

2025 London Engagements – Insights, Themes & Opportunities

Introduction



Insights from London

Our June 2025 London trip provided valuable insights through in-depth discussions with leading fund managers and participation in key industry conferences. This immersive experience offered unparalleled transparency into diverse investment styles and innovative strategies, highlighting how professionals are navigating today's rapidly changing global financial landscape. We gained a clearer understanding of market sentiment, emerging risks, and potential growth from a European perspective.



Macroeconomic & AI Impact

High-level sessions covered significant macroeconomic shifts like persistent inflation, evolving interest rate policies, and geopolitical complexities. A central theme was the accelerating impact of Artificial Intelligence across all investment facets, from quantitative analysis to predictive modeling and automated trading. Discussions also explored the evolving role of financial advisors, emphasizing adaptation to sophisticated, digitally-driven client expectations.



Report Structure

This comprehensive document synthesizes the week long experiences, blending overarching thematic takeaways on macroeconomic trends and AI's transformative power with granular, manager-level details and specific investment insights. The goal is to present a cohesive and actionable story that not only summarizes our findings but also significantly strengthens our perspective and strategic recommendations for our valued clients, enhancing understanding and informing decision-making in a complex investment environment.

Macro & Market Insights: A Changing Global Landscape

A significant portion of the recent industry conference sessions was profoundly devoted to dissecting the **global macroeconomic outlook and the intricate structural shifts** underway in the investment environment. A particular highlight, drawing considerable attention and discussion, was a compelling keynote address titled *"The Changing World"* delivered by Charles Gave of Gavekal. This insightful presentation, hosted at Ninety One's distinguished forum, offered a sweeping historical context for understanding the nuances of the current macro regime, connecting past patterns to present dynamics and future possibilities. The depth of analysis provided a critical framework for attendees to grasp the broader forces at play.

1

Power Shifting East and a Fracturing World Order

Charles core message was delivered with striking clarity: the established world order that has predominantly governed global affairs for the past 70 years is now undeniably fracturing at an accelerating pace. He asserted that **power is rapidly and definitively moving from West to East**, marking a profound redistribution of global influence. Following decades characterized by U.S.-led globalization and the widespread adoption of Western economic models, Charles argued that we are now entering a protracted period of inevitable chaos, heightened volatility, and fundamental geopolitical realignment. This shift implies a reconsideration of traditional alliances, trade routes, and spheres of influence, ushering in an era where established norms are challenged.

2

The 70-Year Cycle: A Historical Precedent

Drawing on extensive historical analysis, Charles presented a compelling argument that major world orders typically endure for approximately 70 years before reaching a state of "ossification" and subsequently breaking down. He cited examples from various historical epochs to demonstrate this recurring cycle of rise, dominance, and eventual dissolution. According to Gavekal's framework, the post-World War II international system, which has defined global relations and economic structures since the mid-20th century, has now reached its critical breaking point. This historical perspective suggests that the current turbulence is not merely a transient phase but rather a predictable, albeit challenging, epochal shift driven by deep-seated historical forces.

3

From Sea-Based to Land-Based Empires: A New Economic Geography

One of Charles most striking and thought-provoking insights involved his detailed description of a profound geopolitical shift: the transition from dominant **sea-based empires to the re-emergence of powerful land-based empires**. Historically, maritime dominance facilitated global trade and projection of power; however, this paradigm is now changing. This reorientation signifies that global trade routes, strategic alliances, and economic centers of gravity are undergoing a fundamental re-evaluation and redirection. As a compelling example, he specifically highlighted the rapid development and increasing prominence of new "Silk Road" trade routes extending across the vast expanse of Asia, emphasizing the growing economic and strategic importance of continental landmasses and their interconnected networks.

> *"You go to sleep in 2025, you wake up in 2030…, just five years later and you will understand absolutely nothing."* – Gave's poignant quote powerfully reflects just how disorientingly fast and fundamentally the geopolitical and economic landscape is currently transforming, challenging conventional wisdom and requiring a complete re-evaluation of assumptions.

