For interested parties, an archived replay of the call will be available through April 30, 2021 to domestic callers by dialing 1-877-344-7529 and to international callers by dialing +1 412-317-0088. For all replays, please reference conference number 10153612. An archived replay will also be available through April 30, 2021 on a webcast link located on the Home page of the Investor Resources section of our website.

### **About Ares Management Corporation**

Ares Management Corporation (NYSE: ARES) is a leading global alternative investment manager operating integrated groups across Credit, Private Equity, Real Estate and Strategic Initiatives. Ares Management's investment groups collaborate to deliver innovative investment solutions and consistent, attractive investment returns for fund investors throughout market cycles. As of December 31, 2020, Ares Management's global platform had approximately \$197 billion of assets under management with more than 1,450 employees operating across North America, Europe, Asia Pacific and the Middle East. For more information, please visit [www.aresmgmt.com](http://www.aresmgmt.com).

### **About Landmark Partners**

Founded in 1989, Landmark is a leading investment manager focused on the secondary markets. Landmark has six offices globally with 150 employees, including over 65 investment and research professionals. Over the course of its 30+ year history, Landmark has invested across over 2,400 partnership interests, driving unique and proprietary transactions through its deeply established relationships with institutional investors, fund sponsors, and market advisors. The firm has formed an aggregate of over 30 funds and related vehicles capitalized with over \$28 billion in commitments while maintaining a consistent investment philosophy: Landmark's "thought partner" approach to investing through which it provides unique and customized liquidity solutions, while capitalizing on the potential benefits of secondary investing. For more information, please visit [www.landmarkpartners.com](http://www.landmarkpartners.com).

### **Forward-Looking Statements**

Statements included herein may constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, which relate to future events or our future performance or financial condition. These statements are not guarantees of future performance, condition or results and involve a number of risks and uncertainties, including the ability of Ares to consummate the Landmark acquisition and to effectively integrate the acquired business into our operations and to achieve the expected benefit therefrom. Actual results may differ materially from those in the forward-looking statements as a result of a number of factors, including those described from time to time in our



filings with the Securities and Exchange Commission. Ares Management Corporation undertakes no duty to update any forward-looking statements made herein.

**Ares Management Corporation**

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**Landmark Partners:**

Chad Alfeld

[chad.alfeld@landmarkpartners.com](mailto:chad.alfeld@landmarkpartners.com)

## McManus, Julie

---

**From:** Russo, Carolyn  
**Sent:** Tuesday, April 20, 2021 9:47 AM  
**To:** McManus, Julie  
**Subject:** FW: Landmark Response

Julie:

Please include in Board packages, with associated email which will follow.

Thank you.

Carolyn

---

**From:** Grzejka, Sebastian <SGrzejka@nepc.com>  
**Sent:** Tuesday, April 20, 2021 9:25 AM  
**To:** Russo, Carolyn <Carolyn.Russo@mwra.com>  
**Cc:** Fischer, Kiley <KFischer@nepc.com>  
**Subject:** [EXTERNAL] Landmark Response

**[EXTERNAL]: This is an external email. Do not click on links or attachments if sender is unknown or if the email is unexpected.**

Good Morning Carolyn,

I wanted to make sure to pass this along to you as well. Our real estate researcher spoke with Landmark and below is their response. Please let me know if you need anything else.

Sebastian

From Landmark:

As background, Landmark has made two separate investments into Pretium vehicles, both of which are within Landmark Real Estate Partners VIII. The first investment was in 2019 after what Landmark described as “about a year of due diligence.” That first investment was effectively a Landmark-led recap of Pretium’s 2012 vintage fund; Landmark represents about one-quarter of the total capitalization of that fund today, with about \$125 million of equity invested from LREP VIII.

As part of Landmark’s diligence of Pretium, they did work on both the Manager (Pretium) and their operating platform (a group named Progress Residential). Landmark believed (and continues to believe) that Pretium is “truly an institutional platform” with strong processes and procedures. Furthermore, they believe that Pretium is focused on being a good landlord; even before the pandemic, Landmark noted Pretium’s focus on providing quality services for their tenants.

While Landmark is an investor in vehicles managed by Pretium and not the direct owner of any of the assets nor the landlord on any of the assets in question, Landmark did explain that they have been in touch with Pretium throughout the pandemic. Landmark, through their conversations with Pretium, believes that Pretium has been following all local rules, laws, and regulations when it comes to evictions, as well as adhering to the CDC moratorium. Landmark did acknowledge that there have been evictions during this time, but that all of the policies were followed. Some of the evictions were ongoing matters that were begun prior to the onset of the pandemic.



