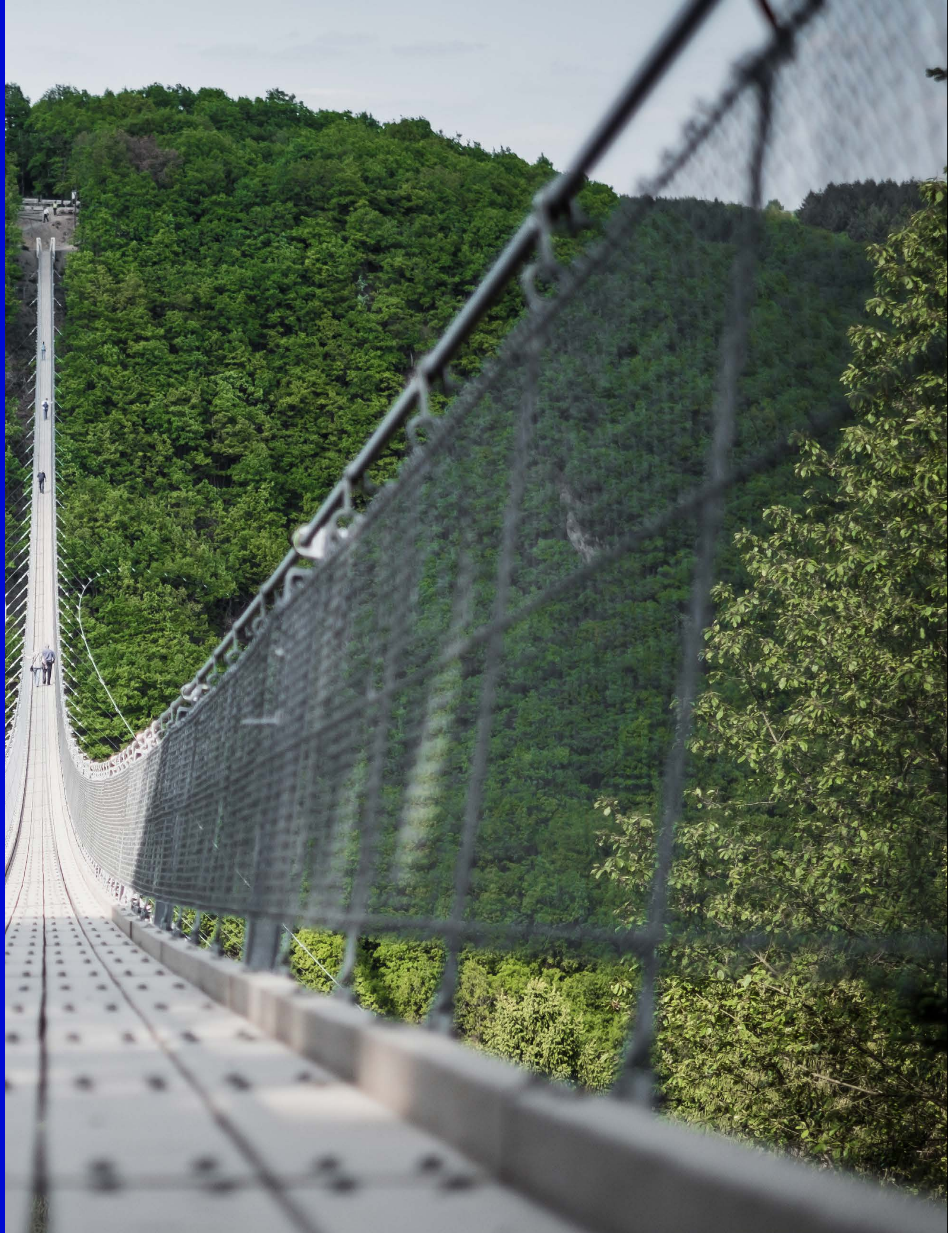
Invesco

2025

UK Stewardship Report

Policy and Context Report 2025



Scope of Report

This Policy and Context Report sets out how Invesco UK [1] approaches stewardship in the UK and provides the framework within which our stewardship activities are governed, resourced and overseen. The report is published in accordance with the UK Stewardship Code 2026 and reflects the Financial Reporting Council's guidance emphasising clarity of purpose, proportionality and decision-useful disclosure. It is intended to explain how our policies, governance arrangements and processes support effective stewardship and the delivery of long-term sustainable value for clients and beneficiaries.

While Invesco operates as a global asset management group, the scope of this report is strictly limited to the stewardship activities undertaken by the UK-regulated entity and those activities for which it has responsibility and oversight. References to global resources, investment teams or processes are included solely to provide context where they support or inform UK stewardship delivery; they should not be interpreted as representing group-wide stewardship practices or outcomes.

1. Invesco UK is Invesco Asset Management Limited, a wholly-owned subsidiary of Invesco Ltd and is a signatory to the UK Stewardship Code. Invesco Ltd, along with its consolidated entities (collectively "Invesco"), is an independent investment management firm dedicated to delivering a superior investment experience.

Introduction

Matt Brazier
Global Head of Governance & Advisory

At Invesco UK, stewardship is both a responsibility and a core component of how we deliver long-term value for our clients. We see stewardship as synonymous with asset management. As stewards of capital, we seek not only to understand the risks and opportunities faced by the companies and assets in which we invest, but to actively monitor, protect and enhance investment outcomes through exercising our rights. We are committed to ensuring that our stewardship activities are conducted in the best interests of our clients.

Given the continual evolution of financial markets, strengthening stewardship activities and investment processes to mitigate risks and enhance opportunities has been a focus of our team in 2025.

In this report, we have captured key stewardship activities carried out by Invesco UK, including engagement insights and voting activities. We have included a number of case studies to help show our "stewardship in action". This report sets out how we have applied our stewardship approach in practice whilst recognising that effective stewardship is an evolving and continuous process. We look forward to reporting on our continued development in 2027.

Sincerely,

Matt Brazier

Georgina Taylor
CEO of Invesco Asset Management Limited

At Invesco UK, we hold the view that true stewardship extends beyond mere investment. It encompasses proactive engagement and a dedication to creating long-term value for our clients. This report sets out our stewardship activities, as well as our communications with clients.

As a founding signatory and supporter of the FRC's Stewardship Code since 2010, Invesco UK welcomes the FRC's 2025 review and update to the UK Stewardship Code. We are supportive of the changes to the definition of "stewardship" and agree that stewardship should focus on the responsible allocation, management and oversight of capital to create long-term value for clients and beneficiaries.

In accordance with guidance from the FRC, we decided to split this report into two connected components: a Policy and Context Report, which sets out purpose, governance and resourcing and an annual Activities and Outcomes Report that focuses on what stewardship activity actually took place and what it achieved over the year.

Building on our 2024 UK Stewardship Code report, this report highlights how we are fulfilling our clients' needs by documenting our stewardship activities in 2025. Additionally, this report provides useful links to relevant documents, codes, and regulations for those interested in understanding the broader context of our policies, the Code, and our commitment to other initiatives in this area.

Sincerely,

Georgina Taylor

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Organisation, investment beliefs and stewardship approach

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About Invesco, our purpose and culture

Invesco Ltd., along with its consolidated entities (collectively, “Invesco”), is an independent investment management firm dedicated to delivering a superior investment experience. Our comprehensive range of active, passive and alternative investment capabilities has been constructed over many years to help clients achieve their investment objectives. We draw on this comprehensive range of capabilities to provide solutions designed to deliver key outcomes aligned to client needs.

With approximately 7,500 employees and an on-the-ground presence in more than 20 countries, Invesco is well positioned to meet the needs of investors across the globe. We have specialized investment teams managing investments across a broad range of asset classes, investment styles and geographies. For decades, individuals and institutions have viewed Invesco as a trusted partner for a comprehensive set of investment needs.

Our long-term success depends on our ability to retain, develop, engage and attract top talent. Invesco invests significantly in talent development, health and welfare programs, technology and other resources that support our employees in developing their full potential both personally and professionally.

At Invesco, we seek to drive sustainable profitable growth by delivering capabilities that build partnerships and create better outcomes for our clients.

We believe we have an advantageous position globally as a diversified, client-centric asset manager and a strategy to deliver for our shareholders. The firm’s strategic priorities are aligned with four key long-term themes that are designed to sharpen our focus on clients’ needs, further strengthen our business over time and help ensure our long-term success.

Our four key long-term strategic objectives

1 Deliver the excellence our clients expect	2 Grow high demand investment offerings	3 Create an environment where talented people thrive	4 Act like owners for all stakeholders
• Achieve strong, long-term investment performance. • Deliver a quality investment process and a frictionless experience with superior engagement. • Provide a holistic value proposition including advice and solutions to help our clients best manage their portfolios and succeed with their own clients.	• Prioritise the intersection of market size, secular change, and Invesco’s unique position to drive growth in the highest opportunity regions. • Grow high demand private markets capabilities leveraging our strong retail channel, expanding investment strategies, and partnerships. • Drive profitable organic growth, emphasizing high demand, scalable investment capabilities, and delivery vehicles.	• Attract and develop high performing, diverse talent with skills aligned to deliver against business outcomes. • Create an inclusive and engaging culture that values diversity of thought, which enables us to work as one team to deliver better outcomes.	• Harness innovation including AI to utilise next generation technology across all aspects of the business. • Strengthen financial flexibility emphasizing operating leverage. • Focus on meeting clients’ needs and operating effectively and efficiently.

Investment Capabilities

Our capabilities span nearly every asset class, investment strategy and vehicle, which means we're able to offer, create or customise solutions to address a broad range of client needs, as the world continues to evolve at pace.

As of December 31, 2025, Invesco is trusted to manage approximately $2.2 trillion[2] on behalf of clients worldwide. Our more than 7,500 employees help retail and institutional investors in more than 120 countries rethink their challenges and find new possibilities for investment success.

We have a significant presence in the retail and institutional markets within the investment management industry in the Americas, Europe, Middle East and Africa (EMEA) and Asia-Pacific (APAC).

Our investing talent and experience, advanced portfolio and risk analytics, market intelligence, research and insights help our clients make highly informed decisions.

Our commitment to adding value goes beyond our products, for example helping advisory clients rethink how to elevate their own client interactions, strengthen their investment processes and innovate their practices.