For discerning investors, these monumental macro shifts carry profound and far-reaching implications, necessitating a re-evaluation of traditional portfolio strategies. Charles strongly emphasized the concept of identifying and capitalizing on **opportunities amidst chaos** – specifically, his core tenet was that astute and forward-thinking money managers possess a unique advantage if they can recognize and adapt to these nascent regime changes significantly sooner than the broader market consensus. He meticulously detailed several concrete strategy pivots and tactical adjustments that could prove beneficial in this new era. Foremost among his recommendations was the imperative of substantially increasing allocations to **gold**, not merely as a traditional safe-haven asset, but crucially as a robust hedge against the anticipated tumult and a strategic play on the accelerating rise in non-Western demand for monetary assets. He personally advocated for investment portfolios to hold on the order of a significant **25% in gold** to ensure true "robustness" and resilience in what he described as this rapidly unfolding, uncertain new global era. Beyond gold, discussions also touched upon increased diversification into emerging markets with strong domestic growth stories, investments in critical resource commodities, and a careful re-evaluation of supply chain dependencies as globalization retreats.

Structural Economic Trends

Complementing the geopolitical perspective, a Bank of America strategist presented insights on **structural economic trends** in a session titled *"Exponential Acceleration of AI and Innovation"*. This discussion, while centered on technology, also highlighted profound **secular shifts occurring across the global economy and resource landscape**. It underscored how rapid technological advancements, particularly in artificial intelligence, are not just changing specific industries but are fundamentally reshaping underlying economic structures and challenging long-held assumptions about corporate longevity and resource availability.

The Accelerating Pace of Corporate Disruption

The data from this presentation serves as a stark indicator of the accelerating disruption in the corporate world. New companies emerge and grow faster, but established incumbents are displaced much quicker than before. This dramatic reduction in average corporate lifespan speaks to a more volatile environment where innovation can upend established business models in a matter of years, if not months. This intensified creative destruction is driven by factors such as globalization, rapid technological obsolescence, lower barriers to entry for digital businesses, and shifting consumer preferences. For investors, this means *long-term assumptions must be revised*: simply holding an index or blue-chip stock forever is riskier now, as industry leadership cycles are significantly shorter and market dominance can erode with unprecedented speed.

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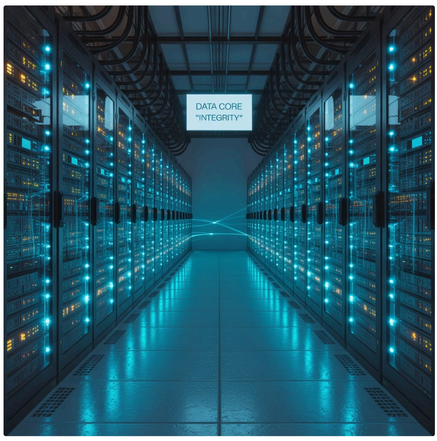
Years (1960s)

Average lifespan of an S&P 500 company in the 1960s

15

Years (Today)

Average lifespan of an S&P 500 company today



Immense Capital for a New Era

The discussion also delved into the immense capital requirements necessary to support this new era of technological advancement and global development. The projection of **$24 trillion** in investment required by 2040 specifically for AI infrastructure highlights the massive scale of the underlying digital transformation. This encompasses everything from advanced data centers and high-performance computing to energy grids capable of powering AI's immense needs, and the manufacturing capacity for specialized chips and hardware.

Global Infrastructure Demands

Beyond AI, the broader figure of **$94 trillion** for total global infrastructure investment by 2040 underscores the multifaceted demands of a growing global population, increasing urbanization, climate change adaptation, and the need for resilient supply chains. These figures suggest significant opportunities for investors in sectors like sustainable infrastructure, advanced manufacturing, and energy solutions, but also potential bottlenecks and cost pressures for companies reliant on these foundational elements.



