



HKRSA x Wellington Management Webinar

Rethinking core equity – in search of investment alpha

Wednesday, 22 July 2026
11:00am

OPENING REMARKS



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Wellington Management

KEYNOTE SPEECH



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Wellington Management



Where is Equity Alpha Hiding?

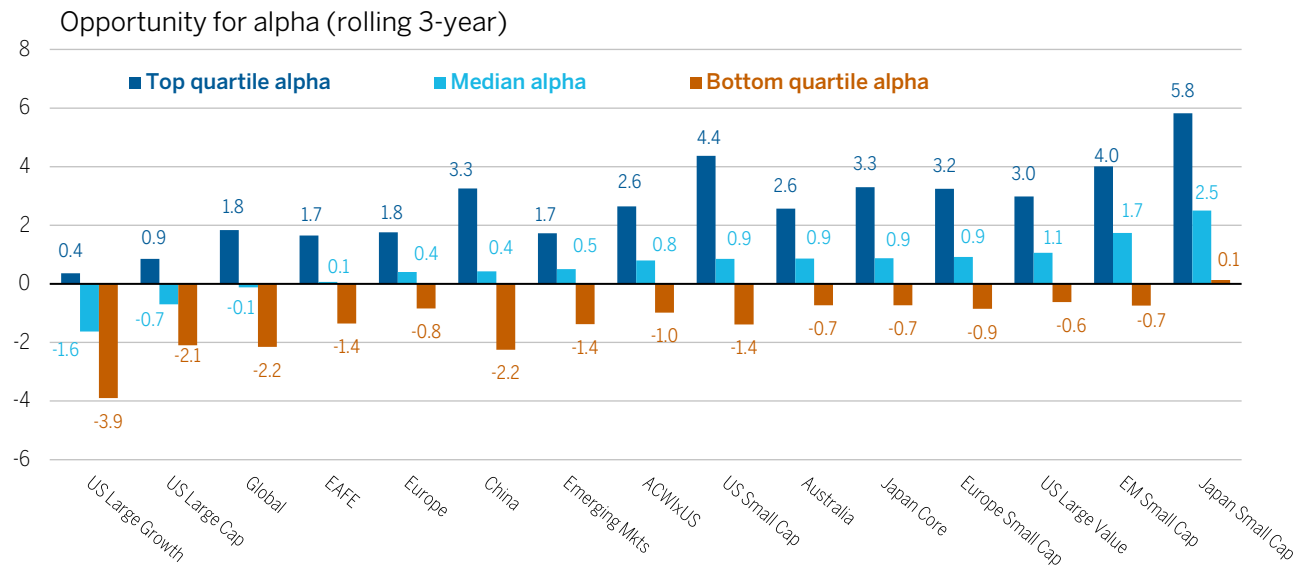
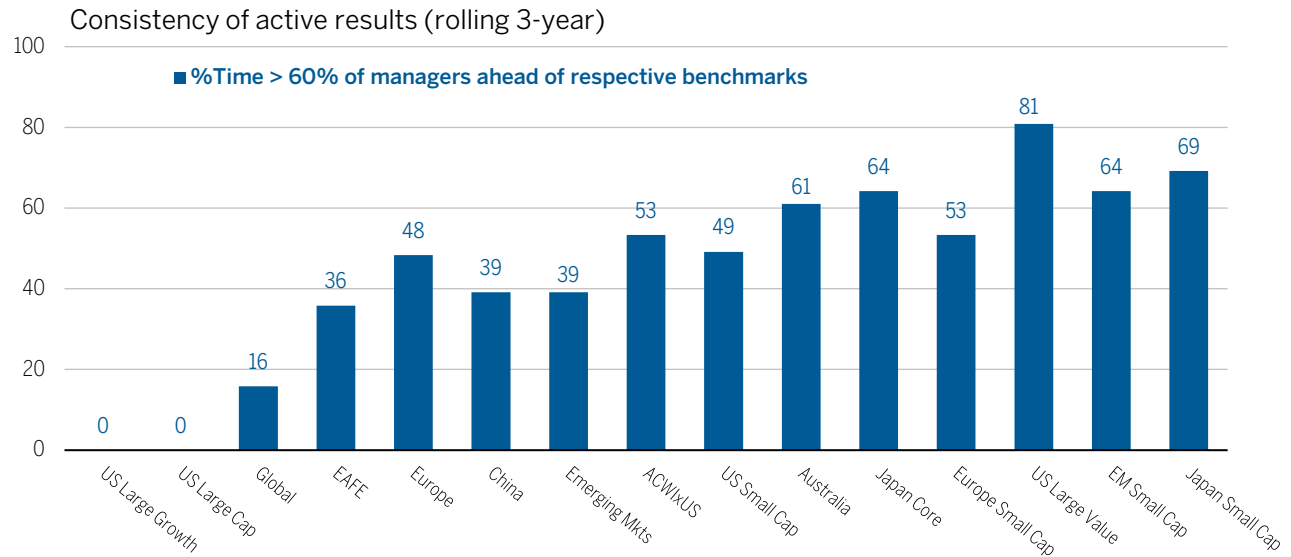
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Efficiency Framework

