

An aerial photograph of a vast field of purple flowers, likely tulips, arranged in neat, parallel rows. Several small figures of people are visible walking through the field, providing a sense of scale. The image is used as a background for the document.

BlackRock

Active Investment Stewardship Engagement Summary

April 1 – June 30, 2026

Our approach to engagement

Engagement with public companies is the foundation of our approach to stewardship within fundamental active investing.¹ Through direct dialogue with company leadership, we seek to understand their businesses and how they manage risks and opportunities to deliver durable, risk-adjusted financial returns. Generally, portfolio managers and stewardship specialists engage jointly on material corporate governance matters. Our discussions focus on topics relevant to a company’s success over time, including governance and leadership, corporate strategy, capital structure and financial performance, operations and sustainability-related risks, as well as macro-economic, geopolitical and sector dynamics. We aim to be constructive investors and are generally supportive of management teams that have a track record of financial value creation. In our experience, building and maintaining relationships with company leadership supports ongoing engagement.

BAIS develops our engagement strategy in close partnership with members of the active investment platform, ensuring both alignment and effectiveness. Generally, investment teams engage companies to inform portfolio management decisions while BAIS engages to better understand company business models and inform voting analysis and

recommendations. As such, the discussions are complementary. Both BAIS and active investment teams use a proprietary database to share meeting notes and perspectives, which can inform voting decisions and investment analysis as relevant.

BAIS and investment teams generally engage individual companies independently of, rather than alongside, other asset managers or asset owners. In our experience, this approach gives us a better opportunity to learn about a company’s performance, governance and sustainability practices. In addition, BlackRock adheres to regulatory limits on collaborative engagement, particularly with respect to U.S. companies and companies with U.S.-listed securities.

BAIS may engage collaboratively with other shareholders in limited instances outside the U.S., where permissible under local regulations and a market norm, and where, in the team’s view, BlackRock’s clients’ interests could be more productively advanced through joint dialogue. In these rare circumstances, the team would determine its engagement objectives independently, including with whom and how best to partner. In 2025, BAIS did not participate in collaborative engagement activities in any market.

Engagement in practice

BAIS determines whether to engage a company based on:

Portfolio managers' priorities

Level of concern about governance or financial performance

Anticipated benefit of engagement for the company and our clients

An agenda for the conversation focused on material risks and opportunities in company's business model

A need to better inform our voting analysis and decisions

Engagement priorities

Over time, BAIS has observed a number of consistent themes on which we engage with companies. Governance themes such as board quality, strategy execution and financial resilience, and competitive executive pay are common topics that we regularly discuss with nearly all the companies we engage. Themes associated with sustainable business practices, such as climate risk, natural capital, and company impacts on people will be in focus when they are relevant to a company’s business model and have the potential to materially impact a company’s ability to deliver durable financial returns. Each of these themes is discussed in more detail in BAIS’ Engagement Priorities. We monitor emerging themes to understand their materiality and whether they are likely to have an enduring impact on companies, sectors or markets.

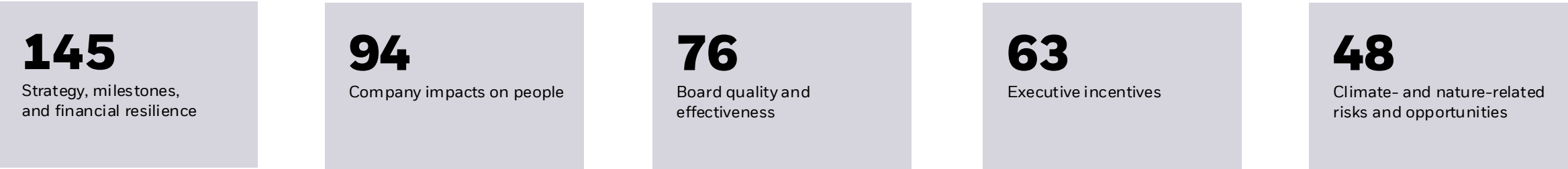
[Learn More >](#)

1. On February 11, 2025, the U.S. Securities and Exchange Commission (SEC) staff issued updated guidance for shareholders to maintain their eligibility to report their beneficial ownership under Schedule 13G of the Exchange Act. We comply fully with these requirements and do not engage with portfolio companies for the purpose, or with the effect, of changing or influencing control of the company. NM0926U-5961939-2/20

BAIS engagements by the numbers¹

Region	Engagements	Companies engaged	Companies engaged multiple times	Markets engaged
Americas	106	100	6	4
APAC	24	23	1	6
EMEA	27	26	1	7
Total	157	149	8	17

BAIS engagements across our priorities



Active investors also undertake engagements with thousands of companies each year, many of which will address these themes.

