Engagement report



Engagement Summary Report - Apr 01, 2025 to Jun 30, 2025		
Total companies in portfolio	4.780	
Total company engagements	401	
Americas	170	42,39%
EMEA	70	17,46%
APAC	161	40,15%
Number of individual companies engaged	367	7,68%
Americas	162	44,14%
EMEA	65	17,71%
APAC	140	38,15%
Number of companies with multiple engagements	27	7,36%
(of individual companies where we held multiple engagements over the course of the reporting period)		
(1		
Engagement themes*	 	
Governance	391	97,51%
Social	99	24,69%
Environmental	80	19,95%
		-,
Engagement topics*		
E-Biodiversity	6	1,50%
E-Climate Risk Management	72	17,96%
E-Deforestation/Land Use	4	1,00%
E-Other company impacts on the environment	7	1,75%
E-Waste	4	1,00%
E-Water	2	0,50%
G-Board Commitments/Attendance	23	5,74%
G-Board Composition	22	5,49%
G-Board Effectiveness and Director Qualifications	158	39,40%
G-Board Independence	37	9,23%
G-Business Oversight/Risk Management	126	31,42%
G-Compensation & Remuneration	171	42,64%
G-Corporate Strategy (Disclosure/Governance)	220	54,86%
G-Cybersecurity and Data Privacy	10	2,49%
G-Executive Management and Succession Planning	94	23,44%
G-Governance Structure	104	25,94%
G-Other Governance Issues	34	8,48%
G-Sustainability Reporting	49	12,22%
G-Technology Deployment and Governance/Disclosure	20	4,99%
S-Business Ethics and Integrity	7	1,75%
S-Community Relations	4	1,00%
S-Freedom of Association	3	0,75%
S-Health and Safety	13	3,24%
S-Human Rights	6	1,50%
S-Indigenous Peoples Rights	1	0,25%
S-Other Social/Human Capital Issues	11	2,74%
S-Supply Chain	13	3,24%
S-Talent and Culture		17,21%
5- I alent and Culture	69	17,21

*Engagements include multiple company meetings during the year with the same company. Most engagement conversations cover multiple topics.

On January 1, 2025, BlackRock Stewardship increased the level of detail reported on certain engagement topics captured while discontinuing other subtopics that were seldom used. This provides more relevant information and further transparency to our clients. The report now reflects the improved transparency in any engagement post January 1, 2025.

For more information on our engagement topics see the "Enagement Priorities & Topics" tab.



