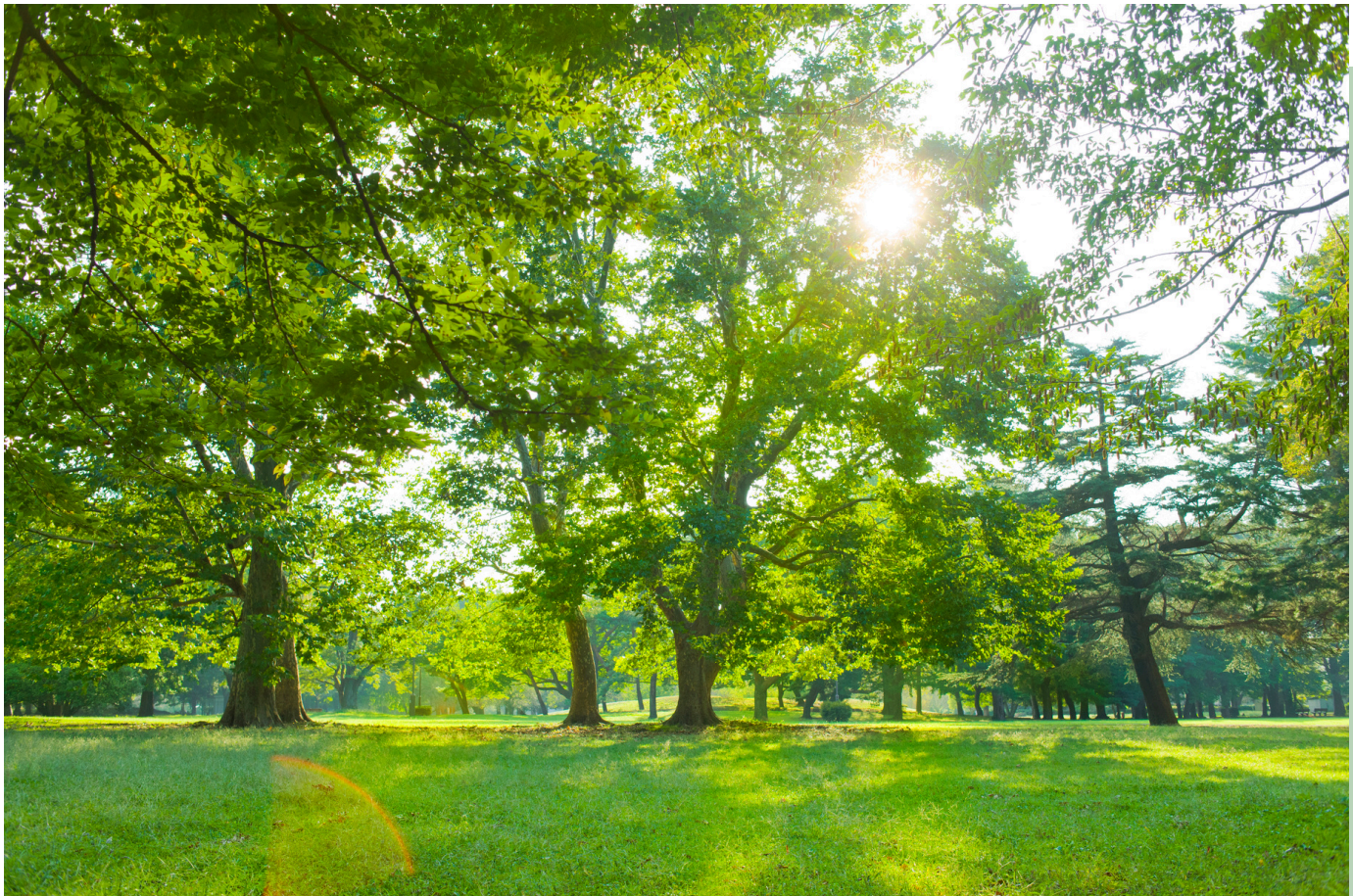




SLATER
INVESTMENTS
LIMITED

THE UK STEWARDSHIP CODE 2026: ACTIVITIES AND OUTCOMES

**1 JANUARY 2025 –
31 DECEMBER 2025**



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Introductory Statement

This Activities and Outcomes Report sets out how Slater Investments has applied its stewardship approach in practice during the reporting period and the outcomes achieved through engagement, voting and ongoing monitoring of investee companies.

This report forms part of Slater Investments’s first year of reporting under the UK Stewardship Code 2026 (the “Code”). It should be read alongside the firm’s Policy and Context Disclosures, which describe the organisational context, governance, resources, policies and processes that support the firm’s stewardship approach.

Together, these documents follow the structure of the Code, with the Policy and Context Disclosures providing the framework for stewardship and this report demonstrating how that approach has been implemented in practice during 2025, including relevant data relating to assets under management, clients and beneficiaries.

This report was approved by the Board on 23rd April 2026.

Organisation at a glance

Slater Investments is an active asset management firm with over 30 years of experience, specialising in managing UK equity products. Total assets under management as at 31 December 2025 were £911 million. The firm is wholly owned by its directors, staff, and former staff, ensuring that the interests of the firm’s team align closely with those of its investors.

Stewardship Activity in 2025

Metric	Activity
Engagement interactions	35
Companies Engaged	15
Shareholder meetings voted	97
Resolutions voted	1,284
Votes against management	341
Key engagement themes	Governance, capital allocation, corporate transactions, remuneration.

Organisation at a glance

Clients and Beneficiaries

Slater Investments manages assets for a diverse range of clients including retail investors, institutional investors, high-net-worth individuals and family offices. Retail investors primarily access the firm's investment strategies through its UCITS funds, AIM IHT portfolio service and managed portfolio services, while institutional investors typically invest through segregated mandates or pooled vehicles.

The firm's client base is predominantly UK-based, with a particular focus on domestic pension schemes, charities, trusts, family offices and institutional clients, although Slater Investments also serves international clients, including in the United States.

The firm's clients generally have a predominantly long-term investment horizon, with the majority of investments tailored to recommended timeframes of five years or more. All assets are managed directly by Slater Investments, with no external delegation.