1. Source: BlackRock. Sourced on September 23, 2026.

BAIS Americas Engagements (Page 1 of 9)

Company Name	Sector	Date	Topics Discussed ¹
ADVANCED MICRO DEVICES INC	Information Technology	2026-05-26	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain
ALLY FINANCIAL INC	Financials	2026-04-23	Board Effectiveness and Director Qualifications, Board Effectiveness and Director Qualifications, Compensation & Remuneration, Compensation & Remuneration, Governance Structure, Governance Structure
AMAZON.COM INC	Consumer Discretionary	2026-05-04	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain
AMAZON.COM INC	Consumer Discretionary	2026-05-13	Climate Risk Management, Water, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Community Relations, Freedom of Association, Supply Chain
APPLOVIN CORP	Communication Services	2026-06-02	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Talent and Culture
AT&T INC	Communication Services	2026-04-23	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Talent and Culture
AUTODESK INC	Information Technology	2026-06-23	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Talent and Culture
BANK OF AMERICA CORP	Financials	2026-04-28	Board Effectiveness and Director Qualifications, Compensation & Remuneration, Talent and Culture
BJS WHOLESALE CLUB HOLDINGS INC	Consumer Staples	2026-05-20	Biodiversity, Deforestation/Land Use, Sustainability Reporting, Supply Chain
BOEING CO	Industrials	2026-04-02	Climate Risk Management, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Sustainability Reporting, Other Social/Human Capital Issues
BROADCOM INC	Information Technology	2026-06-24	Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Talent and Culture
BXP INC	Real Estate	2026-05-14	Business Oversight/Risk Management, Compensation & Remuneration, Other Governance Issues, Technology Deployment and Governance/Disclosure, Talent and Culture

1. For definitions of topics, please refer to page 18.

BAIS Americas Engagements (Page 2 of 9)

Company Name	Sector	Date	Topics Discussed
CADENCE DESIGN SYSTEMS INC	Information Technology	2026-06-25	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Talent and Culture
CAMPBELLS CO	Consumer Staples	2026-04-27	Climate Risk Management, Deforestation/Land Use, Waste, Water, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Technology Deployment and Governance/Disclosure
CAPITAL ONE FINANCIAL CORPORATION	Financials	2026-04-29	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Talent and Culture
CATERPILLAR INC	Industrials	2026-05-18	Climate Risk Management, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Health and Safety
CDW CORP	Information Technology	2026-05-12	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure
CENTERPOINT ENERGY INC	Utilities	2026-04-06	Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Governance Structure, Other Governance Issues, Talent and Culture
CHEVRON CORP	Energy	2026-05-15	Climate Risk Management, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Supply Chain
CHEVRON CORP	Energy	2026-05-18	Climate Risk Management, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Community Relations, Human Rights
CHIPOTLE MEXICAN GRILL INC	Consumer Discretionary	2026-05-19	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure
CITIGROUP INC	Financials	2026-04-20	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Talent and Culture
CITIZENS FINANCIAL GROUP INC	Financials	2026-04-08	Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning
CNX RESOURCES CORP	Energy	2026-04-30	Climate Risk Management, Water, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Technology Deployment and Governance/Disclosure, Community Relations

