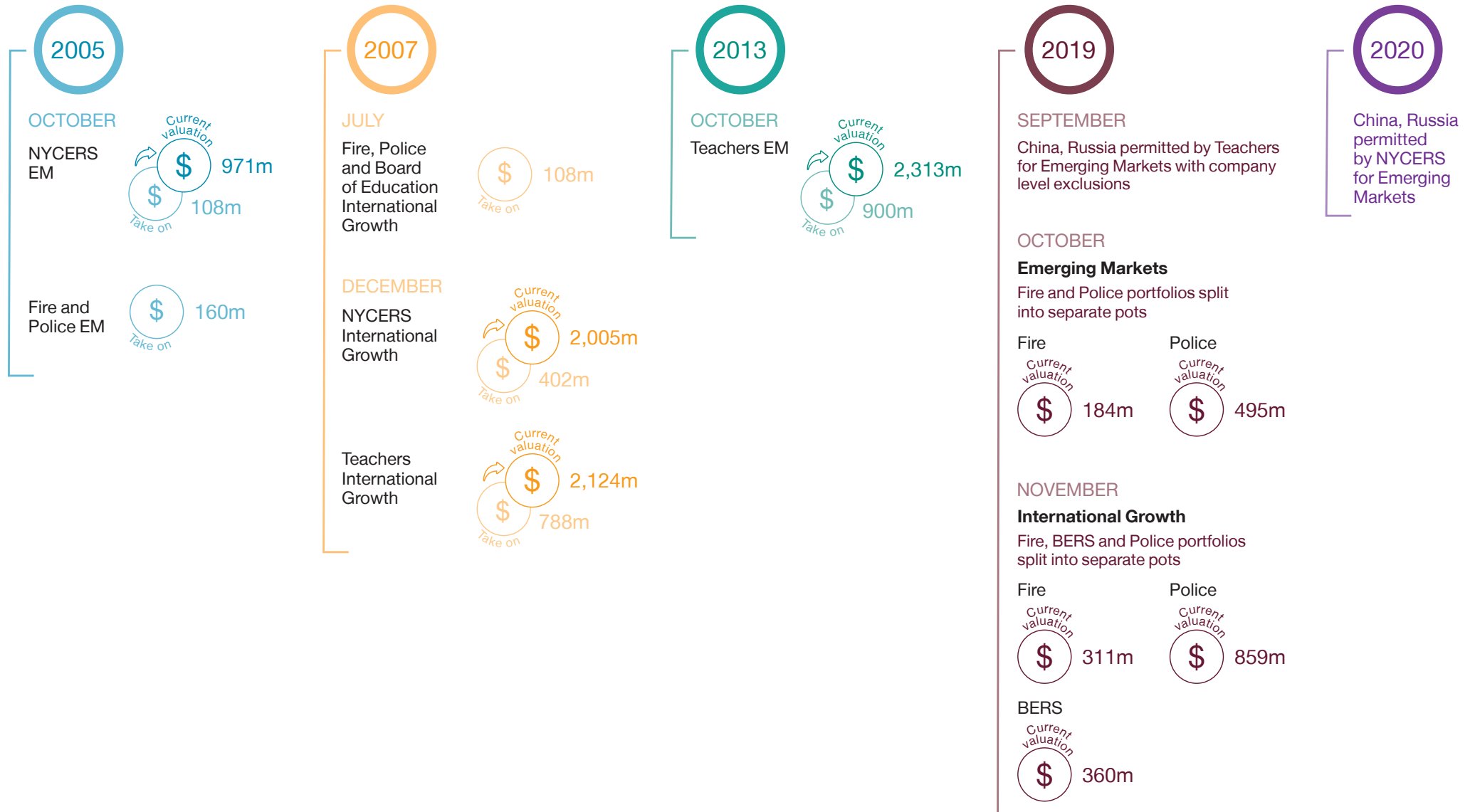


# BG and NYC 15 Year Partnership

## Our relationship timeline



# Supporting Companies to be Exceptional

## Engagement Examples From 2020

### Baillie Gifford's Five Stewardship Principles



Prioritisation of long-term value creation



A constructive and purposeful board



Long-term focused remuneration with stretching targets



Fair treatment of stakeholders



Sustainable business practices



#### Burberry

Following extensive engagement on a new remuneration plan, we made explicit our intention to hold individual directors accountable if alignment with shareholders is lost.



#### HomeServe

Via board dialogue, we sought full understating of the 2021 succession plan for the longstanding Chairman.



#### NIBE

We communicated our support for Nibe's best-in-class sustainability reporting and long term strategy delivery.