Client Breakdown:

- **Institutional vs. Retail:** Slater Investments serves both institutional and retail investors. Institutional investors typically access the firm's strategies through segregated mandates or pooled vehicles, while retail investors primarily invest through the firm's UCITS funds, AIM IHT portfolio service and managed portfolio services.

A significant proportion of the firm's assets under management are held within UCITS funds that are distributed through investment platforms and financial intermediaries. As a result, the firm does not always have full visibility of the underlying breakdown between retail and institutional investors within these vehicles.

Based on the distribution channels used across the firm's product range, Slater Investments believes its client base includes a mix of institutional and retail investors, with institutional investors representing a significant proportion of assets managed outside UCITS structures.

Institutional mandates and segregated portfolios represent approximately 25% of the firm's assets under management. The remaining assets are primarily invested through pooled vehicles and retail distribution channels.

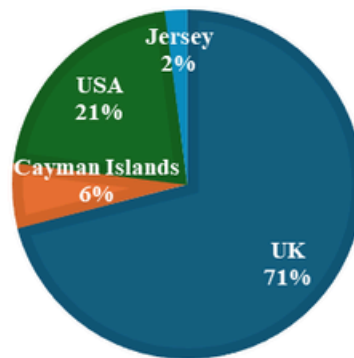
Organisation at a glance

Client Breakdown (continued)

- **Geographical Breakdown:** While Slater Investments primarily serves UK-based clients, the firm also works with international clients, including in the US.

CLIENT GEOGRAPHICAL BREAKDOWN

■ UK ■ Cayman Islands ■ USA ■ Jersey



Many of the firm's clients, including pension schemes, charities and long-term individual investors, have investment horizons of five years or more, which aligns with the firm's long-term stewardship approach.

Assets Under Management (AUM)

Slater Investments manages £911 million in AUM, primarily focused on UK equities.

- **Breakdown by Asset Class and Investment Style:**
 - **Equities:** Approximately 94.45% of the AUM is invested in UK equities, reflecting Slater Investments's focus on the UK market.
 - **Fixed Income & Cash:** Around 4.61% of AUM is allocated to fixed income and cash instruments, providing liquidity and stability.
 - **Active vs. Passive:** Slater Investments primarily adopts an active management style. Approximately 99.97% of AUM is actively managed, with a small portion allocated to passive investments or index-tracking funds.

Organisation at a glance

Investment Approach

The firm follows a long-term, active investment approach, focusing primarily on UK equities. The investment philosophy is based on the belief that markets can misprice companies, creating opportunities for disciplined, long-term investors. Stewardship forms an integral part of the investment process, with investment managers engaging directly with investee companies to monitor strategy, governance and capital allocation decisions.

Changes During the Reporting Period

This report represents Slater Investments's first year of reporting under the UK Stewardship Code 2026. As such, the Policy and Context Disclosures establish the baseline for the firm's stewardship framework, governance and investment approach.

During the reporting period, there were no material changes to the firm's stewardship governance framework or investment approach. The disclosures reflect the firm's current practices, including enhancements to reporting and transparency, such as expanded information on stewardship resources, technology and governance processes.

Principle 1: Integrating Stewardship and investment to deliver long-term sustainable value for their clients and beneficiaries.

Slater Investments integrates stewardship activities into its investment process in order to support the delivery of long-term sustainable value for clients and beneficiaries. Stewardship considerations inform the selection, ongoing management and oversight of investments, and are an integral part of the firm's fundamental research and portfolio management activities.



Principle 1: Integrating Stewardship and investment to deliver long-term sustainable value for their clients and beneficiaries.

Integration within the Investment Process

The firm's investment managers and analysts are responsible for both investment analysis and stewardship activities, ensuring that information obtained through company engagement and monitoring directly informs investment decision-making.

As part of the investment process, the investment team meets regularly with the management teams and boards of investee companies to discuss matters including:

- long-term strategy and business performance
- governance structures and board effectiveness
- capital allocation and dividend policy
- the management of financially material environmental and social risks

These discussions allow the investment team to assess whether company management is acting in the long-term interests of shareholders and whether the company's strategy supports sustainable value creation.

Insights gained through stewardship activities may influence investment selection, position sizing, holding periods and risk assessment, as well as decisions to reduce or exit positions where concerns arise.

Prioritisation of Stewardship Activities

The firm adopts a risk-based and materiality-driven approach to identifying and prioritising stewardship activities.

Potential stewardship priorities are identified through the firm's fundamental research process and ongoing monitoring of investee companies. Issues are prioritised where they are considered likely to affect the long-term financial performance or governance of a company.

Factors considered when prioritising engagement include:

- the materiality of the issue to long-term company performance
- the firm's level of shareholding and ability to influence outcomes

Principle 1: Integrating Stewardship and investment to deliver long-term sustainable value for their clients and beneficiaries.

Prioritisation of Stewardship Activities (continued)

- concerns identified through research, engagement or governance monitoring
- upcoming shareholder votes or corporate actions requiring engagement

Key stewardship themes during the reporting period included corporate transactions, board composition and governance oversight, and capital allocation discipline. These themes reflect the firm's focus on issues that are most likely to affect long-term company performance and value creation.

Application Across Strategies

Slater Investments's stewardship approach is applied consistently across its portfolios, reflecting the firm's focus on active management of UK equities.

Where companies are held across multiple strategies or portfolios, engagement and voting are undertaken at the firm level, ensuring a consistent approach to stewardship. At the same time, the context of each investment, including the strategy's investment objective and time horizon, is considered when assessing stewardship priorities.

Examples of Stewardship Integration

Stewardship activities undertaken during the reporting period influenced the firm's investment analysis and decision-making in a number of cases.

Examples include engagement with companies on corporate transactions, capital allocation decisions, governance practices and board composition, which informed the investment team's assessment of long-term value creation and contributed to voting decisions at shareholder meetings.

The following sections of this report provide specific case studies of engagement and voting activity, illustrating how stewardship has been applied in practice and the outcomes achieved.

Principle 1: Integrating Stewardship and investment to deliver long-term sustainable value for their clients and beneficiaries.

Engagement Case Study

The case studies below illustrate how Slater Investments has integrated stewardship into its investment process during the reporting period. They have been selected to demonstrate examples where engagement was considered material to long-term shareholder value and where stewardship activities informed investment oversight, voting decisions or corporate outcomes. Together, they reflect the range of issues on which the firm engages, including corporate transactions, governance and capital allocation.