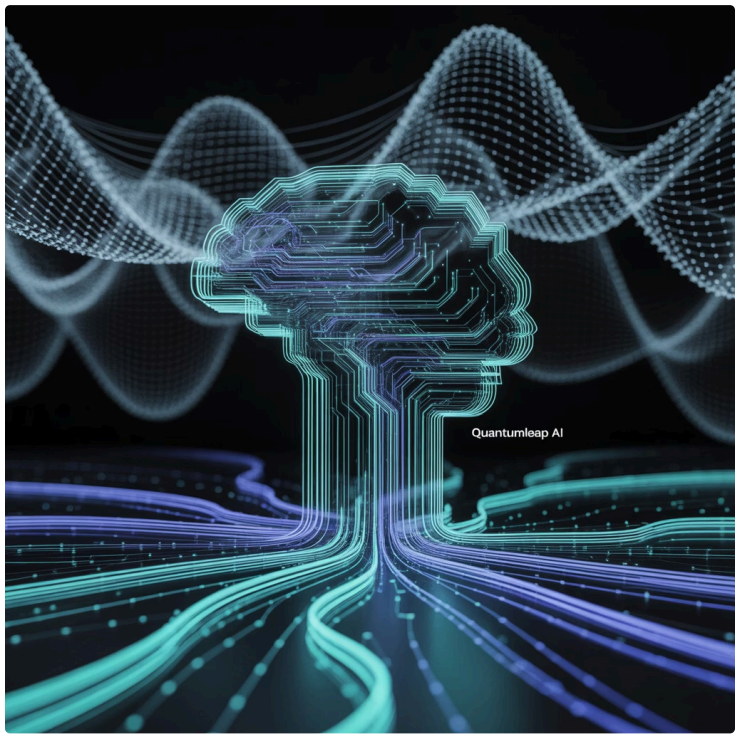


Resource Constraints and Opportunities

We also touched on **resource constraints and shifts**, which present another critical challenge and opportunity in this evolving economic landscape. One slide particularly caught attention by showing that by as early as **2025, critical metals like copper and nickel could hit structural supply deficits**, given the surging demand from global electrification initiatives (e.g., electric vehicles, battery storage solutions, renewable energy infrastructure). Copper, for instance, is essential for wiring, motors, and charging stations, while nickel is a key component in high-performance EV batteries. This reinforced the idea that the next decade might be marked by significant resource pinch-points and price volatility due to demand outstripping the pace of new supply. Such constraints will undoubtedly influence manufacturing costs, supply chain stability, and geopolitical dynamics. For investors, this translates into another compelling argument for considering allocations to real assets or commodities as a core part of a diversified strategy, offering potential hedges against inflation and supply chain disruptions while capitalizing on the foundational demand for these essential materials in the transition to a greener economy.

Technology & AI Revolution in Investing

If macro is the grand canvas, **technology – especially artificial intelligence – is the new paint transforming the picture**. Throughout the trip, the pervasiveness of AI's impact was a recurring theme. In conference sessions and manager meetings alike, it became evident that **AI is accelerating the pace of change across all investment styles and asset classes**.



The BofA session on *"Exponential Innovation"* provided a framework for understanding this acceleration. We learned that we are currently in the **sixth major wave of innovation in modern history, driven primarily by AI**. What distinguishes this wave is the **exponential speed** at which developments are happening, compressing the timeline of disruption.

> *"The new long term is the short term"* – meaning that what used to be considered long-range planning might now be just a few years, given how quickly industries can be upended.

The drivers of this explosive change are **data and compute power**. Some eye-opening stats: humanity now generates about **402 million trillion data points per day**, and this volume is doubling roughly every 18 months. Yet, astonishingly, we utilize **less than 1% of that data** for analysis or decision-making.



AI's Impact Across Investment Disciplines

Quantitative Managers

AI is a natural extension – they are incorporating machine learning to model nonlinear relationships and improve predictions (like we saw with Jupiter's dynamic style allocation).

Fundamental Stock-Pickers

AI can comb through information (filings, news, social media) faster than any human team, serving up insights that augment the human analysis. One equity manager mentioned how **language models can read hundreds of annual reports overnight**.

Fixed-Income and Macro

AI models are being used to analyze central bank communications, predict economic indicators from alternative data, and optimize portfolio hedges by analyzing complex correlations.

A striking point was that **AI is sector-agnostic – it's improving decision-making in everything from venture capital (sourcing deals) to real estate (forecasting property values) to wealth management (personalizing advice)**. For example, venture firms are using AI to screen thousands of start-ups for desirable traits before a human ever looks at a pitch.

One speaker from Coronation summarizing the *accelerating impact of AI* put it this way: *"We're all quants now."* What he meant is that the distinction between quant and fundamental is blurring – every investor will need to be comfortable using quantitative, AI-driven analyses as part of their toolkit.

It was also noted that AI is **accelerating market efficiency in some areas and creating new inefficiencies in others**. On one hand, commonly available AI tools mean lots of investors will trade on the same signals, arbitraging them away faster. On the other hand, the deluge of data and sometimes blind reliance on AI can create crowded trades or false signals – which adept managers can exploit.

