

# CONNECTION



## THE IMPORTANCE OF STRONG CULTURE IN INVESTMENT ORGANISATIONS

By Craig Baker, Global CIO of Willis Towers Watson and Chairman of the Alliance Trust PLC investment committee

**Responsible investing has become the buzzword of asset management in recent years, with a swathe of new processes and benchmarks introduced in efforts to improve investor decision-making.**

However, one aspect that is often overlooked, is an examination of a company's culture. It is something that goes hand in hand with responsible investing, yet is only now beginning to appear on the radar of investors, whether that be when selecting an asset manager or deciding to invest in a company's stock.

### GAINING AN INVESTMENT EDGE

While hard strategy and direction are important, a company's culture will reveal a lot about how a business is run, about the dedication of employees,

and about the management style of senior leaders.

Willis Towers Watson, the investment manager of the Alliance Trust PLC portfolio, defines culture as "the collective influence of shared values and beliefs on the way an organisation thinks and behaves", and considers it a key element to an asset manager's success.

An assessment of culture is an important component that we incorporate into our decision-making, when selecting managers to pick

### ALLIANCE TRUST: DIVERSIFIED, HIGH-CONVICTION

Research shows that active equity managers add most value through a small number of their highest-conviction positions<sup>1</sup>. Yet, the performance of concentrated portfolios can also be highly volatile.

The Alliance Trust portfolio mitigates this risk by blending together the best ideas of nine best-in-class<sup>2</sup> stock pickers, each with different, complementary styles. We believe our diversified, high-conviction, global equity strategy should deliver more consistent outperformance and lower volatility than a strategy run by a single manager. Returns from single-manager strategies are often prone to sharp up and down moves; we aim to provide investors with a smoother ride.

[Sign up here to receive future editions of our newsletter](#)

1. Sebastian & Attaluri, Conviction in Equity Investing, The Journal of Portfolio Management, Summer 2014.  
2. As rated by Willis Towers Watson.



stocks for the Alliance Trust global equity portfolio.

A manager's ethical orientation and integrity can serve as the ultimate safeguard against fraud and reputational damage, particularly in a world of increasing regulatory scrutiny. Actions speak much louder than words in ensuring a positive, dynamic backdrop in a workplace. Simply aiming to be inclusive and future-focused, does not necessarily mean that this is reflected on the ground.

When examining culture, we must also make a consideration for context. There is no blueprint for how a culture 'should' be, so we must be able to strike a balance between comparing firms, while being flexible enough to account for nuances between different teams.

Examining how a company delivers value to employees and clients, as well as how the overarching leadership provides guidance and oversight of culture, is a good starting point. If management leads with integrity and fairness, while balancing hiring the best talent with incorporating diversity, then it hints at a positive underlying culture.

If an individual portfolio manager owns shares in their own strategies, and owns or has strong influence over the asset management business, it's generally a good sign. It means their interests can be aligned with the clients, and that's one of the tests we apply before selecting them to invest the Trust's assets.

**"If management leads with integrity and fairness, while balancing hiring the best talent with incorporating diversity, then it hints at a positive underlying culture."**

Clearly, there will be many examples of weak culture that suggest limited prospects for a firm. Issues such as a lack of development opportunities for junior staff, can be a big red flag when looking into a business. If staff don't appear to be engaged or connected with the firm's mission, or if there is 'groupthink' and little diversity in thought, this can also raise concerns. Other red flags might include closely held ownership, or a

firm that places little value on levels of client satisfaction.

### IS IT WORTH THE TIME?

Making 'culture' an integral part of the investment process can be time-consuming. It can be hard to quantify or measure, as it is associated with 'soft' data rather than hard figures, not to mention being difficult to define. However, it is possible, and more companies are seeing the benefit of doing so.

Short-term thinking can prevent some investors from viewing culture as an important indicator; often this is due to the length of time it can take for a positive culture to translate into tangible financial returns. Yet we believe culture can provide a clear and sustainable edge when it comes to investing.

**Explore a world of investment expertise here**





## INTRODUCING VULCAN VALUE PARTNERS

**Vulcan Value Partners (VVP) has become the ninth manager to join Alliance Trust's line-up of stock pickers, but it defies its name by not looking for cheap stocks.**

Instead, VVP focuses on high quality companies whose valuations have temporarily fallen below their long-term earnings power, as opposed to screening the stock market for lowly valued companies and deciding which ones might rebound.

It's a different approach to value investing, which adds another source of potential return and risk control to the portfolio.

Appointed by Willis Towers Watson, the Trust's investment manager, VVP is a boutique equity manager, which was established in 2007 in Birmingham, Alabama, and currently runs more than \$13bn of assets under management.