Alliance Pharma plc – Engagement on Takeover Proposal

Context and Investment Rationale	Slater Investments has been a long-term shareholder in Alliance Pharma plc since 2009. The company operates a portfolio of international consumer healthcare brands.
Stewardship Issue Identified	A recommended takeover offer was announced which we believed undervalued the company's long-term prospects.
Engagement Approach	We engaged with the Board, advisers, fellow shareholders and the acquirer to communicate our concerns regarding valuation.
Outcome of Engagement	Following shareholder feedback, the offer price was increased from 62.5p to 64.75p per share.
Stewardship Outcome	The revised offer represented an improved outcome for shareholders and stronger recognition of the company's long-term value.

Principle 1: Integrating Stewardship and investment to deliver long-term sustainable value for their clients and beneficiaries.

Engagement Case Study (continued)

Next 15 Group plc – Engagement on Governance and Leadership Changes

Context and Investment Rationale	Slater Investments is a shareholder in Next 15 Group plc, a global marketing and communications group.
Stewardship Issue Identified	Operational challenges raised concerns regarding governance oversight, leadership and risk management.
Engagement Approach	We engaged with the Board and senior management to discuss governance oversight and leadership structure.
Outcome of Engagement	The company implemented governance changes, including new board appointments and leadership transition.
Stewardship Outcome	These actions strengthened the company's governance framework and leadership oversight.
Next Steps	We will continue to engage with the company's leadership to monitor progress.

Principles 2, 3 and 4

The following sections describe how Slater Investments implements stewardship across the investment process. The firm first considers market-wide and systemic risks that may affect long-term investment outcomes (**Principle 2**), engages with investee companies to address material issues (**Principle 3**), and exercises voting rights where appropriate to reinforce shareholder expectations (**Principle 4**).

Principle 2: Signatories identify and respond to market-wide and systemic risks to promote well-functioning financial markets.

Identifying and Responding to Market-Wide and Systemic Risks

Slater Investments considers market-wide and systemic risks as part of its investment research and stewardship activities, recognising that such risks can affect long-term investment returns across the portfolio and the functioning of financial markets.

These risks are identified through the firm's fundamental research process, ongoing monitoring of macroeconomic developments and engagement with investee companies and other market participants. Where relevant, the firm engages with companies and stakeholders to understand how these risks are being managed and to promote resilient business practices.

These risks also inform our engagement priorities with investee companies, particularly in relation to capital allocation, balance sheet resilience and strategic positioning in uncertain macroeconomic conditions.

Key Market-Wide and Systemic Risks

During the reporting period, Slater Investments identified several market-wide and systemic issues that could influence the long-term value of investee companies and the attractiveness of UK public markets.

De-equitisation in UK Public Markets

A continuing theme during the year has been the ongoing reduction in the number of publicly listed companies in the UK, particularly within the AIM market, driven by a combination of takeovers, private equity acquisitions and companies choosing to delist or relocate their listings.

This trend has implications for the long-term attractiveness and liquidity of UK public equity markets, particularly for smaller and mid-capitalisation companies where Slater Investments is often invested.

The firm monitors these developments closely and actively engages with investee companies when takeover proposals arise, seeking to ensure that transaction terms appropriately reflect long-term shareholder value.

Principle 2: Signatories identify and respond to market-wide and systemic risks to promote well-functioning financial markets.

Trade Policy and Tariff Developments

Changes to global trade policy can have significant implications for internationally exposed companies. During the reporting period, the introduction of new trade tariffs in the United States in April 2025 created additional uncertainty for companies operating in global supply chains.

Slater Investments monitors the potential impact of trade policy developments on investee companies, particularly those with significant US exposure or international supply chains. Engagement with company management teams includes discussions on supply chain resilience, geographic diversification and pricing strategies to mitigate the potential impact of tariffs and trade restrictions.

Geopolitical Risk and Economic Uncertainty

Geopolitical developments continue to represent an important source of systemic risk. Ongoing geopolitical tensions, including conflicts affecting global energy markets and trade routes, have the potential to influence inflation, commodity prices and business confidence.

The firm incorporates these considerations into the firm's investment analysis, engagement with investee companies, where relevant, focused to understand how management teams are addressing risks related to supply chains, operational resilience and capital allocation in uncertain economic conditions.

Governance and Market Confidence

Strong governance remains critical to maintaining investor confidence and market integrity, particularly during periods of operational or financial stress.

During the reporting period, Slater Investments engaged with companies where governance concerns were considered relevant to wider market confidence, including engagement on board composition, leadership and oversight following operational challenges.

Principle 2: Signatories identify and respond to market-wide and systemic risks to promote well-functioning financial markets.

Engagement with Issuers

Slater Investments engages directly with investee companies on market-wide risks where these issues are considered financially material to the long-term performance of the business.

Engagement discussions during the reporting period included topics such as:

- capital allocation discipline in uncertain economic conditions
- resilience of international supply chains
- governance and board oversight during periods of operational challenge
- the implications of potential takeover activity for long-term shareholder value

These discussions form part of the firm's ongoing dialogue with management teams and boards and help inform the investment team's assessment of strategic positioning and risk management.

Policy Engagement and Market Dialogue

Slater Investments monitors regulatory and policy developments affecting UK public markets and participates in market dialogue where appropriate. As an active investor in UK listed companies, the firm has an interest in ensuring that the UK equity market remains an attractive environment for companies to raise capital and for investors to deploy long-term capital.

The firm also engages with industry bodies and market participants on issues affecting the functioning of UK capital markets. Through these forums, Slater Investments contributes to discussions on regulatory and market developments that may influence the long-term attractiveness and competitiveness of UK public markets. Industry bodies with which the firm engages may in turn provide feedback to regulators and government on behalf of market participants.

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Principle 2: Signatories identify and respond to market-wide and systemic risks to promote well-functioning financial markets.

Policy Engagement and Market Dialogue (continued)

During the reporting period, Slater Investments, together with other members of the investment management industry, contributed to discussions led by the City of London Corporation regarding measures to support the growth and competitiveness of UK capital markets. These discussions included consideration of initiatives designed to support the Government's growth agenda and promote a balanced regulatory environment that enables UK-listed companies to thrive, including initiatives associated with the Mansion House Compact.

