



NEUBERGER BERMAN

# 2023 Annual Report



NEUBERGER BERMAN

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**2,800+**

Employees  
Worldwide



**ACTIVE IN**

**26**

Countries and

**39**

Cities Worldwide



**751**

Investment  
Professionals  
(60 Net Added in 2023)



# A MESSAGE FROM OUR CEO

This year will be the 15th since Neuberger Berman reclaimed its independence and the 85th since it was founded in 1939. It also happens to mark 100 years since the birth of the mutual fund.

Over those years and decades, much has changed in the investing landscape and at our firm. And because Neuberger Berman tries to marry continuity and innovation, the history of the investment landscape and the history of our firm are closely entwined.

## Have We Become a “Venerable” Firm?

It can catch us by surprise—because we tend to think of ourselves as a nimble, forward-moving, innovative outfit—but with every passing year we become one of those “venerable” firms that has stood the test of time.

Perhaps we’ve earned it. Born in the aftermath of the Depression, we were reborn in the furnace of the Global Financial Crisis (GFC). And today, as many competitors in active asset management struggle against the onslaught of volatile markets and other industry headwinds, leading them to cut costs and headcount, we have been fortunate to grow. Client support has enabled us to add to our capabilities, adding a net 136 to our staff worldwide in 2023 and a net total of 789 over the past

five years, making investments with personnel in research, data science, AI and improved reporting capabilities, to name a few.

Back in 2009, we had just seven offices and 99 colleagues outside North America. Today we have 733 people in 26 offices, from Shanghai to Sao Paulo and Seoul to Stockholm (to pick one consonant). It’s a little-known fact that Neuberger Berman is the second-largest foreign manager of Japanese investors’ assets, and we are only the second global asset manager approved for a local Fund Management Company (FMC) license in China.

Our culture is our most important asset. We treasure it, invest in it, measure it and benchmark it versus peers. We are proud to have finished 1st or 2nd in the annual Best Places to Work in

Money Management (*Pension & Investments*, for employers of 1000+) every single year for the past decade. Last year we ceded our first place crown (as we did in 2017, to Blackstone, for one year) and accepted the silver medal.<sup>1</sup> We tip our cap to Ares on their win in 2023—bravo!—and are eager for the rematch this year.

We have been 100% employee-owned since 2014,<sup>2</sup> and we continued to deepen and strengthen our partnership this past year. In our most recent equity offering, we added 107 new employee owners, and now have 781 in total, which represents 28% of global employees, up from 24% at the close of 2023. Ownership is a core strategic advantage. We believe it better aligns employees and clients without the need to feed a big third constituency like external





shareholders or a corporate parent. It means that, relative to certain peers, every dollar clients pay in fees can yield up to twice as much going into incentivizing our teams and reinvesting in the firm. And it helps us focus on the long term, consistent with employee owners' career horizon, plus up to a decade thereafter, the maximum potential holding period.

We remain committed to equity, inclusion and diversity. That helps us to ensure that we make the most of the great talent that we have today, but also, through initiatives like our relationship with Alabama State University, a terrific historically black university, to ensure that we recruit from the deepest talent pools for tomorrow. That our newest recruits get to learn from the likes of Marvin Schwartz, now in his 63rd year at Neuberger Berman, is one of our greatest strengths as a firm. He and a number of Neuberger Berman greats who have been with us for decades teach us all every day.

### Fixed Income Demands Ever More Flexibility

Talent has always been an important ingredient for success in our industry. It becomes more essential with every passing day, as the markets and economic outlook grow increasingly complex.

That is why we have invested so heavily in our fixed income platform over the past decade. We have gone from being an acknowledged leader in high

yield and emerging markets debt to offering a full platform of strategies and solutions, with a genuinely holistic approach to assessing relative value across all fixed income markets, backed by a 75-person research team, one of the largest in the business.

Before 2022, those capabilities enabled us to find yield for clients in zero-rate markets, without simply loading up on duration or illiquidity. Since 2022, they have helped our clients navigate the volatility associated with the fastest rate-hiking cycle in U.S. history. Today, those skills are helping us find productive destinations for some of the \$9tn that currently sits in cash and money-market accounts worldwide, getting our clients steadily exposed to credit and duration risk before short-term rates begin to decline, ahead of the crowd.

Investors need to navigate risks. Default expectations are moderate as fears of a global recession ease, but that means credit spreads are tight. Citizens in countries representing around half of the world's GDP are voting in elections during 2024, at a time of growing geopolitical tension and populist fiscal policy from both the left and the right. That year of democracy culminates, of course, with the U.S. elections in November. Truly fundamental values are at play in both the Presidential and Congressional elections—but we are also looking at them as investors and capital allocators. That means we are formulating our

# NEUBERGER BERMAN SNAPSHOT 2023

## ASSETS UNDER MANAGEMENT

**\$463**<sub>bn</sub>

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## BEST PLACES TO WORK

**1<sup>st</sup> OR 2<sup>nd</sup>**

*P&I* "Best Places to Work  
in Money Management" Survey  
(Every Year 2014 – 2023)

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## REVENUES

**\$2,291**<sub>mn</sub>  
(↓ 2%)

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## YEARS OF INDEPENDENCE

**15**

“These broad capabilities across both liquid fixed income and private credit markets have made an important contribution to our success in the insurance and broader institutional sector.”

**GEORGE WALKER**

Chairman and CEO of Neuberger Berman



views on what various outcomes might mean for different sectors, but also recognizing that the U.S. has emerged from the pandemic era pursuing an increasingly unsustainable fiscal path. Deficits and debt sustainability do not appear to motivate either side in the elections or much of the electorate. What that means for the bond market term premium over time is critical since the longer governments delay tough decisions, the worse the range of viable choices.

In these conditions, the ability to offer the bedrock of global investment grade bond markets, augmented by the flexibility to allocate dynamically across the full range of fixed income opportunities, including niches like corporate hybrids, asset-backed securities and residential mortgages, comes into its own. Relative value in spreads can pass investors by if they don't have the breadth of our coverage, or if they need to go through various internal approvals to rotate from one market to another. That's why multi-asset credit mandates like our own Strategic Income strategy are drawing more allocations, with net flows from clients into that strategy growing by 34% in 2023 alone.

### Opening Up the Full Diversity of Private Credit

Our fixed income capabilities have long extended into private markets. That has been a strategic opportunity since the Global

Financial Crisis, as banking regulation has tightened and caused many traditional players in the lending and capital markets to withdraw balance sheet risk-taking. The "mini crisis" of 2023 added momentum to that trend of capital markets moving from banking to the asset management sector, and the eventual rollout of the "Basel III Endgame" is likely to extend it further over the coming years.

This has created huge opportunity for our clients. We have offered private debt funds, lending to

pinned by massive government stimulus, but will be determinative in the more normal (and volatile) periods ahead, revealing both the skill and the edge amongst private debt managers.

These broad capabilities across both liquid fixed income and private credit markets have made an important contribution to our success in the insurance and broader institutional sector—especially when backed by the support of our Institutional Analytics team in portfolio

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#### FIRST:

North American asset manager to secure a sustainability-linked credit facility.

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Large asset manager to provide proxy vote disclosure well in advance of company meetings.

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private equity-sponsored companies, for a decade. Since 2021, we have experienced no defaults at all, and before that they had never exceeded 0.2% in a year. That success is primarily due to our team's outstanding credit analysis and selection, of course, but it also owes a lot to knowing the private equity sponsor community as well as we do, through our extensive global network of private equity General Partners. For example, Neuberger Berman currently sits on more than 400 of the Limited Partner Advisory Committees (LPACs) of different private equity firms. Credit selection has been less important in the recent benign environment under-

optimization, asset-liability management, cash-flow modeling and regulatory-capital efficiency. Insurance clients have accounted for 30% of our net inflows over the past five years. Serving them is consistent with our strategy of partnering with the most sophisticated financial investors.

As the private markets segment of institutional investors' credit portfolios has grown, many have sought to diversify them by adding exposures that have low correlation with their core senior-secured private credit allocations. Again, we are there to solve for them with teams and strategies we've been developing for years.



Collateralized loan obligations (CLOs) offer a range of exposures from AAA to equity: our team has just closed CLO 54, and currently manages more than \$20bn in 40 outstanding structures. Regional diversification, into European private lending strategies, for example, is in focus. And to diversify away from corporate credit, our Residential Mortgage and Specialty Finance teams deliver exposure to everything from mortgages, home-improvement loans and credit card debt to trade-finance receivables, in bespoke structures built with an eye on downside protection. We have also leaned on our industry-leading Insurance-Linked Strategies team, utilizing capital markets reinsurance in its various forms, generating premium-based income from exposure to risks such as earthquake and storm damage, largely uncorrelated with corporate and other credit risk.

