



Pensions & Investments / Towers Watson 300 analysis

Year end 2013

September 2014

Table of contents

Executive summary	3
Section 1: Total value of assets	6
Section 2: Growth rates	11
Section 3: Distribution by type	19
Section 4: Distribution by size segment	21
Section 5: Distribution by region	24
Section 6: Distribution by market	27
Section 7: Distribution by DB/DC plan	29
Section 8: Asset Allocation	32
Section 9: Sovereign Pension Funds	34
Section 10: Full P&I/TW 300 ranking	37
<i>Contact details and limitations of reliance</i>	46

Executive Summary

Executive Summary

- Assets under management (AUM) of the world's largest pension funds totalled US\$14.9 trillion in 2013.
- Funds' AUM increased by 6.2% in 2013, compared to 9.8% in 2012.
- The top 20 funds had a growth rate of 6.2% in 2013, a similar increase to the overall ranking.
- North America remained the largest region in terms of AUM, accounting for 41.4% of the total worldwide assets.
- Europe was the second-largest region (29.5%), followed by Asia-Pacific (24.7%). Asia-Pacific funds experienced a negative performance in 2013 which led to a decrease in its share in the top 300.

“Funds AuM increased by 6.2% in 2013, a lower performance compared to 9.8% in 2012”

“The top 20 funds had a similar performance to the overall ranking”

“North America remained the largest region”

Executive Summary

- The US accounted for 126 of the funds in the ranking. However, it has seen 19 of its funds drop out from the top 300 since 2008, while only seven new funds joined the ranking.
- Sovereign and public sector pension funds accounted for 67.0% of the total assets, with 140 funds in the top 300.
- Defined Benefit (DB) funds accounted for 66.7% of the total assets, down from 68.5% in 2012. DB assets grew by 2.6% in 2013, compared to 15.0%, 9.4% and 8.2% for Reserve funds, Defined Contribution (DC) plans, and Hybrids respectively.*
- On an arithmetic average basis, the top 20 funds invested approximately 40.6% of their assets in fixed income securities and 42.7% in equities.

“67.0% were public sector or sovereign pension funds”

“DB funds predominate, accounting for 66.7% of the AUM”

“40.6% of the top 20 funds’ assets were invested in fixed income and 42.7% in equities”

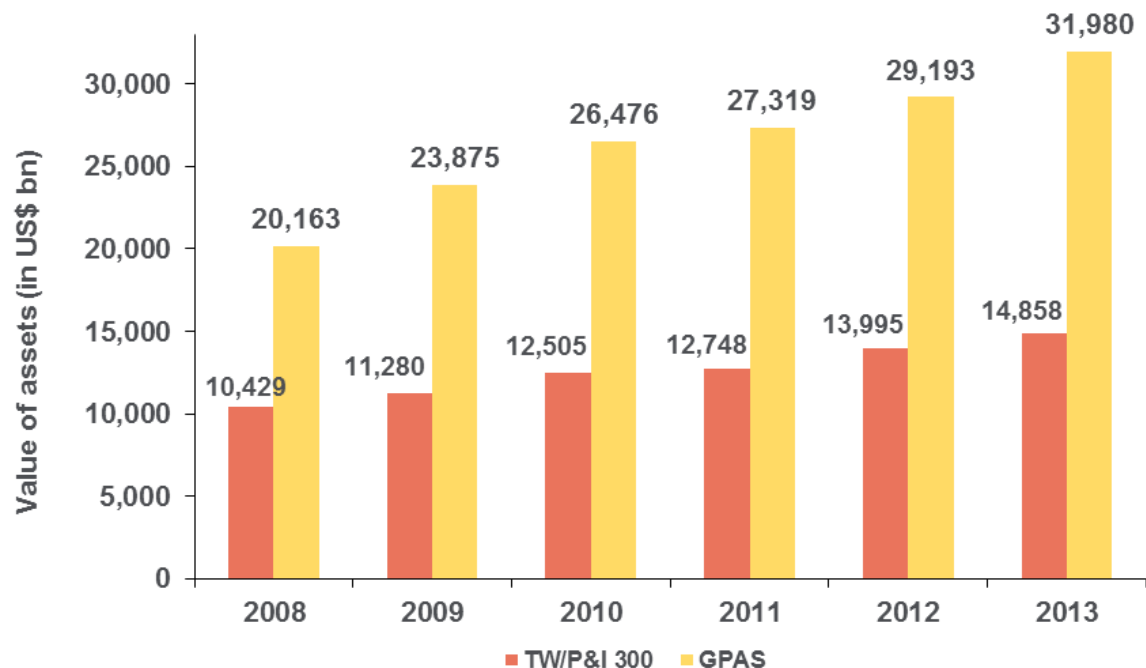
****Note: Hybrid funds are plans that incorporate both DB and DC components. Reserve funds are set aside by a National government to guarantee pension payments in the future. By definition, these funds are characterised by no explicit liabilities and are neither DB or DC.***

Section 1

Total Value of Assets

Total Value of Assets

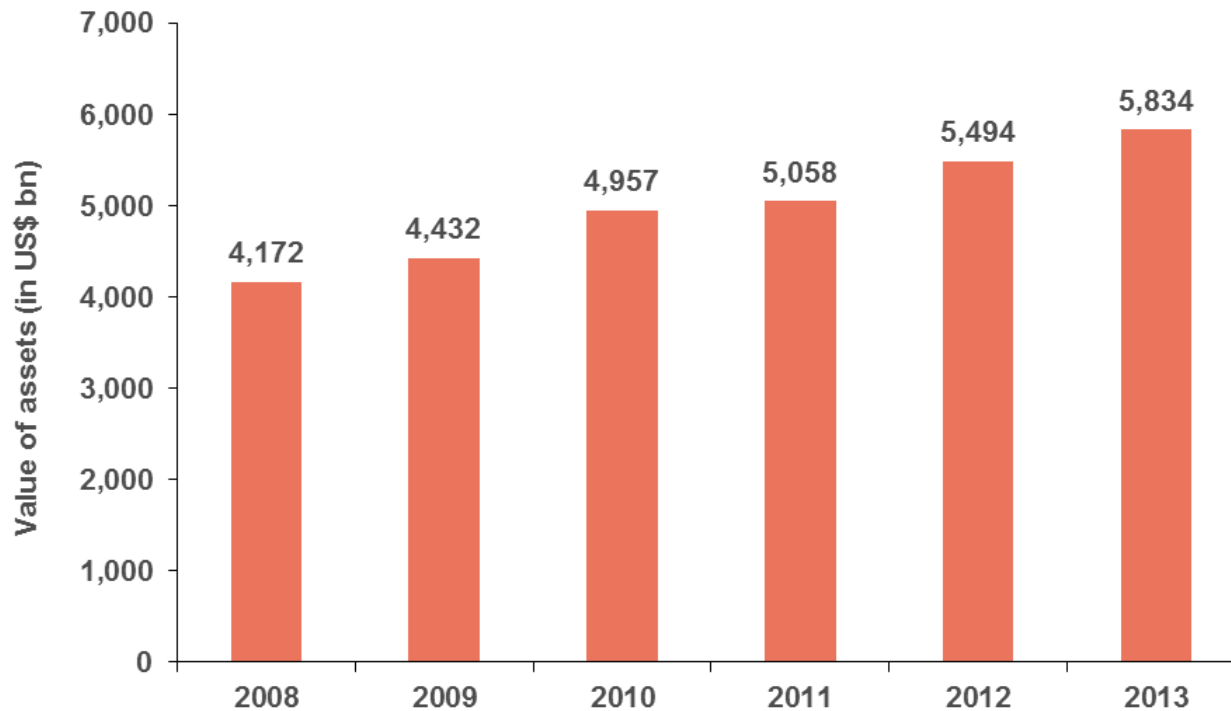
2008 to 2013



*The Global Pension Asset Study (GPAS) is a Towers Watson study which gathers yearly data on total assets, asset allocation, and plan structure for occupational pension plans in Australia, Brazil, Canada, France, Germany, Hong Kong, Ireland, Japan, Netherlands, South Africa, Switzerland, UK and US.

- During 2013, the world's top 300 pension funds experienced a growth of 6.2% (9.8% in 2012) in terms of assets under management.
- The world's top 300 pension funds represented 46.5% of the global pension assets, as estimated by GPAS.*
- The cumulative growth in the period 2008-2013 was 42.5% compared to 17.3% in the period 2007-2012, a difference that is mostly explained by the high decrease in pension assets due to the 2008 recession.

Total Value of top 20 fund assets 2008 to 2013



- The AUM for the top 20 pension funds increased by 6.2% during the last year, a similar growth rate to the overall ranking.
- The top 20 accounted for 39.3% of the AUM in the ranking, keeping its share of the top 300 assets.

Major movements in top 20 funds

- There was one new entrant in the top 20 funds during 2013, Texas Teachers (U.S), replacing ATP (Denmark).
- The Government Pension Investment Fund of Japan remained at the top of the ranking, where it has been since 2002, with AUM of US\$ 1,221.5 billion in 2013, almost 1.5 times larger than the second largest fund, the Government Pension Fund of Norway.
- Within the top 20, the share of US pension funds increased from 20.8% in 2012 to 23.9% in 2013, but is still much lower than its pre-crisis level (36% in 2007).
- Asia-Pacific funds' share in the top 20 AUM was 43.1%, down from 45.9% in 2012. This is partially explained by the negative performance of Japanese funds.
- Europe's share remained stable at 25.2%.

Quotes from the top 20 funds

- 14 out of the top 20 published annual reports in English on their websites for FY2013.
- Seven funds highlighted that FY2013 was one of the best in terms of performance. Five of these funds stated their great performance was explained by the extraordinary growth in equity markets.
- 11 funds highlighted portfolio diversification as a key strategy for their investment performance.
- Seven of the funds emphasized the volatility and uncertainty in global markets. Two funds posed concern on how the changes in the Federal Reserve's policies will affect them.
- Six funds also expressed concern about the ageing populations and increasing life expectancy as potential threats for the sustainability of the pension plans. Three funds also stated that their returns were affected by low interest rates.

“The exceptional strength of equity markets this fiscal year contributed significantly to the fund’s 16,5% gross return, our second highest annual return since inception.”

Mark Wiseman, Canada Pension Plan

“With uncertainty surrounding U.S. fiscal policy, global economies and the undetermined tapering of quantitative easing by the Federal Reserve, Fixed Income absolute returns will likely remain challenged.”

Ashbel C. Williams, Florida State Board

“We continued to diversify our investments across more markets, countries and currencies in 2013 to give the fund broader exposure to the global economy.”