VVP founder and Chief Investment Officer, CT Fitzpatrick, will be the lead portfolio manager tasked with selecting its best ideas for Alliance Trust, bringing with him more than 30 years' investment management experience. CT and his team will complement the portfolio's existing stock pickers, with VVP's focus on high-quality value opportunities, mostly in large-cap US equities.

With a focus on capital preservation and long-term compounding

opportunities, VVP seeks out a small number of very high quality businesses, that it would want to own if the share price were ever to fall to a discount. It takes advantage of market volatility for buying opportunities, rather than falling victim to it, and demands a high margin of safety in terms of value over price.

This differentiated focus provides a balance to the other value managers working on the portfolio, and it adds an additional driver for returns, while ensuring the overall portfolio remains style-neutral.

VVP has already proven its ability to perform well in difficult market conditions, having successfully navigated bull and bear markets previously. In this current anti-value environment, we expect CT and his team to support the portfolio's performance and increase the flexibility of its allocation towards the US market, which accounts for about 60% of global stock markets.

Willis Towers Watson drew on its in-depth knowledge of more than 1,500 equity managers and 16,850 equity investment products when selecting VVP, leveraging its scale and industry position to design a suitable portfolio

with a fair fee. As a result, there will be no change in the ongoing charges for the Trust, which will remain highly competitive at 0.65% p.a.

As VVP has only recently re-opened its doors to new business, we believe it is an opportune time to add it to the line-up of managers. As with the other managers, VVP will manage a highly concentrated portfolio of between ten and 20 stocks, and it will be continually monitored by WTW, to ensure the overall portfolio remains balanced across geographies, styles and sectors.

We are pleased to have secured an allocation to this respected US investment house for Alliance Trust shareholders, which will give the Trust access to yet another highly skilled active manager, whose bespoke selection of stocks is not otherwise available to retail investors.

Meet C.T Fitzpatrick [here](#)



# LESSONS FROM HISTORY: DOES A RECESSION ALWAYS SPELL BAD NEWS FOR VALUE?

By Andrew Wellington, Lyrical Asset Management

Since the time of the global financial crisis, value stocks have been sensitive to fears of recession. Investors are gripped by concerns that an economic downturn could result in further underperformance, within a style already hard hit in current conditions.

The depth of underperformance of value stocks in the last recession has

left deep scars, but 2007 to 2009 marks just one example of how value stocks perform in a recessionary environment.

To gain a better understanding of how value stocks fare when trouble strikes, we have looked back at how the style performed in the last three recessions, to work out what might happen when the next downturn inevitably comes.

Calculating the performance of the lowest price-to-earnings (PE) quintile of the largest 1,000 listed US stocks, we compared how they performed relative to the S&P 500 during cycles in which the last three major recessions occurred – one in 1990-1991, a second in 2001, and the notorious crash of 2007-2009.

## 2007-2014

The recession clearest in most people's minds, and the one which continues to impact how many think about markets, officially took place from December 2007 to June 2009.

Value stocks entered a downcycle in May 2007, shortly before recession hit, and significantly underperformed throughout the end of 2008. This is what sticks in the minds of many investors to this day.

However, value soon began a five-year upcycle in early 2009, before the recession ended, which ran until mid-2014. Over this full seven-year cycle from 2007 to 2014, low PE stocks returned 98%, while the S&P 500 returned 42%.

The experience of 2008 established a fear of value stocks in relation to recessions, but the style still managed to outperform the markets over the full cycle. We believe 2008 looks more like an exception rather than the rule, and looking back over previous economic cycles validates this view.

## 1998-2007

In 1998, the Asian and Russian financial crises started a downcycle for value stocks, which lasted until the internet tech bubble infamously burst in March 2000.