We are never going to be the biggest fixed income asset manager in the world, but we aspire to be an obvious choice for anyone who lists the *most admired* fixed income managers over time.

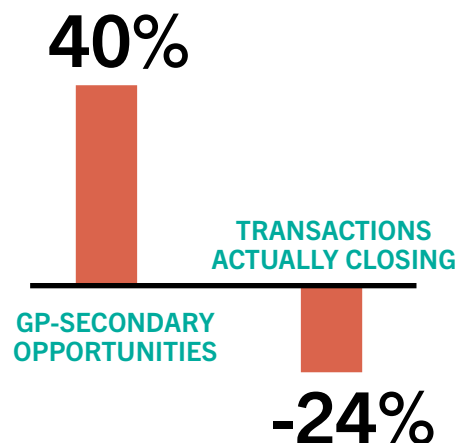
## Capital Shortages Are Creating Opportunity Across Private Markets

If the withdrawal of bank balance sheets has led to opportunities for our clients in private credit, different dynamics have created a similar dearth of capital and liquidity for investors to take advantage of elsewhere in private markets.

For example, a growing number of high-quality, large businesses are turning to hybrid capital solutions—preferred and convertible stock or notes—to enable them to complete transformational follow-on M&A or return capital to their investors. Our Capital Solutions strategy seeks to generate high double-digit contractual yields by addressing these capital needs.

Moving down the capital structure to private equity itself, we see that many Limited Partners (LPs) found themselves overcommitted during 2022 and 2023, as public market valuations slumped and traditional exit routes closed. Since 2021, distributions from buyout sponsors have fallen by almost 60%, from \$1.24tn to just \$530bn.<sup>3</sup> At the same time, private equity firms continued to call capital for portfolio investments from their investors. Consequently, the total distribution to paid-in capital (DPI) for 2019 – 2022 vintage funds by the end of 2023, at 0.1x DPI, is 81% lower than the corresponding average DPI for 2015 – 2018 vintages by the end of 2019.<sup>4</sup>

That has raised the importance of the private equity secondaries market, and turned it into a source of attractive value opportunity for longstanding players like Neuberger Berman. It has also turbo-charged the “GP secondaries” segment of that market, where GPs set up a “continuation fund” in which LPs who don’t need liquidity can stay invested while others can exit, replaced by a fresh set of secondary-market investors. So-called “mid-life co-investments”—which are like GP-led secondaries



The pipeline of GP-secondary opportunities we see at Neuberger Berman has grown by 40% since 2021, while the volume of transactions actually closing has dropped by 24%.





**1989**

First dedicated  
sustainable investing  
strategy

**NBVOTES**

Disclosed votes in  
advance of 43 shareholder  
meetings in 2023



**100%**

Independent,  
employee-owned  
structure

with no continuation fund, for individual companies—are also fast becoming a more prominent feature of the private markets landscape. It is worth noting that the pipeline of GP-secondary opportunities we see at Neuberger Berman has grown by 40% since 2021, while the volume of transactions actually closing has dropped by 24%.<sup>5</sup> To us, that is a sign of supply significantly outweighing available capital, and therefore a substantial opportunity for investors who do have dry powder to deploy. We believe our GP network gives us superior visibility into this attractively valued deal flow. Again, those 400-plus LPAC seats, and knowing the private equity managers, deals and individual partners as we do, is fundamental to the success of our strategies in these markets.

Nowhere are these capital-shortage opportunities more evident, arguably, than in private real estate. Real estate spent 2023 under considerable strain, facing historic increases in the cost of capital and structural changes in demand, particularly for offices, creating an immense dispersion of outlook for real estate companies. This dynamic will be with us for years, in our view, as refinancing pressures loom and disruption in the office sector finds a new equilibrium. Our Almanac Realty team believe those experienced players with strong performance and robust balance sheets will continue to cement their market leadership. Seizing those opportunities will require fresh capital, which is in short supply. We

believe a multifaceted approach that encompasses partnering with the highest-quality real-estate managers, acquiring stakes in operating companies and General Partner sponsors, and being opportunistic in the real estate secondaries market, is the most effective way to take advantage of those capital shortages.

### Giving Investors New Tools for the New Environment


The attractiveness of the broad private-markets investment opportunity is just one reason why we have been spearheading industry efforts to democratize access to them. We aim to bring institutional-quality private equity to a broader, non-institutional investor base in the form of registered evergreen-style funds, which we have launched in the U.S. and in Europe. These funds reinvest proceeds from prior investments and remain open for periodic repurchase opportunities and new subscriptions, subject to certain caps and controls, enabling them to take a larger number of smaller commitments from both institutional and non-institutional clients.

Our partners among investment advisors and other intermediaries often struggle to create portfolios for their clients that truly reflect their advice, which is often to allocate as much as 20% to private markets. Actual allocations tend to be more like 2 – 5%. It is a challenge because individual investors rightly want to ensure

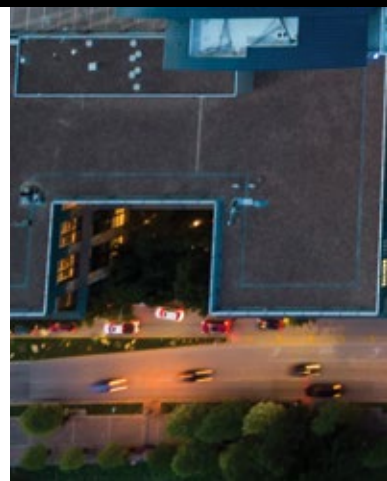
their private equity investments are adequately diversified. Paradoxically, they don't have enough time, experience or capital to deploy to hold the 20 – 40 funds that a major institution would invest in, but they also don't want to use up a 15% allocation on just four or five funds. Managing the capital calls and distributions from such a large portfolio of funds would also be cumbersome, leading to a preference for permanent capital vehicles that provide liquidity options.

We think our evergreen funds step right into that gap. They seek diversification by manager, strategy, region and—over time—by vintage. We believe that is a helpful contrast to the majority of evergreen and other permanent capital private equity vehicles out there, which are being offered by the very largest “single managers.” Interestingly, while we expected the registered evergreen funds to be primarily a solution for individual investors, we have been pleased to see institutions embracing it as well, as it enables them to stay continuously invested and minimize their cash drag.

We are focused on maximizing *after-tax* risk-adjusted returns for our U.S. wealth management clients. We have been beefing up our wealth services in general, including our wealth planning and advisory services, but also our investment thinking, led by our new NB Private Wealth Chief Investment Officer, Shannon Saccoccia, who joined us last year. At the heart of these efforts is



**Our Evergreen funds seek diversification by manager, strategy, region and—over time—by vintage... a helpful contrast to the majority of evergreen and other permanent capital private equity vehicles out there.**







# ENGAGEMENT WORKS: 2023 HIGHLIGHTS FROM NB VOTES

Through our NB Votes initiative, we publish our vote intentions in advance of select shareholder meetings, with a focus on companies where our clients have significant economic exposure.

Company	Issue	Action	Result	Why Is It Financially Material?
<b>Ansys, Inc.</b>	Classified board structure	Last year, we wrote a letter to the board and disclosed our support for a shareholder proposal regarding board declassification.	In response to shareholder feedback, management put forth a proposal to adopt annual director elections.	We believe sound/good governance practices are foundational to sustained, long-term value creation.
<b>Costco Wholesale Corporation</b>	Lack of independent oversight of company-identified material climate-related risks that could adversely affect the business given its operational footprint, product procurement and sales.	Neuberger Berman engaged with the company and opposed the reelection of the chair of the nominating and governance committee due to lack of board oversight of financially material ESG matters in 2022.	The company updated the nominating and governance committee charter to give the committee oversight of important strategic decisions, including "environmental, diversity and sustainability policies and initiatives, including climate-related risks and opportunities."	Ensuring a resilient supply chain and improving operational efficiency have been focus areas for the company.
<b>Okinawa Cellular Telephone Company</b>	Lack of transparency on strategic objectives and capital inefficiencies.	Multiple letters and opposition to reelection of directors; since 2020, disclosing our concerns and voting intentions ahead of annual meetings.	The company announced its first ever mid-term plan, which committed to raising earnings per share (EPS) by 15% over the next three years that roughly split into organic EPS growth, as well as a commitment to consistently buy back shares over the next three years.	We believe the company should maintain an efficient capital structure that minimizes the risk-adjusted cost of capital, avoids excessive leverage or cash buildup, and allows for the return of surplus capital to shareholders.
<b>Coterra Energy Inc.</b>	While the company has adopted several best practices pertaining to methane management, the quality and accuracy of methane emissions measurement could be improved.	Several engagements where we recommended further action and disclosure on enhancing methane measurement.	Following the meeting and in response to shareholder feedback, the company meaningfully increased its methane-related disclosures in its 2023 Sustainability Report and joined the Oil & Gas Methane Partnership 2.0.	For the company, improved methane measurement and capture can improve operational efficiency and reduce climate-related risks.



our proprietary Custom Direct Investing (CDI)<sup>™</sup> separately managed account (SMA) platform, which is enabling more and more of our private wealth clients to personalize their equity portfolios to suit their individual values, risk guidelines and tax profiles. Inevitable market corrections like 2022 enabled us to realize significant tax alpha across several strategies, for example, and SMAs enable clients to integrate these approaches seamlessly into their investment programs, just as our Private Asset Management (PAM) managers have done for individual

a new investment structure, but we believe we are ahead of the curve in adapting the technology to some of our most highly specialized active strategies. That is why our ETF conversions and other launches have led with strategies like Options, Commodities, U.S. small- and mid-caps, China A-Share Equities, Global Real Estate, Carbon Transition, Disrupters and Next Generation Connected Consumer.