Oystein Olsen, Government Pension Fund of Norway

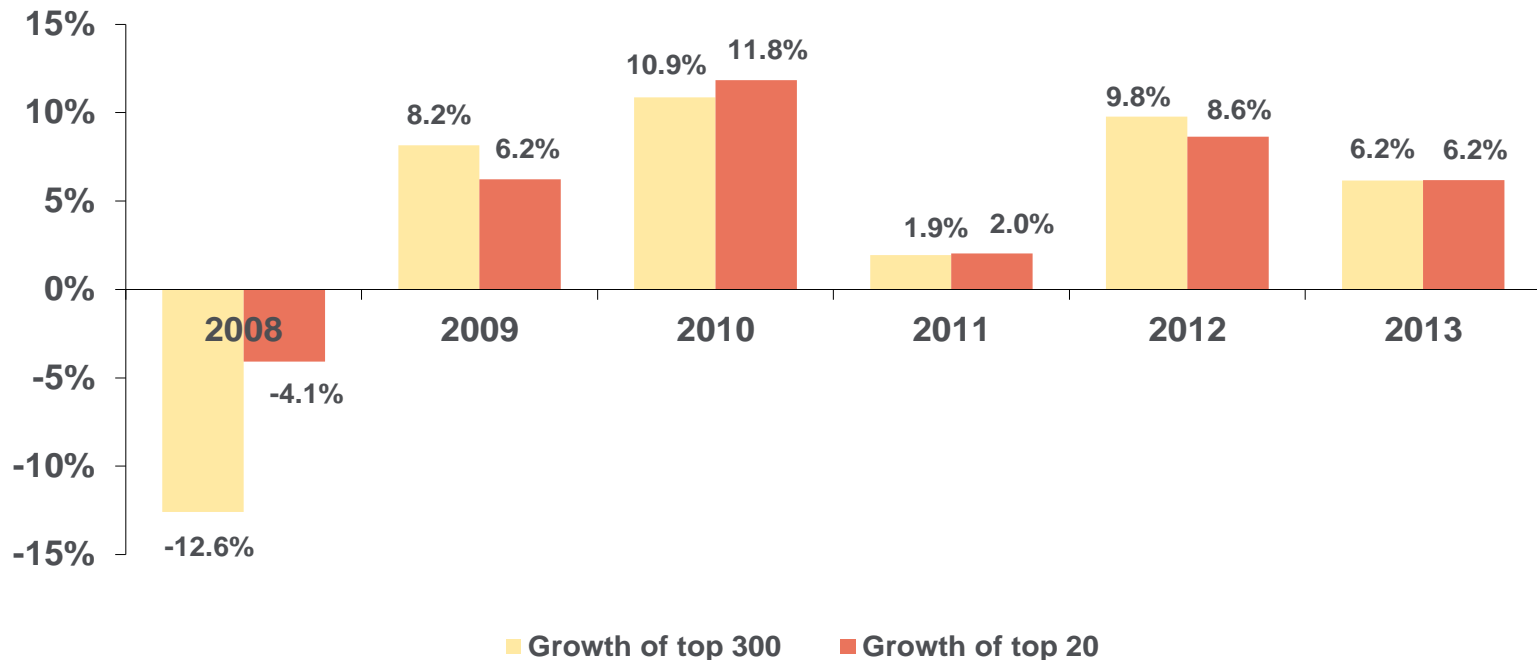
Section 2

Growth Rates

Annual growth of fund assets

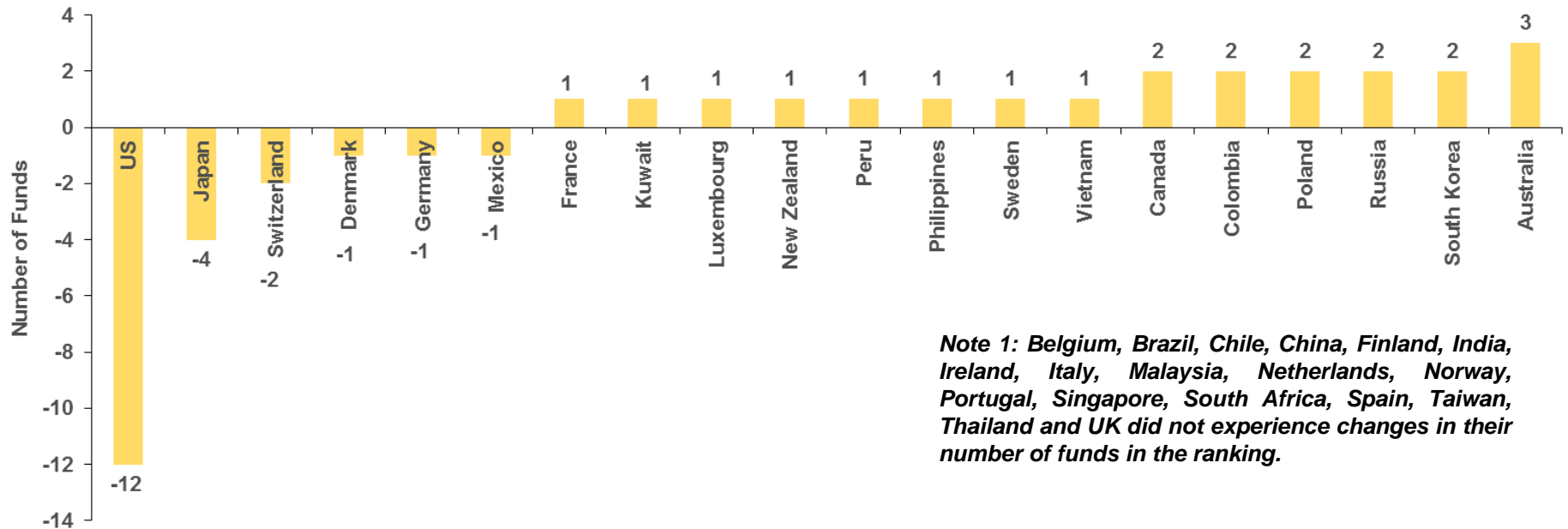
300 funds vs. top 20

Annualised growth of top 300 over 5 years: 7.3%
Annualised growth of top 20 over 5 years: 6.9%



- The AUM of the top 20 funds increased by 6.2% in 2013, the same rate than the overall ranking.
- Looking at the CAGR for the last five years, the top 20 and 300 funds have shown an annual increase of 6.9% and 7.3%, respectively.

Change in number of funds in ranking per market 2008 vs. 2013

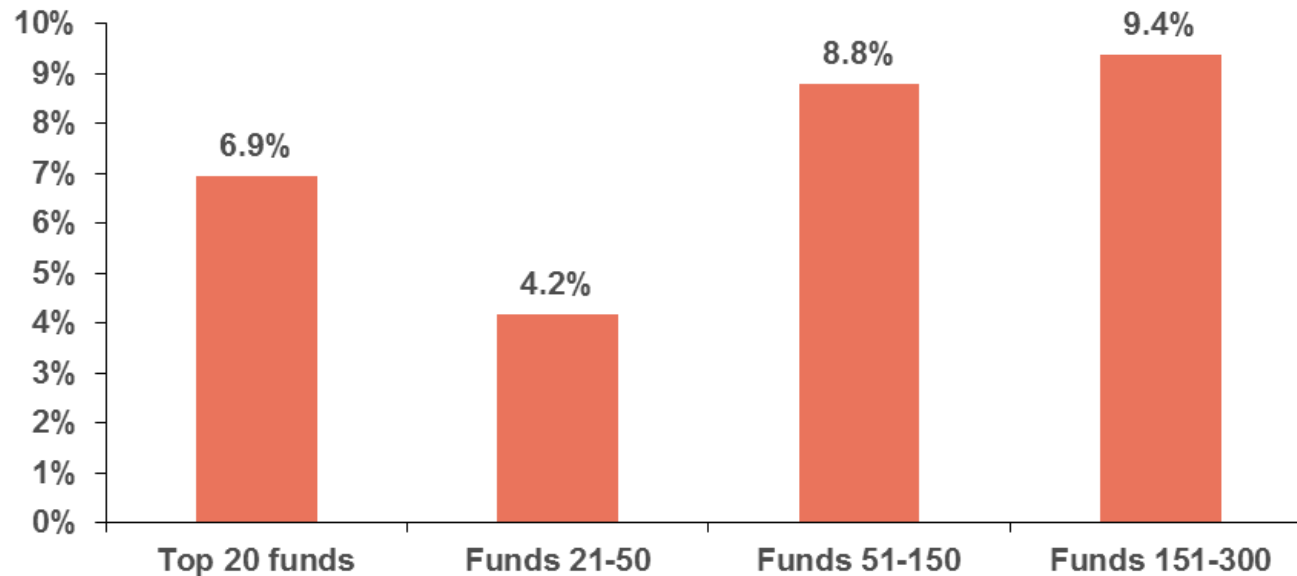


Note 1: Belgium, Brazil, Chile, China, Finland, India, Ireland, Italy, Malaysia, Netherlands, Norway, Portugal, Singapore, South Africa, Spain, Taiwan, Thailand and UK did not experience changes in their number of funds in the ranking.

- A total of 38 new funds have entered the ranking during the last five years.
- The US accounts for 126 funds in the ranking. This country has experienced significant movements in the period 2008-2013 with 19 funds leaving the ranking and only 7 newcomers in the top 300.
- On a net basis, the countries with more funds entering the ranking during the same period were Australia (three funds) and South Korea, Russia, Poland, Colombia and Canada (two funds).