	Significant Votes from Apr 2025 to Jun 2025	bis_count ry	bis_region	sector	engageme In Pe	rson Virtual Meeting/ Call	Email E	3	G E- Biodiv ty	ersi Risk	Deforesta com tion/Land imp Use on envi		C e	ommitm Com	oard G-Boar positi Effectiv ess an Directo Qualific ons	en Independ d ence or ati	Oversight at /Risk Rei	G- G mpens corporation & e muner Strat tion (Discl e/Gor and	orat Cyberse urity and tegy Data losur Privacy vern	d Manage ment and	G- G-C covernan Gove ce ce Is	ernan Sustaina		and Rei	ations Asso	of Safe		Indigenou : s Peoples		S-Supply S-T
NATIONAL HEALTH INVESTORS INC. KANADEVIA CORP				Real Estate	3	1 2 0 3	0	0 0 0 1	3	0 0		0 0		0	3	3 3 1 0	3	0		0 0	3 0	-	0 0		0	0		0 0	0	0
MITSUBISHI UFJ FINANCIAL GROUP INC				Industrials Financials	3	0 3	0	0 1 2 0	3 2	0 0	0	0 0) 0	0	0	0 0	2	0	0	0 2	0	0	0 0	0	0	0	0	0 0	0	0
FORWARD AIR CORP (PRE-MERGER)			AMER	Industrials	3	0 3	0	0 0	3	0 0	0	0 0	0	0	0	3 0	3	0	3	0 0	0	0	0 0	0	0	0	0	0 0	0	0
NOMURA HOLDINGS INC SG HOLDINGS CO LTD			APAC APAC	Financials Industrials	3	1 2 3 n	0	0 1 0 0	3	0 0	0	0 0	, 0	0	0	U 0	1 0	0	2	0 0	0	2	υ 0 0 n	0	0	0	0	0 0	0	υ 0
TOYOTA MOTOR CORPORATION		JP	APAC	Consumer Discretionary	3	1 2	0	0 0	3	0 0	0	0 0	0	0	0	1 1	0	0	0	0 0	1	1	0 0	0	0	0	0	0 0	0	0
PARKLAND CORP HARLEY-DAVIDSON INC		CA US		Energy Consumer Discretionary	2	0 2	0	0 0	2	0 0	0	0 0	0	0	0	1 0	2	1	2	0 0	1	0	0 0	0	0	0	0	0 0	0	0
PENN ENTERTAINMENT INC		US	AMER	Consumer Discretionary	2	0 2	0	0 0	2	0 0	0	0 0) 0	0	0	2 0	1	2	2	0 0	0	0	0 0	0	0	0	0	0 0	0	0
MITSUI & CO LTD			APAC	Industrials	2	1 1	0	0 0	2	0 0	0	0 0	0	0	0	0 0	0	0	1	0 0	1	0	1 0	0	0	0	0	0 0	0	0
AIA GROUP LTD SOMPO HOLDINGS INC			APAC APAC	Financials Financials	2	2 0	0	0 0	2	0 0	0	0 0) 0	0	0	0 0	1	0	1	0 0	0	1	0 0	0	0	0	0	0 0	0	0
DEUTSCHE BANK AG		DE	EMEA	Financials	2	0 2	0	0 1	2	0 0	0	0 0	0	0	1	0 0	1	0	0	0 0	0	0	0 0	0	0	0	0	0 0	0	0
SF HOLDING CO LTD NSK LTD			APAC APAC	Industrials Industrials	2	2 0	0	0 0	2	0 0	0	0 0	0	0	0	0 0	0	0	2	0 0	0	0	0 0	0	0	0	0	0 0	0	0
ASSICURAZIONI GENERALI SPA		IT	EMEA	Financials	2	1 1	0	0 0	2	0 0	0	0 0) 0	0	0	0 0	1	1	2	0 1	0	1	0 0	0	0	0	0	0 0	0	0
SSE PLC T&D HOLDINGS INC			EMEA APAC	Utilities Financials	2	2 0	0	2 1	2	0 2	0	0 0	0	1	0	1 0	0	0	2	0 1	0	0	0 0	0	1	0	0	0 0	0	0
CATCHER TECHNOLOGY CO LTD		TW	APAC	Information Technology	2	0 2	0	0 0	2	0 0	0	0 0) 0	1	0	2 2	0	0	2	0 0	2	1	0 0	0	0	0	0	0 0	0	0
VALLOUREC SA				Energy	2	0 2	0	1 0	2	0 1	. 0	0 1	. 0	0	0	1 0	0	2	1	0 0	1	0	1 0	0	0	0	0	0 0	0	0
MACQUARIE GROUP LTD WUXI BIOLOGICS (CAYMAN) INC			APAC APAC	Financials Health Care	2	0 2	0	0 1	2	0 2	0	0 0) 0	0	0	1 1	0	0	1	0 2	0	0	0 1	0	0	0	1	0 0	0	1
NATWEST GROUP PLC		GB	EMEA	Financials	2	0 2	0	2 0	1	1 2	0	0 0	0	0	0	0 0	1	0	1	0 0	1	0	0 0	0	0	0	0	0 0	0	0
DAI NIPPON PRINTING CO LTD BROOKDALE SENIOR LIVING INC		JP US	APAC AMER	Industrials Health Care	2	0 2	0	0 0	2	0 0	0	0 0	0	0	0	2 0	0	0	0	0 1	0	0	0 0	0	0	0	0	0 0	0	0
MITSUBISHI HEAVY INDUSTRIES LTD.		JP	APAC	Industrials	2	2 0	0	0 0	2	0 0	0	0 0) 0	0	0	1 1	1	0	2	0 0	1	0	0 0	0	0	0	0	0 0	0	0
HOME DEPOT INC		US	AMER	Consumer Discretionary	1	0 1	0	1 1	1	1 0	0	1 0	0	0	0	1 0	0	1	0	0 0	1	0	1 0	0	0	0	0	0 0	0	1
SKYWORKS SOLUTIONS INC. KIKKOMAN CORPORATION		US JP	AMER APAC	Information Technology Consumer Staples	1	0 1	0	1 0 0 0	1	U 1	. 0	0 0) 0	0	0	U 0	0 n	1 0	0 1	U 1	1	0	υ 0 0 n	0	0	0	0	υ 0 0 n	0	0
ESSENTIAL UTILITIES INC		US	AMER	Utilities	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	0 0	0	1	0	0 0	0	0	0 0	0	0	0	0	0 0	0	0
SEMPRA BEYOND INC		US	AMER AMER	Utilities Consumer Discretionary	1	0 1	0	0 1	1	0 0	0	0 0	0	0	0	1 0	1	1	0	0 1	0	0	0 0	0	0	0	1	0 0	0	0
BEYOND INC ALLIANT ENERGY CORP		US US	AMER	Utilities	1	0 1	0	1 0	1	0 1	. 0	0 0	, 0	0	0	0 0	0	0	0	0 0	0	0	1 0	0	0	0	0	0 0	0	0
MORGAN STANLEY		US	AMER	Financials	1	0 1	0	1 0	1	0 1	0	0 0	0	0	0	1 0	0	1	0	0 0	0	0	1 0	0	0	0	0	0 0	0	0
AMERICAN INTERNATIONAL GROUP INC ZURN ELKAY WATER SOLUTIONS CORP		US US	AMER AMER	Financials Industrials	1	0 1	0	0 0	1	0 0	0	0 0) 0	0	0	0 0	0	1	0	0 1	0	0	0 0	0	0	0	0	0 0	0	0
HUDSON PACIFIC PROPERTIES INC		US		Real Estate	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	0 0	0	1	0	0 0	0	0	0 0	0	0	0	0	0 0	0	0
BANC OF CALIFORNIA INC AMADEUS IT GROUP SA		US ES	AMER EMEA	Financials Consumer Discretionary	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	0 0	0	1	0	0 0	0	0	0 0	0	0	0	0	0 0	0	0
MASCO CORP		US		Industrials	1	0 1	0	0 0	1	0 0	0	0 0) 0	0	0	1 0	0	0	0	0 1	1	0	0 0	0	0	0	0	0 0	0	0
NORFOLK SOUTHERN CORPORATION		US	AMER	Industrials	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	1 0	1	1	1	0 0	0	0	0 0	0	0	0	0	0 0	0	0
PEPSICO INC QBE INSURANCE GROUP LTD		US AU	AMER APAC	Consumer Staples Financials	1	0 1	0	1 1	1	1 0	0	0 0	0	0	0	0 0	1	1	0	0 0	0	0	1 1	0	0	0	0	0 0	0	0
UNION PACIFIC CORPORATION		US	AMER	Industrials	1	0 1	0	0 1	1	0 0	0	0 0	0	0	0	0 0	1	0	0	0 0	0	0	0 0	0	0	0	1	0 0	0	0
KRAFT HEINZ CO FORTUNE BRANDS INNOVATIONS INC		US US	AMER AMER	Consumer Staples Industrials	1	0 1	0	1 0	1	0 0	0	1 1	1 0	0	0	1 0	1	1	0	0 0	1	0	0 0	0	0	0	0	0 0	0	0
LATTICE SEMICONDUCTOR CORPORATION			AMER	Information Technology	1	0 1	0	0 0	1	0 0	0	0 0) 0	0	0	0 0	0	1	0	0 1	0	0	0 0	0	0	0	0	0 0	0	0
ATLAS ARTERIA GROUP			APAC	Industrials	1	0 1	0	0 1	1	0 0	0	0 0	0	0	0	1 1	1	1	1	0 1	1	0	0 0	0	0	0	1	0 0	0	0