#### adidas

On supply chain oversight, we encouraged the expansion of independent audits and inspections.



#### Zalando

We encouraged ongoing efforts to improve diversity at all levels of the company and a focus on sustainability can have a positive impact on its competitive edge.



#### Inditex

Supply chain oversight is considered best in class by peers – our engagement sought to support and encourage continued prioritisation of industry leading sustainability practices.



#### Jardine Mathieson

We sought improved gender diversity on Group and subsidiary company boards.



#### Ubisoft Entertainment

We have set expectations on strengthened board oversight and accountability of workplace culture.



#### LVMH

While supportive of its prioritisation of long term value creation, we sought improved remuneration disclosure.



#### Kering

Multi-year engagement to formally tie long-term sustainability goals into executive remuneration framework.



#### Softbank Group

While recognising the unique culture of Softbank, we look for greater diversity and independence on the Group board.



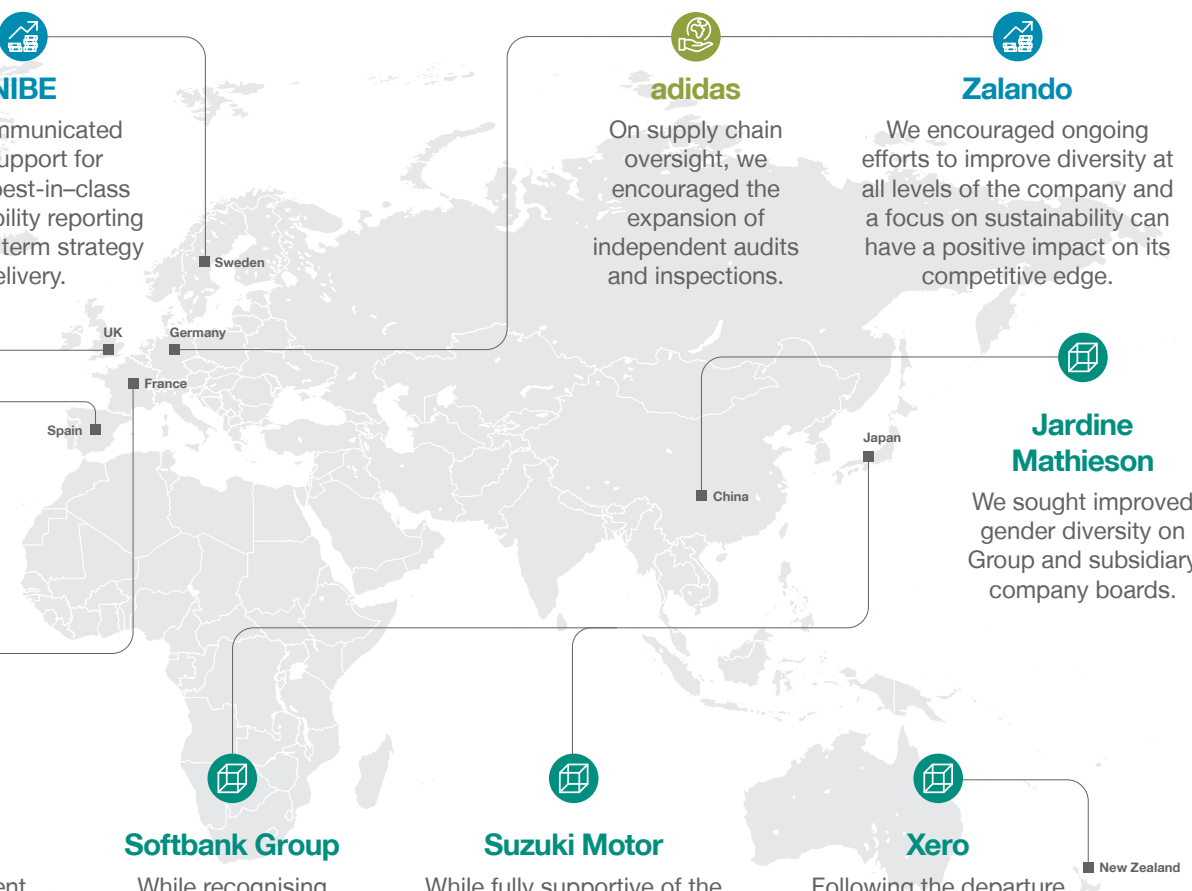
#### Suzuki Motor

While fully supportive of the board's delivery of long term strategy, we questioned the need for the CEO to be on the audit committee. We are reassured by our engagement.



