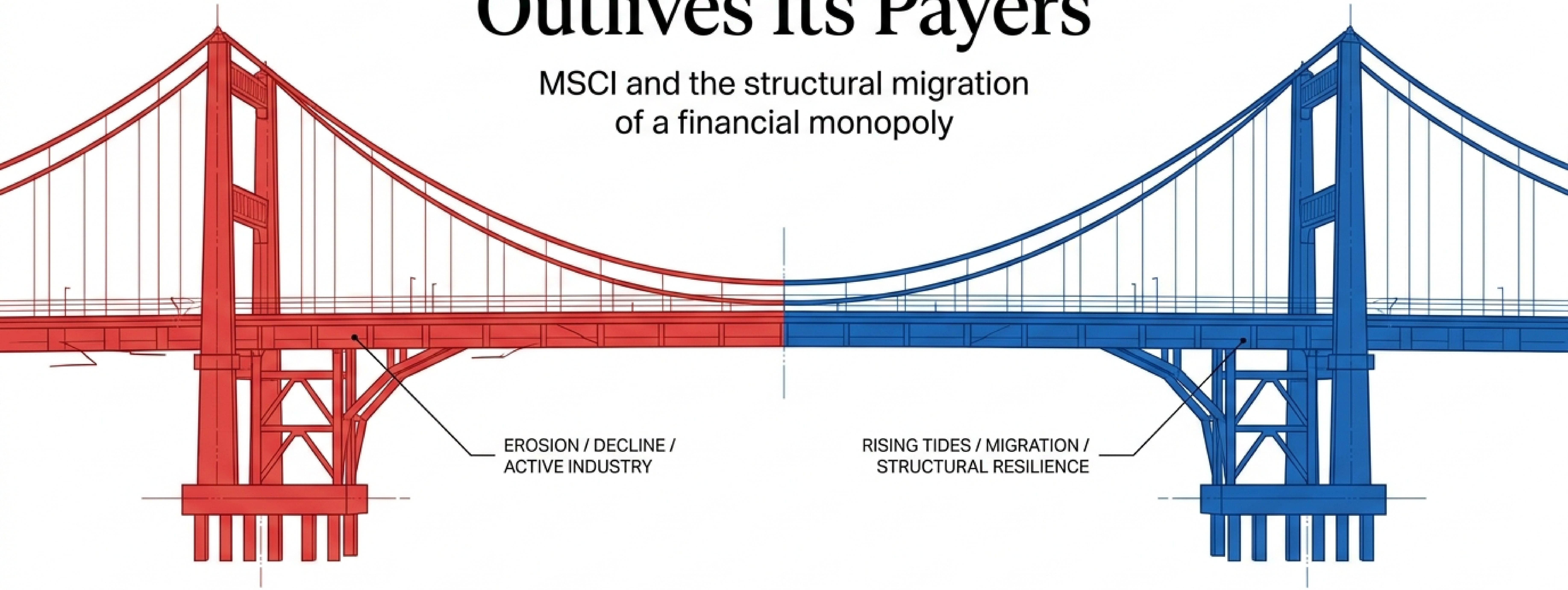
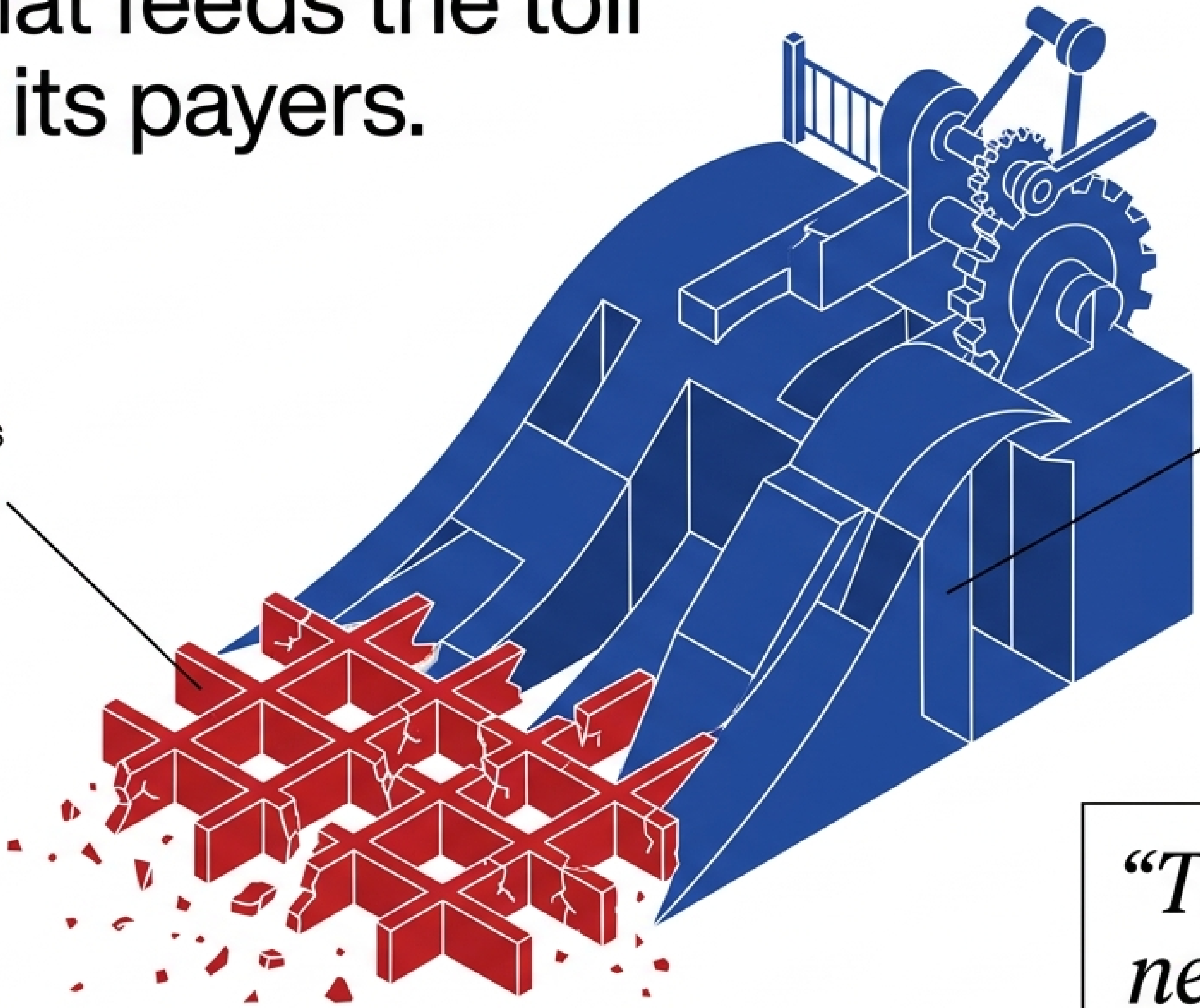
The Toll That Outlives Its Payers

