

Alternative Approaches to Equity Investing: A Focus on Quality

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Introduction

From 2017 to 2021, global equities as measured by the MSCI World Index generated annualized returns of approximately 15%, with three of those five calendar years notching gains above 20%.¹ Given the strength of index returns, investors could comfortably allocate to equities without a focus on the quality of companies or allocations.

However, with the onset of inflationary pressures and economic growth concerns that began in 2022, investor sentiment towards equities has grown more cautious. Given the current level of uncertainty, we believe the ability to generate alpha rather than relying solely on beta is more important in today's environment.

While there are a wide variety of equity-oriented hedge fund strategies, the current market environment may be more conducive to a narrower set of opportunities.

In particular, we believe that two approaches have shown a persistent ability to generate alpha:



SHAREHOLDER ACTIVISM

Take concentrated positions in companies where managers seek to drive positive change



QUANTITATIVE LONG/SHORT EQUITY

Seek to identify long positions in resilient companies while shorting more speculative ones

While on the surface these strategies are quite different in their approach, they do have a key commonality — quality. Both strategies target investing in quality companies and have the potential to generate differentiated results.

¹ Bloomberg, as of May 2023, historical data through December 31, 2021

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Shareholder Activism

IMPLICATIONS OF THE GROWTH IN PASSIVE INVESTING

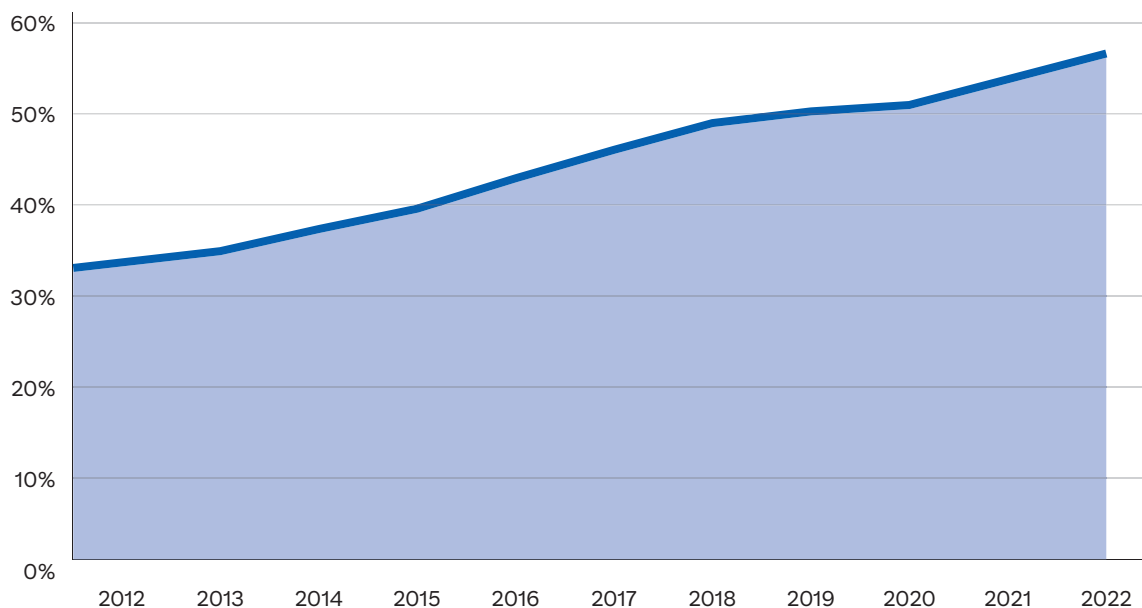
Since the first index-tracking mutual fund was launched in 1975, index funds have grown precipitously. In the last ten years alone, the percentage of capital allocated to passively managed equity ETFs and mutual funds has gone from 33% to 55% (see Figure 1).

Amidst this evolution of end investors, the structure of Boards of Directors of most publicly listed companies has shifted as well. Boards historically prioritized members that held substantial ownership in the company and were highly aligned and incentivized to maximize shareholder value. More recently,

many Boards have instead placed greater value on independent directors who seek to appease this passive investor base with a focus on best practices on a range of issues. While these independent Board members play an important role, they tend to have modest financial interest in the companies, and therefore may not be fully incentivized to maximize shareholder value.

