The 2025 annual cost report

November 4, 2026



Annual investment performance

Total fund earned 13% for the year

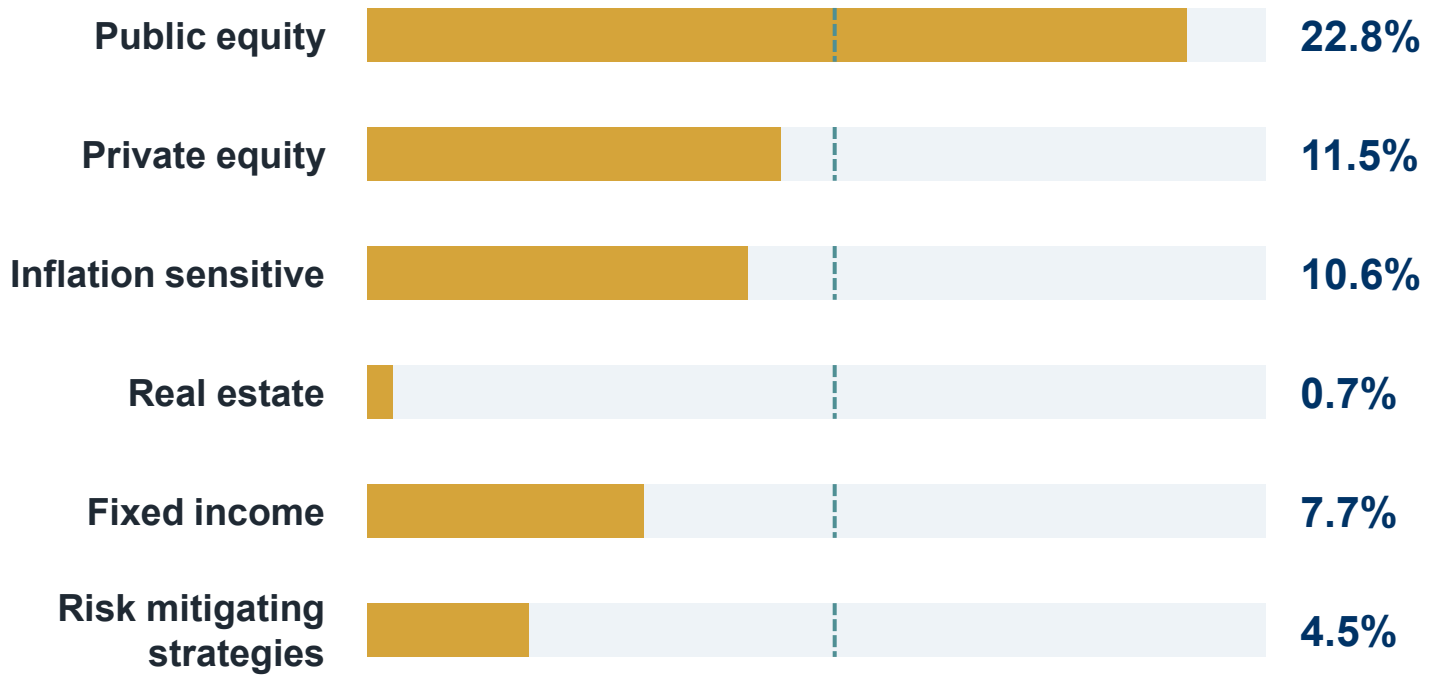
Total fund return

13%

Positive returns across all major asset classes

Asset class returns

Dashed marker = total fund 13%



Public equity led performance; every major asset class posted a positive return.

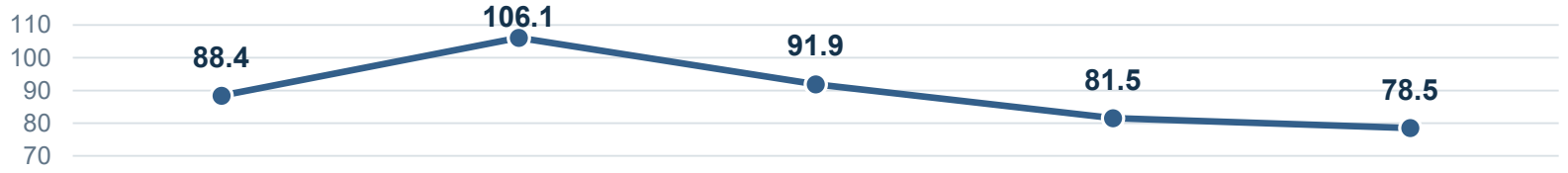
Asset class returns are not additive. Total fund performance reflects allocation weights and other portfolio components.