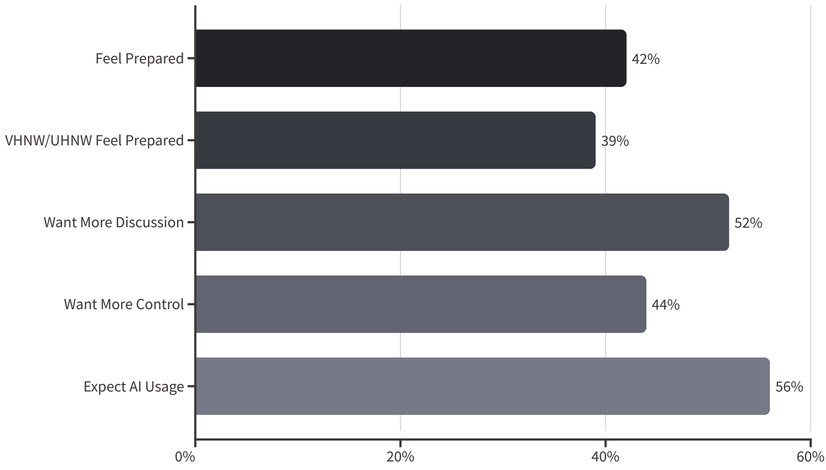
Wealth Management in Transition: Evolving Client Expectations

Beyond macro and AI, the London conference also delved into the **wealth management industry's evolution**, which is highly relevant for our client-facing work. The landscape is shifting dramatically, driven by technological advancements, demographic changes, and an increasing complexity in global financial markets. Advisors are no longer just managing portfolios; they are becoming comprehensive financial navigators.



A comprehensive 2025 wealth management survey was presented (covering 3,500 clients globally, including 300 in the UK), and it revealed a number of critical trends in what clients expect from their advisors and firms. This survey offers a timely snapshot of how client relationships are evolving and what firms need to prioritize to remain competitive and deliver genuine value in the years to come.

The survey findings highlight that clients' expectations are rising; they want more value-added services, greater personalization, and yet they still strongly value the human advisor relationship, albeit in new ways. Here's a breakdown of key insights:



One major finding was that **client satisfaction remains high overall**, but *clients feel a compelling need for more support in managing complex financial goals.* Only about **42% of UK clients said they feel somewhat prepared to manage their financial goals**, albeit up from a few years prior. This indicates a significant gap between clients' perceived ability and the increasing complexity of financial markets and personal circumstances.



Even very wealthy clients (VHNW and UHNW) expressed low preparedness (around 39% feel prepared) despite their resources. This suggests that financial complexity is not just a concern for the mass affluent, but a universal challenge, implying that even sophisticated investors seek deeper guidance and more proactive advice from their financial partners.

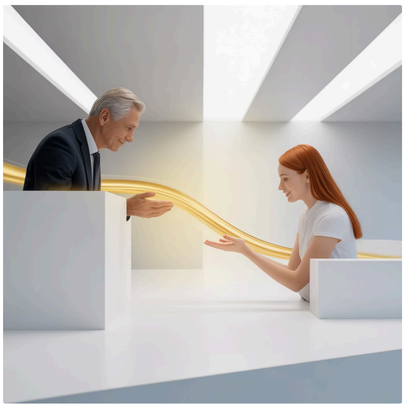
Furthermore, the survey highlighted evolving preferences in how clients want to engage with their advisors and manage their wealth:

Desire for Deeper Engagement & Control

52% of clients want more discussion on broader financial topics beyond just portfolio performance. This indicates a shift towards a more holistic advisory relationship where clients seek guidance on life goals, risk management, and long-term planning, rather than just transactional investment advice. Simultaneously, **44% want more control** over their financial decisions, suggesting a demand for transparent tools, personalized options, and the ability to track their progress actively.

Rising Expectations for Technology & AI

A significant **56% of clients expect their advisors to use AI** to enhance their service. This aligns with the broader theme of technological revolution discussed previously. Clients anticipate that AI will lead to more personalized advice, faster insights, and more efficient service delivery, from automated portfolio rebalancing to predictive analytics for financial planning. This expectation underscores the urgency for wealth managers to integrate AI into their operations.



Key areas of acute concern for clients were **comprehensive financial planning and complex issues like inheritance/wealth transfer**. Indeed, the specter of intergenerational wealth transfer looms large for the industry: the market is bracing for an unprecedented handover of assets (tens of trillions globally) from baby boomers to the next generation in coming years.

This demographic shift is not just about asset movement; it's about a generational divergence in values, communication preferences, and financial objectives. Next-gen clients often prioritize digital access, sustainable investing, and advice that goes beyond pure financial metrics, focusing on purpose and impact. This necessitates that wealth management firms adapt their service models, engagement strategies, and technological offerings to meet these diverse needs across generations effectively.

Client Concerns and Value-Added Services

Tax and Regulation

When asked what external factors most concern them, clients cited **regulation/tax changes** right alongside market volatility and inflation. This tells us that clients are acutely aware of how taxes and laws can impact their wealth.

Risk Alignment

Clients want their portfolios managed in line with their risk tolerance and life goals, but also adaptable to external risks. For example, in uncertain markets, **over half (52%) of UK clients said they want to discuss current events with their advisor more frequently**.