One final innovation worth mentioning is our Strategy Detective tool, which helps clients

we have taken some lumps in strategies such as emerging market equities and large-cap value. We recognize that not all styles can perform well in all environments, underscoring the importance of staying true to philosophy and taking the longer-term view. We are encouraged that the start of 2024 has seen the first real dispersion of returns among those mega-cap tech names, a sign that the consensus is perhaps beginning to break down as investors look beyond the initial wave of the artificial intelligence (AI) theme and refocus on fundamentals.

## Among other innovations is the conversion of several of our strategies into actively managed ETFs—which also offer clear advantages over traditional '40 Act funds for taxable investors



### ETF Advantages

EASY TO  
TRADE

TAX  
BENEFITS

LOWER  
COST

clients over time. At 100 years, the mutual fund has had a terrific showing, but I believe that, in 10 years' time, very few private wealth clients in higher-tax jurisdictions will own core liquid asset classes via pooled vehicles. Cerulli Associates has estimated that SMA advisory programs are currently growing faster than mutual funds and other pooled vehicles.

Among other innovations is the conversion of several of our strategies into actively managed ETFs, which also offer clear advantages over traditional '40 Act funds for taxable investors, and provide an efficient and easily executed route toward portfolio diversification. ETFs are clearly not

understand hidden risks in their portfolios. We performed over 300 analyses in 2023 seeking to provide our clients with new insights, including risks across public and private investments.

### Standing for Active Management—Including “ESG”

Mention of active management brings me to the equity markets where, especially in the U.S., performance has been led by an unprecedentedly small group of mega-cap stocks whose valuations seemed able to climb indefinitely. That has made the going tough for many active managers, and

We continue to see a huge opportunity in smaller companies. As a group, they have lagged large caps by almost 15 percentage points in just the past 12 months. We have three U.S. small-cap strategies, in the core, value and growth styles, that have generated substantial long-term alpha and stand ready to take advantage of any turning of the tide. Outside of the U.S., our Japanese equities team is opening up the little-known small- and mid-cap segment of that market, just as investors are beginning to see meaningful change in government policy, regulation and corporate culture that we believe will unlock shareholder value over the long term.



Our active management philosophy is at the heart of our approach to ESG, too—a point that is important to reiterate as the topic becomes ever more politicized and divisive in public discourse.

Perhaps the pinnacle of this divisiveness was a bill that went before New Hampshire legislators that would have banned the investment of state funds “with any regard whatsoever” to environmental, social and governance criteria, with a prison sentence facing any official who “knowingly” flouted the law. The relevant committee unanimously rejected the bill after the New Hampshire Retirement System and other stakeholders weighed in with their concerns. Nonetheless, the incident speaks to the moment of hyper-polarization and politicization of these issues.

The mere thought of criminalizing the consideration of important governance issues is bizarre to us. Business history is littered with examples of companies that have destroyed value due to incompetent Board oversight, weak CEO accountability, inadequate succession planning, a lack of regulatory compliance, poor capital allocation decisions, weak internal controls, self-dealing, a lack of minority shareholder rights (or an excessive focus on short-term shareholders), and poor investor communication,

to name just a few governance issues. We are at a loss to understand how investments can be managed actively and responsibly without due regard to *financially material* environmental, social and corporate governance risks and opportunities—alongside all the other risks and opportunities that can affect portfolio outcomes. As an active manager, we also believe those risks and opportunities are comprehensively managed only when contextualized by an investor with a deep understanding of the company and business model, who can actively engage with management teams. Crude screening and exclusion-based approaches inherently lack this judgment.

I’ve written in the past about why I think the acronym “ESG” is too simplistic and, if used without care, potentially misleading; it was helpful in raising awareness when these risks were *under*-appreciated and inadequately considered by the portfolio management industry, but now the conversation has moved on to the “what” and “how.” This has always been the way with new business ideas—Google Trends tells us that 20 years ago





In June last year, we partnered with Microsoft to help us launch our own NB ChatGPT pilot program... at year-end, we had more than 1,700 users throughout our organization exploring how to get the best out of the tool.



the world searched for “lean manufacturing” twice as much as we do now and “six sigma” four times as much. Today, when our portfolio managers engage with an industrial company, they would be surprised if management was not seeking to remove unnecessary cost and errors while improving quality. Saying the words “lean manufacturing” or reporting the number of “six sigma-certified” staff is no longer interesting. Instead, it is second nature that management and investors would want to talk about the strategic choices that have been made about the manufacturing process (after all, there are times when extra capacity is an appropriate risk mitigant) and the value this is creating. We are getting to that point on issues like water efficiency, employee turnover, data privacy, CEO succession planning and other potentially financially material “ESG” topics.

Because some in the investment management industry were imprecise in their use of the acronym “ESG”, a perception was created that those who embraced it were beholden to a social or

even political agenda. The only agenda Neuberger Berman follows is doing our best to meet our clients’ objectives—that *sometimes* means selecting investments based on a client’s explicitly expressed values, sustainability concerns or impact objectives, in order to seek to achieve the outcomes they are seeking; it *always* requires us to try to be aware of financially material risk exposures for clients.

### Artificial Intelligence: What Kept Everyone?

Finally, I could not let a commentary on 2023 go without a mention of artificial intelligence, the breakout investment theme of the year and a focus not only for asset management businesses, but for virtually every sector across the economy.

Regular readers will recall that Neuberger Berman built a Data Science team back in 2017 and acquired a quantitative investment boutique in 2018. Both groups utilize “Big Data” insights to identify alpha signals or provide insights to our investment teams. Artificial intelligence (AI)—such

as natural language processing models for analyzing thousands of pages of corporate earnings call transcripts—has been an important component of their toolboxes for years. Any business that started thinking about how to use AI only when ChatGPT was rolled out is several years behind the curve.

That said, we recognize the advance that generative AI like ChatGPT represents. It helps that we have been focused on these revolutionary technologies as investors, particularly through our innovation-focused Global Research Strategies platform. We see these technologies being put to work in the economy and, where there is potential, we explore applications in our own business, too.

As a result, in June last year, we partnered with Microsoft to help us launch our own NB ChatGPT pilot program, powered by GPT4 through Azure. At year-end, we had more than 1,700 users throughout our organization exploring how to get the best out of the tool for various tasks in different contexts.



1,700+

Neuberger Berman  
ChatGPT Users



For example, many users found GPT very useful for translations—but early on, we recognized the limitations of a generalized tool and harnessed a smaller, more specialized AI model tailored for the task. That now powers a Core Language Translation Service that enables users to translate a document, in any format, simply by uploading it, selecting a language and clicking. While only for internal use now, we believe that further refinements can make it reliable enough for external communications. Meanwhile, our Finance department has been using GPT to design and check spreadsheet macros, to seek out key figures from lengthy legal and reporting documents, and to help develop a Python script that can cross-verify hundreds of PDF investor capital account statements against an Excel file in seconds, enabling the team to review 100% of those statements rather than relying on spot checks.

Using GPT is not always straightforward: setting the right questions, using the right prompts and double-checking some of its output are important. These are learning processes for both human and machine. But we are already seeing how AI can help us redirect precious time and energy away from repetitive and labor-intensive tasks and toward more creative and productive uses. We believe the opportunities for Neuberger Berman and the broader economy are significant and will be disruptive.

### Looking Back and Looking Forward

I began this letter looking back—over 15 years, 85 years, an entire century. It is fitting to end it looking forward—embracing new technology, new working practices, new frontiers for investment.

Perhaps we have become one of those “venerable” firms. But venerable cannot mean complacent. As so many competitors cut back and consolidate, we continue to seek out opportunities to improve. We grow our capabilities, we grow our global footprint, we grow our team, we grow the range of markets we address—and in so doing, we grow our capacity to deliver on the objectives of you, our clients and partners.