MSCI and the structural migration of a financial monopoly



The wave that feeds the toll is drowning its payers.

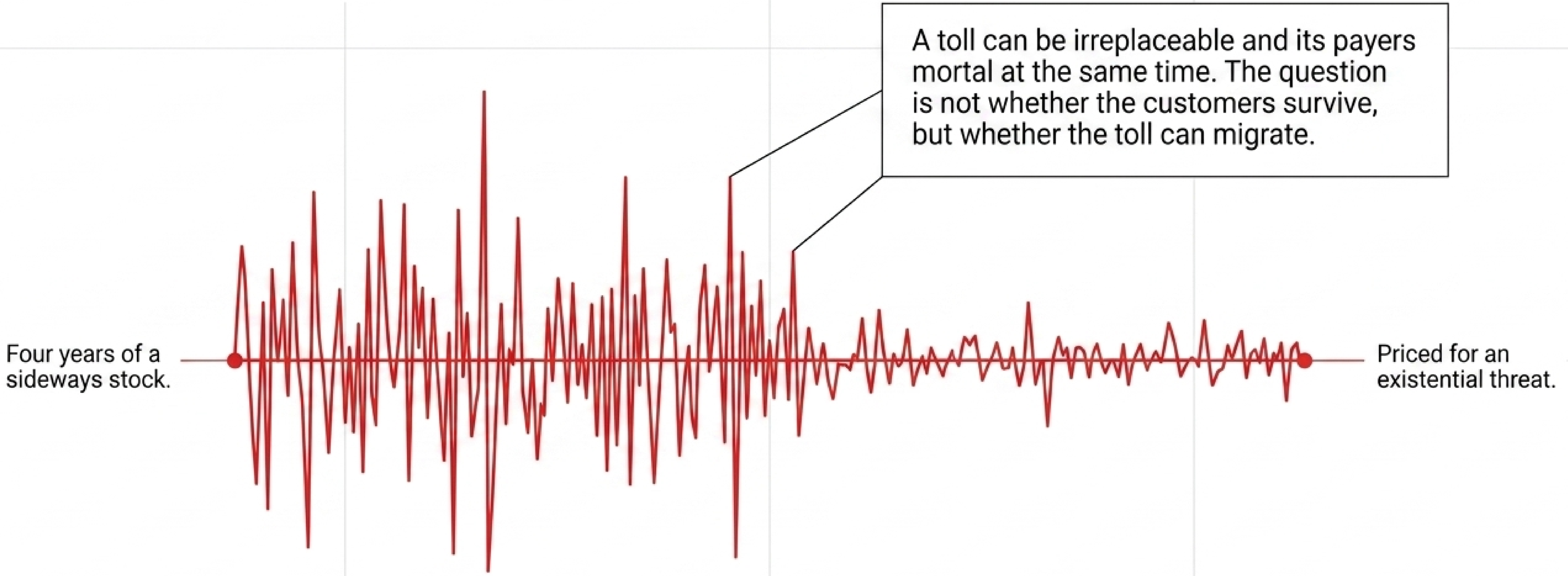


Half of MSCI's subscriptions are sold to the active asset management industry.