Furthermore, with a greater amount of passive capital invested, active shareholders have smaller stakes and are thus often unable or unwilling to take a stance against management teams.

FIGURE 1 — Passive Percentage Of All Equity Funds



Source: Bloomberg as of December 31, 2022.

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The potential misalignment of the Board coupled with a less engaged shareholder base potentially creates a backdrop where management teams take measures that are aligned with their own compensation and goals rather than acting in the best interest of shareholders.

THE ROLE OF THE ACTIVIST INVESTOR

Public shareholder activism comes in many flavors, but typical campaigns may focus on objectives including a change in management or the Board of Directors, a recapitalization of the company to a more efficient debt/ equity mix, a sale or spinoff of non-core units to unlock value, and initiatives to reduce expenses, among various other company-specific initiatives.

One area where activist investors can be particularly additive to shareholder value is helping to drive better capital allocation decisions. While most public company CEOs are typically industry experts and proven business builders, they can be more focused on execution and growth rather than capital allocation and shareholder returns. Fundamental equity investors, and activists in particular, in contrast have a deep understanding of how the market prices capital and required rates of returns for investment that the high functioning company can leverage to better assess capital allocation decisions.

INGREDIENTS FOR ACTIVISM SUCCESS

While public campaigns tend to garner the headlines, they are often far from the first step, as activist investors typically have years of prior engagement with management teams and Boards, discussing issues ranging from financial performance to capital allocation. However, sometimes the only way enact meaningful change at a company is to do so through a public campaign, including convincing other large shareholders to support change by demonstrating a credible alternative plan.

Creating a plan to enhance shareholder value requires deep fundamental knowledge of a business and its competitive positioning. To get other shareholders aligned, the activist needs credibility that stems from a track record of successful engagement and results, as well as the capital to take a significant stake in the company.

THE ACTIVIST PHILOSOPHY: A PRIVATE EQUITY APPROACH TO PUBLIC MARKETS

Most activist investors take a concentrated approach to portfolio management, with the philosophy that the way to maximize gains is to focus on their highest conviction positions, including those where their efforts could best unlock value. This focus on a smaller number of names allows Activist managers to thoroughly understand the company, business model, industry dynamic, and what is causing a perceived valuation gap. Alongside that deep research will be an evaluation of the existing management team and a plan of engagement. To be effective, the activist must gather support from other investors and/or within the company as being aligned with long-term shareholders.

In sum, the combination of thoughtful portfolio concentration, deep diligence, and hands-on engagement is akin to the approach taken by private equity investors, but one which is undertaken with stakes in the public markets.

QUALITY TARGETS

A company targeted by an activist shareholder does not imply low quality. On the contrary, an activist's fundamental research process typically begins with identifying strong businesses that either have sustainable competitive advantages or operate in industries with considerable barriers to entry. In our opinion, the best activist investors will focus only on the highest quality companies that trade at the widest gap to their intrinsic value, and avoid disadvantaged, lower quality competitors by managing a concentrated and high conviction portfolio. This is likely even more critical in today's environment of economic uncertainty and inflationary pressures, as an activist can focus its portfolio on those businesses that have structural advantages that allow them to have durable revenue growth and pricing power.