2021-2025 Annual portfolio costs and carried interest

Cost intensity declines as assets reach a new high

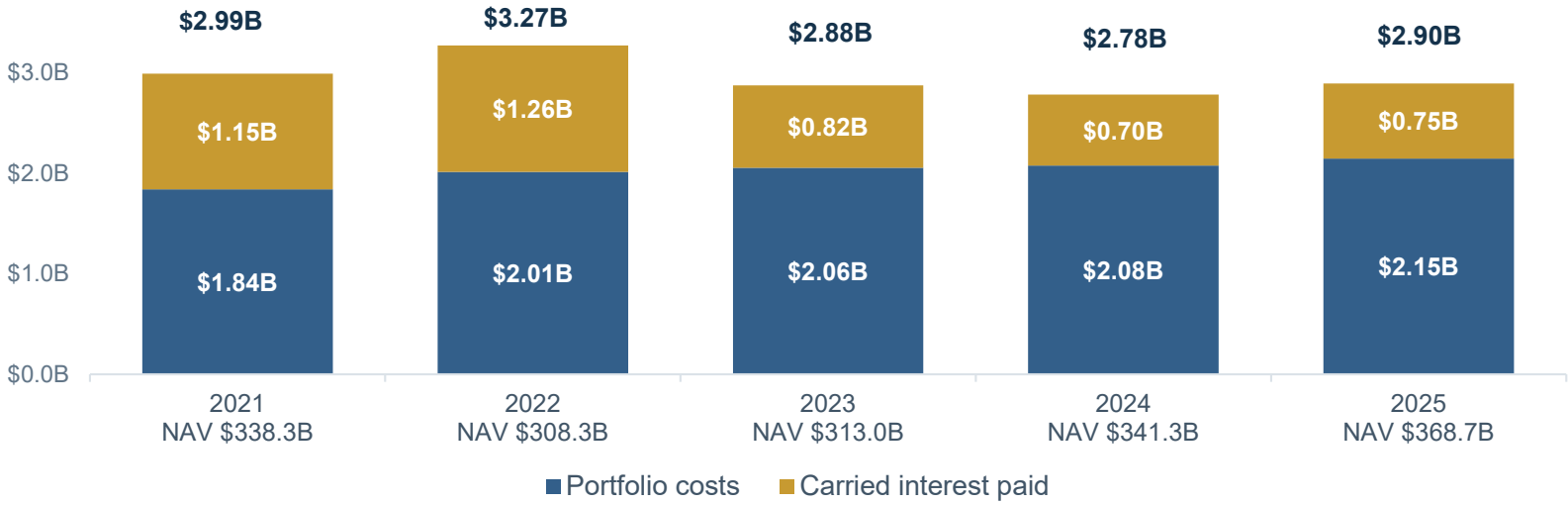
Cost intensity

Total cost as a share of average NAV, basis points



Total annual cost

Portfolio costs plus carried interest, $ billions | Average NAV shown under each year



