

# City of Fort Pierce Retirement and Benefit System

May 19, 2016



# Table of Contents

<b>Section 1</b>	<b>City of Fort Pierce Retirement and Benefit System</b>
<b>Section 2</b>	<b>Investment Team</b>
<b>Section 3</b>	<b>Performance Review</b>
<b>Section 4</b>	<b>Outlook and Portfolio Position</b>
<b>Section 5</b>	<b>Appendix and Biographies</b>

This material authorized for distribution only when preceded or accompanied by an effective Private Placement Memorandum, which describes in detail the Fund's investment policies, management fees and other matter of interest to the prospective investor. Please read the memorandum carefully before you invest. Morgan Stanley & Co. Incorporated is the distributor of this portfolio. Foreign investing involves certain risks, including currency fluctuations and controls, restrictions on foreign investments, less governmental supervision and regulation, less liquidity and the potential for market volatility and political instability.

---

## Section 1 City of Fort Pierce Retirement and Benefit System

# City of Fort Pierce Retirement and Benefit System

Data as of March 31, 2016

Inception Date: June 30, 1997

Original Investment	\$1,869,957.00
+Contributions	\$ -
-Withdrawals	(\$3,741,548.00)
+Income Distribution	\$204,617.66
+Capital Gains	\$1,320,962.27
+/- Market Appreciation/(Depreciation)	\$1,361,202.10
<hr/> Market Value	<hr/> \$1,015,191.03

Past performance should not be construed as a guarantee of future performance. Performance returns reflect the average annual rates of return. Periods less than 1 year are not annualized. The Morgan Stanley Institutional Fund Emerging Markets Portfolio Class A shares investment returns are NET of custody as well as investment management fees and include the reinvestment of all dividends and income. The Emerging Markets Portfolio is quoted in USD. Investment returns and principal value will fluctuate and an investor's shares, when redeemed, may be worth more or less than their original cost. Comparisons of performance assume the reinvestment of all dividends and income.

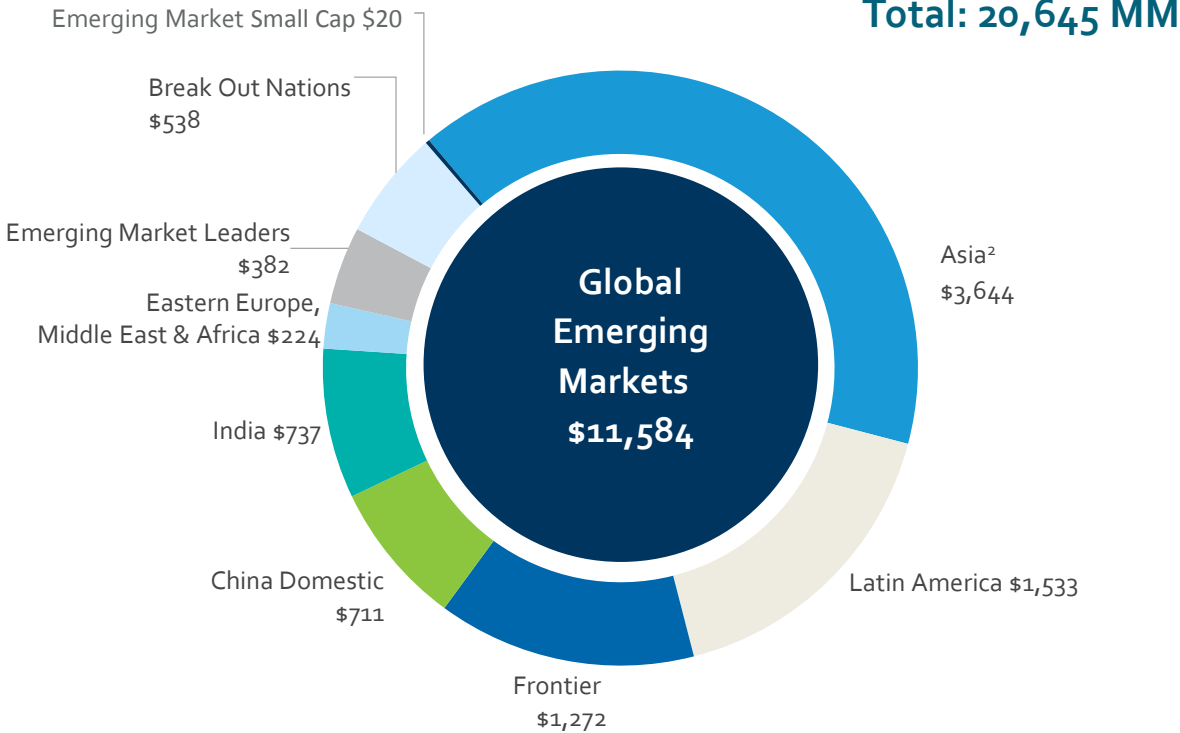
## Section 2 Investment Team

# MSIM Emerging Market Flagship Strategies

- *Pioneers in Emerging Markets investing since 1986*
- *Long history of regional and country products*
- *Full commitment from Morgan Stanley to build an Emerging Markets franchise*

**Assets Under Management<sup>1</sup> (MM)**

As of March 31, 2016



Source: Morgan Stanley Investment Management  
 1. Assets are presented in millions of US dollars. The figure includes assets managed globally under these strategies within a number of separate products, jurisdictions and mandates.  
 2. Includes developed Asia as defined by MSCI.

# Assets in Emerging Markets

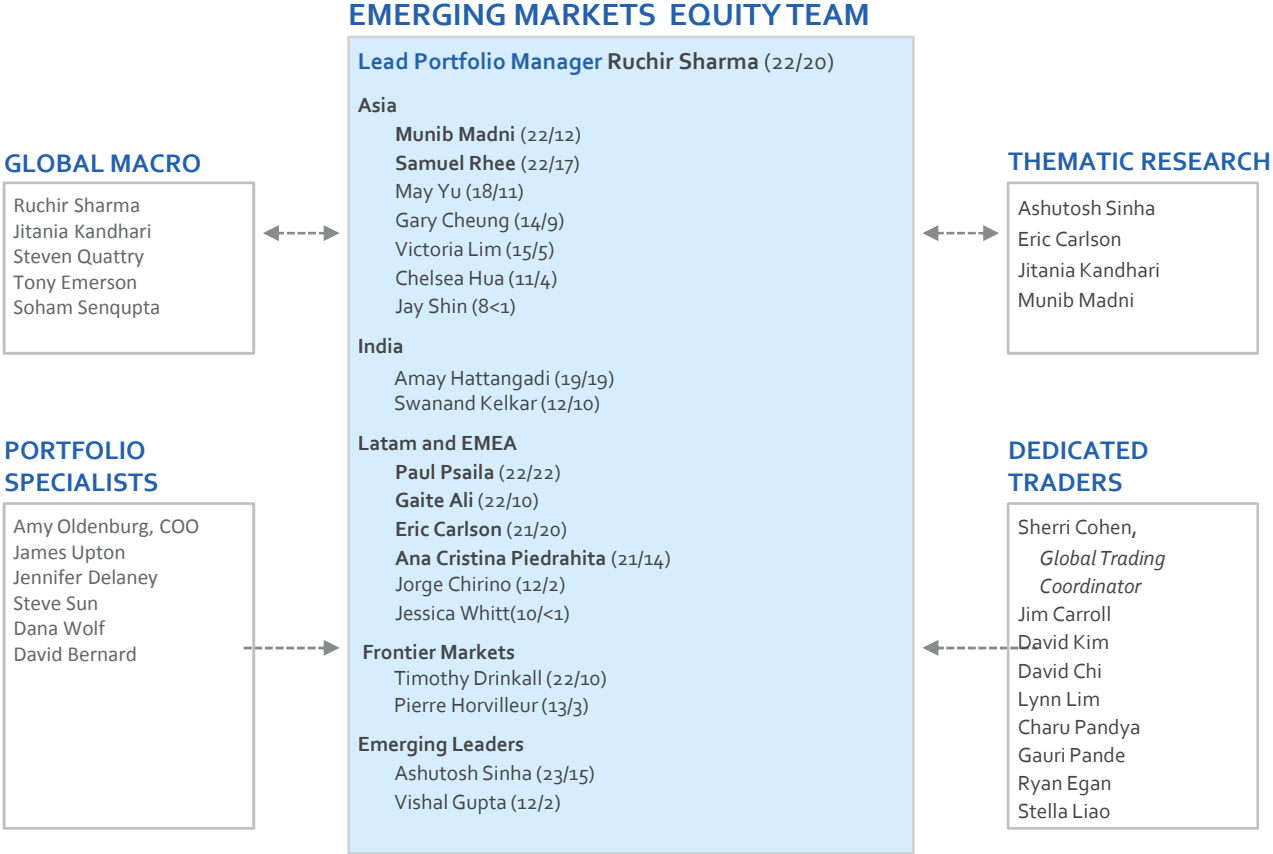
Assets as of March 31, 2016

	U.S.\$M <sup>1</sup>
<b>Global Emerging Markets Strategy</b>	
MS Pooled Trust (U.S. ERISA)	2,345
Morgan Stanley Institutional Fund	897
Offshore Fund (U.S. Endowments & Foundations)	145
Separate Accounts	5,502
Closed-End Fund (MSF)	217
Sub-Advisory & Insurance	842
SICAV (Non-U.S. Clients)	1,636
<b>Assets in Global Emerging Markets Strategy</b>	<b>11,584</b>
<b>Emerging Market Leaders</b>	
Total Emerging Market Leaders	382
<b>Break Out Nations</b>	
Total Break Out Nations	538
<b>Frontier Emerging Markets Equity Strategy</b>	
Total Frontier	1,272
<b>Emerging Market Small Cap</b>	
Total Emerging Market Small Cap	20
<b>Regional and Country Strategies</b>	
Emerging Market Asia ex Developed Asian Markets <sup>2</sup>	3,080
Latin America	1,533
India	737
Emerging Europe	224
China Equity	711
<b>Assets in Regional and Country Strategies</b>	<b>6,285</b>
<b>Total Assets in Emerging Markets Equity ex Developed Asia</b>	<b>20,081</b>
Developed Asia Ex Japan <sup>3</sup>	564
<b>Total Assets In Emerging Markets Equity (Including Developed Asia ex-Japan) Strategy</b>	<b>20,645</b>

Source: Morgan Stanley Investment Management

7 | 1. The figure includes assets managed globally under these strategies within a number of separate products, jurisdictions and mandates.  
2. Excludes assets in countries defined as developed by MSCI.  
3. Assets in countries defined as developed by MSCI (Australia, Hong Kong, New Zealand, and Singapore).

# Our Investment Team



1. Years of investment experience as of 2016/Number of Years with the Team, including previous tenure with the firm. Team members may change from time to time.

# Team Dynamics

Investment team, traders and portfolio specialists with main offices in:

- New York
- Mumbai
- Singapore



This represents how the portfolio management team generally implements its investment process under normal market conditions. The targets and exposures presented are typical ranges. There is no assurance that these targets will be attained.

## Section 2 Performance Review

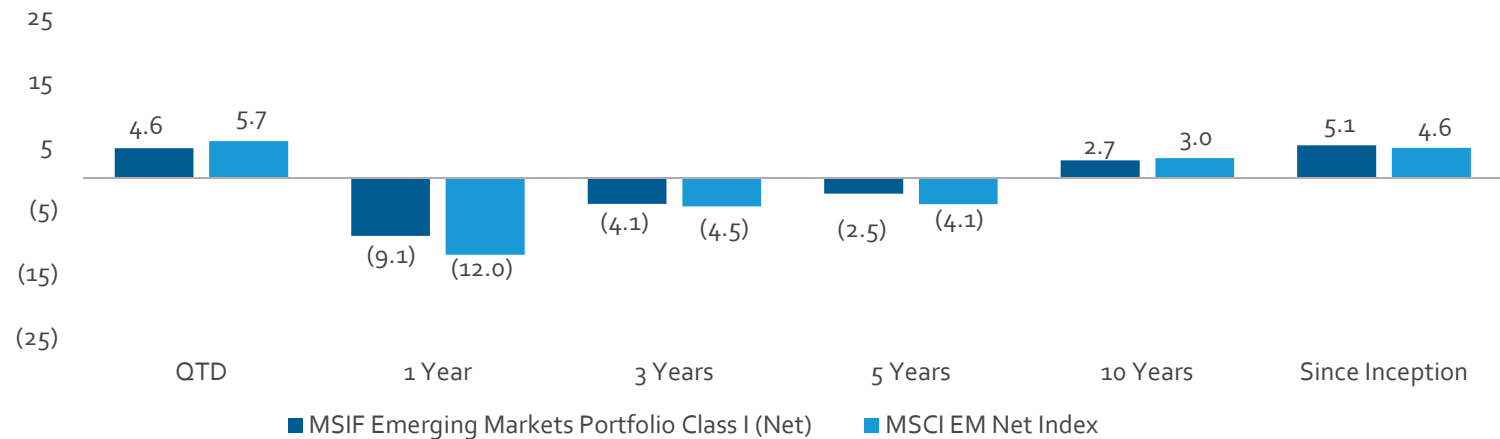
# City of Fort Pierce Retirement and Benefit System

MSIF Emerging Markets Portfolio, Class I

Market Value as of March 31, 2016: \$1,015,191.03

## Performance Returns as of March 31, 2016

The inception date of City of Fort Pierce is June 30, 1997



ALPHA (%)	QTD	1 YEAR	3 YEARS	5 YEARS	10 YEARS	SINCE INCEPTION
vs. MSCI EM Index	(1.14)	2.93	0.38	1.61	(0.32)	0.43

Source: Morgan Stanley Investment Management  
 Performance data quoted represents past performance, which is no guarantee of future results, and current performance may be lower or higher than the figures shown. For the most recent month-end performance figures, please visit [morganstanley.com/im](http://morganstanley.com/im) or call 1-800-548-7786. Investment returns and principal value will fluctuate and fund shares, when redeemed, may be worth more or less than their original cost.  
 The net expense ratio is lower than the gross expense ratio because certain fees have been voluntarily waived and/or reimbursed. The fee waivers and/or expense reimbursements will continue for at least one year or until such time as the fund's Board of Directors acts to discontinue all or a portion of such waivers and/or reimbursements. Absent such fee waivers/ reimbursements returns would have been lower. Expenses are as of the fund's fiscal year end as outlined in the fund's current prospectus. The minimum initial investment is \$5,000,000. Returns are presented for Class I shares, net of fees and include the reinvestment of all dividends and income. Performance for other shares classes will vary. Class I shares are not subject to sales charges. The MSCI EM Net Index return data is used from its inception on January 1, 2001 and the MSCI EM Gross Index return data is used prior to such date. The MSCI EM Net Index assumes the reinvestment of dividends after the deduction of withholding tax and approximates the minimum possible dividend reinvestment, whereas the MSCI EM Gross Index assumes the maximum possible dividend reinvestment.