Through this engagement, the firm seeks to contribute to the development of well-functioning capital markets that support long-term investment and economic growth.

Escalation of Stewardship Activity

Where market-wide issues give rise to concerns regarding the protection of shareholder value, Slater Investments may escalate its stewardship activities.

Escalation mechanisms may include engaging directly with company chairs or senior independent directors, collaborating with other shareholders, publicly communicating views on proposed transactions, or voting against management proposals where these are not considered to be in shareholders' best interests.

Further detail on the firm's escalation approach is provided in **Principle 3**. Examples during the reporting period included engagement with fellow shareholders in relation to takeover proposals and ongoing dialogue with boards regarding governance and leadership matters.

Through this approach, Slater Investments seeks to contribute to well-functioning markets while protecting the long-term interests of its clients and beneficiaries.

Principle 3: Signatories engage to maintain or enhance the value of assets.

Slater Investments engages with investee companies as part of its active investment approach in order to maintain or enhance the long-term value of assets on behalf of clients and beneficiaries. Engagement is integrated into the firm's investment process and is undertaken primarily by the investment team, supported by the ESG Committee.

Through engagement, the firm seeks to understand how companies are managing strategic, financial and governance issues and to encourage practices that support long-term value creation. Insights obtained through engagement inform the firm's investment decisions, portfolio monitoring and voting activity.

Identifying and Prioritising Engagement Issues

Engagement priorities are identified through the firm's fundamental research process and ongoing monitoring of portfolio companies.

Issues are prioritised where they are considered financially material to long-term performance. These typically include:

- corporate governance and board effectiveness
- capital allocation and balance sheet discipline
- executive remuneration structures
- strategic transactions such as acquisitions, divestments or takeover proposals
- operational or financial challenges affecting company performance.

Where appropriate, engagement continues over multiple years in order to monitor progress on previously identified issues.

Purpose of Engagement

The objective of engagement is to promote long-term sustainable value creation and protect shareholder interests.

Engagement enables the firm to:

- challenge management on strategic decisions
- assess governance practices and board oversight
- encourage disciplined capital allocation

Principle 3: Signatories engage to maintain or enhance the value of assets.

Purpose of Engagement (continued)

- ensure executive incentives remain aligned with performance
- understand how companies are addressing operational and market risks.

Methods of Engagement

Slater Investments typically engages directly with company management and boards, including meetings with company chairs, chief executives, chief financial officers, non-executive directors and committee chairs.

Most engagement is undertaken bilaterally, allowing the investment team to gain detailed insight into company strategy and governance.

Where appropriate, the firm also undertakes collaborative engagement with other shareholders, particularly during corporate transactions where multiple investors may share concerns regarding valuation or governance. In these circumstances coordinated shareholder dialogue can help ensure that shareholder views are clearly communicated and may contribute to improved outcomes.

Engagement activity is recorded internally and monitored through the firm's ESG engagement tracking processes.

Engagement Overview

During 2025, Slater Investments undertook 35 engagement interactions with investee companies and fellow shareholders.

Engagement activity focused primarily on three themes:

- **Corporate transactions and shareholder value protection** - Engagement during takeover processes to ensure that proposed transactions appropriately reflected the long-term value of the company.
- **Corporate governance and leadership oversight** - Dialogue with boards regarding governance structures, leadership transitions and board composition.
- **Capital allocation and strategic focus** - Discussions with companies regarding capital deployment, portfolio optimisation and balance sheet management.

Principle 3: Signatories engage to maintain or enhance the value of assets.

Engagement Overview (continued)

The table below summarises the key engagement themes during the reporting period and highlights illustrative examples discussed in the case studies that follow:

Engagement Theme	Example Company	Stewardship Focus
Corporate transactions/shareholder value	Loungers plc	Engagement during takeover process to ensure transaction terms reflected long-term value.
Corporate governance and leadership	Next 15 Group plc	Engagement with the Board following operational challenges and governance concerns.
Capital allocation discipline	Restore plc	Dialogue on portfolio strategy and capital allocation framework.
Strategic repositioning	Jubilee Metals Group plc	Engagement on disposal of non-core assets and focus on copper strategy.
Executive remuneration	Inspired plc	Engagement on remuneration outcomes following challenging performance.
Governance follow-up engagement	STV Group plc	Monitoring board succession and governance improvements following prior engagement.
Governance escalation	Urban Logistics REIT/Supermarket Income REIT	Engagement with company chairs regarding proposed internalisation of management.

Principle 3: Signatories engage to maintain or enhance the value of assets.

Engagement Case Studies

The examples below illustrate how these engagement activities contributed to stewardship outcomes during the reporting period. The case studies cover a range of engagement themes, including corporate transactions, governance oversight, capital allocation and executive remuneration.

Engagement Theme: Corporate Transaction/Shareholder Value

Loungers plc – Engagement on Takeover Proposal

Context and Investment Rationale	Slater Investments was a shareholder in Loungers plc, a UK hospitality operator with strong growth prospects. In November 2024 the company received a recommended takeover offer, which we reported on in our 2024 Stewardship Code report.
Stewardship Issue Identified	We believed the proposed offer undervalued the company’s long-term growth potential.
Engagement Approach	We engaged directly with the company’s Chair and communicated our intention to vote against the proposed transaction. Other significant shareholders expressed similar concerns regarding valuation, leading to broader shareholder dialogue.
Outcome of Engagement	Following shareholder feedback, the acquirer announced a revised recommended offer in January 2025 representing a 4.8% increase to the original offer price and a 36.6% premium to the share price prior to the initial announcement. The revised offer was subsequently approved by shareholders and completed in January 2025.
Stewardship Outcome	The revised transaction terms resulted in an improved offer price for shareholders and stronger recognition of the company’s long-term value.
Progress and Next Steps	This engagement reinforces our approach of actively assessing takeover proposals and engaging where necessary to ensure shareholders receive fair value.

Principle 3: Signatories engage to maintain or enhance the value of assets.