The passivization of investment is squeezing these very stock-pickers.

> *"The industry needs us more."*
>
> — Henry Fernandez, MSCI CEO

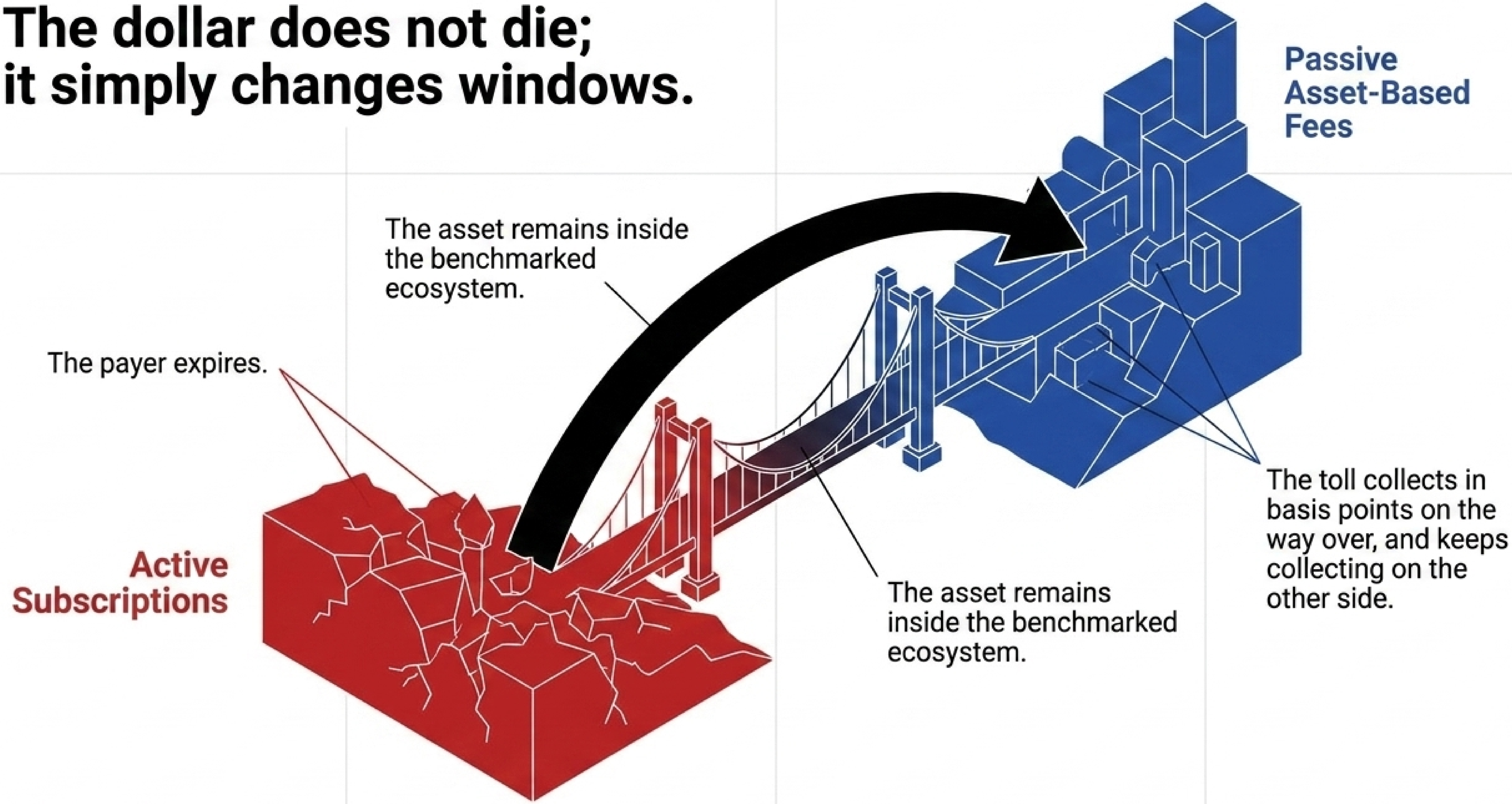
The market watches the payers die, ignoring the toll.



