

## Strategy Overview

- Concentrated U.S. mid cap value strategy
- High active share
- 40-year track record and rich history managing institutional portfolios
- Unique focus on company turnarounds and restructurings
- Low portfolio turnover

## History

Sasco Capital is 100% employee owned. Our founding partners have worked together since 1981, when they were the first team hired to manage IBM's burgeoning in-house equity pension fund. The mid cap value strategy's track record dates to 1981.

## Team

### MS. HODA BIBI

39 years investment experience  
 Founder | Managing Director | President & CCO

### BRUCE D. BOTTOMLEY, CFA

48 years investment experience  
 Founder | Managing Director | Portfolio Manager

### DANIEL L. LEARY

49 years investment experience  
 Founder | Managing Director | Portfolio Manager

### JEFFREY L. SPEIGHT, JR.

23 years investment experience  
 Portfolio Manager

### ADAM W. SNYDER, CFA

21 years investment experience  
 Portfolio Manager

### RYAN DARROHN

2 years investment experience  
 Research Analyst

## A Transformative Approach to Unlocking Value

### STRATEGY

A concentrated, mid cap contrarian value strategy focused on underperforming companies taking transformative actions to unlock the hidden value within.

### PHILOSOPHY

We believe the best opportunities to add alpha are event-driven: turnarounds, restructurings and transformations. We search for out of favor companies with "hidden jewels" that are selling at large discounts to their future restructured earnings power. Our discipline leads us to research and value individual business segments with an opportunity for smart, motivated management teams to fix, restructure and grow the company to unleash higher earnings that ultimately lead to higher stock prices.

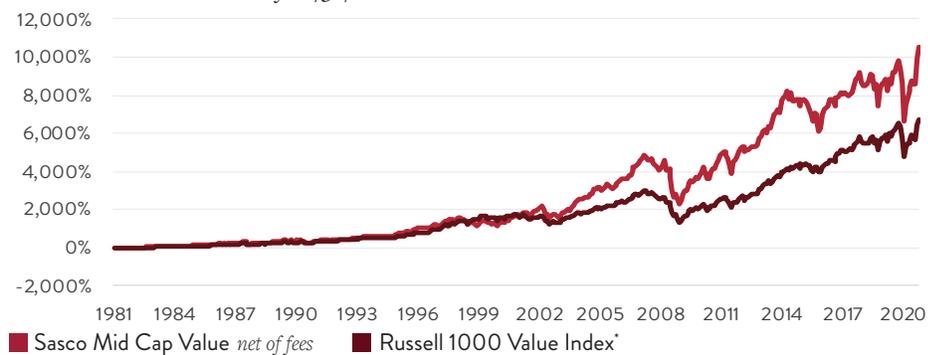
### ROLE IN PORTFOLIO

- Enhances passive strategies through delivering high active share and differentiated holdings
- Complements more traditional growth/value equity strategies
- Long-term investment horizon and low portfolio turnover

### DIFFERENTIATED APPROACH

Unlike many value managers, who generate investment ideas by screening traditional valuation metrics, we start by finding underperforming companies implementing strategic changes to unlock value and future growth potential. This differentiated discovery process has historically led to high active share for our strategy.

## Investment Growth as of 12/31/20



## Performance (%) as of 12/31/20

	YTD	1 Year	3 Years	5 Years	10 Years	20 Years	S.I.*
Sasco Mid Cap Value net of fees	7.24	7.24	5.61	9.51	8.87	9.27	12.45
Russell Mid Cap Value Index	4.96	4.96	5.37	9.73	10.49	9.27	-
Russell 1000 Value Index	2.80	2.80	6.07	9.74	10.50	6.82	11.20

\* Sasco's performance since inception is shown versus the Russell 1000 Value Total Return Index because Sasco's inception predates the inception of the Russell Mid Cap Value Index.