2008-2013 annualised growth of assets

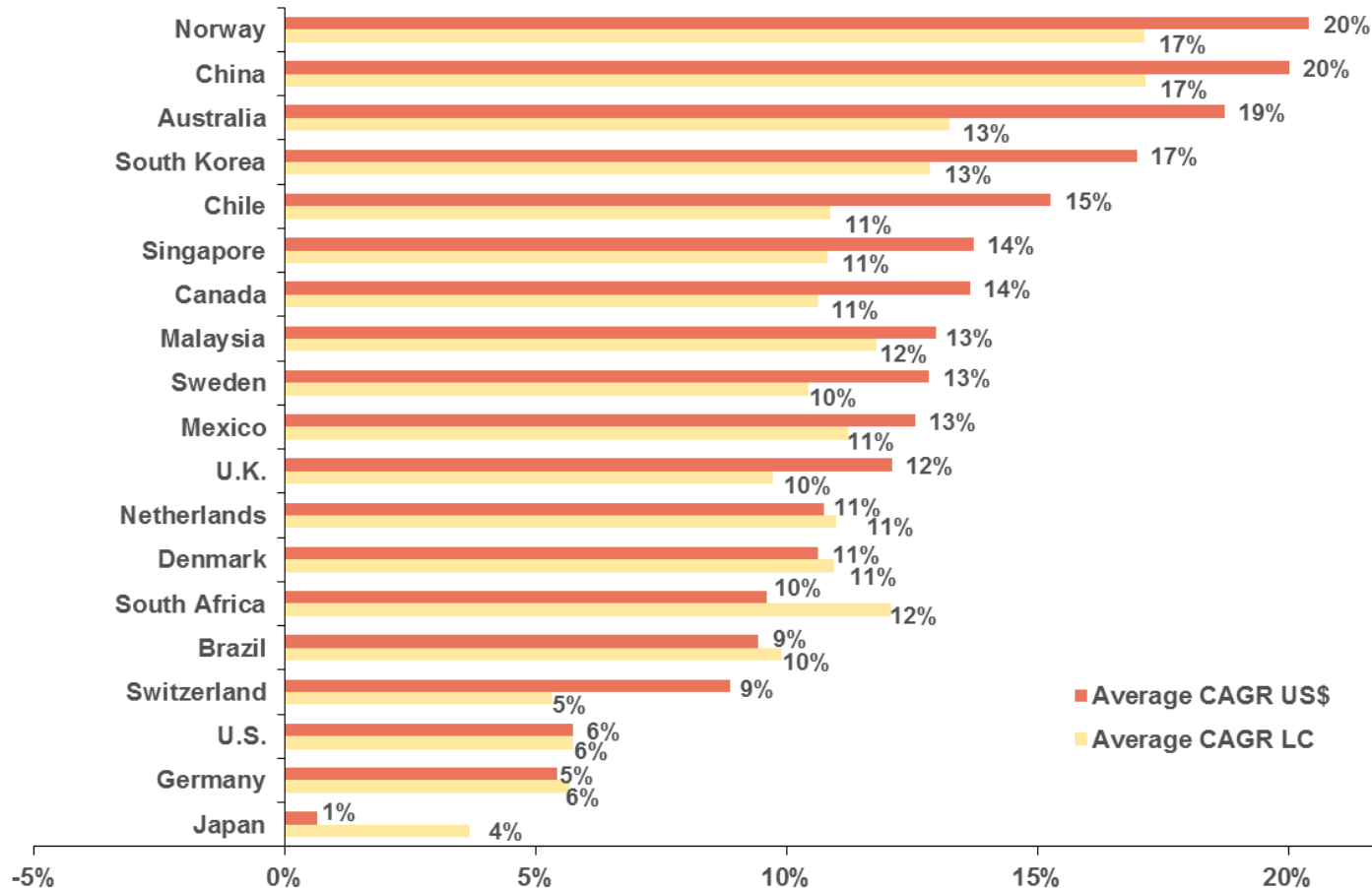
Split by segment



- The top 20 funds recorded an annualised growth rate significantly higher than the group 21-50 during the five-year period 2008-2013.
- The two lowest segments have experienced the largest CAGR over the same period, having started from very low levels.

2008-2013 average annualised growth by market

US\$ terms vs. local currency terms

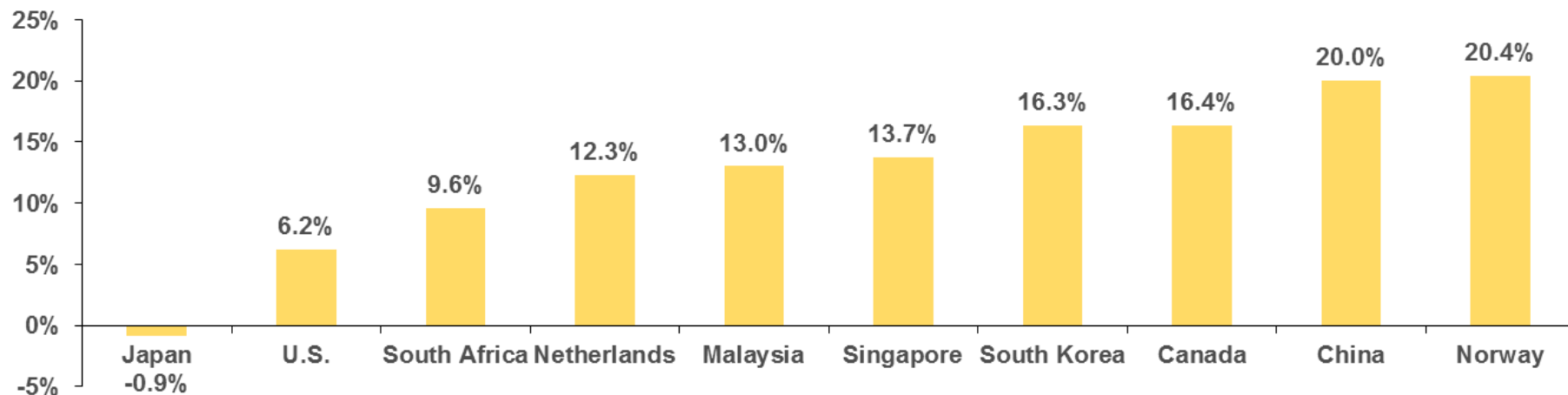


Note: Straight average used to calculate market average.

- Most funds experienced higher growth rates in US\$ terms given the depreciation of the US dollar against most of the currencies in the period 2008-2013. The only Norwegian fund in the ranking has shown the highest growth in US\$ terms while the Japanese funds have experienced the lowest growth rate.

2008-2013 annualised growth of assets of top 20 funds

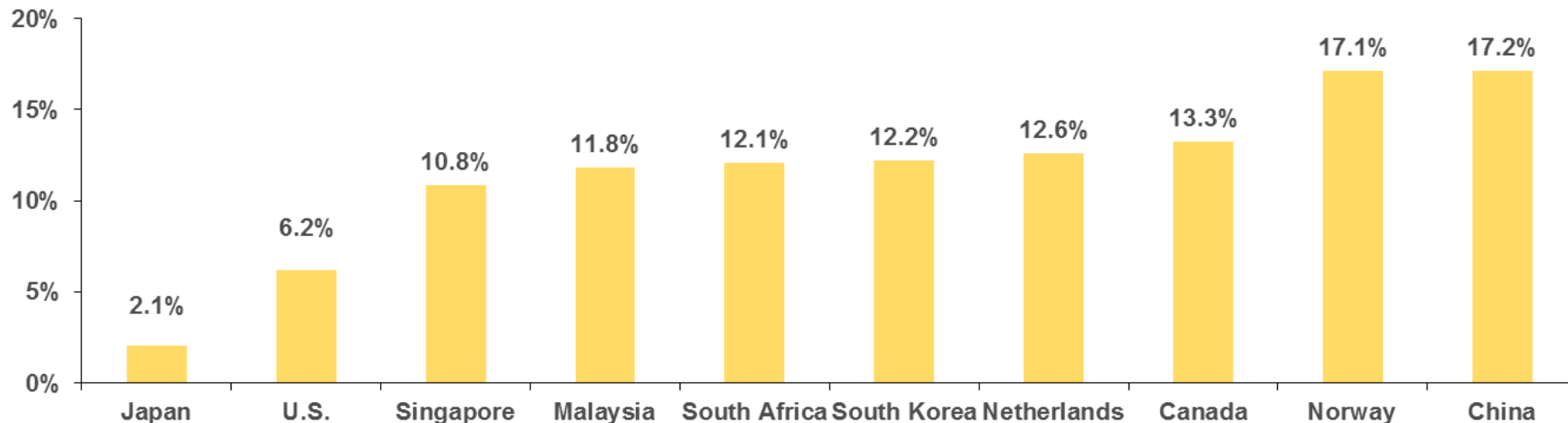
Split by fund domicile – in US\$



- The highest growth between 2008 and 2013 was experienced by Norway, followed by funds in China, Canada and South Korea.
- The Japanese funds experienced the lowest growth over the same period, the only negative rate in the top 20.

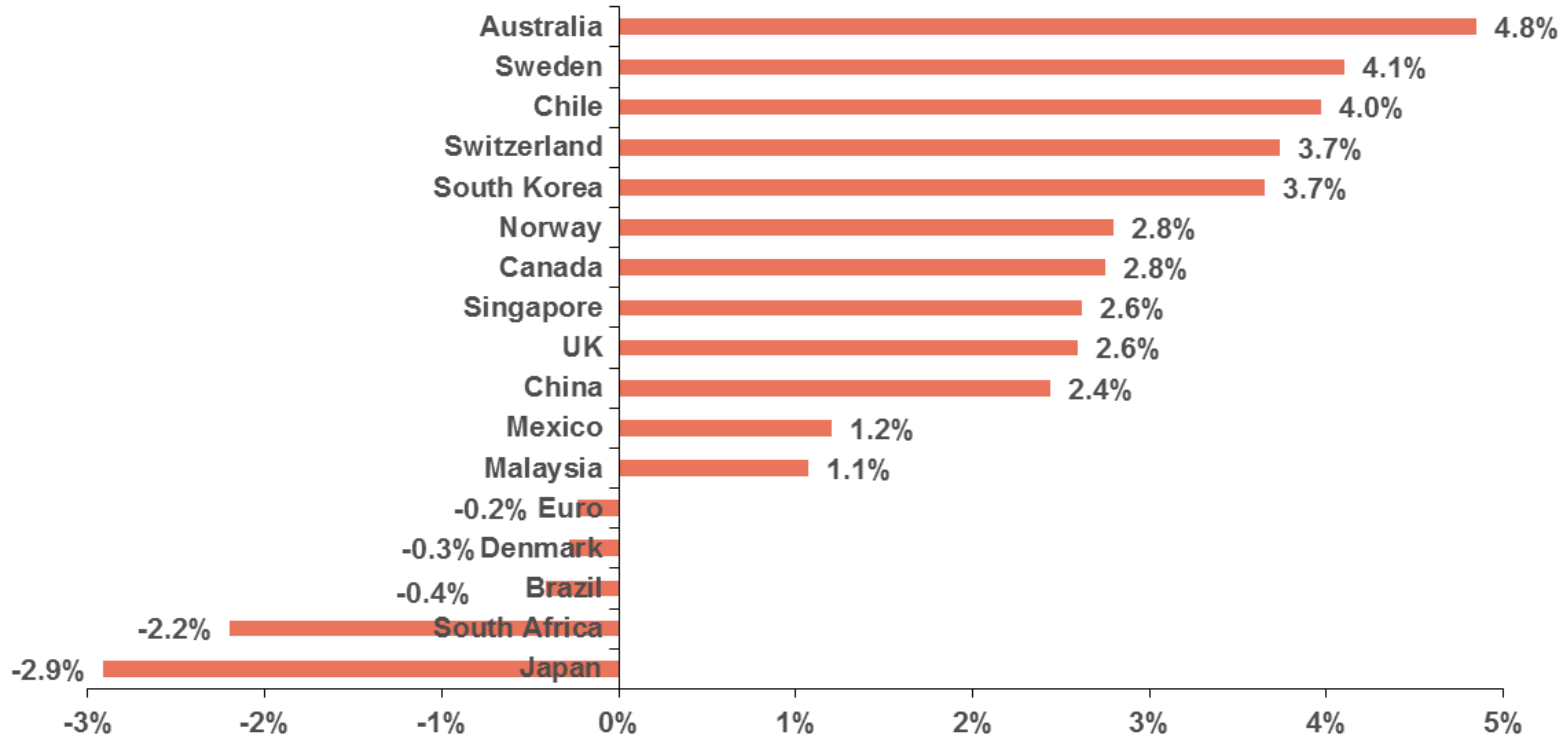
2008-2013 annualised growth of assets of top 20 funds

Split by fund domicile – in Local Currency



- When considering the growth rates in the top 20 in local currency, the image changes slightly. China now has the greatest growth rate (17.2%), closely followed by Norway (17.1%).
- Funds in Japan, Netherlands and South Africa have shown higher growth rates in local currency terms as their currencies have depreciated against the US\$ over the five-year period.