We thank you for entrusting us with your capital through 2023, and look forward to building on our partnership in the years ahead.

*George*

# OUR INVESTMENT PLATFORM

FIRM ASSETS UNDER MANAGEMENT \$463BN\*

MULTI-ASSET STRATEGIES					
PUBLIC MARKETS \$335bn	EQUITIES		FIXED INCOME	HEDGE FUNDS & LIQUID ALTERNATIVES	PUBLIC REAL ASSETS
	Global U.S. EAFE / Japan Emerging Markets – China	Quantitative Thematic Custom Direct Investing	Global Investment Grade Global Non-Investment Grade Emerging Markets Debt Municipals Multi-Sector Currency	Multi-Manager Hedge Funds Long/Short Event Driven Global Macro Risk Premia Options	Commodities Diversified Real Assets Global REITs U.S. REITs
	\$128bn		\$181bn	\$24bn	\$3bn
PRIVATE MARKETS \$129bn	PRIVATE EQUITY		PRIVATE CREDIT	SPECIALTY ALTERNATIVES	PRIVATE REAL ASSETS
	Primaries Co-Investments Secondaries Specialty Strategies		Private Debt Capital Solutions Special Situations Residential Loans Specialty Finance Private Placement European Private Loans	Hedge Fund Co-Investments Insurance-Linked Strategies Late Stage Pre-IPO SPACs	Private Real Estate – Almanac Real Estate Secondaries Real Estate Primaries & Co-Investments Infrastructure
	\$89bn		\$26bn	\$6bn	\$7bn
ESG INTEGRATION   GLOBAL RESEARCH CAPABILITIES   DATA SCIENCE					

\*Firm AUM as of December 31, 2023. Figures may not sum up due to rounding.



# 2023 BUSINESS UPDATE

**Our assets under management increased by \$36bn, 8% of which was attributable to positive net flows and 92% of which came from market appreciation.**

The global asset management industry experienced negative net flows of 4% in 2023 across traditional, active categories, and our customized peer group of highly respected competitors on average experienced flat flows, where inflows in alternatives likely helped.<sup>6</sup> We experienced 1% positive inflows for the year, below our 2018 – 2022 average of 6%, but a strong result given the tough environment. Overall for 2023, our assets under management increased by \$36bn, 8% of which was attributable to positive net flows and 92% of which came from market appreciation.

While we won fewer new mandates in 2023 than in 2022, we are pleased to have retained more than 80% of existing mandates, a level consistent with prior years. We understand the drop in new mandates industry-wide to be a result of clients adjusting to the volatility in both equity and fixed income markets, waiting out the current uncertainty in cash or cash-like holdings, given the attractive level of short-term interest rates; it likely also reflects a dramatic slowdown in distributions from private equity portfolios that would normally be recycled into new investments. We believe this capital “on the sidelines” offers a significant opportunity for the firm as we propose longer-term investment solutions to our clients and wealth platform partners, in anticipation of an eventual decline in rates.

Validating our concerted multiyear investments in client coverage teams and investment strategies to further globalize our franchise, roughly 40% of our new mandates were awarded from clients outside of North America, a level consistent with 2022. The benefits of having a diversified investment platform were also evident in 2023, with no single strategy accounting for more than 10% of our new mandate flows; and while there was significant overlap between this and last year’s top 10 strategies list, the relative rankings changed meaningfully. The breadth of our investment offering is a key success factor, enabling us to meet changing client needs and truly act as a solutions provider.

We launched 28 new products in 2023. Some highlights include the following:

### NB China Opportunities

This is our first retail equity offering by our China FMC to onshore Chinese investors, and is managed by experienced portfolio manager Michelle Wei, who is also the CIO – Equities and Head of Research at our China FMC. The strategy, differentiated from others in the China onshore market, aims for stable, long-term capital growth by strategically allocating investments in A-shares and H-shares. Emphasizing rigorous risk management and incorporating ESG criteria into its investment process, the strategy focuses on identifying top-tier industry leaders in China that have a competitive growth advantage benefiting from domestic demand and ongoing recovery.

### Innovative Private Debt Structure

In partnership with a client looking for a tax-efficient way to compound the interest generated from a private debt strategy, we structured access to our \$14.5bn<sup>7</sup> private debt franchise through insurance-related products. This solution leverages Neuberger Berman’s expertise in structuring private market products and provides innovative evergreen access to a highly selective portfolio of privately negotiated first-lien direct loans made to U.S. private equity-backed companies.

### Public-Private Credit Sub-Advisory

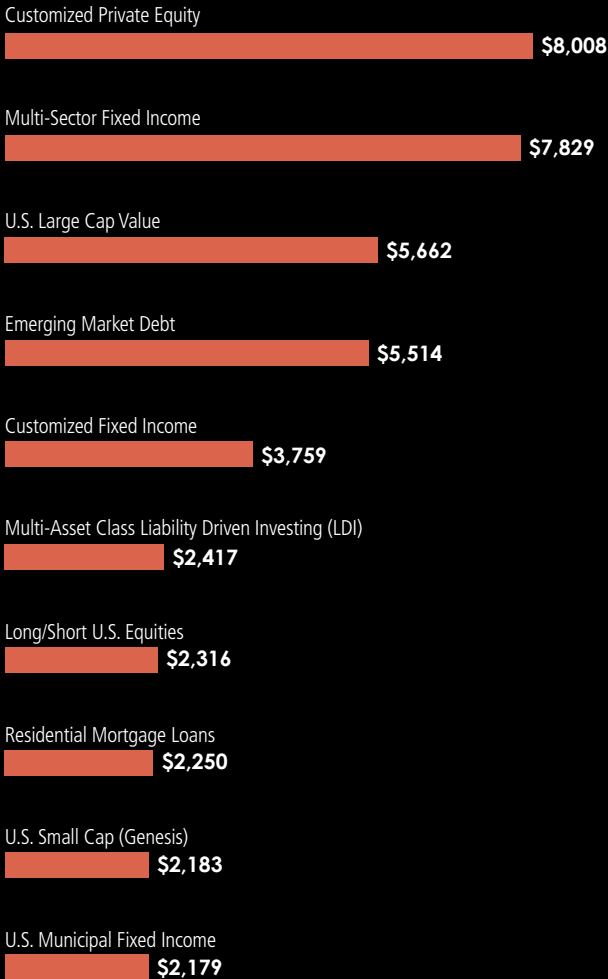
A life insurance client was looking to offer a registered interval fund to their clients that would flexibly allocate across public and private credit markets. This was the industry’s first public/private investment vehicle offered in a variable annuity, and Neuberger Berman was uniquely positioned to be the sole sub-advisor based on our multidecade history and unique breadth of public and private credit capabilities, which comprise \$181bn<sup>8</sup> of traditional fixed income and \$26bn<sup>9</sup> of private credit strategies, including collateralized loan obligations (CLOs), private placement debt and other specialty credit.

### ETF Conversions

In 2023 we continued to expand our active ETF offering with the launches of Chinese equity and global real estate ETFs. Both funds were conversions of mutual funds in existence for the prior decade. Transitioning into active ETFs provides a broader range of investors access to these institutional quality investment strategies, with daily transparency into portfolio holdings, intraday liquidity and potential tax efficiency.

### Top 10 Strategies for 2023

Based on Gross Flows (\$mn)





# TEN FOR 2024

In October each year, our investment leaders gather to identify 10 key themes that they believe will be prominent in the markets over the next 12 months. The themes for 2024 are summarized below.

## Macro: From Supporting the Consumer to Supporting Industry

### 1. Growing Challenges for the Consumer

The resilience of the many economies during 2023 owed much to low unemployment and the excess savings that consumers built through the pandemic. Expect a weaker consumer to be at the heart of next year's economic slowdown.

### 2. Stickier Inflation and Slower Growth May Not Be So Bad for Investors

Current projections for 2024 point to the persistence of above-target inflation and higher rates even as real growth declines. This suggests relatively high nominal growth, which is tricky for long-dated bonds, but more neutral for quality companies with strong balance sheets and the ability to sustain margins.

### 3. More Fiscal Policy Dispersion (and Debt Sustainability Questions)

After three years of near-universal agreement on deficit spending to protect workers and consumers, debate is likely to open up on the impact of tight monetary policy and expansionary fiscal policy on deficits, and the right balance of entitlement spending, industrial-policy spending and interest costs.

### 4. The "Awkward Age" for ESG

ESG and Sustainability will remain confused by differing regional regulatory priorities, but investors on the ground will become clearer on the difference between investing for impact on the one hand and incorporating ESG factors into investment analysis on the other.