A Systematic Approach to Quality Investing

THE QUALITY FACTOR

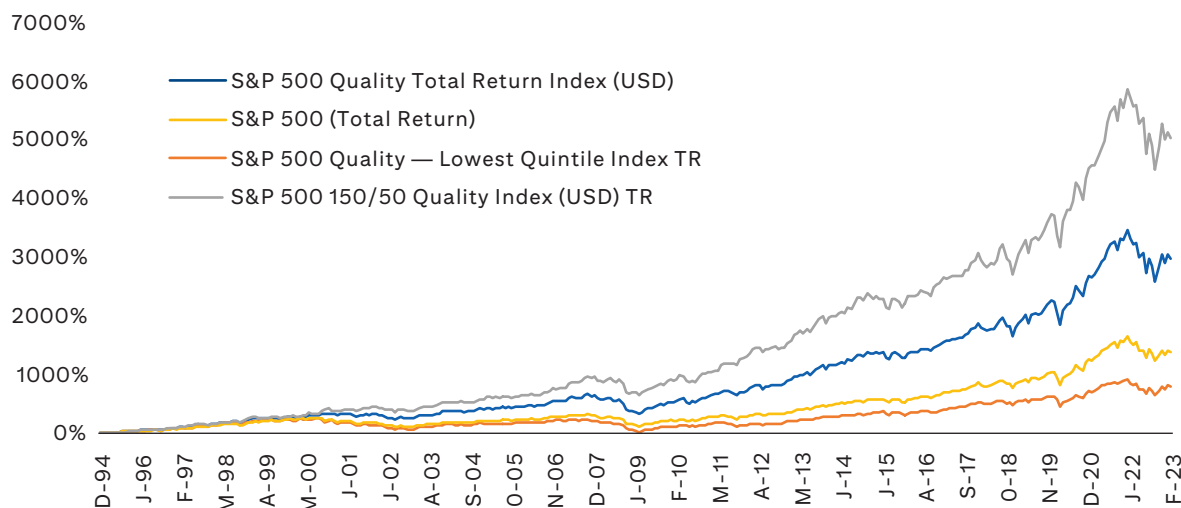
While activist investors are focused on a concentrated number of idiosyncratic investments, systematic investors tend to take a more diversified approach, looking to identify common factors that may drive outperformance. A factor is a unique characteristic that drives returns for an asset. Most investors are familiar with style factors including value, size, and momentum. As factor investing has gained prevalence, more style factors have been identified, including the quality factor. While definitions and measurements of quality depend on the specific implementation, a quality company is generally defined as a company with a strong balance sheet, stable earnings, and high margins. Historically, quality companies have been more defensive in nature and have outperformed the broader market over the long term. This performance is based in fundamentals, as the characteristics mentioned above may leave quality companies less susceptible to contractions in growth than lower quality counterparts.

OUTPERFORMANCE FROM THE QUALITY FACTOR

As an example, the S&P 500 Quality Index is constructed of the top 100 names in the S&P 500 that have the best rankings based on return on equity, accruals ratio which measures earnings quality, and financial leverage ratios. Contrasting the S&P 500 Quality Index, the S&P 500 Quality – Lowest Quintile Index holds the bottom 100 names in the S&P 500 based on the previously mentioned categories. As seen in Figure 2, the Quality Index has outperformed both the S&P 500 and the lower quality counterparts. This performance has come on a better risk-adjusted basis, with a Sharpe of 0.75 for the S&P Quality Index while the S&P 500 delivered a Sharpe of 0.51 and the Quality – Lowest Quintile Index delivered a Sharpe of 0.31.

Furthermore, the chart demonstrates how suitable investors may be able to benefit from a long/short approach. While it is possible to obtain quality exposure via a long-only approach by overweighting quality companies and underweighting lower quality

FIGURE 2 — Cumulative Return



Source: Bloomberg as of March 31, 2023; Past performance is not indicative of future returns. For illustrative purposes only. Indices are unmanaged. An investor cannot invest directly in an index. They are shown for illustrative purposes only and do not represent the performance of any specific investment. Real results may vary.

ones, it also possible to implement quality exposure via a long-short approach by utilizing leverage to short low-quality companies. This allows investors to gain exposure to the spread of quality versus lower quality companies, benefitting when quality companies outperform. In Figure 2, the S&P 500 150/50 Quality Index takes a leveraged long position in the S&P 500 Quality Index and a short position in the S&P 500 Quality – Lowest Quintile Index. The 150/50 index has outperformed the broad index and long-only quality index both from a total return perspective as well as a risk-adjusted perspective (delivering a Sharpe of 0.92). These are just index level returns from the factor, and do not capture the potential outperformance from actively managed portfolios that use quality as a factor.

In addition to better total returns over the long-term, quality exposure has provided investors downside mitigation in challenging market periods. As seen in Figure 3, quality indices have limited losses compared to the broader index as well as lower quality stocks in negative periods for the broader market. Importantly, this has not come at the expense of returns in conducive market environments.

THE QUANTITATIVE APPROACH TO QUALITY INVESTING









Quantitative equity managers have several potential advantages in accessing the quality factor.

First, the systematic approach of quantitative managers allows for thorough screening of a wider universe of equities, resulting in more diversified portfolios to capture the desired factor characteristics.

