

The secret of Select: Finding value from the bottom up

- US Select Opportunities Equities enjoys years of outperformance
- Focus on bottom-up investing using the 'three circles' philosophy
- Valuation discipline with a quality bias finds the best picks

It's all about stock picking. That's the secret recipe of one of Robeco Boston Partners' most successful strategies that has consistently outperformed difficult markets.

The US Select Opportunities Equities Fund has enjoyed benchmark-beating returns across all timeframes since its inception as a UCITS investment product in 2011, and since the inception of the underlying US Mid-Cap Value strategy in 1995. It looks for mid-cap stocks with a market value of between USD 2 billion and USD 50+ billion, with an average portfolio value of USD 23 billion.

Value investing is the practice of looking for stocks whose share price does not reflect the intrinsic value of the company. To find these stocks, Boston Partners uses the tried and tested 'three circles' philosophy. A company must have good fundamentals, strong business momentum, and a valuation that allows for upside.

"It means picking the right stocks, avoiding the losers, and ignoring the background noise."

Ripe for value

Certainly, the current economic conditions are ripe for value investing, which typically does well following downturns, recessions, inflationary spirals, rate rises, or generally when everything in the garden isn't rosy. Growth investing, by contrast, historically outperforms when rates and inflation are low.

But you can forget all that, says Portfolio Manager Tim Collard, who has little interest in predicting the macro factors that come from the top down, and instead focuses entirely on the bottom-up for portfolio construction. Put simply, this means picking the right stocks, avoiding the losers, and ignoring the background noise.

It has certainly worked for his strategy, which has lived up to its 'Select Opportunities' name and has risen in value by 10.73%, annualized, since the value rally began three years ago, compared to a 7.29.% rise in the benchmark. In

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Marketing material for professional investors, not for onward distribution



Tim Collard
Portfolio Manager

Boston Partners: Positive Performance Since Inception

Excess return net of fees relative to respective benchmarks since inception

BP Strategy	1 Year	3 Year	5 Year	10 Year	15 Year	20 Year	25 Year	Since Inception
Large Cap Value vs. Russell 1000® Value Index	3.89	5.01	1.26	0.92	1.40	1.61	1.64	1.25
Premium Equity vs. Russell 3000® Value Index	4.14	4.07	1.52	1.62	2.49	2.58	3.44	2.86
Mid Cap Value vs. Russell Midcap® Value Index	7.92	4.11	2.49	2.15	2.65	2.13	1.49	1.68
Small Cap Value vs. Russell 2000® Value Index	6.99	1.77	2.30	0.57	1.97	1.38	1.35	2.04
Global Equity vs. MSCI World Value Index-Net	7.04	4.80	1.56	1.89	2.04			2.07
International Equity vs. MSCI EAFE Value Index-Net	1.98	1.69	1.51	1.71	1.53			1.66
Emerging Markets vs. MSCI Emerging Markets Index-Net	6.62	3.47	2.36					0.97

■ Above benchmark net of fees
■ Below benchmark net of fees

Data as of September 30, 2023. Source: Boston Partners. Returns reflect composite results net of fees and individual results may vary. A GIPS® compliant report is contained herein. Past performance is not an indication of future results. Inception dates: Large Cap Value is June 1, 1995; Premium Equity is June 1, 1995; Mid Cap Value is May 1, 1995; Small Cap Value is July 1, 1995; Global Equity is July 1, 2008; International Equity is July 1, 2008; and Emerging Markets is July 1, 2017. Please refer to the appendix for other important disclosures.

The overall performance of the Mid Cap Value strategy over time. Source: Boston Partners.

the past year, the portfolio has risen by 4.86% when the main market fell by 0.75%, thereby delivering both absolute and relative returns.¹

True bottom-up investing

So, what's the secret to this success? "We're always going to look to where the three-circle, bottom-up opportunities are and not make calls on the macro environment, rates, inflation, and so forth," says Boston-based Collard. "What we do is true bottom-up investing."

"We're not blind to the macro; if rates do go higher from here, for example, then we have a pretty good view as to how it will impact the portfolio, and vice versa for rate cuts. But you'll never hear us say 'the Fed is going to do this, so we need to position the portfolio in this way or that way'. It will never really distill itself into the portfolio."