Active results across categories

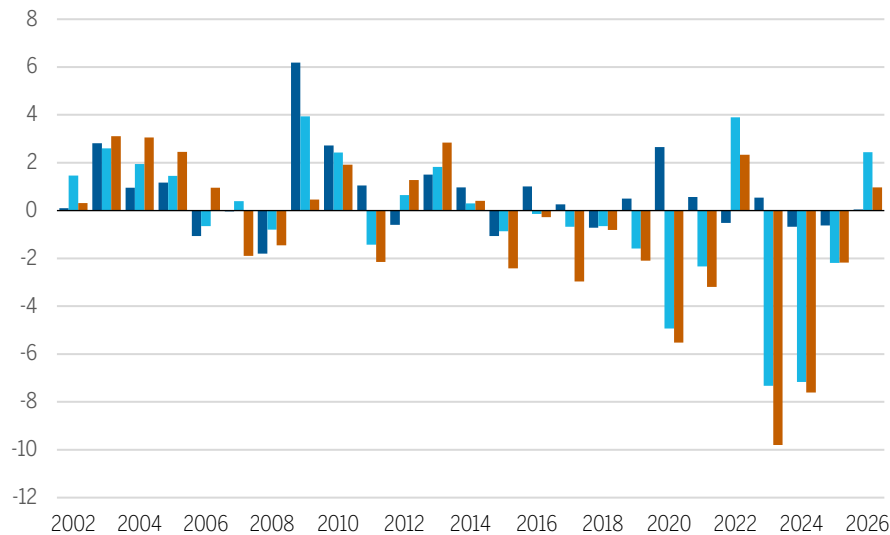


Sources: eVestment, FactSet financial data and analytics, S&P, FTSE Russell, MSCI, TOPIX, Wellington Management | The information is showing the monthly median value for the 10-year period from 31 December 2015 – 31 December 2025 per region. | Start date for the rolling period is 31 January 2016. | **PAST INDEX OR THIRD PARTY PERFORMANCE DOES NOT PREDICT FUTURE RETURNS.** | Please see "Active manager universe definitions" page for additional information.

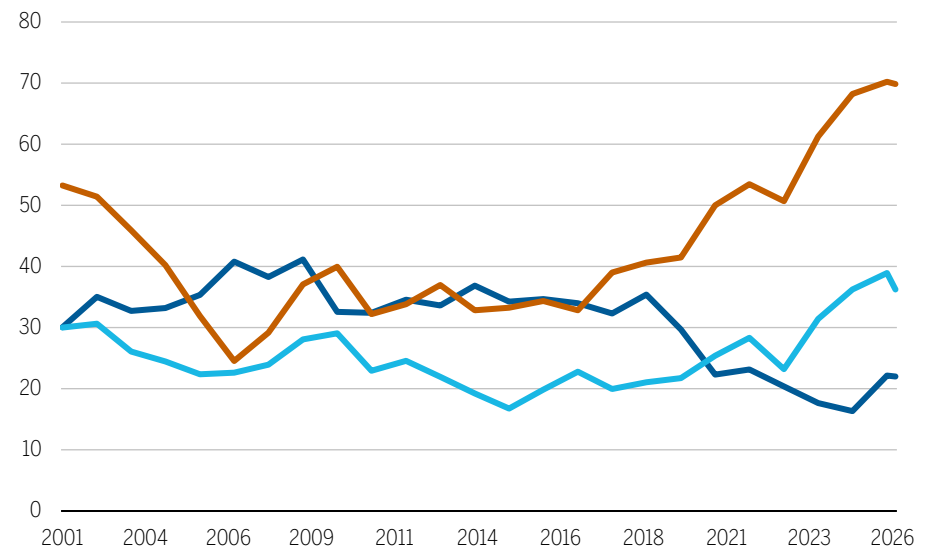
US index concentration

Are Non-US equity benchmarks getting more concentrated?

Annual "alpha hurdle" from not owning stocks >1% of index



Weight of names >1%



■ Russell 1000 Value ■ Russell 1000 ■ Russell 1000 Growth

WHAT WE ARE SEEING

Core & Growth indices becoming more concentrated than anytime in recent history.

First quarter 2026 shows a slight reversal from prior two years providing some relief.

By comparison, the Value index is as diversified as it's been.

The performance hurdle from not owning the top stocks in the index in Core & Growth has been material in 6 out of the last 8 years.

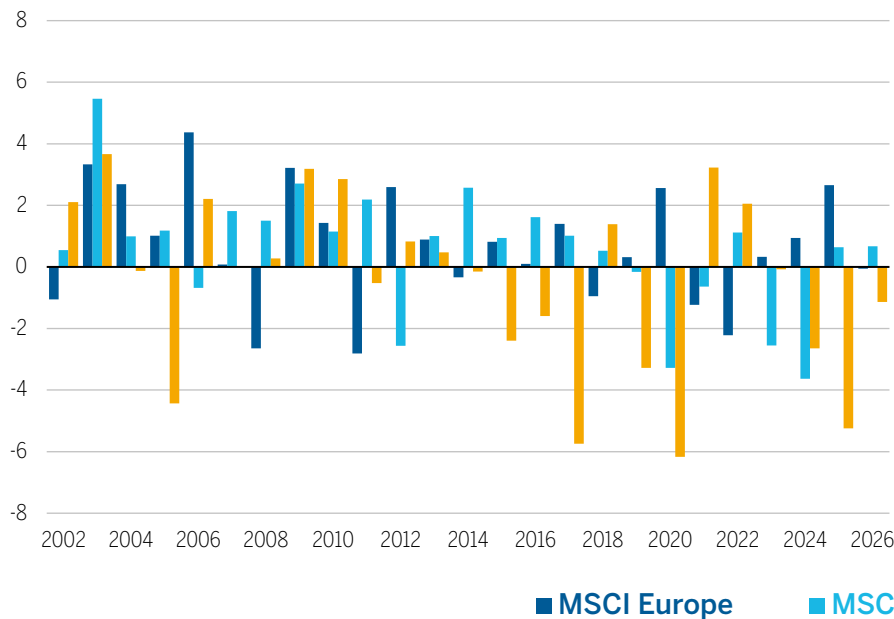
Risk management positions are increasingly important for core & growth strategies

Sources: FactSet financial data and analytics (calculations), Russell (style universes), Wellington Management | **PAST INDEX OR THIRD PARTY PERFORMANCE DOES NOT PREDICT FUTURE RETURNS.** | Chart data: 31 December 2001 to 31 March 2026.