Digital Experience

The survey indicated that while clients care about fees, they care even more about the quality of digital offerings and breadth of services. In the UK, *improvements in digital tools and a wider range of investment products/services were top drivers for switching wealth providers*.

What about **AI in wealth management**? We've talked about AI in investing, but from the survey we learned clients have high expectations here too. **Over half of clients (56% in the UK, ~60% globally) expect their wealth management firm to be using AI** in some form. This might mean using AI to personalize advice or to generate better insights.

However – and this is crucial – their trust in AI is only moderate. Clients are curious and expect progress, but they don't want a robot to replace their advisor. They need transparency and reassurance about AI usage.

> One speaker at the conference phrased it as: "AI won't replace advisors... but advisors who use AI may replace those who don't."

The Advisor's Evolving Role

In fact, the **advisor's role is arguably more important than ever**. Clients still look to their advisor for judgment, empathy, and holistic understanding – things a chatbot cannot provide. We saw evidence: a significant portion of clients (especially high-net-worth and older ones) want *more personal interaction*, not less.

They want their advisor to interpret what an AI insight means for them, to incorporate emotional and family context into advice, and to provide a sense of security that a human is watching over their financial well-being. With so much information (and disinformation) swirling – often amplified by technology – the advisor's role as a **trusted guide and filter** is invaluable.

1

Tax Optimization

Clients expect advisors to stay current on tax laws and help minimize tax burdens through strategic planning.

2

Estate Planning

With massive wealth transfer on the horizon, clients need comprehensive estate planning that incorporates heirs early in the process.

3

Alternative Investments

53% of UK clients said they consider alternative investments an important discussion topic, but only 20% of advisors are engaging on it.

4

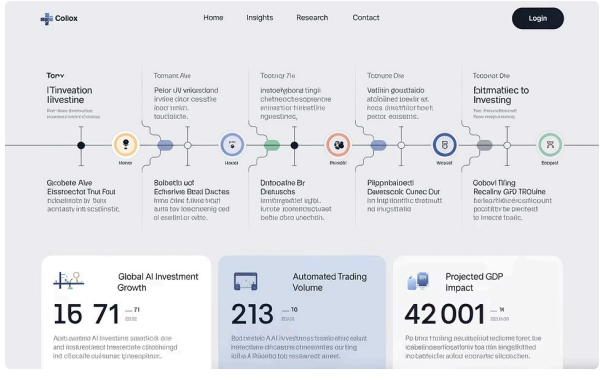
Intergenerational Education

Wealthy clients increasingly expect their firm to help educate their children on financial responsibility.

Another interesting stat: UK clients use on average 1.9 wealth providers (global avg ~2.3). And the wealthiest are *more* likely to multi-bank. This means competition is alive – even satisfied clients often spread their assets. It's a reminder that we can't be complacent; we have to strive to be the primary, most trusted advisor by offering the full spectrum of what they need.

The Age of AI: A Universal Game-Changer in Investing

Having examined the current impacts and evolving role of AI in investment and wealth management, it's now essential to cast our eyes forward. Several insightful slide presentations during the conference painted a compelling timeline of how technology and AI could continue to evolve and reshape our world in the coming years. Below, we summarize **major AI-driven milestones by year** – these were specifically highlighted by experts as potential game-changers for the global economy, the investment landscape, and society at large.



Future Milestones

Experts highlighted key AI-driven milestones expected to reshape the economy and investment landscape, offering a glimpse into the future trajectory of this transformative technology. These milestones range from advancements in general AI capabilities to their specific applications across various industries, promising profound shifts in productivity and innovation.



Pervasive Force

AI is not a niche theme but a universal force, comparable to pivotal innovations like electricity or the internet, that will fundamentally reshape economic assumptions, industry structures, and competitive advantages across all sectors. Its integration will touch everything from supply chains and manufacturing to consumer behavior and service delivery.



Optimism & Vigilance

This era calls for both optimism regarding unprecedented growth and innovation opportunities, and vigilance against new risks. From cybersecurity threats and ethical pitfalls of autonomous systems to potential job displacement and unforeseen market effects, navigating this transformation requires careful planning and adaptive strategies.

The consensus among conference speakers was clear: AI's rapid progression demands proactive engagement from investors, businesses, and policymakers alike. Understanding these projected milestones is crucial for anticipating market shifts, identifying emerging opportunities, and mitigating potential disruptions.