Engagement Case Studies (continued)

Engagement Theme: Corporate Governance/Board Oversight

Next 15 Group plc – Governance and Leadership Engagement

Context and Investment Rationale	Slater Investments is a shareholder in Next 15 Group plc, a marketing and communications group. During the reporting period the company experienced operational challenges linked to its Mach49 venture business.
Stewardship Issue Identified	These developments highlighted the importance of strong governance oversight and effective leadership.
Engagement Approach	We engaged with the company's Board to discuss governance oversight and leadership structure, emphasising the need for strengthened board oversight during a period of operational challenge.
Outcome of Engagement	The company implemented several leadership and governance changes, including the appointment of additional non-executive directors, a new Chief Financial Officer and the transition of the long-standing Chief Executive Officer.
Stewardship Outcome	These developments strengthened the company's governance framework and leadership structure, supporting improved operational oversight and long-term performance.
Progress and Next Steps	We continue to monitor progress as the revised leadership team implements strategic and operational improvements.

Principle 3: Signatories engage to maintain or enhance the value of assets.

Engagement Case Studies (continued)

In addition to governance-related engagement, we also engage with companies on capital allocation and strategic positioning where these issues are considered important drivers of long-term shareholder value.

Engagement Theme: Capital Allocation/Strategic Focus

Restore plc - Capital Allocation Engagement

Context and Investment Rationale	Slater Investments is a shareholder in Restore plc, a UK business services company where disciplined capital allocation is an important driver of long-term value creation.
Stewardship Issue Identified	We sought to understand how the board assesses capital allocation decisions and portfolio strategy.
Engagement Approach	We engaged with management to discuss the company's capital allocation framework and long-term strategic priorities.
Outcome of Engagement	Following a strategic review, the company announced the disposal of its Harrow Green commercial relocation business during the reporting period.
Stewardship Outcome	The disposal demonstrated improved capital allocation discipline and a clearer strategic focus on core operations.
Progress and Next Steps	We will continue to monitor the company's capital allocation decisions and strategic execution.

Principle 3: Signatories engage to maintain or enhance the value of assets.

Engagement Case Studies (continued)

Engagement Theme: Corporate Strategy/Portfolio Repositioning

Jubilee Metals Group plc - Strategic Engagement

Context and Investment Rationale	Slater Investments is a shareholder in Jubilee Metals Group plc, a metals processing company operating in South Africa and Zambia.
Stewardship Issue Identified	The company proposed disposing of its chrome and platinum group metals operations in South Africa in order to focus on its copper strategy in Zambia.
Engagement Approach	We engaged with management to understand the rationale for the proposed transaction and its implications for the company's long-term strategic direction.
Outcome of Engagement	The disposal was approved by shareholders and has completed.
Stewardship Outcome	The transaction supports the company's strategic focus on copper production and represents a significant step in repositioning the business for future growth.
Progress and Next Steps	We will continue to monitor the company's progress as it executes its copper strategy.

Principle 3: Signatories engage to maintain or enhance the value of assets.

Engagement Case Studies (continued)

Engagement also extends to executive remuneration, where we seek to ensure that incentive structures remain aligned with company performance and long-term shareholder interests.

Engagement Theme: Executive Remuneration/Governance

Inspired plc - Executive Remuneration Engagement

Context and Investment Rationale	Slater Investments is a shareholder in Inspired plc, a provider of energy advisory and sustainability services.
Stewardship Issue Identified	Following a challenging financial year, we considered it important that executive remuneration outcomes appropriately reflected company performance.
Engagement Approach	We engaged with the Chair of the Remuneration Committee to discuss the remuneration framework and the alignment of executive incentives with company performance.
Outcome of Engagement	The company confirmed that senior executives would receive a salary freeze and no bonus for the 2024 performance year.
Stewardship Outcome	This outcome demonstrated a disciplined and responsible approach to executive remuneration and strengthened alignment between management incentives and shareholder interests.
Progress and Next Steps	We will continue to monitor the remuneration framework to ensure incentives remain aligned with long-term performance.

Principle 3: Signatories engage to maintain or enhance the value of assets.

Engagement Case Studies (continued)

We also monitor progress on engagements reported in previous years to assess whether governance improvements are being implemented.

Engagement Theme: Governance/Board Composition

STV Group plc - Governance Engagement (follow-up)

Context	Slater Investments previously reported engagement with STV Group plc regarding governance oversight and leadership succession.
Outcome of Engagement	During the reporting period the company announced changes to its board composition, including the appointment of a new Chair and additional governance adjustments aimed at strengthening board oversight.
Stewardship Outcome	These developments represent progress in strengthening the company’s governance framework.
Next Steps	We continue to monitor developments as the company navigates a challenging trading environment.

Principle 3: Signatories engage to maintain or enhance the value of assets.

Engagement Case Studies (continued)

Where engagement identifies potential governance concerns, we may escalate dialogue with boards in order to seek clarification or encourage improvements in governance arrangements.

Engagement Theme: Governance/Management Internalisation

Urban Logistics REIT and Supermarket Income REIT - Governance Challenge

Context and Investment Rationale	Slater Investments invests in UK real estate investment trusts including Urban Logistics REIT and Supermarket Income REIT.
Stewardship Issue Identified	Both companies announced proposals to internalise their management arrangements, transitioning from externally managed structures to internal management teams. Slater Investments had previously expressed reservations regarding externally managed REIT structures and had indicated that internalisation could improve alignment between management and shareholders. However, the specific proposals presented by both companies raised concerns regarding the structure and cost of the proposed internalisation arrangements, including the financial consideration being paid to existing external managers.
Engagement Approach	We wrote directly to the Chairs of both companies to seek clarification regarding the proposed arrangements and to communicate concerns about the financial terms and potential impact on shareholder value.
Outcome of Engagement	Engagement with both companies remains ongoing.
Stewardship Outcome	Through this engagement we have sought to ensure that any internalisation arrangements appropriately align management incentives with shareholder interests and that the financial terms are transparent and justified.
Progress and Next Steps	We will continue engagement with both companies and assess whether further stewardship actions, including voting or additional escalation, are appropriate.

Principle 3: Signatories engage to maintain or enhance the value of assets.

Collaborative Engagement

During the reporting period Slater Investments also participated in collaborative engagement with other shareholders, particularly during corporate transactions.

