

Stewardship is our way of exerting influence in service of long-term shareholder value creation. Over time, we have developed a set of best practices that help us develop constructive and lasting relationships with the management teams of the companies we invest in.

Stewardship refers to the responsible management of assets through influence, in service of long-term shareholder value creation for clients and beneficiaries. Influence can be best exerted through ongoing constructive conversations with company management about the key issues affecting the business. We have therefore spent a considerable amount of time thinking about the most effective way to have these conversations. It is through these discussions that we can a) understand the businesses we invest in and the risk/reward trade-offs, and b) nudge the company in the direction of long-term shareholder value creation, when needed.

Stewardship has always been an integral part of our long-term active investment philosophy. Below are some of the principles that have come to define our approach to stewardship and have stood the test of time as part of our investment process.

STEWARDSHIP PRINCIPLES

1. Conduct deep research to understand the business

Being intellectually curious about the companies and businesses we are researching is the foundation for successful stewardship. This deep curiosity leads us to interrogate the key issues, test hypotheses, and develop informed conclusions. The key issues must then also be quantified to size the potential investment risks and opportunities. Building a successful mental and financial model for a potential investment requires the following:

- a. Avoiding incremental thinking: It is important to understand why a business has earned its historical margins from a fundamental rather than short-term viewpoint. A zero-based modeling approach helps uncover the actual opportunity of or threat to a business. For example, we ask ourselves why a company makes money at all, rather than why the earnings may be up or down by a certain percentage.

- b. Debating key issues with a range of experts: Intentionally soliciting a wide range of perspectives from different sources is important. This includes, but is not limited to, management, industry experts, and sell-side analysts. In particular, the perspective of a bear analyst is an effective way to pressure-test assumptions.

2. Focus the conversation on the most important issues

Deep research is essential to focus conversations with management on the issues with the greatest potential to impact the investment thesis. That does not mean that, going into a meeting with a management team, we should know everything there is to know about the company or that we should have the investment thesis entirely figured out. It can be much more productive to use the discussion to test a hypothesis, maintaining an openness to “knowing what we don’t know.” It can also be effective to temper individual beliefs and convictions, at least initially, and make space for the management team to share their perspectives first. Listening can go a long way toward establishing credibility and uncovering important lines of discussion that may not otherwise have been apparent.

We may be deeply familiar with the key issues at hand, or we may need extensive help understanding the decisions of the management team. The topics may or may not be environmental, social, or governance-related. If these issues are among the most financially material, then they should be discussed in as much depth as any other core business concern.

3. Build and maintain relationships over time

One of the advantages we have as deep value investors is that the companies we invest in are experiencing temporary difficulty. The management team is therefore more likely to be curious about our

STEWARDSHIP INSIGHTS CONT.

point of view on key business issues. However, we must earn the right to have our viewpoints taken into consideration. Some of the ways we have successfully built and maintained these relationships over time include:

- a. In-person meetings: We think it is important to make in-person visits to all the management teams of companies we invest in. Ideally, we conduct these visits off-cycle from formal roadshows where there may only be a specific company agenda on the table for discussion. We also prefer convenings of smaller groups of key decision makers to facilitate a candid but detailed conversation.
- b. Proactive communication: In case-by-case instances where we think it is necessary to escalate our discussions, e.g., voting against management during proxy season, it is important to communicate the rationale for these votes to the management team ahead of time. We find that this helps preserve the relationship, even if we are publicly disagreeing with management decisions. To do this effectively, we must have first earned the trust and respect of the management team.

Building those relationships for the long term is essential. Getting shut out of conversations because of a failure to exercise effective stewardship is detrimental to our understanding of the business and, ultimately, our ability to exert influence.

STEWARDSHIP EXAMPLES

For more information about our approach to stewardship and examples from 2024, please see our recently published [Stewardship Report](#).

CONCLUSION

Exerting influence is not the same as making demands of a management team. The former requires deep knowledge of the company, a genuine understanding of what matters, and the establishment of our position as a trusted advisor over time. We benefit from having an integrated investment team of experts in their companies and industries, rather than a separate stewardship team or checklist of questions to ask management during every conversation. If the mindset going into engagement conversations is one of long-term partnership, in our experience, we are often afforded the opportunity to act accordingly—which is ultimately in the best interests of our clients as well.

FURTHER INFORMATION

These materials are intended solely for informational purposes. The views expressed reflect the current views of Pzena Investment Management (“PIM”) as of the date hereof and are subject to change. PIM is a registered investment adviser registered with the United States Securities and Exchange Commission. PIM does not undertake to advise you of any changes in the views expressed herein. There is no guarantee that any projection, forecast, or opinion in this material will be realized. Past performance is not indicative of future results.

All investments involve risk, including loss of principal. Investments may be in a variety of currencies and therefore changes in rates of exchange between currencies may cause the value of investments to decrease or increase. The price of equity securities may rise or fall because of economic or political changes or changes in a company’s financial condition, sometimes rapidly or unpredictably. Investments in foreign securities involve political, economic and currency risks, greater volatility and differences in accounting methods. These risks are greater for investments in Emerging Markets. Investments in small-cap or mid-cap companies involve additional risks such as limited liquidity and greater volatility than larger companies. PIM’s strategies emphasize a “value” style of investing, which targets undervalued companies with characteristics for improved valuations. This style of investing is subject to the risk that the valuations never improve or that returns on “value” securities may not move in tandem with the returns on other styles of investing or the stock market in general.