Comprehensive range of investment asset classes

Equity
- Global/international/emerging
- Regional/single country
- Active/passive
- Factor-based/quantitative
- Thematic/sector

Fixed Income and Money Market
- Cash management
- Duration and quality
- Sector
- Taxable/tax-free
- Global/international/emerging
- Regional/single country
- Active/passive/buy and hold
- Factor-based/quantitative
- Thematic/sector

Balanced
- Traditional balanced
- Balanced risk
- Target risk
- Income
- Global/regional/single country
- Bespoke solutions

Alternative
- Commodities
- Global macro
- Broadly syndicated loans
- Collateralised loan obligations
- Direct lending
- Distressed credit and special situations
- Private real estate
- Listed real assets
- Multi-alternatives

Delivered through diverse investment vehicles

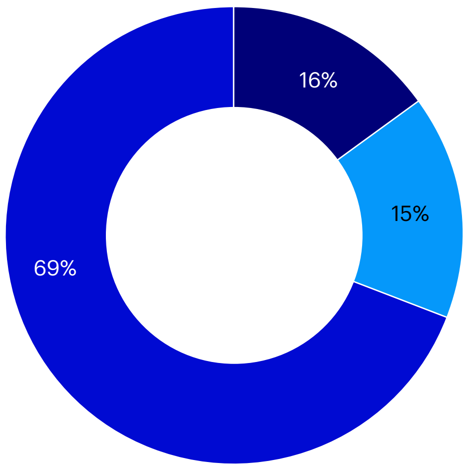
- Institutional separate accounts
- Collective trusts
- Mutual funds
- Exchange Traded Funds ("ETFs")
- Unit Investment Trusts ("UITs")
- Private placements
- Sub-advised portfolios
- Separately Managed Accounts ("SMAs")
- Variable Insurance funds
- Customized solutions

All data as of December 31, 2025. AUM figures include all assets under advisement, distributed and overseen by Invesco. Vehicles listed are available via indirect, wholly owned subsidiaries of Invesco Ltd. Not all investors are eligible to invest in each investment vehicle. Specific residency restrictions apply to offshore funds. Invesco's variable insurance funds are used solely as investment vehicles by insurance company separate accounts to fund variable insurance products. For more information, contact your Invesco representative. Collateralized Loan Obligation (CLOs) is a type of structured financial product that pools together a portfolio of loans, typically leveraged loans made to companies with lower credit ratings.

2. Invesco Ltd. AUM of $2,16.0 billion as of December 31, 2025. AUM figures include all assets under advisement, distributed and overseen by Invesco.

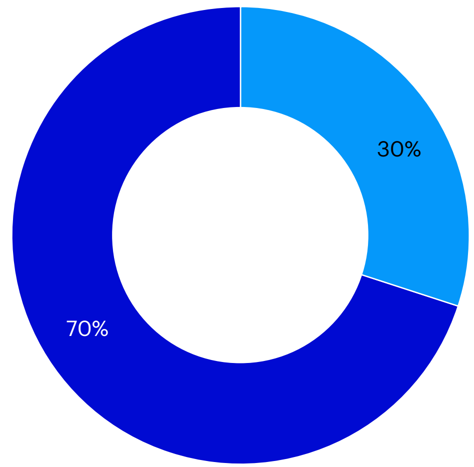
With our collaborative mindset, breadth of solutions and global scale, we are helping our clients rethink possibility

By client domicile



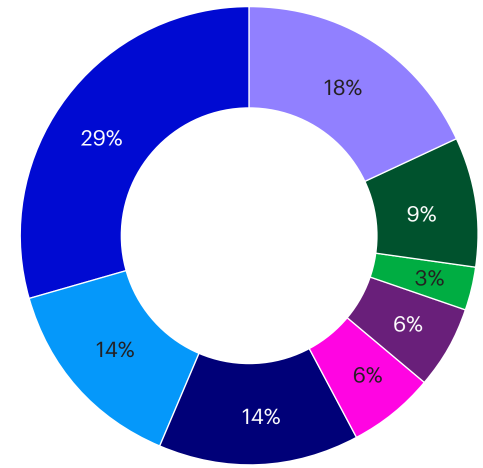
		(billions)	1-Yr Change
■	Americas	$1,492.4	13.4%
■	Asia Pac	$321.0	18.8%
■	EMEA	$356.5	37.0%
Total		**$2,169.9**	**17.5%**

By channel



		(billions)	1-Yr Change
■	Retail	$1,515.7	19.8%
■	Institutional	$654.2	12.7%
Total		**$2,169.9**	**17.5%**

By investment capability



		(billions)	1-Yr Change
■	ETFs & IS	$630.2	30.0%
■	Fundamental Fixed Income	$311.5	11.6%
■	Fundamental Equities	$298.4	7.8%
■	Private Markets	$130.7	0.8%
■	China	$132.5	42.2%
■	Multi-Asset/Other	$69.7	-3.5%
■	Global Liquidity	$189.7	-0.9%
■	QQQs	$407.2	27.7%
Total		**$2,169.9**	**17.5%**

Invesco Ltd. AUM of $2,169.9 billion as of December 31, 2025. Numbers may not add up to 100% due to rounding. Not all capabilities are available in all jurisdictions. ETFs & Index excludes certain ETFs included elsewhere and excludes the Invesco QQQ Trust. Fundamental Fixed Income includes certain ETFs managed within this capability. Private Markets includes certain ETFs managed within this capability. Multi-Asset/Other includes certain ETFs managed within this capability. Global Liquidity excludes APAC Money Market funds.

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Activities and Outcomes

Our investment capabilities enable effective stewardship

Our investment capabilities encompass teams across various asset classes, geographic regions and mandate types. We have outlined core tenets of our investment philosophy that enable effective stewardship and investment activities.

The Investment Stewardship team includes professionals located in North America, Asia Pacific, and EMEA, providing localized support and analysis to our investment teams across the globe. Our stewardship professionals collaborate closely with investment teams, providing support, insights, and analysis while investment teams maintain discretion on portfolio decisions. In addition, Invesco has dedicated specialists within individual investment teams across the globe who are closely connected with the Investment Stewardship team.

Our governance structure enables oversight and accountability through the Investment Stewardship Leadership Committee, comprised of senior members of the firm from various functions. This ensures that our investment teams receive appropriate guidance on stewardship considerations that are relevant to their investment strategies and processes. We also monitor external service and data providers through regular reviews and audits, meet routinely with major vendors to align methodologies and resolve issues, and increasingly automate data controls (timeliness, conformity, completeness and accuracy) for sources used in portfolio monitoring and compliance. Where gaps arise, we work to resolve them and continue to evaluate new data sets and approaches as sustainability-related data evolves.

Invesco UK's stewardship activities are investment-led and client-centric and delivered primarily through active ownership, including engagement and the exercise of voting rights.

Engagement with issuers is undertaken to protect and enhance the value of client assets, focusing on financially material matters such as strategy, capital allocation, governance and risk management.

Proxy voting is an important mechanism through which Invesco UK exercises ownership rights on behalf of clients, guided by publicly disclosed proxy voting principles and policies, with appropriate management of conflicts of interest.

Invesco UK also participates in industry-led initiatives where this is considered an effective means of addressing market-wide or systemic risks and promoting well-functioning capital markets. Invesco UK emphasises clear reporting on activities and outcomes, robust governance and ongoing review of stewardship effectiveness. Invesco UK communicates with clients about stewardship approaches and outcomes, seeking to align stewardship activity with client needs and preferences, and reviews its policies, processes and resourcing to ensure they remain appropriate as markets, regulation and client expectations evolve.

Our investment and stewardship approach focuses on the following capabilities:

Active Ownership

Exercising our rights and responsibilities as stewards of capital

We engage investee companies in constructive dialogue on any of the matters that the investment team determines to be important to its investment strategy or has committed to take up on a client's behalf. For more information please see page 48.

Innovation and Data

Growing together, supporting our capabilities

We believe having quality data is critical for effective investment analysis.

We are enhancing our data and analytics capabilities by building out and updating our proprietary tools, including ESGintel,[3] PROXYintel and ESGCentral. These tools assist with research, portfolio reviews, portfolio optimisation, engagement and proxy voting.

Client Partnerships

Meeting our clients where they are

Invesco UK has a client-centric approach focused on customising solutions to meet client needs and objectives. We provide a range of capabilities that enable certain clients to express their values through investing. Some of our clients ask us to impose sustainable investing guidelines and restrictions on their portfolios. We therefore offer a suite of portfolio solutions to clients who wish to pursue sustainability-focused goals.

Industry associations

Enabling better focused conversations

Industry associations form an important part of the UK stewardship landscape, providing structured forums through which investors and other market participants contribute to the development of corporate governance standards, stewardship guidance and market-wide initiatives. These bodies undertake a range of activities including the production of codes, guidance and good practice statements; coordination of collaborative engagement on systemic or market level risks; facilitation of dialogue with regulators, policymakers and companies; and the sharing of insights on emerging governance, regulatory and market developments. Engagement with industry associations supports the effective functioning of UK capital markets by promoting consistency, transparency and high standards of long term value creation.

The Investment Association ("IA")
Invesco UK is a long-standing member of the IA.

The IA is an industry trade body that represents UK investment managers. The IA coordinates a range of stewardship related initiatives designed to enhance asset managers' ability to fulfil their responsibilities as long term stewards of capital.

Through its stewardship and corporate governance programme, the IA undertakes engagement and advocacy activities that benefit members and their underlying clients by promoting transparency, accountability and sustainable value creation across UK listed companies. This includes leading thematic engagement initiatives, coordinating investor feedback on proposed regulatory and market reforms, and representing the investment management industry in discussions with company chairs, regulators and standard setters.

The initiatives and activities described above are led by the IA Stewardship Committee, a practitioner led forum comprising senior stewardship, governance and investment professionals from IA member firms. It is supported by the IA's corporate governance and stewardship team and operates under formal terms of reference within the IA's governance framework.

Our head of Global Corporate Governance & Advisory sits on the IA Stewardship Committee. Our activity with the IA is set out in our Activities and Outcomes Report.

The Quoted Companies Alliance ("QCA")
Invesco is also a long-standing member of the QCA, a representative body for small and mid-sized quoted companies in the UK which plays a role in supporting good governance and effective stewardship within this segment of the market. The QCA undertakes a range of activities relevant to stewardship, including the development and maintenance of the QCA Corporate Governance Code, the provision of guidance and practical resources for quoted companies, and the facilitation of dialogue between issuers, investors, advisers and policymakers. Through these activities, the QCA contributes to improved transparency, accountability and governance standards among UK listed growth companies.

The Investor Forum ("IF")
The IF is a not for profit, membership led organisation established by institutional investors to support effective stewardship in UK listed equities.