#### Xero



Following the departure of its founder, we emphasised the need to strengthen the board with deep and current industry expertise.



## Time



Some perspective – things are getting better

World literacy rate  
1900  **21%**  
2010  **83%**


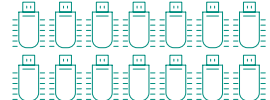
World life expectancy  
1950  **46 years**  
2010  **70 years**

## Tools



Enablers of change – our capacity has never been greater

Worldwide software developers  
2013  **18mn**  
2021  **27mn**

Data created and consumed  
2010  **1.2tr Gb**  
2020  **59tr Gb**

## Paradigm shifts

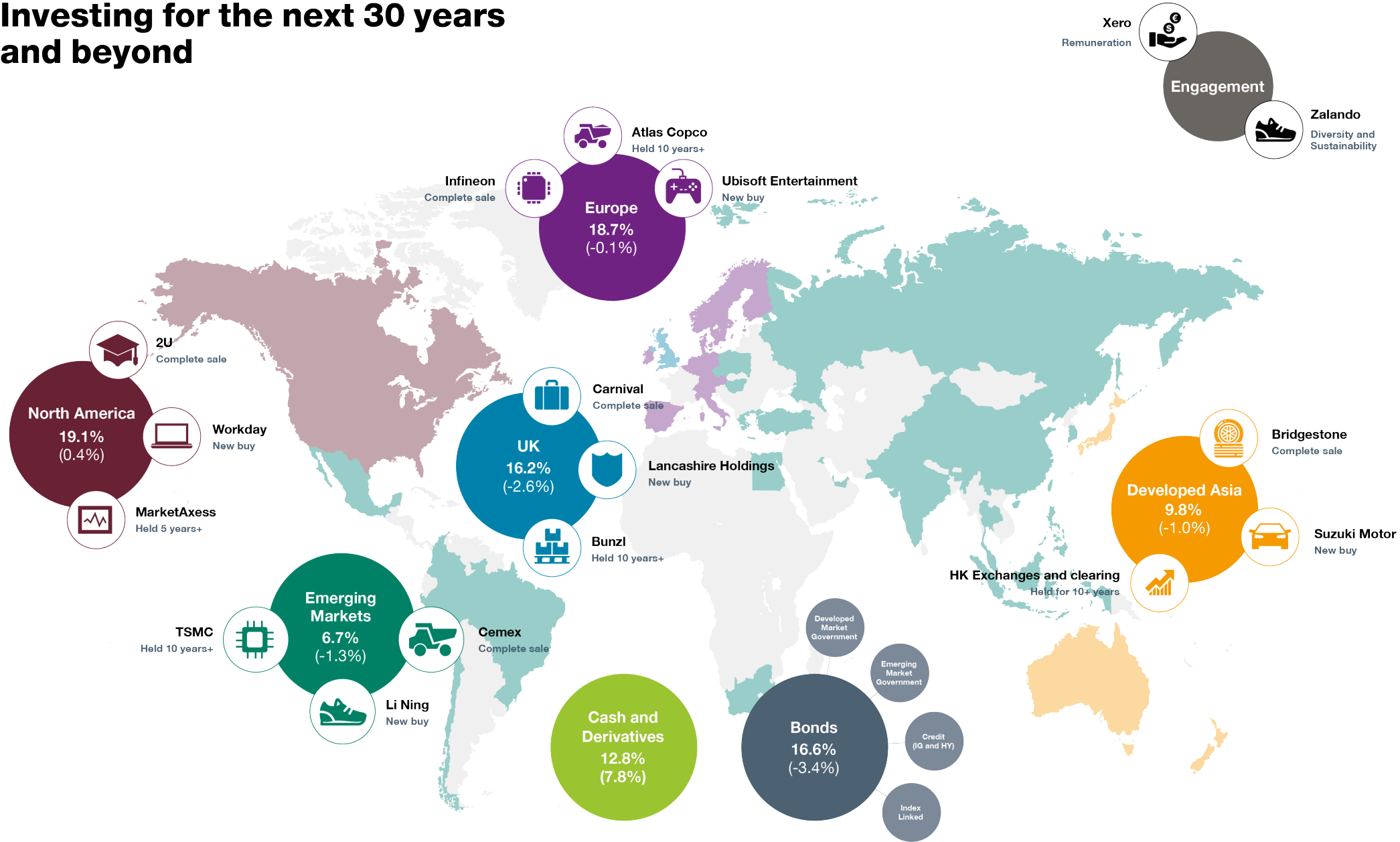


Catalyst of change – 'Turning points' and the next set of problems to solve

Average net worth of Americans born in	1950s	\$\$\$\$\$\$\$\$	<b>\$79k</b>
	1960s	\$\$\$\$\$\$\$\$	<b>\$86k</b>
	1970s	\$\$\$\$\$	<b>\$47k</b>

