## **Real Assets Annual Review - Supplemental Report**

#### Period Ending June 30, 2016

#### **Investment Objective**

The role of Real Estate is to have ownership risk in real property with stable cash yield and act as an economic diversifier to equity risk. Capital appreciation is an added, but lower source of return.

- CalPERS ALM Workshop (2013)

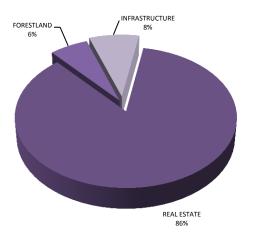
The role of Forestland is to have ownership risk in forestland properties, enhance long-term inflation protection and provide moderate cash yield.

- CalPERS ALM Workshop (2013)

The role of Infrastructure is to have ownership risk in essential infrastructure assets and provide predictable returns with moderate long-term inflation protection . Infrastructure also acts as an economic diversifier to equity risk.

#### - CaIPERS ALM Workshop (2013)

## **Real Assets Programs**



## **Asset Class Characteristics**

Managing Investment Director: Paul Mouchakkaa

Assets: \$31.8 Billion

Benchmark: 83% Real Estate benchmark + 8% Infrastructure benchmark + 8% Forestland benchmark

Real Estate Program

Benchmark: NCREIF ODCE

- Stable cash yield with real property ownership
- Acts as a partial inflation hedge

#### Forestland Program

Benchmark: NCREIF Timberland

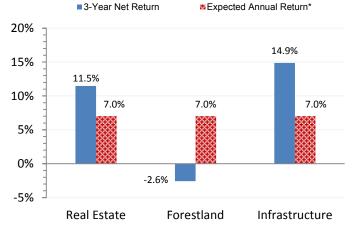
- Forestland properties ownership
- Inflation protection, illiquid
- Infrastructure Program Benchmark: CPI +4%, lagged one quarter
  - Predictable returns with essential infrastructure assets
     ownership
  - Economic diversifier

Class Allocation	Real Estate	Forestland	Infrastructure	
Strategic Target Range %	5-15%	0-2%	0-2%	
Interim Strategic Target %	10%	1%	1%	
Actual Investment %	9%	1%	1%	
Variance	-1%	0%	0%	
Interim Strategic Target \$	\$ 29.5 Billion	\$ 3.0 Billion	\$ 3.0 Billion	
Actual Investment \$	\$ 27.3 Billion	\$ 2.0 Billion	\$ 2.6 Billion	
Variance \$	\$(2.2 Billion)	\$(1.0 Billion)	\$(0.4 Billion)	

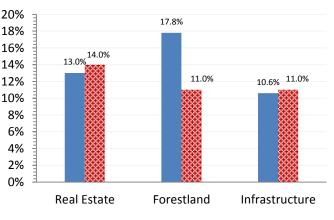
Note: Stategic Target effective July 1, 2016

## Asset Liability Management Expectations

\*Capital markets assumptions used in the 2013 ALM Workshop





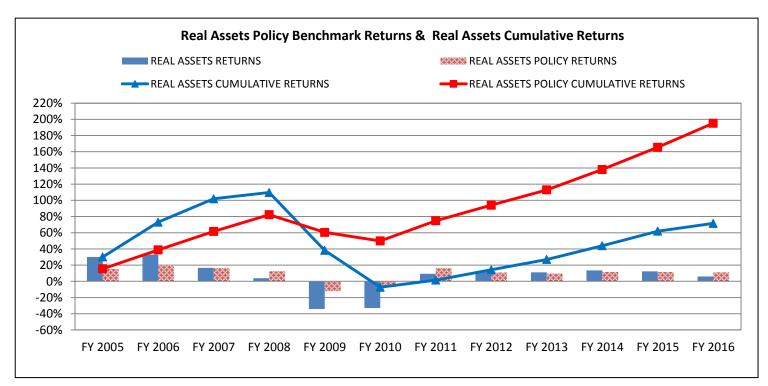


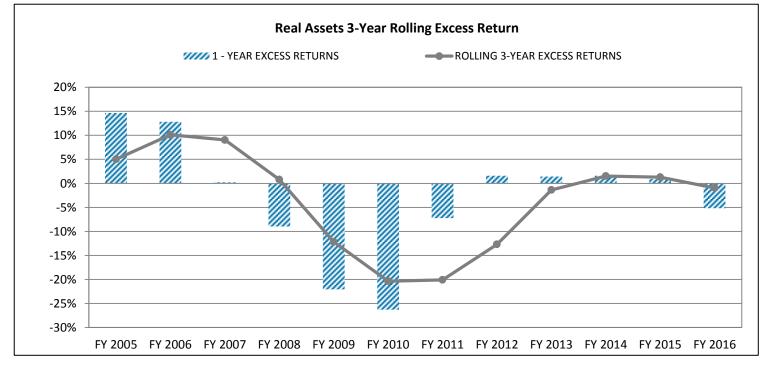
**Real Assets Annual Review** 

## REAL ASSETS PERFORMANCE

MONTH ENDING JUNE 30, 2016		FY	TD	3-`	<b>ŕ</b> R	5-`	YR	10	-YR
Asset Class*	Ending Market Value	Net Return	Excess BPS						
REAL ASSETS	\$ 31.8 Billion	6.0%	(517)	10.6%	(94)	11.1%	4	(0.1%)	(792)
REAL ESTATE	\$ 27.3 Billion	7.1%	(557)	11.5%	(112)	12.4%	29	(0.5%)	(916)
FORESTLAND	\$ 2. Billion	(9.6%)	(1247)	(2.6%)	(1030)	(2.6%)	(924)	N/A	N/A
INFRASTRUCTURE	\$ 2.6 Billion	9.0%	402	14.9%	1005	11.7%	632	N/A	N/A