Examples of this was engagement regarding the proposed acquisitions of **Alliance Pharma plc** (further detail on this engagement is provided in the case study under **Principle 1**) and **Loungers plc**. In each case, we engaged with the company, its advisers, fellow shareholders and the acquirer. These separate discussions contributed to revised offers at higher valuations.

Collaborative engagement is used selectively where collective shareholder dialogue is likely to be more effective in influencing corporate outcomes, particularly during corporate transactions or governance matters involving multiple significant investors.

Escalation of Engagement

Where engagement does not lead to satisfactory progress, Slater Investments may escalate its stewardship activities using a range of tools proportionate to the issue identified. Escalation tools may include:

- engaging with company chairs or independent directors
- collaborating with other shareholders
- voting against management proposals
- publicly communicating shareholder views where appropriate
- reducing or exiting an investment where concerns remain unresolved.

Escalation may also involve publicly communicating shareholder views, as demonstrated in the **Loungers plc** engagement where we stated our intention to vote against the initial takeover proposal.

In certain circumstances, where engagement does not lead to satisfactory progress or where concerns regarding governance, strategy or capital allocation persist, stewardship considerations may lead to a reassessment of investment conviction. This may ultimately result in a reduction or full exit of the position where it is considered to be in the best interests of clients and beneficiaries.

Principle 3: Signatories engage to maintain or enhance the value of assets.

Escalation of Engagement (continued)

During the reporting period, this approach was applied in a limited number of cases where engagement did not provide sufficient comfort regarding the company's strategic direction or governance arrangements. Following engagement and subsequent reassessment of investment conviction, Slater Investments exited its position in **Card Factory plc**.

Engagement formed part of the investment process and contributed to the overall assessment of long-term value and risk. Where concerns remain unresolved, exiting an investment represents a final stage of escalation and reflects the firm's disciplined approach to capital allocation and stewardship.

These tools are used selectively and as part of the firm's broader stewardship approach, recognising that constructive dialogue with companies remains the preferred first step.

Principle 4: Signatories actively exercise their rights and responsibilities.

Exercising Rights and Responsibilities

Slater Investments actively exercises the rights and responsibilities associated with its investments as part of its stewardship approach. As an active investment manager primarily investing in UK listed equities, the firm considers the exercise of voting rights and ongoing dialogue with investee companies to be key mechanisms through which it seeks to maintain or enhance long-term shareholder value.

Voting decisions are made in the best interests of clients and beneficiaries and are informed by the firm's fundamental investment research, engagement activities and governance analysis.

Voting decisions are documented internally and form part of the firm's stewardship records. These decisions may be reviewed as part of the firm's ESG Committee oversight and are considered alongside engagement activity with investee companies to ensure that voting remains aligned with the firm's broader stewardship approach.

Principle 4: Signatories actively exercise their rights and responsibilities.

Voting Process and Oversight

The investment team is responsible for determining voting decisions, supported by the ESG Committee where appropriate. Votes are cast in accordance with the firm's Voting Policy, which is publicly available on the firm's [website](#).



Voting decisions are based on the specific circumstances of each company and resolution, taking into account governance standards, long-term shareholder value and the outcomes of engagement with company management or boards.

Operationally, voting instructions are submitted through third-party proxy voting platforms used by the firm's custodians. These platforms facilitate the administration of voting, but all voting decisions remain the responsibility of Slater Investments.

Voting decisions are considered alongside engagement activities. Where concerns have been raised through engagement, voting may be used to reinforce shareholder expectations or signal dissatisfaction where progress has not been achieved.

Principle 4: Signatories actively exercise their rights and responsibilities.

Voting Framework and Rationale

Voting decisions are guided by the firm's Voting Policy, which sets out governance and shareholder protection principles that inform how Slater Investments exercises its voting rights. Where these principles are not met, the firm will normally vote against the relevant resolution. While the Voting Policy provides a clear framework, voting decisions are assessed on a case-by-case basis, taking into account the specific circumstances of each company and the long-term interests of shareholders.

These principles focus primarily on areas that are closely linked to long-term shareholder value and governance standards, including:

- executive remuneration structures, including the use of nil-cost or nominal-cost share options
- alignment of executive pension contributions with those available to the wider workforce
- board composition and independence, including limits on over boarding
- director service contract terms and notice periods
- share issuance authorities, particularly where pre-emption rights may be diluted
- corporate transactions, including acquisitions or disposals that may be considered value destructive.

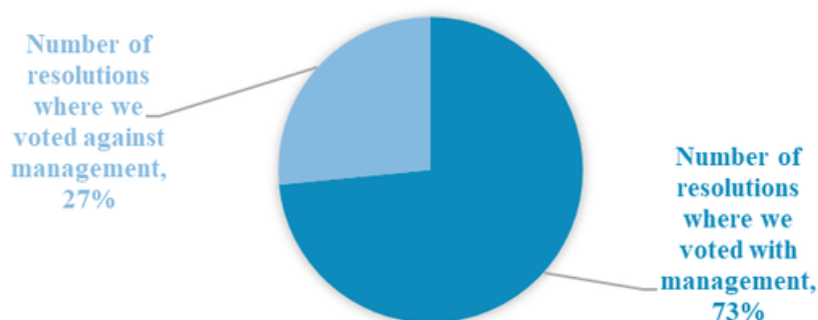
These principles help ensure that voting decisions remain consistent with the firm's broader stewardship approach and reflect expectations regarding governance, capital allocation and shareholder rights.

Voting Activity

During the reporting period Slater Investments exercised voting rights across its holdings in UK listed companies.

The chart below summarises Slater Investments's voting activity across its holdings in UK listed companies during the reporting period. A detailed summary of voting activity is also provided below.

VOTING ACTIVITY SUMMARY



Principle 4: Signatories actively exercise their rights and responsibilities.