# Attribution Summary: MSIF Emerging Markets

One Year ending March 31, 2016

Attribution Summary: 3/31/2015 to 3/31/2016											
Country	Country Performance			Country Weight			Performance Attribution				
	Portfolio	Index	Difference	Portfolio	Index	Difference	Selection	Allocation	Total		
China	-12.60	-18.84	6.24	16.53	24.61	-8.08	1.15	0.53	1.68		
India	0.46	-13.15	13.61	10.48	8.09	2.38	1.36	-0.05	1.31		
South Africa	-11.52	-17.80	6.28	6.74	7.52	-0.78	0.45	0.06	0.51		
Poland	-0.71	-12.36	11.65	3.61	1.44	2.17	0.37	0.07	0.44		
Other	3.87	0.00	3.87	1.61	0.00	1.61	0.30	0.00	0.30		
Brazil	-7.83	-11.75	3.91	5.87	6.59	-0.71	0.23	0.04	0.28		
Czech Republic	8.39	-11.49	19.88	1.14	0.19	0.95	0.21	-0.01	0.20		
Greece	0.00	-51.97	51.97	0.00	0.32	-0.32	0.00	0.16	0.16		
Philippines	-7.33	-9.29	1.96	4.03	1.41	2.62	0.07	0.05	0.12		
Hong Kong	-6.27	0.00	-6.27	2.46	0.00	2.46	0.11	0.00	0.11		
Mexico	-5.92	-5.30	-0.61	6.78	4.61	2.17	-0.04	0.15	0.11		
Pakistan	6.60	0.00	6.60	0.98	0.00	0.98	0.10	0.00	0.10		
Turkey	18.43	-1.60	20.03	0.65	1.45	-0.80	0.11	-0.03	0.08		
Peru	-3.60	-7.67	4.07	1.07	0.39	0.69	0.04	0.03	0.07		
Colombia	-5.48	-11.85	6.37	0.76	0.53	0.24	0.04	0.02	0.06		
Austria	-13.12	0.00	-13.12	2.17	0.00	2.17	0.04	0.00	0.04		
Indonesia	-11.98	-12.48	0.50	2.75	2.51	0.25	-0.03	0.05	0.02		
Qatar	-33.67	-13.65	-20.02	0.06	0.97	-0.91	-0.03	0.01	-0.02		
Egypt	-25.42	-29.14	3.72	0.49	0.20	0.30	0.03	-0.05	-0.03		
Chile	-7.30	-6.94	-0.36	0.55	1.28	-0.73	-0.01	-0.03	-0.03		
Panama	-29.45	0.00	-29.45	0.32	0.00	0.32	-0.04	0.00	-0.04		
United Arab Emirates	0.00	-5.89	5.89	0.00	0.79	-0.79	0.00	-0.05	-0.05		
Russia	19.58	1.69	17.88	1.79	3.76	-1.97	0.23	-0.30	-0.07		
Argentina	-45.30	0.00	-45.30	0.19	0.00	0.19	-0.08	0.00	-0.08		
Malaysia	-22.43	-7.99	-14.43	0.53	3.30	-2.77	0.06	-0.15	-0.09		
Taiwan	-8.24	-8.47	0.23	10.16	12.45	-2.29	-0.03	-0.06	-0.09		
Hungary	0.00	40.23	-40.23	0.00	0.25	-0.25	0.00	-0.10	-0.10		
Thailand	-20.17	-12.96	-7.21	2.79	2.20	0.58	-0.17	-0.04	-0.22		
Korea	-9.17	-5.91	-3.27	12.55	15.14	-2.60	-0.33	-0.21	-0.54		
[Cash]	0.00	0.00	0.00	2.94	0.00	2.94	-0.03	0.00	-0.03		
<b>Total</b>	<b>-7.82</b>	<b>-12.03</b>	<b>4.21</b>	<b>100.00</b>	<b>100.00</b>	<b>0.00</b>	<b>4.12</b>	<b>0.09</b>	<b>4.21</b>		
+Trading/Hedging/Cash/ITG Impact	-0.09	0.00	-0.09						-0.09		
=Total Return (Gross)	-7.91	-12.03	4.12						4.12		
=Total Return (NAV)	-9.10	-12.03	2.93								

# Attribution Summary: MSIF Emerging Markets

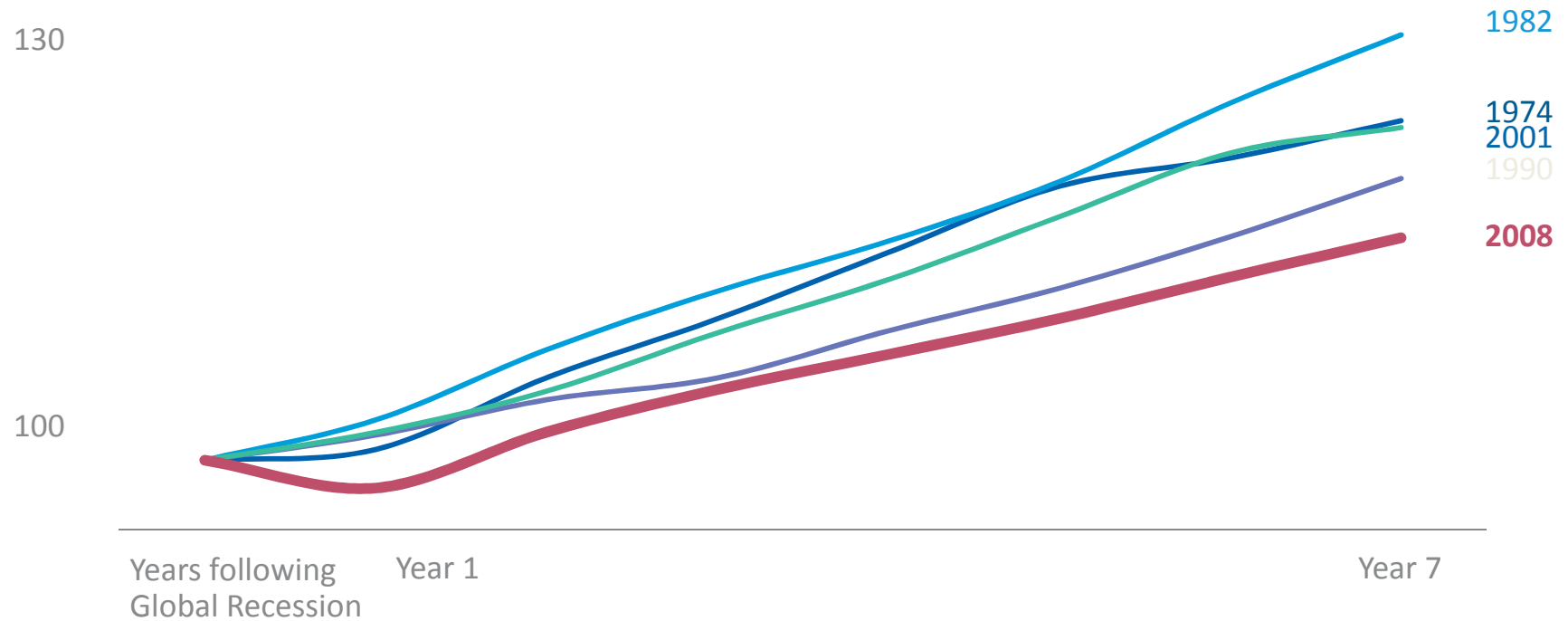
One Year ending March 31, 2016

Attribution Summary: 3/31/2015 to 3/31/2016											
Sector	Sector Performance			Sector Weight			Performance Attribution				
	Portfolio	Index	Difference	Portfolio	Index	Difference	Selection	Allocation	Total		
Consumer Discretionary	-2.59	-12.18	9.58	14.30	9.43	4.87	1.23	0.12	1.36		
Financials	-12.47	-15.69	3.23	25.69	28.59	-2.90	0.90	0.20	1.11		
Consumer Staples	4.22	-4.63	8.85	10.32	7.98	2.34	0.84	0.24	1.07		
Information Technology	-6.53	-10.22	3.69	18.84	19.12	-0.28	0.65	0.17	0.83		
Industrials	-6.12	-14.48	8.37	8.25	6.79	1.45	0.66	-0.09	0.57		
Materials	-4.84	-9.10	4.25	5.36	7.08	-1.73	0.24	-0.08	0.16		
Utilities	-17.85	-10.68	-7.18	0.40	3.27	-2.87	-0.01	-0.02	-0.04		
Energy	-3.60	-6.96	3.36	3.30	7.83	-4.53	0.16	-0.33	-0.18		
Health Care	-21.25	-11.58	-9.67	3.18	2.70	0.48	-0.39	0.13	-0.26		
Telecommunication Services	-19.21	-15.44	-3.77	7.42	7.19	0.23	-0.34	0.01	-0.33		
[Cash]	0.00	0.00	0.00	2.94	0.00	2.94	0.00	-0.08	-0.08		
<b>Total</b>	<b>-7.82</b>	<b>-12.03</b>	<b>4.21</b>	<b>100.00</b>	<b>100.00</b>	<b>0.00</b>	<b>3.94</b>	<b>0.27</b>	<b>4.21</b>		
+Trading/Hedging/Cash/ITG Impact	-0.09	0.00	-0.09						-0.09		
=Total Return (Gross)	-7.91	-12.03	4.12						4.12		
=Total Return (NAV)	-9.10	-12.03	2.93								

## Section 3 Outlook

# The Weakest Recovery in Post War History

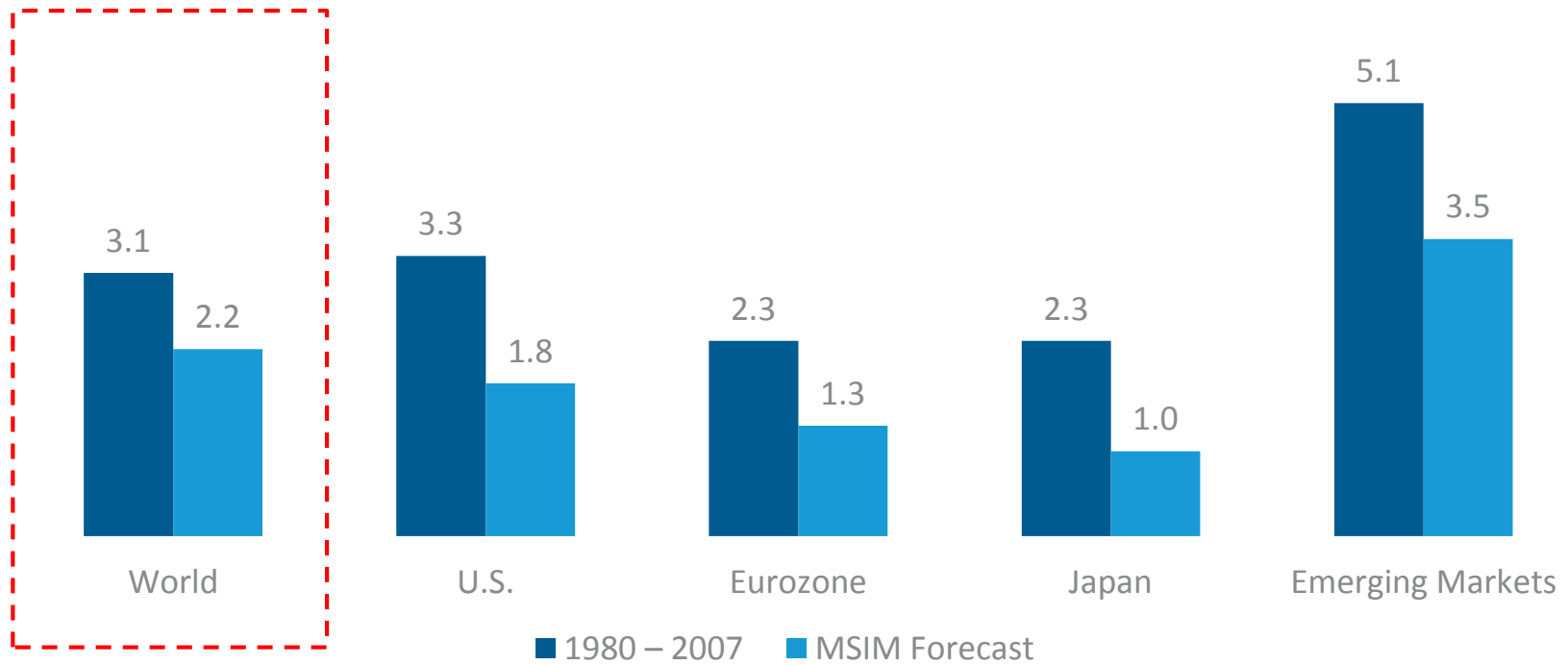
Global GDP Recoveries Following Recessions (Indexed to 100)



Source: IMF, Haver Analytics. Data as of Q4-2015

# Potential Growth Lower across the World

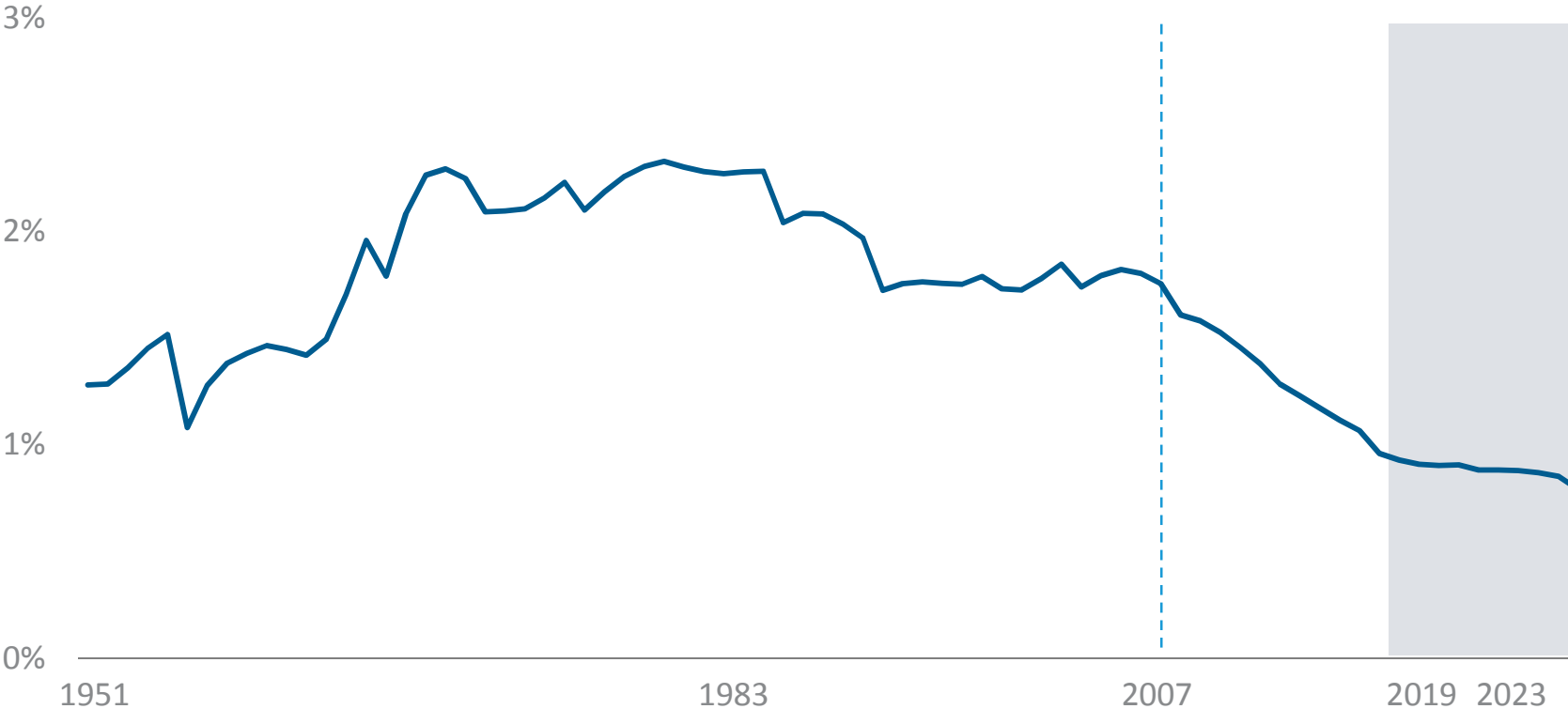
Real GDP Growth (%)



Source: MSIM Emerging Markets Equity team, IMF  
 GDP Weight: U.S. = 29%; Eurozone 22%; Japan 8%, Emerging Markets 42%. Please refer to the disclosure on forecasts at the end of the presentation.