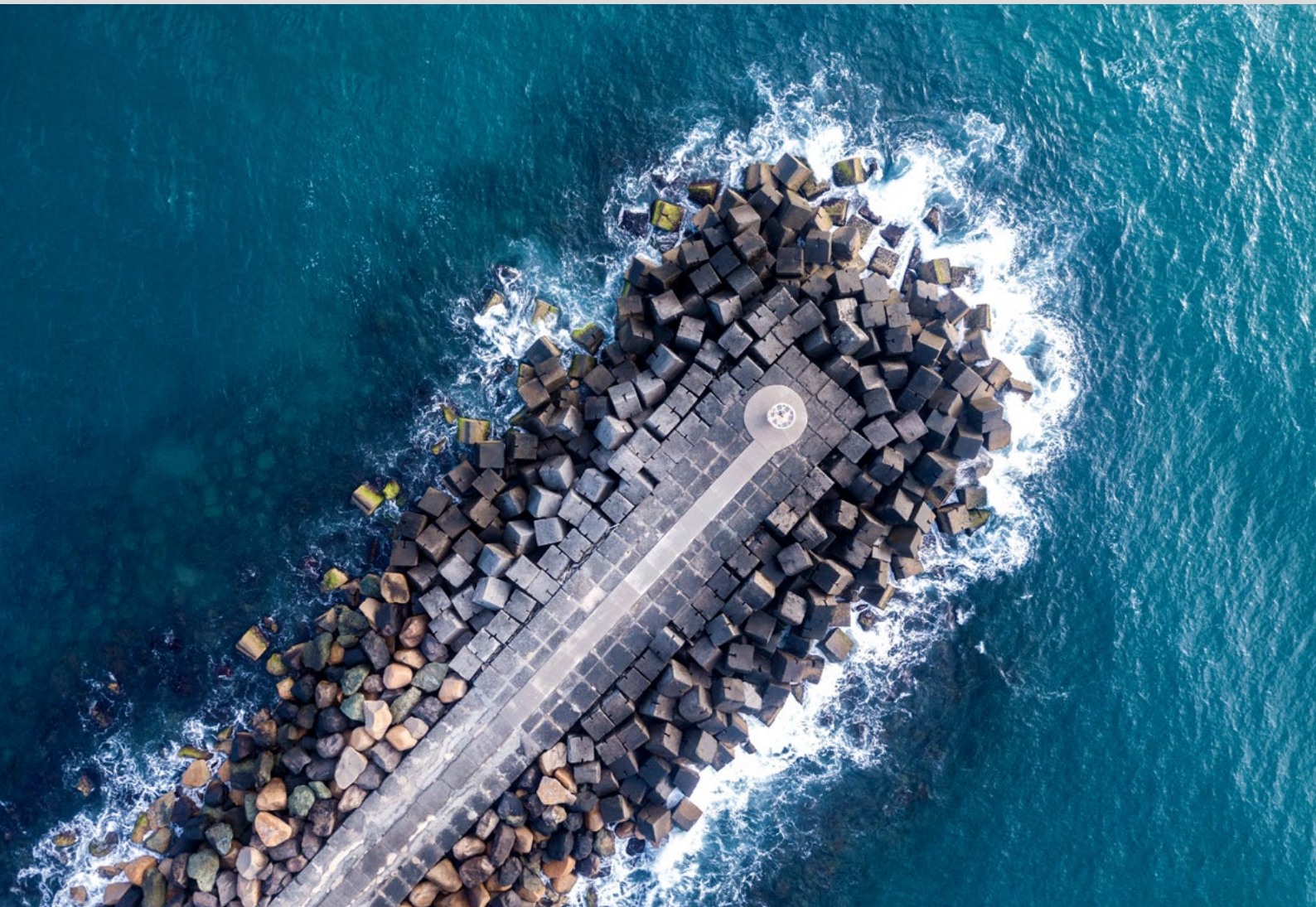
From March 2000 value stocks began a seven-year upcycle that included the recession that started in 2001. During that recession, value continued its outperformance unabated. Over the full nine-year cycle, low PE stocks returned 331%, a significantly higher return than the S&P 500's 61%.

## 1989-1998

Travelling back farther, in the late 1980s, low PE value stocks performed well. In fact, during the crash month of October 1987, low PE stocks outperformed the wider market by 400 basis points.

However, by April 1989 value had entered a downcycle, and by July 1990 economic recession had hit. In hindsight, the recession marked the end of the value downcycle, as low PE stocks began to outperform again. The recession marked the start of a value stock upcycle that lasted almost eight years.

During the full eight-year cycle, value returned 450%, against the S&P 500's return of 356%.



## LESSONS FROM HISTORY

History dispels the notion that recessions mean only bad news for value stocks. The 2001 recession was a period of great relative performance for value, while the 1990 recession saw the beginning of value outperformance that continued for many years.

We believe the next recession is more likely to reflect the conditions of 2001 or 1990, than 2008. This is because the relative valuations of value stocks currently resemble those that were present before the 'good' value recessions, rather than those present before the 'bad' 2008 recession.

The 'good' recessions for value started after a well-advanced downcycle among low PE stocks. When recession hit, value stocks were akin to a coiled spring ready to pop, and their compressed valuations drove strong relative outperformance. Comparatively, value stocks had not

suffered significant underperformance prior to the 'bad' value recession of 2008, and so had less upside potential.

Today, we again see value stocks as a tightly coiled spring. The highest PE stocks continue to perform best, with the lowest PE stocks performing worst. This is unusual, with only two occasions over the past 20 years where we have witnessed valuation spreads so wide. Both occasions proved to be extraordinary entry points for owning value stocks.