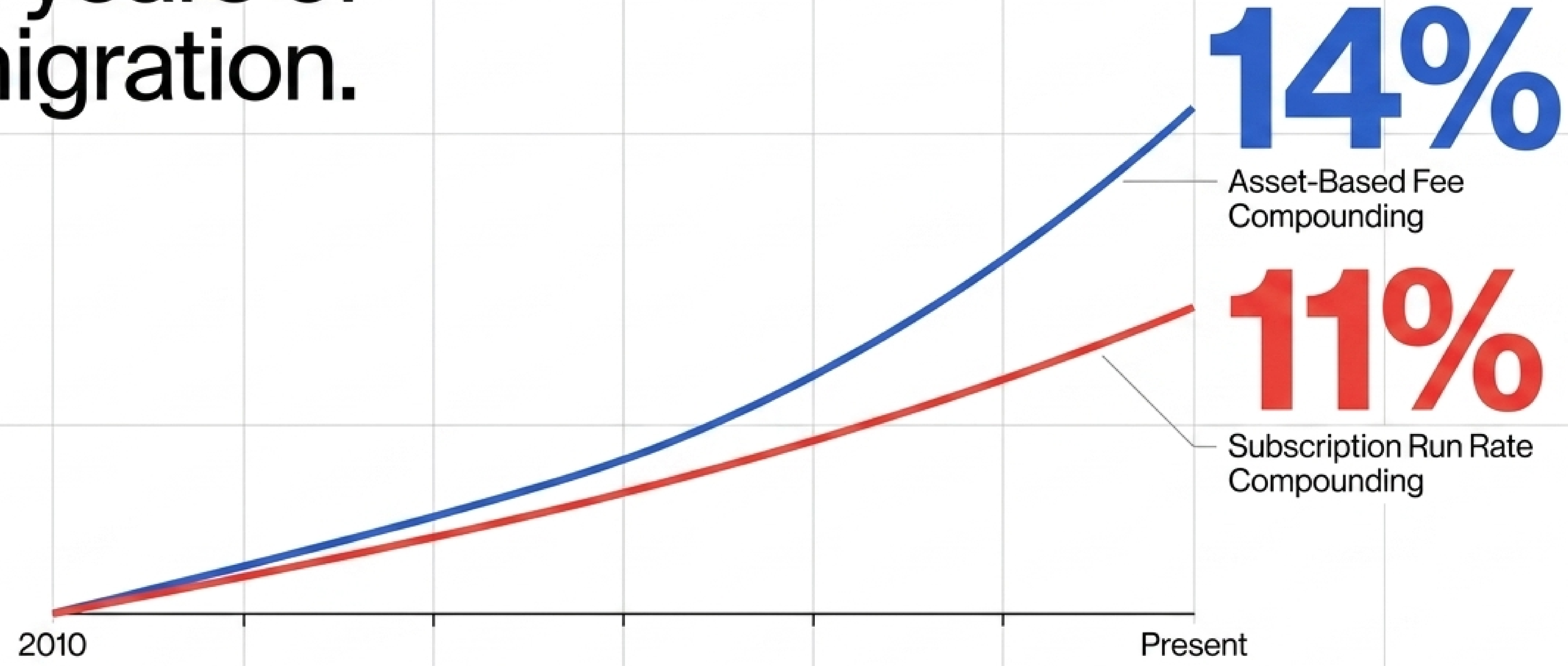
averagingup.com

NotebookLM

The dollar does not die; it simply changes windows.