ALLY FINANCIAL INC NEXT PLC		US GB	AMER EMEA	Financials Consumer Discretionary	1	0 1	0	0 0	1	0 0	0	0 0) 0	0	0	0 0	0	1	0	0 0	0	0	0 0	0	0	0	0	0 0	1	0
EVA AIRWAYS CORP		TW	APAC	Industrials	1	0 1	0	1 0	1	0 1	0	0 0	0	0	0	0 0	0	0	1	0 0	0	1	0 0	0	0	0	0	0 0	0	0
ADVANCED MICRO DEVICES INC CNX RESOURCES CORP		US US	AMER AMER	Information Technology Energy	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	1 0	0	1	0	0 0	0	0	0 1	0	0	0	0	0 0	0	0
OPEN TEXT CORP				Information Technology	1	0 1	0	0 0	1	0 0	0	0 0) 0	0	0	1 0	0	1	0	0 1	0	0	0 0	0	0	0	0	0 0	0	0
CASSAVA SCIENCES INC		US		Health Care	1	0 1	0	0 1	1	0 0	0	0 0	0	0	1	0 0	1	1	1	0 0	1	0	0 0	1	0	0	0	0 0	0	0
ROYALTY PHARMA PLC WESTPAC BANKING CORP		US AU	AMER APAC	Health Care Financials	1	1 0	0	0 0	1	0 0	0	0 0) 0	0	1	1 0	1	1	1	0 0	1	0	0 0	0	0	0	0	0 0	0	0
LIVE OAK BANCSHARES INC		US	AMER	Financials	1	0 1	0	0 0	1	0 0	-	0 0		0	0	1 1	1	1		0 1	1		0 0	0	0	0	-	0 0	0	0
CSL LTD ARGENX SE				Health Care Health Care	1	0 1	0	0 1	1	0 0		0 0		0		0 0		1		0 0	0		0 0	0	0	0		0 0	0	0
SEVEN & I HOLDINGS CO LTD				Consumer Staples	1	0 1	0	0 0	1	0 0	0	0 0) 0	0	0	1 0	0	0		0 1	0	0	0 0	0	0	0		0 0	0	0
WESTERN UNION CO/THE				Financials	1	0 1	0	0 0	1	0 0	-	0 0		0	0	0 0	0	1	-	0 1	0	-	0 0	-	0	0		0 0	0	0
TSURUHA HOLDINGS INC KOHLS CORP				Consumer Staples Consumer Discretionary	1	1 0	0	0 0	1	0 0	-	0 0		0	0	0 0	0	1		0 0	0	-	0 0	0	0	0		0 0	0	0
BANNER CORPORATION		US	AMER	Financials	1	0 1	0	0 0	1	0 0		0 0	0	1	0	1 0	0	0	0	0 0	0	0	0 0	0	0	0	0	0 0	0	0
ASAHI KASEI CORPORATION ARKEMA SA				Materials Materials	1	0 1	0	0 0	1	0 0	-	0 0	0	0	0	0 0	0	1	_	0 0	1	0	0 0	0	0	0	0	0 0	0	0
SERVICENOW INC		US	AMER	Information Technology	1	0 1	0	0 0	1	0 0	0	0 0) 0	0	0	0 0	0	1		0 0	1	0	0 1	0	0	0	0	0 0	0	0
BLOOM ENERGY CORPORATION MONDELEZ INTERNATIONAL INC		US	AMER AMER	Industrials Consumer Staples	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	0 0	0	1	0	0 0	0	0	0 0	0	0	0	0	0 0	0	0
MONDELEZ INTERNATIONAL INC KEYCORP				Consumer Staples Financials	1	0 1	0	0 0	1	0 0	0	0 0	, 0	0	0	0 0	0	1	0	0 1	0	0	0 0	0	0	0	0	0 0	0	0
NIKE INC		US		Consumer Discretionary	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	1 0	0	1	1	0 1	0	0	0 0		0	0	0	0 0	0	0
TRANSOCEAN LTD BALOISE HOLDING AG				Energy Financials	1	U 1	0	0 0	1	0 1	. 0	0 0	, 0	0	0	0 U	1 0	0	1	1 1 0 1	0	0	0 0		0	0	0	0 0	0	0
MAXLINEAR INC		US	AMER	Information Technology	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	0 0	0	1	0	0 1	0	0	0 0	0	0	0		0 0	0	0
TELADOC HEALTH INC BUILDERS FIRSTSOURCE INC		US US	AMER AMER	Health Care Industrials	1	0 1	0	0 0 0 n	1	0 0	0	0 0) 0) n	0	0	0 0	0	1		0 1	0	0	0 0	0	0	0		0 0	0	0
NORTHAM PLATINUM HOLDINGS LTD		ZA	EMEA	Materials	1	0 1	0	0 0	1	0 0	0	0 0) 0	0	0	0 0	0	1	0	0 0	0	0	0 0	0	0	0	0	0 0	0	0
ULTRA CLEAN HOLDINGS INC			AMER	Information Technology	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	0 0	1	1	-	0 0	0	0	0 0		0	0	-	0 0	0	0
BUREAU VERITAS SA TAISHIN FINANCIAL HOLDING CO LTD				Industrials Financials	1	v 1 1 0	0	0 0	1	0 0	0	0 0	, 0	0	0	0 0	0	0	-	0 0	1 0	0	1 0 0 0		0	0		0 0	0	0
CARREFOUR SA		FR	EMEA	Consumer Staples	1	0 1	0	0 0	1	0 0	-	0 0		0	0	0 0	0	1	0	0 1	1	0	0 0	0	0	0	0	0 0	0	0
JPMORGAN CHASE & CO AT&T INC				Financials Communication Services	1	0 1	0	0 0	1	0 0	-	0 0	0	0	0	1 0	1	0	-	0 1	0	0	0 0		0	0	0	0 0	0	0
RUBIS SCA		FR	EMEA	Utilities	1	1 0	0	0 0	1	0 0	0	0 0) 0	0	0	1 0	0	1	1	0 1	1	1	0 0		0	0	0	0 0	0	0
CADENCE DESIGN SYSTEMS INC				Information Technology	1	0 1	0	0 1	1	0 0	0	0 0	0	1	0	1 0	1	1	0	0 0	0	0	0 0	-	0	0	0	0 0	0	0
LUMEN TECHNOLOGIES INC AMERICAN EXPRESS COMPANY				Communication Services Financials	1	0 1	0	0 1	1	0 0	0	0 0	, 0	1	0	1 0	0	0	0	0 0	0	0	0 1 0		0	0	~	0 0	0	0
CLARIANE SE		FR	EMEA	Health Care	1	0 1	0	0 1	1	0 0	0	0 0	0	0	0	1 1	1	1	1	0 0	0	0	0 0	0	0	0	0	0 0	1	0
INTERNATIONAL PAPER CO ENPHASE ENERGY INC		US US		Materials Information Technology	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	1 0	0	1	0	0 1	0	0	0 0	0	0	0		0 0	0	0
IBERDROLA SA		ES	EMEA	Utilities	1	1 0	0	1 0	1	0 1	. 0	0 0) 0	0	0	1 0	0	0	-	0 1	1	0	1 0		0	0		0 0	0	0
SIMON PROPERTY GROUP INC		US	AMER	Real Estate	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	0 0	0	1		0 0	0	1	0 0		0	0	0	0 0	0	0
TCC GROUP HOLDINGS CO LTD STMICROELECTRONICS NV			APAC EMEA	Materials Information Technology	1	U 1	0	1 0 0 1	1	0 U	0	0 0	0	1	0	U 0	0	0		0 0	0	_	0 0		0	0		0 0	0	0
THERMO FISHER SCIENTIFIC INC		US	AMER	Health Care	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	1 0	0	1	0	0 0	0	0	0 0	ō	0	0	0	0 0	0	0
GIVAUDAN SA NIDEC CORPORATION			EMEA APAC	Materials Industrials	1	0 1	0	1 1	1	1 1	1	0 0		0	0	0 0	0	0	-	0 0	0		1 0 0 0	0	0	0	0	1 0 0 0	1	0
COMPUTACENTER PLC		GB	EMEA	Information Technology	1	0 1	0	0 0	1	0 0	0	0 0		0	0	0 0	0	1		0 0	0	0			0	0		0 0	0	0
JD SPORTS FASHION PLC		GB	EMEA	Consumer Discretionary	1	0 1	0	0 1	1	0 0	-	0 0		0	0	0 0	0	1		0 0	0	0	0 0		0	0	0		1	0
ZOOMINFO TECHNOLOGIES INC AMAZON.COM INC		US US		Communication Services Consumer Discretionary	1	0 1	0	0 0	1	0 0	0	0 0) 0	0	0	0 U	0	1 0	0	0 0	0	0	0 0	0	0	0	0	0 0	0	0
OLD DOMINION FREIGHT LINE INC		US	AMER	Industrials	1	0 1	0	1 0	0	0 1	. 0	0 0	0	0	0	0 0	0	0	0	0 0	0	0	0 0		0	0	0	0 0	0	0
EURAZEO SE MODERNA INC				Financials	1	0 1	0	0 0	1	0 0	0	0 0	0	0	0	0 0	0	1	-	0 0	0	0	0 0		0	0		0 0	0	0
		U.S	AMER	Health Care	1	υ 1	U	U U	1	· 0	U	0 0	, ,	U									0 0	0	0	0	0			