This document does not constitute a current or past recommendation, an offer, or solicitation of an offer to purchase any securities or provide investment advisory services and should not be construed as such. The information contained herein is general in nature and does not constitute legal, tax, or investment advice. PIM does not make any warranty, express or implied, as to the information’s accuracy or completeness. Prospective investors are encouraged to consult their own professional advisers as to the implications of making an investment in any securities or investment advisory services.

The specific portfolio securities discussed in this presentation are included for illustrative purposes only and were selected based on their ability to help you better understand our investment process. They were selected from securities in one or more of our strategies and were not selected based on performance. They do not represent all of the securities purchased or sold for our client accounts during any particular period, and it should not be assumed that investments in such securities were or will be profitable. PIM is a discretionary investment manager and does not make “recommendations” to buy or sell any securities. There is no assurance that any securities discussed herein remain in our portfolios at the time you receive this presentation or that securities sold have not been repurchased.

For U.K. Investors Only:

This marketing communication is issued by Pzena Investment Management, Ltd. (“PIM UK”). PIM UK is a limited company registered in England and Wales with registered number 09380422, and its registered office is at 34-37 Liverpool Street, London EC2M 7PP, United Kingdom. PIM UK is an appointed representative of Vittoria & Partners LLP (FRN 709710), which is authorised and regulated by the Financial Conduct Authority (“FCA”). The Pzena documents have been approved by Vittoria & Partners LLP and, in the UK, are only made available to professional clients and eligible counterparties as defined by the FCA.

For EU Investors Only:

This marketing communication is issued by Pzena Investment Management Europe Limited (“PIM Europe”). PIM Europe (No. C457984) is authorised and regulated by the Central Bank of Ireland as a UCITS management company (pursuant to the European Communities (Undertakings for Collective Investment in Transferable Securities) Regulations, 2011, as amended), with additional authorisation for management of portfolios of investments, in accordance with mandates given by investors on a discretionary, client-by-client basis, where such portfolios include one or more of the investment instruments listed in Section C of the Annex to the MiFID (Markets in Financial Instruments) Regulations 2017 (S.I. No. 375 of 2017), as amended, and investment advice concerning one or more of the instruments listed in Annex I, Section C to Directive 2004/39/EC. PIM Europe is registered in Ireland with the Companies Registration Office (No. 699811), with its registered office at Riverside

FURTHER INFORMATION

One, Sir John Rogerson's Quay, Dublin, 2, Ireland. Past performance is not indicative of future results. The value of your investment may go down as well as up, and you may not receive upon redemption the full amount of your original investment. The views and statements contained herein are those of Pzena Investment Management and are based on internal research.

For Australia and New Zealand Investors Only:

This document has been prepared and issued by Pzena Investment Management, LLC (ARBN 108 743 415), a limited liability company ("Pzena"). Pzena is regulated by the Securities and Exchange Commission (SEC) under U.S. laws, which differ from Australian laws. Pzena is exempt from the requirement to hold an Australian financial services license in Australia in accordance with ASIC Class Order CO 03/1100 and the transitional relief under ASIC Corporations (Repeal and Transitional) Instrument 2016/396, extended through 31 March 2026 by ASIC Corporations (Amendment) Instrument 2024/497. Pzena offers financial services in Australia to 'wholesale clients' only pursuant to that exemption. This document is not intended to be distributed or passed on, directly or indirectly, to any other class of persons in Australia.

In New Zealand, any offer is limited to 'wholesale investors' within the meaning of clause 3(2) of Schedule 1 of the Financial Markets Conduct Act 2013 ('FMCA'). This document is not to be treated as an offer, and is not capable of acceptance by, any person in New Zealand who is not a Wholesale Investor.

For Jersey Investors Only:

Consent under the Control of Borrowing (Jersey) Order 1958 (the "COBO" Order) has not been obtained for the circulation of this document. Accordingly, the offer that is the subject of this document may only be made in Jersey where the offer is valid in the United Kingdom or Guernsey and is circulated in Jersey only to persons similar to those to whom, and in a manner similar to that in which, it is for the time being circulated in the United Kingdom, or Guernsey, as the case may be. The directors may, but are not obliged to, apply for such consent in the future. The services and/or products discussed herein are only suitable for sophisticated investors who understand the risks involved. Neither Pzena Investment Management, Ltd. nor Pzena Investment Management, LLC nor the activities of any functionary with regard to either Pzena Investment Management, Ltd. or Pzena Investment Management, LLC are subject to the provisions of the Financial Services (Jersey) Law 1998.

For South African Investors Only:

The Pzena Emerging Markets Focused Value Fund, Pzena Emerging Markets Select Value Fund, Pzena Global Focused Value Fund, Pzena Global Value Fund are registered and approved under section 65 of CISA.

Collective Investment Schemes in Securities (CIS) should be considered as medium- to long-term investments. The value may go up as well as down and past performance is not necessarily a guide to future performance. CISs are traded at the ruling price and can engage in scrip lending and borrowing. A schedule of fees, charges and maximum commissions is available on request from the Manager. A CIS may be closed to new investors in order for it to be managed more efficiently in accordance with its mandate. There is no guarantee in respect of capital or returns in a portfolio. Representative Office: Prescient Management Company (RF) (Pty) Ltd is registered and approved under the Collective Investment Schemes Control Act (No.45 of 2002). For any additional information such as fund prices, fees, brochures, minimum disclosure documents and application forms please go to www.pzena.com.

© Pzena Investment Management, LLC, 2025. All rights reserved.