As we delve into specific timelines in the following sections, it becomes apparent that preparing for the "Age of AI" isn't merely about adopting new tools; it's about fundamentally rethinking how value is created, how risks are managed, and how investment strategies must evolve to thrive in an increasingly AI-driven world.

AI Milestones: 2025

AI's Rapid Problem-Solving

By 2025, AI is expected to demonstrate unprecedented capabilities in research and development – for example, **solving complex scientific problems in days**. A case in point: an AI system recently completed a decade's worth of "superbug" drug research in just **48 hours**, discovering promising antibacterial compounds, a breakthrough that showcases AI's power to accelerate innovation.

Mounting Digital Threats

At the same time, our increasing digital dependence brings risks: global cybercrime costs are projected to reach **$10.5 trillion annually by 2025**, which would make the "cybercrime economy" the world's **third-largest** economy by GDP if it were a country.



This dual reality – **AI-driven creation and AI-exploited destruction** – means investors must watch opportunities in cybersecurity and healthcare tech, while managing the risks (companies enabling digital security may see booming demand, and those failing to protect data could face value destruction).

Another 2025 development to monitor is AI's resource intensity: running advanced AI models requires significant energy and water (one quirky stat: ChatGPT was said to "drink" a liter of water for every 40-50 queries processed, given the cooling needs of data centers). With **two-thirds of the planet facing water stress by 2025**, the sustainability of AI infrastructure and the push for more efficient, green AI will be front and center.

AI Milestones: 2030



Workforce Revolution

By 2030, the impact of AI on jobs will be fully evident. It's estimated that over **1 billion people will need reskilling by 2030**, roughly **one-third of all jobs worldwide** potentially transformed by automation and AI. This Reskilling Revolution implies huge investment in education, training programs, and productivity tools.



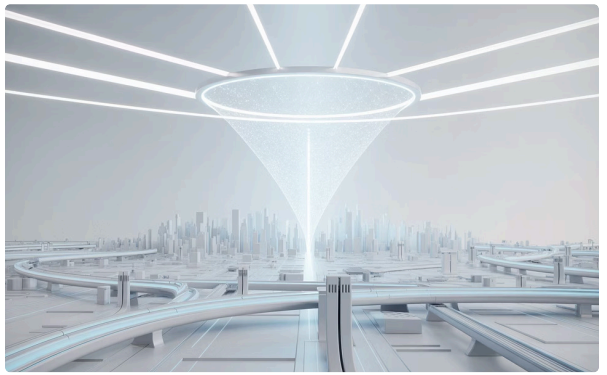
Data Infrastructure Boom

The backbone of the digital economy – data centers and networking – will see explosive growth. **At least 2,700 new large data centers will be needed globally by 2030** to handle the data tsunami, requiring land area greater than the size of Singapore and energy consumption surpassing that of Japan.

This points to tremendous capital expenditures in tech infrastructure, cloud services, and renewable energy (to power all those servers). Investors should note the "AI infrastructure" theme: companies in semiconductor manufacturing, power equipment, real estate for tech, and fiber-optic networks could be big beneficiaries.

Conversely, the strain on resources might increase regulation or costs for data-heavy AI ventures. **AI will permeate all sectors by 2030** – but the ability of societies to adapt the workforce (preventing massive unemployment) and expand infrastructure will determine how smoothly this transformation unfolds.

AI Milestones: 2035-2037



Energy Revolution (2035)

By 2035, AI and other technologies could enable virtually unlimited clean energy at minimal marginal cost, potentially powering the entire world with the equivalent of just 11 barrels of oil per day. This paradigm shift would remove energy scarcity, fundamentally altering industries from transportation to manufacturing and creating new investment opportunities in novel energy technologies.



Artificial Super Intelligence (2037)

Around 2037, experts speculate the advent of Artificial Super Intelligence (ASI) – AI surpassing human intelligence in all domains. This impactful milestone means machines could out-think humans creatively and strategically, potentially 'outsmarting life.' This future drives significant investment into AI safety, regulation, and ethical control systems.

Fund Manager Meeting Highlights

During the trip, we met individually with a series of fund managers, each offering a candid look into their philosophy and tactics. This included some hedge fund managers which for simiplicity reasons arent covered here but please reach out if you would like summaries of these interactions as well . The meetings with all our managers were invaluable and they were remarkably open about their processes and outlooks, reinforcing trust through transparency.