Annualised change in value of LC against US\$ 31 December 2008 to 31 December 2013



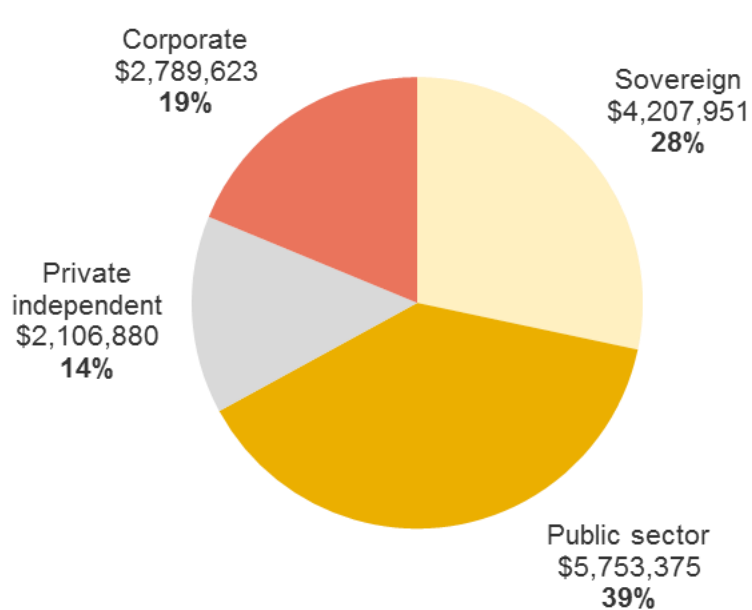
- Considering currency effects, Australia, Sweden, Chile, Switzerland and South Korea showed strong positive appreciation over the period 2008-2013.
- On the other hand, Japan, South Africa, Brazil, Denmark and the Eurozone have experienced a depreciation against the US dollar over the same period.

Section 3

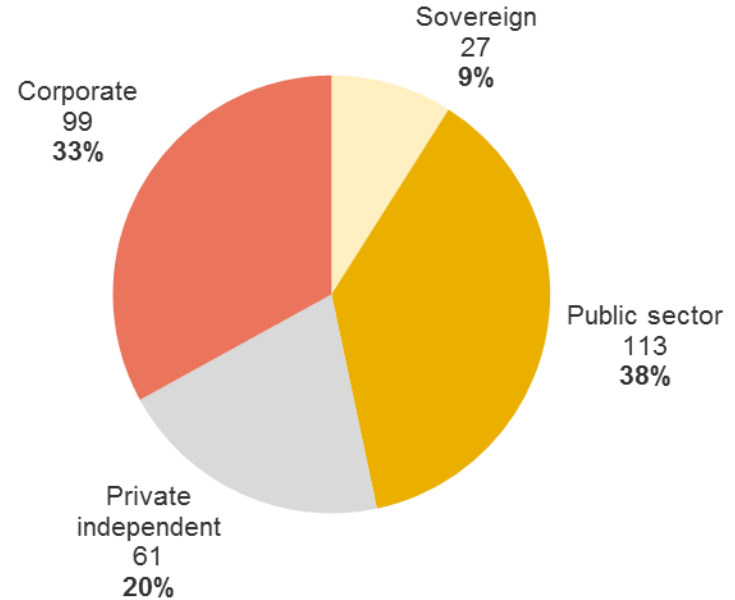
Distribution by type

Assets by type of fund (in US\$ billion)

Distribution by Assets



Distribution by number of funds



- **Sovereign funds** - those directly controlled by the state.
- **Public sector funds** - covering public sector workers in provincial or state sponsored plans.
- **Private independent funds** - private sector organizations authorized to manage pension plans from different employers.
- **Corporate funds** - covering workers in company sponsored pension plans.

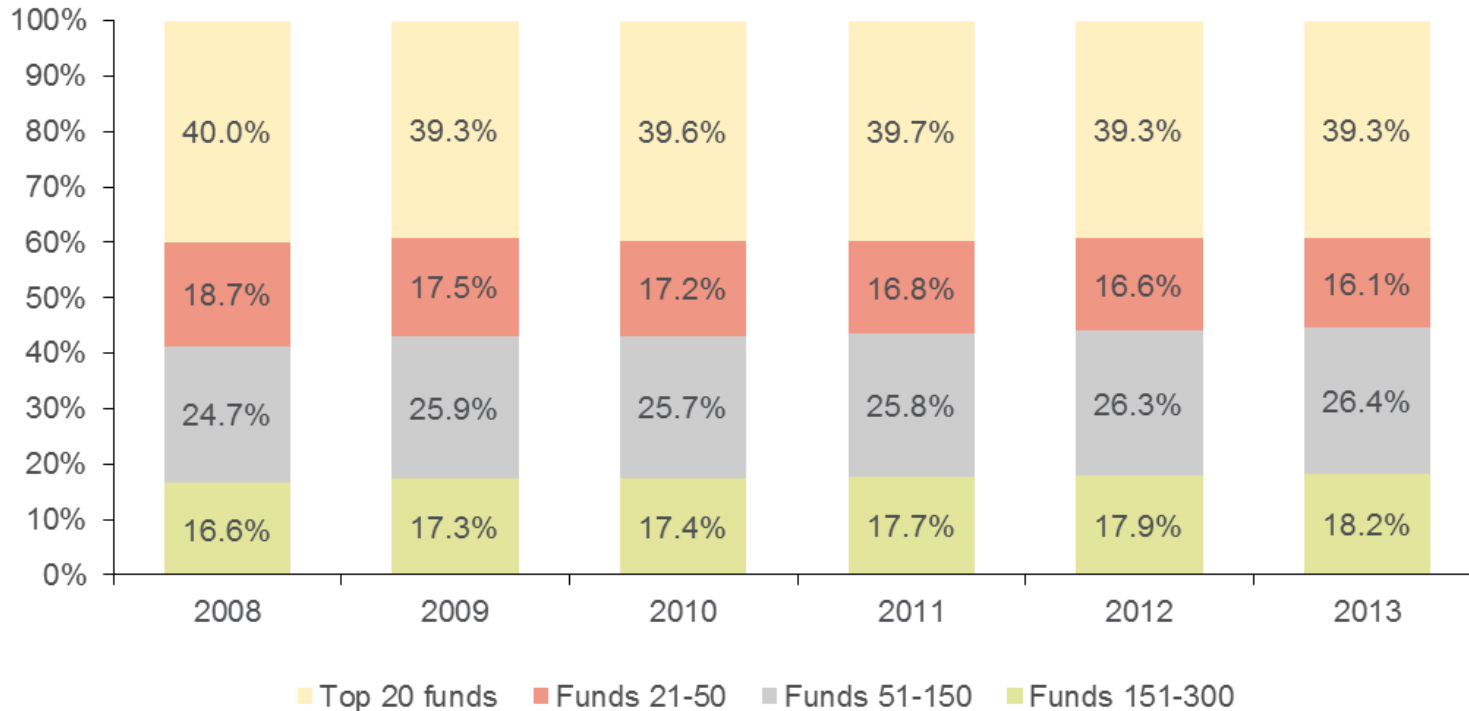
- Sovereign and Public Sector funds accounted for 67.0% of the total AUM in the ranking, slightly higher than 2012 (66.4%).

Section 4

Distribution by size segment

Concentration of fund assets

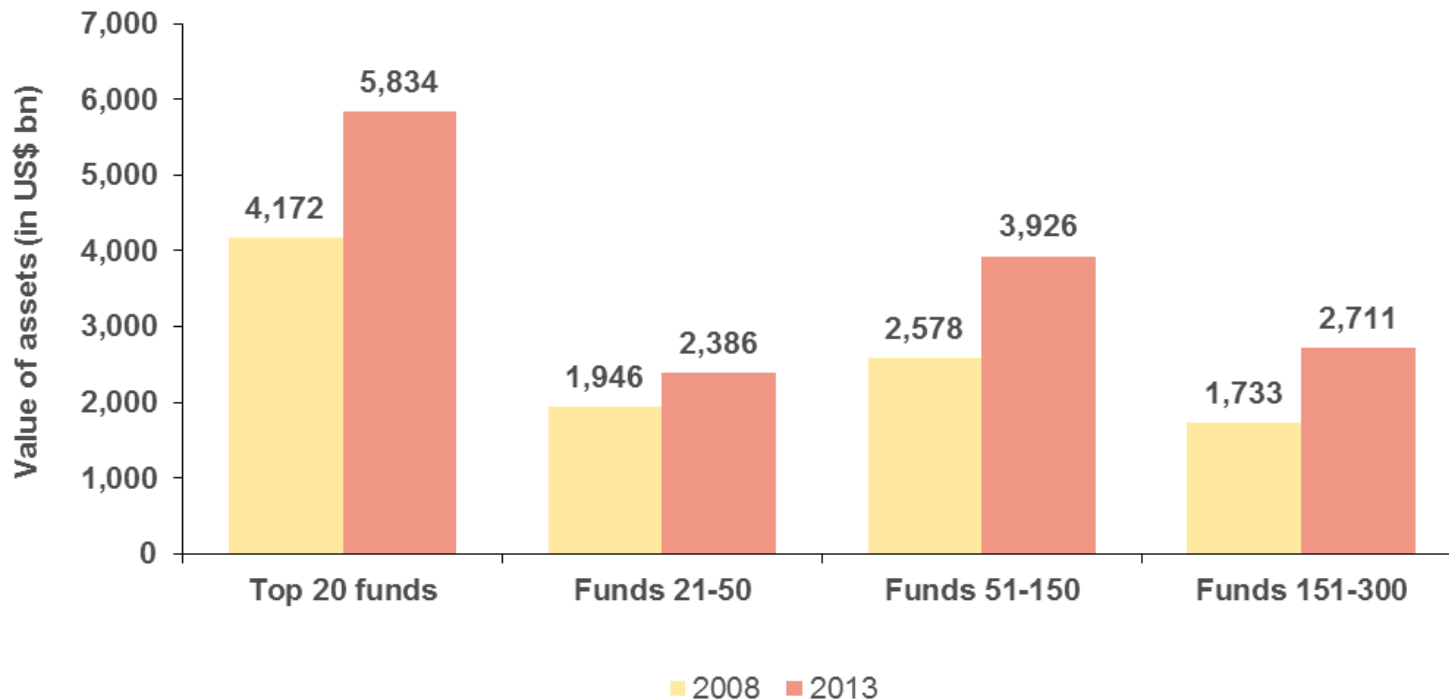
Split by segment



- The distribution of AUM by fund size experienced little change during the last five years. The top 50 funds comprised more than 55% of the total AUM in the ranking.