	Significant Votes from Apr 2025 to Jun 2025	ry ry	bis_region	sector	engageme In P nt_count	erson Virtu Meeti Cal	ng/			ty Ma	Risk Def	E- E-Other company in/Land impacts Use on the environm ent	E-Waste E-V	Commi ents/A ndan	itte on	ti Effectiven II	ence Ove	siness Compersight ation Risk Remunagem ation	n & e strateg n (Disclose e/Gover	urity and Data r Privacy	ment and Stru Successio n	ernan Govern e ce Issu cture	Reporting [Governan	Business Comi Ethics ty and Relat Integrity	muni Freedo y of tions Associa on	Safety iati		Indigenou So s Peoples Rights C		-Supply S-Ta Chain a Cul
A HEALTHCARE INC		US	AMER	Health Care	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	1	ance)		Planning 0	1	0 0	sure 0	0	0	0 (0 0	0	0	0
ATAI SECURITIES CO LTD		HK	APAC	Financials	1	1	0 0		0	1 0	0	0 0		0		0 0	0	0	0		0		0 0	0	0	0	0	0 0	0	0	0
RBALIFE LTD IIVERSAL DISPLAY CORPORATION				Consumer Staples Information Technology	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 1 0 1	0	0	1	1 0 0 0	1	0	0 1	0	0	0	0 (0 0	0	0	0
T GROUP		AU	APAC	Real Estate	1	0	1 0	0	1	1 0	0	0 0	0	0	0	1 1	0	1	1	1 0	1	1	0 0	0	0	0	0	0 0	0	0	0
IIBAIL-RODAMCO-WESTFIELD SE HM CO LTD.				Real Estate Information Technology	1	0	0 0	0	0	1 0	0	0 0	0	0	0	0 1	0	0	0	1 0 1 0	0 1	0	0 0	0	0	0	0 (0 0	0	0	0
JIN LTD		JP	APAC	Materials	1	0	1 0	0	1	1 0	0	0 0	0	0	0	0 0	0	0	0	1 0	0	0	0 0	0	0	0	0	0 0	0	0	0
/ENDI SE SILORLUXOTTICA SA			EMEA EMEA	Communication Services Health Care	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	1	1 0 0 0	0 1	0	0 1	0	0	0	0 (0 0	0	0	0
IONOGI & CO LTD		JP	APAC	Health Care	1	1	0 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	0	1 0	0	1	0 0	0	0	0	0	0 0	0	0	0
C GROEP NV PRSK HYDRO ASA			EMEA EMEA	Financials Materials	1	0	1 0	1	0	1 0	1	0 0	0	0	0	0 0	0	0	1	0 0	0 1	0	0 0	0	0	0	0 (0 0	0	0	0
SNA GROUP		US	AMER	Health Care	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 1	0	0	1	0 0	1	1	0 1	0	0	0	0	0 0	0	0	0
KE ENERGY CORP NK OF COMMUNICATIONS CO LTD			AMER APAC	Utilities Financials	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	0	0 0	0	0	0 1	0	0	0	0 (0 0	0	0	1 0
C HOLDINGS CORP NK OF CHINA LTD		JP	APAC	Industrials Financials	1	1	0 0	0	0	1 0	0	0 0	0	0	0	0 0	0	1	0	1 0	1	0	0 0	0	0	0	0	0 0	0	0	0
DRITZ AG			APAC EMEA	Industrials	1	0	0 0	0	0	1 0	0	0 0	0	0	0	0 0	1	0	1	0 0	0	0	0 0	0	0	0	0	0 0	0	0	0
UINOR ASA				Energy	1	0	1 0	1	0	1 0	1	0 0	0	0	1	0 0	0	0	1	1 0	0	0	0 0	0	0	0	0 (0 0	0	0	0
&AD INSURANCE GROUP HOLDINGS INC NY GROUP CORP				Financials Consumer Discretionary	1	1	0 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	0	0 0	0	1	0 0	0	0	0	0	0 0	0	0	0
NOFI SA				Health Care	1	0	1 0	0	0	1 0	0	0 0	0	0	1	0 1	0	1	1	1 0	0	1	0 0	0	0	0	0	0 0	0	0	0
KAS CAPITAL BANCSHARES INC. XTER INTERNATIONAL INC		US	AMER	Financials Health Care	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 1 0 1	0	0	0	1 0	1	0	0 0	0	0	0	0	0 0	0	0	0
INOIS TOOL WORKS INC LEM INC		US		Industrials	1	0	1 0	1	0	1 0	1	0 0	0	0	0	0 1	0	0	1	1 0	0	0	0 0	0	0	0	0	0 0	0	0	0
TVS SA			AMER AMER	Industrials Information Technology	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 1	0	0	1	1 0	0	0	0 0	0	0	0	0	0 0	0	0	0
PPON YUSEN KK		JP	APAC	Industrials	1	0	1 0	1	1	1 0	1	0 0	0	0	0	0 0	0	0	0	1 0	0	0	0 0	0	0	0	0	0 0	0	0	0
W INC HNEIDER ELECTRIC SE			AMER EMEA	Materials Industrials	1	0	1 0	0	0	υ 0 1 0	0	υ 0 0 0	0	0	0	0 0	0	0	1	0 0	0	υ 1	0 0	0	0	0	0	0 0	0	0	0
EX COMPANY INC		US	AMER	Industrials	1	0	1 0	0	1	1 0	0	0 0	0	0	0	0 0	0	1	0	1 0	0	0	0 1	0	0	0	0	1 0	0	0	0
O SMITH CORP G GROEP NV			AMER EMEA	Industrials Financials	1	0	1 0 1 n	0	0	1 0 1 0	0	0 0	0	0	1 0	υ 1 0 n	0	1 0	0	υ 0 1 0	0	1	0 0 0 0	0 0	0	0	0 /	0 0	0 n	0	0
TSUI FUDOSAN CO LTD		JP	APAC	Real Estate	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 1	0	0	1	0 0	0	0	0 0	0	0	0	0	0 0	0	0	0
IO PHARMACEUTICAL CO LTD OADCOM INC			APAC AMER	Health Care Information Technology	1	0	1 0 1 n	0	0	1 0 1 0	0	0 0	0	0	0	0 0 0 0	0	0	0	1 0 1 0	0 1	1 0	0 0 0 0	0	0	0	0 /	0 0 0 0	0 0	0	0
SCO SHIPPING ENERGY TRANSPORTATION CO LTD		HK	APAC	Energy	1	0	1 0	1	0	1 0	1	0 0	0	0	0	0 0	0	1	0	0 0	0	0	0 0	0	0	0	0	0 0	0	0	0
IFOLS SA JAMESS PLACE PLC				Health Care Financials	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	1	1	1	1 0	0	1	0 0	0	0	0	0 1	0 0	0	0	0
ARWOOD PROPERTY TRUST INC		US	AMER	Financials	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 1	0	1	0	1 0	1	1	0 0	0	0	0	0	0 0	0	0	0
NCA MONTE DEI PASCHI DI SIENA SPA RCLAYS PLC				Financials Financials	1	0	1 0	0 1	0	0 0	0	0 0	0	0	0	0 0	0	1 0	0	1 0 0 0	1	0	1 0	1	0	0	0 1	0 0	0	0	0
T AB		SE	EMEA	Financials	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	1	1 0	1	0	0 0	0	0	0	0	0 0	0	0	0
E ENERGY COMPANY SELLA WASTE SYSTEMS INC			AMER AMER	Utilities Industrials	1	0	1 0	0 1	0	1 0	0	0 0	0	0	0	0 1	0	1	0	0 0	0	0	0 0	0	0	0	0 (0 0	0	0	0
AM SPA		IT	EMEA	Utilities	1	0	1 0	1	0	1 0	1	0 0	0	0	1	0 0	0	0	1	1 0	0	0	0 0	0	0	0	0	0 0	0	0	0
IILEVER PLC MINION ENERGY INC				Consumer Staples Utilities	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	1	0 0 1 1	0	0	0 0	0	0	0	0 (0 0	0	0	0 1
BAYASHI PHARMACEUTICAL CO LTD		JP	APAC	Consumer Staples	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	0	0 0	0	1	0 0	0	0	0	0	0 0	0	0	0
GRAND SA NK OF AMERICA CORP				Industrials Financials	1	0	1 0	0 1	0	1 0	0	0 0	0	0	0	0 1 0 1	0	0	1	0 0	0	0	0 0	0	0	0	0 (0 0	0	0	0
TEGRIS INC		US	AMER	Information Technology	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 1	0	0	1	1 0	0	0	0 0	0	0	0	0	0 0	0	0	0
ERSOURCE ENERGY PEDITORS INTERNATIONAL OF WASHINGTON INC				Utilities Industrials	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	1	0	1 0 0 0	0	0	0 0	0	0	0	0 (0 0	0	0	0
MIDSTREAM INC		US	AMER	Energy	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	0	0 0	0	1	0 0	0	0	0	0	0 0	0	0	0
IZENS FINANCIAL GROUP INC NTRAIS ELETRICAS BRASILEIRAS SA			AMER AMER	Financials Utilities	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0 0 1	0	0	0	0 0	0 1	0	0 0	0	0	0	_0 (0 0	0	0	0
SEI CORPORATION		JP	APAC	Industrials	1	1	0 0	-	1	1 0	0	0 0	-	0	0	0 0	0	1	0	1 0	0		0 0	0	0		0	1 0	0	0	0
EVRON CORP .EAD SCIENCES INC				Energy Health Care	1	0	1 0		1	1 0 1 0	1 0	0 0		0		0 0 0 1	0	1		0 0	0		0 0	0	0		0 (0 1 1	0	0	0
INDUSTRIES HOLDINGS INC				Materials	1	0	1 0	1	0	1 0	1	0 0	0	0	0	0 0	0	0	1	1 0	0	0	0 1	0	0	0	0	0 0	0	0	0
ZER INC ELLS FARGO & COMPANY				Health Care Financials	1	0	1 0	0 1	0	1 0	0 1	0 0	-	0	1	0 0	0	0	-	0 0	0	0	0 0	0	0	0	0 (0 0	0	0	0
IGROUP INC		US	AMER	Financials	1	0	1 0		1	1 0	1	0 0		0	0	0 1	0	1		1 0	0	0	0 0	0	0		0	0 0	1	1	0
ECTRONIC ARTS INC ROGIN HOLDINGS INC				Communication Services Financials	1	0	1 0	0	0	1 0 1 0	1 0	0 0		0	0	0 1	0	0		1 0 0 0	0	0	0 1 1 1	0	0	0	0	0 0	0	0	0
CA-COLA EUROPACIFIC PARTNERS PLC				Consumer Staples	1	1	0 0	1	1	1 0	0	0 1	. 0	0	0	0 0	0	0	0		1	1	0 0	0	0	0	0	1 0	0	0	0
NTERRA GOLD INC A SA		FR	EMEA	Materials Financials	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 1	0	0		1 0 1 0	0	0	0 0	0	0	0	0	0 0	0	0	0
MES WORKSHOP GROUP PLC ANSWICK PLC		GB	EMEA	Consumer Discretionary	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	1	0 0	0	1	0 0	0	0	0	0	0 0	0	0	0
ANSWICK PLC HOLDINGS INC				Consumer Staples Materials	1	1	0 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	0	1 0	0	1	0 0	0	0	0	0	0 0	0	0	0
JIKURA LTD. TSUI O.S.K. LINES LTD.				Industrials Industrials	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0 n 1	0	0	0	1 0	0	0	0 1	0	0	0	0	0 0	0	0	0
US CORPORATION		CA	AMER	Communication Services	1	0	0 1	0	0	1 0	0	0 0	0	0	0	0 0	0	0	0		0	0	1 0	0	0	0	0	0 0	0	0	0
N HAI PRECISION INDUSTRY CO LTD ERTY ENERGY INC		TW		Information Technology Energy	1	1	0 0	1	1	1 0	1	0 0	0	0	0	0 1	0	0	0	0 0	0	0	0 0	0	0	0	0	0 0	0	0	0
UMPH FINANCIAL INC		US	AMER	Financials	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	1	0 0	0	0	0 0	0	0		0	0 0	0	0	0
EXANDRIA REAL ESTATE EQUITIES INC		US		Real Estate	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 1	0	0	1	1 0	0	1	0 0	0	0			0 0	0	0	0
MMERSON PLC C CORPORATION		JP	APAC	Real Estate Information Technology	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 1 0 1	0	0	1	0 0	0	0	0 0	0	0	-	0 (0 0	0	0	0
STAL SAVINGS BANK OF CHINA CO LTD LEPERFORMANCE		HK	APAC	Financials Industrials	1	0	1 0	1	0	1 0	1	0 0	-	0	0	0 0	0	1	0	1 0	0	1	0 0	0	0	_	0	0 0	0	0	0
LEPERFORMANCE RKELEY GROUP HOLDINGS PLC				Consumer Discretionary	1	0	1 0	0	0	1 0	0	0 0	-	0	0	0 0	0	0	1	0 0	0	0	0 0	0	0	0	0 (0 0	0	0	0
JITSU LTD TONATION INC		JP	APAC	Information Technology Consumer Discretionary	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 1	1	0	0	0 0	1	1	1 0	0	0	0	0 0	0 0	0	0	0
DONALDS CORPORATION		US	AMER	Consumer Discretionary	1	0	1 0	1	1	1 0	1	0 0	0	0	0	0 0	0	0	0	1 0	0	0	1 0	0	0	0	0	0 0	0	0	1
R INCORPORATED		TW	APAC	Information Technology	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	0	1 0	0	0	1 0	0	0		0	0 0	0	0	0
YO ELECTRON LTD AT WALL MOTOR CO LTD				Information Technology Consumer Discretionary	1	0	1 0	0	1	1 0	0	0 0	0	0	0	0 1	0	1	0	0 0	0	0	0 0 1	0	0		0	0 0	0	0	0
I FINANCE GROUP PLC		GB	EMEA	Financials	1	0	1 0	0	0	1 0	0	0 0	0	0	0	1 0	0	0	1	0 0	0	0	0 0	0	0	0	0 (0 0	0	0	0
PLATFORMS INC O SUISAN KAISHA LTD			AMER APAC	Information Technology Consumer Staples	1	0	1 0 0 0	0	0	1 0 1 0	0	0 0	0	0	0	υ 0 0 0	0	0	0	1 0 1 0	0	0	0 0	1 0	0	0	0 0	0 0	0	0	0
T PACIFIC CO LTD		HK	APAC	Consumer Staples	1	0	1 0	1	0	1 1	1	1 0	0	0	0	0 0	1	0	0	0 0	1	0	0 0	0	0		0	0 0	0	0	0
OM CO LTD WA HOUSE INDUSTRY CO LTD				Industrials Real Estate	1	0	1 0 1 n	0	0	1 0 1 0	0	0 0	0	0	0	υ 1 0 n	0	0	0	1 0 0 0	0	0	0 0	0	0		0	0 0	0	0	0
AB WESTON HOLDINGS INC		US	AMER	Consumer Staples	1	1	0 0	0	0	1 0	0	0 0	0	0	0	0 1	0	1	0	1 0	0	0	0 0	0	0	0	0	0 0	0	0	0
CH AB (PUBL) IE & BUSTERS ENTERTAINMENT INC				Information Technology Consumer Discretionary	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	1	0 0	0	0	0 0	0	0			0 0	0	0	0
DWDSTRIKE HOLDINGS INC		US	AMER	Information Technology	1	0	1 0	0	0	1 0	0	0 0	-	0	0	0 0	0	0	1	1 0	0	0	0 1	0	0	0	0	0 0	0	0	0
MCAST CORPORATION C HONG KONG HOLDINGS LTD		US		Communication Services	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	0	0	1	1 0	1	1	0 0	0	0		0	0 0	0	0	0
CHTRONIC INDUSTRIES CO LTD		HK	APAC	Financials Industrials	1	0	1 0	0	0	1 0	0	0 0	0	0	0	0 0	1	1	0	1 0	0	0	0 0	0	0	0	0	0 0	0	0	0
ANITE CONSTRUCTION INCORPORATED		US		Industrials	1	1	0 0	0	1	1 0	0	0 0	0	0	0	0 0	0	1	0	1 0	1	0	0 0	0	0	0	0	0 0	0	0	0
RTIV HOLDINGS CO			AMER	Industrials	1					1 0		0 0	0					0	1	1 0	0	0	0 1	0	0	0	0	0 0	0	0	0

