

A View from Above: A Sovereign's Take on Risk & Reward

Italian Pension Fund Day, 2016

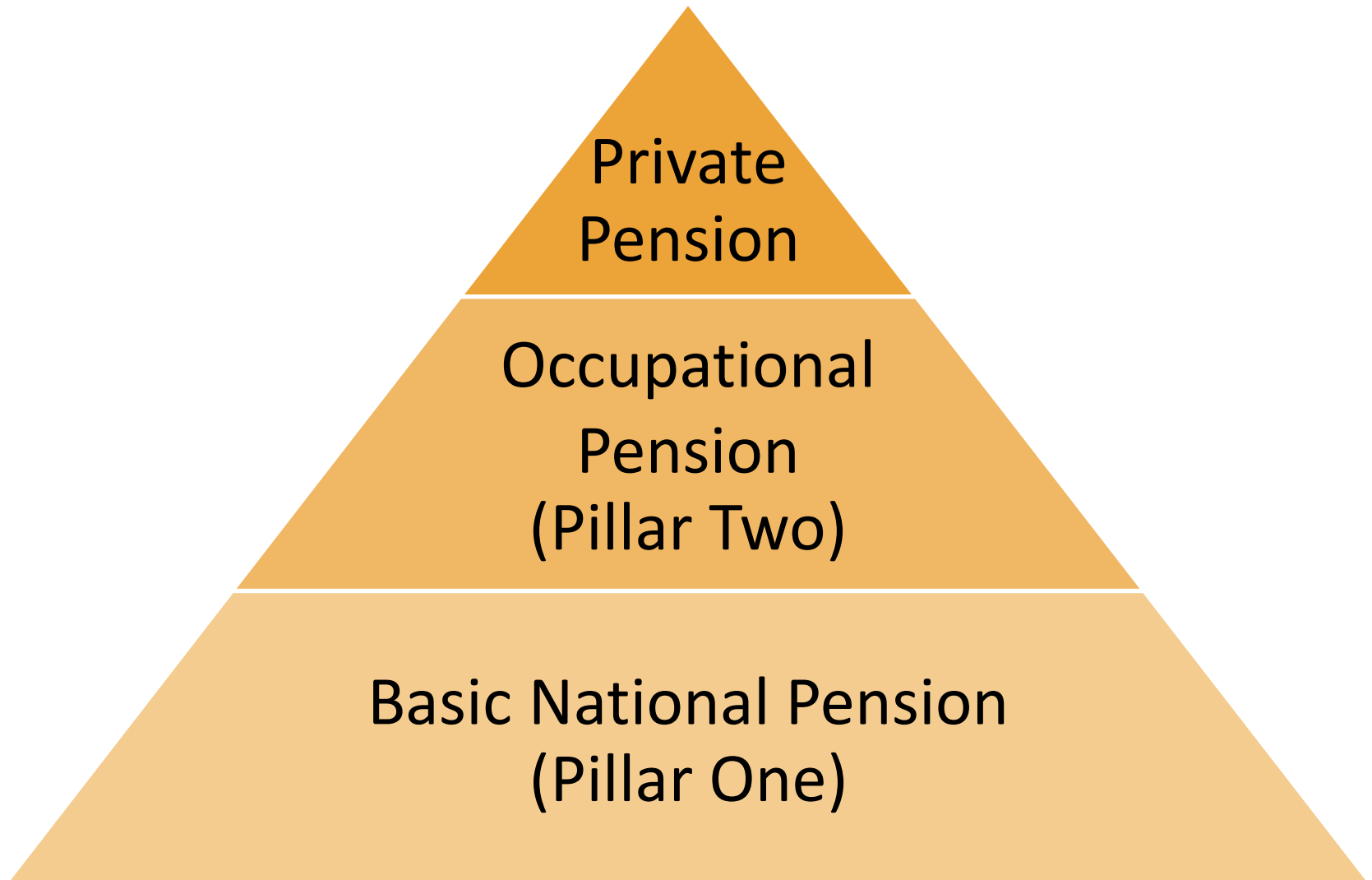
Naples, May 10, 2016



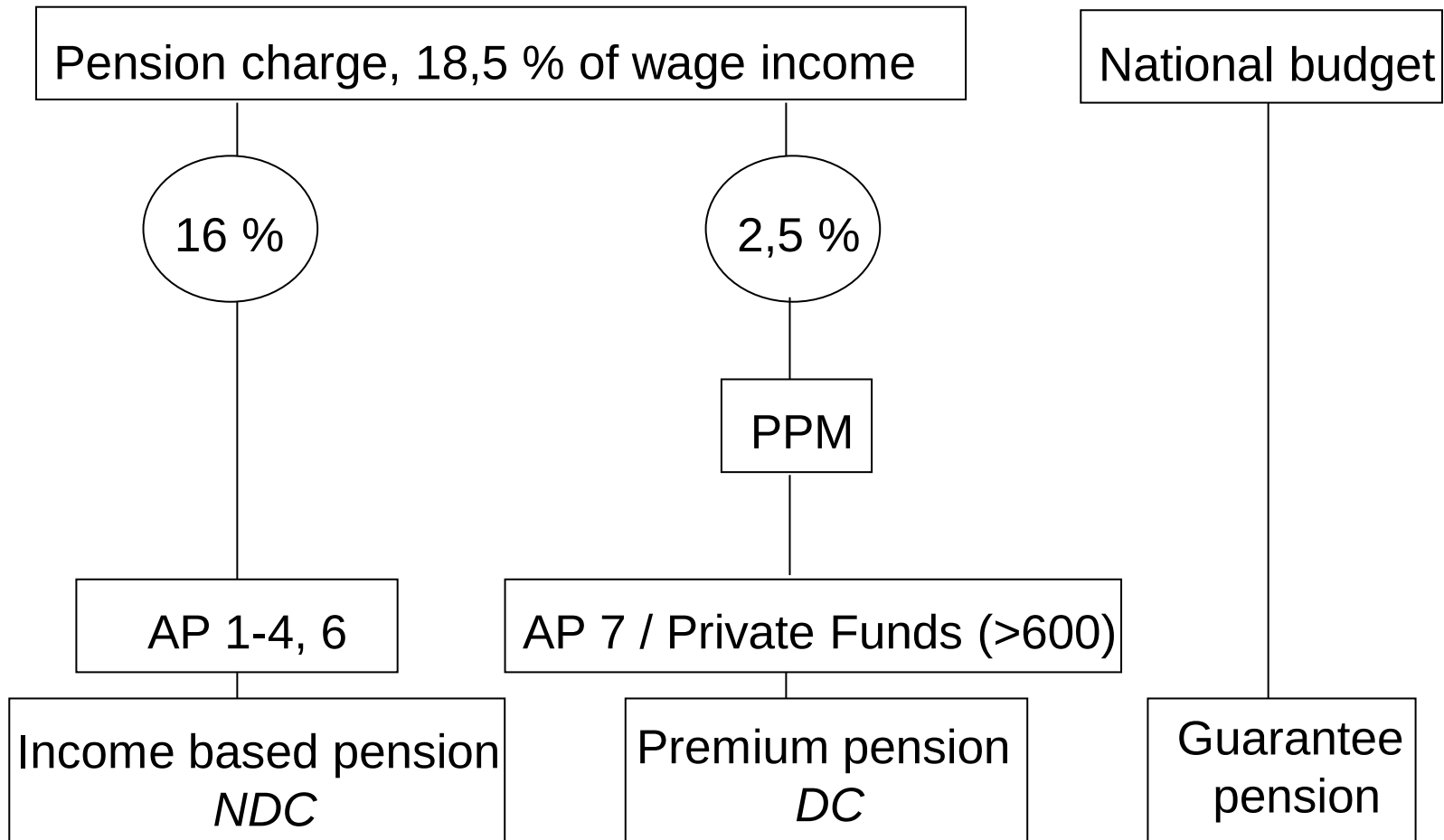
Backdrop to Reformed Pension System

- Reform driven by demographics.
- From DB system to NDC system in 2001.
- Autonomous Pension System.
- Fixed fee level (18,5 %).
- Longevity risk borne by beneficiaries.
- Interest-rate risk and inflation risk are subordinate risks.
- Reform aims at better incentive structure.