Despite rising education levels, incomes of young adults born in the 1980s have fallen 1% per year since 2000

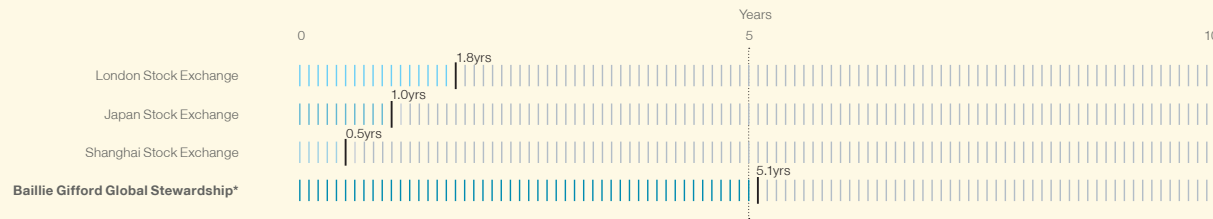
# Investing for the next 30 years and beyond



# How do we do what we do?

## Long term

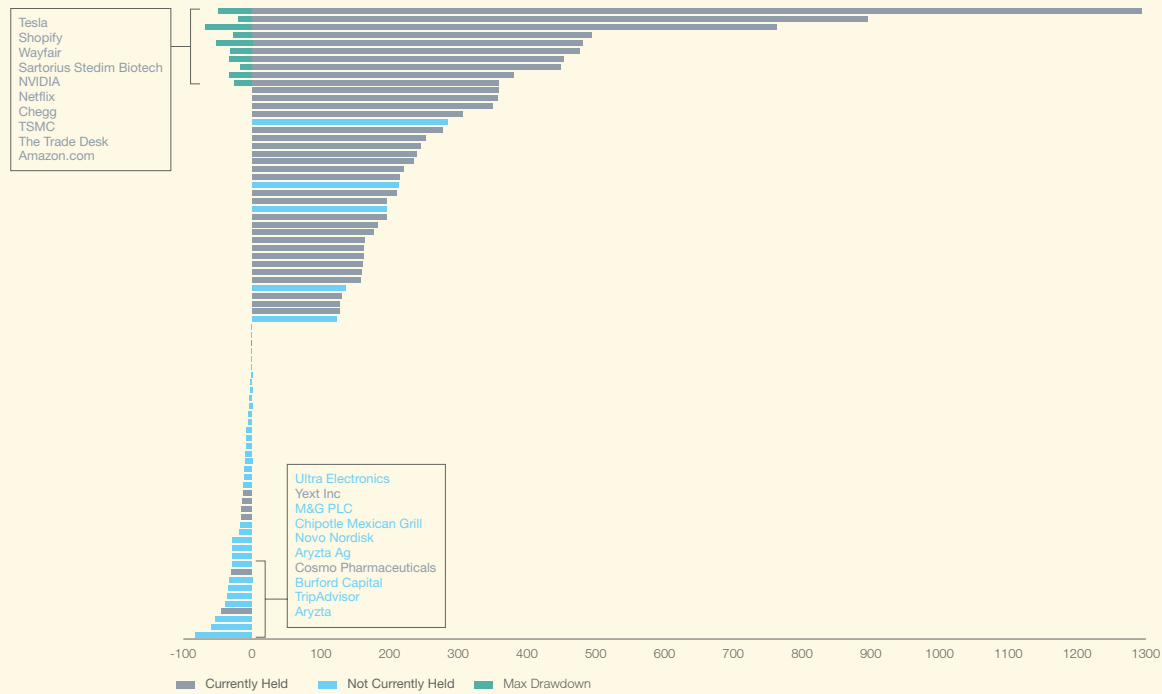
Our main advantage in an increasingly impatient industry



\*Based on Baillie Gifford Global Stewardship representative portfolio, 5 years to 31 March 2021. Data provided by: World Federation of Exchanges, 5 years to 31 December 2019. Average holding period over five years calculated as per WFE 1/turnover velocity.

## Optimism

Focus on the upside: true growth investing



Source: StatPro, US dollars. 31 December 2015 to 31 March 2021. Absolute returns of the Global Stewardship composite. Some stocks were only held for part of the period.

## Stewardship

### Embracing ESG opportunities