\* Since portfolio inception: 4/1/81; Russell Mid Cap Value Index inception: 1/1/86

**Portfolio Statistics**

Active Share	95.5%
Turnover (5 year)	26%
Yield	4.3%

**Sector Allocation\***

Consumer	0.00%
Industrials	0.00%
Energy	0.00%
Utilities	0.00%
Materials	0.00%
Healthcare	0.00%
Cash	0.00%

\*Voids in Financial & Technology sectors: high risk when in need of restructuring

**Top Holdings**

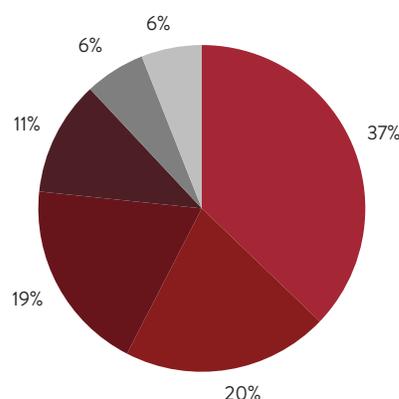
Holding A	0.00%
Holding B	0.00%
Holding C	0.00%
Holding D	0.00%
Holding E	0.00%
Holding F	0.00%
Holding G	0.00%
Holding H	0.00%
Holding I	0.00%
Holding J	0.00%

**Portfolio Allocation (%)**

Our proprietary research process identifies companies considered underachievers: underperforming, diversified companies where low-return divisions are masking the profitability of good businesses elsewhere in the company (“hidden jewels”).

Extensive fundamental analysis of segment values and restructuring opportunities, combined with meetings with senior management, enable us to value the businesses, evaluate management’s ability to execute the required changes, and to project the future earnings power of a company. The chart below shows the types of transformations and restructurings we invest in, and how those are distributed within our portfolio.

- Spin-Offs & Asset Sales
- Operational Turnarounds & Latent Restructurings
- Transformative Transactions
- Active Asset Reviews
- Other
- Cash



GIPS DISCLOSURES	Firm Assets (USD millions)	Composite Assets at Period End	Total # of Accounts	Benchmark Return (Russell Midcap Value)	Composite Gross Fee Return (%)	Composite Net Fee Return (%)	Composite Dispersion	Composite Gross 3-Yr Ex-Post St Dev (%)	Benchmark 3-Yr Ex-Post St Dev (%)
2011	4,961	4,607	29	-1.38	6.96	6.55	0.12	21.81	22.78
2012	5,130	5,010	33	18.51	15	14.61	0.17	17.6	16.76
2013	6,240	5,572	33	33.46	32.7	32.24	0.15	14.92	13.69
2014	6,212	5,726	32	14.75	7.76	7.37	0.14	10.71	9.81
2015	4,203	3,821	29	-4.78	-14.08	-14.39	0.2	12.39	10.71
2016	4,238	3,763	25	20	18.49	18.06	0.09	13.6	11.3
2017	2,888	2,357	18	13.34	13.67	13.27	0.09	12.13	10.32
2018	1,317	874	11	-12.29	-15.79	-16.1	0.1	14.02	11.96
2019	797	771	6	27.06	31.39	30.94	0.19	14.86	12.79
2020	764	726	4	4.96	7.67	7.27	0.2	24.36	22.62

Sasco Capital, Inc. has prepared and presented this report in compliance with the Global Investment Performance Standards (GIPS). Composite returns have not been independently verified. The firm maintains a complete list and description of the composite, which is available upon request. Past performance is not indicative of future results and it should not be assumed that results in the future will be profitable or equal to past performance. All investments carry a certain degree of risk including a possible loss of principal. It is important to note that there are risks inherent in any investment and there can be no assurance that any asset class will provide positive performance over any period of time.