1

Clearance

Specialist fund with niche focus, value-driven fundamental investing

2

Nomura

Globally diversified, multi-asset perspective with "quantamental" approach

3

Liontrust

High-conviction growth investing with AI-enhanced research

4

Ranmore

Value investing focus with contrarian approach to AI beneficiaries

5

Jupiter

Cutting-edge quantitative equity management with dynamic factor allocation

Below is a brief summary of each manager/fund, focusing on their investment style, strategy, adaptation to AI, and standout observations from our discussions. For full reports of each meeting please reach out to us :

Clearance



Style & Focus

The Clearance Camino fund operates as a **specialist fund with a niche focus** in areas like European real estate or infrastructure. Its style leans toward **value-driven, fundamental investing**, seeking underpriced listed real estate assets in Europe and the UK with strong intrinsic worth.



Strategy

Camino's strategy centers on **active stock selection grounded in on-the-ground research**. They prioritize companies with tangible assets and cash flows, managing risk conservatively with a focus on **capital preservation** through moderate leverage and robust balance-sheet analysis.



Adapting to AI

While not a technology-focused fund, Camino is exploring how **data analysis and forecasting tools powered by AI are creeping into real asset investing**. This includes AI-driven analytics for property markets, using algorithms to track rental trends, foot traffic, and satellite imagery for development insights.



Notable Observations

A standout theme was the **importance of transparency and client trust** in a niche strategy. The manager was exceptionally candid, sharing current holdings and rationale, even discussing a recent investment "mistake" to illustrate lessons learned. They also highlighted the more than 30% discount to NAV currently on offer for the fund's positions.

Nomura Asset Management

Style & Focus

Our conversation with Nomura's representatives focussed on their Global High Conviction Fund, a **globally diversified, multi-asset perspective** with a foundation in rigorous research. As a large institutional manager, Nomura combines **top-down macro insight** with **bottom-up security selection**. Their style could be characterized as **core global equity with a quality bias**, complemented by an acute awareness of macro trends.

Strategy

Nomura's strategy emphasized using its **extensive research network** and quantitative tools to drive performance. The manager described a process of **"quantamental" investing** – quantitative screens are combined with fundamental analyst insights. Portfolio construction is disciplined: sector and regional allocations are adjusted according to macro forecasts.

Adapting to AI

Being a major firm, Nomura is proactively **integrating AI into its investment process**, both in research and operations. The manager shared that Nomura's analysts are increasingly using **machine learning algorithms to analyze market data and news** – for example, AI tools sift through earnings call transcripts in multiple languages to flag changes in corporate tone or to perform rapid sentiment analysis.

Notable Observations

The meeting with Nomura stood out for its **big-picture viewpoint**. In particular, the Nomura strategists echoed themes from our macro conference sessions – noting, for instance, that **economic power is shifting towards Asia and that investors must be cognizant of a more multipolar world order**, which aligns with what we heard from Gavekal's presentation.

Liontrust Asset Management

Style & Focus

Liontrust is a UK-based specialist active manager known for its distinct team-based processes. The meeting focused on their **Global Equities team (Global Innovation)**, which runs a growth-oriented, thematic strategy. The style here is **high-conviction growth investing** – Liontrust seeks out companies that are poised to be the "next generation of titans," often aligned with structural themes like digital transformation, sustainability, or in this case, artificial intelligence.

Strategy

The Liontrust Global Equities team's strategy blends thematic vision with rigorous analysis. They explained how they identify **long-term themes of innovation (e.g. AI, fintech, healthcare innovation)** and then find companies across global markets that have durable competitive advantages in those areas. Their process is notably **team-driven**, with a formal checklist for what qualifies as an investable idea.



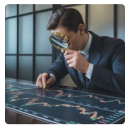
Adapting to AI

Fittingly, Liontrust is not only investing in AI-driven businesses but also **leveraging AI within their own investment process**. In fact, just this year Liontrust announced a partnership to integrate **Boosted.ai's machine learning tools into their research workflow**. The team elaborated on how this works in practice: they are deploying **AI "agents" to assist analysts in screening stocks and spotting patterns** that might be missed through traditional analysis.

Notable Observations

One standout from Liontrust was how **committed they are to staying ahead of the curve**. The manager noted that we are in an "arms race" in the investment industry when it comes to data and analytics – a point that echoed Jupiter's comments later – and that **embracing new technology is critical for not falling behind**.

Ranmore Fund Management



Style & Focus

In contrast to the tech-oriented growth approach of Liontrust, **Ranmore** is a boutique firm with a **value investing focus**, and this contrast was illuminating. Ranmore's Global Equity fund, managed by founder Sean Peche, sticks to classic value principles: **buying quality businesses at a discount** and avoiding hype. The style is **contrarian** and deeply fundamental.