company_name	Significant Votes from Apr 2025 to Jun 2025	5 bis_cour ry	nt bis_region		engageme In P nt_count	erson Virt Meet Ca	ting/	E S	G	Biodiversi	Risk De Managem tio	E- E-Oth foresta n/Land impa Use on the environ	any cts he onm	Co	Board G-Bo mmitm Comp ts/Atte or dance	ard G-Board ositi Effective ess and Director Qualifica ons	en Independ I ence r	Oversight at	G- mpens tion & e muner ation (Discle/Gor and	cegy Data osur Privac	Manage ment and	Governan Go		gy g Deploym	Ethics	S- S- nmuni Freed ty of ations Asso or	dom and f Safety ciati	h S-Human Rights I	Indigenou s Peoples Rights		S-Supply S-Talent Chain and Culture
TAKEDA PHARMACEUTICAL CO LTD TSURUMI MANUFACTURING CO LTD	•	JP JP	APAC APAC	Health Care Industrials	1	0	1 0 1 0	0	0 1 0 1	0	0	0	0 0		0		0 0	0	1	0	0 0	0		0 0	0	0		0 0	0	0	0 0
NETEASE INC		HK	APAC	Communication Services	1	0	1 0	1	1 1	0	1	0	0 0	0 0	0	0	0 1	0	0	0	1 0	0	0	0 1	0	0	0 (0 0	0	0	0 1
CORPAY INC COLES GROUP LTD		US AU	AMER APAC	Financials Consumer Staples	1	0	1 0 0 0	0 1	0 1	0	0	0	0 0	0 0	0	0	0 0	0	1	0	0 1	0	0	0 0	0	0	0 (0 0	0	0	0 0
VEEVA SYSTEMS INC		US	AMER	Health Care	1	0	1 0	0	0 1	0	0	0	0 0	0 0	1	0	0 0	0	1	0	0 0	0	0	0 0	0	0	0 (0 0	0	0	0 0
GRANITE POINT MORTGAGE TRUST INC WACOM CO LTD/JAPAN		US JP	AMER APAC	Financials Information Technology	1	0	1 0	0	0 1	0	0	0	0 (0 0	0	0	1 0	0	0	1	0 0	0	0	0 0	0	0	0 (0 0	0	0	0 (
YAKULT HONSHA CO LTD VAIL RESORTS INC		JP	APAC AMER	Consumer Staples	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	0	0	1	0 0	0	0	0 0	0	0	0 (0 0	0	0	0 0
EIKEN CHEMICAL CO LTD		US JP	APAC	Consumer Discretionary Health Care	1	1	0 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	0	0	1	0 0	1	0	0 0	0	0	0 (0 0	0	0	0 (
HOGY MEDICAL CO LTD RINNAI CORPORATION		JP JP	APAC APAC	Health Care Consumer Discretionary	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	0	0	1	0 0	1	0	0 0	0	0	0 (0 0	0	0	0 0
CAESARS ENTERTAINMENT INC		US	AMER	Consumer Discretionary	1	0	1 0	0	1 1	0	0	0	0 0	0 0	0	0	0 0	1	1	0	0 0	0	0	0 0	0	0	0 :	1 0	0	0	0 (
ALIGHT INC VICTORIAS SECRET & CO		US US	AMER AMER	Industrials Consumer Discretionary	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	1 1	1	0	1	0 0	0	0	0 0	0	0	0 (0 0	0	0	0 0
OCULAR THERAPEUTIX INC		US	AMER	Health Care	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	1 0	0	1	1	0 1	0	0	0 0	0	0	0 (0 0	0	0	0 (
TOKYO ELECTRIC POWER COMPANY HOLDINGS INC CHUBU ELECTRIC POWER COMPANY INC		JP	APAC APAC	Utilities Utilities	1	0	1 0	1	1 1	0	1	0	0 0	0 0	0	0	0 0	0	0	1	0 0	1	0	0 0	0	1	0 (0 0	0	0	0 0
BLUESCOPE STEEL LTD		AU	APAC	Materials	1	1	0 0	1	1 1	0	1	0	0 0	0 0	0	1	1 0	1	1	1	0 1	1	0	0 0	0	0	0	1 0	0	0	0 1
MASTERCARD INC GOTO GOJEK TOKOPEDIA PT TBK		US ID	AMER APAC	Financials Consumer Discretionary	1	0	1 0	0	1 1	0	0	0	0 0	0 0	0	0	1 0	1	1	0	0 0	1	1	1 0	0	0	0 (0 0	0	1	0 1
NATIONAL STORAGE AFFILIATES TRUST		US	AMER	Real Estate	1	1	0 0	0	1 1	0	0	0	0 0	0 0	0	0	1 0	1	0	1	0 1	0	0	0 0	0	0	0	0 0	0	0	0 1
CHINA STEEL CORPORATION SAMSUNG BIOLOGICS CO LTD		TW KR	APAC APAC	Materials Health Care	1	0	1 0 1 0	0	0 1	0	0	0	0 0	D 0	0	1 0	U 1	0	0	0	0 0 n	1 0	0	0 0 n	0	0	0 (0 0 n	0 n	0	0 0
MIZUHO FINANCIAL GROUP INC		JP	APAC	Financials	1	0	1 0	1	0 0	0	1	0	0 0	0 0	0	0	0 0	0	0	0	0 0	0	0	0 0	0	0	0	0 0	0	0	0 (
PURE STORAGE INC HORNBACH HOLDING AG & CO KGAA		US DE	AMER EMEA	Information Technology Consumer Discretionary	1	0	1 0 1 0	0	0 1	0	0	0	0 0	D 0	0	0	0 0	0	1 0	0	0 0	0 1	0	0 0	0	0	0 (0 0 0 0	0	0	0 0
TRAINLINE PLC		GB	EMEA	Consumer Discretionary	1	0	1 0	1	0 1	0	1	0	0 0	0 0	0	0	1 1	0	1	1	0 0	0	0	0 0	0	0	0	0 0	ō	0	0 0
INDRA SISTEMAS SA CHINA CONSTRUCTION BANK CORP		ES HK	EMEA APAC	Information Technology Financials	1	0	1 0 1 0	0	0 1	0	0	0	0 0	D 0 D 0	0	0	1 0 0 n	0	0	1 0	0 0 0 n	0	0 1	0 0 0 n	0	0	0 (0 0 0 n	0 n	0	0 0
KIWI PROPERTY GROUP LTD		NZ	APAC	Real Estate	1	0	1 0	0	1 1	0	0	0	0 0	0 0	0	1	1 0	1	0	1	0 1	1	0	0 0	ō	0	0	0 0	ō	0	0 1
KUMHO PETRO CHEMICAL CO LTD DELTA ELECTRONICS THAILAND PCL		KR TH	APAC APAC	Materials Information Technology	1	1 0	0 0 1 0	0	0 1	0	0 n	0	0 0	0 0	0	0	0 0	0	0	1	0 0 0 n	0	0	0 0 0 n	0	0	0 (0 0 0 n	0 0	0	0 0
AVEX GROUP HOLDINGS INC		JP	APAC	Communication Services	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	0	0	1	0 0	0	0	0 0	0	0	0 (0 0	0	0	0 (
MARA HOLDINGS INC EQUINIX INC		US US	AMER AMER	Information Technology Real Estate	1	0	1 0 1 0	0	0 1	0	0	0	0 0	0 0 1	0	0	1 0 0 n	1 0	1 0	1 0	0 0 0 n	0	0	0 0 1 n	0	0	0 (0 0 0 n	0 0	0	0 0
PAGERDUTY INC		US	AMER	Information Technology	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	1 0	0	1	0	0 0	0	0	0 0	0	0	0	0 0	0	0	0 0
XIAOMI CORP COSTAR GROUP INC		HK US	APAC AMER	Information Technology Real Estate	1	0	1 0	0	1 1	0	1 0	0	0 0	0 0	0	0	0 0	0	0	0	0 0	0	0	0 0	0	0	0 (0 0	0	0 1	0 1
NOV INC		US	AMER	Energy	1	1	0 0	1	1 1	0	1	0	0 0	0 0	0	0	1 0	1	0	1	1 1	0	0	0 0	0	0	0	1 0	0	0	1 1
CITIC LTD KONINKLIJKE AHOLD DELHAIZE NV		HK NL	APAC EMEA	Industrials Consumer Staples	1	1	0 0	1	0 0	0	1	0	0 0	0 1 0	0	0	0 0	0	0	0	0 0	0	0	0 0	0	0	0 (0 0	0	0	0 0 1 (
PING AN INSURANCE GROUP CO OF CHINA LTD		HK	APAC	Financials	1	1	0 0	1	0 1	0	1	0	0 (0 0	0	0	0 0	1	0	1	0 0	0	0	1 1	0	0	0 (0 0	0	0	0 0
STEM INC CYBER ARK SOFTWARE LTD		US IL	AMER EMEA	Industrials Information Technology	1	0	1 0	0	0 1	0	0	0	0 (0 0	0	0	0 0	0	0	1	0 1	0	0	0 0	0	0	0 (0 0	0	0	0 (
POSCO HOLDINGS INC		KR	APAC	Materials	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	0	0	1	0 0	0	0	0 0	0	0	0 (0 0	0	0	0 0
HANG SENG BANK LTD TELECOM ITALIA SPA		HK IT	APAC EMEA	Financials Communication Services	1	0	1 0	0	0 1	0	0	0	0 (0 0	0	0	0 0	0	1	0	0 0	0	0	0 0	0	0	0 (0 0	0	0	0 (
SIGNET JEWELERS LTD		US	AMER APAC	Consumer Discretionary	1	0	1 0	1	1 1	0	1	0	0 0	0 0	0	0	1 0	0	0	1	0 1	0	0	1 0	0	0	0 (0 0	0	0	1 1
