



RETHINKING GLOBAL EQUITIES: FROM MANAGER UNDERPERFORMANCE TO CONSISTENT ALPHA

INVESTMENT INNOVATION CONFERENCE

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PURSUIT OF ALPHA IN GLOBAL EQUITIES

A competitive environment

24 Trillion

Global equities
under active
management

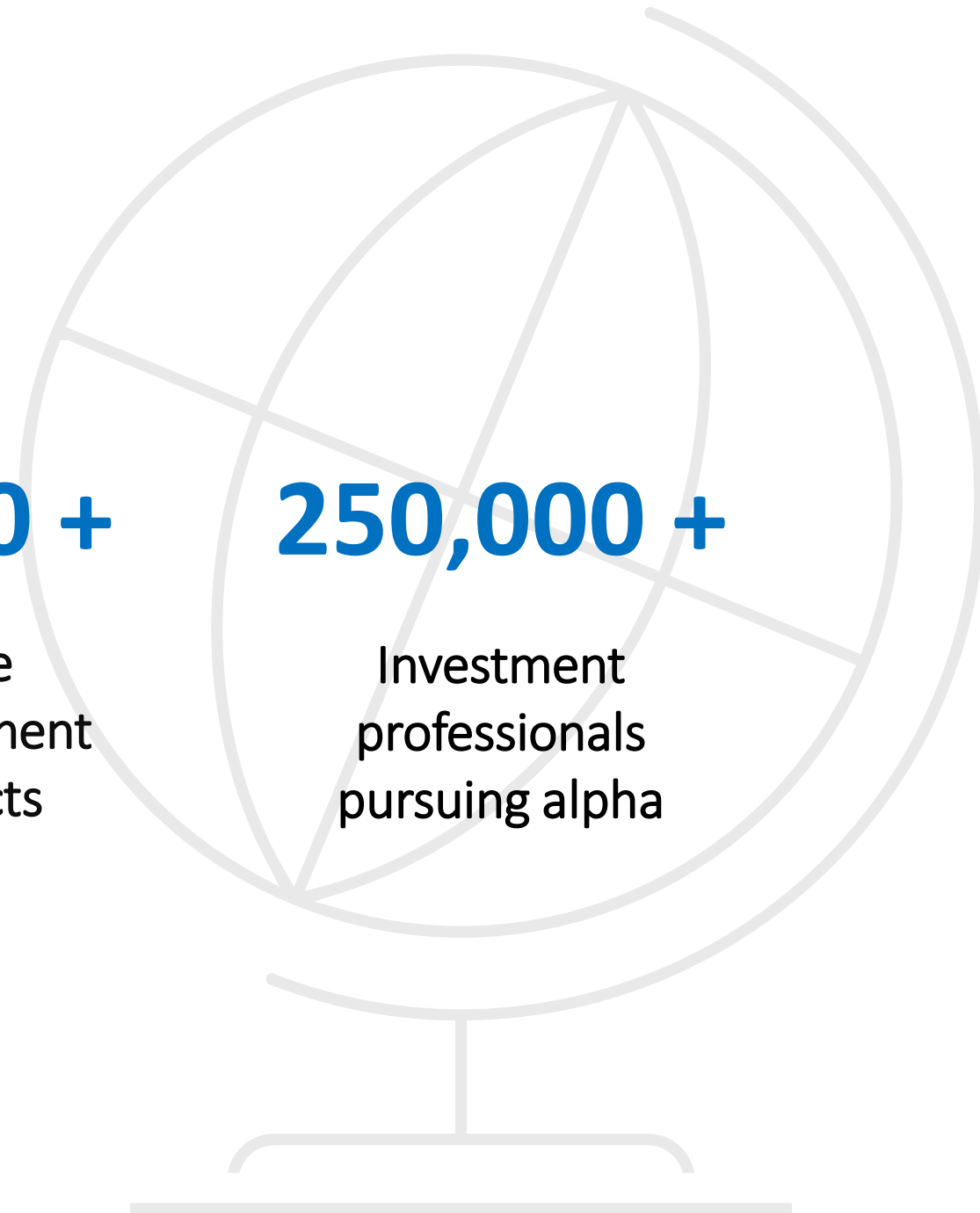
2,000 +

Active
management
products

250,000 +

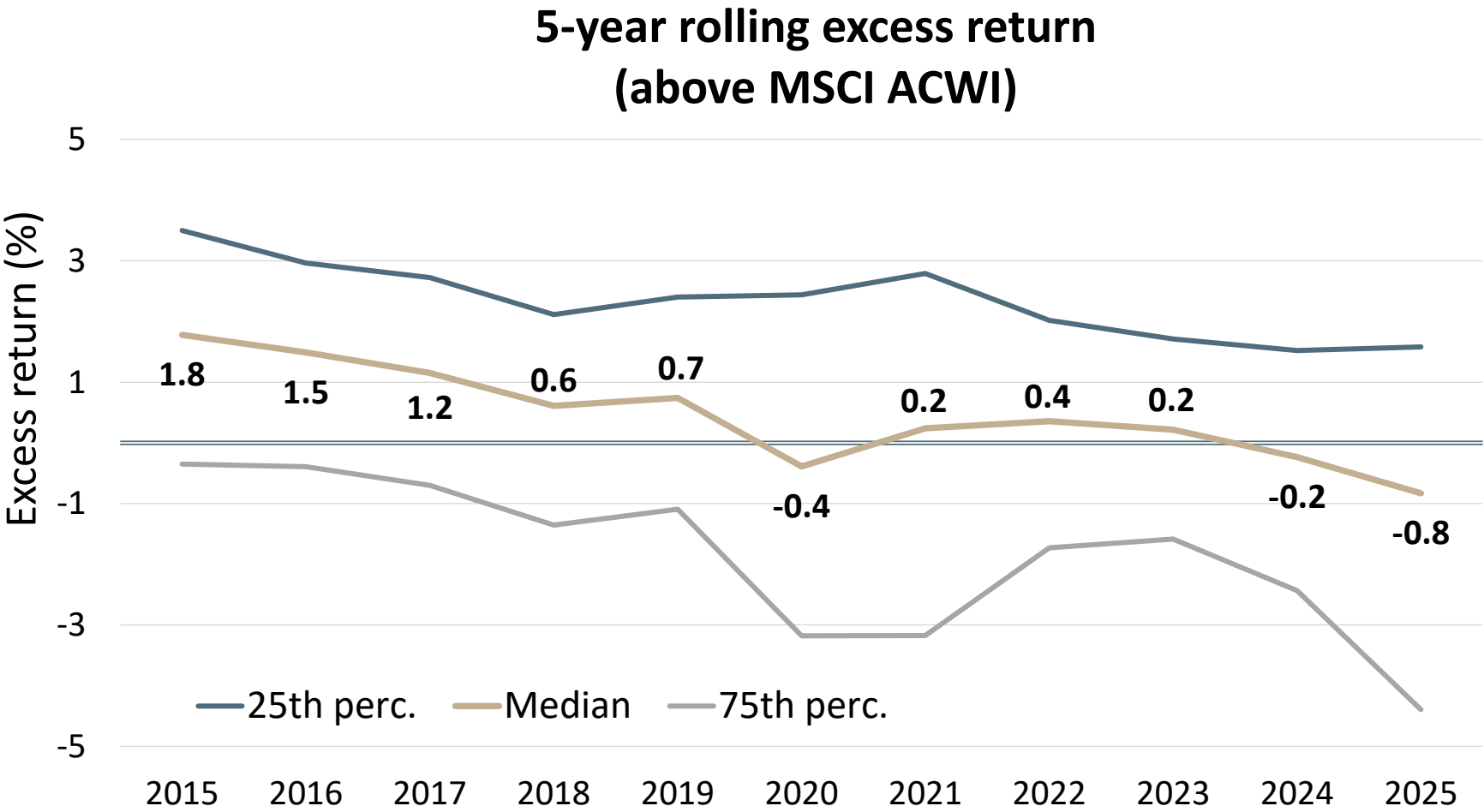
Investment
professionals
pursuing alpha

Based on Nasdaq eVestment universe of active equity managers as of October 2, 2025. Numbers approximated.