- Sasco Capital, Inc. “Sasco” is an independent, employee-owned, investment adviser incorporated in the state of Connecticut and registered with the SEC in 1985 under the Investment Advisers Act of 1940. The firm offers only one investment product: contrarian value equity, primarily to institutional investors.
- Sasco’s contrarian value equity composite is comprised of all fully discretionary, taxable and non-taxable separate accounts managed in accordance with the contrarian value style, including those clients no longer with the firm. The minimum portfolio size for inclusion in the composite is \$5 million. Performance results reflect the reinvestment of dividends, capital gains, and other earnings when appropriate. Composite returns and benchmark returns are presented gross of withholding taxes on dividends, interest income and capital gains. Composite returns are weighted by daily market values. Sasco’s composite does not have a “Significant Cash Flow Policy”. External cash flows are adjusted on a daily basis. Portfolios are added to the composite after being invested for one full quarter. Sasco’s composite does not contain any non-fee paying portfolios.
- Performance results are calculated on a total return basis and include all realized and unrealized capital gains and losses as well as dividends, interest and accrued income. Portfolios in the Composite record transactions based on trade dates. Portfolio performance calculations are computed monthly and are time-weighted to account for periodic contributions and withdrawals. The Composite returns consist of size-weighted portfolio returns using beginning of period values to weight portfolio returns. Monthly linking of interim performance results is used to calculate annual returns.
- Sasco’s separately managed, contrarian value portfolios have their assets invested in common stocks of U.S. traded equity securities of predominantly mid cap companies. U.S. traded equity securities may include American Depository Receipts (“ADR’s”). Sasco considers mid cap companies to be companies with market capitalizations similar to those of companies in the Russell Mid Cap Index. Sasco’s investment strategy focuses on under-performing, out-of-favor, restructuring/turnaround companies selling at a discount to their underlying asset value and projected restructured 3-year earning power. Generally, Sasco’s contrarian value equity portfolio will hold 35 securities or less. The investment strategy does not utilize leverage, short positions or derivatives.
- The composite has performance history with an inception date of April 1, 1981. Sasco’s investment decision-makers worked at the IBM in-house equity fund prior to founding the firm. Composite performance results prior to 1986 are linked to performance history generated at IBM, from 4/1/1981 to 2/1/1986. Sasco has records that document and support this performance history.
- Valuations and returns are computed and stated in US Dollars. Sasco uses closing exchange prices in valuation of all securities and values all portfolios daily based on fair market value in accordance with the GIPS 2010 standard.
- The benchmark for Sasco’s composite is the Russell Mid Cap Value Index. The Russell Midcap Value Index is a copyright of Russell Investments. The Index is unmanaged and cannot be invested in directly. It includes the reinvestment of dividends and income, but does not reflect fees, brokerage commissions or other expenses of investing. The Russell Midcap Value Index measures the performance of the mid cap value segment of the U.S. equity universe. It includes those Russell Midcap Index companies with lower price-to-book ratios and lower forecasted growth values. The Russell Midcap Value Index is constructed to provide a comprehensive and unbiased barometer of the mid cap value market. The Index is completely reconstituted annually to ensure larger stocks do not distort the performance and characteristics of the true mid cap value market. For the Russell Midcap Value Index, dividend income and capital gains are reinvested without deducting applicable withholding taxes. Material differences exist between Sasco’s composite investment strategy and the Russell Midcap Value Index, due to Sasco’s contrarian value focus.
- Sasco’s portfolio is significantly under-weighted in financial and technology stocks, relative to the benchmark.
- Returns are presented gross and net of management fees and include the reinvestment of all income. Net of fees returns include performance-based fee accounts and are calculated assuming a model fee of 0.36%, the blended fee for all portfolios managed in the investment strategy.
- The standard management fee schedule applicable to separate accounts is as follows: 0.80% on the first \$10 million, 0.50% on the next \$40 million, 0.40% on the next \$50 million, 0.35% on the next \$200 million, and negotiable thereafter. Fees are payable quarterly in arrears. For further information on investment management fees, please refer to Sasco’s Form ADV Part 2.
- The dispersion measure is the asset weighted standard deviation of the annual portfolio returns. Only portfolios represented in the composite for the entire year are included in the calculation. The calculation is not performed if the composite contains five or fewer accounts for the full year.
- Policies for valuing portfolios, calculating performance, and preparing compliant presentations are available upon request.