Additionally, the implementation of the quality factor may vary widely and evolve over time, and quantitative managers should have better access to data and analytics to keep pace. We believe that the largest institutions with strong research capabilities may generate alpha that is above what is attainable from purely accessing the quality factor on an index level.

Finally, quantitative managers can actively adjust the overall beta of the portfolio. For example, the S&P 150/50 Quality Index has a 0.7 beta to the S&P 500 Index; however, managers may target lower beta by increasing short exposure.

FIGURE 3 — Quality Returns During Ten Best and Worst Months for the S&P 500

	S&P 500 Quality Total Return Index (USD)	S&P 500 Quality — Lowest Quintile Index (USD, Total Return)	S&P 500 150/50 Quality Index (USD, Total Return)	S&P 500 Index (Total Return)
TEN WORST MONTHS FOR THE S&P 500 Average Return	-9.19% 	-13.03% 	-7.24% 	-11.01% 
TEN BEST MONTHS FOR THE S&P 500 Average Return	9.23% 	11.57% 	8.13% 	9.82% 

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Conclusion

Given market volatility and uncertainty over the past year, as suitable, we believe select hedge fund strategies that seek quality companies may present a way to invest in the equity markets as compared to

traditional long-only strategies. While each approach has its own distinct potential advantages and risks, we believe they merit consideration for an allocation within a variety of suitable investment portfolios.

Glossary

Activist (or Shareholder Activist) strategies may obtain or attempt to obtain representation of the company's board of directors in an effort to impact the firm's policies or strategic direction and in some cases may advocate activities such as division or asset sales, partial or complete corporate divestiture, dividend or share buybacks, and changes in management. Strategies employ an investment process primarily focused on opportunities in equity and equity related instruments of companies which are currently or prospectively engaged in a corporate transaction, security issuance/repurchase, asset sales, division spin-off or other catalyst oriented situation. These involve both announced transactions as well as situations which pre-, post-date or situations in which no formal announcement is expected to occur. Activist strategies are distinguished from other Event Driven strategies in that, over a given market cycle, Activist strategies would expect to have greater than 50% of the portfolio in activist positions, as described.

Credit strategies generally buy and sell fixed-income securities, such as high-yield bonds, distressed bonds, structured credit, and their derivatives. Managers look for a relative value between the senior and junior securities of the same corporate issuer. They also trade securities of equivalent credit quality from different corporate issuers, or different tranches, in the complex capital of structured debt vehicles like mortgage-backed securities (MBSs) or collateralized loan obligations (CLOs). Credit hedge funds focus on credit rather than interest rates.

Distressed strategies invest in distressed debt. This type of debt can be loosely defined as the obligations of companies that have filed for bankruptcy or are very likely to file for bankruptcy in the near future. Hedge funds that invest in distressed debt purchase the bonds of firms that have filed for bankruptcy or are likely to do so in the near future.

Equity hedge strategies maintain positions both long and short in primarily equity and equity derivative securities. A wide variety of investment processes can be employed to arrive at an investment decision, including both quantitative and fundamental techniques; strategies can be broadly diversified or narrowly focused on specific sectors and can range broadly in terms of levels of net exposure, leverage employed, holding period, concentrations of market capitalizations and valuation ranges of typical portfolios. Equity Hedge managers would typically maintain at least 50% exposure to, and may in some cases be entirely invested in, equities - both long and short. EH is further subdivided into 7 sub-strategies.

Equity long/short strategies take long positions in stocks that are expected to appreciate and short positions in stocks that are expected to decline. A long-short equity strategy seeks to minimize market exposure while profiting from stock gains in the long positions, along with price declines in the short positions.

Equity market neutral is an investment strategy in which the portfolio manager attempts to exploit differences in stock prices by being long and short an equal amount in closely related stocks.

Event-driven strategies maintain positions in companies currently or prospectively involved in corporate transactions of a wide variety including but not limited to mergers, restructurings, financial distress, tender offers, shareholder buybacks, debt exchanges, security issuance or other capital structure adjustments. Security types can range from most senior in the capital structure to most junior or subordinated, and frequently involve additional derivative securities. Event Driven exposure includes a combination of sensitivities to equity markets, credit markets and idiosyncratic, company specific developments. Investment theses are typically predicated on fundamental characteristics (as opposed to quantitative), with the realization of the thesis predicated on a specific development exogenous to the existing capital structure.