THE NEED FOR CONSISTENCY AND RESILIENCE

The evolution of the investment universe



Takeaways

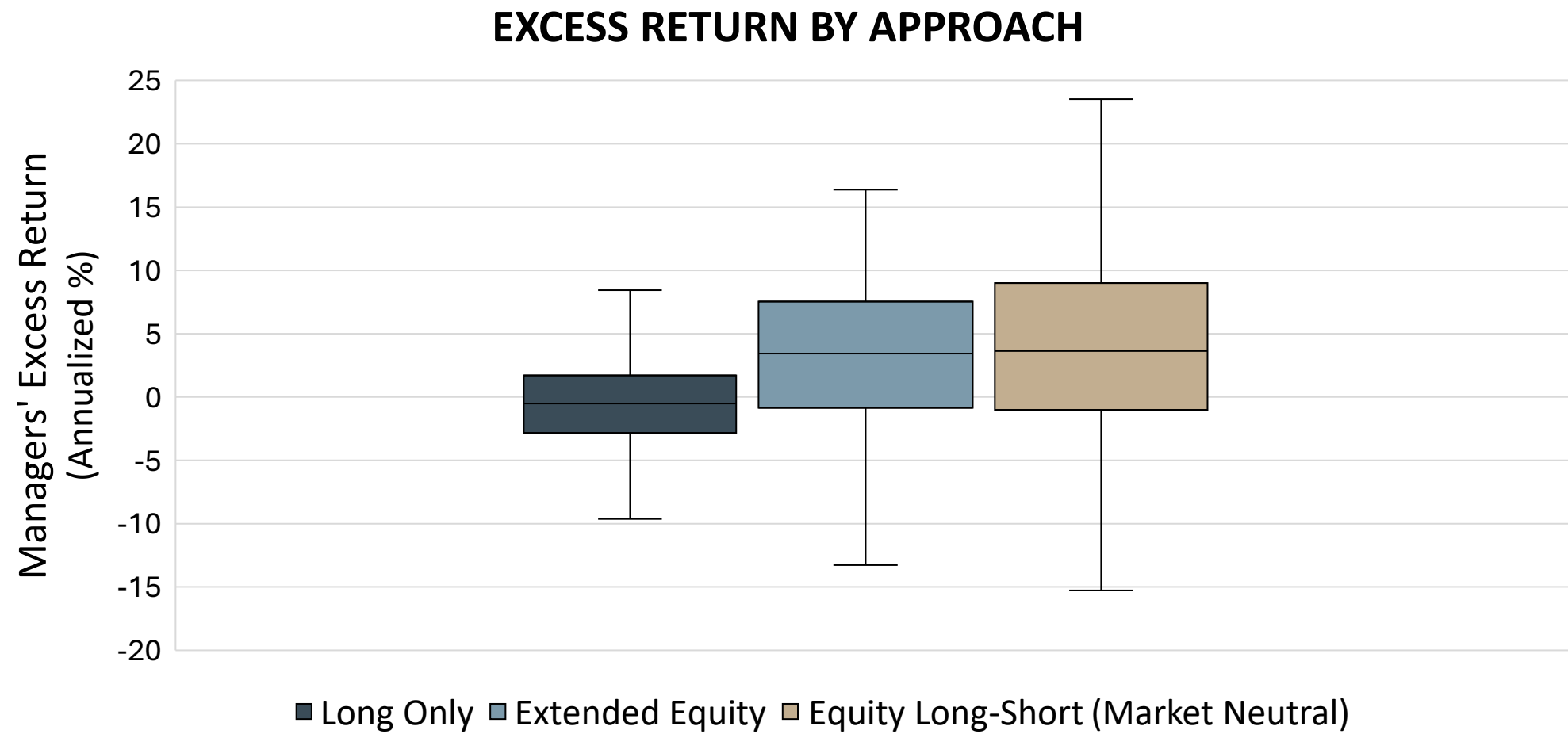
Excess returns
on a declining
trend

Median below 1%
since 2017

Source: Nasdaq eVestment, calculated monthly using the MSCI ACWI index. Investment universe: All Global Equity (1,603 observations), as of September 30, 2025.

EXPANDING BEYOND TRADITIONAL LONG-ONLY MANDATES

Flexibility enables greater performance



Based on representative Nasdaq eVestment universe of active equity managers and other independent institutional research sources investment universe of equity Long-Short managers. As of June 30, 2025. Performance is measured against managers' preferred benchmark and above U.S T-Bills for Long-Short managers.