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Company Name	Sector	Date	Topics Discussed
COCA-COLA CO	Consumer Staples	2026-05-11	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain
COHERENT CORP	Information Technology	2026-06-24	Climate Risk Management, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain
COMCAST CORPORATION	Communication Services	2026-05-29	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Executive Management and Succession Planning, Business Ethics and Integrity
CORE SCIENTIFIC INC	Information Technology	2026-05-07	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Governance Structure, Technology Deployment and Governance/Disclosure, Supply Chain
CROWDSTRIKE HOLDINGS INC	Information Technology	2026-06-23	Business Oversight/Risk Management, Cybersecurity and Data Privacy, Technology Deployment and Governance/Disclosure
DATADOG INC	Information Technology	2026-05-08	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Talent and Culture
DEERE & CO	Industrials	2026-06-25	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance)
DELL TECHNOLOGIES INC (TEXAS)	Information Technology	2026-06-15	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain
DIGITAL REALTY TRUST INC	Real Estate	2026-05-21	Water, Business Oversight/Risk Management, Other Governance Issues, Sustainability Reporting, Technology Deployment and Governance/Disclosure
DOMINION ENERGY INC	Utilities	2026-04-23	Board Effectiveness and Director Qualifications, Compensation & Remuneration, Technology Deployment and Governance/Disclosure, Community Relations, Other Social/Human Capital Issues
DOMINION ENERGY INC	Utilities	2026-05-12	Business Oversight/Risk Management, Other Governance Issues, Business Ethics and Integrity, Community Relations, Supply Chain
DTE ENERGY COMPANY	Utilities	2026-04-24	Climate Risk Management, Board Effectiveness and Director Qualifications, Compensation & Remuneration, Executive Management and Succession Planning

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Company Name	Sector	Date	Topics Discussed
ECOLAB INC	Materials	2026-06-09	Board Commitments/Attendance, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Executive Management and Succession Planning, Governance Structure
ELDORADO GOLD CORPORATION	Materials	2026-06-10	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Executive Management and Succession Planning
EMCOR GROUP INC	Industrials	2026-05-07	Climate Risk Management, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Governance Structure, Freedom of Association, Talent and Culture
ESSEX PROPERTY TRUST INC	Real Estate	2026-04-30	Board Effectiveness and Director Qualifications, Compensation & Remuneration, Executive Management and Succession Planning, Community Relations, Talent and Culture
EVERPURE INC	Information Technology	2026-06-24	Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Talent and Culture
EVERSOURCE ENERGY	Utilities	2026-05-04	Climate Risk Management, Business Oversight/Risk Management, Compensation & Remuneration, Community Relations
EXXON MOBIL CORP	Energy	2026-05-15	Climate Risk Management, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Cybersecurity and Data Privacy, Executive Management and Succession Planning, Governance Structure, Health and Safety, Talent and Culture
FABRINET	Information Technology	2026-06-25	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain
FIDELITY NATIONAL INFORMATION SERVICES INC	Financials	2026-06-05	Compensation & Remuneration, Corporate Strategy (Disclosure/Governance)
FIGMA INC	Information Technology	2026-06-22	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Talent and Culture
FLEX LTD	Information Technology	2026-06-23	Climate Risk Management, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Technology Deployment and Governance/Disclosure, Supply Chain, Talent and Culture
FORTUNE BRANDS INNOVATIONS INC	Industrials	2026-04-23	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Executive Management and Succession Planning

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Company Name	Sector	Date	Topics Discussed
GENCO SHIPPING & TRADING LTD	Industrials	2026-05-28	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance)
GENERAL MOTORS CO	Consumer Discretionary	2026-05-27	Climate Risk Management, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Community Relations, Indigenous Peoples Rights, Supply Chain, Talent and Culture
GILEAD SCIENCES INC	Health Care	2026-04-27	Business Ethics and Integrity, Human Rights, Other Social/Human Capital Issues
GOLD ROYALTY CORP	Materials	2026-04-09	Board Commitments/Attendance, Board Effectiveness and Director Qualifications, Governance Structure
GOLDMAN SACHS GROUP INC/THE	Financials	2026-04-22	Climate Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Sustainability Reporting, Business Ethics and Integrity
GRAPHIC PACKAGING HOLDING CO	Materials	2026-05-10	Board Effectiveness and Director Qualifications, Compensation & Remuneration, Executive Management and Succession Planning, Governance Structure
HOME DEPOT INC	Consumer Discretionary	2026-05-19	Biodiversity, Climate Risk Management, Waste, Board Effectiveness and Director Qualifications, Compensation & Remuneration, Cybersecurity and Data Privacy, Sustainability Reporting
HOWMET AEROSPACE INC	Industrials	2026-05-13	Climate Risk Management, Compensation & Remuneration, Executive Management and Succession Planning
HP INC	Information Technology	2026-04-02	Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Governance Structure, Technology Deployment and Governance/Disclosure, Supply Chain, Talent and Culture
HUT 8 CORP	Information Technology	2026-06-09	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Talent and Culture
INTERNATIONAL BUSINESS MACHINES CORP	Information Technology	2026-04-14	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Cybersecurity and Data Privacy, Technology Deployment and Governance/Disclosure, Talent and Culture
INTUIT INC	Information Technology	2026-06-24	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure

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Company Name	Sector	Date	Topics Discussed
JPMORGAN CHASE & CO	Financials	2026-05-05	Climate Risk Management, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Cybersecurity and Data Privacy, Executive Management and Succession Planning, Governance Structure, Sustainability Reporting, Technology Deployment and Governance/Disclosure, Business Ethics and Integrity, Talent and Culture
KKR & CO INC	Financials	2026-04-01	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Governance Structure, Talent and Culture
LAM RESEARCH CORPORATION	Information Technology	2026-06-25	Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Supply Chain, Talent and Culture
LOWES COMPANIES INC	Consumer Discretionary	2026-05-27	Climate Risk Management, Waste, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Cybersecurity and Data Privacy, Technology Deployment and Governance/Disclosure, Talent and Culture
LUMENTUM HOLDINGS INC	Information Technology	2026-06-26	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain, Talent and Culture
MATCH GROUP INC	Communication Services	2026-06-05	Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Technology Deployment and Governance/Disclosure, Community Relations, Talent and Culture
MCDONALDS CORPORATION	Consumer Discretionary	2026-05-12	Climate Risk Management, Waste, Board Effectiveness and Director Qualifications, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain, Talent and Culture
META PLATFORMS INC	Communication Services	2026-04-30	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure
META PLATFORMS INC	Communication Services	2026-05-15	Climate Risk Management, Water, Business Oversight/Risk Management, Compensation & Remuneration, Governance Structure, Technology Deployment and Governance/Disclosure, Business Ethics and Integrity, Community Relations, Talent and Culture
MICRON TECHNOLOGY INC	Information Technology	2026-06-26	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain
MICROSOFT CORPORATION	Information Technology	2026-05-03	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure
MONDELEZ INTERNATIONAL INC	Consumer Staples	2026-05-05	Waste, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Technology Deployment and Governance/Disclosure, Supply Chain

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Company Name	Sector	Date	Topics Discussed
MORGAN STANLEY	Financials	2026-05-07	Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Governance Structure, Talent and Culture
NETFLIX INC	Communication Services	2026-04-17	Business Oversight/Risk Management, Executive Management and Succession Planning, Technology Deployment and Governance/Disclosure
NORTHLAND POWER INC (ONTARIO)	Utilities	2026-04-02	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Community Relations, Other Social/Human Capital Issues, Talent and Culture
NRG ENERGY INC	Utilities	2026-04-20	Board Effectiveness and Director Qualifications, Compensation & Remuneration, Executive Management and Succession Planning, Community Relations, Talent and Culture
NVIDIA CORPORATION	Information Technology	2026-05-27	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain
NVIDIA CORPORATION	Information Technology	2026-06-24	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain, Talent and Culture
OKLO INC	Utilities	2026-06-26	Deforestation/Land Use, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Community Relations
OR ROYALTIES INC	Materials	2026-04-28	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Governance Structure, Talent and Culture
ORACLE CORPORATION	Information Technology	2026-06-11	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Technology Deployment and Governance/Disclosure, Supply Chain
PAMPA ENERGIA SA	Utilities	2026-04-27	Biodiversity, Climate Risk Management, Business Oversight/Risk Management, Community Relations, Supply Chain
PEPSICO INC	Consumer Staples	2026-04-29	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Governance Structure, Sustainability Reporting, Business Ethics and Integrity, Human Rights, Supply Chain
PETROLEO BRASILEIRO SA PETROBRAS	Energy	2026-04-01	Board Effectiveness and Director Qualifications, Board Independence, Corporate Strategy (Disclosure/Governance)