2025 snapshot

Average NAV
$368.7B
+8% vs. 2024

Portfolio costs
$2.15B
+3% vs. 2024

Carried interest
$0.75B
+7% vs. 2024

Total cost intensity
78.5 bps
9.9 bps below 2021

2025 Cost mix



74% Portfolio costs **26% Carry**

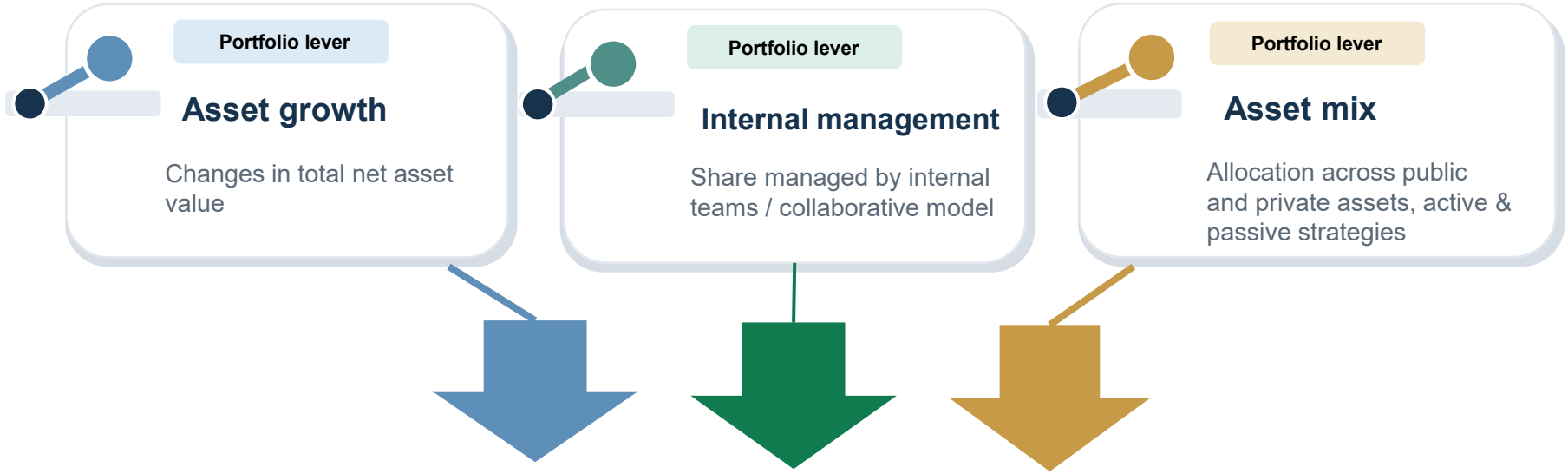
$2.90B total cost

Committee takeaway Average NAV grew 9% since 2021 while total costs declined 3%, reducing cost intensity from 88.4 to 78.5 basis points.

Cost drivers

Three levers shape total portfolio costs

Each structural driver can influence the level and composition of all three cost categories



0.3%

Management fees

External manager fees

1.1%

Operating expenses

Salary, advisors, legal, research, risk and trading systems

2.2%

Other expenses

Private partnership costs and broker commissions

Investment costs by management model

Cost concentration is visible across management model and market type

External

121,974M NAV / 1,479M Cost

33%	69%
Of NAV	Of cost

Private

24%	61%
Of total NAV	Of total cost

NAV	Cost
$88,907M	$1,314M

148 bps

Average cost

Public

9%	8%
Of total NAV	Of total cost

NAV	Cost
$33,067M	$165M

50 bps

Average cost

Internal

246,723M NAV / 666M Cost

67%	31%
Of NAV	Of cost

Private

17%	27%
Of total NAV	Of total cost

NAV	Cost
$60,799M	$581M

96 bps

Average cost

Public

50%	4%
Of total NAV	Of total cost

NAV	Cost
$185,924M	$85M

5 bps

Average cost

Board lens **Externally managed private assets represent 24% of NAV and 61% of total investment cost**