# The De-Population Bomb

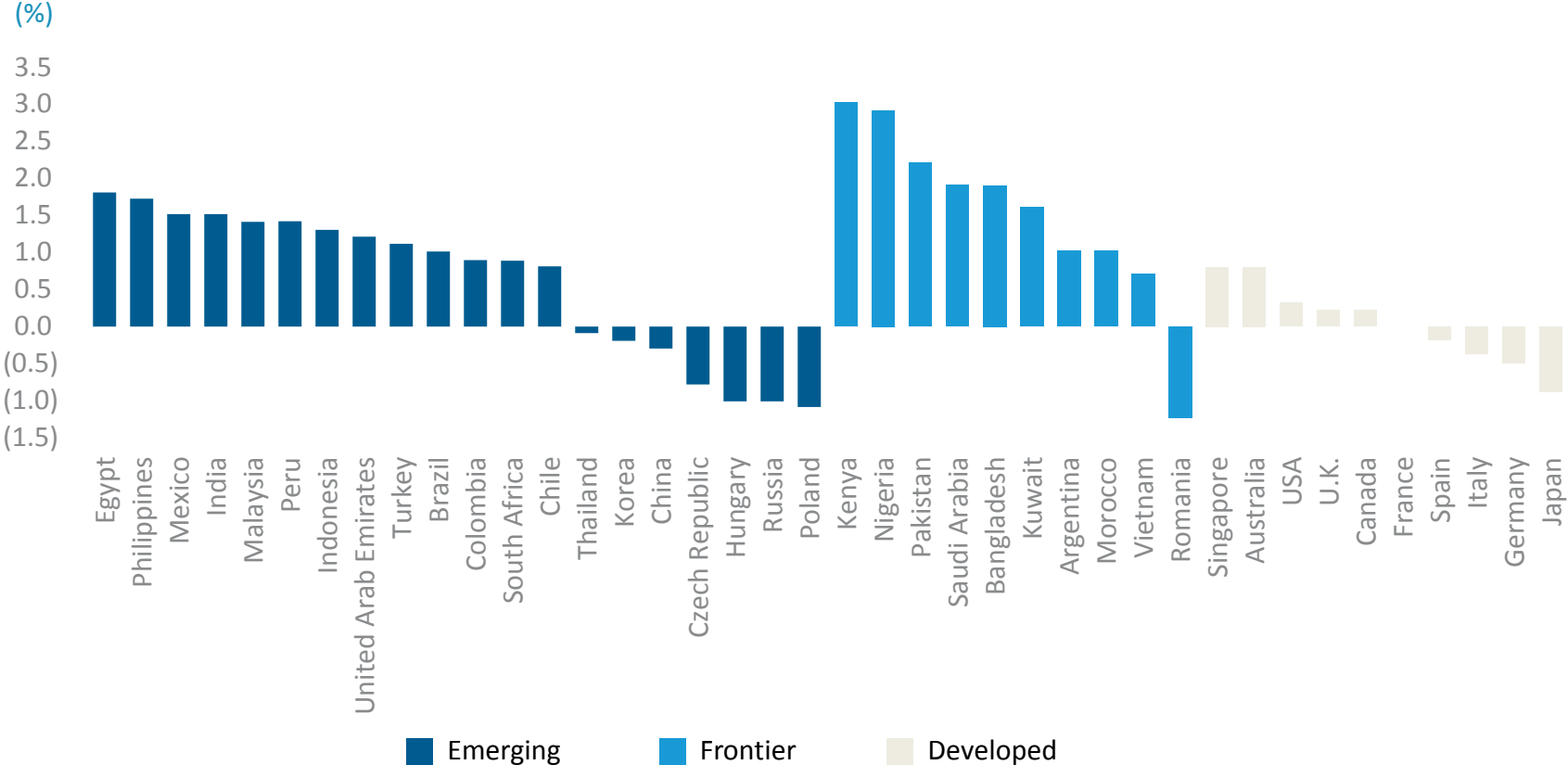
World Working Age Population Growth Rate



Source: Haver, UN, Factset, IMF. Data as of September, 2015

# Job One: Finding More Workers

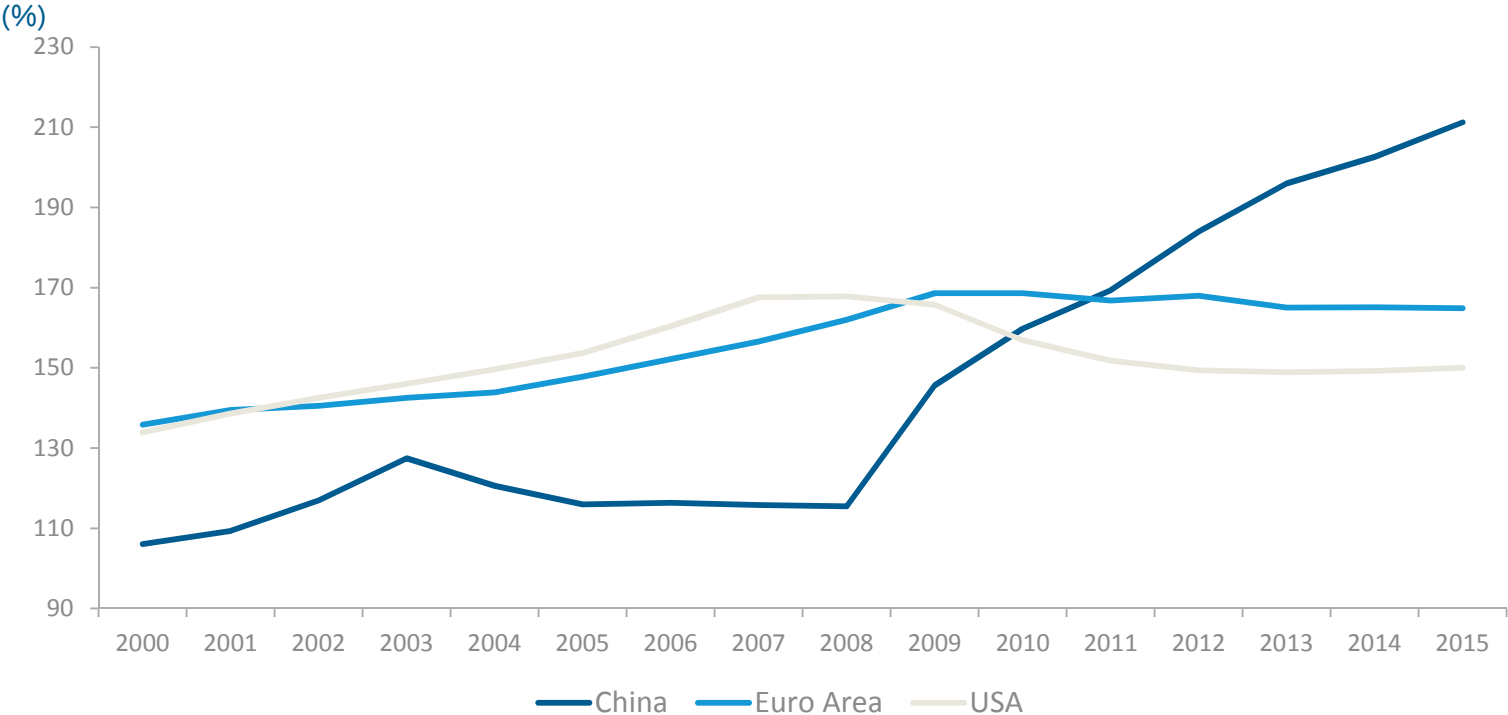
**Projected Average Annual Growth Rate in the Working Age Population 2015 – 2020**



Source: UN, MSIM EM research, Data as of July 2015  
 Forecasts/estimates are based on current market conditions, subject to change, and may not necessarily come to pass.

# Unprecedented China Stimulus Boosted Growth After 2008

## PRIVATE SECTOR CREDIT/GDP

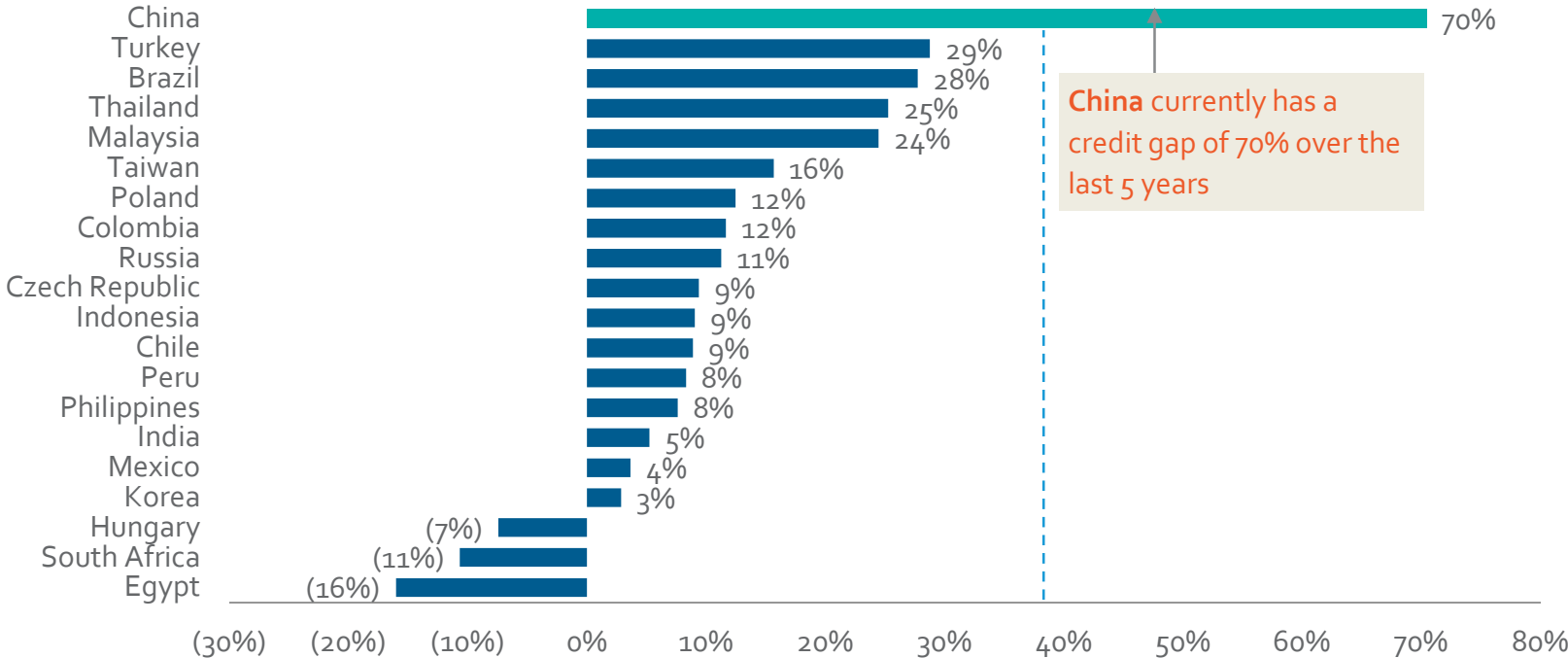


Source: EM Advisors, BIS, Goldman Sachs, MSIM Emerging Markets Research as of Q1 2016

# Is Credit Growing Faster or Slower Than the Economy?

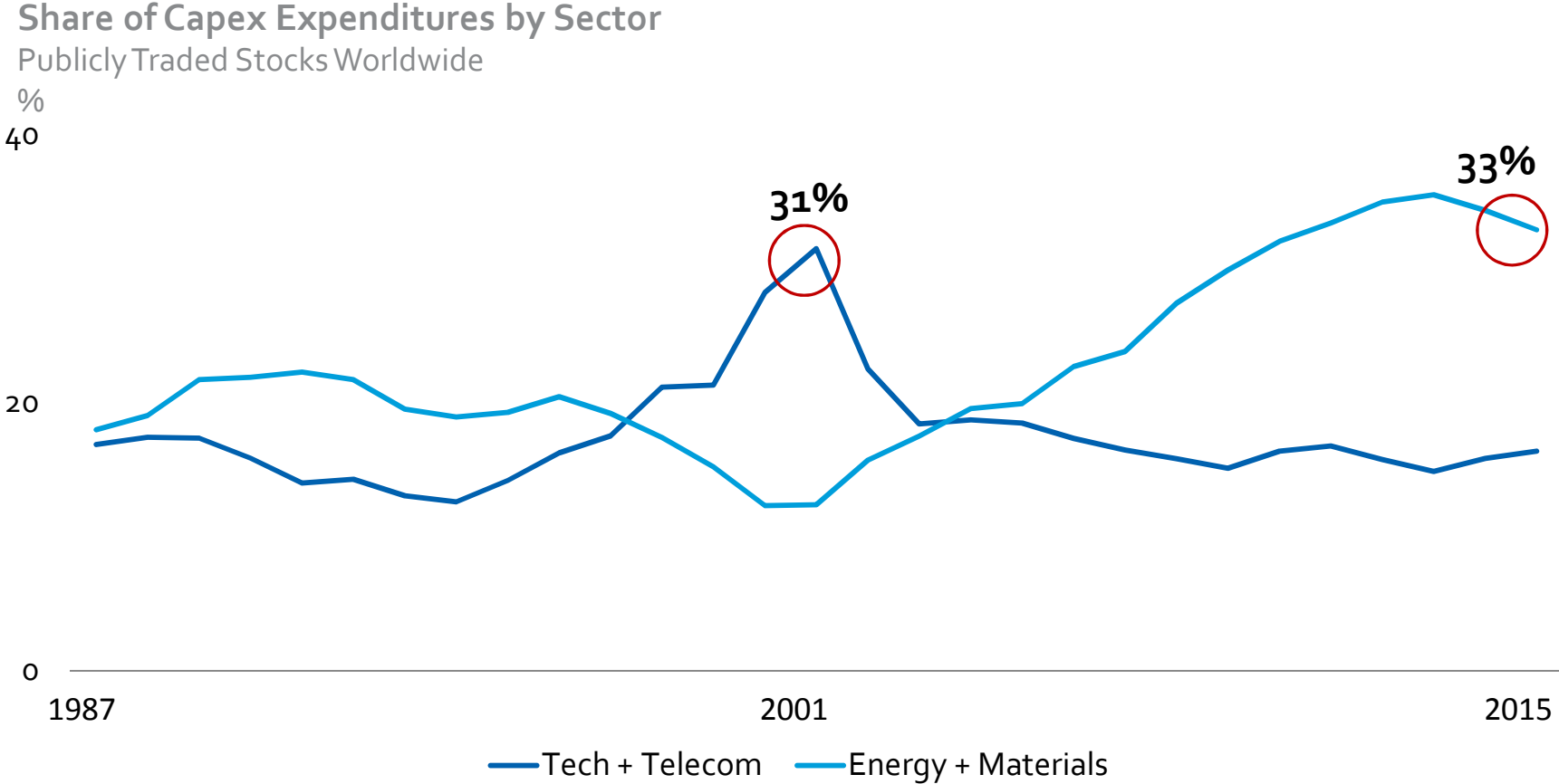
## CURRENT: FIVE YEAR CHANGE IN CREDIT / GDP (2010-2015)

vs. GDP Ratio (%)