Concentration of fund assets

Split by segment



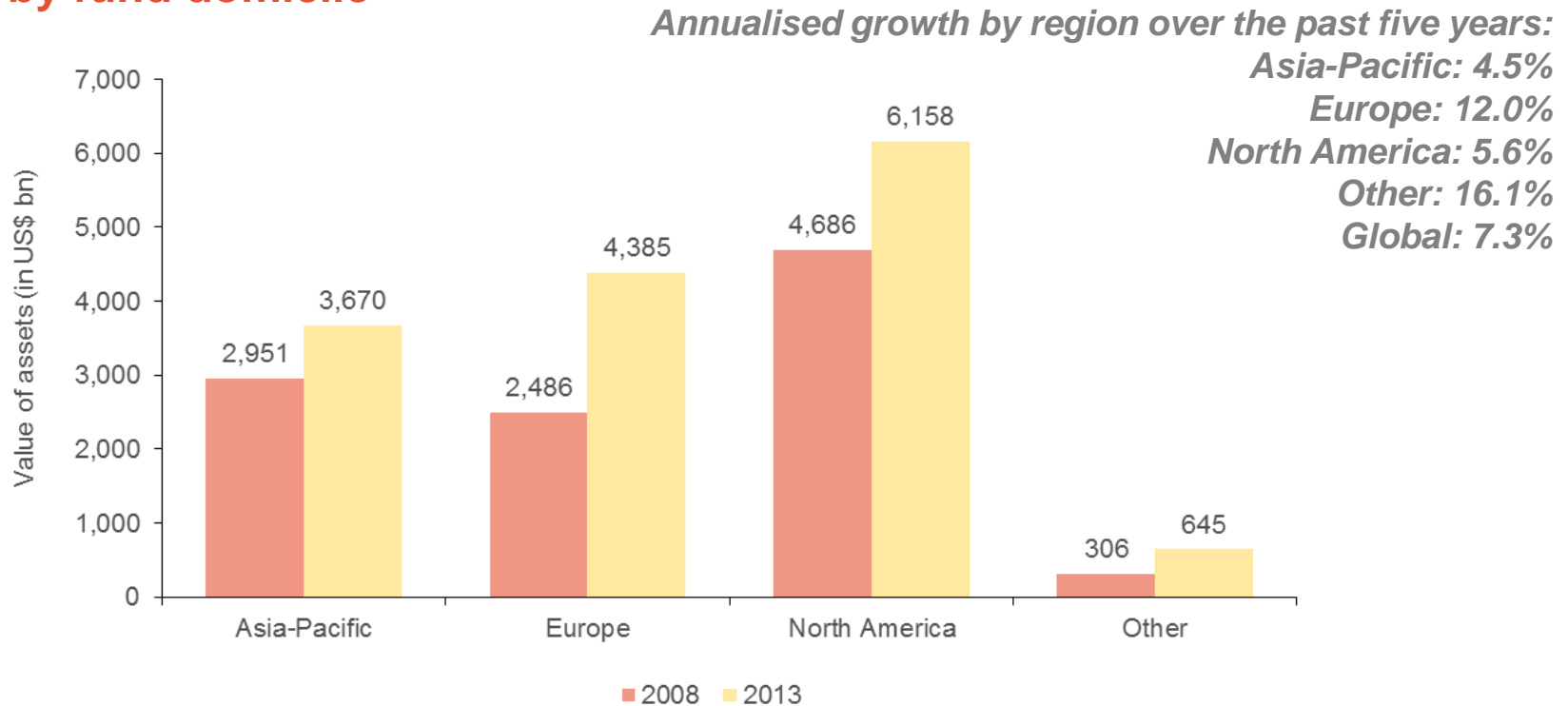
- The top 20 funds have grown considerably during the five-year period 2008-2013 with an annualised growth rate of 6.9%.

Section 5

Distribution by region

Total value of fund assets

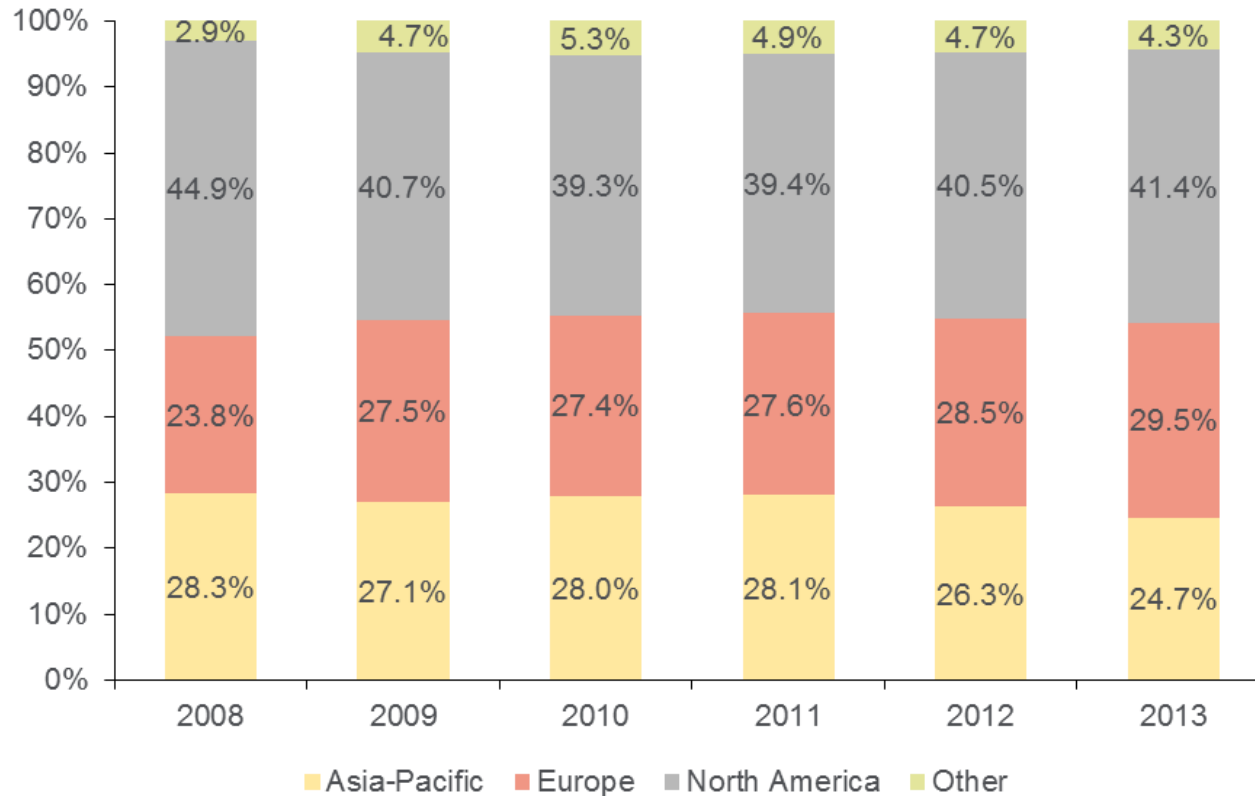
Split by fund domicile



- The most noticeable growth during the period 2008-2013 was experienced by the Latin American and African funds which started from very low levels (16.1%).
- Europe experienced the second largest growth over the period (12.0%), continuing the good performance since the 2008 recession.
- North America and Asia-Pacific showed growth rates of 5.6% and 4.5%, respectively.

Total value of assets of top 300 funds

Split by fund domicile



- North America remains the largest region in terms of AUM and number of funds. Although the region has partially recovered its share in the top 300, it has not yet reached its 2008 level.

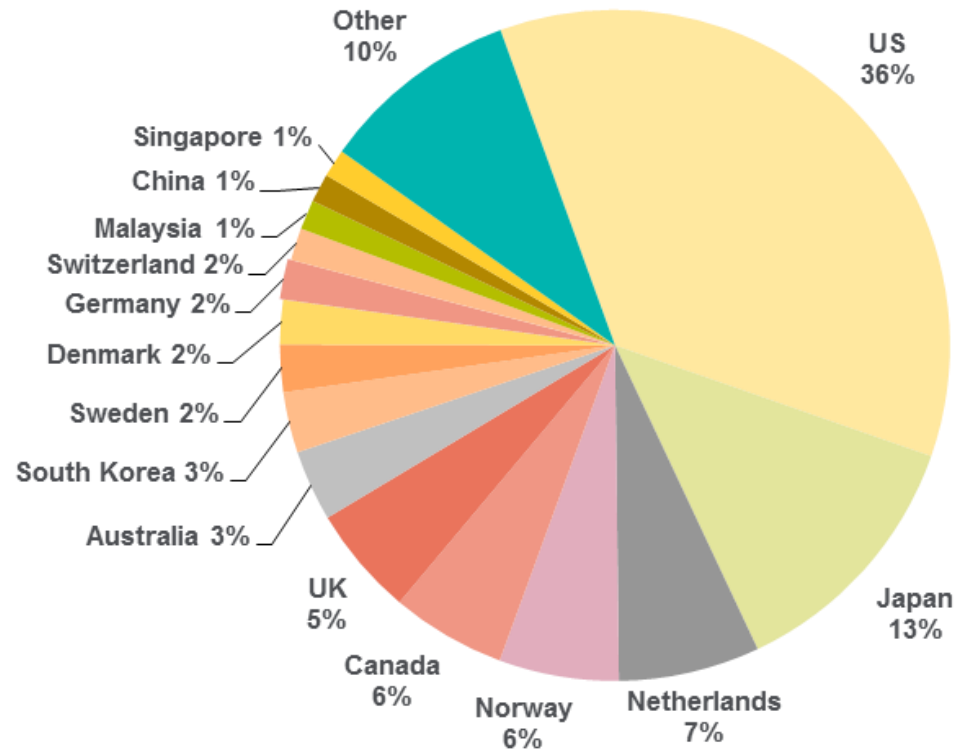
Section 6

Distribution by market

Total value of fund assets

Split by fund domicile

Country	No. funds
US	126
Japan	14
Netherlands	13
Norway	1
Canada	19
UK	26
Australia	16
South Korea	3
Sweden	7
Denmark	8
Germany	12
Switzerland	10
Malaysia	2
China	1
Singapore	1
Other	41
Total	300



Note: 'Other' includes the following markets: Belgium, Brazil, Colombia, Chile, Finland, France, India, Ireland, Kuwait, Luxembourg, Mexico, New Zealand, Peru, Philippines, Poland, Portugal, Russia, South Africa, Spain Taiwan, Thailand and Vietnam.