Landmark emphasized that “working with tenants” is always the first approach. Pretium has helped tenants with payment plans and helped eligible tenants apply for financial assistance. Evictions are always the last resort, even when they are permitted, as evictions tend to be expensive and time consuming for the landlord (vs. finding an alternate solution like a payment plan).

Landmark stated that they will continue to stay on top of Pretium and make sure that everything is handled properly. If Pretium prepares any formal response Landmark can pass that along as well.

Sebastian Grzejka, CAIA  
Principal, Senior Consultant

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## McManus, Julie

---

**From:** Russo, Carolyn  
**Sent:** Tuesday, April 20, 2021 9:47 AM  
**To:** McManus, Julie  
**Subject:** FW: [EXTERNAL] Landmark Partners/ Pretium Partners files to evict Black renters despite CDC eviction moratorium

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**From:** Russo, Carolyn  
**Sent:** Wednesday, April 14, 2021 2:30 PM  
**To:** 'Grzejka, Sebastian' <[SGrzejka@nepc.com](mailto:SGrzejka@nepc.com)>  
**Subject:** RE: [EXTERNAL] Landmark Partners/ Pretium Partners files to evict Black renters despite CDC eviction moratorium

Thank you Sebaastian.

---

**From:** Grzejka, Sebastian <[SGrzejka@nepc.com](mailto:SGrzejka@nepc.com)>  
**Sent:** Wednesday, April 14, 2021 2:09 PM  
**To:** Russo, Carolyn <[Carolyn.Russo@mwra.com](mailto:Carolyn.Russo@mwra.com)>  
**Cc:** JAMES <[jfleming47@comcast.net](mailto:jfleming47@comcast.net)>  
**Subject:** RE: [EXTERNAL] Landmark Partners/ Pretium Partners files to evict Black renters despite CDC eviction moratorium

Hi Carolyn,

Of course, we can run this question through Landmark to get their view on the below.

Sebastian

---

**From:** Russo, Carolyn <[Carolyn.Russo@mwra.com](mailto:Carolyn.Russo@mwra.com)>  
**Sent:** Wednesday, April 14, 2021 11:48 AM  
**To:** Grzejka, Sebastian <[SGrzejka@nepc.com](mailto:SGrzejka@nepc.com)>  
**Cc:** JAMES <[jfleming47@comcast.net](mailto:jfleming47@comcast.net)>  
**Subject:** FW: [EXTERNAL] Landmark Partners/ Pretium Partners files to evict Black renters despite CDC eviction moratorium

### MESSAGE FROM EXTERNAL SENDER

---

Hi Sebastian:

I have not had a chance to dig into the veracity of anything that is being said below yet, but did read the Bloomberg article. There does not appear to be any specific mention of Landmark.

As you know MWRA management is extremely in tune with headline risk, and the Retirement Board obviously expects its managers to operate in a manner which is uniformly consistent with state and federal requirements. I would appreciate it if you would reach out to Landmark principals seeking a statement of the extent of their involvement in this type of eviction activity, and of their assurances that state and federal mandates are being met without exception in regard to evictions. Thank you.

Carolyn Russo

---

**From:** Jim Baker <[jim.baker@pestakeholder.org](mailto:jim.baker@pestakeholder.org)>

**Sent:** Wednesday, April 14, 2021 11:02 AM

**To:** Russo, Carolyn <[Carolyn.Russo@mwra.com](mailto:Carolyn.Russo@mwra.com)>

**Subject:** [EXTERNAL] Landmark Partners/ Pretium Partners files to evict Black renters despite CDC eviction moratorium

**[EXTERNAL]: This is an external email. Do not click on links or attachments if sender is unknown or if the email is unexpected.**

Carolyn,

Massachusetts Water Resources Authority Employees' Retirement System is an investor with private equity firm Landmark Partners.

Landmark Partners in December 2019 [led a \\$1.5 billion secondary buyout](#) of Pretium Partners' single family rental fund, which owned 20,000 rental homes around the US.

Since, affiliates of Pretium Partners and its rental home operator Progress Residential have filed to evict several hundred residents during the COVID-19 pandemic, the majority after the CDC eviction moratorium took effect in September 2020.