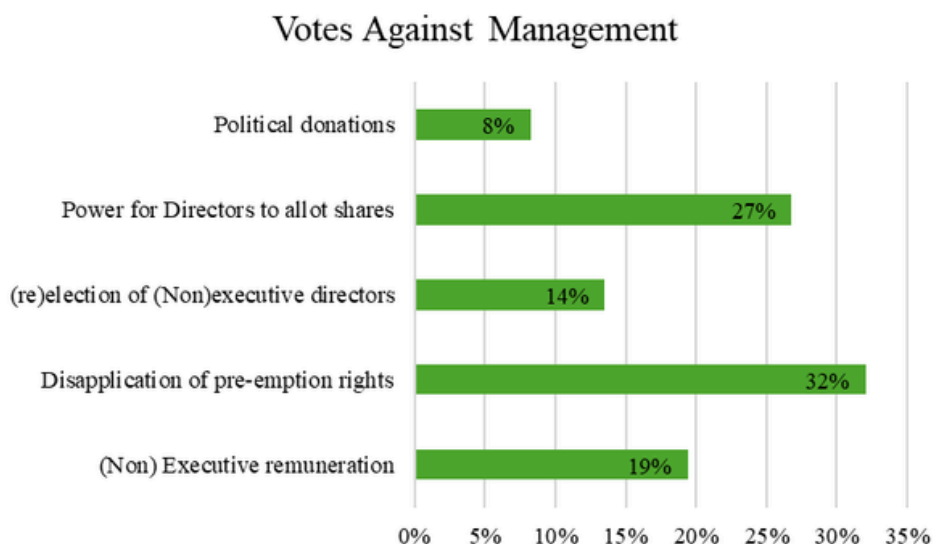
Voting Activity (continued)

Metric	Total
Total number of meetings voted at	97
Total number of resolutions voted on	1284
Number of resolutions where we voted with management	943
Number of resolutions where we voted against management	341
Number of resolutions where we abstained	0
Number of resolutions where we voted against our voting policy	11

In a limited number of cases, Slater Investments voted contrary to its standard voting policy where company-specific circumstances justified a different approach in the best interests of shareholders. In certain instances, these decisions followed engagement with the company, where dialogue with management or the board provided additional context regarding the proposal. The rationale for these votes was documented internally and subject to internal governance oversight.

Votes Against Management

Votes against management recommendations primarily related to a small number of governance and shareholder rights issues, as illustrated in the chart below.



Principle 4: Signatories actively exercise their rights and responsibilities.

Votes Against Management (continued)

Disapplication of Pre-Emption Rights and Share Allotment

This category accounted for 59% of our votes against management. Pre-emptive rights give existing shareholders the opportunity to buy additional shares in any future issue of a company's common stock before the shares are made available to the public. The disapplication therefore removes this right. To protect shareholders against dilution, we do not believe disapplying pre-emption rights should be commonplace nor at management's constant discretion. The firm's Voting Policy includes a blanket voting against the power for Directors to allot shares, even without the disapplication of pre-emption rights. We do not believe Directors require such a general authority. If there is a business case this can duly be presented to investors.

Remuneration

This category accounted for 19% of our votes against management. We prefer to see simplistic remuneration reports and accompanying policies. Any overcomplication dilutes a board's ability to properly incentivise management over the long-term. We support management teams of investee companies that we think are doing an excellent job. However, the quantum of awards to executive directors has spiralled recently, in many cases it has become customary for executive directors to receive a handsome salary, plus the same again in cash bonus and a similar amount in nil-cost options (which includes performance share options where there is no or nominal cost to the executive), year on year. In our engagement with certain Remuneration Committees on this topic, we have rarely felt their stance was justified. In most cases, we vote against any remuneration policy we consider excessive, overcomplicated or that contains the use of nil-cost options. The latter being a remuneration structure much more aligned with a cash-strapped start-up than an established profitable company.

Director Elections

This category accounted for 13% of our votes against management. Beyond case-by-case decisions, we vote against the re-election of NEDs who preside over director remuneration policies which we disagree with.

The firm's full voting record is publicly available at: <https://slaterinvestments.com/policies>. Voting participation remained high during the reporting period and reflects the firm's commitment to exercising its shareholder rights as part of its stewardship responsibilities.

Principle 4: Signatories actively exercise their rights and responsibilities.

Significant Voting Decisions

Certain votes during the reporting period were considered particularly significant due to their potential impact on shareholder value or governance standards. Examples are outlined below.

Corporate Transactions

In the case of **Loungers plc**, Slater Investments publicly stated its intention to vote against the initial recommended takeover offer, as we believed the proposal undervalued the company's long-term prospects. This position formed part of a broader shareholder dialogue regarding the valuation of the company.

Following feedback from shareholders, the acquirer subsequently announced a revised offer at a higher valuation which was ultimately approved by shareholders.

Executive Remuneration

Votes relating to executive remuneration were reviewed carefully during the reporting period to ensure that remuneration structures appropriately reflected company performance and shareholder interests.

For example, engagement with **Inspired plc** included discussions with the Chair of the Remuneration Committee regarding remuneration outcomes following a challenging financial year. The company subsequently confirmed that senior executives would receive a salary freeze and no bonus for the relevant performance period, reflecting a disciplined approach to remuneration. Voting decisions relating to remuneration resolutions are assessed against the principles set out in the firm's Voting Policy, which emphasises alignment between executive incentives and long-term shareholder value.

Governance and Board Oversight

Voting decisions relating to board composition and governance oversight were also reviewed in the context of engagement with companies experiencing operational or strategic challenges.

For example, engagement with **Next 15 Group plc** regarding governance and leadership developments informed our approach to governance-related voting decisions and oversight of the company's board structure.

Principle 4: Signatories actively exercise their rights and responsibilities.

Voting as Part of Escalation

Voting may form part of the firm's escalation process where engagement with companies does not lead to satisfactory progress.

As outlined in **Principle 3**, escalation tools may include further engagement with company leadership, collaboration with other shareholders or voting against management proposals where these are not considered to be in shareholders' best interests.

For example, in the **Loungers plc** takeover situation the firm indicated its intention to vote against the initial proposal. This formed part of the broader shareholder engagement that ultimately contributed to the revised offer.

Through this approach, voting is used as a constructive stewardship tool to reinforce shareholder expectations and protect long-term value.

Conflicts of Interest in Voting

Slater Investments maintains a Conflicts of Interest Policy which applies to all aspects of its business, including voting decisions.

Potential conflicts relating to voting may arise where the firm has relationships with investee companies or where employees may have personal interests in a company. Such conflicts are identified and managed through the firm's governance framework, including oversight by the Compliance and Risk Committee.

Where a potential conflict is identified in relation to a voting decision, appropriate steps are taken to ensure that the vote is cast in the best interests of clients and beneficiaries, including escalation of the decision internally where necessary.