Source: MSIM Emerging Markets Internal Research, Emerging Advisors

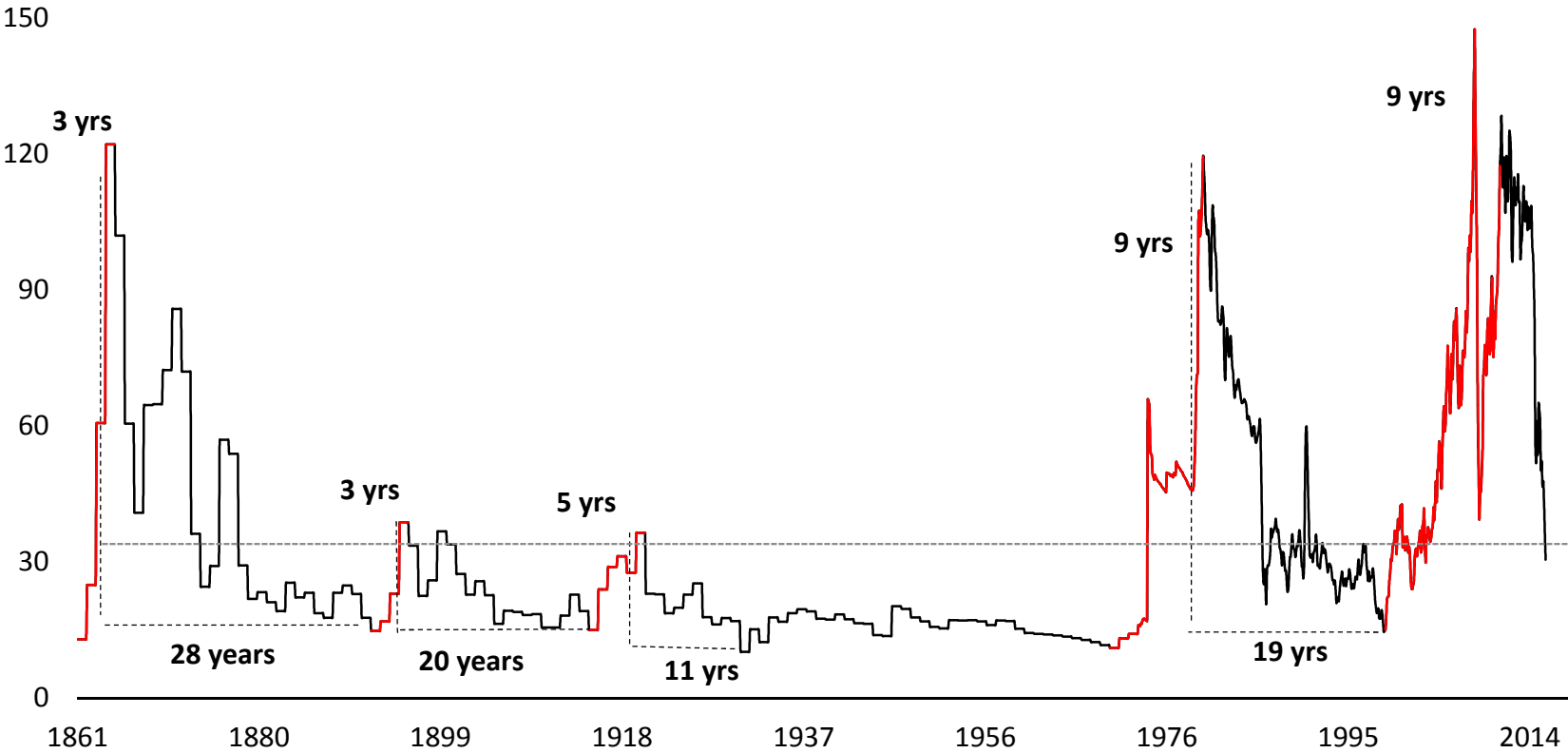
# Commodities Were the TMT of this Cycle



Source: Empirical. As of December 2015

# Oil Long Term Prices Back at Average Levels

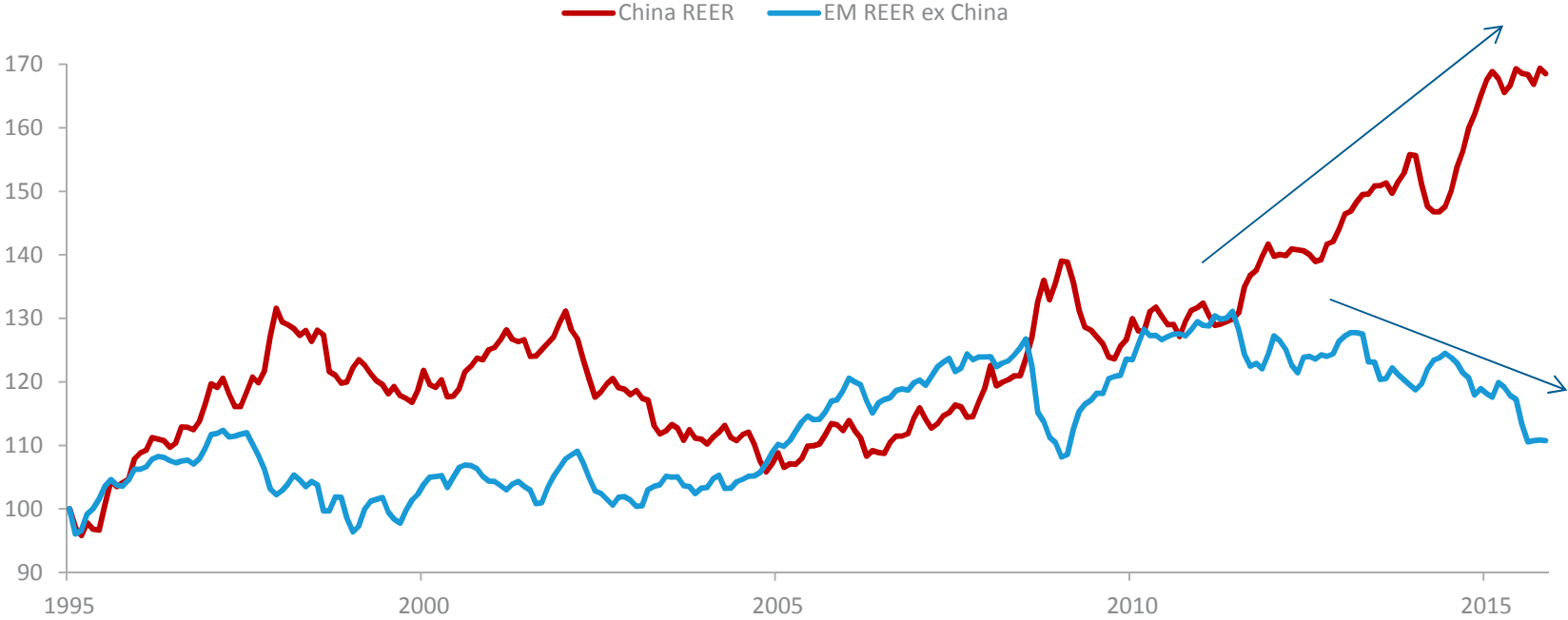
Inflation Adjusted Oil Price



Source: MSIM Calculations, Bloomberg, Credit Suisse. Data as of January 26, 2016

# RMB...Last Shoe to Drop?

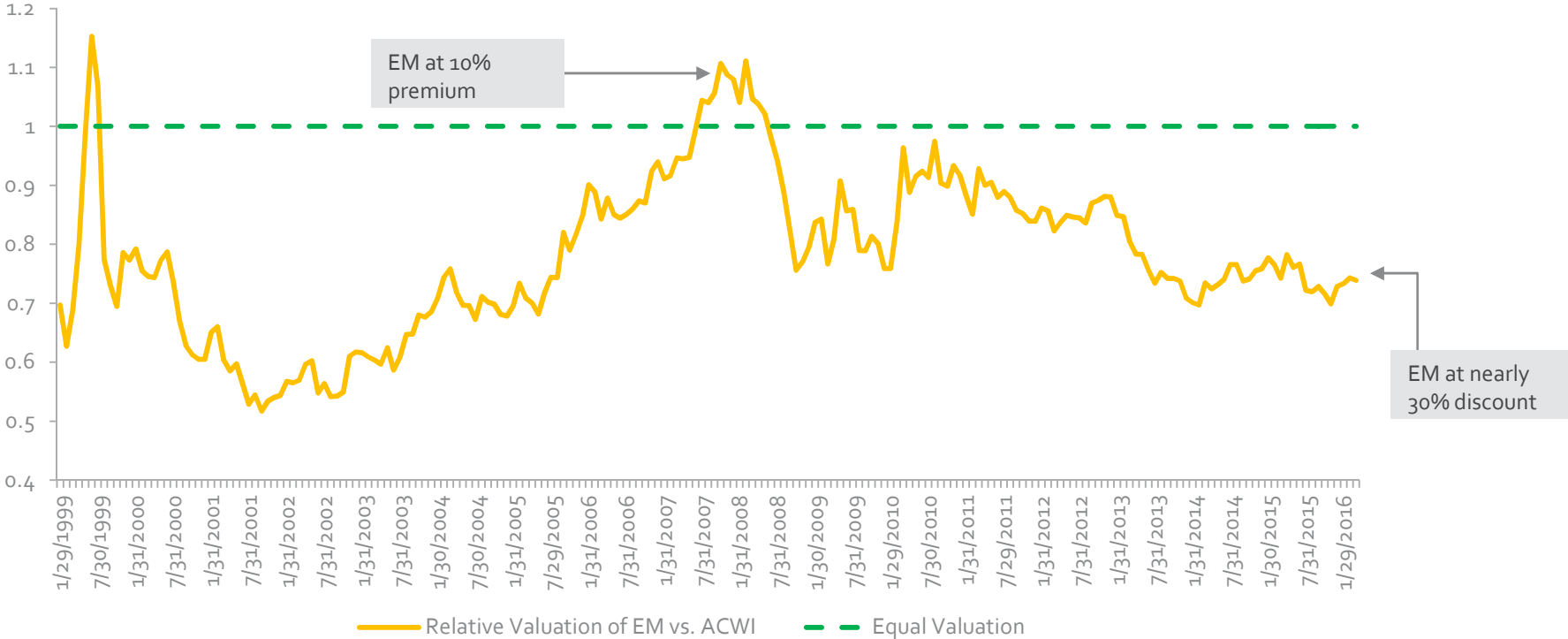
## Real Effective Exchange Rate



Source: Bloomberg, BIS. EM (from MSCI EM Index) REERs weighted using GDP data from Haver Analytics. RMB = Chinese Yuan Renminbi. Data as of Q4-2015

# The Good News: EM Valuations Are Starting To Look Attractive

EM Trailing PE Relative To MSCI ACWI PE

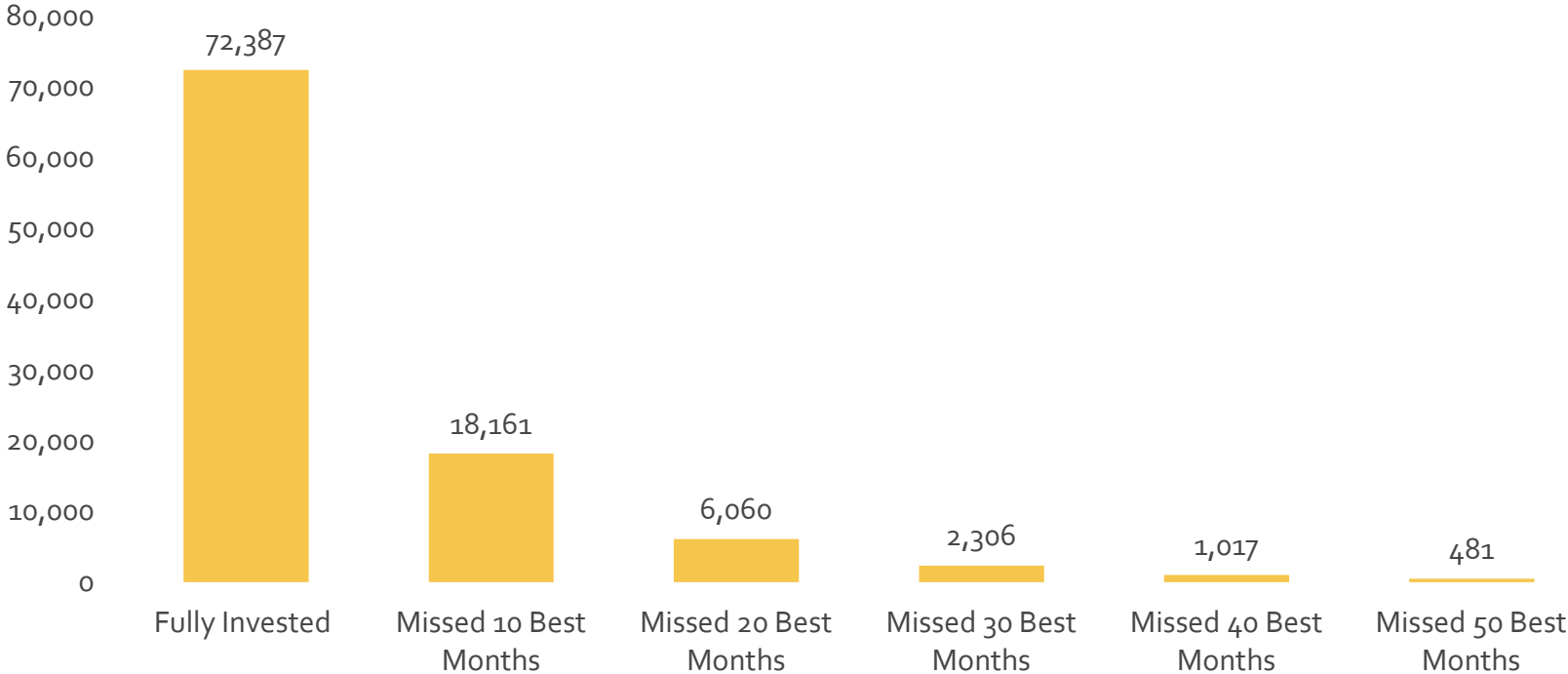


Source: FactSet, MSIM Emerging Markets Internal Research. Data as of April 2016. Past performance is not indicative of future results. Provided for informational purposes only

# Hard To Time The Bottom In Markets

## Returns Of MSCI EM

Performance Of \$10,000 Investment Between January, 1988 And September 2015  
(\$)