- Four new AP-funds with extended freedom to invest.
- A few quantitative restrictions that binds.

The three pillars of a pension system



Basic National Pension System at a glance



Investment objectives

- Parliament has assigned unambiguous *principles* for AP-funds investment objectives.
- AP-funds shall take financial risk *efficiently* with a clear focus on *future pensions*.
- AP-funds can effect future pensions only through its influence on the “break” mechanism.
- Minimize the consequences on future pensions from “break” activation.
- Economic and Industrial Policy objectives explicitly banned.
- ESG-factors should be considered (Policy) but not to be traded off against returns.
- Long-term return objective is 4,5 % real, whereof 0,5 percentage point active return.

The Only Two Basic Sources of Portfolio return

("beta" and "alpha")

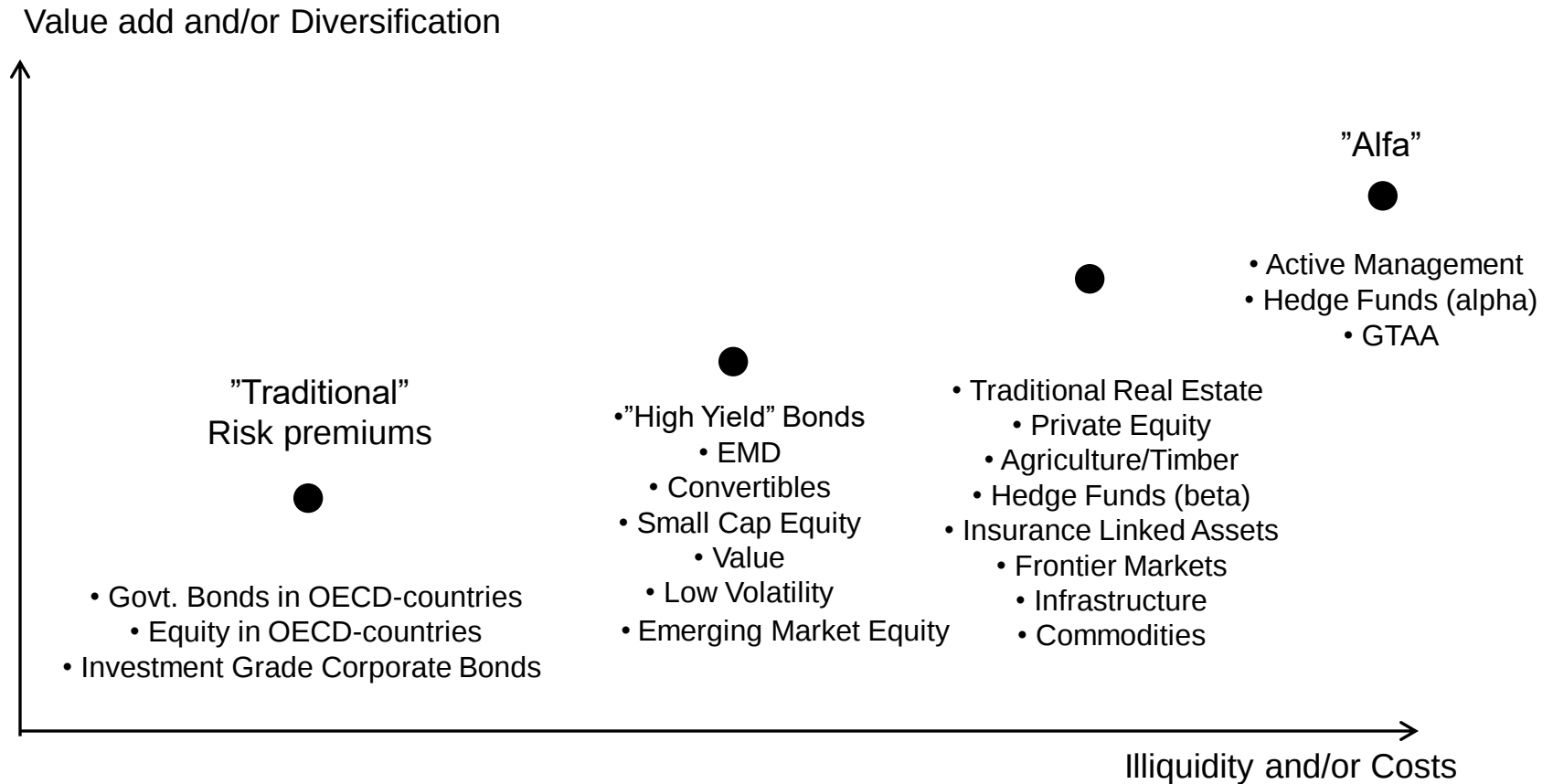
Exposure to economically motivated Risk Premiums ("beta")