The IF acts as a trusted facilitator, bringing together investors and company boards to encourage constructive dialogue, share perspectives and address issues relevant to long term value creation.

Membership of the IF supports effective stewardship by enabling investors to pool insight, coordinate engagement. Key activities include:

- **Stewardship 360 Programme.** This program brings investors together to consider wider thematic and systemic issues that affect companies, sectors and the wider UK market environment.
- **Four O'Clock Forum Series.** The series consists of virtual and in person events that convenes members with expert speakers to explore emerging governance, regulatory and market issues relevant to stewardship.
- **Board Dialogue Service ("BDS").** The BDS is a facilitation service through which the IF convenes structured, buy side only meetings between company chairs or non executive directors and a broad group of institutional investors.
- **Collective Engagement Framework.** The framework provides a structured, legally robust mechanism for investors to collaborate on company-specific issues that are material to long term value creation.
- **Investor & Issuer Forum.** An initiative convened and supported by the IF to improve understanding and alignment across the UK equity investment chain, including investors, companies and intermediaries.

3. With improvements in third-party data quality, we were able to decommission our proprietary ESGIntel tool and transition to MSCI.

Invesco UK's Approach to Investing

Invesco UK is committed to implementing investment practices in a manner consistent with our fiduciary responsibilities, applying an investment-led and client-focused approach to the delivery of investing solutions.

We believe that the proven strength of our investment teams and their well-defined investment disciplines and risk management approaches provide us with a competitive advantage. We offer multiple investment objectives within the various asset classes and products that we manage. Our asset classes, broadly defined, include equity, fixed income, multi-assets, alternatives and money market.

We take that view that well-functioning capital markets, supported by high standards of corporate governance, transparency and accountability, are essential to long-term investment outcomes. While these beliefs are common across the firm, their application reflects the specific objectives, time horizons and investment styles of individual investment teams. As such, investment decisions are made within distinct regional, asset-class and strategy-specific frameworks, ensuring that approaches remain appropriate to the mandates and expectations of some of clients. An outline of the approach taken by our investment teams is set out over the following pages.

Invesco Fundamental Equities

Scope: Equity portfolios managed from Henley, UK on behalf of UK clients.

Invesco UK has been a trusted partner in fundamental equity investing for over 75 years. Offering investors choice and versatility, our diversified global platform has scale, scope, and depth with strong actively managed capabilities that span regions, styles, and market capitalisations.

- **High conviction** – We seek to deliver our best ideas to clients through high conviction portfolios backed by our strong active capabilities and rigorous risk management approach.
- **Diversified global platform** – Capabilities stretch across market capitalisations, styles, and regions with a long history of uncovering compelling opportunities for our investors.
- **Breadth and depth in expertise** – Strategies managed by teams of professionals who have the independence to pursue greater returns and are part of a collaborative culture that fosters sharing ideas.

Our approach to fundamental equities involves analysing a company's fundamental strength through earnings, profit margins, intangible assets, competitive moat, and other factors. In other words, a company's fundamentals determine which stocks are the most attractive for investing.

Invesco Quantitative Strategies ("IQS")

Scope: Multi-factor portfolios managed by IQS on behalf of UK clients.

The IQS team is committed to adding value for UK clients through the systematic application of factor investing. The IQS team believes that certain factors such as Value, Momentum and Quality explain wide parts of both returns and risks in equity markets. The team has been implementing broadly diversified multi-factor strategies over more than 40 years, seeking to capture factor premiums irrespective of the prevailing market environment and timing considerations.

When managing assets on behalf of UK clients, the team offers a holistic approach, taking financially material factors into consideration systematically at various levels of its portfolio optimisation process.

The following principles underpin the Fundamental Equities approach to investing:

Skilled stewardship of capital

Our active managers apply discipline and a business owner mindset to help clients grow and preserve capital.

Connectivity fuels insights

Investment team synthesises local insights and proprietary research to uncover overlooked opportunities.

Built for better decisions

Our platform enables independent thinking, shared insight, and conviction-led portfolio construction that capitalises on market infection points.

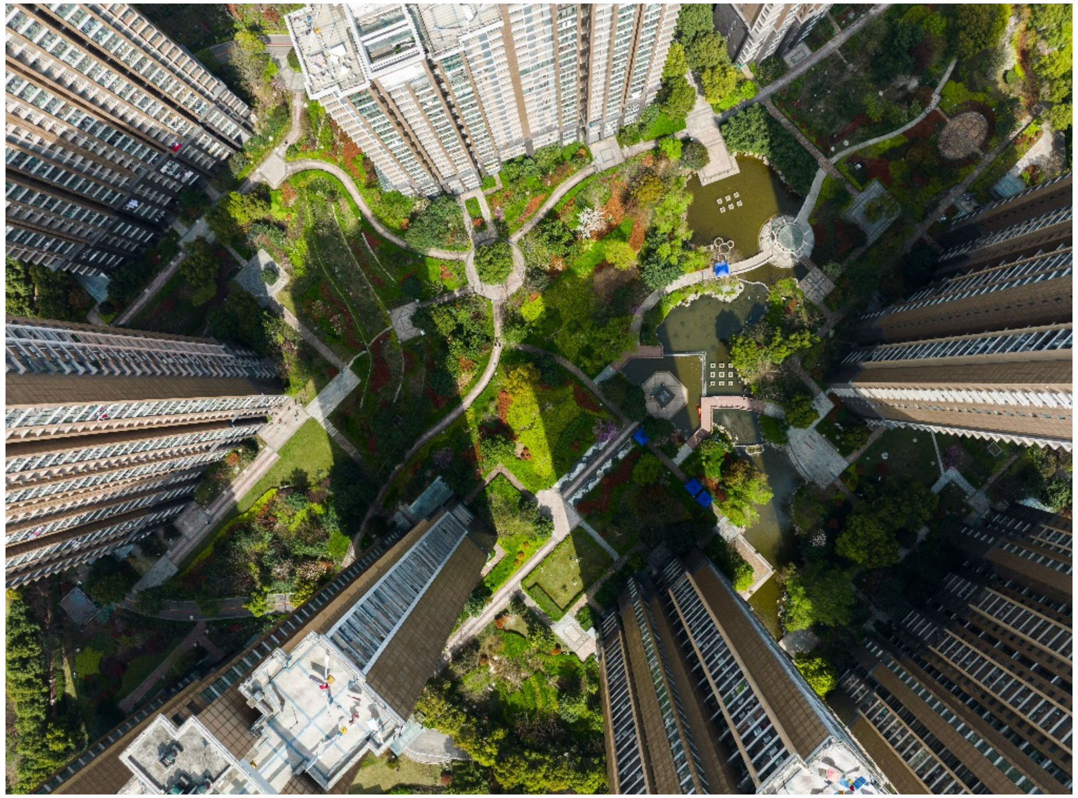
As part of our ongoing portfolio monitoring and risk management, we have access to various internal and external risk ratings so we can continuously evaluate changes. Financially material issues are considered alongside other risks and valuation drivers to help identify better-managed companies that are well positioned to succeed in the long term. Our view of material aspects per sector underpins this research. This allows our investment managers to understand companies' opportunities and risks from as many angles as possible. We believe our in-depth research enables our UK managed portfolios to deliver a value proposition to clients. The equity investment teams are also supported by the Global Corporate Governance & Advisory team on voting analysis and recommendations and company engagement, with an explicit focus on financially material factors which enable the realisation of value for investors.

Real Estate

Scope: Real estate portfolios managed by Invesco Real Estate (IRE) on behalf of UK clients.

In real estate, stewardship considerations are embedded within investment decision-making and ongoing asset management, reflecting the long dated nature of the assets and the level of influence available through direct ownership and management. Our approach begins at acquisition, where teams consider material sustainability related risks and opportunities alongside financial analysis to inform underwriting assumptions, capital expenditure planning, and business plans. These considerations continue throughout the holding period, as investment teams work with property managers, tenants and other stakeholders to manage risks, aiming to improve asset performance and support resilient income streams over time.

When managing assets on behalf of UK clients, we believe that a deliberate and disciplined approach to environmental, social and governance factors can successfully balance clients' investment objectives with a clear focus on driving good performance. This philosophy is based on the belief that these factors can support competitive financial returns and create opportunities for long term value creation across the lifecycle of real estate assets.



Senior Secured Loans

Scope: Senior secured loan portfolios managed on behalf of UK institutional clients.

Invesco UK manages senior secured bank loans on behalf of UK institutional clients. Bank loans are an alternative asset class; they are privately arranged debt instruments, usually below investment grade quality, but they are not securities.

Stewardship in senior secured loans focuses on forming timely, informed views on borrowers and transactions, recognising the importance of issuer-level analysis and ongoing monitoring given the unique characteristics of each loan, supported by structured governance and review processes. Borrowers are often private companies or may be sponsored by a private equity firm. In our investment process, we derive borrower-level ratings, using a weighting schematic for the borrower's broad industry category. These ratings are averaged into an overall score that is approved by our Senior Investment Committee, subject to updates and reviews on at least an annual basis.

Engaging with borrowers' management teams forms an important part of this approach, enabling analysts to better understand how relevant risks are identified and managed and to reinforce the importance of sustainable business practices from a lender's perspective.

Fixed Income

Scope: Invesco Fixed Income's (IFI) portfolios managed on behalf of UK clients.

The teams' investment approach is based on forming timely, informed views on issuers for our clients. In corporate credit, our analysts focus on identifying financially material risks across both short-dated securities and broader credit portfolios. Our analysis begins at the industry level, where sector specialist teams identify common risks, and individual analysts then assess each company within that framework while also flagging any company-specific exposures.

Stewardship considerations play a significant role in analysing sovereign debt because long dated government bonds are highly sensitive to how countries manage various risks. For sovereign credit spreads, governance has historically been the strongest driver of return, so our approach places slightly greater weight on this area when analysing corporate credit, while recognising the interdependence of all material factors.

Sustainable Investing

Invesco UK is committed to implementing sustainable investment practices in a manner consistent with our fiduciary responsibilities. We apply an investment-led and client-focused approach to the design and delivery of sustainable investing solutions for clients with sustainability objectives. By leveraging our global scale, deep sustainable investing expertise, and commitment to continuous innovation, we offer a comprehensive range of capabilities that help clients pursue their sustainability objectives.

We recognise that consideration of sustainability factors should incorporate the unique characteristics of each asset class, as well as industry, sector, and geographical differences. Accordingly, where relevant, we apply sustainable investing practices in ways that are tailored to the asset class, strategy, and client objectives.