Markets have a tendency to judge stocks harshly on the back of risks such as trade wars and recessions, but we believe such reactions today are overdone. If we do enter a recession, past experience shows it need not be bad for the performance of value. At these historically wide discounts to the wider market, we believe value is poised to significantly outperform

when a downturn hits. As to when that is to happen, we do not claim to know; but if history is a guide, these value cycles do not typically last more than 24 months. With the current cycle duration at 21 months, perhaps the turn is imminent.

[Read more manager insights here](#)



# SUSTAINABLE GROWTH ADVISERS (SGA)



## AN INTRODUCTION FROM OUR INVESTMENT MANAGER, WILLIS TOWERS WATSON

Sustainable Growth Advisers (SGA) are long-term growth investors. Within the mix of managers for Alliance Trust we value their ability to identify companies with predictable and sustainable long-term growth prospects selling at reasonable valuations. There are some competing growth investors who are less sensitive to valuation, and we believe this comes with heightened risk of generating permanent losses of capital, which we are keen to avoid. SGA's portfolios are constructed

from a thorough bottom-up, fundamental research perspective, which takes into account both the expected growth rates and the appropriateness of their valuation. Investments are weighted by conviction with no reference to the benchmark. George Fraise, Rob Rohn and Gordon Marchand, the three portfolio managers, are experienced, exhibiting strong interaction and complementary approaches within a collegial environment.

### ROB'S MARKET VIEW



**Rob Rohn,**  
Founder and Portfolio Manager,  
Sustainable Growth Advisers

Traditionally, rising volatility has been beneficial for our investment approach. It allows us to capitalise on short-term pricing anomalies in order to leverage our long-term perspective. We strongly believe we are in the early innings of a secular rise in market volatility today due to slowing global growth, declining profit margins, escalating trade tensions and geopolitical uncertainties.

Increasing volatility will, we expect, enable us to find high quality, predictable growth businesses at attractive valuations as market noise leads to mispricing anomalies.

**“We strongly believe we are in the early innings of a secular rise in market volatility today due to slowing global growth, declining profit margins, escalating trade tensions and geopolitical uncertainties.”**

We focus on the fundamentals of a company using our bottom-up proprietary research process when considering an investment. A team of primary and secondary analysts supports this research process for each business, ensuring a comprehensive overview of the risks and opportunity. It is via this research that we are able to look past market volatility to scout out the very best companies.

We look for the opportunities that promise predictable and sustainable revenue and earnings growth and lower business risk. Attractive factors such as superior pricing power relative to peers, more consistent revenue generation, long runways of growth, attractive cash flow generation,

strong financial characteristics and management teams with incentives aligned with long-term shareholder interests are the key business quality characteristics we seek. From our qualified company list of companies, (i.e. those businesses that have been vetted by our investment team and determined to have the quality and growth characteristics we seek), we build the Alliance Trust portfolio based solely on investment opportunity over our three to five-year investment horizon.

**Watch** SGA's interview on its investment style and meet other managers [here](#)

# STOCK SPOTLIGHT: IHS MARKIT

IHS Markit is a global brand benefitting from a raft of mergers and acquisitions that has boosted its standing as a high-quality business. Here, we look at how it has differentiated itself from its peers.

IHS Markit is a London-based global information services business that provides critical information, insights and services to companies within the energy, financials, automotive, aerospace and defence, chemicals and technology industries. Created by the merger of IHS Inc. and Markit Ltd, it describes itself as the 'leading source of critical information' on some of the world's biggest business issues and currently employs some 13,000 people across the world. The vast majority of its revenues

(about 71%) come from subscription revenues related to proprietary information and analysis of information collected by its databases, with the remaining coming from consulting, research sales, events and conferences. By maintaining the high quality of its products and ensuring the critical nature of the information and data it provides, the company has proven to be more resilient than other parts of the market, ensuring in turn that its revenues from products has remained stable.

## ROB'S VIEW

IHS Markit is a high quality business that we expect to generate high single-digit revenue growth and earnings growth in the mid-teens over our three to five year investment horizon. The company's pricing power is supported by the critical nature of the data and insights it provides, which are typically deeply embedded in client workflows across a number of highly specialist, global industries. Its vast data sources continue to enable it to offer increasingly interconnected and comprehensive views of the global economy. Labelled the 'new intelligence', its data aims to provide business leaders with the information they need to make key decisions, using IHS Markit's research into cause and effect as well as risk and opportunity to make well-informed decisions with greater confidence.