PEGATRON CORP HONDA MOTOR CO LTD		TW JP	APAC	Information Technology Consumer Discretionary	1	1	0 0	0	1 1	0	0	0	0 (0 0	0	0	0 0	0	1	1	0 1	0	0	0 0	0	0	0 (0 0	0	0	0 0
CELLTRION INC		KR	APAC AMER	Health Care	1	1	0 0	0	0 1	0	0	0	0 0	0 0	0	0	1 0	0	0	1	0 0	0	0	0 0	0	0	0 (0 0	0	0	0 0
FRESHPET INC HASEKO CORPORATION		US JP	APAC	Consumer Staples Consumer Discretionary	1	0	1 0	0	0 1	0	0	0	0 (0 0	0	0	1 1	0	1	0	0 0	1	0	0 0	0	0	0 (0 0	0	0	0 (
ATLASSIAN CORP		US	AMER	Information Technology	1	0	1 0	0	1 1	0	0	0	0 0	0 0	0	0	1 0	0	1	1	0 0	0	0	0 1	0	0	0 (0 0	0	0	0 1
EBAY INC OCEANEERING INTERNATIONAL INC.		US US	AMER AMER	Consumer Discretionary Energy	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	1	0	1	0 1	0	0	0 0	0	0	0	0 0	0	0	0 0
MARKS AND SPENCER GROUP PLC HITACHI LTD		GB JP	EMEA APAC	Consumer Staples Industrials	1	0	1 0 1 0	0	1 1	0	0	0	0 0	0 0	0	-	0 0	0 1	1 0	0	1 0 0 1	0		0 0	0	0	0	0 0	0	0	1 1
TENCENT HOLDINGS LTD		HK	APAC	Communication Services	1	0	1 0	0	0 1		0	0	0 0		0		0 1	1	0	1	1 0	0		0 1	0	0	0	0 0	0	0	0 0
ARGOSY PROPERTY LTD SUNCORP GROUP LTD		NZ AU	APAC APAC	Real Estate Financials	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	1	1 0	1	0	1	0 1	1	0	0 0	0	0	0	0 0	0	0	0 0
LPL FINANCIAL HOLDINGS INC		US	AMER	Financials	1	0	1 0	0	1 1	0	0	0	0 0	0 0	0	0	0 0	1	0	1	0 1	1	-	0 0	0	0		0 0	0	0	0 1
ESSEX PROPERTY TRUST INC LOTTERY CORPORATION LTD		US AU	AMER APAC	Real Estate Consumer Discretionary	1	0	1 0 0 0	1 0	0 1	0	1	0	0 0	0 0	0	0	1 0 0 0	1	0	1	0 1	0		1 0 0 0	0	0		0 0	0	0	0 0
KYOCERA CORPORATION		JP	APAC	Information Technology	1	1	0 0	0	0 1	0	0	0	0 0	0 0	0	-	0 0	1	0	1	0 0	0		0 0	0	0	0	0 0	0	0	0 0
SPHERE ENTERTAINMENT CO EVERGREEN MARINE CORP (TAIWAN) LTD		US TW	AMER APAC	Communication Services Industrials	1	0	1 0 1 0	0	0 1	0	0	0	0 0	0 0	0	0	1 0 0 0	0	1	0	0 0 0 0	0	1 0	0 0	0	0	0 (0 0	0	0	0 0
MATTEL INC		US	AMER	Consumer Discretionary	1	0	1 0	1	0 1	0	1	0	0 0	0 0	0	0	1 0	0	1	0	0 0	0	0	1 0	0	0	0	0 0	ő	0	0 0
SUMITOMO MITSUI FINANCIAL GROUP INC BOE TECHNOLOGY GROUP CO LTD		JP CN	APAC APAC	Financials Information Technology	1	0	1 0 0 0	1 0	0 0	0	1 0	0	0 0	D 0	0	0	0 0	0 1	0	0	0 0	0	0	0 0	0	0	0 (0 0	0	0	0 0
WARNER BROS DISCOVERY INC		US	AMER	Communication Services	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	1 0	0	1	0	0 0	1		0 0	0	0	0	0 0	0	0	0 0
HOWMET AEROSPACE INC MEDICAL PROPERTIES TRUST INC		US US	AMER AMER	Industrials Real Estate	1	0	1 0 0 0	0	0 1	0	0	0	0 0	D 0	0	0	υ 0 1 ∩	0 1	1	0	0 1	0	0	0 0	0	0	0	0 0	0	0	0 0
MIDEA GROUP CO LTD		HK	APAC	Consumer Discretionary	1	1	0 0	1	0 1	0	1	0	0 0	0 0	0	0	0 0	0	0	1	0 0	0	1	0 0	0	0		0 0	0	0	0 0
SD GUTHRIE BHD BYD CO LTD		MY HK	APAC APAC	Consumer Staples Consumer Discretionary	1	1	1 0	1 0	0 1	0	0	0	0 0	0 0	0	0	0 0	0 1	0	1	0 0	0		0 0	0	0	0	0 0	0	0	0 0
AEON CO LTD EQT CORP		JP	APAC AMER	Consumer Staples	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	0	0	1	0 0	0	, -	0 0	0	0		0 0	0	0	0 0
EQT CORP PROSIEBENSAT 1 MEDIA SE		US DE	AMER EMEA	Energy Communication Services	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	0	0	0	0 0	0 1	0	0 1	0	0		0 0	0	0	0 0
CHINA RAILWAY GROUP LTD MITSUBISHI CORPORATION		HK JP	APAC APAC	Industrials Industrials	1	1	0 0	1	1 1 0 1	0	1	0	0 0	0 0	0	0	0 0	0	0	1	0 0	0		0 0	0	0	0 :	1 0	0	0	0 0
CTBC FINANCIAL HOLDING CO LTD		TW	APAC	Industrials Financials	1	0	1 0	0	1 1	0	0	0	0 (0 0	0	0	0 0	0	0	1	0 0	0		0 0	1	0	0	0 0	0	0	0 0
JAFCO GROUP CO LTD KANSAI ELECTRIC POWER CO INC/THE		JP JP	APAC APAC	Financials Utilities	1	0	1 0	0	1 0	0	0	0	0 0	0 0	0	0	0 0	0	0	0	0 0	0	0	0 0	0	0	0 0	0 0	0	1	0 0
THYSSENKRUPP AG		DE	EMEA	Materials	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	1	0	1	0 0	0		0 0	0	0	0	0 0	0	0	0 0
EXEDY CORPORATION MITSUI MINING AND SMELTING CO LTD		JP JP	APAC APAC	Consumer Discretionary Materials	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 1	0	0	1	0 0	0		0 0	0	0 0	0	0 0	0	0	0 0
CHINA MERCHANTS BANK CO LTD		HK	APAC	Financials	1	1	0 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	0	0	1	0 0	0	0	1 0	0	0	0 (0 0	0	0	0 (
PUBLICIS GROUPE SA		FR JP	EMEA APAC	Communication Services	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	0	0	1	0 0	0	0	1 0	0	0		0 0	0	0	0 0
TOKIO MARINE HOLDINGS INC MEDIATEK INC		JP TW	APAC APAC	Financials Information Technology	1	0	0 0	0 1	υ 1 1 1	0	1	0	0 0	0 0	0	0	0 1	0	0	1	0 0	0	0	0 0	0	0		0 0	0	0	0 1
SUMITOMO CORPORATION		JP	APAC	Industrials	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	0	0	0	0 0	0	0	1 0	0	0	0	0 0	0	0	0 0
CARDLYTICS INC ISETAN MITSUKOSHI HOLDINGS LTD		US JP	AMER APAC	Communication Services Consumer Discretionary	1	1	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	0	0	1	0 0	0		0 0	0	0	0	0 0	0	0	0 0
CANCOM SE		DE	EMEA	Information Technology	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	1 0	0	0	1	0 0	0		0 0	0	0		0 0	0	0	0 0
DIME COMMUNITY BANCSHARES INC SINOPAC FINANCIAL HOLDINGS CO LTD		US TW	AMER APAC	Financials Financials	1	0 1	0 0	0 1	0 1	0	1	0	0 0	0 0	0	0	0 0	0	0	1	0 0	0		0 0	0	0	0 (0 0	0	0	0 0
NEKTAR THERAPEUTICS KONICA MINOLTA INC		US JP	AMER APAC	Health Care Information Technology	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	0	0 0	1	0	1	0 0	0	0	0 0	0	0	0 0	0 0	0	0	0 0
KAJIMA CORPORATION		JP	APAC	Industrials	1	0	1 0	0	0 1	0	0	0	0 0	0 0	0	1	1 1	0	0	1	0 0	0	0	0 0	0	0	0	0 0	0	0	0 0
TELSTRA GROUP LTD SHENZHEN MINDRAY BIO-MEDICAL ELECTRONICS CO LTD)	AU CN	APAC APAC	Communication Services Health Care	1	0	1 0	0	1 1	0	0	0	0 0	0 0	0	0	0 0	0	1 n	0	0 1	0	0	0 0	0	0	0 0	0 0	0	0	0 1
GAZTRANSPORT ET TECHNIGAZ SA	•	FR	EMEA	Energy	1	0	1 0	0	0 1	0	0	0	0 0	0 0	1	0	1 0	0	1	0	0 1	0	-	0 0	0	0	0	0 0	0	0	0 0
EIVEO INC		US	AMER	Information Technology	1	0	1 0	0	1 1	0	0	0	0 0	0 0	0	0	0 0	0	1	1	0 0	1	0	0 1		0	0	0 0	0	0	0 1
FIVE9 INC GEELY AUTOMOBILE HOLDINGS LTD		HK	APAC	Consumer Discretionary	1	1	0 0	1	0 1	n	1	n	0 (0	n	1	1 1	1	0	1	0 0	1		0 0	0	0		0 0		0	0 0