Our investment-led sustainable investing approach is supported by a global team of experts. Invesco's Sustainable Investing Services ("SIS") team has deep sustainable investing expertise that enables it to provide support and analysis to our investment teams who are responsible for the delivery of a sustainable investment approach. Investment teams can draw on this expertise as required but ultimately maintain discretion on portfolio decisions in the execution of the applicable strategy. More information on Invesco's sustainable investing efforts, including a range of policies, statements and reports, can be found at: https://www.invesco.com/corporate/en/our-capabilities/investment-stewardship.html.

How our UK business model shapes stewardship priorities

In implementing our stewardship responsibilities, Invesco UK recognises that not all governance issues are equally material across investment strategies, asset classes or client mandates. Our approach to stewardship reflects the structure of our UK business, the nature of the assets we manage, and the objectives entrusted to us by clients.

In practice, this means that stewardship activity is prioritised where we believe it can most credibly support long term value creation for UK clients. For example, stewardship efforts are typically more intensive in actively managed equity and credit strategies, where company-specific engagement and voting can directly inform investment decisions. By contrast, in certain asset classes or strategies — such as highly liquid money market instruments, short duration exposures or passively managed mandates — stewardship is applied in a proportionate and risk focused manner.

Invesco UK's investment teams retain discretion to determine where stewardship activity is appropriate, informed by financial materiality, position size, time horizon, client expectations and the availability of effective escalation tools. Where the costs of engagement would outweigh potential benefits to clients, investment teams may reasonably determine that stewardship input is limited or not pursued. We consider this disciplined prioritisation to be a core part of effective stewardship, ensuring that resources are focused where they have the greatest potential impact.

While Invesco UK operates within a global framework, stewardship priorities for UK managed assets are set and applied with reference to UK client objectives, regulatory expectations and market context.

Where global stewardship initiatives are referenced or utilised, responsibility for decision-making, oversight and accountability remains with the UK entity and its governance structures.

Governance and resources

B

Our governance structures and how we resource our stewardship activities

Invesco UK has implemented a governance structure and resources that we believe enable integration, oversight and accountability for effective stewardship.

Our Stewardship Resources

- Invesco UK investment leaders drive the strategy and governance of our internal programmes. They provide oversight to our specialised investment teams and offer a balance of global expertise, support, and connectivity. In this way, the investment leaders help provide better outcomes for clients, with greater consistency over the long term.
- Invesco's Investment Stewardship team aims to be a trusted, integral partner to our clients and investment teams on all stewardship matters. The team delivers specialized expertise to support tangible long term value creation and enhance investment outcomes. The Investment Stewardship team is organised across four pillars[4] supporting investment teams across asset classes and geographies:

  1. **Corporate Governance & Advisory**
     This team provides governance expertise and supports stewardship across global investment teams. The core responsibility of this team is to support investment teams in considering corporate governance factors within their investment process and to contribute to proxy voting decisions in alignment with Invesco's Policy Statement on Global Corporate Governance and Proxy Voting ("Global Proxy Voting Policy"). The team collaborates with investment teams in conducting corporate governance engagements and actively participates in industry-wide initiatives and regulatory consultations. It includes our proxy operations and voting capabilities, which execute proxy voting across thousands of shareholder meetings annually.
  2. **Stewardship Strategy, Operations & Reporting**
     This team ensures investment stewardship business planning aligns with Invesco's firm-wide strategy, incorporating the firm's priorities into our roadmap and project prioritisation. It is responsible for strategy execution, operational alignment, and organisational efficiency across the Investment Stewardship team.

     The team manages stewardship workflows, policy implementation, external reporting, and communications, while maintaining operational integrity and regulatory compliance.
  3. **Investment Stewardship Analytics**
     This team supports stewardship through analytics, portfolio screening, and data vendor management. This team ensures investment teams have access to high-quality, decision-useful information. It also maintains data systems to streamline proxy voting and engagement workflows.
  4. **Sustainable Investing Services ("SIS")**
     This team provides expertise and insights on environmental and social topics to support investment decision-making by conducting proprietary research and contributing to meeting client objectives for relevant products and strategies. It partners with investment teams, distribution, and clients to support engagement on sustainability topics and to meet strategy and client-specific commitments.

- The Invesco Stewardship Leadership Committee ("ISLC") is a governance and oversight body for investment stewardship, responsible for decision-making, defining roles, overseeing implementation, and addressing material issues and remediation. It functions as a cross-functional committee with voting members and subject matter invitees, meeting at least quarterly, operating under quorum and majority vote rules, and able to escalate matters or delegate work to subcommittees as needed.

  The ISLC is comprised of senior members of the firm from various functions.
- The Global Invesco Proxy Advisory Committee ("Global IPAC") is an investment-driven committee comprised of representatives from various investment management teams globally. Representatives from Invesco's Legal, Compliance, Risk, Sustainable Investing Services and Government Affairs departments may also participate in Global IPAC meetings. The Global Head of the Corporate Governance & Advisory team chairs the committee. The Global IPAC is responsible for overseeing the proxy voting process and setting Invesco's Global Proxy Voting Policy and internal guidelines for voting.
- The Legal and Compliance teams provide advisory support to our investment and operations teams in connection with the performance of Invesco UK's stewardship activities. This may include providing regulatory advice and guidance in connection with engagement activities and support navigating the complexities of a variety of corporate actions.

4. This structure reflects changes made to the stewardship organisation in November 2025.

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Activities and Outcomes

Stewardship governance in practice

Invesco UK's stewardship governance framework is designed not only to provide oversight, but also to support challenge, escalation and adaptation as stewardship priorities evolve. Throughout 2025, stewardship matters were raised through our established governance channels.

During 2025, our governance channels considered how revised market expectations on executive remuneration structures, particularly the increasing use of discretion and adjustments to current ("in-flight") incentive plans, should be reflected in voting guidelines and engagement priorities. These discussions involved senior investment and stewardship representatives and resulted in clarification of internal expectations around the circumstances in which discretion would be considered appropriate.

Our people and expertise

Invesco's UK business is supported by a diverse and highly skilled workforce based primarily in Henley-on-Thames and London, covering investment, stewardship, risk, compliance and corporate functions. Invesco employs over 500 colleagues in the UK, with representation across senior leadership, investment professionals and control functions, reflecting the breadth of capabilities required to support clients and deliver effective stewardship outcomes.

Invesco's dedicated Investment Stewardship team comprises over 40 stewardship specialists who provide expertise and support to investment teams who manage products in line with client objectives, stated investment strategies and applicable regulatory requirements. The team serves as a strategic resource to support, inform and guide Invesco's investment teams globally on stewardship activities, including corporate governance, proxy voting and engagement, sustainable investing, and thematic investment research. Our client-centric approach is rooted in our commitment to long-term value creation for clients. A summary of the team's attributes are set out below.

Invesco UK also used its governance framework to review the adequacy of stewardship resourcing in light of increasing engagement volumes and regulatory expectations. While we concluded that existing resourcing remained broadly appropriate for 2025, the review highlighted the need for continued investment in data, documentation and workflow tools to support investment teams more efficiently. These findings informed stewardship planning and resourcing considerations going into 2026.

Oversight bodies are able to request further analysis, challenge stewardship approaches or escalate matters where appropriate. We consider this ability to surface issues and test assumptions to be an essential component of effective stewardship governance.

Investment Stewardship Team Statistics

40
Team size

34
Professional certifications[5]

12
Fluent languages[5]

5. As of December 31, 2025, based on self-reported survey data.

Training and development

Training is an essential part of Invesco UK's commitment to supporting investment stewardship and enabling internal stakeholders to stay informed about stewardship topics relevant to their roles.

Our Investment Stewardship team provides training and subject matter support to internal stakeholders on a broad range of stewardship topics, including stewardship practices, relevant regulatory developments, data considerations, and other related topics.

Training sessions are tailored based on region, asset class, role, and business needs. Examples of tailored training include:

- Updates on cyber-security requirements and how investment teams can approach this topic with the companies they invest in.
- Good governance principles and how we can review and evaluate a company's governance processes and determine how they measure against local standards.
- Regional specific sessions such as the sessions delivered through the Asia Sustainable Investing Working Group, which provided market, regulatory and client insight updates to relevant investment teams.

Our stewardship professionals coordinate additional learning sessions with external specialists and provide guidance on stewardship related procedures.

Internal communications are supported through channels, such as intranet-based updates and knowledge sharing resources that provide access to stewardship and sustainability related materials. In addition, our continuing personal development training program, which is available to all employees, may include optional sustainability-related modules and updates, depending on role and business needs.

Investment in systems, processes, research, and analysis

At Invesco, we invest in our capabilities for the benefit of our clients.

In 2025, Invesco UK's research and analysis capabilities were enhanced through building out our proprietary tools.

Enhancements included improvements to our ProxyIntel voting platform and the ESGCentral user interface, the implementation of more robust data quality review processes, and the introduction of a dedicated dashboard to support the monitoring and management of regulatory requirements.

Invesco UK also launched a cohesive internal platform that leverages Invesco's collective scale to deliver leading outcomes for our clients by providing investment professionals the ability to share insights into potential and existing investee companies. This platform has enabled investment teams to maximise collective insight and unlock the full value of research by sharing it across regions and reducing research duplication. Our Fixed Income teams use a similar platform.

By developing these tools, we have enabled better assessment of potential risks and opportunities that help make more informed investment decisions. This is part of our commitment to being disciplined stewards of client resources and investing in the success of our clients, shareholders, and ourselves.

Our use of service providers

Invesco UK uses external service providers to support our stewardship activities, including proxy service providers, sustainable ratings providers, business involvement screening, carbon data and more. Data from these service providers feeds into our proprietary tools and supports in-house research and analysis, which enables investment teams to make informed decisions and helps support long-term value creation and portfolio objectives.

Our Research Providers, Tools and Technology

A broad platform

Research providers

Morningstar	ISS	MSCI
Bloomberg	ISS Net Zero	SBTI
ISS Emission	Carbon Disclosure Project	TPI
Net Zero Tracker	Urgewald	

Proxy service providers

Glass Lewis	ISS

Our Proprietary Tools

Vision	ESGCentral	PROXYintel

Source: Invesco, For illustrative purposes only.

Proxy Service Providers

Invesco has retained an independent third-party proxy service provider, Institutional Shareholder Services Inc ("ISS"), to provide administrative proxy support globally, including implementation of Invesco's Global Proxy Voting Policy and internal proxy voting guidelines. Along with ISS, another independent third-party proxy service provider Glass Lewis ("GL") also provides proxy research which is used to support the proxy voting process.