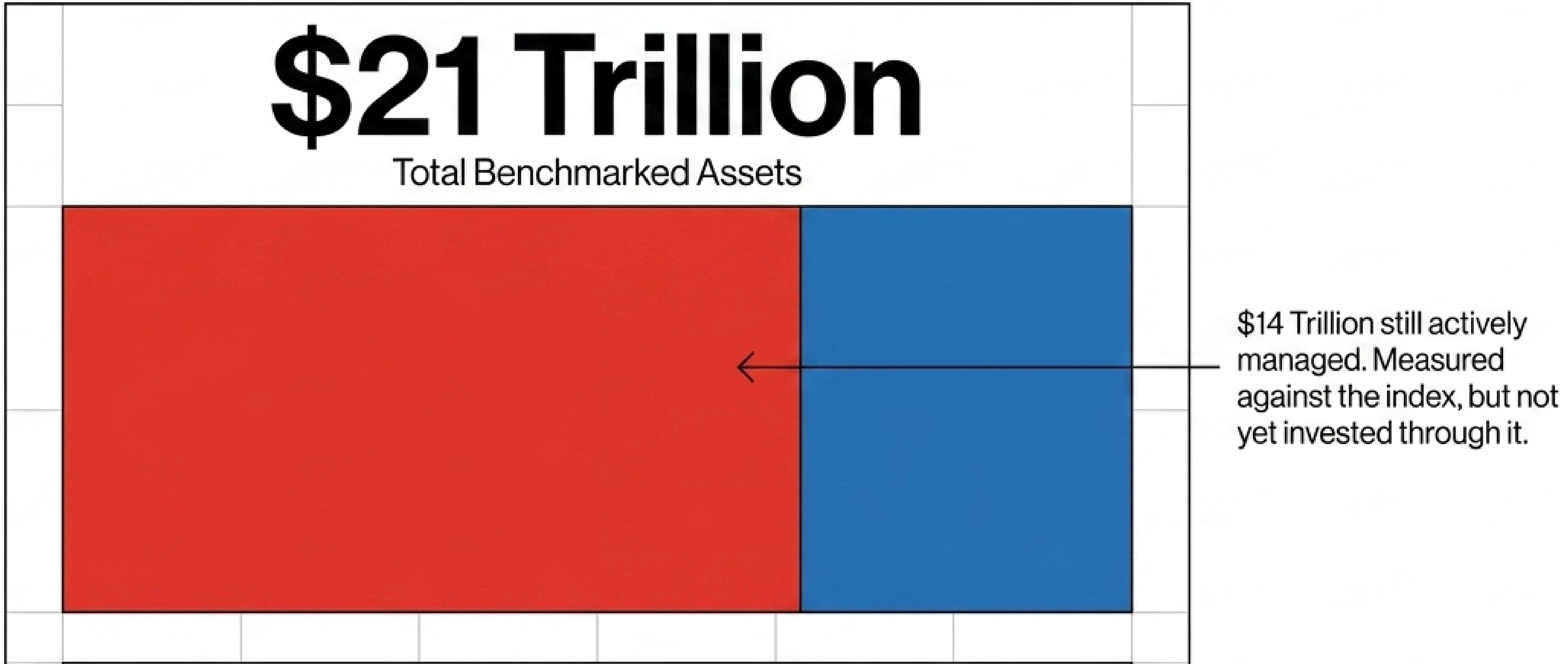


Sixteen years of silent migration.



Asset-based fees have grown from **$118 million** to **$872 million**. The new shore compounds three points faster than the old one.

Two-thirds of the migration remains inside the house.

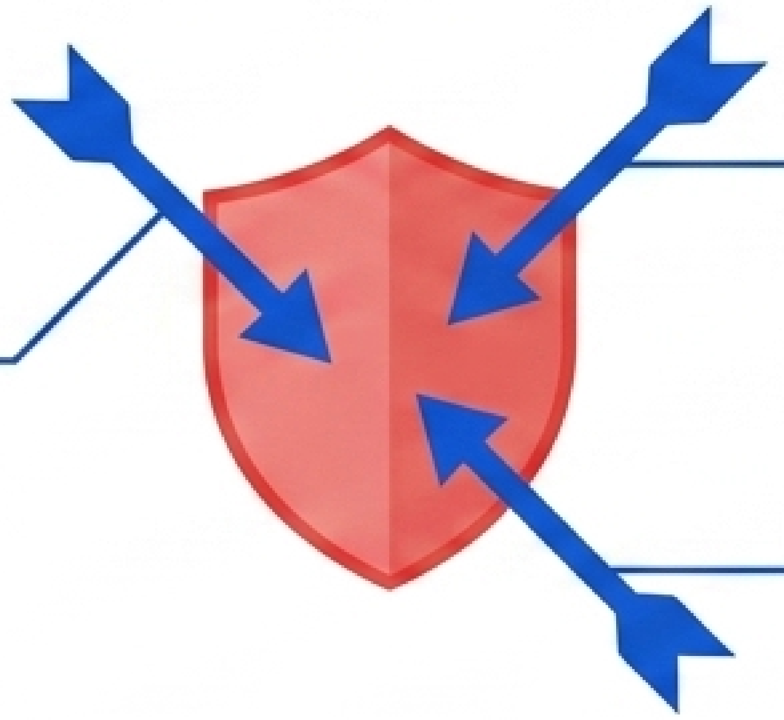


The runway is not where the market looks for it. The migration is still crossing.

The besieged do not leave.