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Company Name	Sector	Date	Topics Discussed
PFIZER INC	Health Care	2026-04-17	Compensation & Remuneration, Governance Structure, Talent and Culture
PROLOGIS INC	Real Estate	2026-04-23	Compensation & Remuneration
REGENXBIO INC	Health Care	2026-05-26	Compensation & Remuneration, Talent and Culture
SALESFORCE INC	Information Technology	2026-06-22	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Talent and Culture
SANDISK CORP	Information Technology	2026-06-11	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Talent and Culture
SANDISK CORP	Information Technology	2026-06-25	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain
SEMPRA	Utilities	2026-05-06	Climate Risk Management, Business Oversight/Risk Management, Compensation & Remuneration, Community Relations, Talent and Culture
SKYWORKS SOLUTIONS INC	Information Technology	2026-05-07	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Technology Deployment and Governance/Disclosure, Talent and Culture
SOUTHERN COMPANY (THE)	Utilities	2026-04-29	Climate Risk Management, Business Oversight/Risk Management, Compensation & Remuneration, Other Governance Issues
STARBUCKS CORPORATION	Consumer Discretionary	2026-04-30	Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Technology Deployment and Governance/Disclosure, Supply Chain, Talent and Culture
SYNOPSYS INC	Information Technology	2026-06-25	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance)
THE KRAFT HEINZ COMPANY	Consumer Staples	2026-04-07	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Sustainability Reporting, Talent and Culture

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Company Name	Sector	Date	Topics Discussed
THE TJX COMPANIES INC	Consumer Discretionary	2026-05-06	Climate Risk Management, Waste, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Sustainability Reporting, Human Rights, Supply Chain, Talent and Culture
TRANSOCEAN LTD	Energy	2026-04-07	Climate Risk Management, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Cybersecurity and Data Privacy, Technology Deployment and Governance/Disclosure, Health and Safety, Supply Chain, Talent and Culture
TYSON FOODS INC	Consumer Staples	2026-04-02	Biodiversity, Deforestation/Land Use, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Health and Safety, Talent and Culture
UNITEDHEALTH GROUP INC	Health Care	2026-05-05	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Governance Structure, Business Ethics and Integrity, Talent and Culture
VENTAS INC	Real Estate	2026-05-07	Business Oversight/Risk Management, Other Governance Issues, Technology Deployment and Governance/Disclosure, Community Relations, Talent and Culture
VICTORIAS SECRET & CO	Consumer Discretionary	2026-06-04	Board Effectiveness and Director Qualifications, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Corporate Strategy (Disclosure/Governance), Cybersecurity and Data Privacy, Executive Management and Succession Planning, Executive Management and Succession Planning, Technology Deployment and Governance/Disclosure, Technology Deployment and Governance/Disclosure
WALMART INC	Consumer Staples	2026-05-28	Technology Deployment and Governance/Disclosure, Business Ethics and Integrity, Health and Safety, Human Rights, Supply Chain, Talent and Culture
WARNER BROS DISCOVERY INC	Communication Services	2026-04-13	Business Oversight/Risk Management, Other Governance Issues, Business Ethics and Integrity, Community Relations, Talent and Culture
WEATHERFORD INTERNATIONAL PLC	Energy	2026-06-09	Board Composition, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Governance Structure, Talent and Culture
WELLS FARGO & COMPANY	Financials	2026-04-23	Compensation & Remuneration, Executive Management and Succession Planning, Sustainability Reporting

BAIS Europe, the Middle East, and Africa Engagements (Page 1 of 3)

Company Name	Sector	Date	Topics Discussed
ALSTOM SA	Industrials	2026-04-09	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management
AQUILA EUROPEAN RENEWABLES PLC	Financials	2026-05-15	Business Oversight/Risk Management
ASML HOLDING NV	Information Technology	2026-04-01	Climate Risk Management, Sustainability Reporting, Talent and Culture
AUMOVIO SE	Consumer Discretionary	2026-04-09	Corporate Strategy (Disclosure/Governance)
AXA SA	Financials	2026-04-07	Executive Management and Succession Planning
BANCA MONTE DEI PASCHI DI SIENA SPA	Financials	2026-04-01	Executive Management and Succession Planning
BP PLC	Energy	2026-06-08	Board Effectiveness and Director Qualifications, Executive Management and Succession Planning, Governance Structure, Other Governance Issues
CENTRICA PLC	Utilities	2026-06-11	Climate Risk Management, Board Effectiveness and Director Qualifications, Board Independence, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Governance Structure
DIAGEO PLC	Consumer Staples	2026-06-09	Compensation & Remuneration, Executive Management and Succession Planning, Talent and Culture
ENEL SPA	Utilities	2026-04-23	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning
ENI SPA	Energy	2026-04-23	Board Effectiveness and Director Qualifications, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance)
GLENCORE PLC	Materials	2026-05-12	Board Effectiveness and Director Qualifications, Compensation & Remuneration, Executive Management and Succession Planning, Governance Structure