CEM Benchmarking: Peer Comparison

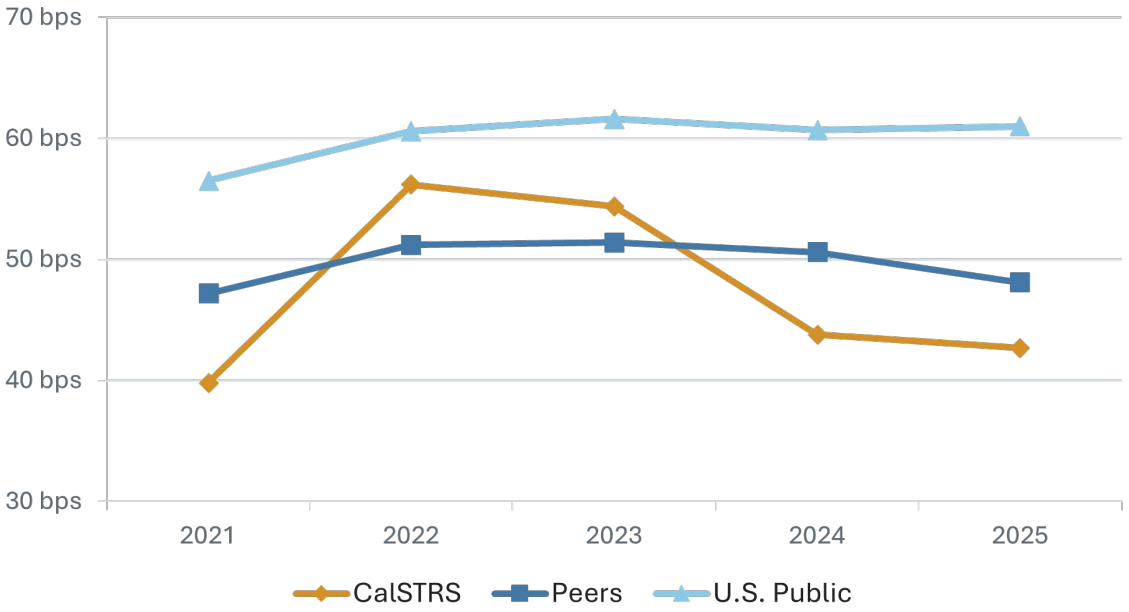
Lower cost. Stronger long-term outcomes.

42.7 bps
2025 total investment cost
5.4 bps below peer average

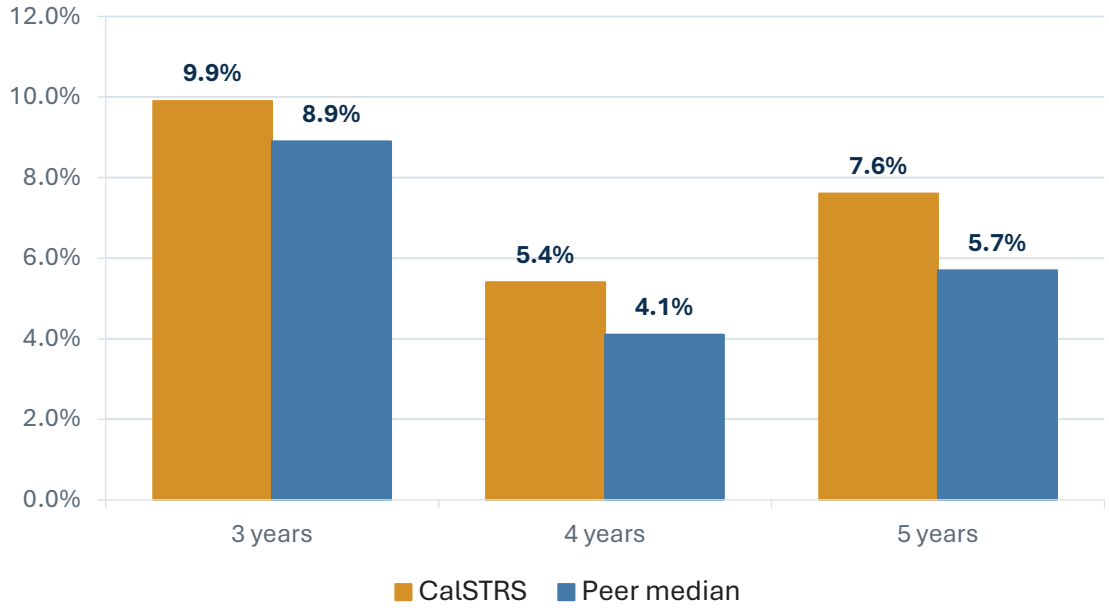
7.6%
Five-year net total return
1.9 percentage points above median

92nd %ile
Five-year peer ranking
Among the strongest long-term results

Cost advantage widened



Strong net performance results across periods



Take aways **2025 costs sit below both comparison groups, while 5-year net return ranks near the top of peers**

Costs exclude private-asset performance fees and transaction costs

Collaborative savings

$3.16B in collaborative savings over nine years