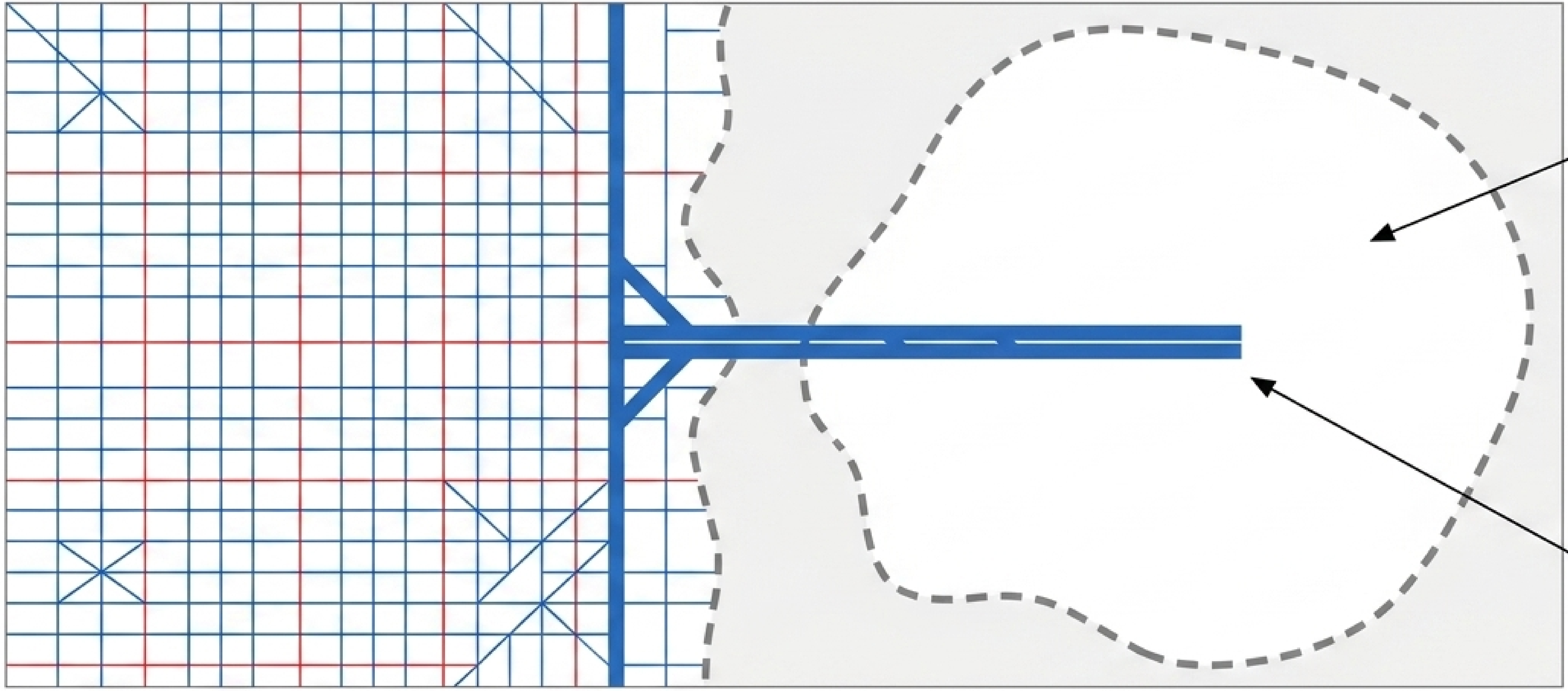
95.3%

Record client retention during the worst stretch the active management industry has ever endured.



The toll sells to both armies.

Charting the unmeasured continent.

