

TROY
ASSET MANAGEMENT



Troy Concentrated Global Equity Strategy

Primer

September 2025

This document is intended for professional investors only.



Troy Concentrated Global Equity Strategy

Troy's Concentrated Global Equity Strategy is a high-conviction, low-turnover portfolio of 10-15 quality businesses designed to deliver long-term capital growth. We aim to deliver a low-to-mid-teens return (net p.a.) over 5+ years. Our focus is on durable growth, strong capital allocation, and competitively advantaged businesses, underpinned by a consistent, disciplined investment process and focussed, long-term research. Led by Gabrielle Boyle and George Viney and supported by an experienced 11 person team, the Strategy reflects Troy's core philosophy of patient, quality-driven investing, with a proven track record in global equities and a commitment to continual improvement.



Gabrielle Boyle
Investment Director



George Viney
Senior Fund Manager

What quality means to us

First, we like to evidence a long runway for growth. We believe that durability of growth is more important than the pace of growth.

Secondly, we observe that a small cohort of high-quality businesses can sustain $ROIC/CFROI > WACC^1$ over extended periods of time. Our belief is that those businesses have identifiable attributes that provide the basis for sustained superior returns and long-term success. Our research process is focussed on identifying and monitoring these businesses.

We further believe that the long-term compounding power and competitive advantages that these high-quality businesses exhibit tend to be undervalued by the market. This is a function of the shorter time horizon taken by many market participants.

We see that the best businesses tend to surprise positively, whilst mediocre businesses are prone to do the opposite. The tendency towards improving their competitive advantage and outlook can lead to improving ROIC and growth prospects, prompting revisions in pricing by the market, thereby enhancing longer term returns. Capturing these trends by 'running our winners' through long holding periods is essential to the returns we seek.

Our focus on the drivers of long-term returns and enduring growth leads us to spend time considering intangible factors such as the durability of a company's competitive advantages and the strength of its management team. The quality of management and their ability to allocate capital efficiently and adapt to changing market conditions and new opportunities is crucial. An appraisal of governance factors is therefore fundamental to what we do.

¹ ROIC (Return on Invested Capital), CFROI (Cash Flow Return on Investment), WACC (Weighted Average Cost of Capital).



Who we are

Troy Asset Management Limited (“Troy”) is a London based, independent fund management business with \$15bn in AUM. Our independence allows us to be long-term and patient. We believe this gives us a sustainable advantage compared to the market.

We have a 10+ year track record in Global Equity and a 20+ year track record in Multi-Asset. We manage high conviction, low turnover portfolios. When combined with our low staff turnover this ensures a high level of accumulated knowledge in the team, driving better decision making and performance.

The Strategy is led by Gabrielle Boyle (Investment Director & Head of Research) and George Viney (Senior Fund Manager). They are supported by the remaining 11 members of Troy’s Investment Team. Gabrielle has over 35 years of investment experience and has managed global equity portfolios since 2001 and European portfolios since 1998. Joining Troy at the end of 2011, previously Gabrielle was a Senior Managing Director at Lazard Asset Management where she worked for 17 years and was responsible for Global and European portfolios, managing assets in excess of \$10bn. George has 18 years’ experience researching equities and managing equity portfolios. He joined Troy in June 2012 from Rathbone Brothers’ unit trust business, and has worked alongside Gabrielle for over a decade. Gabrielle and George are deeply committed and aligned through equity in both the Strategy and Troy.

How we research

Since the founding of Troy in 2000, our investment process has been deeply aligned with our philosophy. Our intention is to be patient holders of quality businesses at reasonable valuations, and we assess whether the drivers of returns for a business are evolving in a way that will sustain value creation over time.

Our research process is rigorous, collaborative and repeatable. Our insights are shaped through extensive reading, company visits, and traveling to understand businesses in their full context. We do not begin with a spreadsheet. We begin with a question: will this business be bigger, better and more valuable in ten years?

To answer this, we:

- Study the financials, looking back a decade or more
- Need to understand how the business has arrived at where it is today
- Evaluate competitive strategy, governance, and industry structure
- Meet management teams regularly and test our views with competitors and experts
- Seek to understand how a company creates, sustains and protects economic value - and what might threaten that trajectory

A key aspect of our analysis therefore is assessing management teams with a focus both on their entrepreneurialism and their achieved and prospective returns on re-invested capital. We favour companies led by management who prioritise reinvestment for sustainable, long-term growth over maximising short-term performance. This often involves the presence of anchor shareholders, well-designed incentive structures that promote long-termism and are aligned with our time horizon, and a clear focus on shareholder value creation. Businesses with leadership focussed on managing thoughtfully for the future stand out as candidates for enduring investments.

Our analysis prioritises free cash flow over earnings, capital allocation over short-term profitability, and repeatability over misplaced ambition. We are particularly interested to understand intangible factors such as culture, incentives, innovation and adaptability which do not show up in financial models but drive long-term outcomes.