- Systematic Risk Premiums
- Passive
- Low frequency ("Long term")
- "Public" Good
- Low Cost
- Low(er) diversification
- Does not require inefficient markets
- Investing *with* the market
- Makes up ~ 90 % of expected return

Exploiting of inefficiencies ("alpha")

- Sporadic inefficiencies
- Active
- High(er) frequency ("Short term")
- "Zero-sum" Game
- High(er) Cost
- High Diversification
- Requires *inefficient* markets
- Investing *against* the market
- Makes up ~ 10 % of expected return

Investment Policy Roadmap



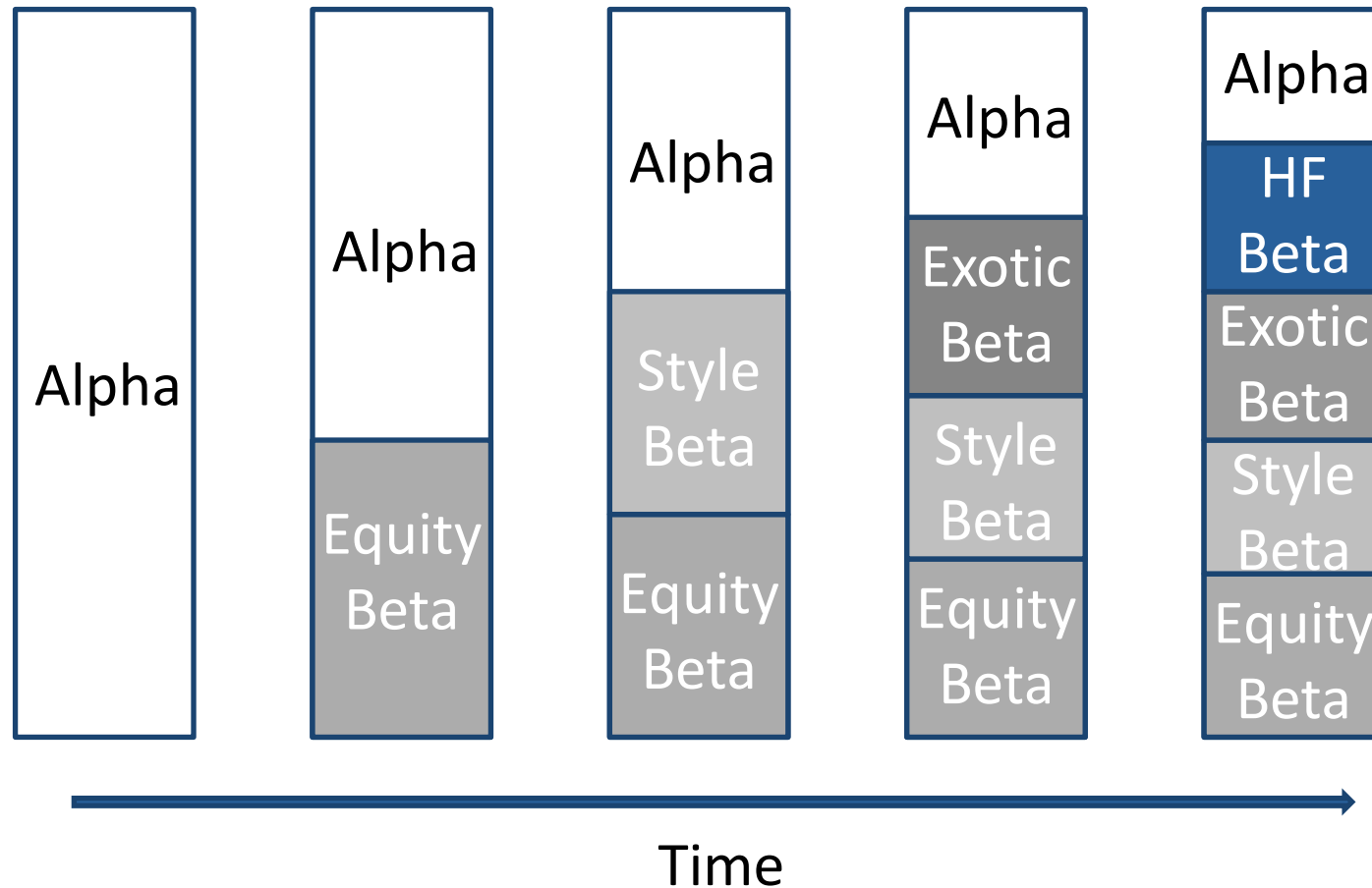
Factor-based equity investing

- “Smart beta” a misnomer
 - Flaws in market-cap weighting – “Lazy beta”
 - Overweighting overvalued stocks and underweighting undervalued stocks
- Priced risk-factors or behavioral biases – does it matter?
 - Eugene Fama or Robert Shiller – the Nobel committee undecided in 2013?
 - Extended CAPM can comprise risk-factors but not anomalies.
- Investment motives remain
 - Large-cap growth likely to generate a “return-drag” also in future
 - Better diversification and less concentrated portfolios
 - More defensive exposure to equity risk
- Implementation and Governance
 - Long-only portfolios managed by in-house Quant Team
 - Time-varying risk-premiums
 - Part of policy portfolio rather than active portfolio

Alternative Risk Premiums

- Exposure to systematic risk premiums (β) and the exploiting of market inefficiencies (α) are key (only) portfolio return drivers.
- Traditional CAPM and MV not sufficient to capture ARP.
- Hedge Fund returns produce lower or even negative alpha when proper considerations to risk factors and distributions are taken.
- There is no denial that HF can generate (pure) alpha – but it is less capacity than one might be misled to believe.
- Exposure to ARP is not the same as HF replication.
- Financial engineering skills is not the same as investment insights.

The Transformation of Alpha into Beta



A selection of Alternative Risk Premiums

- **Currency Carry**
 - Compensation for unexpected and sharp currency depreciation – “Peso problem”.
- **Merger Arbitrage**
 - Compensation for the risk of deal failure.
- **Convertible Arbitrage**
 - Compensation for illiquidity associated with the embedded optionality of the convertible bond itself.
- **Short Volatility**
 - Compensation for supplying other equity investors with tail risk protection.
- **Insurance Linked Securities**
 - Compensation for supplying the Insurance industry with tail risk protection.
- **Dividend Futures**
 - Compensation for off-loading dividend risk from Investment Banks.

Present Strategic Portfolio