The majority of its revenues are recurring, with approximately 71% tied to fixed long-term subscription contracts from businesses regularly using its analytical and research services. They report renewal rates of

more than 90%. The company enjoys attractive runways of growth driven by its steadily expanding coverage into new industry verticals and their ability to further increase their penetration of global clients outside the US and Europe, which today only comprise about 10% of sales. IHS also benefits from its ability to make periodic acquisitions and successfully fold them into their product set, taking advantage of cost synergies and material cross-selling opportunities. Its recent acquisition of IPREO, which specialises in regulatory and compliance software and information services for financial services clients, especially in the alternative markets, fits this pattern well. The levels of growth, acquisition and maximising of selling opportunities marks IHS Markit out as a strong business when viewed via our fundamental bottom-up research process. The stock continues to offer attractive top line and earnings growth, and an enterprise yield (SGA's proprietary cash flow derived measure of valuation) of approximately 3.5% p.a. in a world where such revenue and earnings growth have become scarce.

## IHS MARKIT FAST FACTS



IHS was founded 1959, a 2016 merger created the new IHS Markit



Markit Ltd was founded in 2003 as Mark-it Partners

50,000

customers in over  
**140** countries



Listed on the New York  
Stock Exchange



The current chairman and  
CEO is Lance Uggla



**13,000** employees  
around the world



Headquartered in  
London, UK

94/100

Works with **94** of the  
**100** largest US corporations

# GLOBAL QUALITY GROWTH (GQG)



## AN INTRODUCTION FROM OUR INVESTMENT MANAGER, WILLIS TOWERS WATSON

GQG stands for Global Quality Growth which encapsulates the characteristics sought by Rajiv Jain, the lead portfolio manager and key founder of the business. Rajiv Jain founded GQG Partners in 2016 with Tim Carver (CEO) and it is built on the successful investment principles he employed at Vontobel Asset Management where he worked from 1994, becoming CEO and CIO of this business prior to establishing GQG. For Alliance Trust, Rajiv manages a portfolio comprised of a concentrated global equity section and a slightly more diversified emerging markets (EM) section. Whilst at Vontobel, Rajiv built

successful strategies with excellent performance in both of these areas and we were excited to be able to deploy his skills across both developed and emerging markets.

The philosophy is focused on the long term and seeks to identify high quality businesses that can generate long-term sustainable earnings growth. Portfolios are relatively concentrated, benchmark insensitive and will exhibit a strong quality and growth style bias and large cap orientation. We believe the valuation awareness and ability to rotate the portfolio is a relative strength.

## RAJIV'S MARKET VIEW



**Rajiv Jain,**  
Chairman and Chief Investment  
Officer, GQG Partners

Our focus on building quality growth portfolios can sound ubiquitous in the crowded investment management industry, but our differentiated take often leads us to construct portfolios that don't mirror our peers. For example, when we think about growth, we're not simply targeting some specific measure of year-on-year top-line growth; instead, we focus on the compounding potential of our holdings. It's also critical to understand the specific asset class we're discussing. For example, our emerging markets (EM) portfolio is

overweight in the financials sector, where we primarily select banks that we believe are well run and experiencing secular tailwinds, while maintaining the ability to gain market share. For many quality, growth-oriented managers, an overweight to the financials sector, particularly in EM, may seem a bit strange; but within

managers and financial exchanges. Even when looking at the same sector, risk and return drivers vary across the emerging markets and developed markets. Because our portfolios are built on a stock-by-stock basis, it's important to look beyond the aggregated sector weights, and focus on the ultimate driver of what we

**"When we think about growth, we're not simply targeting some specific measure of year-over-year top-line growth; instead, we focus on the compounding potential of our holdings."**

our framework, it can make quite a bit of sense. Contrast this positioning with our global portfolio, where we're also overweight financials, but not via banks. Instead, we own companies that in our view have earnings profiles with higher degrees of earnings certainty, such as asset

believe to be the key to long-term returns – an individual company's ability to compound capital over time.

**Watch** Rajiv's interview on his investment style and meet other managers [here](#)



# STOCK SPOTLIGHT: INTERCONTINENTAL EXCHANGE (ICE)

Best known as the owner of the New York Stock Exchange, GQG examines the full investment opportunity in Intercontinental Exchange (ICE).

Intercontinental Exchange, is a vertically integrated operator of financial exchanges and provider of ancillary data products. Most notably, the company is best known for its ownership of the New York Stock Exchange which it acquired in 2013 but it is also the operator of 12 regulated exchanges and marketplaces around the world, including a large derivatives exchange. It also owns and operates clearing houses, responsible for overseeing and facilitating

thousands of financial deals a day. Founded in 2000, the American company has continued to grow via a policy of major acquisitions but has also expanded into data services in recent years, diversifying its offering and recognising the increasing demand for data capacity and security. It now offers critically important equity and fixed income market data.