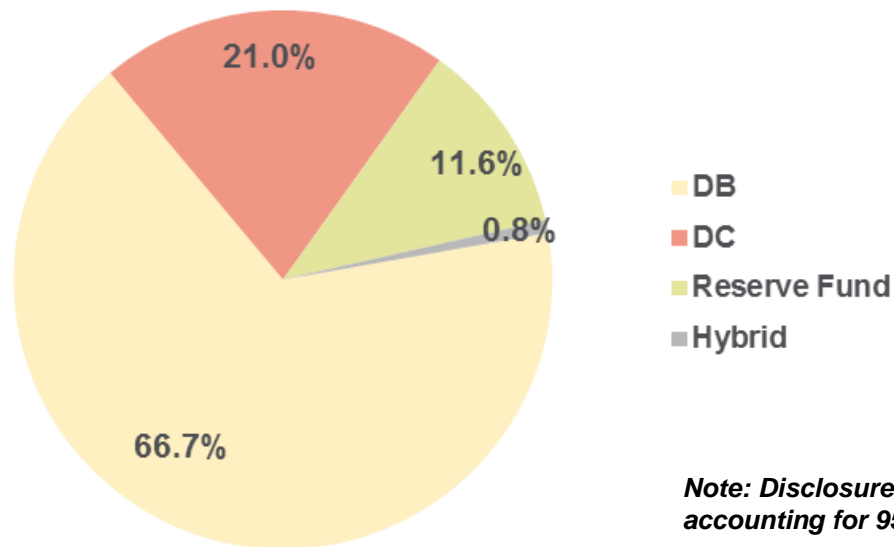
* Percentages are rounded and therefore do not add to 100 percent.

Section 7

Distribution by DB/DC funds

Total value of fund assets

Split by DB/DC plan



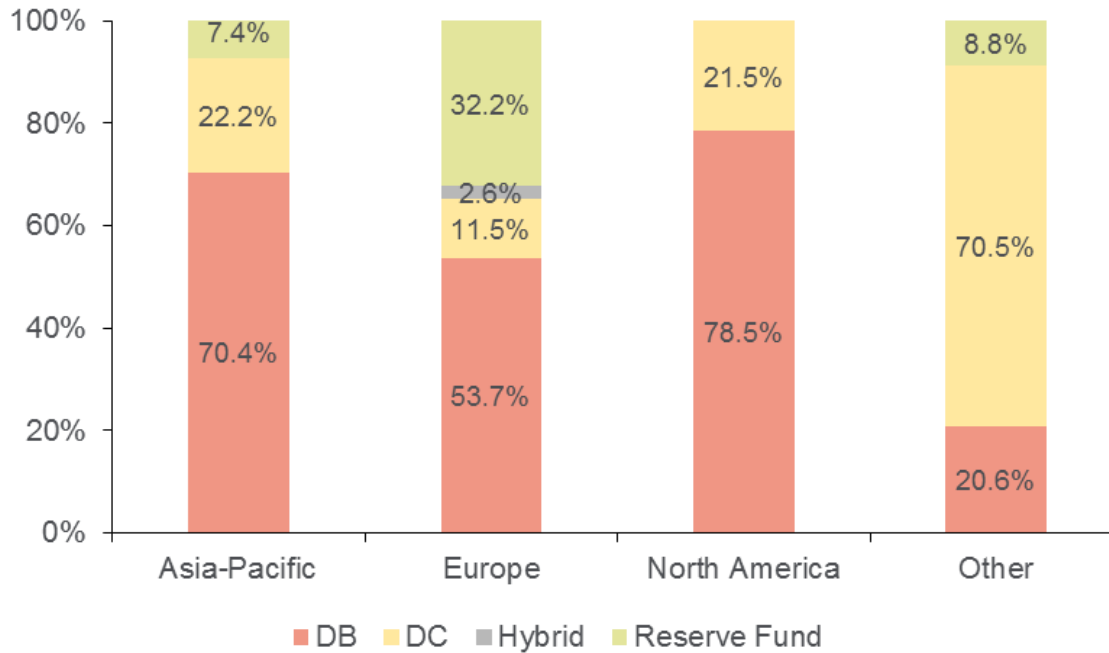
Note: Disclosure by type of fund was available for 276 funds, accounting for 95% of the AUM in the P&I/TW 300.

- Defined Benefit (DB) funds accounted for 66.7% of the disclosed total AUM in the P&I/TW 300 study. This share has continued to decrease, having been 68.5% in 2012.
- DB assets grew only by 2.6% in 2013, compared to 15.0% for Reserve funds, 9.4% for Defined Contribution (DC) plans and 8.2% for Hybrids.*

Note: Hybrid funds are plans that incorporate both DB and DC components. Reserve funds are set aside by a National government to guarantee pension payments in the future. By definition, these funds are characterised by no explicit liabilities and are neither DB or DC.

Total value of fund assets

Split by DB/DC plan



Note: Disclosure by type of fund was available for 276 funds, accounting for 95% of AUM in the P&I/TW 300.

- DB plans dominated in Asia-Pacific and North America where they represented more than 70% of the total AUM in the ranking.
- On the other hand, DC plans accounted for a significant share of the assets in the “Other” region, in particular in Latin American countries.
- Reserve funds strengthened their position in Asia-Pacific, Europe and “Other” markets.

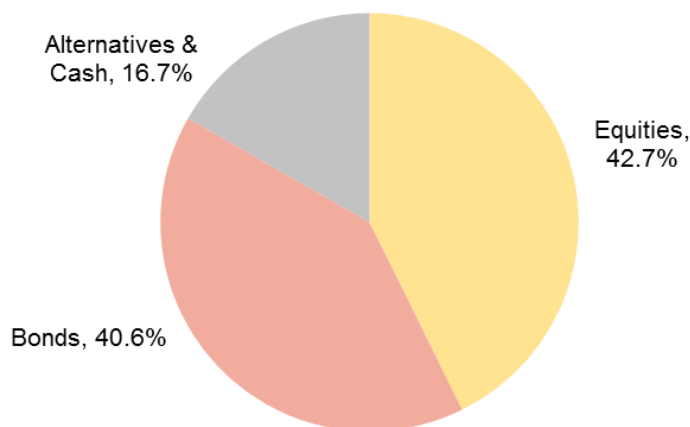
Section 8

Asset Allocation

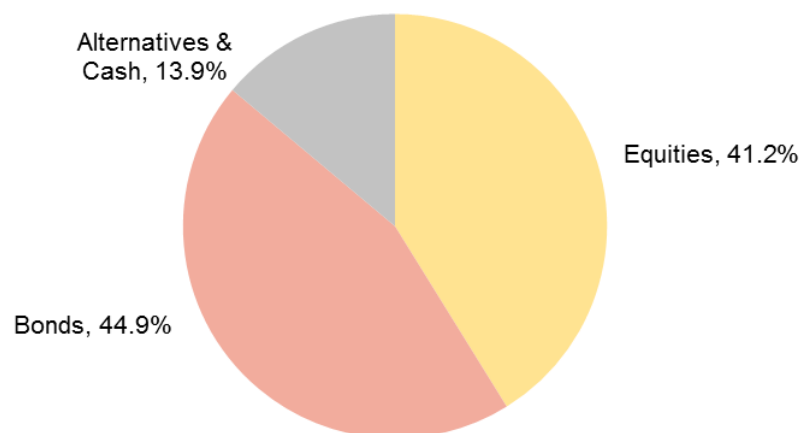
Total value of fund assets

Split by asset allocation of the top 20 funds

Simple average



Weighted average



- The simple average portfolio for the top 20 funds showed that 40.6% of the assets were invested in fixed income securities and 42.7% in equities. The weighted average of the allocations showed a higher percentage for investments in fixed income (44.9%) and a decrease in both equity investments (41.2%) and alternatives & cash (13.9%).
- The weighted average results were heavily influenced by the allocation of the Government Pension Investment fund (Japan) and the rest of the Asia-Pacific funds which invested more than 65% of the assets in fixed income. North American funds, on the other hand, invested a higher share in equities (50.2%).

Section 9

Sovereign Pension Funds

Sovereign pension funds in the P&I/TW 300* (in US\$ million)

Rank	Fund	Market	Total assets	Rank	Fund	Market	Total assets
1.	Government Pension Investment	Japan	\$1,221,501	19.	AP Fonden 1	Sweden	\$38,692
2.	Government Pension Fund	Norway	\$858,469	20.	National Pensions Reserve	Ireland	\$27,854 ¹
3.	National Pension	South Korea	\$405,521	21.	Zilverfond	Belgium	\$27,527
4.	Canada Pension	Canada	\$206,173 ¹	22.	AP Fonden 7	Sweden	\$26,670
5.	National Social Security	China	\$205,168	23.	State Pension	Finland	\$22,524
6.	Central Provident Fund	Singapore	\$200,376	24.	FEFSS	Portugal	\$16,132
7.	Employees Provident Fund	Malaysia	\$182,216	25.	Fonds de Comp./Securite Sociale	Luxembourg	\$16,086
8.	GEPF	South Africa	\$117,681 ²	26.	New Zealand Superannuation	New Zealand	\$14,205 ⁵
9.	National Wealth Fund	Russia	\$88,179 ³	27.	Social Insurance Funds	Vietnam	\$13,761
10.	Future Fund	Australia	\$86,196				
11.	Fondo de Reserva Seguridad	Spain	\$74,106				
12.	Employees' Provident	India	\$70,573 ²				
13.	Labor Pension Fund	Taiwan	\$59,756				
14.	Public Institute for Social Security	Kuwait	\$56,871 ^{1, 4}				
15.	FRR	France	\$50,054				
16.	AP Fonden 3	Sweden	\$41,441				
17.	AP Fonden 2	Sweden	\$40,434				
18.	AP Fonden 4	Sweden	\$39,785				

Notes:

1 As of March 31, 2014

2 As of March 31, 2013

3 As of Jan. 1, 2014

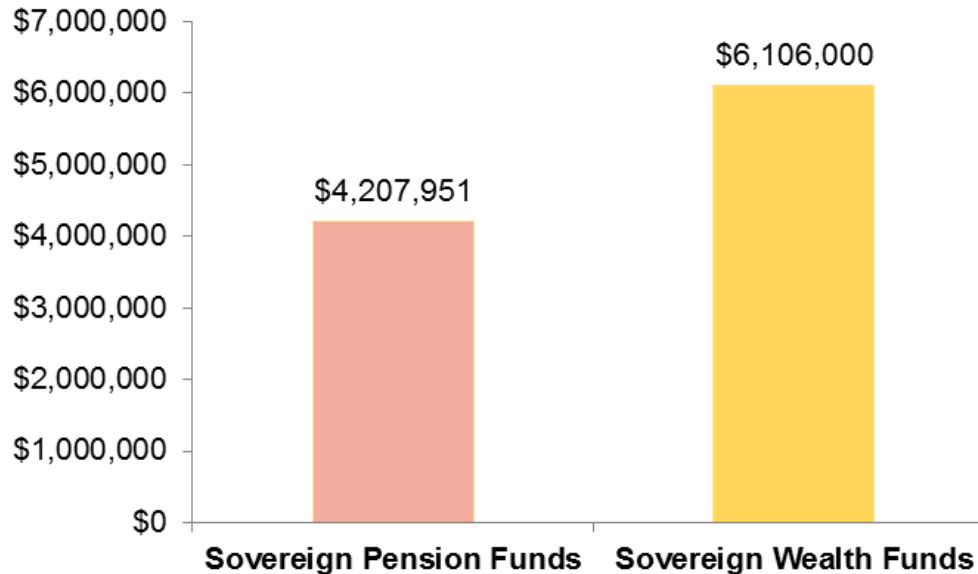
4 Estimate

5 As of June 30, 2013

* Definition: Sovereign pension funds are established by national authorities for the meeting of pension liabilities. We acknowledge that there are many other state-sponsored funds established – we have attempted to restrict this list to funds specifically sponsored by national authorities.