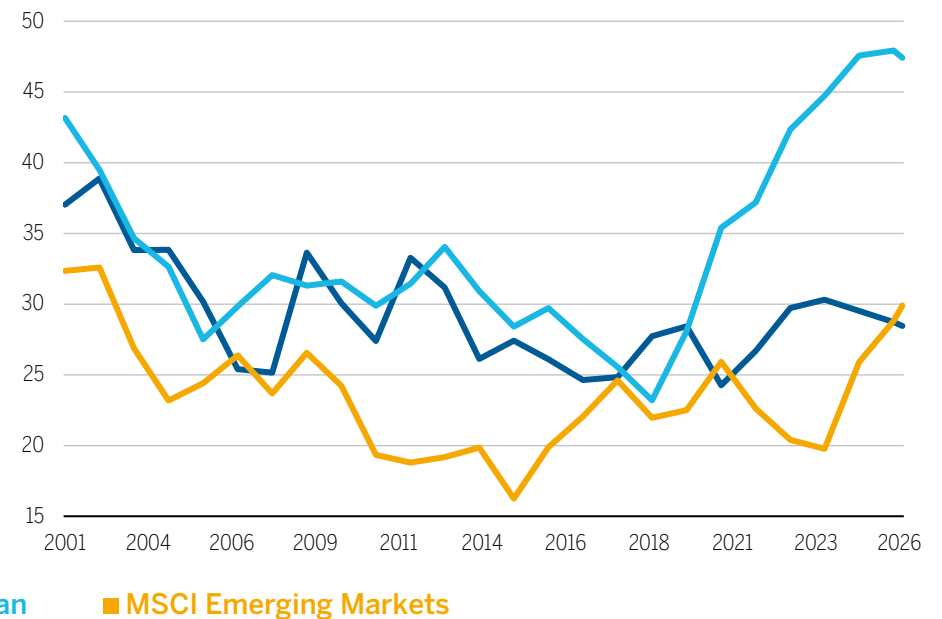
Non-US index concentration

Are Non-US equity benchmarks getting more concentrated?

Annual "alpha hurdle" from not owning stocks >1% of index



Weight of securities >1%



WHAT WE ARE SEEING

Less consistent alpha hurdle in Non-US from not owning large index weights.

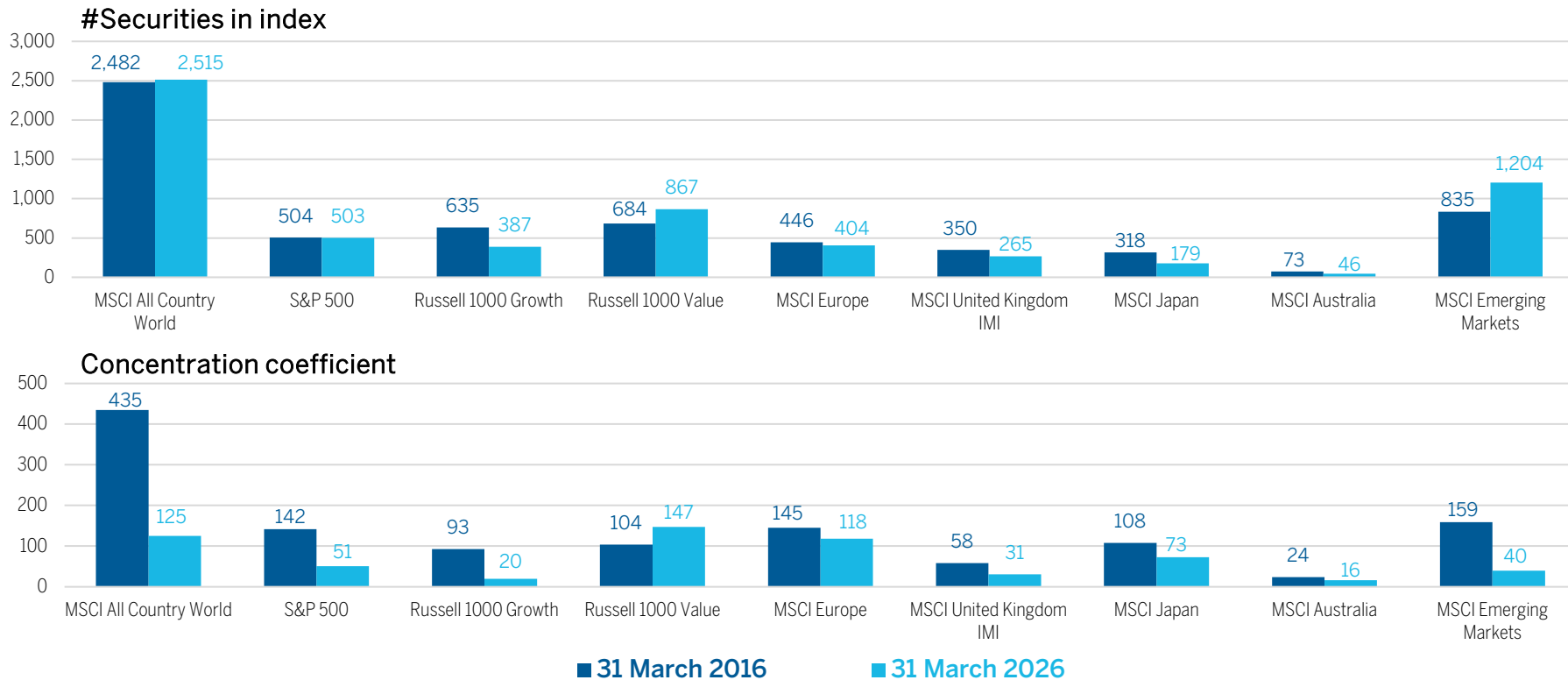
Risk management positions increasingly important for Japan.