We seek to keep things focussed, and whilst scrutinising quarterly results we avoid getting distracted by short term noise. Reducing noise is critical to maintaining a clear, long-term perspective and we avoid unnecessary complexity. This applies not only to our process but also to the businesses we choose to invest in; we have to be able to understand the business model and mechanics deeply prior to investing. We avoid common errors that can lead to permanent impairment of capital, specifically:

- Weak business models (business risk)
- Excessive debt (financial risk)
- Very high valuations (valuation risk)
- Poor capital allocation

Portfolio construction and decision making

The Strategy contains a concise list of 10-15 holdings, constructed according to our assessment of the companies and their valuation. We aim to strike a deliberate balance between growth, profile of earnings and valuation to create a mix of high ROIC companies with different characteristics, risk profiles and growth drivers.

We target opportunities where there is a compelling combination of business quality, valuation, and long-term potential. Particular opportunities to invest may arise where markets suffer a dislocation or become overly concerned about a short-term business specific issue.

The portfolio is constructed with absolute risk in mind. Time horizon and risk tolerance define our preferences. We prioritise established businesses with proven and attractive economics. We want them to be broad. Not "big" for the sake of it, rather we look for businesses with multiple levers of growth, and revenue spread across products, customers, and geographies. We define business breadth as insulation from any single point of failure.

We assess the portfolio from a country and sector perspective by underlying revenues. Additionally, we look at stock correlation and factor exposure together with our Risk & Analytics Team. We believe this leads to better risk-adjusted returns through a full market cycle. The portfolio also benefits from being highly liquid.

We sell when we judge the prospective return to no longer be compelling. This will typically be for one of several reasons: if valuations have become too high for the quality of the business; if the fundamentals of the business deteriorate or we get it wrong; or if we have better ideas.

Over the long term, by investing at reasonable starting valuations, we aim for returns to be driven primarily by:

- Reinvestment of free cash flow (FCF) by corporate management at attractive incremental returns on invested capital
- Growth in FCF per share; and
- Returns of excess capital to shareholders via dividends and share repurchase.

We strive to learn and get better

The paradox of successful investing is that one must hold fast to a core set of principles while remaining open to evolution. At Troy, we embrace this tension. Our foundation is based on quality, patience and discipline and this has remained unchanged, but how we apply these principles is subject to constant scrutiny and refinement.

We believe enduring performance requires a mindset of deliberate, ongoing improvement embedded in our culture. It shows up in the way we approach decisions, challenge assumptions, and reflect on outcomes. Each member of our Investment Team is therefore expected not just to contribute, but to continuously learn from the market, from each other, and from past mistakes. This is supported through structured forums for reflection and challenge such as:



- Offsites to step back and assess how we're thinking and working.
- Bull/bear debates to stress test ideas from opposing perspectives.
- Behavioural reviews to guard against bias and complacency.

This commitment to improvement also manifests in our portfolio construction discipline. While our Strategy is bottom-up and unconstrained, it is not loose. We apply a deliberately high bar to portfolio entry. Businesses must not only be exceptional, they must also be better than what we already own, based on quality and valuation.

Once invested, no position in the portfolio stays static. We continually monitor and evaluate opportunity cost, especially when operational performance lags or valuations rise. Our process encourages active debate around underperformers and seeks to ensure capital is allocated where the long-term risk-reward is most attractive. For example, we have observed that our largest, highest-conviction holdings tend to be our strongest long-term performers. This insight, born of experience and data, has led us to embrace greater concentration over time, allocating more to the ideas that matter most and exiting or trimming those that dilute returns or distract attention.

We are also keenly aware of the behavioural pitfalls that long-term investors face, and to mitigate against this we run automated alerts when a stock falls 10%+ in a day, or underperforms by 20% over 12 months, to force debate. We also challenge ourselves: if this company were not in the portfolio, would we buy it today?

Although each of our strategies have full autonomy, we share lessons across the firm. If a stock is sold by one strategy team, the rationale is discussed transparently across the entire Investment Team and remaining holders are expected to re-evaluate their thesis. These shared reflections build our institutional memory of how and why decisions are made in addition to the track record of returns.

Over time, recorded inputs can reveal patterns where we have been strong, where we have erred and how individual and group decision-making has evolved. This feedback loop strengthens our collective judgement and helps inform our future behaviour.

What our investors can expect from us

Our process is based on consistency in philosophy, behaviour, and execution. We will strive to deliver:

- A high-conviction, low turnover portfolio focussed exclusively on growing businesses with high ROIC.
- A return stream underpinned by growth in cashflows.
- Clear articulation of our thinking.
- A disciplined, repeatable process.
- Behaviour aligned with long-term capital stewardship.

We believe that consistency of philosophy and execution are as important as stock selection. We observe that many strategies fail not from poor ideas, but from poor behaviour under pressure. We strive to be patient, maintain discipline and to be vigilant and open minded about how the future may unfold.



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This document is intended for professional investors only.

Please refer to Troy's Glossary of Investment terms [here](#).

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