Principle 5: Signatories integrate stewardship considerations into their selection and oversight of external managers.

Integration of Stewardship into the Selection and Oversight of External Managers

Principle 5 relates to how signatories integrate stewardship considerations into the selection, appointment and oversight of external investment managers.

Slater Investments manages all client assets directly through its internal investment team and does not delegate portfolio management responsibilities to external investment managers.

As a result, the firm does not undertake the selection, appointment or oversight of external managers in relation to the assets it manages. Stewardship responsibilities, including engagement with investee companies and the exercise of voting rights, are carried out directly by Slater Investments as part of its investment process.

Because investment management and stewardship activities are conducted internally, the firm's approach to stewardship is described through the policies, governance framework and investment processes set out under **Principles 1 to 4** of this report.

Accordingly, Principle 5 is not applicable to the firm's current operating model.

Principle 6: Signatories monitor and hold to account stewardship service providers.

Oversight of Stewardship Service Providers

Slater Investments undertakes stewardship activities directly through its internal investment team and governance framework. The firm does not outsource engagement with investee companies or the determination of voting decisions and retains full accountability for stewardship outcomes.

Third-party service providers are used to support stewardship-related activities, including ESG data providers, market data platforms and proxy voting execution platforms. These providers enhance internal analysis and operational efficiency but do not influence investment, engagement or voting decisions, which remain the sole responsibility of the firm.

Principle 6: Signatories monitor and hold to account stewardship service providers.

Oversight of Stewardship Service Providers (continued)

All external inputs are systematically assessed alongside internal research, ensuring that stewardship remains fully aligned with the firm's investment approach, consistent with the integration described under **Principle 1**.

Application in Practice

Service providers are selected through internal due diligence processes involving the investment, ESG and compliance functions. Selection criteria include:

- data quality and coverage
- system functionality and integration
- operational reliability
- cost effectiveness

Once appointed, providers are subject to ongoing monitoring to ensure they continue to support the firm's stewardship objectives. This includes:

- data validation – external data is assessed alongside internal research and company engagement
- system performance monitoring – platforms are reviewed for functionality and reliability
- proxy voting oversight – voting instructions are subject to reconciliation and review
- user feedback – input from internal users is used to assess the usability and effectiveness of systems and data

Where issues or discrepancies are identified, these are investigated and, where appropriate, raised with providers to seek clarification or improvement. Where service levels or data quality fall below expectations, the firm monitors remediation and will consider alternative providers where improvements are insufficient. Service providers are subject to periodic formal review, supplemented by ongoing monitoring throughout the year.

Principle 6: Signatories monitor and hold to account stewardship service providers.

Outcomes and Effectiveness

Oversight of service providers supports the quality and integrity of the firm's stewardship activities by ensuring that external inputs are reliable, transparent and appropriately integrated into investment decision-making. During the reporting period, this approach contributed to:

- improved alignment between external ESG data and internal company analysis
- greater efficiency in incorporating stewardship considerations into investment research
- robust and accurate execution of voting decisions, supporting effective exercise of shareholder rights

By maintaining internal ownership of all stewardship decisions, the firm ensures that outcomes remain aligned with its investment philosophy and the long-term interests of clients and beneficiaries.

Case study: Data Platform Transition

During the reporting period, Slater Investments transitioned from Refinitiv to Bloomberg as its primary market and ESG data platform. The transition process included:

- validation of financial and ESG datasets
- testing system integration
- ensuring continuity of research processes

Post-implementation reviews were undertaken internally to confirm data quality and usability. This has improved the efficiency with which ESG considerations are incorporated into investment analysis and stewardship activities.

Governance and Accountability

Oversight of service providers is embedded within the firm's governance framework:

- the ESG Committee and Investment Committee monitor the use of data and research tools
- the Compliance and Risk Committee oversees operational and control aspects
- the Board maintains oversight through regular reporting

Service providers are subject to periodic review, and any issues identified are escalated through internal governance processes.

Principle 6: Signatories monitor and hold to account stewardship service providers.

Managing Risks and Continuous Improvement

The firm recognises the potential risks associated with reliance on third-party providers, including data inaccuracies, methodological biases and operational dependencies. These risks are mitigated through:

- triangulation of external data with internal analysis and company engagement
- maintaining internal ownership of all stewardship decisions
- periodic review and benchmarking of providers
- the ability to transition between providers where necessary

The firm continues to review its use of service providers to ensure they remain fit for purpose as stewardship practices evolve. This includes ongoing assessment of data quality, emerging tools and technologies, and feedback from the investment team.

Stewardship Integrity

Slater Investments's approach ensures that external providers support, but do not replace internal stewardship capabilities. By maintaining robust oversight and retaining full control over investment and voting decisions the firm ensures that stewardship activities remain aligned with the firm's investment approach and the long-term interests of clients and beneficiaries.

Report Conclusion

The activities described in this report demonstrate how Slater Investments integrates stewardship into its investment process. Through the identification of systemic risks, ongoing engagement with investee companies and the active exercise of voting rights, the firm seeks to support strong corporate governance and promote long-term value creation for clients and beneficiaries.

During the reporting period, stewardship activities focused in particular on corporate governance, capital allocation and shareholder value in the context of corporate transactions and strategic developments within investee companies. The firm will continue to develop its stewardship approach and engagement activities as part of its commitment to responsible investment and long-term value creation.

Slater Investments remains committed to maintaining high standards of stewardship as part of its investment process. The firm will continue to engage constructively with investee companies, monitor governance developments and exercise its shareholder rights with the objective of protecting and enhancing long-term value for clients and beneficiaries.

Important Information

The views expressed are the author's own and are not considered to be investment advice.

This document does not provide, and should not be relied on for accounting, legal or tax advice, or investment recommendations. For more information on the Slater Investment Funds or the risks of investing, please refer to the most recent Fund factsheets, Prospectuses or Key Investor Information Document (KIID), available on our website at [slaterinvestments.com](https://www.slaterinvestments.com).

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Email: esg@slaterinvestments.com

Telephone: 020 7220 9460

Or write to us at: The ESG Department.
Slater Investments Limited.
Nicholas House,
3 Laurence Pountney Hill,
London. EC4R 0EU.