company_name	Significant Votes from Apr 2025 to Jun 2025	bis com	nt bis reg	ion sector	engagem	In Perso	n Virtual	Email	I E I	S	G	E-	E-Climat	te E-	F-Other	E-Waste	E-Water	G-Board	G-Board	G-Board	G-Board	G-	G-	G-	G-	G-	G-	G-Other	G-	G-	S-	S-	S-	S-Health	S-Humai	1 S-	S-Other	S-Supply	S-Talent
company_name	Significant votes from Apr 2023 to Jun 2023	nv	5.5 08	,0	nt_count		Meeting/				"	Biodiver				,	1				n Independ					Executive		Governan		b Technolo			i Freedom	and	Rights		Social/Hu	Chain	and
		.,					Call					ty		m tion/Lan		<u>'</u>		ents/Atte		ess and		Oversight				Manage		ce Issues					of	Safety	rtigiit5	s Peoples	man	Cildiii	Culture
						1						''	ent	Use	on the	Ί		ndance		Director		/Risk	Remuner			ment and		ec issues	.,	ng Deploym			s Associati			Rights	Capital		Cuitaic
						1								"	environn	. l				Qualificat	ti	Managem		(Disclosur			J. actarc		portin	ent and			on	1		ing.its	Issues		
						1									ent	"				ons	"	ent	0	e/Govern		n				Governa	_	'	0				issues		
						1									"					0.15				ance)		Planning				ce/Disclo									
						1									1									unec,						sure	Ĭ								
UNITED AIRLINES HOLDINGS INC	-	US	AMER	Industrials		ı.	0 1	0	0		0	1	0	0	0	0 (0 () () 0) (0 0	1	1	0	0	0	0	0		0 (0	0 () () 0)	0 0	0	0	0
ADMIRAL GROUP PLC		GB	EMEA	Financials			0 1	0	0		0	1	0	0	0	0 (D () () 0) 1	1 0	0	1	1	0	0	0	0		0 (0	0 () () 0)	0 0	0	0	0
AXON ENTERPRISE INC		US	AMER	Industrials		ı	0 1	0	0		0	1	0	0	0	0 (D () (0 0) (0 0	0	1	0	0	0	0	0		0 (0	0 () () 0)	0 0	0	0	0
WHIRLPOOL CORPORATION		US	AMER	Consumer Discretionary		ı	0 1	0	1		1	1	0	1	0	0 (D () (0 0) 1	1 0	0	0	1	0	0	0	0		1 (0	0 () () 0)	0 0	0	0	1
ETSY INC		US	AMER	Consumer Discretionary		ı	0 1	0	0		1	1	0	0	0	0 (D () (0 0) 1	1 0	0	1	1	0	1	0	0		1 (0	0 () () 0)	0 0	0	0	1
HONG KONG EXCHANGES AND CLEARING LTD		HK	APAC	Financials		ı	0 1	0	0		0	1	0	0	0	0 (D () () 1	. 1	1 0	0	0	1	0	0	0	0		0 (0	0 () () 0)	0 0	0	0	0
CHEGG INC		US	AMER	Consumer Discretionary		ı	0 1	0	0		1	1	0	0	0	0 (D () (0 0) (0 0	0	1	0	0	0	0	0		0 (0	0 () () 0)	0 0	0	0	1
FLAGSTAR FINANCIAL INC		US	AMER	Financials		l	0 1	0	0		0	1	0	0	0	0 (0 () (0 0) 1	1 0	1	0	1	0	1	0	0		0 (0	0 0	0 0	0)	0 0	0	0	0
MARUI GROUP CO LTD		JP	APAC	Financials		L	0 1	0	0		0	1	0	0	0	0 (0 () (0) (0 0	0	0	0	0	0	0	1		0 (0	0 0	0 0) 0)	0 0	0	0	0
10X GENOMICS INC		US	AMER	Health Care		L	0 1	0	0		0	1	0	0	0	0 (0 () (0) 1	1 0	1	1	1	0	0	0	0		0 (0	0 0	0 0) 0)	0 0	0	0	0
SKC CO LTD		KR	APAC	Materials		L	0 1	0	0		0	1	0	0	0	0 (0 () (0) (0 0	0	0	1	0	0	0	0		0 (0	0 0	0 0) 0)	0 0	0	0	0
WILLSCOT MOBILE MINI HOLDINGS CORP		US	AMER	Industrials		L	0 1	0	0		1	1	0	0	0	0 (0 () (0) 1	1 0	1	1	1	0	0	0	0		0 (0	0 0	0 0	0)	0 0	0	0	1
ARISTA NETWORKS INC		US	AMER	Information Technology		L	0 1	0	0		1	1	0	0	0	0 (0 () 1	1 0) (0 0	0	1	0	0	0	1	0		0 (0	0 0	0 0	0)	0 0	0	0	1
SUPER MICRO COMPUTER INC		US	AMER	Information Technology		l	0 1	0	0		0	1	0	0	0	0 (0 () (0 0) 1	1 0	1	0	1	0	0	0	0		0 :	1	0 0	0 0	0)	0 0	0	0	0
AXIS CAPITAL HOLDINGS LTD		US	AMER	Financials		l	0 1	0	0		1	1	0	0	0	0 (0 () (0 0) 1	1 0	1	1	1	0	1	1	0	1	1 (0	0 0	0 0	0)	0 0	0	0	1
MERCK & CO INC		US	AMER	Health Care		l	0 1	0	0		1	1	0	0	0	0 (0 () (0 0) 1	1 0	1	0	1	0	0	0	0		0 (0	1 (0 0	0)	1 0	0	0	0
SUZUKI MOTOR CORPORATION		JP	APAC	Consumer Discretionary		l	0 1	0	0		0	1	0	0	0	0 (0 () (0 0) (0 0	1	0	1	0	0	0	0		0 (0	0 0	0 0	0)	0 0	0	0	0
SUMITOMO REALTY & DEVELOPMENT CO LTD		JP	APAC	Real Estate		L	0 1	0	0		0	1	0	0	0	0 (0 () (0 0) (0 1	. 0	0	1	0	0	1	0		0 (0	0 0	0 0	0)	0 0	0	0	0
TOYOTA INDUSTRIES CORPORATION		JP	APAC	Industrials		l	1 0	0	0		0	1	0	0	0	0 (0 () (0 0) 1	1 1	. 0	0	1	0	0	0	0		0 (0	0 0	0 0	0)	0 0	0	0	0
THOMSON REUTERS CORPORATION		CA	AMER	Industrials		l	0 1	0	0		0	1	0	0	0	0 (0 () (0 0) (0 0	1	0	0	1	0	0	0		0 :	1	0 0) (0)	0 0	0	0	0
KYUSHU ELECTRIC POWER CO INC		JP	APAC	Utilities		l	0 1	0	0		0	1	0	0	0	0 (0 () (0 0) (0 0	0	0	0	0	0	1	0		0 (0	0 (0 0	0)	0 0	0	0	0
KENNEDY-WILSON HOLDINGS INC		US	AMER	Real Estate			0 1	0	0		0	1	0	0	0	0 (0 () (0 0) (0 0	0	1	0	0	0	0	0		0 (0	0 (0 0	0)	0 0	0	0	0
TREASURY WINE ESTATES LTD		AU	APAC	Consumer Staples		-	1 0	0	0		1	1	0	0	0	0 (0 () 1	1 1	. 1	1 0	1	1	1	0	1	1	0		0 (0	0 (0 0) 0)	0 0	0	0	1
WORKDAY INC		US	AMER	Information Technology			0 1	0	0		1	1	0	0	0	0 (0 () (0 0) 1	1 0	0	1	0	0	0	0	0		1	1	0 (0 0) 0)	0 0	0	0	1
ANTERO RESOURCES CORP		US	AMER	Energy		l	0 1	0	1		0	1	0	1	0	0 (0 () (0 0) 1	1 0	1	1	0	0	0	0	0		0 (0	0 (0 0) 0)	0 0	0	0	0
CRACKER BARREL OLD COUNTRY STORE INC		US	AMER	Consumer Discretionary		L	0 1	0	0		0	1	0	0	0	0 (0 () (0) 1	1 0	0	0	0	0	0	1	0		0 (0	0 (0 0) 0)	0 0	0	0	0
KEYENCE CORP		JP	APAC	Information Technology		L	1 0	0	0		1	1	0	0	0	0 (0 () () 1		0 0	0	0	1	0	0	0	0		0 (0	0 (0 0) 0)	0 0	0	0	1
MEDIOBANCA BANCA DI CREDITO FINANZIARIO SPA		IT	EMEA	Financials		•	0 1	0	0		0	1	0	0	0	0 (0 () (0) (0 0	0	0	1	0	0	0	0		0 (0	0 (0 0	0)	0 0	0	0	0
CARLYLE GROUP INC/THE		US	AMER	Financials		l.	0 1	0	0		1	1	0	0	0	0 (0 () (0) 1	1 0	0	1	0	0	1	0	0		0 (0	0 () () 0)	0 0	0	0	1
JAPAN POST HOLDINGS CO LTD		JP SG	APAC	Financials		L	0 1	0			0	1	0	0	0	0 () () () (0 0	0	0	0	0	0	0	1		0 (0	0 () () 0)	0 0	0		0
DBS GROUP HOLDINGS LTD CALIFORNIA WATER SERVICE GROUP			APAC AMER	Financials		L	1 0	0	1		0	1	0	1	0	0 (0 () () () (0 0	1		1	0	0	0	0		1 (0	0 () () 0)	0 0		0	0
		US		Utilities		L	0 1	U			0		0	0	0	0 (0 (, ,					1	1	0	U	0	U		0 (0	0 () 0	,	0 0			0
PAYPAL HOLDINGS INC DORMAKABA HOLDING AG		US CH	AMER	Financials		L	0 1	0	. 0		1	1	0	0	0	0 (0 (, (. 0	, 1	1 0	1		1	0	0	0	0		1 (0	0 (, 0		0 0	. 0	0	1
DORMAKABA HOLDING AG NIPPON STEEL CORPORATION		CH IP	EMEA APAC	Industrials Materials			0 1	0	. 0		0	1	0	0	0	0 (0 (, (, 1	1 0	. 0	1	0	0	0	0	0		T (0	0 (, 0		0	. 0		U
IBIDEN CO. LTD.		JP	APAC			-	0 1	0			0		0	0	0	0 1		, ,		, ,	1 0			- 0	0		1	0		0 (0	0 (, ,	, ,	,				0
NITORI HOLDINGS CO. LTD.		JP IP	APAC	Information Technology Consumer Discretionary			u 1	0			0	1	0	0	0	0 (u (, (, 1	1 0	1		1	0	0	0	0		0 (n	0 (, ,	, 0	,	. U			0
SOFI TECHNOLOGIES INC		US	AMER	Financials			u 1	0			0	1	0	0	0	0 (u (, (, 1		. 1		1	0	0	0	0		0 (n	0 (, ,	, 0	,	. U			0
EXPEDIA GROUP INC		US	AMER	Consumer Discretionary			0 I 0 1	0	, ,		1	1	0	0	0	0 1	0 (, (, ,) 1	1 1	, ,	1	0	0	1	1	0		0 1	n	0 (1 1	, ,)	0 0 n n			1
GRUMA SAB DE CV		MX	AMER	Consumer Staples			0 I N 1	0	, ,		0	1	0	0	n	0 1	o (, (, ,	, 1	1 0			1	0	1	, I	0		1 1	n	0 (, ,	, 0	,	0 0 n n			U T
STANDARD BANK GROUP LTD		ZA	EMEA	Consumer Staples Financials		ı	0 1 0 1	0	, 0		1	1	0	1	0	0 1	0 (n 4	, (, ,	, 1	1 O	1 1		1	0	0	1	0		1 (n	0 () (, 0)	0 0 n n			1
TECO ELECTRIC & MACHINERY CO. LTD		TW	APAC	Industrials		ı	0 1 0 1	0	, 1		0	1	0	0	0	0 1	0 (n 4	1 1	. U	, (1 0	1		1	0	0	1	0		0 (n	0 () (, 0)	0 0 n n			U T
KDDI CORPORATION		IP IP	APAC	Communication Services			0 I N 1	0	, ,		0	1	0	0	n	0 1	o (, ,		, 1	1 0		0	1	0	0	1	0		0 1	n	0 (, ,	, 0	,	0 0 n n			0
SHINHAN FINANCIAL GROUP CO LTD		KR	APAC	Financials			1 0	0			0	1	0	0	n	0 1	0 (, (, u	, 1	. u	. 1			0	0	0	0		0 (n	0 (, ,	, U)	n n	. 0		0
FAES FARMA SA		ES	EMEA	Health Care		i.	- 0 0 1	n			0	1	0	0	0	0			. o) 1	- o	n	1	n	n	1	1	n		0 1	0	0 (. o)	- 0 n n	n	n	0
TRUIST FINANCIAL CORP		US	AMER	Financials			0 1	n			1	1	0	0	0	0			. o) 1	- o	n	1	n	n	n	n	n		0 1	0	0 (. o)	- 0 n n	n	n	1