- These funds represented 28.3% of total P&I/TW 300 assets.

Sovereign pension funds vs. Sovereign wealth funds (in US\$ million)



- As of December 2013, sovereign wealth funds accounted for US\$ 6,106 billion in assets, while sovereign pension funds totaled US\$ 4,207 billion.
- According to the SWF Institute, sovereign wealth funds' assets grew by 17.5% during 2013, compared to 6.0% for the sovereign pension funds in the TW/P&I 300 study.

Source: SWF Institute: <http://www.swfinstitute.org/fund-rankings/>

Section 10

Full P&I / TW 300 ranking

P&I/TW 300 Ranking

(in US\$ million)

Rank	Fund	Market	Total Assets	Rank	Fund	Market	Total Assets
1.	Government Pension Investment	Japan	\$1,221,501	21.	ATP	Denmark	\$111,278
2.	Government Pension Fund	Norway	\$858,469	22.	Boeing	U.S.	\$98,922
3.	ABP	Netherlands	\$415,657	23.	IBM	U.S.	\$96,598
4.	National Pension	South Korea	\$405,521	24.	New York State Teachers	U.S.	\$96,440
5.	Federal Retirement Thrift	U.S.	\$375,088	25.	Wisconsin Investment Board	U.S.	\$93,787
6.	California Public Employees	U.S.	\$273,066	26.	Alecta	Sweden	\$93,369
7.	Canada Pension	Canada	\$206,173 ¹	27.	General Motors	U.S.	\$91,155
8.	National Social Security	China	\$205,168	28.	North Carolina	U.S.	\$91,080
9.	Central Provident Fund	Singapore	\$200,376	29.	AT&T	U.S.	\$89,025
10.	PFZW	Netherlands	\$196,933 ¹	30.	National Wealth Fund	Russia	\$88,179 ³
11.	Employees Provident Fund	Malaysia	\$182,216	31.	Future Fund	Australia	\$86,196
12.	Local Government Officials	Japan	\$179,820 ¹	32.	Ohio Public Employees	U.S.	\$85,527
13.	California State Teachers	U.S.	\$172,424	33.	Bayerische Versorgungskammer	Germany	\$80,941
14.	New York State Common	U.S.	\$164,008	34.	New Jersey	U.S.	\$78,375
15.	Florida State Board	U.S.	\$146,266	35.	Washington State Board	U.S.	\$77,537
16.	New York City Retirement	U.S.	\$143,925	36.	National Public Service	Japan	\$76,338
17.	Ontario Teachers	Canada	\$132,445	37.	Royal Dutch Shell	Netherlands	\$74,556 ⁴
18.	Texas Teachers	U.S.	\$119,706	38.	Fondo de Reserva Seguridad	Spain	\$74,106
19.	GEPF	South Africa	\$117,681 ²	39.	Previ	Brazil	\$71,735
20.	Pension Fund Association	Japan	\$117,636	40.	General Electric	U.S.	\$70,803

P&I/TW 300 Ranking

(in US\$ million)

Rank	Fund	Market	Total Assets	Rank	Fund	Market	Total Assets
41.	Employees' Provident	India	\$70,573 ²	61.	Bouwnijverheid	Netherlands	\$56,796
42.	Ohio State Teachers	U.S.	\$69,986	62.	Massachusetts PRIM	U.S.	\$55,697
43.	PFA Pension	Denmark	\$68,218	63.	Electricity Supply Pension	U.K.	\$54,212 ^{1, 6}
44.	Oregon Public Employees	U.S.	\$66,725	64.	Lloyds Banking Group	U.K.	\$53,952 ⁷
45.	Metaal/tech. Bedrijven	Netherlands	\$66,493	65.	Public Service Pension Plan	Canada	\$52,232 ²
46.	BT Group	U.K.	\$66,451 ¹	66.	Varna	Finland	\$52,009
47.	AustralianSuper	Australia	\$64,855	67.	Keva	Finland	\$50,334
48.	Universities Superannuation	U.K.	\$62,785 ⁵	68.	FRR	France	\$50,054
49.	Virginia Retirement	U.S.	\$62,359	69.	Organization for Workers	Japan	\$49,138
50.	California University	U.S.	\$61,639	70.	Pennsylvania School Empl.	U.S.	\$48,933
51.	Ontario Municipal Employees	Canada	\$61,235	71.	United Nations Joint Staff	U.S.	\$48,820
52.	Michigan Retirement	U.S.	\$60,069	72.	Healthcare of Ontario	Canada	\$48,575
53.	Labor Pension Fund	Taiwan	\$59,756	73.	Quebec Government & Public	Canada	\$47,710
54.	Lockheed Martin	U.S.	\$59,140	74.	Royal Bank of Scotland Group	U.K.	\$47,193 ⁷
55.	AMF Pension	Sweden	\$58,707	75.	Colorado Employees	U.S.	\$45,379
56.	Georgia Teachers	U.S.	\$58,638	76.	AFP Provida	Chile	\$45,265
57.	Ford Motor	U.S.	\$58,546	77.	Ilmarinen	Finland	\$44,497
58.	Minnesota State Board	U.S.	\$58,244	78.	PME	Netherlands	\$44,496
59.	Public School Employees	Japan	\$57,146	79.	Afore XXI Banorte	Mexico	\$43,979 ⁸
60.	Public Institute for Social Security	Kuwait	\$56,871 ^{1, 6}	80.	Bank of America	U.S.	\$43,600

P&I/TW 300 Ranking

(in US\$ million)

Rank	Fund	Market	Total Assets	Rank	Fund	Market	Total Assets
81.	Verizon	U.S.	\$43,575	101.	Private Schools Employees	Japan	\$37,375
82.	Tennessee Consolidated	U.S.	\$43,536	102.	UniSuper	Australia	\$36,422
83.	United Technologies	U.S.	\$43,320	103.	Sampension	Denmark	\$36,370 ⁵
84.	Los Angeles County Empl.	U.S.	\$43,275	104.	Teamsters, Western Conf.	U.S.	\$35,524
85.	Quebec Pension	Canada	\$43,209	105.	State Super	Australia	\$35,328
86.	QSuper	Australia	\$42,787	106.	Missouri Schools & Education	U.S.	\$34,552
87.	AFP Habitat	Chile	\$42,520	107.	AFP Capital	Chile	\$34,258
88.	Maryland State Retirement	U.S.	\$41,682	108.	British Coal Pension Schemes	U.K.	\$33,907 ²
89.	AP Fonden 3	Sweden	\$41,441	109.	B.C. Municipal	Canada	\$33,684
90.	Alcatel-Lucent	U.S.	\$41,180	110.	AFP Cuprum	Chile	\$33,587
91.	Northrop Grumman	U.S.	\$41,072	111.	J.P. Morgan Chase	U.S.	\$33,366
92.	Illinois Teachers	U.S.	\$40,848	112.	BVV	Germany	\$33,360
93.	Bundes Pensionskasse	Switzerland	\$40,454	113.	Railways Pensions	U.K.	\$33,306
94.	AP Fonden 2	Sweden	\$40,434	114.	Kaiser	U.S.	\$33,215
95.	United Parcel Service	U.S.	\$40,395	115.	Alabama Retirement	U.S.	\$32,537
96.	AP Fonden 4	Sweden	\$39,785	116.	Exxon Mobil	U.S.	\$32,320
97.	First State Super	Australia	\$39,653	117.	Raytheon	U.S.	\$31,690
98.	Barclays Bank U.K.	U.K.	\$39,197	118.	HSBC Bank	U.K.	\$31,665
99.	AP Fonden 1	Sweden	\$38,692	119.	BP	U.K.	\$31,516
100.	Wells Fargo	U.S.	\$37,689	120.	Arizona State Retirement	U.S.	\$31,509

P&I/TW 300 Ranking

(in US\$ million)

Rank Fund	Market	Total Assets	Rank Fund	Market	Total Assets
121. National Pension Association	Japan	\$31,446	141. Zilverfond	Belgium	\$27,527
122. British Airways	U.K.	\$31,229	142. Hewlett-Packard	U.S.	\$27,295
123. FedEx	U.S.	\$31,064	143. Rabobank	Netherlands	\$27,177
124. Chevron	U.S.	\$31,061	144. Connecticut Retirement	U.S.	\$27,146
125. BAE Systems	U.K.	\$30,367	145. ING St. Psf.	Netherlands	\$27,064
126. Illinois Municipal	U.S.	\$30,079	146. REST	Australia	\$26,894
127. Nevada Public Employees	U.S.	\$30,076	147. AP Fonden 7	Sweden	\$26,670
128. BVK des Kantons Zurich	Switzerland	\$29,622	148. Texas Employees	U.S.	\$26,613
129. Retirement Fund-KWAP	Malaysia	\$29,361 ⁹	149. State Farm	U.S.	\$26,514
130. South Carolina Public Empl.	U.S.	\$28,963	150. DuPont	U.S.	\$26,067
131. Afore Banamex	Mexico	\$28,883 ⁸	151. Iowa Public Employees	U.S.	\$25,709
132. Pennsylvania Employees	U.S.	\$28,845	152. UBS	Switzerland	\$25,286
133. National Grid	U.K.	\$28,840 ¹	153. Unilever	U.K.	\$25,260 ⁷
134. Honeywell	U.S.	\$28,339	154. VBL	Germany	\$25,139 ⁶
135. CSC	Australia	\$28,316	155. Local Authorities Pension Board	Canada	\$24,981
136. Indiana Public Retirement	U.S.	\$28,023	156. Afore Sura	Mexico	\$24,672 ⁸
137. Petros	Brazil	\$27,970	157. Mississippi Employees	U.S.	\$24,612
138. Utah State Retirement	U.S.	\$27,895	158. Chrysler Group	U.S.	\$24,538
139. National Pensions Reserve	Ireland	\$27,854 ¹	159. Duke Energy	U.S.	\$24,536
140. PensionDanmark	Denmark	\$27,828	160. Protección	Colombia	\$24,470