## RAJIV'S VIEW

The company has one of the world's deepest and broadest source of data and pre-trade workflows which leads to its 12 global exchanges across equities, fixed income futures and over-the-counter. It has six clearing houses and a global footprint providing both regulatory and management solutions as well as an advantage in developing new products for its customer base. Finally, the data provided by its operations helps provide index services and ETF support.

We believe ICE is well positioned to benefit from the changing landscape of financial markets. Increasing levels of compliance, oversight and regulations will power demand for ICE's products, as will the increasing need for customised data solutions.

The increasing role of passive investing will only work to increase demand on exchanges as more people take

advantage of cheaper access to financial markets, as will the rise of automatic trading. With fraud and hacking a prime issue for businesses, particularly in financial services, ICE's data provision will be a useful tool in increasing cybersecurity levels. The company's diverse portfolio of assets and client base should help foster long-term growth and greater efficiency in the future. Combined with its impressive global footprint and more than 50% recurring revenue sources, it presents an attractive picture for an investor.

Its history of acquisitions marks it out as a company committed to growth and ensuring future revenues continue to rise. Additionally, management is focused on returning capital to shareholders through both buybacks and dividends, aligning their interests with long-term supports works to enhance the overall total return aspects of the company itself.

## INTERCONTINENTAL EXCHANGE FAST FACTS



Founded in  
**May 2000**



Headquartered in  
**Atlanta, Georgia**



Current chairman, CEO and  
founder is **Jeffrey Sprecher**



Employs more than  
**5,000** people



Owner of the  
**New York Stock Exchange**

**FORTUNE**  
**500**

A **Fortune 500**  
company



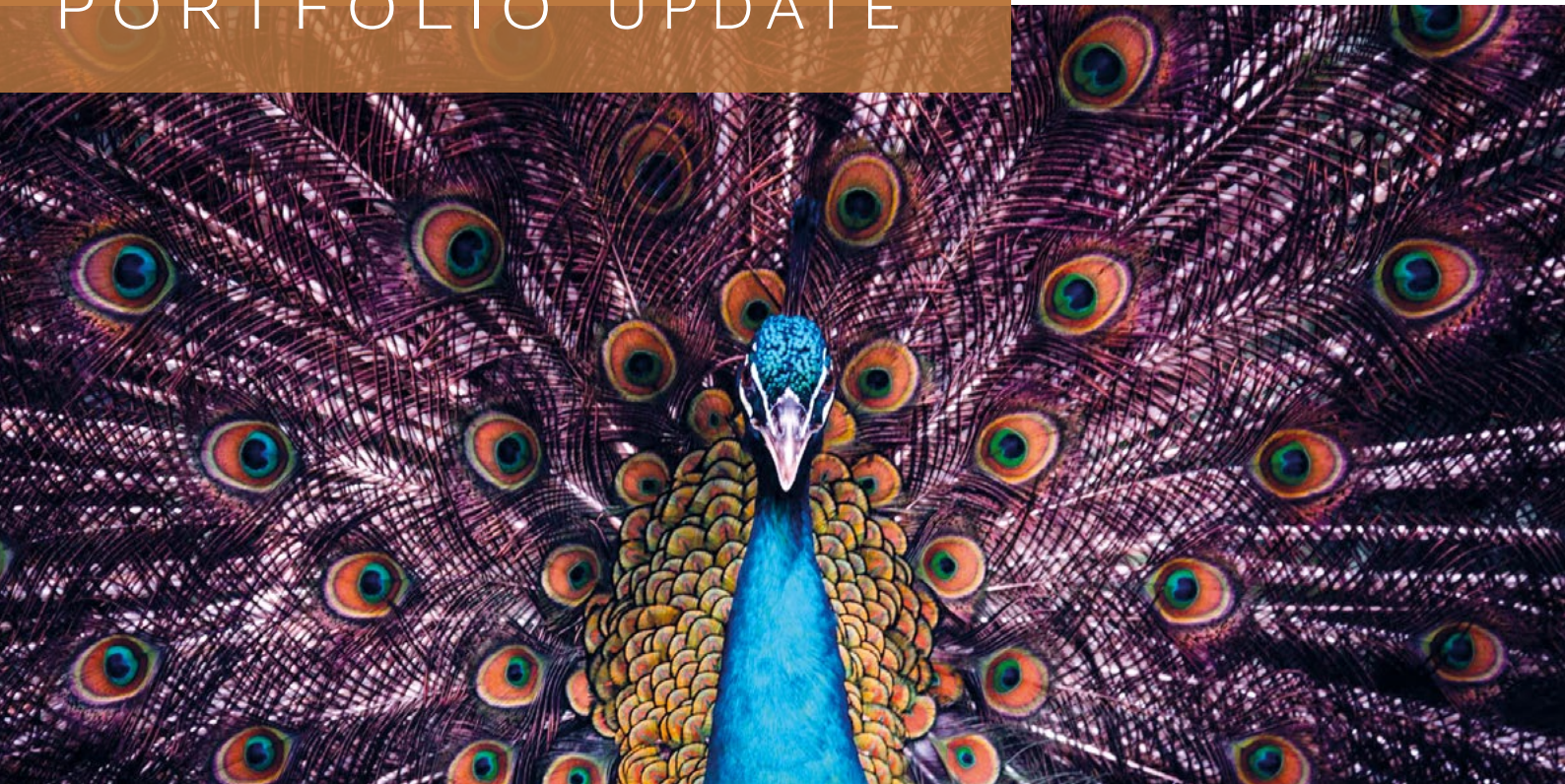
Floated on the NYSE in 2005

**>12,000**

Hosts more than  
12,000 traded products

**Reference to specific securities should not be construed as a recommendation to buy or sell these securities and is included for the purposes of illustration only.**

# PORTFOLIO UPDATE



## Willis Towers Watson

A look at what has occurred in the Trust's portfolio over the last quarter

Over the third quarter, the Trust's total shareholder return and Net Asset Value (NAV) total return were 0.8% and 1.5% respectively against the MSCI All Country World Index (ACWI) return of 3.3%. This brings total shareholder return year to date to 17.7%.

The Trust intends to provide investors with broad exposure to global equity markets and to be a core holding in investors' portfolios. The global nature of the portfolio has helped the Trust generate very strong shareholder returns year to date and over longer periods.

The third quarter saw some interesting changes in market conditions towards the end of August and September. The market has been driven higher for some time, predominantly by strong momentum in larger companies, in particular, US technology companies. This trend