## Equities: Exhausted Beta

### 5. Earnings Quality and Business Resilience Comes to the Fore

Through much of 2023, equity markets were driven by excess liquidity, a "buy the 2023 losers" momentum reversal, and exuberant sentiment around the potential of artificial intelligence. We think above-target inflation, slowing growth and draining liquidity will refocus attention on the quality of earnings and the resilience of business fundamentals to these conditions.

### 6. Laggards Find (Relative) Favor

Should growth disappoint or the cost of capital continue to rise, we believe markets with a greater degree of pessimism priced in (such as emerging markets, China, value stocks, financials, small caps) are likely to perform better than those priced for perfection (such as developed markets, India, growth stocks, technology, large caps).

## Fixed Income: The Long and Grinding Road

### 7. Supply and Demand Outweighs Fundamentals

Marginal changes in spreads and yields will continue to owe more to supply-and-demand technicals than fundamentals, much like they have in 2023.

### 8. A Slow Rise in Idiosyncratic Defaults, but Elevated Tail Risk

As higher rates bite, credit defaults are beginning to rise and will be a feature of 2024's credit landscape. We expect credit stresses to be idiosyncratic: companies with longer-dated fixed-rate debt and high-yielding cash on stronger balance sheets, and the ability to sustain and grow margins, are unlikely to experience substantial spread-widening.

## Alternatives: Disruption Brings Opportunity

### 9. Where Capital Is Constrained, Capital Providers Can Be Rewarded

There is dry powder in private markets, just not in all the right places. Exit bottlenecks have led to a rise in demand for capital, not for new deals, but for secondaries, co-investments, private credit and capital solutions. We think these will continue to be the most attractive corners of private markets through 2024.

### 10. Real Estate Divides into the Haves and Have-Nots

Real estate owners and operators face historic increases in the cost of capital and structural changes in demand for various sectors, and we think this will divide owners into the strong and the weak, allowing experienced players with strong performance and robust balance sheets to cement their market leadership.

## STRATEGIES IN FOCUS

Key themes emerging from our Ten for 2024 include a potentially hard-to-navigate fixed income environment, the growing importance of quality, high conviction and active management in equities, and the substantial opportunities for capital and liquidity providers in private markets. We therefore are not surprised to see clients focusing on strategies like the following, where we see significant opportunity in 2024.

### Strategic Income

A flexible fixed income strategy designed for all markets, seeking consistent income, strong total return and investment grade bond-like volatility over a market cycle. Our portfolio managers use a dynamic approach to sector and interest rate positioning, and allocate where they find the most attractive investments across the global fixed income opportunity set. Clients can gain access to a broad set of fixed income return drivers, with the potential to enhance risk-adjusted returns and yield through evolving market conditions.

### Research Opportunity

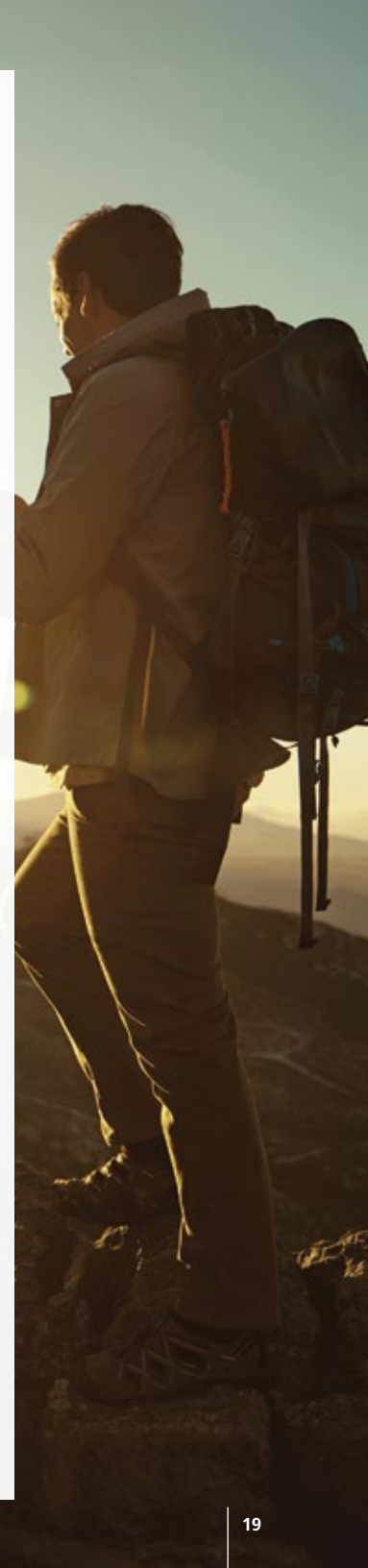
This equity strategy occupies a unique spot on the investment spectrum, combining the benefits of both active management and passive investing. We construct a diversified portfolio of high conviction stocks from each of our tenured<sup>10</sup> global research analysts' coverage universes, sector-neutral to the Russell 1000 Index, and at fees we believe are competitive to passive. This approach has generated 12th percentile absolute and 13th percentile excess return<sup>11</sup> since inception 20 years ago,<sup>12</sup> and is being used as a core U.S. equity allocation by private clients, intermediary platforms and institutions seeking stock selection alpha.

### Private Markets Secondaries

Secondaries have evolved from a tactical investment to a core holding, offering access to private equity with shorter holding periods, reduced leverage, lower execution risk and comparable returns to traditional private equity buyouts. Neuberger Berman has been a provider of solutions across the capital structure to private equity firms for 35 years, and we leverage these relationships to acquire high quality investments for our clients via both traditional and GP-led secondary transactions, diversified across fund sponsor, underlying company, vintage year, investment strategy, geography and industry.

### Evergreen Private Equity

A core private equity solution that seeks to solve for many of the implementation and administration challenges of private equity investing. Our structures offer monthly subscriptions, no capital calls, limited quarterly liquidity opportunities, and have lower investment minimums and eligibility requirements than traditional private equity funds. We believe the exposure it provides to institutional quality direct private equity investments combined with its innovative evergreen structure make it a strategic and efficient tool for investors seeking continuous investment in the asset class.





# FIRM METRICS AND FINANCIAL HIGHLIGHTS

EMPLOYEE METRICS	2019	2020	2021	2022	2023
<b>Total Employees</b> (Full-Time)	2,178	2,305	2,411	2,657	2,798
<b>Senior Investment Professional Retention Rate</b> (MD/SVP)	95%	97%	98%	97%	97%
<b>Employees With Firm Ownership</b> (#/%)	~500/~24%	~550/~23%	~575/~24%	~650/~24%	~670/~24%

## Gender Diversity

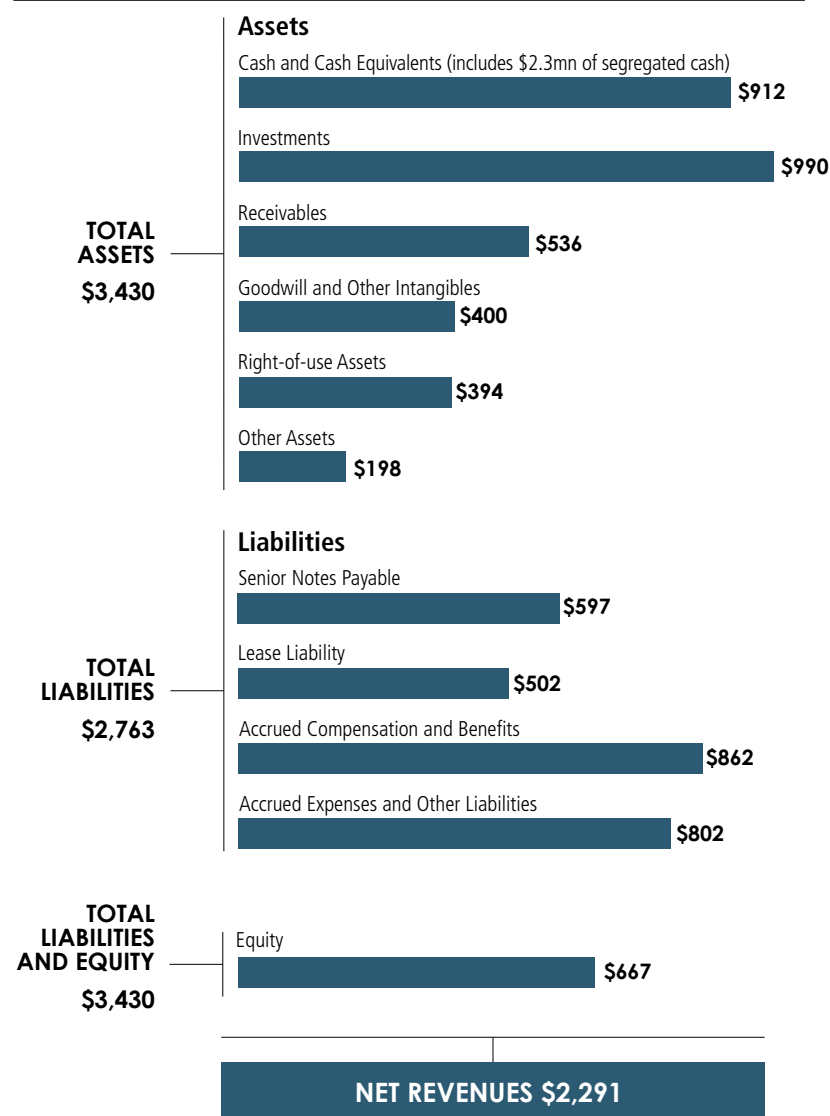
Total employee	37%	37%	38%	39%	39%
Senior employee (VP+)	28%	28%	29%	31%	31%
New hires (% women, three-year average)	40%	40%	42%	43%	44%