"What presumably should work for us on the macro level is that the cost of capital that was close to zero for the past decade-plus – when growth investing was in favor – is now likely to remain structurally higher for some time. That should favor higher returns on shorter-duration value stocks relative to longer-duration growth stocks. But again, we have enough humility to recognize that making these types of predictions has inherent shortcomings"

The three circles

At the core of stock picking is sticking to the three-circle philosophy that has underpinned value investing at Boston Partners for four decades. Of the three circles, momentum is the one that is usually the most difficult to read. "The three circle discipline is what we live and breathe, but there's always an interplay between them, and a push/pull for each one," Collard says.

¹ The performance figures presented above correspond to the D USD share class of the Robeco US Select Opportunities Equities UCITS fund. Performance for other share classes may vary. Performance over one year is annualized. The value of your investments may fluctuate. Past results are no guarantee of future performance. In reality, management fees and other costs are also charged. These have a negative effect on the returns shown. All data to 30 November 2023.

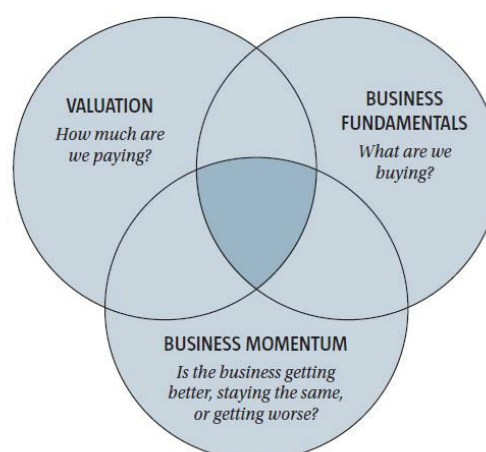
"We'd love to say that every stock we own meets the criteria for all three circles the day we own it, but that's a rarity. It's always a balancing act between them on an individual stock basis, while the portfolio is managed with a holistic three circles lens."

"And while we're always mindful of what the three circles are telling us today, it's more important to try to discern how the three circles will evolve in the future."

The merits of momentum

"When we drill down into the three circles, we discuss the merits of the momentum circle evolving," Collard says. "What is momentum today, and how may that change? It's rare that the fundamental circle changes; business fundamentals are usually pretty durable, whereas the momentum circle and then inherently thereafter the valuation circle is a lot more dynamic."

"We can buy stocks in which the fundamentals are excellent and the valuation is attractive, but where the momentum is challenging. So here, we need to work out if there is a catalyst for the momentum to change. We will not buy a weak momentum stock based solely on valuation and fundamentals; instead, we will focus on a pathway to momentum stabilization and/or improvement."



"For many investors, it's about investing in the present, but the present is already in the price. Price leads fundamentals, so by the time the momentum is flashing green, the stock's already ahead of that. You need to be anticipatory."

Large team of analysts

Being anticipatory and getting it right without having a crystal ball is the high art of active management. So, how to find these stocks? Boston Partners has more than 30 analysts looking for prospective three circle companies, plus another four looking exclusively at environmental, social and governance (ESG) factors. It creates a lot of work.

"Even though we have about 150 names in the portfolio, every stock has a three circle write-up that's updated at least every quarter by an analyst, with a target share price," Collard says. "Then we have the quantitative overlay, plus the sustainability analysis, which is a key differentiating feature and competitive advantage for us."

"The analysts will highlight any signals that may be impacting one of the three circles to the portfolio managers, and we'll investigate if action is necessary. This allows us to be anticipatory."

"The quantitative, proprietary framework that we have internally gives us great checks and balances to ensure we have an empirical advantage versus the mid-cap benchmark across each of those three circles. So, we always need to have a quantitative advantage across all three circles versus the benchmark. And this is all bottom-up stock picking!"