has been particularly noticeable in the last two years but saw a swift and significant reversal in September. The divergent returns from different styles can be significant and persist for many years but it is unpredictable as to when their directions might change. This is a key driver behind our approach of balancing a range of different managers' styles to control risk over time for long-term investors.

Throughout this quarter, the Trust's stock pickers continued to find interesting investment opportunities. A number of new positions were established, including one in KKR and Co., a US-based investment firm with specific focus in private equity and corporate buyouts. KKR has developed a global portfolio of companies, totalling over 100, generating over 120 billion USD in annual sales. Their portfolio includes UK based cybersecurity consultants Darktrace and US-based consumer

electronic company Sonos. The largest single contributor to the Trust's return over the quarter was Alphabet, contributing 0.48%, whilst the largest detractor was AIB group, detracting -0.18% from the total return of the Trust.

In August, we were delighted to add Vulcan Value Partners to the portfolio. Vulcan will run the same concentrated, best-ideas approach when choosing stocks, focusing on their speciality of finding high quality companies with stable values, priming their portfolio to take advantage of market volatility instead of being a victim to it. We expect there to be no significant change to the risk profile, liquidity and return expectation to the Trust's portfolio.

**Learn** more about the latest portfolio price and performance [here](#)

**Reference to specific securities should not be construed as a recommendation to buy or sell these securities and is included for the purposes of illustration only.**

**Past performance is not a reliable indicator of future returns. Please refer to the next page for important past performance information.**



## BIGGEST POSITIONS SOLD AND ACQUIRED OVER THE QUARTER

10 largest purchases - third quarter 2019	% of Equity Portfolio	Value of position (£m)	10 largest sales - third quarter 2019	% of Equity Portfolio	Value of position (£m)
KKR & Co. Inc	1.5	44.5	Naspers	0.6	18.2
Qorvo	1.3	38.8	FEMSA	0.5	16.6
BAE Systems	1.0	29.0	Microsoft	0.5	14.5
Hilton Worldwide Holdings	0.9	25.7	American Express	0.5	13.8
Mastercard	0.8	23.0	Santander México	0.4	12.3
Tencent	0.7	21.4	Workday Inc	0.4	11.5
Amazon	0.7	19.9	Tesco	0.4	11.3
Ubisoft Entertainment	0.6	18.6	Melrose Industries	0.4	10.8
Prosus	0.6	17.4	Reckitt Benckiser	0.3	9.8
HDFC Bank	0.6	17.0	CVS Health	0.3	9.7

## UPDATE ON BUYBACKS

In the three months to 30 September, the Trust purchased 50,000 shares at a cost of £392,000 and in the nine months to 30 September the Trust purchased 3.7 million shares at a cost of £27.9 million. In the period since the 2019 AGM, the Trust has bought back almost 642,108 shares at a cost of £5.0 million. These shares have been purchased across a discount range of 3.1% to 6.2% since the AGM, with an average discount of 5.0% through the period, suggesting that supply and demand are finding a current equilibrium level. The discount as at 30 September is 5.6%. The continued stability of the discount, despite a notable reduction in demand for share buybacks, is encouraging. The Trust continues to watch the discount closely, and will carry out further buybacks if the discount shows signs of widening significantly.