Hedge funds are composed of investment managers employing different investment styles as characterized by different sub categories – HFRI Equity Long/Short: Positions both long and short in primarily equity and equity derivative securities; HFRI Credit: Positions in corporate fixed income securities; HFRI Event Driven: Positions in companies currently or prospectively involved in wide variety of corporate transactions; HFRI Relative value: Positions based on a valuation discrepancy between multiple securities; HFRI Multi Strategy: Positions based on realization of a spread between related yield instruments; HFRI Macro: Positions based on movements in underlying economic variables and their impact on different markets; Barclays Trader CTA Index: The composite performance of established programs (Commodity Trading Advisors) with more than four years of performance history.

Merger arbitrage strategies employ an investment process primarily focused on opportunities in equity and equity related instruments of companies which are currently engaged in a corporate transaction. Merger Arbitrage involves primarily announced transactions, typically with limited or no exposure to situations which pre-, post-date or situations in which no formal announcement is expected to occur. Opportunities are frequently presented in cross border, collared and international transactions which incorporate multiple geographic regulatory institutions, with typically involve minimal exposure to corporate credits. Merger Arbitrage strategies typically have over 75% of positions in announced transactions over a given market cycle.

MSCI World Index covers large- and mid-cap equities across 23 Developed Markets countries. With 1,603 constituents, the index covers approximately 85% of the free float-adjusted market capitalization in each country.

Multi-strategy hedge funds combine different single hedge fund strategies in one portfolio and differentiate considerably from each other. Most often, such portfolios include a variety of long-short, relative value and event-driven strategies.

Quant strategy is an investment fund that selects securities based on quantitative analysis. In a quant fund, the managers build computer-based models to determine whether an investment is attractive. In a pure “quant shop” the final decision to buy or sell is made by the model; however, there is a middle ground where the fund manager will use human judgment in addition to a quantitative model.

Recapitalization involves exchanging one type of financing for another – debt for equity, or equity for debt. One example is when a company issues debt to buy back its equity shares. The purpose of recapitalization is to stabilize a company’s capital structure.

Relative value strategies maintain positions in which the investment thesis is predicated on realization of a valuation discrepancy in the relationship between multiple securities. Managers employ a variety of fundamental and quantitative techniques to establish investment theses, and security types range broadly across equity, fixed income, derivative or other security types. Fixed income strategies are typically quantitatively driven to measure the existing relationship between instruments and, in some cases, identify attractive positions in which the risk adjusted spread between these instruments represents an attractive opportunity for the investment manager. RV position may be involved in corporate transactions also, but as opposed to ED exposures, the investment thesis is predicated on realization of a pricing discrepancy between related securities, as opposed to the outcome of the corporate transaction.

S&P 500 Index is a capitalization-weighted index that includes a representative sample of 500 leading companies in leading industries of the US economy. Although the S&P 500 focuses on the large-cap segment of the market, with over 80% coverage of US equities, it is also an ideal proxy for the total market.

S&P 500 150/50 Quality Index takes a leveraged long position in the quality index and a short position in the lowest quintile index.

S&P 500 Lowest Quintile Index tracks the lowest 100 companies in the S&P 500 based on return on equity, accrual ratios, and financial leverage

S&P 500 Quality Index tracks the top 100 companies in the S&P 500 based on return on equity, accrual ratios, and financial leverage.

Structured credit is an investment strategy which involves pooling similar debt obligations and selling off the resulting cash flows. Structured credit products are created through a securitization process, in which financial assets such as loans and mortgages are packaged into interest-bearing securities backed by those assets, and issued to investors. This, in effect, re-allocates the risks and return potential involved in the underlying debt.

Volatility strategies generally focus on the equity or index volatility space, but are also able to trade volatility over a number of different markets, including commodities and currencies.

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- lack of liquidity in that there may be no secondary market for the fund and none is expected to develop;
- volatility of returns;
- restrictions on transferring interests in the fund;
- potential lack of diversification and resulting higher risk due to concentration of trading authority when a single advisor is utilized;
- absence of information regarding valuations and pricing;
- complex tax structures and delays in tax reporting;
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