BAIS Europe, the Middle East, and Africa Engagements (Page 2 of 3)

Company Name	Sector	Date	Topics Discussed
HSBC HOLDINGS PLC	Financials	2026-04-08	Board Commitments/Attendance, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning
IBERDROLA SA	Utilities	2026-05-14	Compensation & Remuneration, Executive Management and Succession Planning, Governance Structure
LEGRAND SA	Industrials	2026-04-22	Board Effectiveness and Director Qualifications, Compensation & Remuneration
LONDON STOCK EXCHANGE GROUP PLC	Financials	2026-04-29	Corporate Strategy (Disclosure/Governance)
LVMH MOET HENNESSY LOUIS VUITTON SE	Consumer Discretionary	2026-04-01	Climate Risk Management, Waste, Business Ethics and Integrity, Supply Chain
MARCEGAGLIA HOLDING SRL	N/A	2026-04-30	Board Effectiveness and Director Qualifications, Corporate Strategy (Disclosure/Governance), Governance Structure
REPSOL SA	Energy	2026-04-14	Climate Risk Management, Corporate Strategy (Disclosure/Governance)
SANOFI SA	Health Care	2026-06-17	Biodiversity, Climate Risk Management, Water
SGS SA	Industrials	2026-05-11	Board Effectiveness and Director Qualifications, Board Independence, Business Oversight/Risk Management
SHELL PLC	Energy	2026-04-01	Climate Risk Management, Compensation & Remuneration, Sustainability Reporting
SHELL PLC	Energy	2026-04-22	Climate Risk Management, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Governance Structure
TELEPERFORMANCE	Industrials	2026-05-11	Board Effectiveness and Director Qualifications, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Governance Structure

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Company Name	Sector	Date	Topics Discussed
TOTALENERGIES SE	Energy	2026-04-28	Climate Risk Management, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Executive Management and Succession Planning, Community Relations, Human Rights
UNICREDIT SPA	Financials	2026-06-12	Corporate Strategy (Disclosure/Governance)
VEOLIA ENVIRONNEMENT SA	Utilities	2026-04-01	Waste, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance)

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Company Name	Sector	Date	Topics Discussed
APOLLO HOSPITALS ENTERPRISE LTD	Health Care	2026-06-09	Board Independence, Business Oversight/Risk Management, Other Governance Issues
ARIAKE JAPAN CO LTD	Consumer Staples	2026-06-25	Board Independence, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Other Governance Issues
ATLAS ARTERIA GROUP	Industrials	2026-05-05	Climate Risk Management, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning
BHP GROUP LTD	Materials	2026-04-29	Biodiversity, Climate Risk Management, Water, Community Relations
DOSHISHA CO LTD	Consumer Discretionary	2026-06-30	Board Independence, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Other Social/Human Capital Issues, Supply Chain
ENN ENERGY HOLDINGS LTD	Utilities	2026-06-23	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance)
FUKUDA CORP	Industrials	2026-06-23	Climate Risk Management, Board Independence, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Supply Chain, Talent and Culture
HON HAI PRECISION INDUSTRY CO LTD	Information Technology	2026-04-01	Biodiversity, Climate Risk Management, Waste, Human Rights, Talent and Culture
HON HAI PRECISION INDUSTRY CO LTD	Information Technology	2026-04-10	Biodiversity, Sustainability Reporting, Human Rights, Talent and Culture
HYUNDAI MOTOR CO	Consumer Discretionary	2026-05-26	Board Effectiveness and Director Qualifications, Board Independence, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Governance Structure
JAPAN EXCHANGE GROUP INC	Financials	2026-06-29	Governance Structure, Other Governance Issues
JAPAN SECURITIES FINANCE CO LTD	Financials	2026-04-23	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Technology Deployment and Governance/Disclosure, Talent and Culture