Emerging markets less concentrated than history but higher again recently.

Sources: FactSet financial data and analytics (calculations), MSCI (regional universes), Wellington Management | **PAST INDEX OR THIRD PARTY PERFORMANCE DOES NOT PREDICT FUTURE RETURNS.** | Chart data: 31 December 2001 to 31 March 2026.

Not all “breadth” is the same

Examining a measure of hidden index concentration



WHAT WE ARE SEEING

An increase in index concentration across a wide variety of popular equity benchmarks

When measuring breadth based on # securities, benchmarks with a fixed number of securities imply no change in the breadth of opportunity

The concentration coefficient (CC) is a measure that expresses concentration as an equivalent number of equal-weighted holdings. The more concentrated the market cap becomes in fewer stocks the lower the number.

Active strategies that hope to beat such concentrated indices need to focus on portfolio construction that combats index concentration (e.g. holding risk positions)

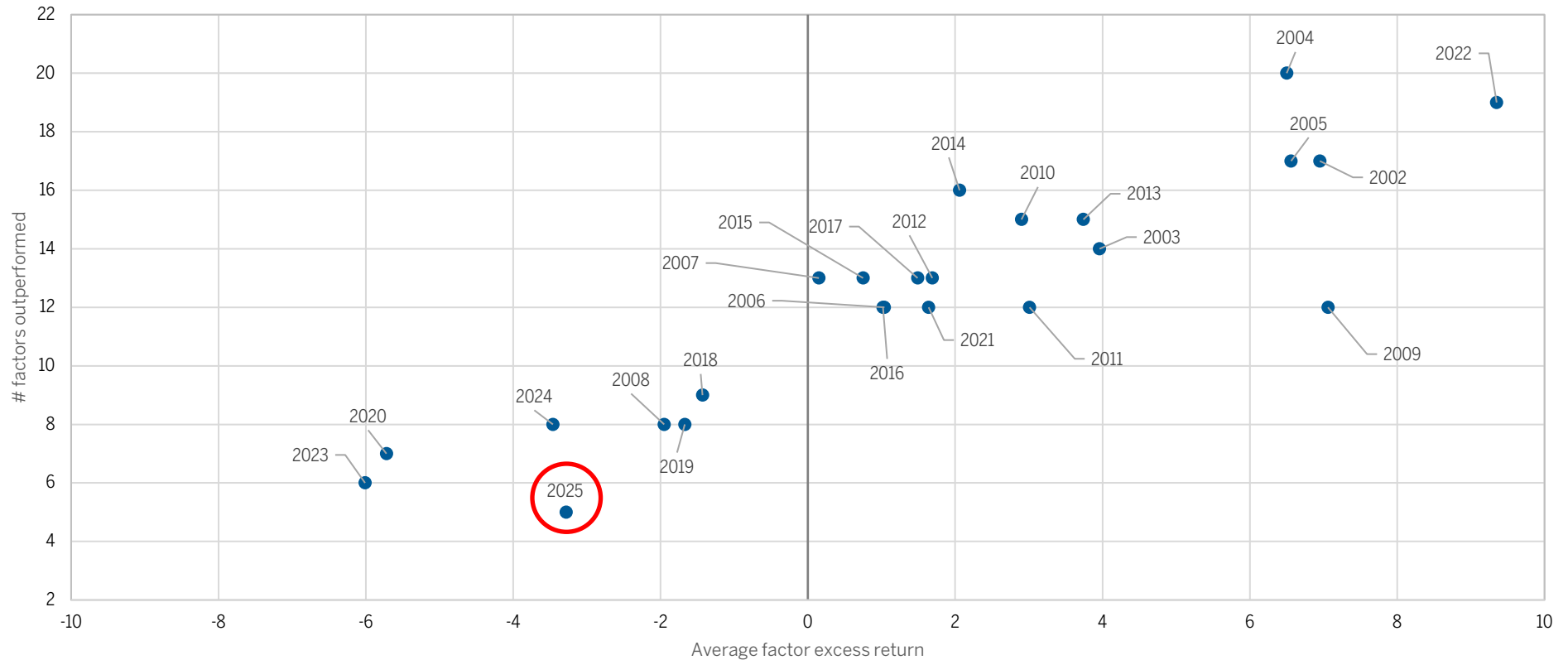
Sources: MSCI, Russell & S&P. | The Concentration Coefficient is defined as the reciprocal of the sum of the squares of the weights of the holdings in a portfolio. This expresses portfolio concentration as the equivalent number of equal-weighted holdings. | Chart data: 31 March 2016 and 31 March 2026.

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Breadth of US factor performance