## Ethnic Minority Diversity

Total employee	31%	31%	34%	34%	35%
Senior employee (VP+)	22%	21%	24%	26%	26%
Ethnic minority hiring (% of new hires, 3-year average)	38%	39%	45%	45%	45%

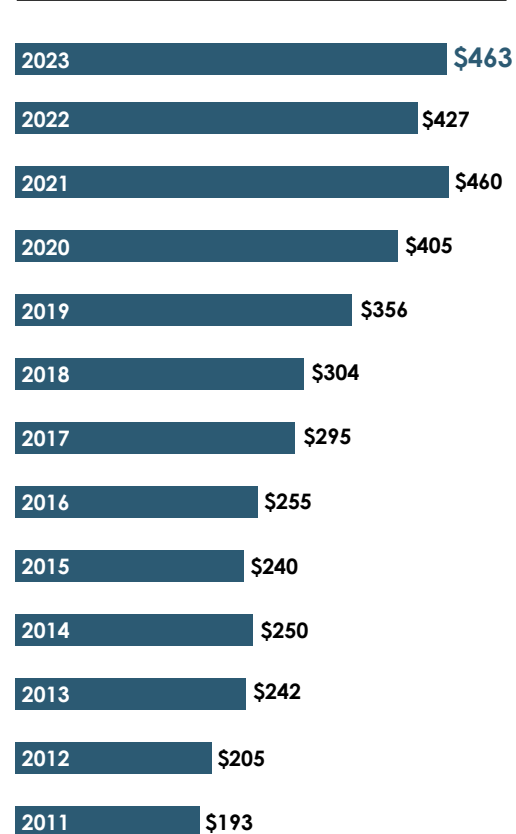
## Summary Financial Information

(\$mn)



## Assets Under Management

(\$bn)





# CORPORATE SOCIAL RESPONSIBILITY

At Neuberger Berman, we are deeply committed to fostering a culture of philanthropy and community engagement among our people. We don't just encourage our employees to give back, we actively invite them to bring their charitable passions to the forefront, supporting them with both financial resources and opportunities to volunteer.

While the mission of the Neuberger Berman Foundation focuses on funding programs that support at-risk children and youth through education and enrichment programs, we have expanded to incorporate non mission-related grants for organizations with which our employees are involved. This program, called People with Purpose, has empowered employees to share their stories, which are often deeply personal, and in turn receive funding for their nonprofits.

The goal of our CSR programs is to make an impact. Whether it is People with Purpose, board service, gift matching or Celebration with Service, our keystone volunteer program, we are steadfast in our focus to drive meaningful change within our communities, all while fortifying the bonds within our team and enriching our collective workplace experience.

## PEOPLE WITH PURPOSE PROFILE



**Betsy Perkocha**

Client Associate – National Accounts

### **Non-profit: The Bowery Mission**

"It's exciting to see the relationship grow with the Bowery Mission after the People with Purpose grant from last year. This contribution will greatly impact the ability for The Bowery Mission to provide warm meals and overnight shelter to our New York City neighbors experiencing homelessness and hunger. It is through the support of benefactors like the NB Foundation that we can continue to make a difference in the lives of those who need it most."



Employees in Hong Kong partnered with Hands on Hong Kong to transform an elderly home into a "teahouse" for the day, serving tea and dim sum to the elderly.



Bermuda colleagues participated in a mangrove reforestation project on Trunk Island with the Bermuda Zoological Society.



Colleagues in Singapore served meals with Food from the Heart.



Our London team beautified a youth center at Queens Crescent Community Association.

## 2023 BY THE NUMBERS

**\$3.1mn**

Corporate Charitable Giving (Foundation, Gift Matching, Disaster Relief)

### FIRM-SPONSORED VOLUNTEERISM

**5,142**

Employee Volunteer Hours

**1,858**

Employee Volunteers

**100%**

Firm and Regional Headquarter Locations Participating in Volunteerism

**143**

Number of Volunteer Projects

### BENEFICIARIES

**809**

Organizations Reached Through Giving

**110**

Organizations Reached Through Volunteerism

**985,000**

Number of Children/Youth/Students Impacted Through Giving and Volunteerism

# EQUITY, INCLUSION AND DIVERSITY

For 85 years, Neuberger Berman's approach to independent thinking has been rooted in the belief that a diversity of perspectives, backgrounds and experiences enriches dialogue and drives better client outcomes. The voices of our people also guide our efforts to better engage and develop our talent.

2023 marked an Employee Survey year for us. We have spent many hours reviewing the data and thousands of comments received—thanks to our 92% participation rate—and discussing the results with our Employee Resource Groups. Among the takeaways, “career pathing” emerged as a central theme, not just for our diverse populations, but across the firm.

Last year, we were pleased to welcome Pauline Kalargiros as our new Head of Talent Management. In partnership with our Equity, Inclusion and Diversity team, we have already begun enhancing our career development efforts, creating a more equitable framework that facilitates both vertical and horizontal movement.

While we are still early in our journey, our refreshed approach is resonating with our people as we strive to further understand and address their unique career needs and aspirations. The hope is that as we implement new programs and improve on current offerings, we will see a similar impact as our successful Mentoring Program.

Launched in 2021, our Mentoring Program has evolved into one of our foundational initiatives. In three years, participation has doubled, with over 20% of our population involved in 2024. Participation among our female and minority colleagues has steadily increased, and strong post-program satisfaction scores underscore the importance of mentoring relationships.

Being an employee-owned firm enhances the journey we are on—it empowers every one of us to contribute to and benefit from our collective success. We are grateful for the active engagement of our employees as we build a more fulfilling workplace for all.





## EMPLOYEE RESOURCE GROUPS AT NEUBERGER BERMAN

Neuberger Berman  
**VETERANS GROUP**



**NBBe**  
NB BLACK EXPERIENCE

**wf** NEUBERGER BERMAN  
WOMEN'S FORUM

**NB PRIDE**  
NETWORK

 **NB Parents**

**NEXTGEN**  
NETWORK  
NEUBERGER BERMAN



# OUR APPROACH TO ENGAGEMENT

Engagement is core to our investment process—whether to inform our investment decisions or as part of our stewardship of the asset. We embed stewardship responsibilities, including engagement within our investment teams, which we believe is crucial to integrating stewardship insights into the investment process and informing investment decisions. We look for companies where we can constructively exchange insights with board members and management teams. As an active manager, we combine subject matter expertise with fundamental insights to engage on financially material issues specific to a given company and its operating profile to drive sustainable value creation on behalf of our clients. Much of our engagement with issuers arises organically from the investment diligence process, but we are also focused on ensuring that the same attention and intensity are sustained throughout our stewardship of the asset.

## PRIMARY ENGAGEMENT TOPICS

### TOP ENVIRONMENTAL

- Climate risk management
- Green opportunities
- Environmental/Climate reporting
- Energy management
- Waste and water management

### TOP SOCIAL

- Human capital management
- Community and government relations
- Labor relations
- Supply chain management
- Workforce diversity and inclusion

### TOP GOVERNANCE

- Long-term business strategy
- Capital structure
- Risk management
- Board independence and quality
- Financial disclosure and controls

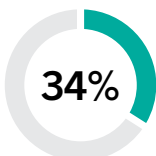


## ENGAGEMENT OVERVIEW

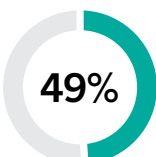
### PUBLIC EQUITY



TOTAL  
ENGAGEMENTS



ENVIRONMENT



SOCIAL

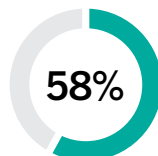


GOVERNANCE

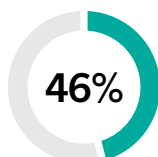
### FIXED INCOME



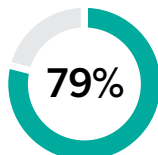
TOTAL  
ENGAGEMENTS



ENVIRONMENT



SOCIAL



GOVERNANCE





# OUR APPROACH TO VOTING

We believe that proxy voting is an integral aspect of active investment management. Many of our clients entrust us with the responsibility of proxy voting on their behalf, and we take that responsibility seriously. Accordingly, we believe proxy voting must be conducted with the same degree of prudence and loyalty accorded any fiduciary or other obligation of an investment manager. Neuberger Berman has developed custom Proxy Voting Guidelines that generally represent the voting positions that we believe to most likely support our clients' best economic interests. These guidelines are updated as deemed appropriate and reviewed at least on an annual basis.