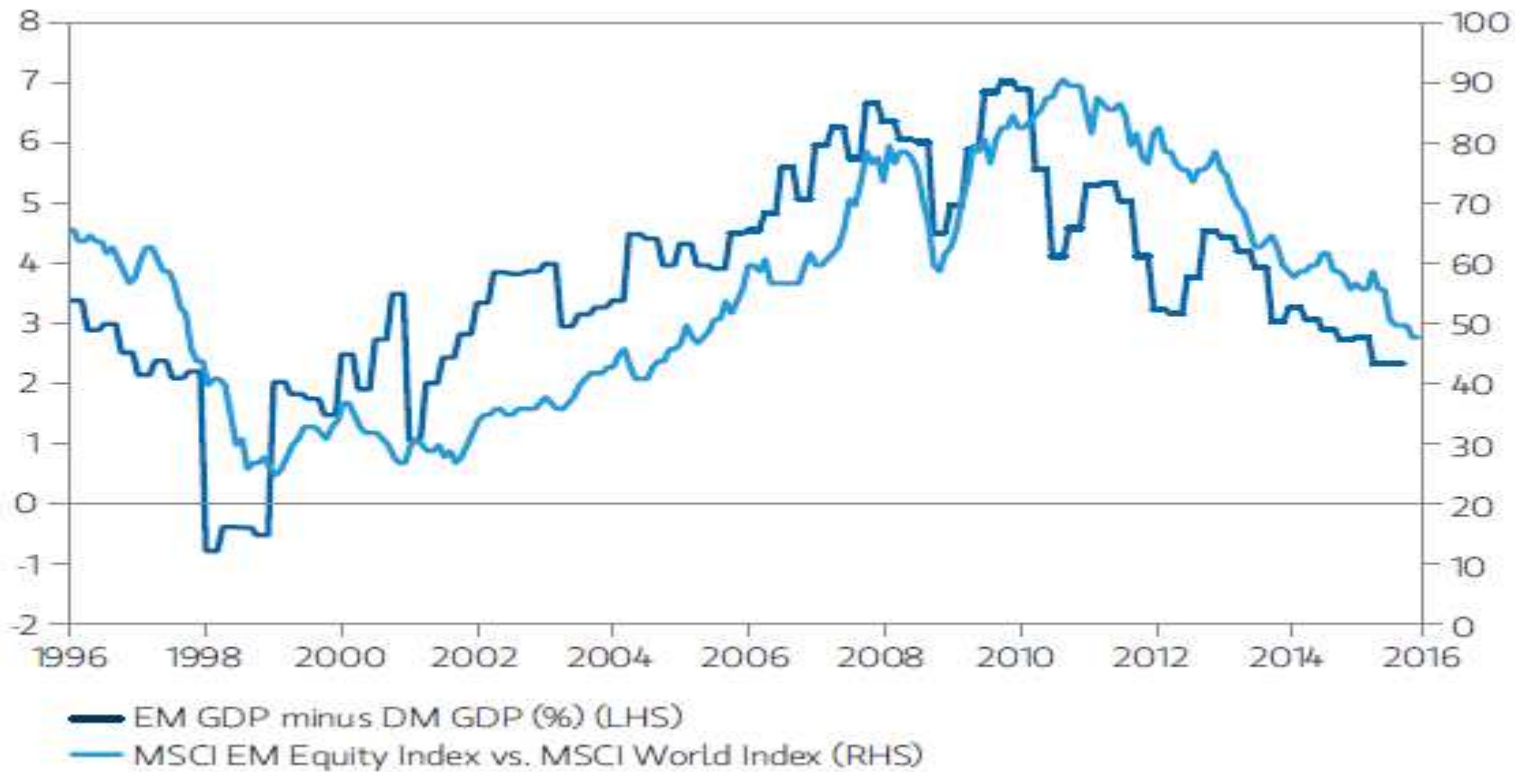


Source: FactSet, MSIM EM Research as of September 2015

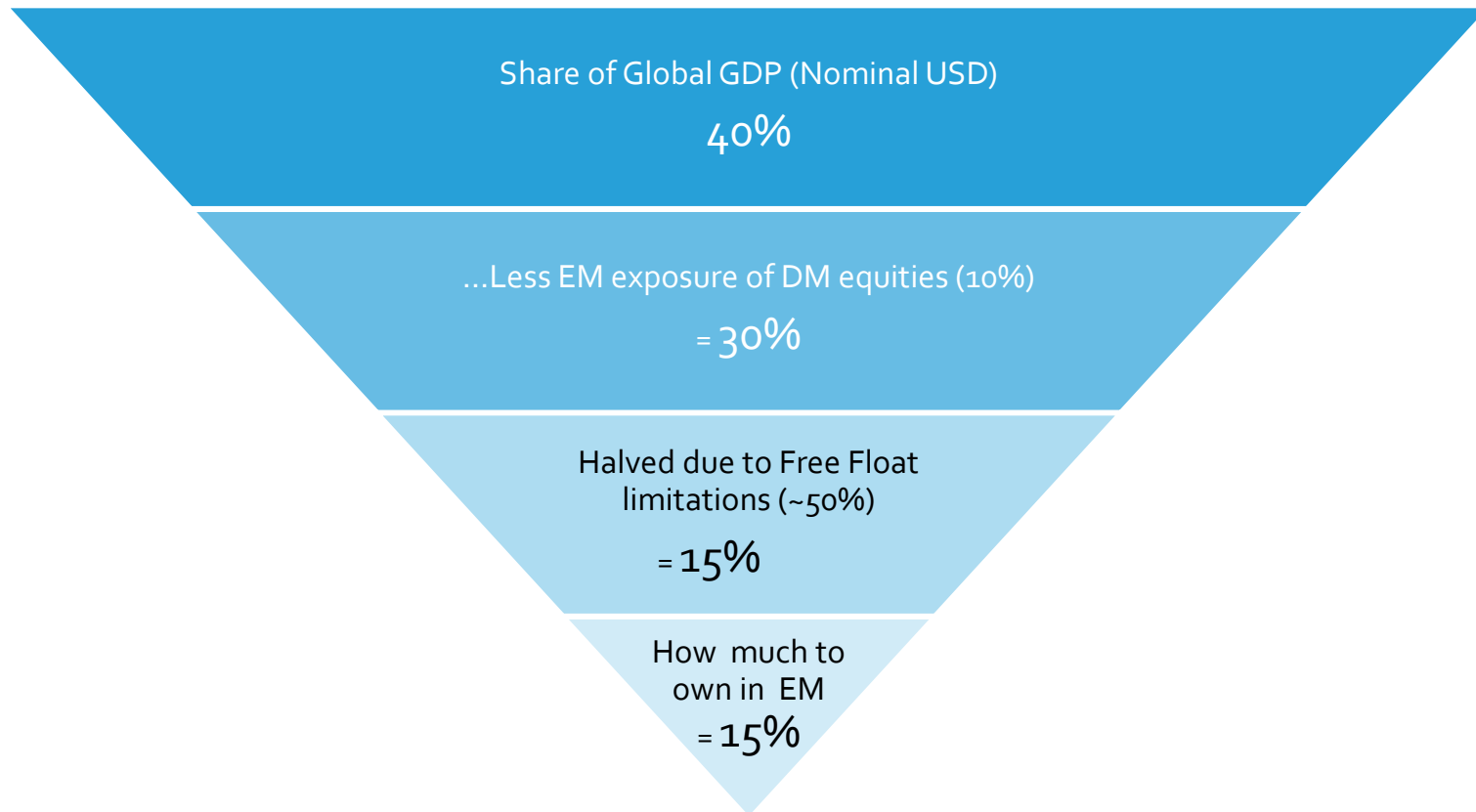
For illustrative purposes only. Past performance is not a guarantee of future results

# Relative Growth Drives Relative Returns For EM

EM relative GDP growth vs. EM relative equity performance



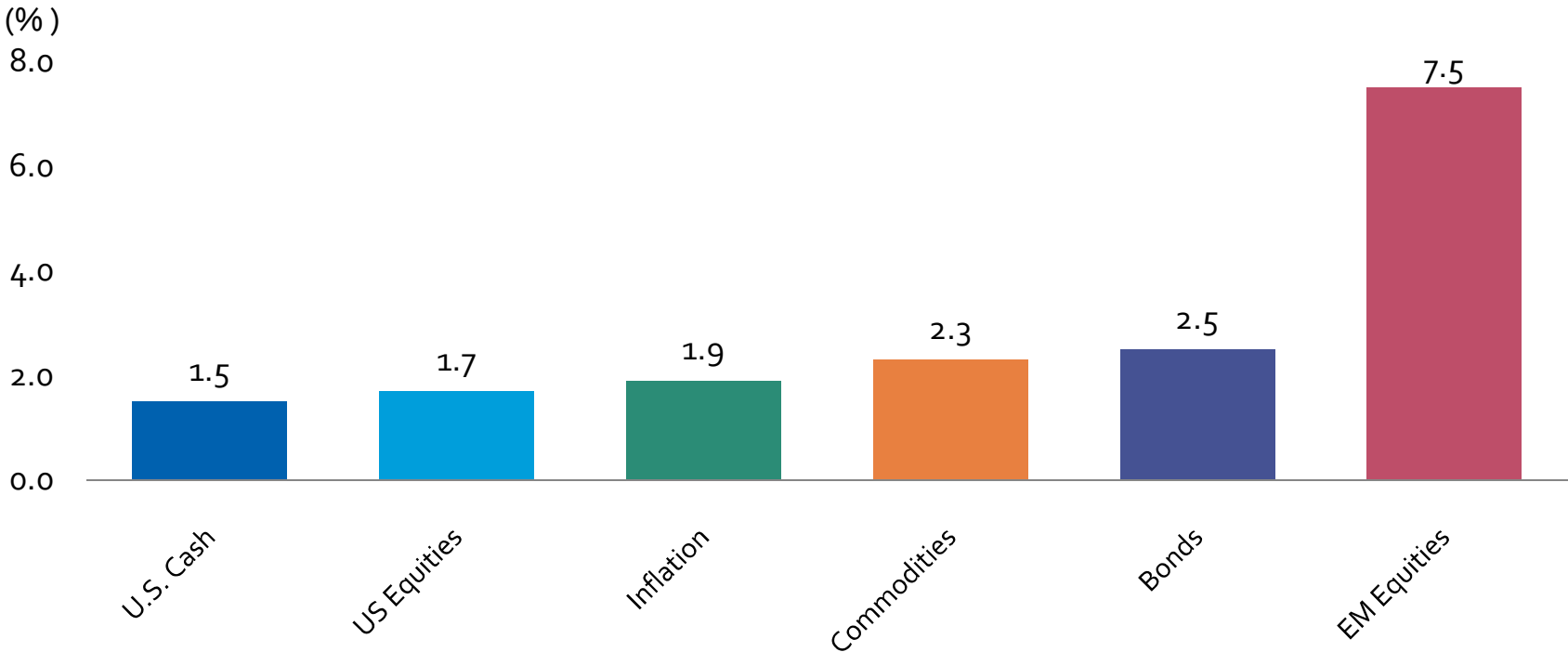
# How Much Should One Allocate To EM, Overall?



Source: IIF, National Sources as of October 2015

# A Low Return World Favors EM

## Five Year Expected Nominal Returns



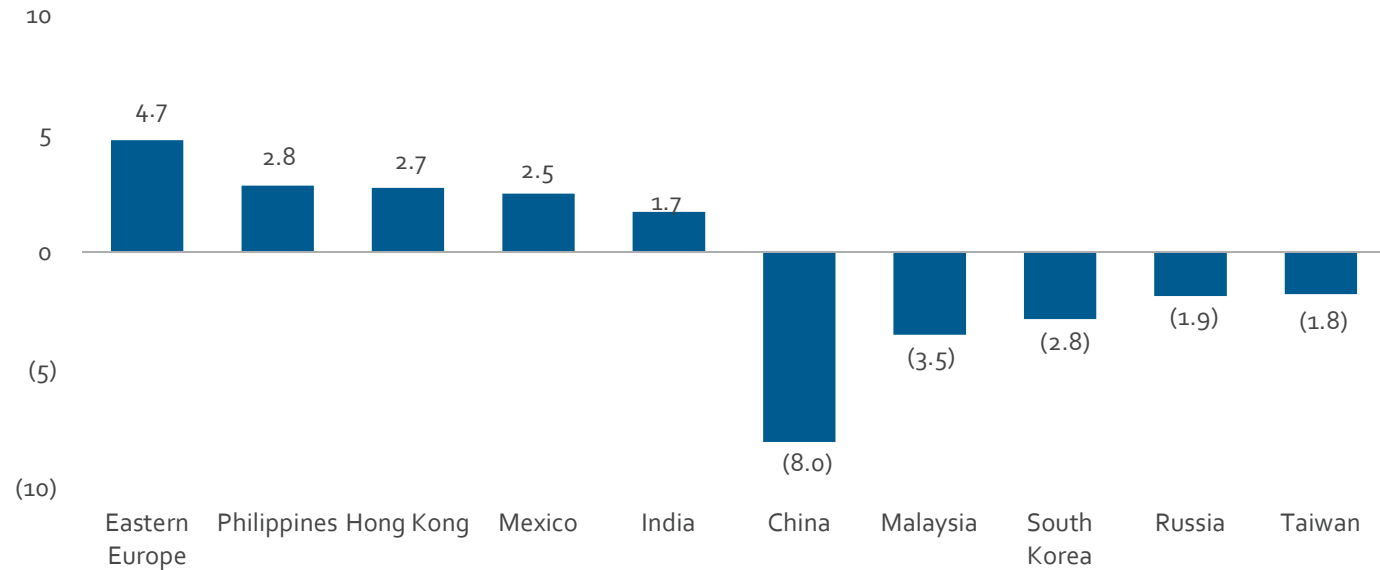
Source: Morgan Stanley Investment Management Global Multi-Asset Team analysis. Data as of December 31, 2015. Please refer to Disclosures page for Long-Term Expected Returns Methodology and Calculation. For informational purposes only. (1) Excludes Manager Alpha, (2) Hedged back to USD.

# Active Country Allocation

MSIF Emerging Markets Portfolio, Class I

## Relative Weightings

Data as of March 31, 2016 (Percentage %)



## Absolute Weightings (%)

MSIF Emerging Markets Portfolio	6.6	4.2	2.8	7.0	9.8	15.9	0.0	12.7	1.9	10.3
MSCI EM Net Index	1.9	1.4	0.1	4.5	8.1	23.9	3.5	15.6	3.7	12.1

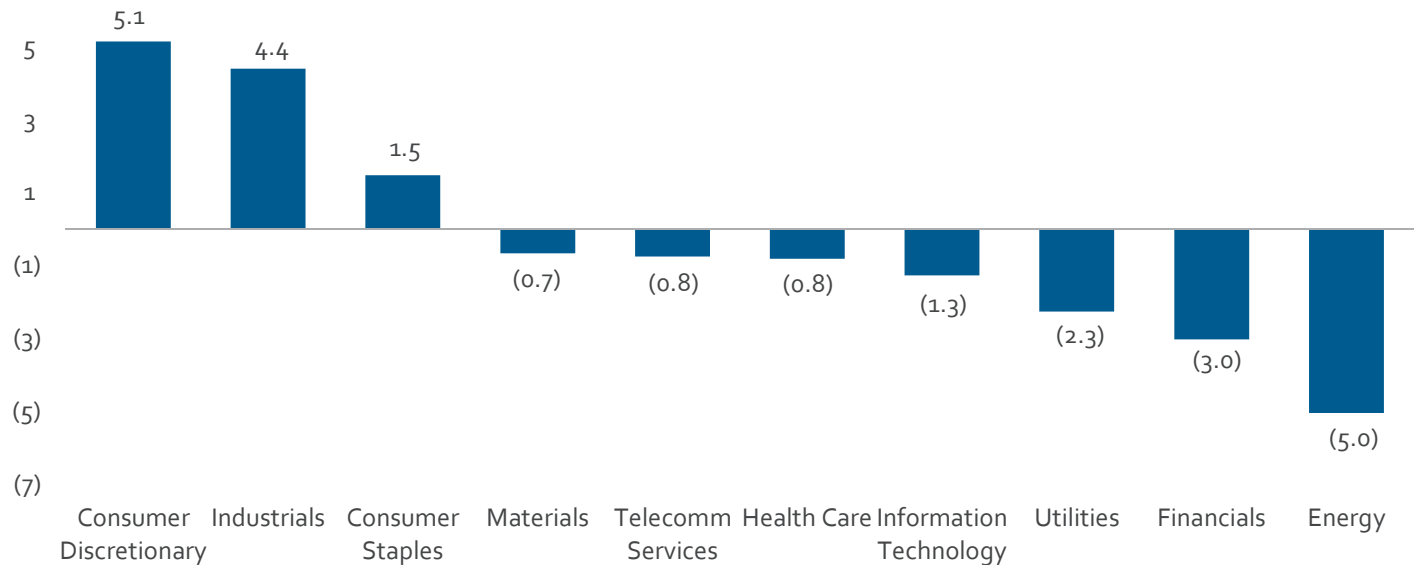
Source: Morgan Stanley Investment Management  
 Portfolio data was generated from Morgan Stanley's internal accounting records. Portfolio allocation is based on the total market value of the portfolio. Subject to change daily. Provided for informational purposes only and should not be deemed as a recommendation to buy or sell securities in the countries shown above. Each portfolio may differ due to specific investment restrictions and guidelines. Accordingly, individuals results may vary. Numbers may not add to 100 due to rounding. MSCI EM Index is shown for comparison purposes only.

# Sector Allocation

MSIF Emerging Markets Portfolio, Class I

## Relative Weightings

Data as of March 31, 2016 (Percentage %)



## Absolute Weightings (%)

	Consumer Discretionary	Industrials	Consumer Staples	Materials	Telecomm Services	Health Care	Information Technology	Utilities	Financials	Energy
MSIF Emerging Markets Portfolio	14.9	11.2	9.7	6.0	6.1	1.8	19.4	1.0	24.4	2.6
MSCI EM Net Index	9.8	6.8	8.2	6.6	6.9	2.6	20.7	3.2	27.4	7.7

**Source:** Morgan Stanley Investment Management  
 Portfolio data was generated from Morgan Stanley's internal accounting records. Portfolio allocation is based on the total market value of the portfolio. Subject to change daily. Provided for informational purposes only and should not be deemed as a recommendation to buy or sell securities in the countries shown above. Each portfolio may differ due to specific investment restrictions and guidelines. Accordingly, individuals results may vary. Numbers may not add to 100 due to rounding. MSCI EM Index is shown for comparison purposes only.

# Active Stock Allocations

Data as of March 31, 2016

Security	Country	Industry	MSIF Emerging Markets Portfolio (%)	MSCI EM Index (%)	Active Weight (%)
<b>Overweight</b>					
Samsonite International	Hong Kong	Textiles, Apparel & Luxury Goods	1.7	0.0	1.7
Fomento Economico Mexicano	Mexico	Beverages	2.1	0.5	1.6
Ashok Leyland	India	Machinery	1.5	0.1	1.5
HDFC Bank	India	Banks	1.3	0.0	1.3
Credicorp Ltd	Peru	Banks	1.4	0.2	1.2
			8.1	0.8	7.3
<b>Underweight</b>					
Indust & Comm Bank of China	China	Banks	0.0	1.1	(1.1)
Infosys	India	IT Services	0.0	0.9	(0.9)
Hyundai Motor	South Korea	Automobiles	0.0	0.7	(0.7)
Gazprom OAO	Russia	Oil, Gas & Consumable Fuels	0.0	0.7	(0.7)
Baidu.com	China	Internet Software & Services	0.0	0.7	(0.7)
			0.0	4.2	(4.2)

Source: Morgan Stanley Investment Management

Source: Morgan Stanley Investment Management

- Portfolio data was generated from Morgan Stanley's internal accounting records. Portfolio allocation is based on the total market value of the portfolio. Subject to change daily. Provided for informational purposes only and should not be deemed as a recommendation to buy or sell the securities mentioned or securities in the countries and industries shown above. Each portfolio may differ due to specific investment restrictions and guidelines. Each portfolio is actively managed; therefore, the holdings listed may or may not be currently represented in each portfolio. Morgan Stanley is a full-service securities firm engaged in securities trading and brokerage activities, investment banking, research and analysis, financing and financial advisory services.