Particularly challenging environment for many investment styles

Breadth of factor outperformance vs. average return



WHAT WE ARE SEEING

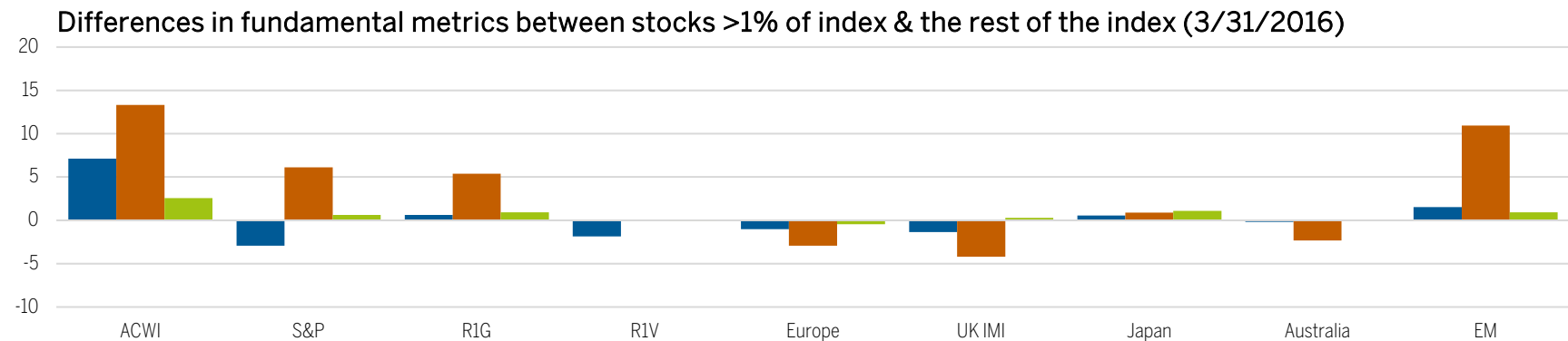
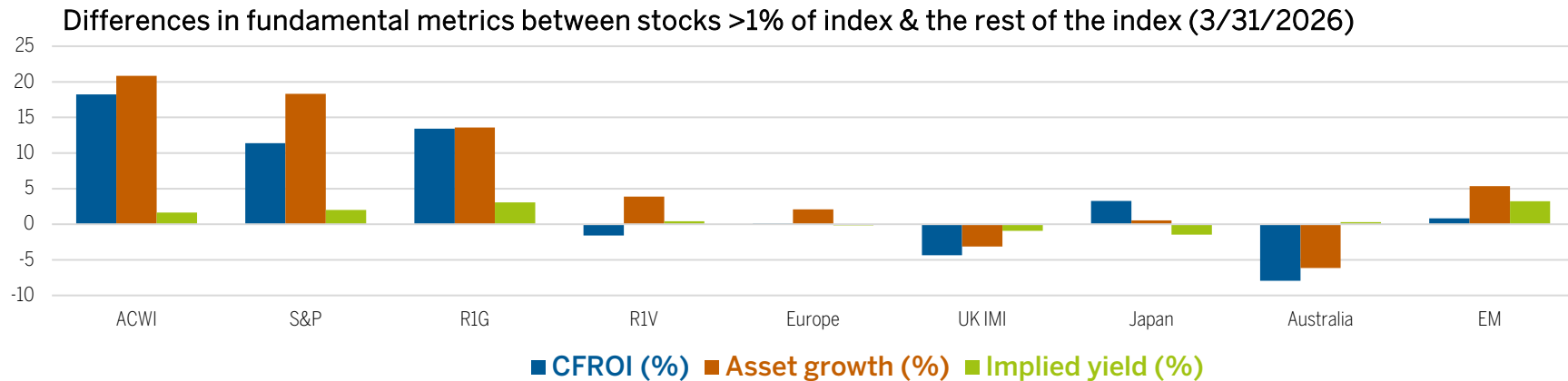
Last year was a particularly challenging environment for many investment styles

The breadth of outperformance across our proprietary factor database matched a historical low, and the average factor's excess return was very poor

Sources: Wellington Management | **PAST PERFORMANCE DOES NOT PREDICT FUTURE RETURNS. AN INVESTMENT CAN LOSE VALUE.** | Chart data: 31 January 2002 to 31 December 2025.