Invesco UK's investment teams retain full and independent discretion with respect to proxy voting decisions. We monitor and conduct ongoing due diligence of both proxy service providers through periodic reviews and annual due diligence. Invesco UK will engage with both proxy service providers if concerns are identified or if our concerns have not been addressed.

Our proxy services providers' services are subject to an annual due diligence process. Both are required to complete a due diligence questionnaire covering various topics to ensure they remain well placed to serve our clients' needs effectively.

Invesco then conducts in-depth annual due diligence meetings with both proxy service providers. These meetings generally cover material changes in service levels, leadership and control, conflicts of interest, methodologies for formulating vote recommendations, operations, and research personnel, among other topics. Members of the Global Corporate Governance & Advisory team attend these meetings in addition to representatives from Legal, Compliance, Sustainable Investing Services and Procurement.

Our Proprietary Tools

Quality data is critical for effective investment analysis to support our stewardship efforts. In 2025 we continued to enhance our stewardship data and analytics capabilities by building out and updating our proprietary tools – Vision, ESGCentral, and PROXYintel. Data continues to evolve at a rapid pace, while the industry also faces challenges such as data comparability and coverage.

	Vision	ESGCentral	PROXYintel
Description of Tool	Cloud-based multi-asset research, analytics and portfolio construction platform helping clients better understand portfolio risks and trade-offs	A cloud-native platform that enables our investment teams to have holistic, customised, portfolio-level analytics capabilities	A proxy voting platform that enables the proxy voting process with respect to securities held in client portfolios for which we have been delegated the authority to vote proxies
Scale of Analysis	Portfolio-level, issuer-level, security- level data	Portfolio-level, issuer-level data	Issuer-level data
Outputs	• Financial modelling of assets, liabilities across retail, Defined Benefit /Defined Contribution, and insurance channels • Portfolio construction at the fund-level and security-level • Analytics and reporting	• Portfolio-level analytics, monitoring and screening • Support for risk management and regulatory compliance (e.g. SFDR) • ESG reporting	• Company filings and reports • Proxy research and vote recommendations • Internal proxy voting guidelines • Vote decisions and post-voting data
Primary Use (by investment teams)	Screen, constrain, and optimize multi-asset portfolios with in-house capital market assumptions, factor-based & regulatory risk models, and analytics (performance, ESG, fixed-income, equity, market data, etc.) to meet economic, regulatory, and/or cash-flow goals and needs	Analyse portfolios to understand opportunities and risks compared to benchmarks using 40+ ESG data sources. Screens portfolios using various ESG Screens like net zero, Article 8, sustainable/ responsible investing and various other Frameworks	Supports the proxy voting decision-making process and those responsible for the administration of proxy voting

Policies, processes and review

C

Stewardship Policies and Processes

Invesco UK periodically reviews processes and policies to better support the effective implementation of our stewardship responsibilities.

To strengthen our stewardship policies and processes, we may consider feedback from various internal and external sources, including, but not limited to:

- Direct feedback provided by our clients on our stewardship activities. For our approach on how we communicate with our clients, and how that communication is used to inform our stewardship policies and processes, see Section E.
- Internal stakeholders including investment management teams, Legal, Compliance, Public Policy and Sustainable Investing Services, and Global Corporate Governance & Advisory teams.
- The recommendations of any assessment conducted by the FRC of our stewardship activities.
- Direct feedback provided by consultants.

Invesco UK Company Engagement Policy

Engagement is an integral part of our investment process. Once we have made an investment, ongoing monitoring of our investee companies is the foundation of our stewardship approach. We monitor a variety of matters, including but not limited to business strategy, capital allocation, material environmental, social and governance factors, and other relevant performance and risk topics. This then informs the appropriate form of engagement that our investment teams may decide to undertake.

Our approach to engagement is therefore investor-led. Our investment teams will decide when active engagement with investee companies is warranted based on their investment objectives, client objectives and mandate, asset class, investment style, and position size. Investment teams may choose to engage investee companies in constructive dialogue on any of the matters that the investment team determines to be important to its investment strategy or has committed to take up on a client's behalf. These engagements may also be joint efforts among our global investment professionals, including support from our Investment Stewardship team.

Investment teams aim to engage with investee companies for insight to better understand their business strategy, to enhance the research process and to inform investment decisions and/or voting decisions.

Policy and Context
A
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Activities and Outcomes

Our engagement approach may vary by asset class and is customised to each specific set of circumstances, but typically, our engagement process is:

- **Targeted:** We prioritise our engagements with investee companies based on our investment objectives and our ability to engage proactively with investee companies to further those objectives. Our engagement objectives and the topics covered are specific to the issuer.
- **Objective-driven:** We aim to conduct engagements that have clear objectives. In addition to gathering greater insight, some engagements may involve active dialogue about specific topics that we believe promote risk mitigation or have the potential to enhance long-term sustainable value creation.
- **Directed towards positive momentum:** Our engagements may be ongoing and, in some cases, span multiple years, with each one building on a series of prior dialogues. We monitor and track these engagements so we can build on the momentum of previous engagements.

To engage effectively and make the most of limited time with company management teams or directors, we take a bottom-up approach and prioritise key issues. This means that the topics covered and our engagement objectives are determined in advance and are specific to each company. In addition, we encourage investee companies through open dialogue to raise and discuss issues that are material to the company and its stakeholders. The Engagement Policy is reviewed in accordance with the compliance-owned policies, as detailed above. This policy can be found on our website https://www.invesco.com/uk/en/about-us/corporate-policies.html

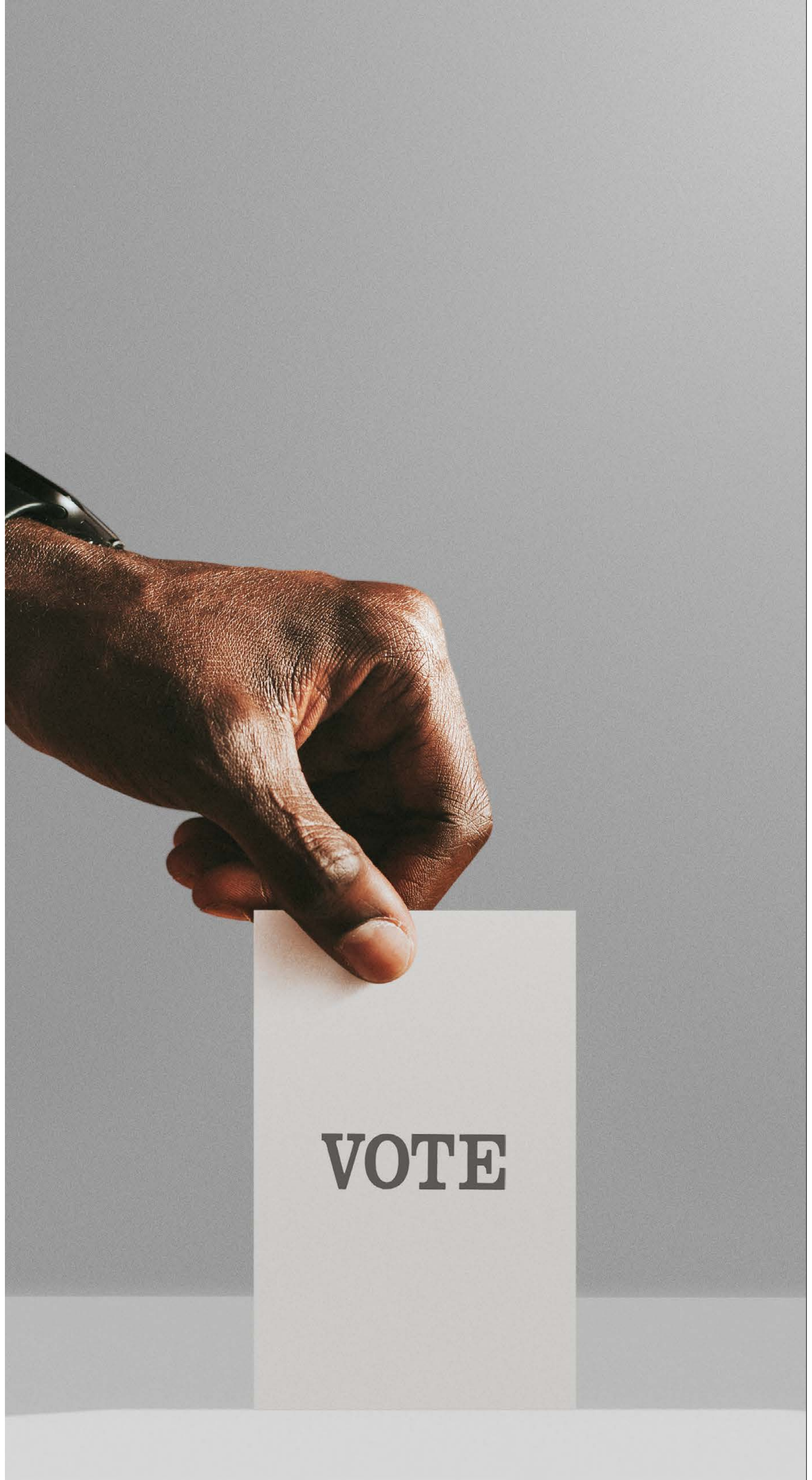
Global Proxy Voting Policy

Invesco has established a Policy Statement on Global Corporate Governance and Proxy Voting ("Global Proxy Voting Policy"), which describes policies and procedures reasonably designed to ensure proxy voting matters are conducted in the best interests of our clients. The Global Proxy Voting Policy is reviewed at least annually by various departments within Invesco to seek to ensure it remains consistent with clients' best interests, regulatory requirements, local market standards, and best practices.

Invesco's investment teams retain ultimate authority to vote proxies. Given the complexity of proxy voting matters across our clients' holdings globally, our investment teams consider many factors when determining how to cast votes. When making voting decisions, Invesco's investment teams may take a wide array of factors into consideration and may utilize information from various sources, including, but not limited to, company filings, company site visits, management engagements, industry trade groups, third-party research internal proprietary research, and Invesco's internal Good Governance Principles set out in the Global Proxy Voting Policy to support making voting decisions that, in our view, promote long-term shareholder value.

Invesco discloses its proxy voting records publicly in compliance with regulatory requirements and industry best practices in various regions. We generally disclose our voting records publicly on an annual basis on our website at Vote Disclosure Services Dashboard.

Please refer to the Global Proxy Voting Policy in full for more details on our approach or visit our website: https://www.invesco.com/corporate/en/our-capabilities/investment-stewardship.html.