## DISCRETE PERFORMANCE (%)

From To	30-Sep-18 30-Sep-19	30-Sep-17 30-Sep-18	30-Sep-16 30-Sep-17	30-Sep-15 30-Sep-16	30-Sep-14 30-Sep-15
Total shareholder return	5.1	10.0	27.0	28.9	3.9
NAV total return	4.0	10.8	19.9	26.4	3.5
MSCI ACWI total return	7.3	12.9	14.9	30.6	-0.1

## IMPORTANT INFORMATION AND RISK WARNINGS

This section contains important regulatory disclosures and risk warnings that are relevant to the material in this document. You should read this section carefully, as it is intended to inform and protect you.

Towers Watson Investment Management Limited ('TWIM') has approved this communication for issue to Retail Clients. Past performance is not a reliable indicator of future returns.

The value of all investments and the income from them can go down as well as up; this may be due, in part, to exchange rate fluctuations. Investment trusts may borrow to finance further investment (gearing). The use of gearing is likely to lead to volatility in the Net Asset Value (NAV), meaning that a relatively small movement, down or up, in the value of a trust's assets will result in a magnified movement, in the same direction, of that NAV. This means that potential investors could get back less than the

amount originally invested.

Investors should be capable of evaluating the risks and merits of such an investment and should have sufficient resources to bear any loss that may result.

No investment decisions should be based in any manner on the information and opinions set forth above. You should verify all claims, do your own due diligence, and/or seek advice from your own professional adviser(s) before investing in any securities mentioned.

The Alliance Trust Board has appointed Towers Watson Investment Management Limited (TWIM) as its Alternative Investment Fund Manager (AIFM). TWIM is part of Willis Towers Watson. Issued by Towers Watson Investment Management Limited. Towers Watson Investment Management Limited, registered office Watson House, London Road, Reigate, Surrey RH2 9PQ is authorised and regulated by the Financial Conduct Authority, firm reference number 446740.

Notes: All data is provided as at 30 September 2019 unless otherwise stated. All figures may be subject to rounding errors. Sources: Investment performance data is provided by BNY Mellon Performance & Risk Analytics Europe Limited, Morningstar and MSCI Inc; key trades data is provided by BNYM Fund Services (Ireland) Limited. Equity portfolio return is the return achieved by the eight equity managers and so includes the effect of any of their cash holdings (gross of their fees). Returns are quoted net of withholding taxes (some of which are potentially recovered at a later date) and therefore potentially underestimate the managers' relative performance.

**Past performance is not a reliable indicator of future returns.**

# USEFUL INFORMATION

## SHARE INVESTMENT

Alliance Trust PLC invests primarily in equities and aims to generate capital growth and a progressively rising dividend from its portfolio of investments.

Alliance Trust currently conducts its affairs so that its shares can be recommended by Independent Financial Advisers (IFAs) to ordinary retail investors in accordance with the Financial Conduct Authority's rules in relation to non-mainstream investment products, and intends to continue to do so for the foreseeable future. The shares are excluded from the FCA's restrictions which apply to non-mainstream investment products, because they are shares in an investment trust.

The shares in Alliance Trust may also be suitable for institutional investors who seek a combination of capital and income return. Private investors should consider consulting an IFA who specialises in advising on the acquisition of shares and other securities before acquiring shares.

## REGISTRARS

Our registrars are:

Computershare Investor Services PLC, Edinburgh House,  
4 North St. Andrew Street, Edinburgh, EH2 1HJ

Telephone: 0370 889 3187

Change of address notifications and registration enquiries for shareholdings registered in your own name should be sent to the Company's registrars at the above address. You should also contact the registrars if you would like the dividends on shares registered in your own name to be sent to your bank or building society account. You may check your holdings and view other information about Alliance Trust shares registered in your own name at [computershare.com](https://computershare.com)

## HOW TO INVEST

There are a growing number of savings and investment platforms where you can purchase shares in Alliance Trust direct. They are primarily for investors who understand their personal attitude to risk and those related to equity-based products.

**Start your investment journey here**

## CONTACT

Alliance Trust PLC, River Court, 5 West Victoria  
Dock Road, Dundee DD1 3JT Tel +44 (0)1382 938320  
[investor@alliancetrust.co.uk](mailto:investor@alliancetrust.co.uk)  
[alliancetrust.co.uk](https://alliancetrust.co.uk)



Best Factsheet



**Sign up** here to receive future editions of our award-winning factsheet and newsletter