Why some narrow markets might be easier to beat

Examining the relative fundamentals of the largest index weights



WHAT WE ARE SEEING

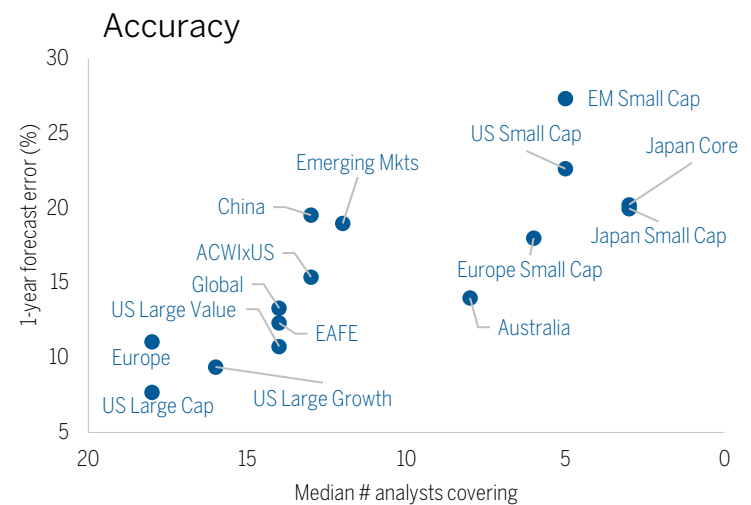
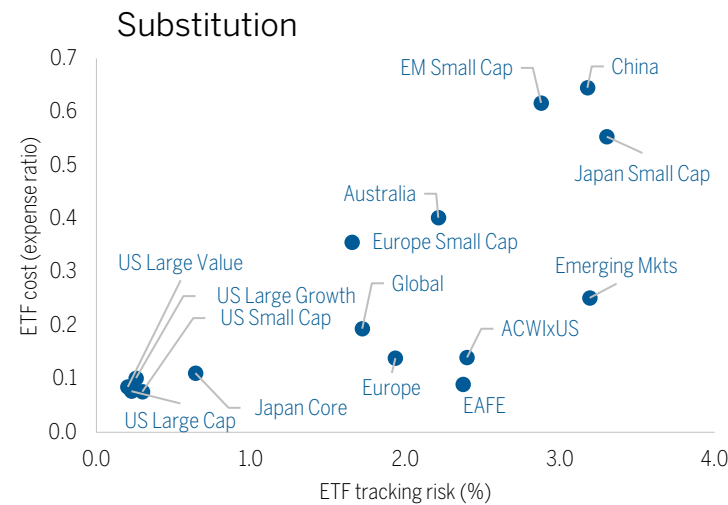
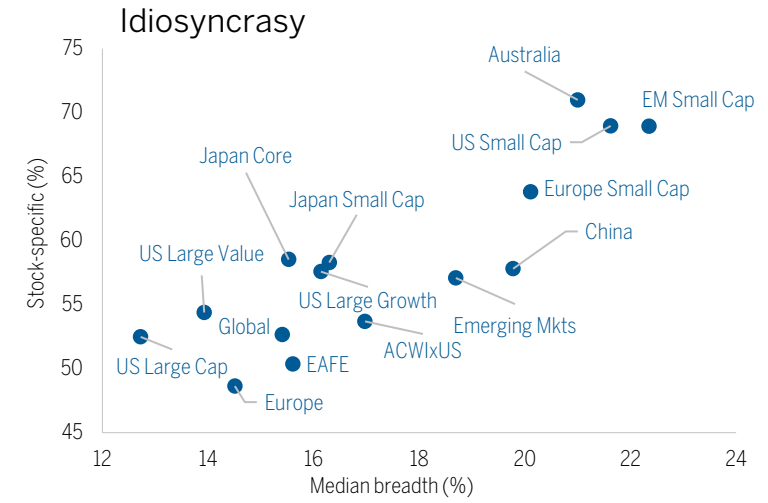
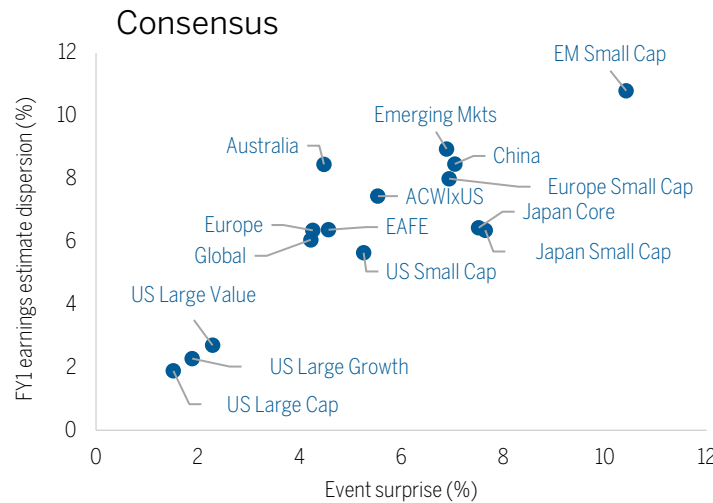
High index concentration seems to be related to the difficulty for active managers to beat an index.

However, that relationship doesn't hold across all markets.

Sources: MSCI, Russell, S&P & UBS HOLT. | **PAST INDEX OR THIRD PARTY PERFORMANCE DOES NOT PREDICT FUTURE RETURNS.** | Chart data: 31 March 2016 and 31 March 2026.

Efficiency Framework

Median results across categories



The information is showing the monthly median value for the 10-year period ending 31 December 2025 per region. ETF cost and tracking error data is a snapshot as of 31 December 2025 and is based on a sample of top AUM ETFs per region (US listed). The ETFs chosen were the top 4 ETFs focused on each geographic region based on AUM. Only ETFs that are listed and trade on US exchanges were considered. | Sources: eVestment, Bloomberg Index Services Limited | Please see "Active manager universe definitions" page for additional information.

Recalibrating Equities

Efficiency scorecard

Data suggests

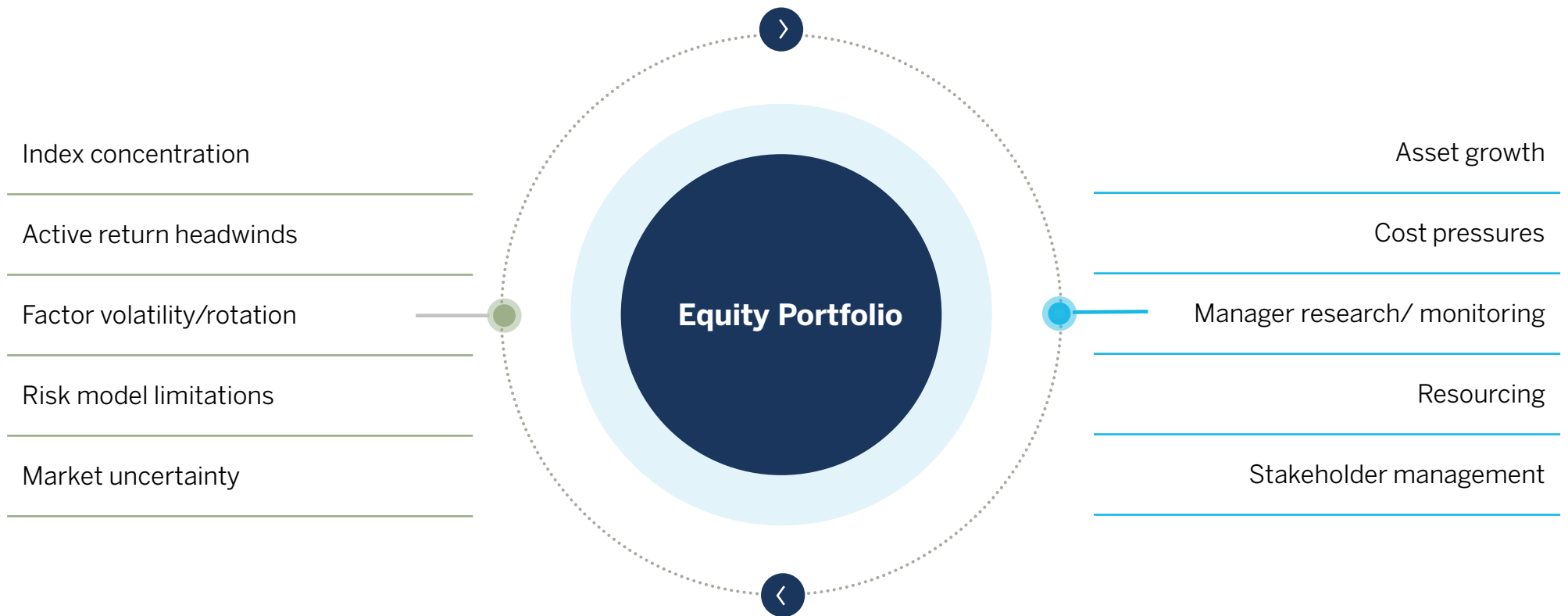
■ Highly efficient ■ Moderate efficiency ■ Inefficient