Conflicts of interest

D

Conflicts of interest & Invesco's approach to Conflicts Management

We identify, monitor and manage conflicts of interest through robust policies and controls to ensure decisions are made at all times in the best interests of our clients.

In the normal course of business, as in any large financial institution, situations resulting in potential or actual conflicts of interest ("Conflicts") may arise. Invesco UK is committed to managing Conflicts appropriately to protect our clients, employees and other stakeholders.

Invesco UK, as a fiduciary, endeavours to take all appropriate steps to identify, record, manage and, where relevant, disclose Conflicts. We maintain and operate effective organizational and administrative policies, procedures and controls in support of this.

Invesco's Global Code of Conduct was designed to provide a clear statement of our firm's ethical and cultural standards, including the management of Conflicts that may arise where the interests of an employee or the firm are inconsistent with those of a client or potential client, or our shareholders.

For example, Invesco's Global Code of Conduct sets out Invesco's approach to personal trading, outside business activities (such as directorships on the boards of public companies) and accepting or providing gifts and entertainment or other benefits.

Invesco UK also has in place a Conflicts of Interest Policy ("Conflicts Policy") which sets out the firm's arrangements in connection with the identification, recording, management, and escalation of Conflicts. It is not meant to replace, but to supplement other Conflicts-related policies within the firm.

The Conflicts Policy is reviewed when necessary, and at least annually, by the EMEA Conflicts of Interest Committee to ensure it remains current based upon the scope of Invesco UK's activities, its operating structure, strategic plans, applicable regulatory changes, and the nature of its clients. This Conflicts Policy can be found at https://www.invesco.com/content/dam/invesco/emea/en/pdf/inv-conflicts-of-interest-policy-emea.pdf.

Conflicts of Interest relating to Stewardship

With respect to stewardship activities, Conflicts may arise during regular business dealings including voting a proxy or when communicating with a portfolio company. Conflicts could include, but are not limited to, the following scenarios:

Firm-Level Conflicts of Interest

A firm-level conflict of interest may arise where Invesco has multiple business interests or relationships that could potentially influence, or be perceived to influence, how Invesco UK exercises its duties and responsibilities on behalf of clients. Invesco manages such Conflicts through a comprehensive conflicts of interest framework, which includes the identification and ongoing monitoring of conflicts, the application of appropriate information barriers, escalation to independent oversight functions where required, and clear policies designed to ensure that client interests take precedence over those of the firm or its employees.

Client-Level Conflicts of Interest

Conflicts may arise where we act on behalf of multiple clients. Invesco UK's approach to investment management is investment led and client centric. We manage a substantial amount of assets for many different clients. Given this, Conflicts may arise where we act on behalf of multiple clients with divergent interests with respect to engagement, voting or governance strategies. In such circumstances, we apply policies and procedures to ensure that any such Conflicts can be identified and managed appropriately.

Conflicts relating to engagement

Invesco UK's investment teams are expected to identify and manage Conflicts that arise in connection with their engagement activities in accordance with the Conflicts Policy. This policy establishes key requirements for the identification, recording, management, and escalation of potential and actual conflicts of interest arising in the ordinary course of these activities.

Conflicts relating to proxy voting

There may be occasions where voting proxies may present Conflicts between Invesco UK, as investment adviser, and one or more of Invesco UK's clients or vendors.

A Conflict may exist if Invesco UK has a material business relationship with either the company soliciting a proxy or a third party that has a material interest in the outcome of a proxy vote or that is actively lobbying for a particular outcome of a proxy vote. Such relationships may include, among others, a client relationship, serving as a vendor whose products/services are material or significant to Invesco UK, serving as a distributor of Invesco UK's products, or serving as a significant research provider or broker to Invesco UK.

Invesco UK identifies and mitigates Conflicts based on a variety of factors, including, but not limited to, the materiality of the relationship between the company or its affiliates to Invesco UK.

Personal Conflicts of Interest

A Conflict also may exist where an Invesco UK employee has a known personal or business relationship with issuers, other proponents of proxy proposals, participants in proxy contests, corporate directors, or candidates for directorships. Under Invesco's Global Code of Conduct, Invesco UK entities and individuals must act in the best interests of clients and must avoid any situation that gives rise to an actual or perceived Conflict. All Invesco UK personnel with proxy voting responsibilities are required to report any known personal or business Conflicts regarding proxy issues with which they are involved. In such instances, the firm will seek to manage relevant Conflicts appropriately which may include excluding the relevant conflicted individual(s) from the decision-making process.

Dialogue with clients and/or beneficiaries

E

Active client engagement

We maintain an ongoing and transparent dialogue with our clients to understand their objectives and expectations, and reflect these through our stewardship activities and investment decision-making in line with our fiduciary responsibilities.

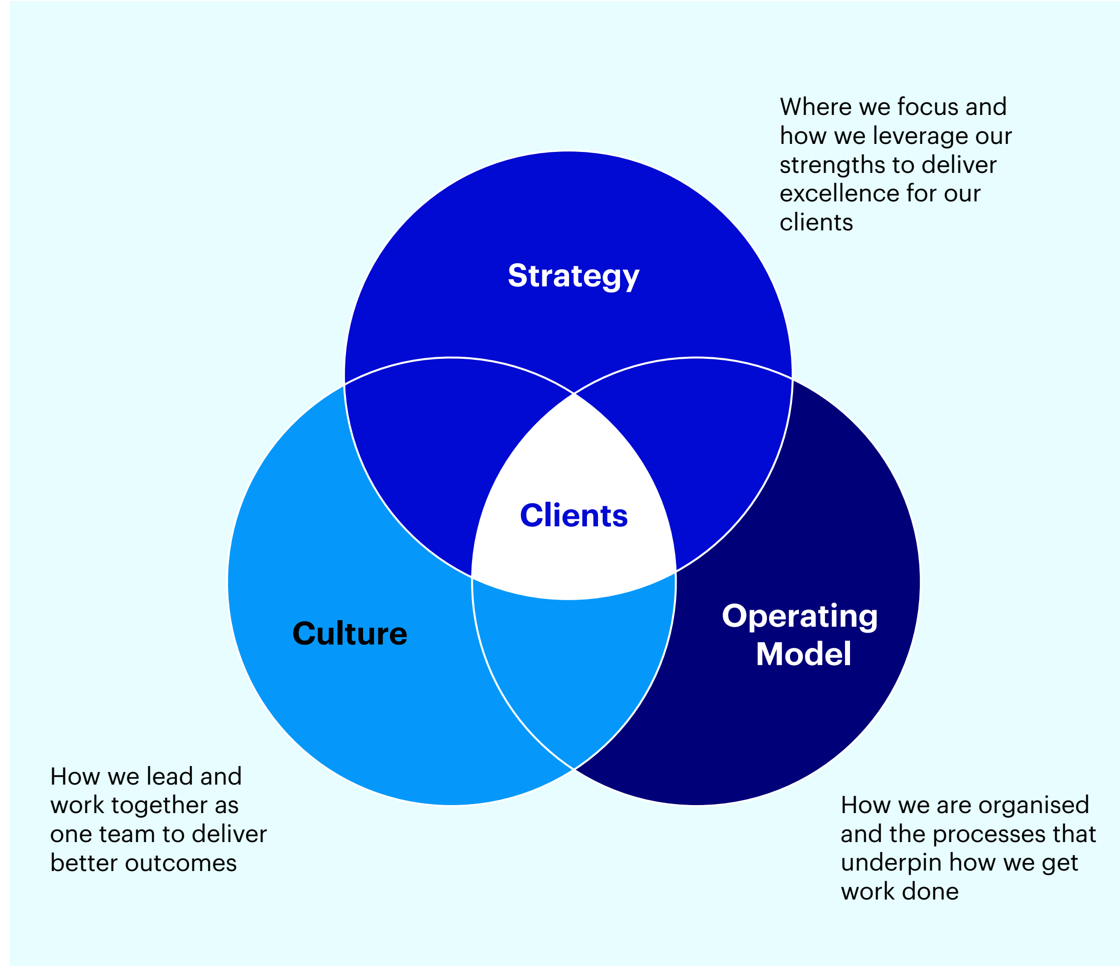
Invesco UK engages with clients through regular meetings. This approach of direct dialogue allows us to have in depth conversations with our clients and to understand their current and evolving stewardship expectations and requirements.

For example, in 2025, Invesco UK's Investment Stewardship team was involved in over 100 client meetings. During 2025, Invesco UK partnered with our clients to provide effective solutions that fit their specific needs.

Invesco UK's investment teams are focused on strategically developing client-centred investment solutions that align with market opportunities. For clients who want us to provide the means for them to explicitly express their values through investment vehicles, these may include identifying potential existing solutions or introducing, for example, innovative sustainable investment strategies.

Client Directed Engagements

Invesco UK believes the success of any engagement is dependent upon having clear and consistent objectives. We prioritise financially material risk factors, key issues and client objectives for engagement through a bottom-up approach, which means our engagement objectives and the topics covered are specific and material to the company and the relevant strategy in question.



Our approach to communicating with clients

Communicating our activities to our clients

Transparency and accountability are key principles at Invesco UK. We believe in keeping our clients informed about our stewardship and investment activities such as delivering periodic reports that provide our clients a clear understanding of how their investments are being managed. These reports can include information on stewardship and voting activities.

Institutional clients
Invesco UK places strong emphasis on client servicing, believing that thorough, efficient and quality service is essential to developing strong relationships with its clients. Further we recognise, where required, the need to tailor our service to meet client requirements rather than delivering a standard solution.

In EMEA, each institutional client is appointed a client director and a client relationship manager who have ultimate responsibility for all aspects of the client relationship. In addition, Invesco UK assigns a dedicated Client Reporting Specialist to the account. This specialist assumes responsibility for the day-to-day client reporting administration of the account and the preparation of all necessary client reports, liaising where necessary with internal business partners and external clients to support the Client Director and Client Relationship Manager.

Pooled funds
For institutional clients who are invested in one of the firm's pooled vehicles, monthly and quarterly client reports are provided. These reports include information on the underlying portfolio in which the client is invested as well as on the client's own account within the portfolio, e.g. client-specific performance, market value and transactions.

Standardised Reporting
The EMEA Client reporting team provides a comprehensive suite of client reporting services for EMEA-based investors across a range of funds. The team is equipped to deliver reports via email and/or SFTP, with additional encryption layers for secure transmission if required.