Pretium Partners' Progress Residential and Front Yard Residential have filed more than 600 eviction actions since the beginning of 2021, including nearly 300 eviction filings in majority-Black DeKalb and Clayton Counties in Georgia.

Our new report, ["Pandemic Evictor: Don Mullen's Pretium Partners Files to Evict Black Renters, Collects Billions From Investors"](#) looks at eviction filings by Pretium Partners' Progress Residential and Front Yard Residential during the pandemic and the broader impact of Landmark Partners' and Pretium Partners' investments on residents.

In order to protect Americans from contracting and spreading COVID-19, the US Centers for Disease Control and Prevention (CDC) recently extended the national eviction moratorium through June 2021 and noted that \$52 billion in federal rent relief has been set aside for an estimated 12 million renters who owe back rent.

But despite the CDC eviction moratorium, Pretium Partners has continued to file and advance residential eviction cases.

[Bloomberg, April 14, 2021: "Private Equity Landlord Seeking to Evict Renters Despite Ban"](#)

A number of these cases are complaints for nonpayment of rent, which are specifically covered by the CDC eviction moratorium. An organization violating the CDC eviction moratorium may be subject to a fine of up to \$200,000 per event.

In late March, the Federal Trade Commission (FTC) and the Consumer Financial Protection Bureau (CFPB) stated that they would be investigating evictions by "multistate landlords" and "private equity firms". The FTC and CFPB noted:

*“Unfortunately, there are reports that major multistate landlords are forcing people out of their homes despite the government prohibitions or before tenants are aware of their rights. Depriving tenants of their rights is unacceptable. Many of the tenants at risk of eviction are older Americans and people of color, who already experience heightened risks from COVID-19.”*

The report is [available here](#) and key points are below.

We have reached out to Landmark Partners multiple times to discuss evictions by Pretium Partners, but the firm has not responded.

Please ask Landmark Partners to ensure its housing investments comply with the law and with the CDC eviction moratorium and do not displace residents, especially residents of color.

Sincerely,

Jim Baker

*Private Equity Stakeholder Project*  
[jim.baker@PEstakeholder.org](mailto:jim.baker@PEstakeholder.org)  
312-933-0230

-----

## **[Pandemic Evictor: Don Mullen’s Pretium Partners Files to Evict Black Renters, Collects Billions From Investors](#)**

Key points:

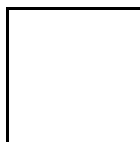
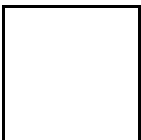
- In January 2021, Pretium Partners through its single-family rental company Progress Residential, became the second-largest owner and operator of single-family rental homes in the United States when it acquired Front Yard Residential and took the company private. Pretium now owns 55,000 rental homes.
- Combined, Progress Residential and Front Yard Residential have filed to evict more than 1,300 residents during the COVID-19 pandemic, with most evictions filed after the Centers for Disease Control and Prevention (CDC) eviction moratorium went into effect in September 2020.
- The companies have filed over 500 eviction actions since the beginning of 2021. Nearly half of these filings were in two counties in Georgia – DeKalb and Clayton – with majority Black populations.

- Since the beginning of 2021, Progress Residential and Front Yard Residential have filed to evict residents in majority-Black DeKalb and Clayton Counties in Georgia at much higher rates than they have in majority-white Seminole and Polk Counties in Florida.
- Progress Residential and Front Yard Residential have advanced eviction cases against residents affected by the COVID-19 pandemic, a number of whom submitted hardship declarations pursuant to the CDC’s eviction moratorium.
- Progress Residential has also challenged at least one resident’s CDC hardship declaration in court, calling the CDC Eviction Moratorium an “unconstitutional overreach” in a recent filing.
- Pretium Partners’ and Ares Management’s Front Yard Residential has also drawn complaints from predominantly Black residents in Minneapolis who say the company is failing to maintain their homes.
- Pretium Partners has drawn on investments from private equity firms, pension funds, insurance companies, and other institutional investors, including:
  - Ares Management
  - Landmark Partners
  - Canada’s Public Sector Pension (PSP)
  - American Equity Investment Life Insurance
  - Tennessee Consolidated Retirement System

Full report [available here](#)

Private Equity Stakeholder Project  
2513 N Central Park Ave  
Chicago Illinois 60647  
United States

This email is intended for [carolyn.russo@mwra.com](mailto:carolyn.russo@mwra.com).  
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