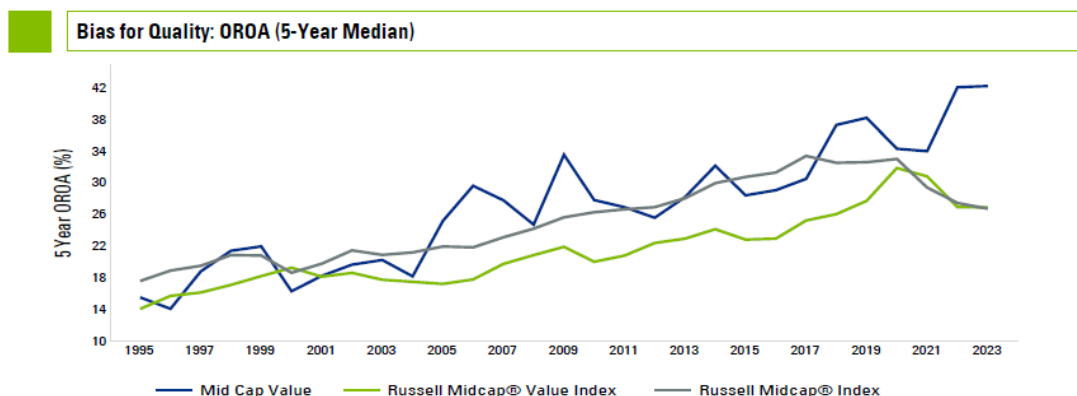
Looking for quality within value

How this works in practice can be seen in buying companies that adhere to the core principle of value investing – its share price today does not reflect its likely performance tomorrow.

But care is needed to avoid the 'value traps', where stocks are cheap for a reason, often because of structural issues, poor management or return on capital, among other things. The quality factor is subsequently used to find stocks that offer value with upside, even if they're down on their luck now.

“Earlier this year we bought a title insurer that had negative momentum because of the record increase in rates, but we thought momentum would get better next year, if not the year after,” Collard says. “We don’t know when, but this kind of normalized earnings power – especially relative to the fundamentals of the business and the valuation – are examples of stocks we are interested in.”

“Unlike some value managers, we have a quality bias, and that means our fundamental advantage versus the benchmark is quite profound. One of the metrics we look at within the fundamental circle is operating return on operating assets (OROA) – a measure of quality. Plus, we’ll avoid companies with high debt levels. We’re typically biased to less capital-intensive businesses, so we don’t get the one-two punch of both operating and financial leverage working against you.”



The strategy’s quality bias compared with the benchmarks. Source: Boston Partners.

“For example, we bought a home warranty company in 2022 that had been hurt badly by labor and product inflation, but we thought that this problem would prove transitory – plus we had the catalyst of a new CEO that could prospectively improve both the momentum and fundamental circles. It has since been a terrific investment and really underscores how we look for stocks.”

Watching the G in ESG

Looking for quality in ESG is also important, despite a backlash against it in parts of the US under the perception that sustainability leads to lower returns. In fact, it was shown that poor governance led to the downfall of three US regional banks in March; a bigger focus on the G in ESG could have saved many a great deal of money.

“It’s a central component to the investment process, so we’re actually fortunate in having an ESG-focused team who review and quantitatively assess every holding,” Collard says. “We also have extensive dialogue with most of our holdings as it relates to ESG.”

“We care about each of the three letters within ESG, but it’s worth highlighting that governance and more specifically issues such as management compensation and capital allocations are really key components of the fundamentals circle.”

“ESG is more in vogue today than it was before, but the G has always been central to finding a good company. If you have a management team that is compensated on things that we’re interested in, like free cash flow, return on invested capital, then we’re interested in the stock because of the explicit alignment with investors and value creation.”

Riding the cycles

It’s also much about cyclicity. “Entering 2023, we found a lot of three circle, bottom-up opportunities in the more cyclical industries,” Collard says. “We had our largest overweights in Industrials and Consumer Discretionary. We had a pro-cyclical tilt, but we also maintained a quality bias. We were playing both offense and defense.”

"As the year has progressed, our Industrials overweight has narrowed. Many stocks reached our target price, and some sub-sectors saw pretty good multiple expansion on the backs of some secular trends like electrification and nuclear. A handful of stocks did exceedingly well."

"Health care has been an evolution. In 2022, we had a pretty meaningful overweight in the sector, especially in more defensive sub-sectors like managed care, but decreased those weights from a combination of strong performance and better three circle opportunities in more cyclical industries."