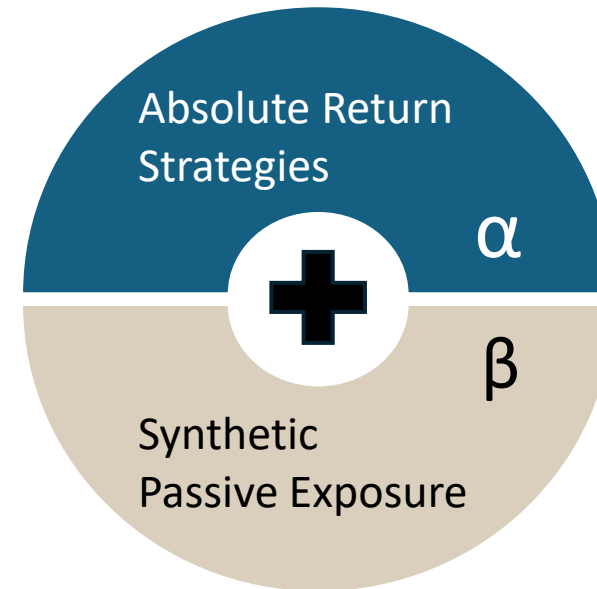
INTRODUCING PORTABLE ALPHA

Differentiating between Alpha and Beta

TRADITIONAL APPROACH



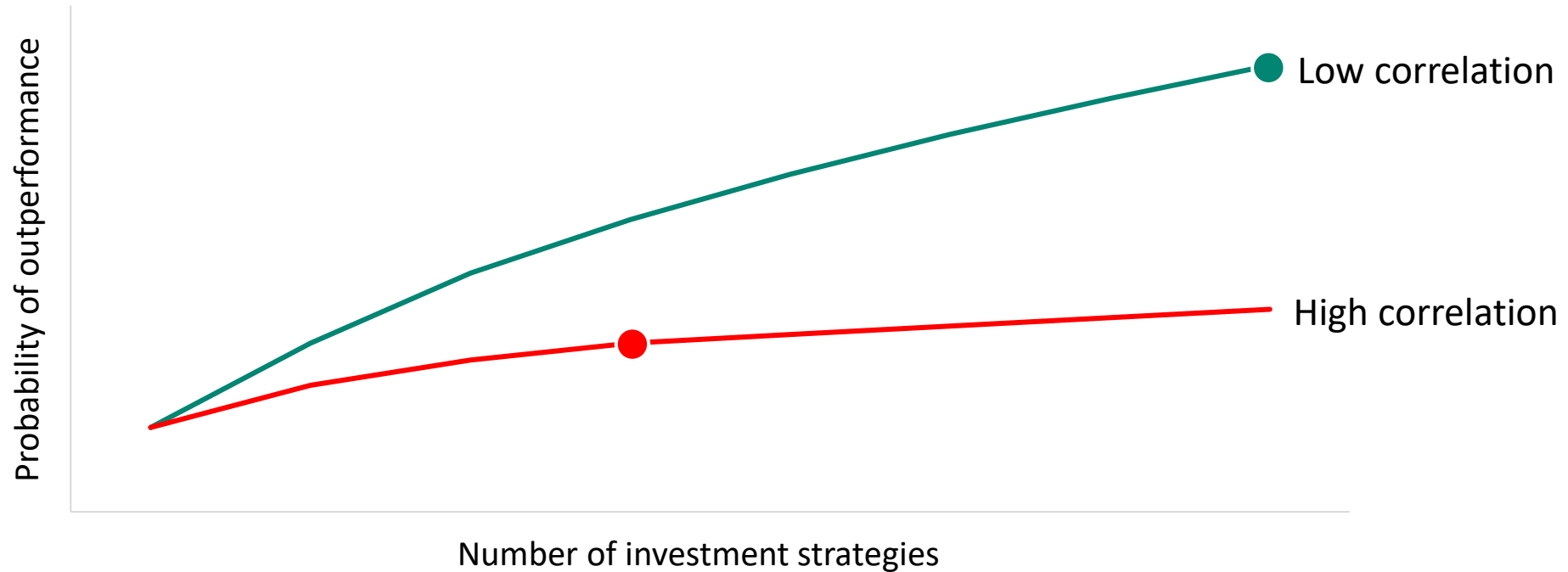
PORTABLE ALPHA APPROACH



Portable Alpha enables greater flexibility

UNCORRELATED SOURCES OF ALPHA

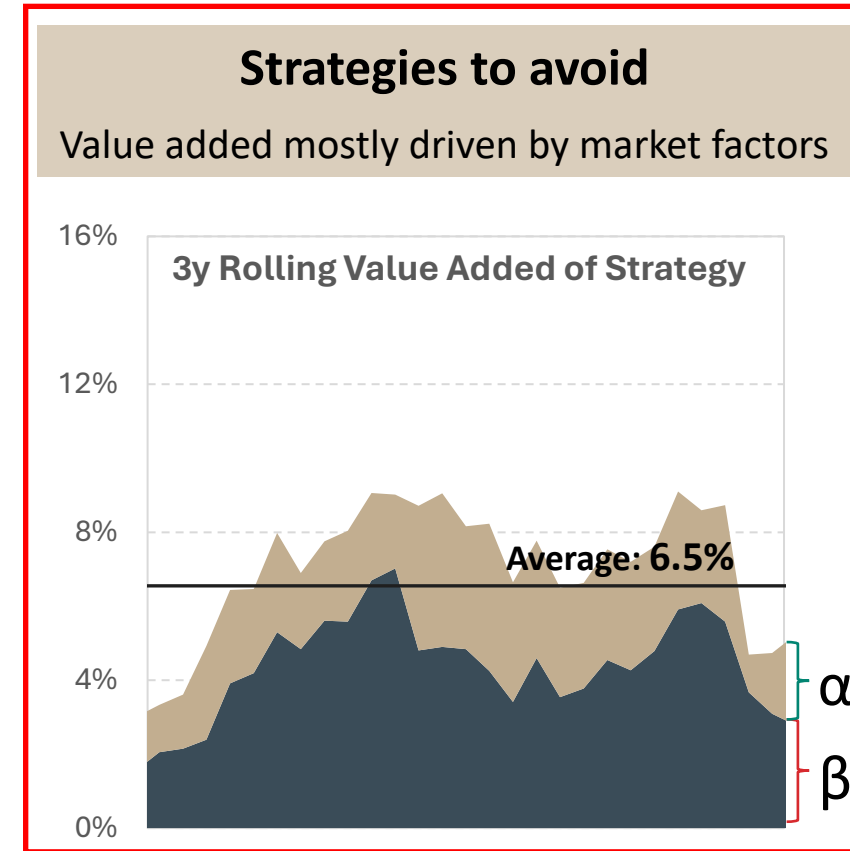
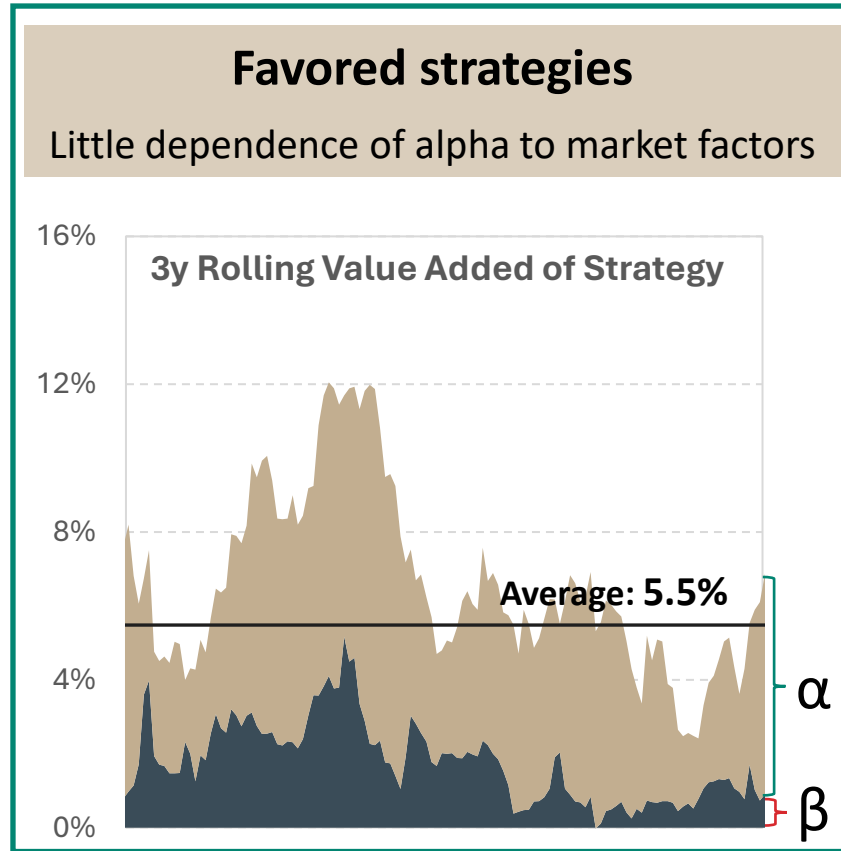
A key element for optimal portfolio construction



Looking for a greater number of uncorrelated strategies
in an effort to provide for better risk-adjusted performance

STRATEGY SELECTION

Seeking pure alpha to enable true diversification



- Portion of value added explained by manager's expertise (alpha)
- Portion of value added explained by market factors (beta)