		US Large Growth	US Large Cap	Global	EAFE	EM	Europe	US Small Cap	Japan Core	ACWI x US	US Large Value	Europe Small Cap	China	EM Small Cap	India	Japan Small Cap
Diversity	Index concentration	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Est Dispersion	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Consensus	Event surprise	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Stock specific risk	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Idiosyncrasy	Big winner (%) ¹	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Forecast error	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Accuracy	# of analysts	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	ETF tracking risk	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Substitution	ETF cost	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
10-year results	Median alpha	-1.45	-0.62	0.01	0.25	0.50	0.65	0.81	0.86	0.86	1.05	1.10	1.19	1.70	2.12	3.06
	Top quartile alpha	0.41	0.89	2.03	1.67	1.89	2.29	4.35	3.61	2.78	2.75	3.04	3.82	4.00	6.01	6.43

¹Big winners defined as those stocks in the index that have outperformed the index in question by more than 25% over the trailing 1-year period | Sources: eVestment, FactSet financial data and analytics, Bloomberg Index Services Limited, Wellington Management | The information shown is based on the monthly values for the 10-year period from 31 December 2014 – 31 December 2024 per region. **PAST PERFORMANCE DOES NOT PREDICT FUTURE RETURNS.** Please see "Active manager universe definitions" page for additional information.

Recalibrating Equities

Complex task for equity allocators



Recalibrating Equities

Paths for active equity allocators



Reinforcing the core

Increase and diversify core allocation with a focus on disciplined risk management, enforcing a focus on risk as an objective (alongside returns), not an outcome.



Efficiency framework

Deploy active risk efficiently across active, factor, and passive strategies. Allowing economic use of both risk and fee budgets.



Advanced Techniques

Portfolio construction techniques for custom equity portfolios have advanced, processes like Alpha Capture can be used to balance alpha, risk, and customisation more effectively.