## Bringing Transparency and Accountability to Proxy Voting

In 2020, we launched NB Votes, an advance proxy vote disclosure initiative in which our firm announces our voting intentions in advance of the annual general meetings (AGMs) of a select group of companies in which we invest on behalf of clients. Now in its fourth year, this program seeks to share our opinions and provide insight to our analysis by preannouncing our proxy-voting intentions on an array of voting topics that, we believe, have material economic consequences for our clients. The program underscores our commitment to bringing more transparency into the proxy voting decision-making process.

In 2023, we disclosed our voting intentions and rationales for proposals at 43 meetings and opposed the company's

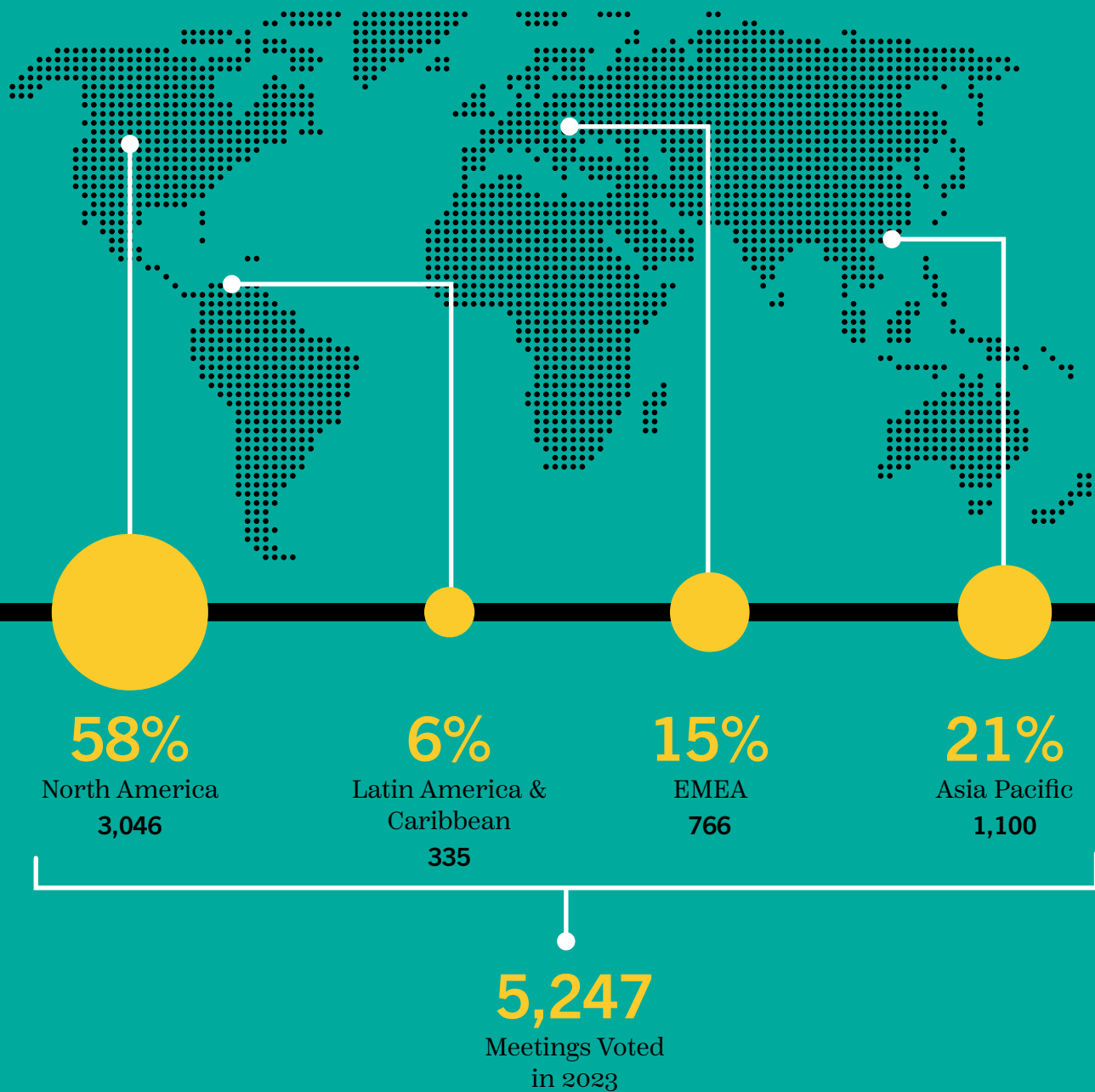
recommendation in 58% of them. Our initiative also spans the regions where we invest our clients' capital, with 21% of our votes at meetings of non-U.S. companies. Among these votes was a shareholder proposal regarding recapitalization that we submitted to Lions Gate Entertainment Corporation, a tool not frequently used by institutional investors.

Pre-announcement of proxy voting intentions still may not be common practice. Yet as an active manager with voting responsibility on behalf of our clients, we believe we serve our clients well by openly encouraging companies to raise their governance standards and enhance their financial performance. For a full list of the votes disclosed as part of our NB Votes initiative in 2023, please see our [NB Votes website](#).

## VOTING STATISTICS

In 2023, our investment teams voted at over 5,000 meetings globally, where 98% of the proposals were put forth by management and 2% by shareholders. We find ourselves opposing many proposals that we view as not representing proper alignment with shareholder interests or at odds with our judgment of the best financial course for the company. This is reflected in both the 12% of management proposals and the 66% of shareholder proposals we opposed during the year. We opposed management on at least one ballot item at 49% of meetings in 2023. Some of the main areas of opposition for management proposals involved concerns with the structure of executive compensation plans, the size and structure of stock option plans, or the capital management practices of a company. Main drivers for opposing management recommendations on shareholder proposals were related to our expectations for the separation of chair and CEO, improved governance practices, and disclosure of financially material environmental and social practices.

## REGIONAL REPRESENTATION OF MEETINGS VOTED



## LEADERSHIP COMMITTEE MEMBERS



Joseph V. Amato



Robert J. Arancio



William A. Arnold



Irina Babushkina



Jonathan H. Bailey



Shrinkhala K. Basnet



Ashok K. Bhatia



William A. Braverman



Anne F. Brennan



David M. Brown



Brad E. Cetron



Chrystelle M. Charles-Barral



Kevin S. Cho



José R. Cosío



Timothy F. Creedon



Patrick S. Deaton



Kenneth M. deRegt



Anthony M. DeSantis



Henry F. Detering



Rob J. Drijkoningen



Margaret E. Gattuso



Barry J. Giarraputo



Richard J. Glasebrook



Jason C. D. Henchman



Charles C. Kantor



Matthew W. Kaplan



Scott E. Kilgallen



Erik L. Knutzen



Andrew S. Komaroff



J. Douglas Kramer



Jennifer L. Laird



Paul W. Lanks



Jacques G. Lilly



Patrick Liu



Patrick C. Lomelo



Stephanie B. Luedke



Joseph P. Lynch



Matthew H. Malloy



Lesley D. Nurse



Ryo Ohira





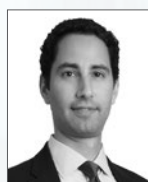
Hirotaka Okada



David R. Pedowitz



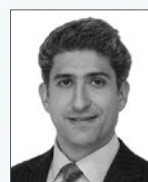
Eli M. Salzmann



Jonathan D. Shofet



Andrew M. Silberstein



Gregory G. Spiegel



David S. Stonberg



Brad C. Tank



Anthony D. Tutrone



Dik van Lomwel



Francis Verdier



Peter Von Lehe



George H. Walker



Sean Williamson



Stephen G. Wright



Hugo Yan



Heather P. Zuckerman



● Operating Committee ● Partnership Committee

## LEADERSHIP TRANSITION

For the past 15 years, we have benefited from continuity within our investment teams and senior leadership. When change does inevitably occur, well-planned transitions have ensured we remain steadfast in our mission to serve our clients.

After making lasting contributions, three of our senior leaders—**Brad Tank**, **Dik van Lomwel** and **Bill Arnold**—have decided it is time for the next phase of their careers at the firm. We are indebted to them, yet at the same time are fortunate to have talented colleagues who are well prepared to lead us forward.