P&I/TW 300 Ranking

(in US\$ million)

Rank	Fund	Market	Total Assets	Rank	Fund	Market	Total Assets
161.	ABN AMRO	Netherlands	\$24,433	181.	Texas County & District	U.S.	\$21,713
162.	Nestle	Switzerland	\$24,221 ⁷	182.	Texas Municipal Retirement	U.S.	\$21,632
163.	National Railroad	U.S.	\$24,100	183.	Vervoer	Netherlands	\$21,508
164.	Pfizer	U.S.	\$24,080	184.	Novartis	Switzerland	\$21,481 ⁷
165.	HESTA	Australia	\$23,924	185.	British Steel Pension Scheme	U.K.	\$21,435 ²
166.	Sunsuper	Australia	\$23,915	186.	Greater Manchester	U.K.	\$21,392
167.	Alaska Retirement	U.S.	\$23,718	187.	Caterpillar	U.S.	\$21,142
168.	BASF	Germany	\$23,623 ⁷	188.	ERAFP	France	\$21,097
169.	FUNCEF	Brazil	\$23,301	189.	Nippon Telegraph & Telephone	Japan	\$20,774 ¹
170.	Johnson & Johnson	U.S.	\$23,143	190.	Shell Oil	U.S.	\$20,763
171.	Mitsubishi UFJ Financial	Japan	\$22,975 ¹	191.	Afore Profuturo GNP	Mexico	\$20,718 ⁸
172.	Industriens Pension	Denmark	\$22,956	192.	Dow Chemical	U.S.	\$20,592
173.	Cbus	Australia	\$22,905	193.	Phillips	Netherlands	\$20,467
174.	Strathclyde Pension Fund	U.K.	\$22,692	194.	Wal-Mart Stores	U.S.	\$20,368
175.	Citigroup	U.S.	\$22,665	195.	San Francisco City & County	U.S.	\$20,204
176.	State Pension	Finland	\$22,524	196.	Procter & Gamble	U.S.	\$20,145
177.	Migros-Genossenschafts-Bund	Switzerland	\$22,241	197.	Grafische Bedrijven	Netherlands	\$20,055
178.	3M	U.S.	\$22,179	198.	Ontario Pension Board	Canada	\$19,759
179.	Aviva OFE	Poland	\$22,134	199.	B.C. Public Service	Canada	\$19,704 ²
180.	Delta Air Lines	U.S.	\$22,129	200.	AkzoNobel	U.K.	\$19,647 ⁷

P&I/TW 300 Ranking

(in US\$ million)

Rank	Fund	Market	Total Assets	Rank	Fund	Market	Total Assets
201.	B.C. Teachers	Canada	\$19,471	221.	Hydro-Quebec	Canada	\$17,625
202.	Aviva	U.K.	\$19,439	222.	Spoorwegpensioenfond	Netherlands	\$17,548
203.	Siemens	Germany	\$19,328 ⁹	223.	PG&E	U.S.	\$17,434
204.	Exelon	U.S.	\$19,163	224.	Daimler	Germany	\$17,358
205.	Government Pension	Thailand	\$19,154	225.	General Dynamics	U.S.	\$17,309
206.	Government Service Insurance	Philippines	\$19,019 ⁶	226.	Illinois State Board	U.S.	\$17,284
207.	Public Service Pension Fund	Taiwan	\$18,878	227.	SBB Pensionskasse	Switzerland	\$17,258
208.	PepsiCo	U.S.	\$18,843	228.	American Airlines	U.S.	\$17,236
209.	Merck	U.S.	\$18,735	229.	United Methodist Church	U.S.	\$17,207
210.	Porvenir	Colombia	\$18,663	230.	Magistrenes Pensionskasse	Denmark	\$17,084
211.	ESSSuper	Australia	\$18,631	231.	PK Post	Switzerland	\$17,017
212.	GlaxoSmithKline	U.K.	\$18,627	232.	Bell Canada	Canada	\$17,013
213.	CenturyLink	U.S.	\$18,453	233.	Illinois State Universities	U.S.	\$16,965
214.	Laegernes Pensionskasse	Denmark	\$18,402	234.	Los Angeles Fire & Police	U.S.	\$16,862
215.	Prudential Financial	U.S.	\$18,368	235.	Credit Suisse	Switzerland	\$16,778
216.	Teamsters, Central States	U.S.	\$18,298	236.	Federal Reserve Employees	U.S.	\$16,726
217.	Panasonic	Japan	\$18,123 ¹	237.	Kentucky Teachers	U.S.	\$16,636
218.	Canada Post	Canada	\$18,107	238.	West Midlands Metropolitan	U.K.	\$16,483
219.	Labor Insurance Fund	Taiwan	\$17,700	239.	City of Zurich	Switzerland	\$16,476
220.	BBC	U.K.	\$17,699 ¹	240.	West Yorkshire	U.K.	\$16,467 ²

P&I/TW 300 Ranking

(in US\$ million)

Rank	Fund	Market	Total Assets	Rank	Fund	Market	Total Assets
241.	Super SA	Australia	\$16,424	261.	Abbott Laboratories	U.S.	\$15,166
242.	National Electric	U.S.	\$16,293	262.	OPSEU	Canada	\$15,009
243.	Rolls-Royce	U.K.	\$16,195	263.	Quebec Construction Industry	Canada	\$15,001
244.	FEFSS	Portugal	\$16,132	264.	Integra	Peru	\$14,828 ¹⁰
245.	Allianz	Germany	\$16,089 ⁷	265.	Zenkoku Shinyo Kinko	Japan	\$14,818 ¹
246.	Fonds de Comp./Securite Sociale	Luxembourg	\$16,086	266.	Nordrheinische Ärzteversorgung	Germany	\$14,814 ⁶
247.	Mizuho Financial Group	Japan	\$16,021 ¹	267.	BP America	U.S.	\$14,796
248.	World Bank	U.S.	\$16,018	268.	RWE	Germany	\$14,622
249.	ConocoPhillips	U.S.	\$15,987	269.	Tapiola Mutual Pension Ins.	Finland	\$14,559
250.	New York State Def. Comp.	U.S.	\$15,943	270.	Georgia Employees	U.S.	\$14,530
251.	International Paper	U.S.	\$15,898	271.	National Rural Electric	U.S.	\$14,505
252.	Canadian National Railways	Canada	\$15,872	272.	United Continental Holdings	U.S.	\$14,500
253.	Baden-Wurtembergische	Germany	\$15,855	273.	Government Employees Pension	South Korea	\$14,463
254.	Deere	U.S.	\$15,853	274.	Hitachi	Japan	\$14,316 ¹
255.	GESB	Australia	\$15,828	275.	Teachers' Pension	South Korea	\$14,312
256.	Kansas Public Employees	U.S.	\$15,593	276.	New Zealand Superannuation	New Zealand	\$14,205 ⁵
257.	Sygeplejersker	Denmark	\$15,416	277.	Air Canada	Canada	\$13,874
258.	Telmex	Mexico	\$15,411	278.	New Mexico Public Empl.	U.S.	\$13,855
259.	Louisiana Teachers	U.S.	\$15,373	279.	Southern Co.	U.S.	\$13,790
260.	MetLife	U.S.	\$15,241	280.	Social Insurance Funds	Vietnam	\$13,761

P&I/TW 300 Ranking

(in US\$ million)

Rank	Fund	Market	Total Assets
281.	Consolidated Edison	U.S.	\$13,724
282.	Siemens USA	U.S.	\$13,714
283.	New York City Def. Comp.	U.S.	\$13,543
284.	Walt Disney	U.S.	\$13,476
285.	Ohio Police & Fire	U.S.	\$13,471
286.	Tesco	U.K.	\$13,458 ^{1, 7}
287.	Idaho Public Employees	U.S.	\$13,427
288.	OFE PZU	Poland	\$13,310
289.	Telstra Super	Australia	\$13,071
290.	HOSTPLUS	Australia	\$13,051
291.	Banco Santander (U.K.)	U.K.	\$13,037
292.	Operating Eng. International	U.S.	\$13,001
293.	Intel	U.S.	\$12,994
294.	Hawaii Employees	U.S.	\$12,915
295.	Los Angeles City Employees	U.S.	\$12,870
296.	Arkansas Teachers	U.S.	\$12,781
297.	AerzteVersorgung Westfalen Lippe	Germany	\$12,759
298.	Oklahoma Teachers	U.S.	\$12,647
299.	Deutsche Bank	Germany	\$12,606
300.	NPF Gazfond	Russia	\$12,602 ³

Notes:

US fund data was sourced from the P&I 1000, whilst figures for other regions were sourced from annual reports, websites, and direct communication with pension fund organisations.

Fund data is as of Dec. 31, 2013 except where shown.

Unless otherwise noted, domestic pension fund figures were considered.

1. As of March 31, 2014
2. As of March 31, 2013
3. As of Jan. 1, 2014
4. Global figure (ex-U.S.)
5. As of June 30, 2013
6. Estimate
7. Global figure
8. As of May 29, 2014
9. As of Sept. 30, 2013
10. As of April 30, 2014

Contact details and limitations of reliance

investment@towerswatson.com

Limitations of reliance – Towers Watson

Towers Watson has prepared this presentation for general information and education purposes only.

In preparing this report at times we have relied upon data supplied to us by third parties. While reasonable care has been taken to gauge the reliability of this data, this report therefore carries no guarantee of accuracy or completeness and Towers Watson cannot be held accountable for the misrepresentation of data by third parties involved.

This report is based on information available to Towers Watson at the date of the report and takes no account of subsequent developments after that date. It may not be modified or provided to any other party without Towers Watson's prior written permission. It may also not be disclosed to any other party without Towers Watson's prior written permission except as may be required by law. In the absence of our express written agreement to the contrary, Towers Watson accepts no responsibility for any consequences arising from any third party relying on this report or the opinions we have expressed. This report is not intended by Towers Watson to form a basis of any decision by a third party to do or omit to do anything.

Please note that investment returns can fall as well as rise and that past performance is not a guide to future investment returns.

Towers Watson is authorised and regulated by the Financial Conduct Authority.