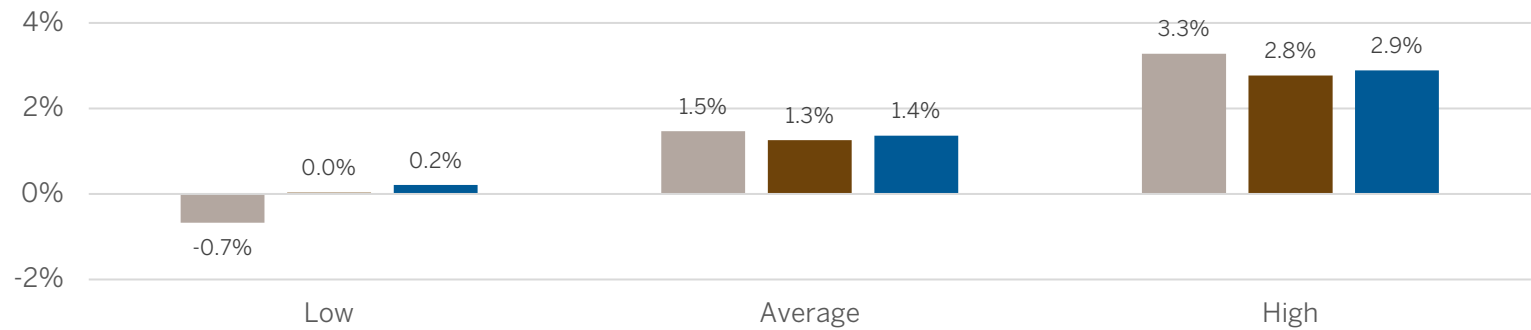
Recalibrating Equities

Case Study: reinforcing the core

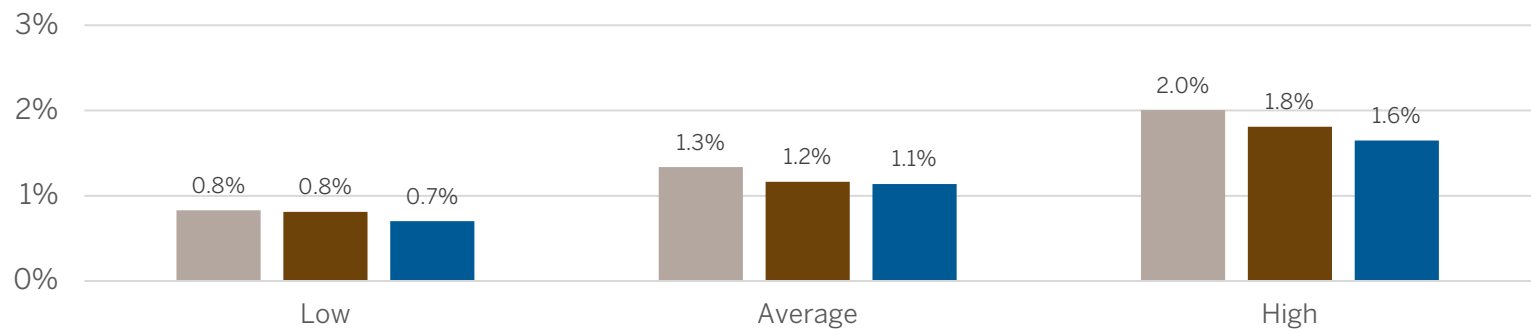


Reinforcing the
core

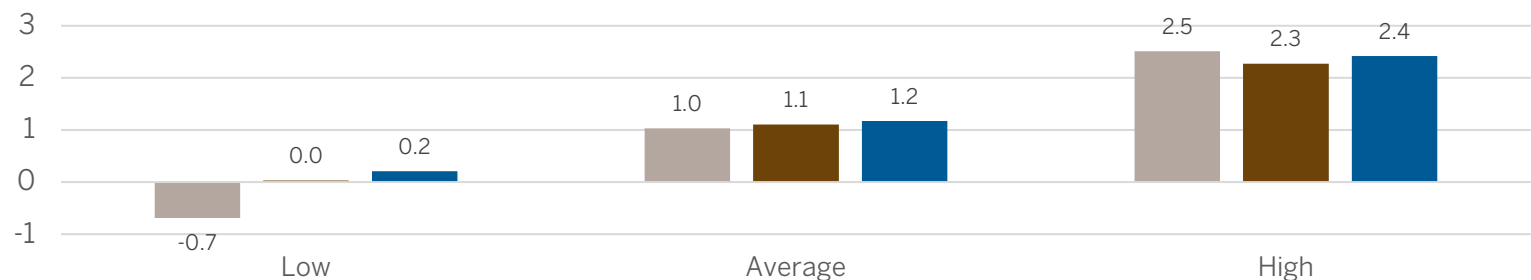
Excess Return Profile (median manager, rolling 3-year periods)



Tracking Error Profile (median manager, rolling 3-year periods)



Information Ratio (median manager, rolling 3-year periods)



■ Quantitative

■ Fundamental

■ Blend

Sources: MSCI and eVestment Alliance. Manager performance is sourced from the eVestment Global Large Cap and Global All Cap Core Equity universes, screened for strategies that have an average 3-year rolling tracking error versus the index of 4% or below. Excess returns are measured against the MSCI All Country World Index Net. Time period is 1 October 2010 to 30 September 2025. Data is that of a third party, while data is believed to be reliable, no assurance is being provided as to its accuracy or completeness. **PAST PERFORMANCE DOES NOT PREDICT FUTURE RETURNS. AN INVESTMENT CAN LOSE VALUE.**

Recalibrating Equities

Case Study: efficiency-led equity investment

Framework directs active risk toward areas of greatest inefficiency, while using less costly exposures for areas of greater efficiency.

Passive 22%:

Efficiency high across most metrics (US Large Cap)

Challenged active results relative to cost (Emerging Markets Large Cap)

Target big index weights in Europe

Active Factor 22%:

Breadth of stock styles in inefficient space (Japan Large Cap)

Alpha opportunity in efficient space for disciplined process (US Growth)

Active Fundamental 56%:

Active opportunity to pick winners and avoid losers (US Large Value)

Isolate stock pickers in inefficient areas (US, EM and Japan Small Cap)

Regional focus and opportunity for good manager research vs global

Allocation type	Total	US Large Growth	US Large Cap	US Large Value	US Small Cap	Europe	Japan Core	Japan Small Cap	Emerging Mkts	China	India	EM Small Cap
Passive	22%		14%			3%			5%			
Factor	22%	18%					4%					
Fundamental	56%			20%	10%	12%		5%		4%	3%	2%

For illustrative purposes only

Important disclosures

Median manager universes (Active manager universe definitions)

US Large Cap: eVestment US Large Cap Core Equity versus S&P 500 Index

US Large Growth: eVestment US Large Cap Growth Equity versus Russell 1000 Growth Index

US Large Value: eVestment US Large Cap Value Equity versus Russell 1000 Value Index

Global: eVestment Global Core Equity versus MSCI All Country World Index

EAFE: eVestment EAFE Large Cap Core Equity versus MSCI EAFE Index

US Small Cap: eVestment US Small Cap Equity versus Russell 2000 Index

Europe: eVestment Pan-Europe Large Cap Core Equity versus MSCI Europe Index

Japan: eVestment Japan Core Equity versus TOPIX Index

EM: eVestment Global Emerging Mkts Large Cap Core Equity versus MSCI EM Index

ACWI ex US: eVestment ACWI ex-US Core Equity vs MSCI ACWI ex US Index

China: eVestment Offshore China Equity vs MSCI China Index

Europe Small Cap: eVestment Pan-Europe Small Cap Equity versus MSCI Europe Small Cap

EM Small Cap: eVestment Global Emerging Mkts Small Cap Equity versus MSCI EM Small Cap Index

Japan Small Cap: eVestment Japan Small Cap Equity versus MSCI Japan Small Cap Index

Australia: eVestment All Australian Equity versus S&P/ASX 300 Index

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Sources used in this analysis include: Wellington Management, MSCI, S&P, FactSet financial data and analytics., Bloomberg Index Services Limited. HOLT Credit Suisse, Lipper, Russell, Barra

In general, any shading identified in tables represents the Fundamental Factor team's perception of outliers.

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Vice President, APAC Institutional Business – Hong Kong
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Co-hosted with Franklin Templeton

How AI Will Shape the Financial Industry – Opportunities & Challenges

Date : 3rd August 2026 (Monday)

Time : 2:30pm – 3:30pm

Language : English

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