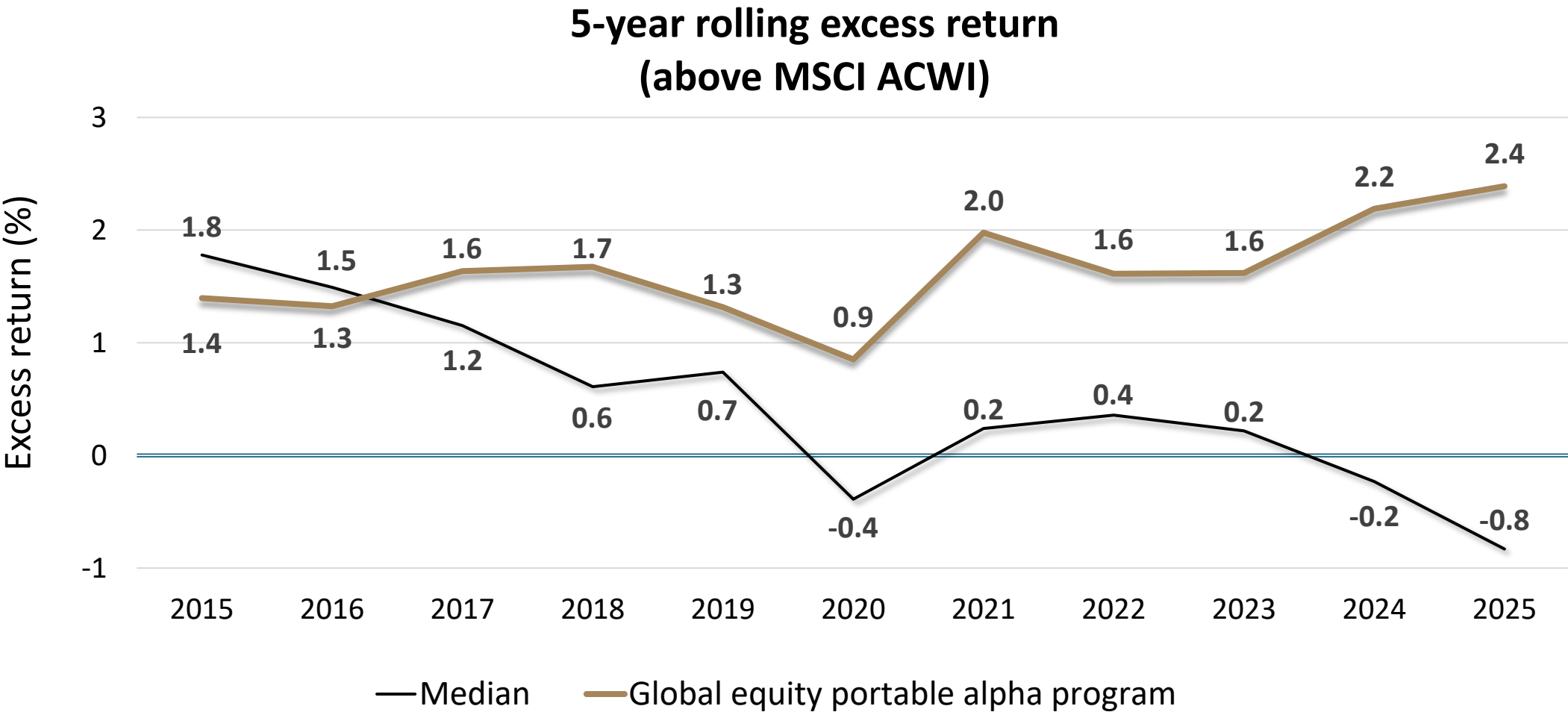
IN-HOUSE RISK MANAGEMENT

The integral piece of portfolio construction



THE RESULTS

Portable Alpha enabled stable and consistent value added



Source: Nasdaq eVestment, calculated monthly using the MSCI ACWI Index. Investment universe: All Global Equity (1,603 observations), as of September 30, 2025.
Performance disclosures available upon request.

SUMMARY

A total portfolio approach for global equity mandates



LOOK BEYOND LONG-ONLY MANAGERS

Less constrained mandates offer attractive opportunities



INCREASE UNCORRELATED STRATEGIES

Research focused on pure skill, delivering strategies that avoid simple reliance on beta



IN-HOUSE RISK MANAGEMENT

Strick oversight of the portfolio's exposures will enable consistent alpha generation