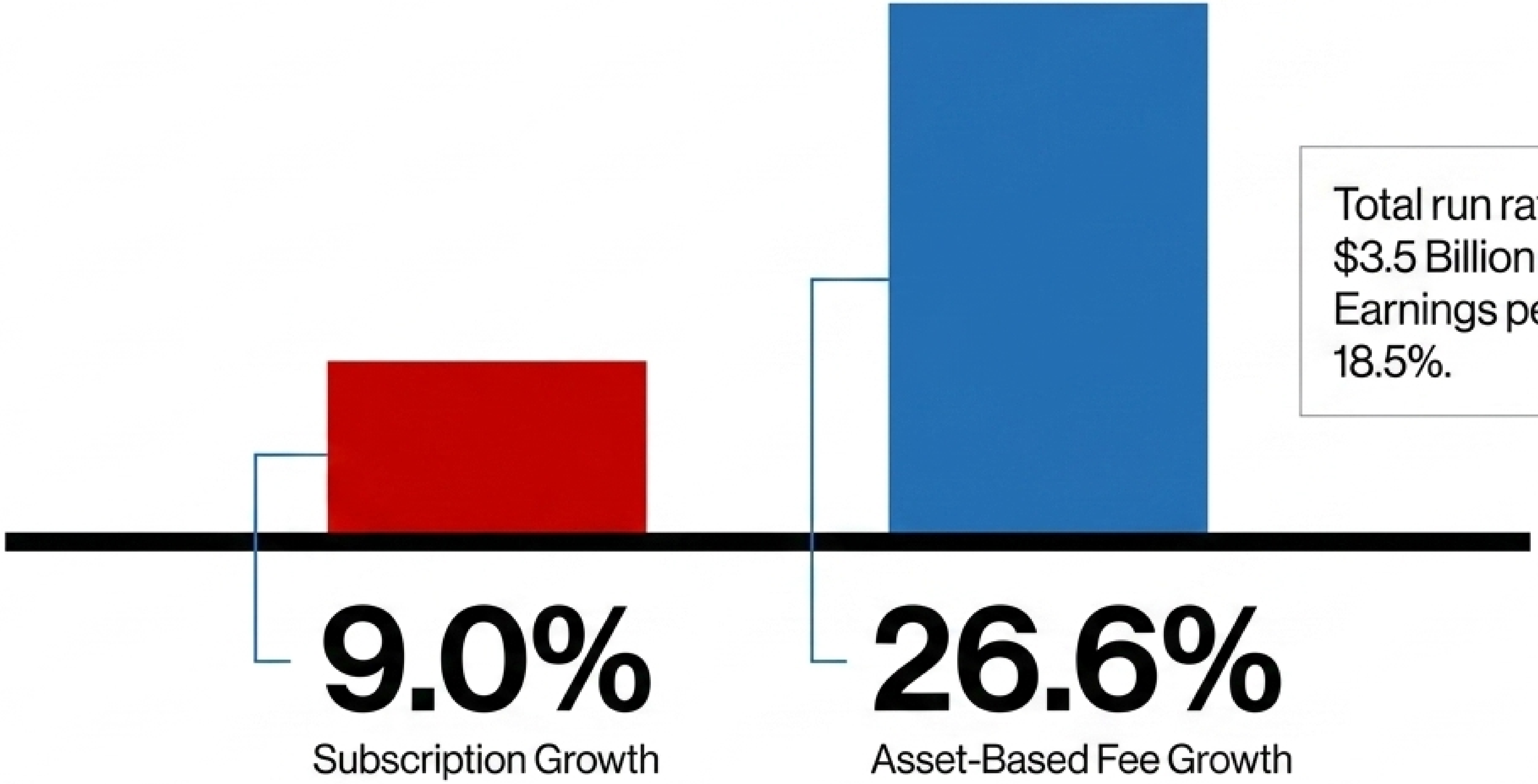


Private assets are not a diversification play.

Building the data, valuations, and benchmarks that make the unmeasured investable.

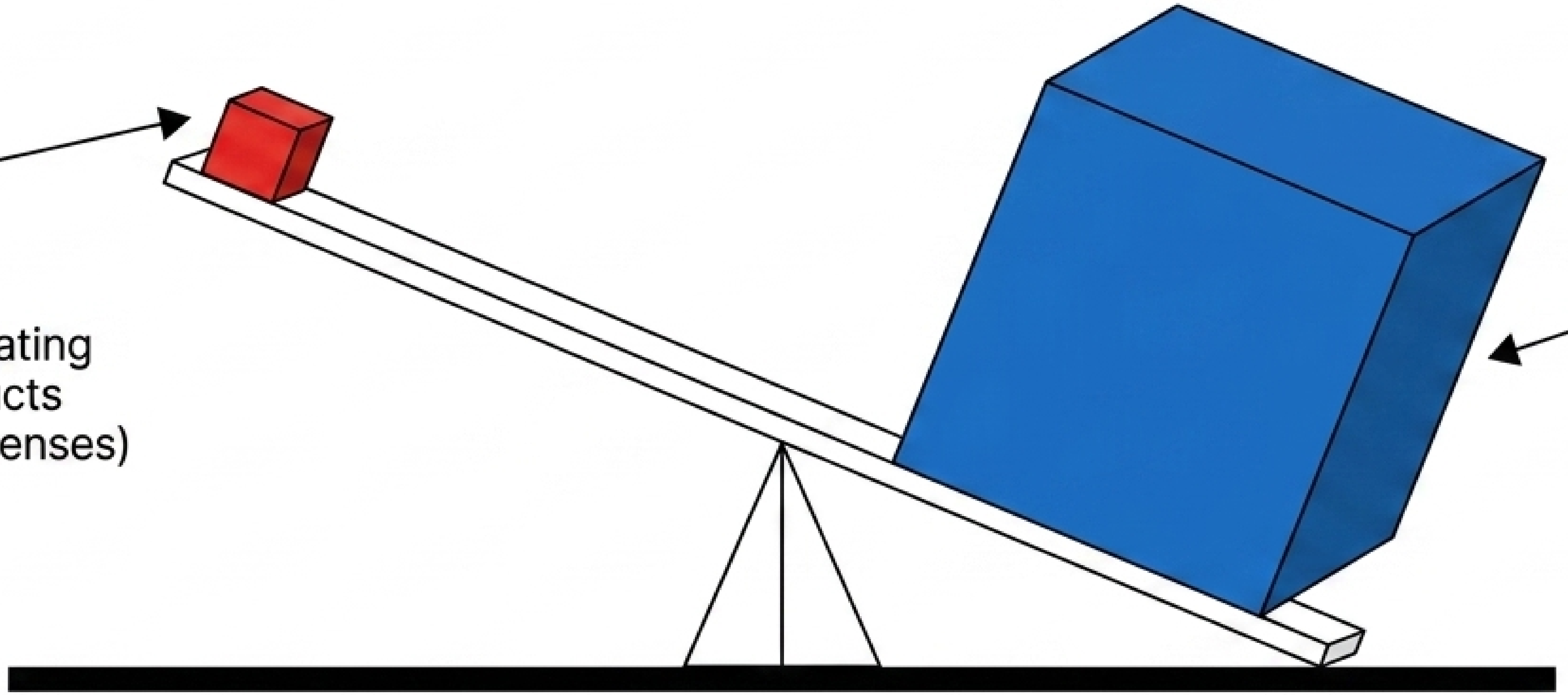
It is the same crossing, carried one shore further. The toll extending its road into territory that has never paid anyone.