Standard reporting includes monthly production and distribution of key documents including a range documents—such as Datasheets, Monthly Fund Analysis (MFAs), Quarterly Fund Updates (QFUs), Factsheets, and Financial Statements. The frequency of our standardised reporting ranges from monthly to annually.

Regulatory Reports

In addition, in 2025 Invesco UK published various reports including, but not limited to, the following:

UK Investment Stewardship report
This annual global report provides an overview of our stewardship practices globally. It highlights how our approach to stewardship differs across asset classes, details our proxy voting and engagement approach, and provides detailed case studies.

UK Gender Pay Gap Report 2025
Invesco UK publishes annual data comparing the average (mean and median) pay and bonus earnings of male and female employees, as well as the gender distribution across pay quartiles. The report does not measure equal pay for equal work; rather, it highlights structural differences in workforce composition, seniority and occupational distribution that can drive disparities in average pay outcomes between men and women. The full report can be found at: https://www.invesco.com/content/dam/invesco/uk/en/pdf/pay-gap-report-2025.pdf

Women in Finance Charter UK Report
The Women in Finance Charter is a UK government–backed initiative led by HM Treasury, which aims to support greater gender balance at senior levels across the financial services sector. The report provides stakeholders with transparent, comparable information on firms' leadership composition and inclusion efforts, and highlights how organisations are addressing structural barriers to progression for women within financial services. The full report can be found at: https://www.invesco.com/content/dam/invesco/uk/en/pdf/wif-charter-uk-report-23.pdf

Task Force on Climate related Financial Disclosures report
This annual report is produced in line with the recommendations of the TCFD[6]. It describes the notable progress we have made to enhance our processes for related risk and opportunities at the investment level. The full report can be found at: https://www.invesco.com/content/dam/invesco/emea/en/pdf/ivz_global-tcfd-report.pdf

6. This report is published in certain markets, including regulatory requirement such as in UK and is made available to clients in other markets upon request.

Activities and Outcomes Report 2025

Activities and Outcomes

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Policy and Context

Scope of Report

This Activities and Outcome report sets out how Invesco UK[1] approaches stewardship in the UK and provides the framework within which our stewardship activities are governed, resourced and overseen. The report is published in accordance with the UK Stewardship Code 2026 and reflects the Financial Reporting Council's guidance emphasising clarity of purpose, proportionality and decision-useful disclosure. It is intended to explain how our policies, governance arrangements and processes support effective stewardship and the delivery of long-term sustainable value for clients and beneficiaries.

While Invesco operates as a global asset management group, the scope of this report is strictly limited to the stewardship activities undertaken by the UK-regulated entity and those activities for which it has responsibility and oversight.

References to global resources, investment teams or processes are included solely to provide context where they support or inform UK stewardship delivery; they should not be interpreted as representing group-wide stewardship practices or outcomes. The report focuses on Invesco's UK stewardship arrangements and is prepared to support our application as a signatory to the UK Stewardship Code. It describes the policies and contextual information that underpin our UK stewardship activities, including our approach to governance, integration of stewardship within the investment process, and oversight of voting and engagement.

Throughout this Activities and Outcomes Report, we include selected case studies to illustrate how our stewardship activities are applied in practice and the outcomes they are intended to achieve. These case studies are designed to provide transparent, informative examples of our engagement, voting and escalation activity undertaken by Invesco across different asset classes, and regions. These case studies are intended to help readers understand not only the activities undertaken, but also their rationale, effectiveness and, where relevant, the lessons learned.

1. Invesco UK is Invesco Asset Management Limited, a wholly-owned subsidiary of Invesco Ltd and is a signatory to the UK Stewardship Code. Invesco Ltd, along with its consolidated entities (collectively "Invesco"), is an independent investment management firm dedicated to delivering a superior investment experience.

Introduction

Matt Brazier
Global Head of Governance & Advisory

At Invesco UK, stewardship is both a responsibility and a core component of how we deliver long-term value for our clients. We see stewardship as synonymous with asset management. As stewards of capital, we seek not only to understand the risks and opportunities faced by the companies and assets in which we invest, but to actively monitor, protect and enhance investment outcomes through exercising our rights. We are committed to ensuring that our stewardship activities are conducted in the best interests of our clients.

Given the continual evolution of financial markets, strengthening stewardship activities and investment processes to mitigate risks and enhance opportunities has been a focus of our team in 2025.

In this report, we have captured key stewardship activities carried out by Invesco UK, including engagement insights and voting activities. We have included a number of case studies to help show our "stewardship in action". This report sets out how we have applied our stewardship approach in practice whilst recognising that effective stewardship is an evolving and continuous process. We look forward to reporting on our continued development in 2027.

Sincerely,

Matt Brazier

Georgina Taylor
CEO of Invesco Asset Management Limited

At Invesco UK, we hold the view that true stewardship extends beyond mere investment. It encompasses proactive engagement and a dedication to creating long-term value for our clients. This report sets out our stewardship activities, as well as our communications with clients.

As a founding signatory and supporter of the FRC's Stewardship Code since 2010, Invesco UK welcomes the FRC's 2025 review and update to the UK Stewardship Code. We are supportive of the changes to the definition of "stewardship" and agree that stewardship should focus on the responsible allocation, management and oversight of capital to create long-term value for clients and beneficiaries.

In accordance with guidance from the FRC, we decided to split this report into two connected components: a Policy and Context Report, which sets out purpose, governance and resourcing and an annual Activities and Outcomes Report that focuses on what stewardship activity actually took place and what it achieved over the year.

Building on our 2024 UK Stewardship Code report, this report highlights how we are fulfilling our clients' needs by documenting our stewardship activities in 2025. Additionally, this report provides useful links to relevant documents, codes, and regulations for those interested in understanding the broader context of our policies, the Code, and our commitment to other initiatives in this area.

Sincerely,

Georgina Taylor

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Integrating stewardship and investment

Principle 01

Invesco UK's Stewardship Approach

We view stewardship as a core responsibility of asset management. It encompasses our duty to act in the best interests of our clients, using our investment expertise and resources to support our clients' objectives. This includes engaging with companies, voting proxies on behalf of clients, contributing to industry dialogue, and transparently reporting on our stewardship activities, all of which is conducted in accordance with applicable regulatory requirements and client commitments. We understand that our diverse range of clients have varying needs and investment objectives which can range from financial to non- financial. In order to serve our clients' needs effectively, we have policies and procedures, as detailed in our Policy & Context Report which we have embedded into our investment processes.

We establish our stewardship approach and priorities through a bottom-up research process. This process formulates our agenda of what is most material to our investment teams and most aligned with the relevant investment strategy, product and clients' priorities. Priority topics are identified by investment teams through assessing the potential impact of material issues on long-term value. In addition, our approach incorporates, where practicable, client and beneficiary feedback and insights from research conducted by our Investment Stewardship and investment teams, third-party service providers and industry collaborations. Our investment-led and client-centric stewardship approach can result in priorities that vary across asset class and/or investment centres in order to best reflect client objectives.

In 2025:

- Invesco UK's Investment Stewardship team was involved in over 100 client meetings globally. During 2025, Invesco UK partnered with our clients to provide effective solutions that fit their specific needs.
- We continued to exercise our stewardship responsibilities through integrating engagement and proxy voting into our investment processes, carried out through collaborations between investment teams and our dedicated stewardship function. Invesco UK conducted over 200 global engagements and used insights gathered to inform proxy votes where appropriate.

Stewardship and the Investment Process

At Invesco UK, our dedicated Investment Stewardship Team's research and capabilities are integrated into investment processes through various approaches that best reflect our clients' and portfolios' objectives.

Once investment teams have set priorities, stewardship activities are coordinated across asset classes, investment teams, and the Investment Stewardship team where appropriate. Invesco UK's investment teams are supported by the Global Corporate Governance & Advisory team. This team supports investment teams in considering corporate governance factors within their investment process and portfolio monitoring, and contributes to proxy voting decisions in alignment with Invesco's Policy Statement on Global Corporate Governance and Proxy Voting (Global Proxy Voting Policy).

The team collaborates with investment teams in conducting corporate governance engagements and actively participates in industry-wide initiatives and regulatory consultations. It includes our proxy operations and voting capabilities, which facilitate proxy voting across thousands of shareholder meetings annually.

Overall, the partnership between investment teams and the Global Corporate Governance & Advisory and SIS teams ensures stewardship activities are both proactive and responsive. These activities are guided by investment priorities formulated by investment teams (which may involve consultation with their clients), informed by rigorous research, and designed to enhance decision-making whilst mitigating risk across the investment life cycle.

The approach to stewardship in senior secured loans is embedded through in-depth credit assessment and continuous engagement with issuers as further detailed below.

Senior Secured Loans

Invesco UK manages senior secured bank loans on behalf of UK institutional clients. Bank loans are an alternative asset class; they are privately arranged debt instruments, usually below investment grade quality, but they are not securities. Invesco UK's analysts are responsible for independently rating each loan they cover. They conduct due diligence reviews with companys' management teams to inform a rigorous, multifaceted screening process in which each loan is measured on a scale of 1 to 5 (with 1 signifying 'no risk' and 5 signifying 'high risk') on numerous factors. To derive a company-level rating, we use a weighting schematic for the company's broad industry category. These ratings are averaged into an overall score that is approved by our senior investment committee, subject to updates and reviews on at least an annual basis. Although the process of rating each company has been time-consuming and complex, our analysts are now leaders in understanding the implications of issues across the investable universe and, as such, they are able to make informed investment decisions. Engaging management teams on the importance of holistic risk factors from an investor perspective has been another benefit of our approach.

Case Study

Company A

Sector	Country	Method of Engagement	Topic
Financials	Austria	Email & Video Call	Remuneration

Issue
The company had historically paid higher compensation to management than its peers in the sector. The disclosure provided to explain the payouts versus company performance did not provide sufficient explanation. Given this, we had previously been unable to support the Remuneration Report presented by the company at their previous AGM.

Action
Our engagement with the company was ongoing, structured and spanned several years. Historically, the remuneration report had received material shareholder dissent. As part of our engagement in 2025, we discussed, ahead of the AGM, changes proposed by the company to remuneration by arranging a call with the Chair of the remuneration committee. The intention was to better understand the rationale for the changes.

Outcome
Through our engagement, the board explained that retention and incentivisation of specific individuals was crucial. The company had very strong performance and was motivated to ensure the executive team was retained. We took the view that leadership stability was important in delivering against the opportunities the business had to acquire market share.

We understood and accepted the board's explanation for the changes and ultimately supported the remuneration report vote at the AGM.