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Company Name	Sector	Date	Topics Discussed
MITSUI FUDOSAN CO LTD	Real Estate	2026-04-10	Climate Risk Management, Board Commitments/Attendance, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Governance Structure, Talent and Culture
MPS LTD	Communication Services	2026-04-10	Executive Management and Succession Planning, Governance Structure
NETEASE INC	Communication Services	2026-05-26	Corporate Strategy (Disclosure/Governance), Other Governance Issues
NINTENDO CO LTD	Communication Services	2026-05-29	Board Independence, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Business Ethics and Integrity, Supply Chain
ORICA LTD	Materials	2026-06-01	Board Commitments/Attendance, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Governance Structure
PETROCHINA CO LTD	Energy	2026-05-12	Climate Risk Management, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance)
SOFTBANK GROUP CORP	Communication Services	2026-05-27	Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Business Ethics and Integrity
SUMITOMO MITSUI TRUST GROUP INC	Financials	2026-04-08	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Talent and Culture
TENCENT HOLDINGS LTD	Communication Services	2026-06-12	Climate Risk Management, Water, Board Effectiveness and Director Qualifications, Business Oversight/Risk Management, Compensation & Remuneration, Cybersecurity and Data Privacy, Talent and Culture
TOKIO MARINE HOLDINGS INC	Financials	2026-06-16	Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Cybersecurity and Data Privacy, Governance Structure, Talent and Culture
TOYOTA MOTOR CORPORATION	Consumer Discretionary	2026-06-03	Board Independence, Business Oversight/Risk Management, Corporate Strategy (Disclosure/Governance), Executive Management and Succession Planning, Other Governance Issues
ZIJIN MINING GROUP CO LTD	Materials	2026-05-27	Other Governance Issues

Engagement Topic Definitions

Topic	Definition
Biodiversity	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.
Climate Risk Management	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.
Deforestation/Land Use	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.
Other company impacts on the environment	How a company approaches any other material environmental-related topics that do not fit into other categories.
Waste	All aspects of a company's approach to minimizing waste, managing waste, and site remediation.
Water	All aspects of a company's approach to water use, conservation, and dependencies on water resources.
Board Commitments/Attendance	How a company approaches board members' commitments and attendance.
Board Composition	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.
Board Effectiveness and Director Qualifications	All aspects related to board oversight, director qualifications, board committees, board refreshment, conflicts of interest, audit oversight, and board policies.
Board Independence	How a company approaches the independence of board members.
Business Oversight/Risk Management	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.
Compensation & Remuneration	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.
Corporate Strategy (Disclosure/Governance)	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.
Cybersecurity and Data Privacy	All aspects related to the governance and risk management of cybersecurity threats and data privacy issues.

Engagement Topic Definitions

Topic	Definition
Executive Management and Succession Planning	How a company approaches executive leadership, succession planning, and the board's oversight of performance management.
Governance Structure	All aspects related to shareholder rights, corporate form, board structure, leadership, voting standards, IPO governance, and corporate policies on governance issues.
Other Governance Issues	How a company approaches any other material governance-related topics that do not fit into other categories.
Sustainability Reporting	How a company approaches updates and/or addresses investor questions related to reporting requirements in regulatory jurisdictions or voluntary reporting initiatives.
Technology Deployment and Governance/Disclosure	All aspects related to the governance and risk management of investing in or deploying new technologies, including, but not limited to, AI and quantum computing.
Business Ethics and Integrity	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.
Community Relations	How a company interacts with local communities where they operate.
Freedom of Association	All aspects related to how a company engages with unions on job benefits, working conditions, wages, and worker organization.
Health and Safety	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.
Human Rights	How a company approaches potential or actual adverse human rights issues, including the use of forced labor or child labor, among others.
Indigenous Peoples Rights	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.
Other Social/Human Capital Issues	How a company approaches any other material social-related topics that do not fit into other categories.
Supply Chain	All aspects related to material risks and opportunities in corporate supply chains, including mitigating risks, disruptions, transparency, and traceability.
Talent and Culture	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.

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