On January 1, 2024, **Ashok Bhatia** assumed the role of Co-Chief Investment Officer—Fixed Income, alongside Brad. At year-end, Brad will transition to a Senior Advisor and Ashok will assume the full CIO role and leadership of Global Fixed Income. Ashok joined us in 2017 and has worked closely with Brad as Deputy CIO and in leading our Multi-Sector Fixed Income business. We thank Brad for his leadership, which has driven our Fixed Income AUM to \$180bn.

In the first quarter 2024, **Matt Malloy** assumed the role of Head of EMEA, in addition to his continued Institutional Client Group leadership responsibilities. Dik has transitioned to the new role of Vice Chairman of EMEA. Matt, who has partnered closely with Dik, is well positioned to lead our efforts in EMEA—and we thank Dik, who was instrumental in leading and building our \$68bn EMEA franchise.

Lastly, we announced that, effective March 2025, **Anne Brennan** will assume the role of Chief Financial Officer while continuing to oversee Risk. Bill, who has served as our CFO since 2010, will focus on our equity programs. Anne and Bill have worked closely together, ensuring we manage the firm prudently and safeguard our clients' interests. Anne previously was a partner at Goldman Sachs, spending 24 years leading numerous efforts in research and Fixed Income. We thank Bill for his many contributions, including helping us reach 100% independence in 2014, ahead of schedule.

## ESG COMMITTEE MEMBERS



Joe V. Amato



Jonathan H. Bailey  
(Chair)



Ashok K. Bhatia



Hendrik-Jan Boer



Anne F. Brennan



David M. Brown



Timothy F. Creedon



Tully S. Cheng



Rob J. Drijckoning



Daniel P. Hanson



James Iselin



Corey A. Issing



Maura E. Reilly  
Kennedy



Erik L. Knutzen



Keita Kubota



Richard S. Nackenson



Lesley D. Nurse



Joana Rocha Scaff



Jennifer N. Signori



Dik van Lomwel



Stephen G. Wright



Rachel Young

## ESG ADVISORY COUNCIL MEMBERS



Vijay Advani  
Former Executive Chairman  
of Nuveen, the Investment  
Management arm of TIAA, and  
current Chairman of the U.S.-  
India Business Council Global  
Board of Directors



Ben Caldecott  
Director, Oxford Sustainable  
Finance Program & Founding  
Director of the UK Centre for  
Greening Finance & Investment



Janine Guillot  
Former Special Advisor to  
the Chair of the International  
Sustainability Standards Board



Mindy Lubber  
President and CEO of Ceres,  
a sustainability focused  
nonprofit organization based  
in Boston, MA



George Serafeim  
Charles M. Williams Professor  
of Business Administration and  
Chair of the Impact-Weighted  
Accounts Project at Harvard  
Business School



Theresa Whitmarsh  
Former Executive Director of the  
Washington State Investment  
Board and Chair of the Board of  
Directors, FCLT (Focusing Capital  
on the Long Term) Global

## BOARD MEMBERS



George H. Walker ●  
Chairman and Chief Executive  
Officer, Neuberger Berman



Grainne Alexander ●  
Independent Non-Executive  
Director of the Board  
Formerly Chief Executive, F&C  
Management (F&C Ireland)



Joseph V. Amato ● ●  
President, Neuberger Berman;  
Chief Investment Officer—  
Equities



Sharon Bowen ●  
Chair, Intercontinental  
Exchange, Inc. and New York  
Stock Exchange Formerly  
Commissioner, Commodity  
Futures Trading Commission



Michael J. Cosgrove ●  
Formerly Executive,  
General Electric Company  
and Trustee, GE's Pension  
and Benefits Plan



Naomi Daly ●  
Independent Non-Executive  
Director of the Board  
Formerly Independent  
Director and Senior  
Executive, MPMF Fund  
Management (Ireland) Limited



Robert W. D'Alelio ●  
Portfolio Manager, Small Cap



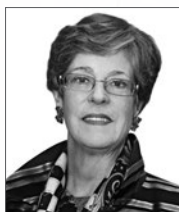
Michele Docharty ●  
Independent Director,  
Neuberger Berman Group  
Formerly Partner, Goldman Sachs



Alexander J. Duncan ●  
Director, Operations and  
Infrastructure,  
Neuberger Berman



Marc Gary ●  
Formerly Executive Vice  
President and General  
Counsel, Fidelity Investments



Martha C. Goss ●  
Formerly Corporate  
Treasurer and Enterprise Risk  
Officer, The Prudential  
Insurance Company  
of America



Michelle S. Green ●  
General Counsel of EMEA and  
Latin America,  
Neuberger Berman



Steven A. Kandarian ●  
Chairman, Jackson National, Inc.  
Formerly Chairman, President  
and CEO, MetLife  
Formerly Executive Director,  
Pension Benefit Guaranty  
Corporation (PBGC)



Ami Kaplan ●  
Formerly Partner, Deloitte LLP



Michael M. Knetter ●  
President and CEO, University  
of Wisconsin Foundation  
Formerly Dean, School of  
Business, University of  
Wisconsin



Deborah C. McLean ●  
Adjunct Professor, Corporate  
Finance, Columbia University  
School of International  
and Public Affairs



George W. Morriss ●  
Formerly Executive Vice  
President and CFO, People's  
United Bank, CT



Tom D. Seip ●  
Independent Non-Executive  
Chairman of the Board  
Formerly Senior Executive,  
The Charles Schwab  
Corporation



Franklyn E. Smith ●  
Formerly Partner, Pricewater-  
houseCoopers LLP



James G. Stavridis ●  
Operating Executive,  
The Carlyle Group  
Formerly Admiral,  
United States Navy



Richard B. Worley ●  
Founder, Managing Director  
and Partner, Permit Capital  
Group, LLC  
Formerly CEO and CIO,  
Morgan Stanley Investment  
Management

● Board of Directors ● UCITS Board ● '40 Act Mutual Fund Board



## NEUBERGER BERMAN FOUNDATION BOARD MEMBERS

The Neuberger Berman Foundation (NBF) partners with nonprofits globally that provide support services to at-risk and underserved children and youth, from birth to early adulthood. Our grantees support their children and families through programs that include academic support, workforce development, healthcare, housing and food security, and after-school programming. In addition to funding, we support our partners by leveraging the time and talent of our employee volunteers and leaders.



Maria Angelov  
Senior Vice President, President,  
Neuberger Berman Foundation



Chrystelle M. Charles-Barral  
Managing Director, Head of  
Investment Risk



Brian C. Jones  
Managing Director, Portfolio  
Manager, REIT Group



Jennifer L. Laird  
Managing Director, Global  
Head of Client Service &  
Client Reporting



David R. Pedowitz  
Managing Director, Senior  
Portfolio Manager, Bolton Group  
(and Foundation Treasurer)



Allison J. Saloy  
Managing Director,  
Relationship Manager,  
Broker Dealer NBIA



Sean Williamson  
Managing Director, Head of  
Employee Platform



Stephen G. Wright  
Managing Director, Head of  
Business Risk



Patricia Miller Zollar  
Managing Director, Private  
Equity



Heather P. Zuckerman  
Managing Director, Chief  
of Staff

### Associate Board Members:

Gregg Angelillo

Michelle Bernal-Silva

Leila Biederman

Chris Bokosky

Karen Boyne

Grace Chmiel

Evelyn Chow

Peter D'Onofrio

Dominique Drenckhahn

Robert Gephardt

Ernest Gyasi

Vera Karsteva

Tokufumi Kato

Manuel Lorenzo

Jackie Regan

<sup>1</sup> *Pensions & Investments*, December 12, 2023.

<sup>2</sup> Includes the firm's current and former employees, directors and, in certain instances, their permitted transferees.

<sup>3</sup> Source: Baird.

<sup>4</sup> Source: Goldman Sachs Secondaries Advisory.

<sup>5</sup> Source: Jefferies.

<sup>6</sup> Source: eVestment Alliance and Neuberger Berman quarterly filings.

<sup>7</sup> As of December 31, 2023. Includes net asset value funds in harvest. Includes investable capital for evergreen funds and funds in investment period. This material is provided for informational purposes only. Neuberger Berman does not provide accounting or tax advice.

<sup>8</sup> As of December 31, 2023. Represents net asset value + unfunded commitments of active vehicles.

<sup>9</sup> As of December 31, 2023. Represents net asset value + unfunded commitments of active vehicles.

<sup>10</sup> Managed by tenured team, averaging 20 years of experience, with more than \$10bn in AUM across strategies.

<sup>11</sup> Source: eVestment as of March 31, 2024. Total Portfolio (Gross of fees); U.S. Enhanced Large Cap Equity Universe.

<sup>12</sup> Inception date of October 1, 2004.

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