# Portfolio Characteristics

## Data as of March 31, 2016

Presented in USD Terms

	MSIF Emerging Markets Portfolio	MSCI Emerging Markets Net Index
Price/Earnings	14.27	10.56
Price/Cash Flow	7.32	4.12
Dividend Yield (%)	2.03	3.86
ROE (%)	16.10	14.97
P/Book	2.10	0.97
<b>Market Capitalization</b>		
Median Market Cap	3532.37	2264.82
>20 Bn	21.16	26.42
5–20 Bn	31.65	36.12
1–5 Bn	34.79	34.84
<1 Bn	9.32	2.62
Cash	3.07	--

## Risk / Return Statistics – Three Years as of March 31, 2016

Presented in USD Terms based on gross returns

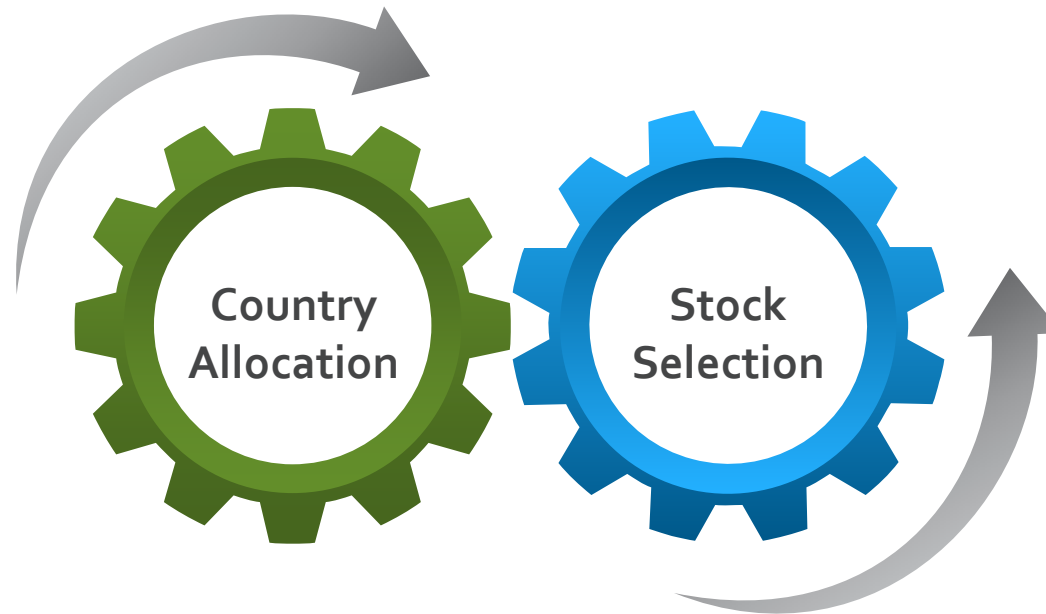
	MSIF Emerging Markets Portfolio	MSCI Emerging Markets Net Index
Tracking Error	4.08	–
Information Ratio	0.47	–
Sharpe Ratio	(0.18)	(0.27)
Downside Capture (%)	0.87	–
Upside Capture (%)	0.84	–
Standard Deviation	14.43	16.66
Beta	0.85	–
Active Share	73.20	–
Turnover (1 year %)	32.99	–
Number of Holdings	135	–

Source: Morgan Stanley Investment Management  
 Subject to change daily. Portfolio data was generated from Morgan Stanley's internal accounting records. Past performance is no guarantee of future results. Provided for illustrative purposes only. Each portfolio may differ due to specific investment restrictions and guidelines. MSCI EM Index is shown for comparison purposes only. This data is supplemental information to the included Emerging Markets Equity Commingled Composite GIPS® compliant composite presentation.

## Section 4 Appendix and Biographies

## Our Integrated Process

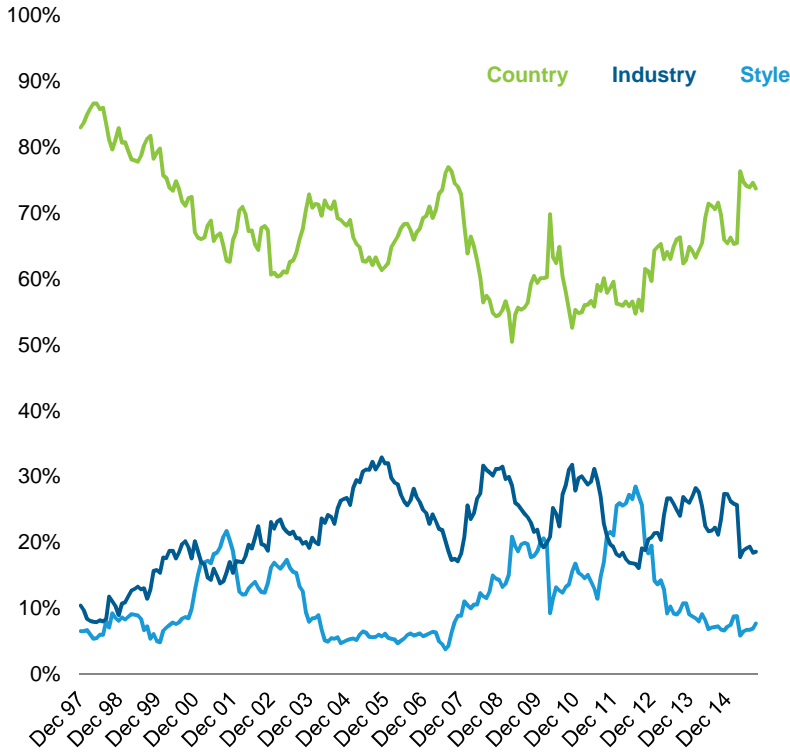
We translate *macro-thematic research* and fundamental *bottom-up analysis* into a growth-oriented portfolio



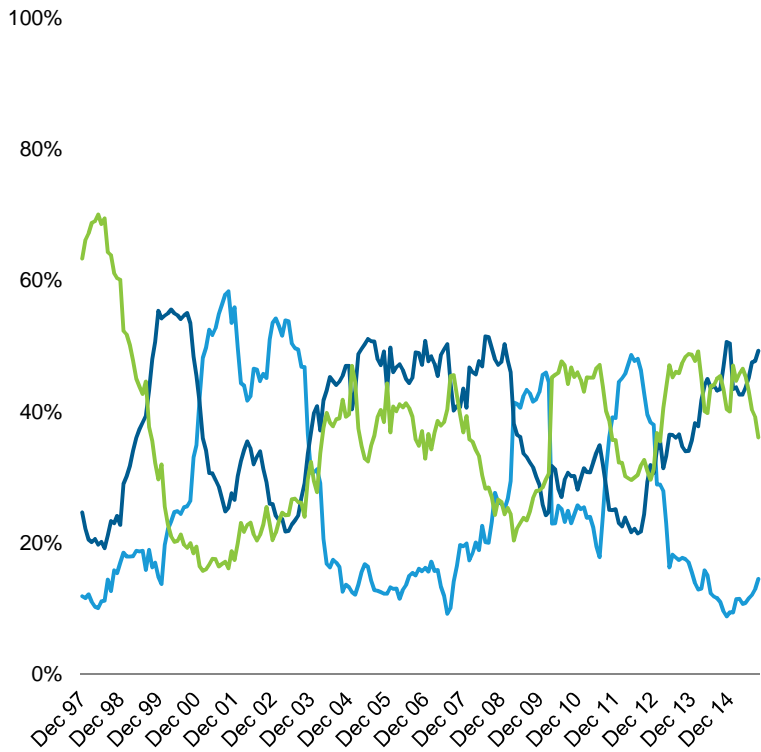
# Country Effect Dominates in EM

Contribution of Risk Factors by Index

MSCI EM



MSCI World



Source: Contribution of Risk Factors to Explained Cross Sectional Volatility (BARRA, GEM2). MSCI, data as of September 30, 2015

# Country Allocation



- Look for countries where GDP growth will beat expectations over 3 to 5 years
- Analyze growth rates adjusted for a country's GDP per capita

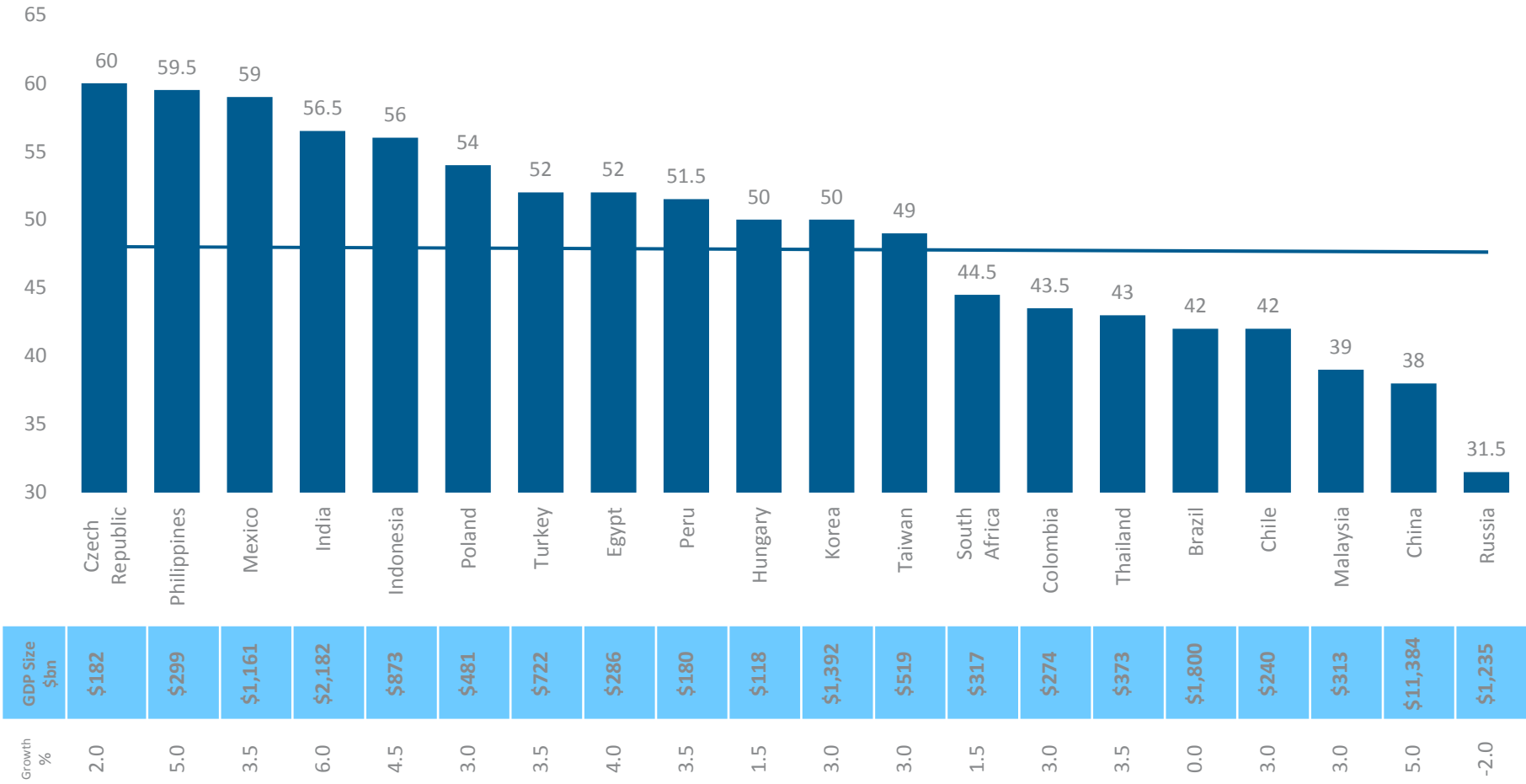
## Identifying Growth Markets: Our Rules of the Road



This represents how the portfolio management team generally implements its investment process under normal market conditions.

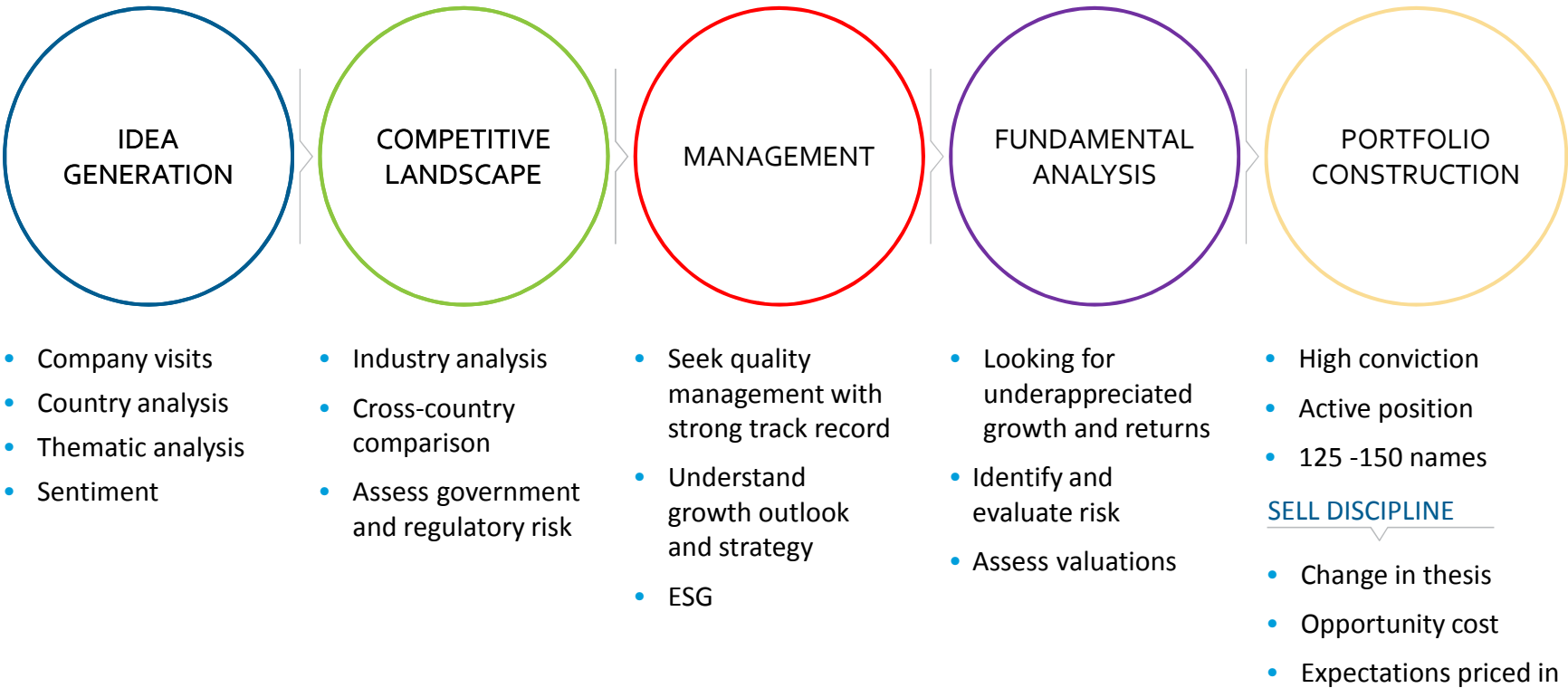
# Rules of the Road: Emerging Markets

Emerging Markets On The Rules Ranked From Best To Worst



Source: Morgan Stanley Investment Management, IMF, December 2015, Rankings created using team discussions and analysis

# Fundamental Stock Selection Process



The diagram above represents how the portfolio management team generally implements its investment process under normal market conditions. This represents how the portfolio management team generally implements its investment process under normal market conditions. The targets and exposures presented are typical ranges. There is no assurance that these targets will be attained.