"We own a drug distributor that's a kind of poster child for three circle stocks: it enjoys steady momentum and attractive valuation, high return on invested capital, negative working capital, and 100+% free cash flow conversion, most of which has been returned to shareholders. That's a name we've held for a number of years and it's done exceedingly well."

Cutting your losses

While being anticipatory is about getting in at the right time, it's also about knowing when to get out – particularly if things go wrong. "Of course, we don't get it right all the time, but our batting average is above 50%, so that leads to outperformance," Collard says.

"The distinguishing factor that we have against most other managers is that we will be decisive when the momentum circle has evolved, and exit. And it doesn't matter whether we're up a lot, or especially if we're down a lot; we're only looking forward."

"Internally, we refer to one-circle valuation stocks as the 'kiss of death' because valuation in isolation can be fleeting."

"Many managers and analysts struggle with this anchoring phenomenon; if they go down by 20%, they'll say 'let's get back to even, and then we'll reassess'. That was evident in March for sure with the regional banks that failed. But we'll just cut our losses and get out, especially if the fundamental circle deteriorates."

"Internally, we refer to one-circle valuation stocks as the 'kiss of death' because valuation in isolation can be fleeting, especially in an industry like banks where the range of outcomes is wider because of leverage."

"We're also very much incrementalists. The portfolio will evolve every quarter, but it's very uncommon that you'll see drastic changes. Over 80% of the trades that we've made year to date have been 10 basis points. This means we're adding or trimming existing positions on the margin. The other 20% is typically when we're buying a new position, or the where the fundamental circle changes."

The economy versus the stock market

Going back to the macro amid continued expectations for a mild US recession in 2024, one anomaly that can be monetized if a recession does occur is what many people have long suspected – the stock market is not the real world.

"There's a really important distinction between the economy and the stock market, as they are two entirely different things," Collard says.

"The stock market is a discounting mechanism, where the price is always going to lead business fundamentals. It may seem paradoxical, but the market typically posts positive gains more often than not during these recessionary periods. The price is always ahead of fundamentals."

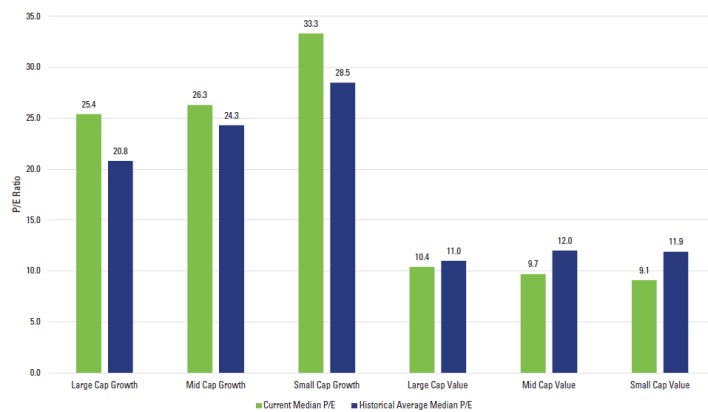
Will the value rally last?

So, if a recession is coming, which is traditionally better for value investing, will the current rally be extended? "These rallies are typically enduring," Collard says.

"The resurgence in value really started in late 2020 when the Covid vaccines were first discovered, but there's been some fits and starts. 2023 has been more challenging for value, and that's probably a consequence of clear signs of disinflation, a pullback in interest rates and excitement over artificial intelligence."

"But when we look at mid-cap value, it's trading at a significant discount to the long-term average, whereas mid-cap growth stocks are trading at a premium to their historical average. This would lead us to believe that empirically, the odds are in our favor."

Value Looks Attractive Relative to Growth Across all Capitalizations



Data as of September 30, 2023.
Source: The Leuthold Group.
Market caps and universes are defined by Leuthold.
Median Valuations: Largest 3,000 companies Large Cap > \$39.1B; Mid Cap \$5.8B - \$39.1B; Small Cap \$1.4B - \$5.8B.
Historical average median 12 month forward P/E period is from January 1982 to September 2023. Past performance is not an indication of future results. Please refer to the appendix for other important disclosures.

Value relative to growth. Source: Boston Partners

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