Strategy

Ranmore's strategy revolves around intensive research and a healthy skepticism of market fads. The manager described how they **build the portfolio from the bottom up**, stock by stock, unconstrained by index weights. An interesting strategic choice is **deliberately excluding the mega-cap "Magnificent Seven" tech stocks** despite their large index presence.



Adapting to AI

One might assume a value fund would ignore AI, but Ranmore has a nuanced take. The manager actually believes **AI is a huge catalyst – but one that reinforces the case for value investing** rather than growth chasing. In our discussion, he argued that the real winners from AI will not necessarily be the obvious tech giants selling AI picks and shovels, but *the broad swath of traditional businesses that can use AI to cut costs and improve efficiency*.



Notable Observations

The Ranmore meeting was refreshingly frank. A notable quote from the manager: *"The problem has never been artificial intelligence; the problem has always been natural stupidity."* – a humorous way to say that investors must remain rational and not get carried away by narratives. He underscored how **market cycles and human behavior repeat**, and right now we may be seeing a replay of past tech manias.

> "The problem has never been artificial intelligence; the problem has always been natural stupidity."

Jupiter Asset Management (Systematic Equities Team)

Style & Focus

The meeting with Jupiter's systematic equity team introduced a very different style of investing – one at the cutting edge of **data-driven, quantitative equity management**. Jupiter's team runs a **global systematic strategy**, analyzing an enormous investable universe (approximately 7,000 stocks worldwide) through a multi-factor lens. Their style is **quantitative and model-driven**, but notably with a "*glass box*" philosophy rather than a black box.

Strategy

Jupiter's strategy is essentially about leveraging *big data and technology* to make better investment decisions, while avoiding the common pitfalls of quant models. Each day, their system ingests **40 million data points** to evaluate those 7,000 stocks, scoring each company on the five factors. Importantly, the system is **dynamic** – it doesn't stick rigidly to a single style tilt.

Adapting to AI

If any manager on the trip personified the **arms race in AI and data**, it was Jupiter. Their entire approach is about adapting to and adopting AI as fast as possible to gain an edge. They described how their team of seven specialists includes experts in **data science, robotics, and AI** working alongside finance professionals.

A few concrete examples of AI/ML usage stood out. First, **Natural Language Processing (NLP)**: Jupiter runs an NLP program to **analyze company earnings call transcripts for linguistic cues** that might signal management's confidence or concern. Second, **fund flow analysis**: Jupiter built a system tracking flows in and out of ~10,000 ETFs and mutual funds (around $50 trillion of assets) to **measure buying or selling pressure on individual stocks in real time**.

The Jupiter meeting was eye-opening in terms of how far quantitative investing has come. A key takeaway was the **value of transparency in quant models** – their "glass box" approach means they can always explain to investors why the model is doing what it's doing. This is crucial because one common fear around AI and quant strategies is the "black box" risk; Jupiter mitigates that by design.

Conclusion

The London investment trip provided a panoramic view of a financial world in transformation. On the one hand, **timeless principles** – building trust, understanding clients, fundamental research – remain as critical as ever. We saw that in how candid discussions with fund managers like Ranmore and Clearance deepened our conviction in their processes, and in how advisors are doubling down on personal relationships and holistic service. On the other hand, **the context around those principles is rapidly evolving**. Macro power is shifting eastward, innovation cycles are speeding up, and AI is infusing itself into every corner of business and investing.



Human Element Remains Central

What's most heartening is that amid all this change, the human element stays central. The trip reinforced that while we will leverage cutting-edge technology and adapt to new global realities, our mission – to steward client assets wisely and align them with clients' goals – remains anchored in human judgment, ethics, and understanding.



Practical Adjustments

In practical terms, we'll be considering adjustments such as: diversifying exposures to include more of the beneficiaries of these structural shifts, engaging managers who demonstrate adaptability and transparency, and enhancing our own advisory practices with smart technology while emphasizing the value-added services clients seek.



Partnership and Transparency

Most importantly, the trip underscored a message of **partnership and transparency**. Whether it's a fund manager transparently opening their "black box" or an advisor transparently communicating how we use AI tools, being open and clear is the currency of trust.

In summary, the journey was a vivid illustration that we are entering a new chapter – *the Age of AI, yes, but also an age that calls for astute human leadership*. By synthesizing macro wisdom, embracing technological tools, and reaffirming the core advisor-client relationship, one can position to navigate whatever the next decade brings. The knowledge gained and connections made in London will help ensure that we continue to serve our clients with a forward-looking, well-informed, and nuanced approach, balancing innovation with the time-tested values that underpin financial success.