

Strategic Report / KPIs and Principal Risks

Key Performance Indicators

The Company's Board of Directors meets regularly and at each meeting reviews performance against a number of key measures.

In selecting these measures, the Directors considered the key objectives and expectations of typical investors in an investment trust such as the Company.

NAV total return*

The Directors regard the Company's NAV total return as being the overall measure of value delivered to shareholders over the long term. Total return reflects both the net asset value growth of the Company and also dividends paid to shareholders. The Investment Manager's investment style is such that performance may deviate materially from that of any broad-based equity index. The Board considers the most useful comparator to be the MSCI All Country World Index. Over the year under review, the benchmark increased by +16.8% on a total return basis and over ten years it has increased by +13.2% on an annualised total return basis.

A full description of performance and the investment portfolio is contained in the Investment Review, commencing on page 26.

Discount*

The Board believes that an important driver of an investment trust's discount or premium over the long term is investment performance. However, there can be volatility in the discount or premium. Therefore, the Board seeks shareholder approval each year to buy back and issue shares, with a view to limiting the volatility of the share price discount or premium.

During the year under review, no shares were issued and 28.7m shares (2024: 20.1m) were bought back and cancelled (representing 5.9% of the issued capital as at the start of the year), adding an estimated +0.6% to net asset value per share to the benefit of continuing shareholders. The shares were bought back at a weighted average discount of 8.6% (2024: 9.6%).

Ongoing Charges Ratio*

The Board continues to be conscious of expenses and aims to maintain a sensible balance between good service and costs.

In reviewing charges, the Board's Management Engagement Committee reviews in detail each year the costs incurred and ongoing commercial arrangements with each of the Company's key suppliers. The majority of the Ongoing Charges Ratio is the cost of the fees paid to the Investment Manager. This fee is reviewed annually.

For the year ended 30 September 2025, the Ongoing Charges Ratio was 0.85%, down very slightly from 0.87% in the year to 30 September 2024. These running costs in monetary terms amounted to £9.5m in 2025 (2024: £9.6m).

The Board notes that the UK investment management industry uses various metrics to analyse the ratios of expenses to assets. In analysing the Company's performance, the Board considers an Ongoing Charges Ratio which compares the Company's own running costs with its assets. In this analysis the costs of servicing debt and certain non-recurring costs are excluded. These are accounted for in NAV total return and so form part of that KPI. Further, in calculating a KPI the Board does not consider it relevant to consider the management fees of any investment company which the Company invests in, as the Company is not a fund of funds and to include management costs of some investee companies but not of others may create a perverse incentive for the Investment Manager to favour those companies which do not have explicit management fees.

NAV total return*:

+12.4%

1 Year	+12.4%
10 Years (Annualised)	+12.5%

Discount, year-end*:

6.7%

2025	6.7%
2024	9.0%

Ongoing Charges Ratio*
(year ended 30 September):

0.85%

2025	0.85%
2024	0.87%

* For all Alternative Performance Measures included in this Strategic Report, please see definitions in the Glossary on pages 110 to 114.