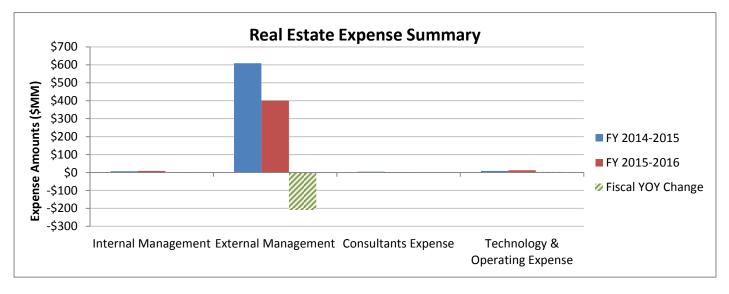
\* Performance for the total asset class and top 3 strategies based on ending market value



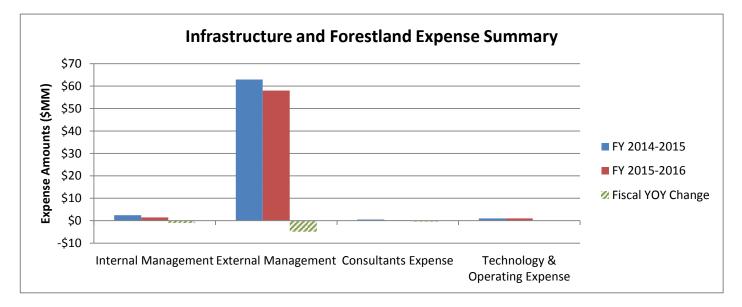


## **EXPENSES**

Real Estate Expenses	FY 2014-2015	FY 2015-2016	Fiscal YOY Change	
	(\$millions)	(\$millions)	(\$millions)	
Internal Management	\$7	\$8	\$1	
External Management	\$609	\$400	(\$209)	
onsultants Expense \$5		\$2	-\$2	
Technology & Operating Expense \$9		\$12	\$3	



Infrastructure and Forestland Expenses	FY 2014-2015 (\$millions)	FY 2015-2016 (\$millions)	Fiscal YOY Change (\$millions)
Internal Management	\$2	\$1	-\$1
External Management	\$63	\$58	(\$5)
Consultants Expense	\$1	\$0	(\$0)
Technology & Operating Expense	\$1	\$1	\$0



## STAFFING (as of 6/30/2016)

Senior Management Team	Years with CalPERS	Years Experience		
Paul Mouchakkaa - MID	1	16		
Ed Yrure - ID	9	25		
Jim Hurley - ID	9	28		
Randall Mullan - ID	8	28		
Investment Team	Number of Members			
Investment Managers	11			
Investment Officers	21			
Additional Resources	Number of Members			
Adminstrative Support Staff	9			

## **Real Assets Staffing Updates**

- Appointed 1 Investment Director
- Appointed 1 Investment Manager
- Appointed 3 Investment Officers
- Appointed 1 Staff Services Manager
- Appointed 1 Office Technician (Typing)
- Transferred 2 Investment Officer positions to other INVO Programs
- Current Vacancies:
  - 1 Office Technician (Typing)
  - 1 Associate Governmental
  - Program Analyst
  - 1 Investment Officer I
    1 Investment Officer II
  - 2 Investment Officer III

## POLICY

REVIEWED	AMEND	POLICY/DELEGATION NAME	ACTION
$\checkmark$	NO	Real Assets Policy	None

## **CaIPERS INVESTMENT BELIEFS**

## **CalPERS Investment Beliefs**

## **#1** Liabilities must influence the asset structure

Real Assets role, according to the ALM, is to provide long term stable income, cash yield, and a partial hedge to inflation to match liabilities.

#### **#2** A long time investment horizon is a responsibility and an advantage

Real Assets strategy is to invest in long term income producing properties.

# **#3** CalPERS investment decisions may reflect wider stakeholder views, provided they are consistent with its fiduciary duty to members and beneficiaries

Engagement with Global Governance

**#4** Long-term value creation requires effective management of three forms of capital: financial, physical and human Sustainability monitoring tools and portfolio policy compliance ensure portfolios are managed according to expectations. Have established leadership with regard to alignment of financial interests and responsible contracting.

#5 CalPERS must articulate its investment goals and performance measures and ensure clear accountability for their execution

Real Assets has clearly stated benchmarks and internal staff compensation is aligned using 3 year rolling excess returns.

## #6 Strategic asset allocation is the dominant determinant of portfolio risk and return

The role of real assets, the strategic plan, and the benchmark are all consistent with the Strategic Asset Allocation.

## **#7** CalPERS will take risk only where we have a strong belief we will be rewarded for it

A majority of the program (75%) to be invested in high quality well located assets held long term with limits and governance on debt financing. Further, Staff actively measures risk in determining and underwriting its risk/reward profile.

## #8 Costs matter and need to be effectively managed

Management of portfolio consistent with costs of the benchmark as well as external management fee reductions are top Real Assets priority.

**#9** Risk to CalPERS is multi-faceted and not fully captured through measures such as volatility or tracking error Staff has implemented detailed risk measurements for portfolio components.

**#10** Strong processes and teamwork and deep resources are needed to achieve CalPERS goals and objectives Enhanced training has taken team on path to be a world class investment management group. Existing need for enhancement of IT systems.