BlackRock Stewardship Engagement Priorities

Each year we prioritize our work around engagement themes to encourage sound governance practices and deliver sustainable long-term financial performance for clients. Our approach emphasizes direct dialogue with companies.

Board Quality and Effectiveness - The performance of the board is critical to the financial success of a company and the protection of shareholders' interests over the long-term.

Strategy Purpose and Financial Resilience - As one of many minority shareholders, BlackRock does not direct a company's strategy or its implementation. BlackRock Stewardship engages on long-term corporate strategy, purpose, and financial resilience, to understand how boards and management are aligning their business decision-making with the company's purpose and adjusting strategy and/or capital allocation plans as necessary as business dynamics change.

Incentives Aligned with Value Creation - Executive compensation is an important tool to drive long-term financial value creation by incentivizing and rewarding the successful delivery of strategy goals and financial outperformance against peers. It is helpful when companies make clear in their disclosures the connection between compensation policies and outcomes and the financial interests of long-term shareholders.

Climate and Natural Capital - BlackRock Stewardship engages with companies to better understand their approach to, and oversight of, material climate-related risks and opportunities, as well as how they manage material natural capital impacts and dependencies, in the context of their business model and sector.

Company Impacts on People - In BlackRock Stewardship's experience, companies that invest in the relationships that are critical to their ability to meet their strategic objectives are more likely to deliver durable, long-term financial performance. By contrast, poor relationships may create adverse impacts that could expose companies to legal, regulatory, operational, and reputational risks.

Read more about our engagement priorities and key performance indicators here:

Read more about our engagements in our annual stewardship report and our voting spotlight report:

https://www.blackrock.com/corporate/literature/publication/blk-stewardship-priorities-final.pdf https://www.blackrock.com/corporate/insights/investment-stewardship/blackrock-investment-stewardship

BlackRock Stewardship Engagement Topic Overview

-	F	_ : .	_	
- 1	0	DIO	С	
_	_		_	

E-Biodiversity

E-Climate Risk Management

E-Deforestation/Land Use

E-Other company impacts on the environment

E-Water

G-Roard Commitments/Attendance

G-Board Composition

G-Board Effectiveness and Director Qualifications

G-Board Independence

G-Business Oversight/Risk Management

G-Compensation & Remuneration G-Corporate Strategy (Disclosure/Governance)

G-Cybersecurity and Data Privacy

G-Executive Management and Succession Planning

G-Governance Structure

G-Other Governance Issues

G-Sustainability Reporting

G-Technology Deployment and Governance/Disclosure

S-Business Ethics and Integrity

S-Community Relations

S-Freedom of Association

S-Health and Safety

S-Human Rights S-Indigenous Peoples Rights

S-Other Social/Human Capital Issues

S-Supply Chain

S-Talent and Culture

How a company interacts with and impacts various living species and their habitats. This includes managing material risks and minimizing impacts on native species and their environments.

How a company approaches material climate-related risks and opportunities. This includes its climate-related risk disclosures, transition risks, physical risk assessments, investments in clean energy, and greenhouse gas reduction targets, as applicable.

How a company approaches its impacts and dependencies on land and forests. This includes managing material deforestation risks and ensuring sustainable land use practices, as applicable.

How a company approaches any other material environmental-related topics that do not fit into other categories.

All aspects of a company's approach to minimizing waste, managing waste, and site remediation.

All aspects of a company's approach to water use, conservation, and dependencies on water resources.

How a company approaches board members' commitments and attendance.

How a company approaches board composition, including how the collective experience and expertise of the board, as well as the particular experience, perspective, and skill set of individual directors, aligns with the company's long-term strategy and business model.

All aspects related to board oversight, director qualifications, board committees, board refreshment, conflicts of interest, audit oversight, and board policies.

How a company approaches the independence of board members.

All aspects related to board and management oversight and disclosure of material business model risks, including competition, reputational and legal risks, lobbying disclosure, and audit-related concerns, among others.

All aspects related to the structure and magnitude of compensation plans, pay for performance alignment, equity compensation, director pay, stock purchase plans, clawback proposals, golden parachutes, and option exchanges.

All aspects related to the articulation, governance, and oversight of a company's corporate strategy, purpose, long-term strategic goals, capital allocation, performance metrics, challenges, and opportunities.

All aspects related to the governance and risk management of cybersecurity threats and data privacy issues.

How a company approaches executive leadership, succession planning, and the board's oversight of performance management.

All aspects related to shareholder rights, corporate form, board structure, leadership, voting standards, IPO governance, and corporate policies on governance issues.

How a company approaches any other material governance-related topics that do not fit into other categories.

How a company approaches updates and/or addresses investor questions related to reporting requirements in regulatory jurisdictions or voluntary reporting initiatives. All aspects related to the governance and risk management of investing in or deploying new technologies, including, but not limited to, Al and quantum computing.

All aspects related to a company's business ethics and integrity efforts, including, but not limited to, interactions with suppliers and customers, whistleblowing, anti-bribery and corruption, embezzlement, product integrity, and marketing practices. How a company interacts with local communities where they operate.

All aspects related to how a company engages with unions on job benefits, working conditions, wages, and worker organization.

How a company approaches the health and safety of employees and contractors, including protections from adverse safety impacts including, but not limited to, spills, leaks, and fires.

How a company approaches potential or actual adverse human rights issues, including the use of forced labor or child labor, among others. All aspects related to a company's relationships with Indigenous communities, including, but not limited to, the protection of cultural heritage sites and access to resources.

How a company approaches any other material social-related topics that do not fit into other categories.

All aspects related to material risks and opportunities in corporate supply chains, including mitigating risks, disruptions, transparency, and traceability.

All aspects related to current workforce training and development needs, as well as skillset required to support the company's long-term strategy, including attracting and retaining talent.