# Fundamental Stock Selection Research



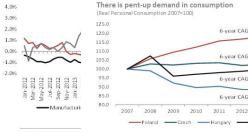
Morgan Stanley | INVESTMENT MANAGEMENT

### Employment Growing & Labor Markets Tightening

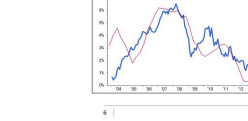


Source: Eurostat, ILO, (%)

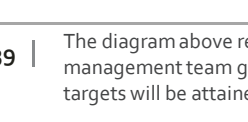
In Poland, jobs driven I



There is pent-up demand in consumption



Poland CEE in Consumption

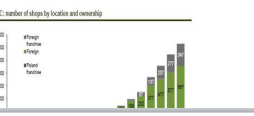


Source: Eurostat, ILO, (%)

Morgan Stanley | INVESTMENT MANAGEMENT

### CCC - Growth Drivers

- The primary growth drivers for CCC are selling space growth and the UK opportunity
- Geographically, the store expansion is now occurring mainly outside of Poland in the CEE region (Czech, Hungary, Slovakia and Romania) as well as the UK & Ireland
- Specifically, company is targeting market leadership in Czech, Slovakia, and Hungary while maintaining position in Poland
- Similar competitive landscape and consumer profiles in these countries. The German (Dejting) is the regional market leader in terms of balance of the market (in terms of registered)
- Divine is a risk but mitigating factors include: company is developing, but not yet announced strategy (new store a big goal)
- Space growth was +206 M2 or +20% in '14 and another +106 M2 or +20% in '15



### CCC - Model

Region	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Poland	100	100	100	100	100	100	100	100	100	100	100	100
Czech Rep.	0	0	0	0	0	0	0	0	0	0	0	0
Slovakia	0	0	0	0	0	0	0	0	0	0	0	0
Hungary	0	0	0	0	0	0	0	0	0	0	0	0
Romania	0	0	0	0	0	0	0	0	0	0	0	0
UK	0	0	0	0	0	0	0	0	0	0	0	0
Ireland	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source: CCC, ILO estimates

Company: CCC (Poland)

**Description:** CCC is the largest footwear company in Poland and one of the largest in Central Eastern Europe. The company has operations in 15 countries, including Poland, Germany, Austria, Romania, and the Czech Republic. CCC offers affordable, yet fashionable shoes at very attractive prices (its average ticket in Poland is PLN60 or USD21). CEO and founder is Dariusz Milek, who owns 27% of the company. CCC stock trades in Warsaw Stock Exchange.

**Meeting Date:** October 16, 2015/November 18, 2015

**Attendees:** Mikiel - Paul Pauls/Eric Carlson/Jorge Chinnico, CCC - Dariusz Milek (CEO) and Piotr Nowak (CFO)

**Price:** PLN 147

**Market Cap:** USD 4 billion

**Free Float:** More than 60%

**EMEA:** 23% and 13.4% of Poland

**Global Position:** 39 bp and 12.2% of Poland

**Recommendation:** We recently added to our overweight position in CCC (15 bp to Global and 50 bp to regional fund).

**Conclusion:** CCC remains an attractive stock to play the consumer story in Central Eastern Europe. Weather and a strong dollar have played against CCC in 2015, resulting in lower sales, weaker profitability, and stock underperformance. Nonetheless, we think the long-term story remains very attractive as the company is focusing on a profitable expansion into Eastern Europe, Germany, and Austria. We expect this to be the key driver of CCC's revenues. All said, we expect the company to deliver more than 25% CAGR revenue growth in the next three years, with ROE above 20% in the same period. Also, CCC recently acquired an on-line footwear retailer in Poland to improve its e-commerce offering. According to management, e-commerce could account for 30% for total sales by 2018. Given CCC's strong track record of execution, we think this new venture offers attractive upside to the story. Finally, we met the CEO and founder of the company. He is fully committed to the business, leading key strategic projects, and his interests are aligned with minority shareholders.

**Meeting notes:**

The company is currently working on three main initiatives. First, expansion in Eastern Europe, focusing on improving density sales levels, store expansion and profitability of German and Austria operations, and finally e-commerce.

**Expansion into Eastern Europe.** In 2016-17, CCC is planning to add 230,000 square meters of selling space, of which 55% will be built in Eastern Europe excluding Poland (i.e., Czech Republic, Hungary, Romania, etc.). By 2017, the selling space in these countries will amount to 43% of CCC's total, that is up from 33% today. The company sees attractive opportunities in this region due to strong consumption growth and favorable competitive dynamics. On the latter, several competitors are facing financial difficulties or going out of business, creating an attractive opportunity for CCC to grow in these markets.

39 | The diagram above represents how the portfolio management team generally implements its investment process under normal market conditions. This represents how the portfolio management team generally implements its investment process under normal market conditions. The targets and exposures presented are typical ranges. There is no assurance that these targets will be attained.

## Emerging Markets Equity Team

### Gaite Ali

Managing Director



[gaitе.аli@morganstanley.com](mailto:gaitе.аli@morganstanley.com)

Gaite is co-lead portfolio manager for the Latin America portfolios on the Global Emerging Markets Equity team. She joined Morgan Stanley in 2007 and has 22 years of investment experience. Prior to joining the firm, Gaite was a portfolio manager at AllianceBernstein, London. Gaite received an M.B.A. in finance and an M.A. in international affairs from Columbia University, and a B.A. in history from Vassar College.

### David Bernard

Vice President



[david.bernard@morganstanley.com](mailto:david.bernard@morganstanley.com)

David is a portfolio specialist for the Global Emerging Markets team. He joined Morgan Stanley in 2008 and has nine years of industry experience. Prior to 2015, David was part of the Intermediary sales team where he was responsible for leading sales efforts on the East Coast focusing on Registered Investment Advisors and Bank Trusts. David received a B.A. in political science from Furman University with honors. He holds his Series 7 and 66 registrations.

### Eric Carlson

Managing Director



[eric.carlson@morganstanley.com](mailto:eric.carlson@morganstanley.com)

Eric is a co-lead portfolio manager focusing on Europe, the Middle East and Africa, and thematic research, on the Global Emerging Markets Equity team. He joined Morgan Stanley in 1997 and has 21 years of investment experience. Prior to joining the firm, Eric worked as a telecommunications analyst at Neuberger Berman. Eric received a B.A. magna cum laude in social studies from Harvard University and a J.D. from Harvard Law School.

Team members may change without notice from time to time.

# Emerging Markets Equity Team

---

## Jim Carroll

Executive Director



[jim.carroll@morganstanley.com](mailto:jim.carroll@morganstanley.com)

Jim is the Head of the Singapore Trading team for the Global Emerging Markets Team. He joined Morgan Stanley in 2014 and has 17 years of investment experience. Prior to joining the firm, James was a senior trader at Asian Century Quest overseeing the night trading activities. In this role, he had both management and trading responsibilities across equities, futures, options, swaps and foreign exchange throughout the Asian markets. Previously, James held positions as both a retail and institutional Equity Sales Trader with Citigroup. James received a B.A. in business administration in finance from Hofstra University..

---

## Gary Cheung, CFA

Executive Director



[gary.cheung@morganstanley.com](mailto:gary.cheung@morganstanley.com)

Gary is a member of the Global Emerging Markets Equity team, focusing on China & China A shares for our Asian Equity strategies. He joined Morgan Stanley in 2008 and has 14 years of investment experience. Prior to joining the firm, Gary was a macro equity analyst at Tudor Investment. Previously, he was an investment banking analyst at Credit Suisse focusing on corporate financial strategies. Gary received a B.S. summa cum laude in industrial and management engineering from Rensselaer Polytechnic Institute, and an M.S. in financial engineering from Columbia University. He holds the Chartered Financial Analyst designation.

---

## David Chi

Vice President



[david.chi@morganstanley.com](mailto:david.chi@morganstanley.com)

David is a trader for the Global Emerging Markets Equity team, focusing on Latin America. He joined Morgan Stanley in 2005 and has 22 years of industry experience. Prior to joining the firm, David worked as an investor services officer at Fiduciary Trust International, servicing institutional clients on custody services. Previously, he worked for Warburg Pincus Asset Management (later becoming Credit Suisse Asset Management) in various roles within operations. David received a B.S. in business administration from SUNY Buffalo.

---

Team members may change without notice from time to time.

## Emerging Markets Equity Team

---

### Jorge Chirino

Vice President



[jorge.chirino@morganstanley.com](mailto:jorge.chirino@morganstanley.com)

Jorge is an analyst on the Global Emerging Markets Equity team. He joined Morgan Stanley in 2007 and has 12 years of investment experience. Prior to this role, Jorge was an equity research analyst focused on Latin America Financial Institutions. Previously, he was research analyst in the long/short equity group at Aksia and assistant vice-president investments in the asset management division of BBVA Compass Investment Solutions. Jorge received a B.A. in economics from Instituto Tecnológico Autonomo De Mexico (ITAM) and an M.B.A in finance from Columbia Business School.

---

### Sherri Cohen

Managing Director



[sherri.cohen@morganstanley.com](mailto:sherri.cohen@morganstanley.com)

Sherri is the global trading coordinator for Morgan Stanley Investment Management. She joined Morgan Stanley in 1998 and has 28 years of investment experience. Prior to her current role, Sherri has managed the firm's Global Equity Programs, Foreign Exchange and Derivative Trading team as well as the Global Emerging Markets Trading team. Prior to joining the firm, Sherri was head trader at Société Générale Asset Management. Previously, Sherri held various roles at General Electric Investments; including Far East trader, index fund manager and financial analyst. Additionally, she had investment experience as an investment market analyst at CIGNA Investments and a senior portfolio accountant at State Street Bank. Sherri received a B.A. in quantitative economics from Tufts University and an M.B.A. in finance and international business from the University of Connecticut.

---

### Jennifer Delaney, CFA

Executive Director



[jennifer.delaney@morganstanley.com](mailto:jennifer.delaney@morganstanley.com)

Jennifer is a portfolio specialist on the Global Emerging Markets Equity team. She joined Morgan Stanley in 2013 and has 13 years of investment experience. Prior to joining the firm, Jennifer worked at UBS in New York, London and Mexico City writing macro strategy research across both developed and emerging market equities. She received an honors degree in economics from Cambridge University and holds the Chartered Financial Analyst designation.

---

Team members may change without notice from time to time.

## Emerging Markets Equity Team

### Tim Drinkall

Managing Director



[timothy.drinkall@morganstanley.com](mailto:timothy.drinkall@morganstanley.com)

Tim Drinkall is the lead portfolio manager for the Frontier Markets Equity and Emerging Markets Small Cap strategies, on the Emerging Markets Equity team. He joined Morgan Stanley in 2007 and has 22 years of investment experience. Prior to joining the firm, Tim was a fund manager at Gustavia Capital where he was responsible for two funds investing in emerging Europe. He has been working with emerging markets since 1992. Tim began his investment banking career with Creditanstalt Securities as an analyst based in Budapest, Hungary and was later promoted to head of Polish Equity Research in Warsaw, Poland. In 1997 he joined Deutsche Bank in London as director and head of Emerging Europe Equity Research. Tim received a B.A. in finance from Indiana University and an M.B.A. in international business from George Washington University.

### Ryan Egan

Executive Director



[ryan.egan@morganstanley.com](mailto:ryan.egan@morganstanley.com)

Ryan is a trader for the Global Emerging Markets Equity team focusing on Europe, the Middle East and Africa, and Frontier Emerging Markets. He joined Morgan Stanley in 2005 and has 12 years of industry experience. Previously, Ryan was a trader on Investment Management's U.S. Small Cap Equity team. He received a B.A. in economics and management from Gettysburg College.

### Vishal Gupta

Vice President



[vishal.gupta1@morganstanley.com](mailto:vishal.gupta1@morganstanley.com)

Vishal is portfolio manager on the Global Emerging Markets equity team, focusing on the Emerging Markets Leaders strategy, based in Singapore. He joined Morgan Stanley in 2014 and has 11 years of investment experience. Prior to joining the firm, Vishal worked at Sansar Capital as a research analyst covering Asian equities. Previously, he was an analyst covering the India oil & gas and retail sectors at Brics Securities in Mumbai. Vishal received his Bachelor's degree in Mechanical Engineering from Thapar University and an M.B.A. from the Indian Institute of Management, Ahmedabad.

Team members may change without notice from time to time.

# Emerging Markets Equity Team

---

## Amay Hattangadi, CFA

Executive Director



[amay.hattangadi@morganstanley.com](mailto:amay.hattangadi@morganstanley.com)

Amay is a co-lead portfolio advisor, focusing on India, based in Mumbai. He joined Morgan Stanley in 1997 and has 19 years of investment experience. Previously, he was a portfolio administrator. Amay received a Bachelor of Commerce degree from the University of Mumbai. He is an Associate Member of the Institute of Chartered Accountants of India. He holds the Chartered Financial Analyst designation.

---

## Pierre Horvilleur

Executive Director



[pierre.horvilleur@morganstanley.com](mailto:pierre.horvilleur@morganstanley.com)

Pierre is a portfolio manager on the Global Emerging Markets Equity team, focusing on the Frontier Emerging Markets strategy. He re-joined Morgan Stanley in 2013 and has 13 years of investment experience. Prior to joining the firm, Pierre was a fundamental research analyst in emerging and international equity markets, focusing on industrials, at William Blair Investment Management. Previously, he was an emerging markets equities summer research analyst at Van Eck Global Investments. Prior to going to business school, Pierre worked at both ING financial and at Morgan Stanley in Emerging Markets Equity sales. Pierre received an M.B.A. from the Kellogg School of Management at Northwestern University and a B.S. in finance and marketing from the University of Florida.

---

## Chelsea Hua

Vice President



[chelsea.hua@morganstanley.com](mailto:chelsea.hua@morganstanley.com)

Chelsea is a research analyst on the Global Emerging Markets Equity team, focusing on China and Hong Kong. She joined Morgan Stanley in 2013 and has 11 years of investment experience. Prior to joining the firm, Chelsea was a research analyst at ChinaRock Capital Management, a multi-strategy hedge fund for long/short China/Hong Kong equity. Previously, she worked for BNP Paribas and Citigroup where she was responsible for valuation, financial analysis and execution in a broad range of transactions. Chelsea received a B.A. in computer science (graduated Phi Beta Kappa) from Mount Holyoke College and an M.S. in computer science from Stanford University.

---

Team members may change without notice from time to time.

# Emerging Markets Equity Team

---

## Jitania Kandhari

Executive Director



[jitania.kandhari@morganstanley.com](mailto:jitania.kandhari@morganstanley.com)

Jitania is head of macroeconomic research on the Global Emerging Markets Equity team, focusing on global analytics, country and thematic research. She joined Morgan Stanley in 2006 and has 18 years of investment experience. Prior to joining the firm, Jitania was an emerging markets consultant at GMO. Previously, she was an associate vice president in private banking at ABN Amro, an associate vice president in securities broking and investment banking at Kotak Securities and a manager at First Global Securities. Jitania received a B.Com. in advanced financial and management accounting and an M.M.S in finance, both from the University of Bombay.

---

## Swanand Kelkar

Executive Director



[swanand.kelkar@morganstanley.com](mailto:swanand.kelkar@morganstanley.com)

Swanand is a portfolio advisor and analyst on the Global Emerging Markets Equity team, focusing on India, based in Mumbai. He joined Morgan Stanley in 2007 and has 12 years of investment experience. Prior to joining the firm, Swanand worked in the equity investment department at HSBC Asset Management. Swanand received his Bachelors degree in commerce from the University of Mumbai and an M.B.A. from the Indian Institute of Management, Ahmedabad. He is also an associate member of the Institute of Chartered Accountants of India.

---

## David Kim

Vice President



[david.kim3@morganstanley.com](mailto:david.kim3@morganstanley.com)

David is a trader on the Global Emerging Markets Equity team. He joined Morgan Stanley in 2014 and has 11 years of industry experience. Prior to joining the firm, David worked at BNP Korea and BNP New York, where he was a sales trader. David received a B.A. degree in political science and economics from the University of Rochester.