The structure announces its acceleration.



Total run rate crosses $3.5 Billion (up 12%). Earnings per share up 18.5%.

A structural acceleration priced as an existential failure



2%

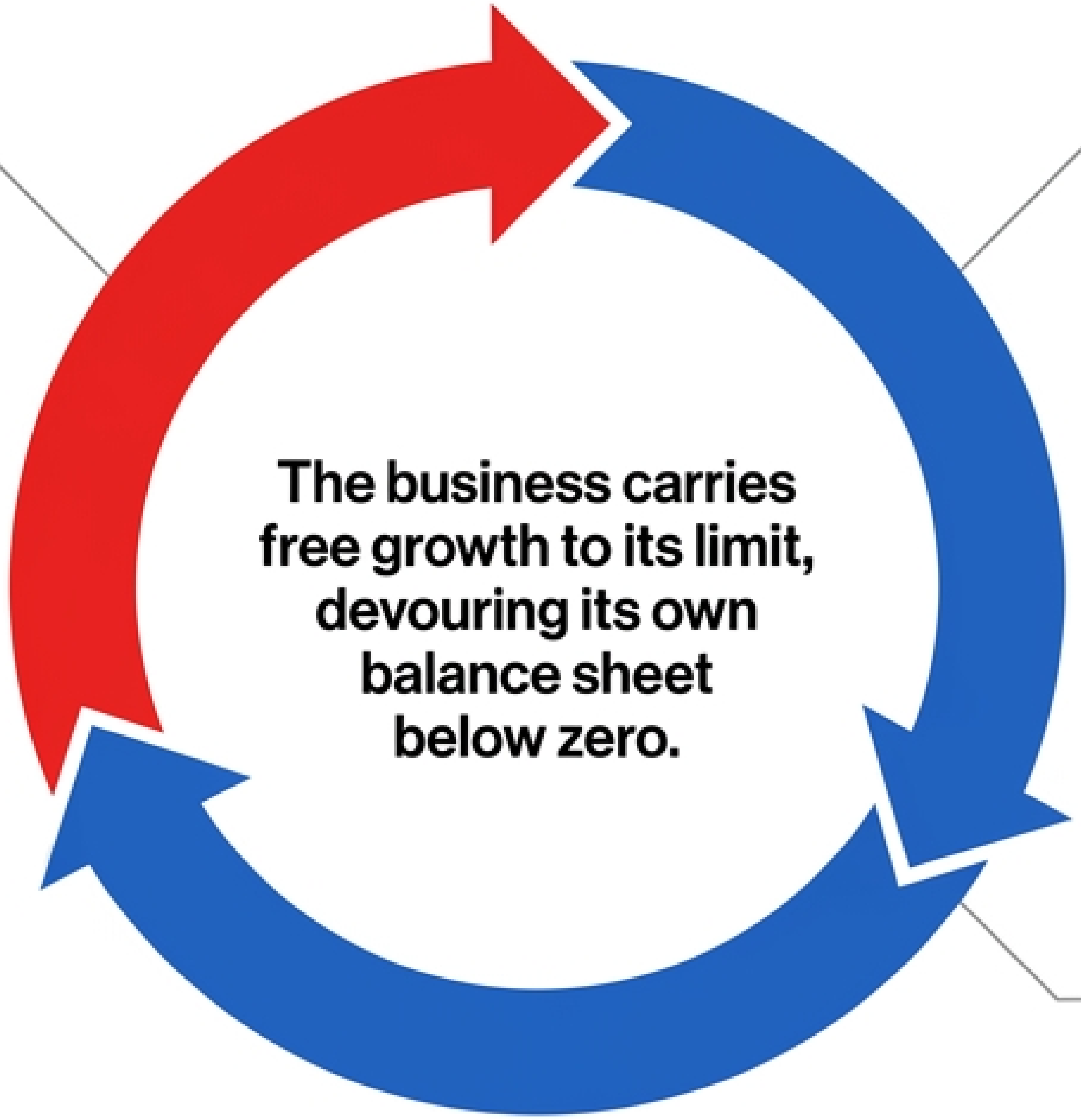
Revenue Miss
(caused by decelerating
sustainability products
and acquisition expenses)

11%

Selloff before
lunch

The market read the quarter; it missed the migration.

The overflow closes the loop.



The toll crosses faster than its payers fade.

The Payers

The Payers are mortal. They **fade under the passive wave.**

The Market

The Market prices the health of the payers, quarter by quarter.

The Toll

The Toll **compounds its position,** decade by collecting on both sides of its own wave.

The index will outlive the active industry that first made it necessary.

Disclaimer.

This presentation reflects a personal analytical framework and is intended strictly for educational and informational purposes. It does not constitute financial, investment, legal, or tax advice. The views expressed are based on publicly available information and historical data, which are subject to change. Do not make investment decisions based on this document.