---

Team members may change without notice from time to time.

## Emerging Markets Equity Team

---

### Stella Liao

Senior Associate



[stella.liao@morganstanley.com](mailto:stella.liao@morganstanley.com)

Stella is a member of the Singapore trading team for the Emerging Markets Equity team (focusing on Asia) and the Asian Real Estate team. She joined Morgan Stanley in 2007 and has nine years of industry experience. Prior to joining the firm, Stella worked as a senior fund accountant at State Street Bank. Stella holds a Bachelor of Accountancy from the Nanyang Technological University in Singapore.

---

### Lynn Lim

Vice President



[lynn.lim@morganstanley.com](mailto:lynn.lim@morganstanley.com)

Lynn is a trader for the Emerging Markets Equity team, focusing on Asia. She joined Morgan Stanley in 2003 and has 10 years of relevant industry experience. Prior to joining the firm, Lynn worked at JPMorgan. She holds a Bachelor of Business Administration from the University of South Australia.

---

### Victoria Lim, CFA

Vice President



[victoria.lim@morganstanley.com](mailto:victoria.lim@morganstanley.com)

Victoria is a research analyst on the Global Emerging Markets Equity team, focusing on the ASEAN & Australia markets. She joined Morgan Stanley in 2011 and has 15 years of investment experience. Prior to joining the firm, Victoria worked at Templeton Asset Management as a research analyst covering global equities. Previously, she was a project manager at UBS Wealth Management. Victoria received a B.S. in economics (first class honours) from London School of Economics & Political Science (LSE) and an M.A. in international policy studies from Stanford University. She holds the Chartered Financial Analyst designation.

---

Team members may change without notice from time to time.

# Emerging Markets Equity Team

---

## Munib Madni, CFA

Managing Director



[munib.madni@morganstanley.com](mailto:munib.madni@morganstanley.com)

Munib is co-lead portfolio manager for the Asian Equity ex-Japan portfolios on the Global Emerging Markets Equity team, based in Singapore. He joined Morgan Stanley in 2005 and has 22 years of investment experience. Prior to joining the firm, Munib was associate director of Australian equities at Aberdeen Asset Management. Previously, he was a portfolio manager covering Australian equities at Equitilink Investment Management. Munib received a Bachelor of Business with Honors and Bachelor of Laws from the University of Technology in Sydney. He holds the Chartered Financial Analyst designation.

---

## Amy Oldenburg

Executive Director



[amy.oldenburg@morganstanley.com](mailto:amy.oldenburg@morganstanley.com)

Amy is a portfolio specialist and the chief operating officer of the Global Emerging Markets Equity team. She joined Morgan Stanley in 2001 and has 15 years of investment experience. Prior to this role, Amy was a trader on the Emerging Markets Equity team, focusing on program and foreign exchange trading. Previously, she was an analyst with the Product Development Group within Morgan Stanley Investment Management and started her career with the Emerging Markets Equity Portfolio Manager Reporting team. Amy received a B.A. in business administration with a concentration in finance from Fordham University.

---

## Gauri Pande, CFA

Executive Director



[gauri.pande@morganstanley.com](mailto:gauri.pande@morganstanley.com)

Gauri is a trader for the Domestic India Equity Funds and trade execution support for the Global Emerging Markets team, focusing on India and Europe, the Middle East and Africa. She joined Morgan Stanley in 2004 and has 14 years of industry experience. Prior to joining the firm, Gauri was an assistant manager at IDBI Capital Market Services. Gauri received a B.Comm. from the University of Pune in India. She holds the Chartered Accountant designation from the Institute of Chartered Accountants of India and the Chartered Financial Analyst designation.

---

Team members may change without notice from time to time.

# Emerging Markets Equity Team

## Charu Pandya

Vice President



[charu.pandya@morganstanley.com](mailto:charu.pandya@morganstanley.com)

Charu is a trader for Domestic India Equity Funds and trade execution support for the Global Emerging Markets Equity team, focusing on India. She joined Morgan Stanley in 2006 and has 15 years of industry experience. Prior to joining the firm, Charu was a senior equity sales trader at Enam Securities India Pvt. Ltd and Batilivala & Karani Securities India Pvt. Ltd. Charu received a bachelor of commerce from the University of Mumbai, India.

## Ana Cristina Piedrahita

Executive Director



[cristina.piedrahita@morganstanley.com](mailto:cristina.piedrahita@morganstanley.com)

Cristina is co-lead portfolio manager for the Latin America portfolios on the Global Emerging Markets Equity team. She joined Morgan Stanley in 2002 and has 21 years of investment experience. Prior to joining the firm, Cristina was a Latin American equity analyst at Fidelity Investments, HSBC Asset Management and Baring Asset Management. Cristina received a B.A. in economics and political science from Brown University and an M.B.A. in business administration from the Sloan School of Management at the Massachusetts Institute of Technology.

## Paul C. Psaila, CFA

Managing Director



[paul.psaila@morganstanley.com](mailto:paul.psaila@morganstanley.com)

Paul is a portfolio manager for the Global Emerging Markets Equity portfolios, focusing on Global Macro Analytics and Emerging Europe, the Middle East and Africa region. He joined Morgan Stanley in 1994 and has 22 years of investment experience. Prior to joining the firm, Paul worked at the International Monetary Fund. Paul received a B.A. in political science from Brandeis University and a master's degree in economic and Latin American studies from the School of Advanced International Studies at Johns Hopkins University. He holds the Chartered Financial Analyst designation.

## Steven Quattry

Vice President



[steven.quattry@morganstanley.com](mailto:steven.quattry@morganstanley.com)

Steven is an analyst on the Global Emerging Markets Equity team, focusing on global macro-economic and thematic research. He joined Morgan Stanley in 2011 and has nine years of investment experience. Prior to joining the firm, Steven was an analyst at Panda Global Advisors concentrating on economic and investment research. Previously, he was in the financial management program at GE Capital. Steven received a B.A. in finance from the University of Florida and an M.A. in international affairs, with a focus on international economic policy, from Columbia University.

Team members may change without notice from time to time.

# Emerging Markets Equity Team

## Samuel Rhee

Managing Director



[sam.rhee@morganstanley.com](mailto:sam.rhee@morganstanley.com)

Sam is co-lead portfolio manager for our Asian ex-Japan Equity portfolios, based in Singapore. He joined Morgan Stanley in 2000 and has 22 years of investment experience. Previously, Sam was the head of Asian steel research and the Korean auto analyst at Morgan Stanley Asia. Prior to joining the firm, he worked for HSBC Investment Bank in Hong Kong and London. He received a B.A. with joint honors in economics and public administration from the Royal Holloway College, University of London.

## Soham Sengupta



[soham.sengupta@morganstanley.com](mailto:soham.sengupta@morganstanley.com)

Soham is an Emerging Markets analyst focusing on global macro analytics. Soham joined in 2015, after receiving a B.S. in economics and statistics from Carnegie Mellon University. He was previously a summer analyst with the Emerging Markets team within Morgan Stanley Investment Management, as well as a Capital Markets summer analyst at Liquidnet.

## Ruchir Sharma

Emerging Markets and Chief Global Strategist



[ruchir.sharma@morganstanley.com](mailto:ruchir.sharma@morganstanley.com)

Ruchir is head of Emerging Markets and Chief Global Strategist at Morgan Stanley Investment Management. He joined Morgan Stanley in 1996 and has 21 years of investment experience. Prior to joining the firm, Ruchir worked with Prime Securities (Delhi), a non-banking financial services firm, where he helped run the firm's foreign exchange business. He is a frequent op-ed contributor to the Wall Street Journal and has written for many other leading publications, including the Financial Times, New York Times, Foreign Affairs, Newsweek and Time magazine. Ruchir is the author of "Breakout Nations," a 2012 international bestseller, and "The Rise and Fall of Nations," due out in 2016 from Norton.

## Jay Shin

Vice President

[Jay.Shin@morganstanley.com](mailto:Jay.Shin@morganstanley.com)

Jay is a research analyst focusing on South Korea and Taiwan on the Global Emerging Markets Equity team. Jay joined Morgan Stanley in 2016 and has eight years of investment experience. Prior to joining the firm, Jay was an investment analyst covering the Asia IT sector and Korea for Fullerton Fund Management. Before that he was an associate portfolio manager and senior analyst at Kiara Advisors, covering global tech and Korea. Jay also worked at Hyundai Securities covering Korea and Deutsche Securities covering Korean tech. Jay has a Bachelor of Science from Hanyang University.

Team members may change without notice from time to time.

# Emerging Markets Equity Team

## Ashutosh Sinha

Managing Director



[ashutosh.sinha@morganstanley.com](mailto:ashutosh.sinha@morganstanley.com)

Ashutosh is a portfolio manager on the Global Emerging Markets Equity team, focusing on the Emerging Markets Leaders strategy, based in Singapore. He re-joined Morgan Stanley in 2011 and has 22 years of investment experience. Prior to re-joining the firm, Ashutosh most recently founded and served as the managing partner of Amoeba Capital Partners, Pte, a money management firm focused on Asia long-short equity investing from 2006 to 2011. Previously, he was the lead portfolio manager for Asia ex-Japan Equities, part of MSIM's Global Emerging Markets Equity team from 1998 to 2006. Prior to becoming lead PM, Ashutosh covered Indian equities at MSIM. Before joining Morgan Stanley, he was a portfolio manager for Indian Equities at SBI Funds Management, Mumbai. Ashutosh holds a B.Tech degree in electrical engineering from the India Institute of Technology (IIT), Kanpur, and an M.B.A. from the India Institute of Management (IIM), Calcutta..

## Steve Sun

Executive Director

[steve.sun@morganstanley.com](mailto:steve.sun@morganstanley.com)

Steve is a Portfolio Specialist for the Global Emerging Markets Equity team. He joined the firm in 2016 and has 23 years of investment experience. Prior to joining the firm, Steve was the Head of Sales at Nomura in Korea. Previously, he worked in the global equity and derivatives group for BNP Paribas and worked as Portfolio Manager focusing on Asia Pacific Equity for J.H. Whitney Investment Management and Tantallon Capital Advisors in Singapore. He also covered Asian equity clients at Merrill Lynch and Jardine Fleming Securities in New York and Hong Kong. Steve has a Masters in Business Administration from Columbia, a Bachelor of Arts from Northwestern and holds the Chartered Financial Analyst certification. .

## James Upton

Managing Director



[james.upton@morganstanley.com](mailto:james.upton@morganstanley.com)

James is a senior portfolio specialist and chief strategic officer for the Global Emerging Markets Equity team. He re-joined Morgan Stanley in 2006 and has 24 years of investment experience. Prior to re-joining the firm, James was a senior investment strategist at Northern Trust Global Investments. Previously, he was the Latin America equity strategist and later a global equity strategist at Credit Suisse First Boston. He began his investment career as an international economist at Merrill Lynch and spent nearly two years as a sovereign risk analyst at Morgan Stanley. Before graduate school, he was a reporter in Mexico City with United Press International. James received a B.A. in history from Middlebury College and an M.A. in economics and U.S. foreign policy from the School of Advanced International Studies (SAIS) of Johns Hopkins University.

Team members may change without notice from time to time.

# Emerging Markets Equity Team

## Jessica Whitt

Vice President



[jessica.whitt@morganstanley.com](mailto:jessica.whitt@morganstanley.com)

Jessica is an analyst on the Global Emerging Markets Equity team. She joined Morgan Stanley in 2015 and has ten years of investment experience. Prior to joining, Jessica was an analyst focusing on industrials at Moon Capital Management. Previously, Jessica was a summer associate for Merrill Lynch in fixed income research and a research associate at Wachovia. She also worked as a financial analyst at Island ECN/ Instinet. Jessica received a B.A. from Colgate University in international relations and Asian studies and an M.B.A. in finance and economics from the University of Chicago.

## Dana Wolf

Vice President



[dana.wolf@morganstanley.com](mailto:dana.wolf@morganstanley.com)

Dana is the portfolio administrative officer for the Global Emerging Markets Equity team. She re-joined Morgan Stanley in 2010 and has nine years of industry experience. Prior to re-joining the firm, Dana was in the client strategies and portfolio solutions group at AQR Capital Management. Previously, she worked in the Investment Management institutional advisory group. Dana received a B.S. in economics and human & organizational development (cum laude) from Vanderbilt University.

## May Yu

Executive Director



[may.yu@morganstanley.com](mailto:may.yu@morganstanley.com)

May is a portfolio manager for the Asian Equity strategy, focusing on China and Hong Kong. She re-joined Morgan Stanley in 2012 and has 18 years of investment experience. May was previously with the Asian Equity team from 2006 to early 2011, dedicated to China investing. Prior to re-joining Morgan Stanley, she was lead portfolio manager at China International Capital Corporation (CICC) for long-only China/Hong Kong equity. Earlier in her career, May was an assistant director in China research at BNP Paribas Peregrine from a base in Beijing. She also worked as a manager for China Cinda Asset Management and China Construction Bank. May has received a Bachelor's in Engineering and Industrial Management from Dalian University of Technology, a Master of Economics in Finance from the Graduate School of the People's Bank of China and an M.B.A. from NYU's Stern School of Business.

Team members may change without notice from time to time.

# Important Disclosure

The information herein does not contend to address the financial objectives, situation or specific needs of any individual investor.

Any views expressed are those of the presenter as of the date of the presentation and are subject to change at any time due to changes in market or economic conditions. The views expressed does not reflect the opinions of all portfolio managers at Morgan Stanley Investment Management (MSIM) or the views of the firm as a whole, and may not be reflected in the strategies and products that the Firm offers.

Charts and graphs provided herein are for illustrative purposes only. Forecasts/estimates are based on current market conditions, subject to change, and may not necessarily come to pass. **Past performance is not indicative of future results.**

Any information regarding expected market returns and market outlook is based on the research, analysis, and opinions of the presenter. They are based on current market conditions and subject to change. In addition, these conclusions are speculative in nature, may not come to pass, and are not intended to predict the future of any specific Morgan Stanley investment. No representation or warranty can be given with respect to the accuracy or completeness of the information.

Indexes do not include any expenses, fees or sales charges, which would lower performance. Indexes are unmanaged and should not be considered an investment. It is not possible to invest directly in an index.

**Risk considerations:**

There is no assurance that a portfolio will achieve its investment objective. Portfolios are subject to market risk, which is the possibility that the market values of securities owned by the portfolio will decline. Accordingly, you can lose money investing in this portfolio. Please be aware that this portfolio may be subject to certain additional risks. **Equity securities.** In general, equity securities' values also fluctuate in response to activities specific to a company. **Foreign and emerging markets.** Investments in foreign markets entail special risks such as currency, political, economic, and market risks. The risks of investing in emerging-market countries are greater than the risks generally associated with foreign investments. **Derivative instruments** may disproportionately increase losses and have a significant impact on performance. They also may be subject to counterparty, liquidity, valuation, correlation and market risks.

There is no guarantee that any investment strategy will work under all market conditions, and each investor should evaluate their ability to invest for the long-term, especially during periods of downturn in the market. A separately managed account may not be suitable for all investors. Please consider the investment objectives, risks and fees of the strategy carefully before investing. A minimum asset level is required. For important information about the investment manager, please refer to Form ADV Part 2.

Separate accounts managed according to the Strategy include a number of securities and will not necessarily track the performance of any index. This material does not constitute an offer to buy or sell any financial instrument or to participate in any trading strategy.

Morgan Stanley does not render advice on tax and tax accounting matters to clients. This material was not intended or written to be used, and it cannot be used with any taxpayer, for the purpose of avoiding penalties which may be imposed on the taxpayer under U.S. federal tax laws. Federal and state tax laws are complex and constantly changing. You should always consult your legal or tax advisor for information concerning your individual situation.

Morgan Stanley is a full-service securities firm engaged in a wide range of financial services including, for example, securities trading and brokerage activities, investment banking, research and analysis, financing and financial advisory services.

© 2016 Morgan Stanley. All rights reserved.

NOT FDIC INSURED | OFFER NO BANK GUARANTEE | MAY LOSE VALUE | NOT INSURED BY ANY FEDERAL GOVERNMENT AGENCY | NOT A DEPOSIT