Vote Outcome
The remuneration report passed with approximately 70% support.

Next Steps
We will continue to monitor the company and review any material changes to the remuneration structure that may be presented by the board in the future.

Source: Invesco. For illustrative purposes only.

Case Study

Company B

Sector	Country	Method of Engagement	Topic
Energy	UK	Call	Environment; Governance

Issue
In February 2025 the company released a revised corporate strategy that was intended to be aligned with its interim emissions reduction targets and long-term climate ambitions and to encourage greater transparency on progress against its transition plan. Our intention was to engage with the company to gain further insight.

Action
The engagement was conducted by Invesco UK's investment teams and Sustainable Investing Services ("SIS") team.

The company confirmed a reset of its transition pathway, reducing its 2030 Scope 3 emissions intensity target from 15–20% to 8–10%. The company cited changes to its operating model, including a narrowed role in low-carbon retail and power, and a move toward capital-light investment structures to reduce its capital exposure in areas like hydrogen. While operational emissions reductions remain in line with targets, the Scope 3 revision represented a material change in trajectory. Planned capital expenditure on low-carbon energy has been reduced to ~$4 billion through 2030 (from prior guidance of ~$30 billion). The company confirmed that it was concentrating its efforts on fewer, more commercially mature opportunities.

The engagement provided helpful insight into company's updated approach to transition investment and emissions targets. The company's operational emissions reductions, downward revision of Scope 3 ambitions and scaling back of transition capital expenditure indicated a strategic rebalancing that reduces the breadth of the company's climate delivery pathway.

Outcome
Information from this engagement informed Invesco UK's net zero alignment assessment of the company. This information may feed into investment decision for portfolios with net zero objectives.

Next Steps
We will monitor the company on its capital allocation plan, Scope 3 emissions performance, and governance of climate-related targets, and re-assess the position based on any future material developments.

Source: Invesco. For illustrative purposes only.

Promoting well-functioning markets

Principle 02

How we consider market-wide and systemic risks

Invesco UK promotes a risk culture that 'managing risk is everyone's job, every day'. This principle underscores the firm's commitment to sound practices of risk management. These principles and the firm's undertaking of enterprise risk management are set out within the EMEA Enterprise Risk Management Policy and the EMEA Enterprise Risk Management Framework.

Three Lines of Defence

As part of the Risk Management Framework ("RMF"), Invesco UK utilises a three lines of defence model. This model provides a formalised process underpinned by risk related policies, risk ownership and escalation to the Invesco UK Board, Risk Committee and the EMEA Risk Management Committee. The model helps ensure the integrity and effectiveness of the systems and controls maintained by the Invesco UK. The three lines of defence are set out below.

1. The first line of defence, which has primary ownership of the Invesco UK's risks, is represented by the business lines and functional areas carrying on the business activities.
2. The second line risk and compliance functions provide independent oversight and challenge of the risk and control activities conducted by the business lines and functional areas.
3. The Internal Audit function represents the third line of defence. The Internal Audit aims to provide independent, objective assurance by undertaking regular assessments of whether the risk and control environment is working appropriately and effectively.

Risk Management Framework

Invesco UK has a formalised, comprehensive RMF in place to ensure that it has effective risk management capabilities in order to manage all risks the business faces as a result of its operations.

The RMF comprises the following key elements:

- Appetite
- Strategy
- Governance
- Risk identification and assessment
- Risk monitoring, measuring and reporting

At a high level the risk management framework is designed to operate as follows:

- The individual business lines, functional areas and business committees formally identify, assess and manage all risks, and escalate risks that cannot be mitigated locally to the EMEA Operations Committee
- The EMEA Enterprise Risk Team oversees and assists the business units to report on risks and trends
- The Invesco UK Risk Committee reviews key operational risks including those that have been escalated

How Stewardship Mitigates Systemic Risks

Invesco UK recognises the importance of subject matter experts and the insights they provide during investment and post-investment decision-making. Whilst we take a bottom-up approach to fulfil our duties to serve the unique objectives of each client, investment teams can supplement their risk-research with research conducted by our Investment Stewardship team, including on systemic risks.

Geopolitical Uncertainty and Fiscal Volatility

Increasing regional conflicts and shifting international alliances **impact global trade**, investment flows, and economic stability.

Geopolitical risks have the potential to impact the value of investments and, in extremes, the orderly functioning of markets. Therefore, Invesco UK recognises such risk as a core systemic risk. Uncertainties regarding geopolitical developments, such as nation state sovereignty, border disputes, diplomatic developments, social instability or changes in governmental policies, can produce volatility in global markets, and decrease financial liquidity. Invesco UK identifies, analyses, and responds to these geopolitical and fiscal risks by tracking significant political and regulatory developments, developing thought leadership, and participating in industry dialogue.

Invesco UK engages with a number of specialist third-party geopolitical risk analysis services to ensure that investment teams have access to timely, expert, and comprehensive global coverage of significant geopolitical risks, events, and emerging trends.

Remuneration

Incetivising **risk-taking** and **short-sighted remuneration** arrangements threaten financial stability.

Invesco UK views executive system-wide stewardship risk. Remuneration structures that are weakly aligned to long-term strategy, overly focused on short-term incentives or that facilitate persistent upward pay ratcheting can encourage excessive risk-taking, weaken governance and undermine trust across the market. When these practices are widespread, they may contribute to inefficient capital allocation, increased inequality and heightened regulatory, reputational and political risk. As a long-term investor with diversified portfolios, Invesco UK recognises that these risks cannot be mitigated through company selection alone and therefore addresses remuneration through voting, targeted engagement and collaborative initiatives. This approach is consistent with UK regulatory expectations, including those of the PRA and FCA, which have highlighted misaligned remuneration as a potential threat to firm resilience and financial stability.

Artificial Intelligence

Automation accelerates decision-making and **transformation** of **business models** which can impact supply chains.

Artificial Intelligence ("AI") offers both an opportunity and a risk to global markets, which will only become clearer in time, and must be managed with prudence. The EU's Artificial Intelligence (AI) Act commenced its application in a staggered manner in February 2025. The Act regulates AI systems based on the level of risk they pose, with strict rules for high-risk AI systems and includes a prohibition on those perceived to pose an unacceptable level of risk. The new framework establishes obligations for developers of AI systems, as well as users thereof, including ensuring proper use and monitoring. These principles are designed to inform the responsible development and use of AI across the economy.

Human Capital Management

Human rights issues affect a broad set of **stakeholders**, including local communities and **society at large**.

Human capital management risks are closely tied to a range of business challenges, including reputational and labour risks, value chain and community disruptions, and litigation or regulatory exposure. Human rights issues also affect a broad set of stakeholders, from employees and customers to supply chain partners, local communities, and society at large. When unmanaged, they can escalate into serious reputational, legal, and regulatory consequences.

Environmental Impacts

Global Net zero transition impacts environmental disruptions and **natural disasters** can impair operations across the value chain.

Invesco UK engages on environmental topics such as climate-related risks where material to client objectives or portfolio strategies, with a focus on the credibility and delivery of climate transition plans. Engagements typically consider the robustness of net zero commitments, governance and oversight arrangements, alignment of capital allocation with transition objectives, and exposure to physical climate risks, including the use of scenario analysis. The aim is to understand how companies are positioning their business models for a resilient, low-carbon transition while reducing portfolio-level climate risk.

In conjunction with climate related risks, environmental impacts, such as natural disasters, present physical, systemic, reputational and regulatory risks to companies and the global economy. These risks include potential disruption across value chains. Where material, Invesco UK engages with companies to understand how these risks are identified, managed and mitigated. Failure to address nature-related risks may result in financial losses, legal and regulatory exposure, and damage to corporate reputation and licence to operate.

Case Study

Company C

Sector	Country	Method of Engagement	Topic
Retail	United Kingdom	Video Call	Remuneration

Issue
The company sought to engage on proposed changes to their remuneration policy. The purpose of the engagement was to better understand how the remuneration framework aligned executive reward (and broader workforce pay) with long-term value creation, whilst also addressing historical shareholder concerns on pay quantum, structure, and transparency.

Action
Our engagement with the company has been an ongoing, structured engagement over several years. Given the history of shareholder dissent, we have engaged with the board on several occasions. The most recent engagement was with the Chair of the remuneration committee to understand in more detail the rationale for the proposed change to the Remuneration Policy.

Outcome
The remuneration committee sought to introduce a restricted share award (in addition to the performance share award). Over recent years, the business has become increasingly globally-focused and the strategic rationale for changes to the policy included the retention of their global leadership team and ensuring pay is globally competitive. After the engagement, we supported the remuneration policy vote at the AGM for these reasons.

Next Steps
The company's approach to remuneration will continue to be monitored to ensure performance targets and vesting outcomes remain appropriate and aligned. Our engagement with the company will continue in 2026 and further review of the remuneration structure may be required if there are any material changes in approach.

Source: Invesco. For illustrative purposes only.

Case Study

Company D

Sector
Materials

Country
Canada

Method of Engagement
E-Mail & Video call

Topic
Human Capital Management

Issue

Invesco UK's Corporate Governance & Advisory team engaged on behalf of various investment teams managed in the UK to understand and assess the implications of a joint communication issued through the United Nations Human Rights Council (UNHRC) that raised allegations of human rights abuses linked to security practices at a mine in Africa which is owned by the company. The engagement sought clarity on: (i) the company's governance and oversight of human rights risk; (ii) the delineation of responsibilities between the mine's contracted private security provider and the local police force; and (iii) how the company was evidencing alignment with the UN Guiding Principles on Business and Human Rights and the Voluntary Principles on Security and Human Rights in its policies, training, grievance mechanisms, and incident response. A further objective was to evaluate whether the companies' public disclosures and formal response addressed the substance of the UNHRC communication in a way that reduced information asymmetry for investors and supported an informed assessment of legal, operational and reputational risk with regards to the mining operation.

Action

The engagement was initiated after Invesco UK received the UNHRC communication via the company. The company disputed the allegations and indicated it would provide a detailed response in due course. Invesco UK's team undertook a structured review of the allegations set out in the UNHRC letter and cross referenced these against the company's prior public statements and disclosures concerning similar claims. Invesco UK engaged directly with the company, through a meeting involving members of the company's senior management and Invesco UK investment representatives, focusing on the company's explanation of its security arrangements and its opinions about the accusations and NGOs referenced in the UNHRC letter.

Outcome

The company provided investors with an initial written position disputing the allegations, while also stating that it sought to prevent and mitigate adverse human rights impacts in line with relevant international frameworks. The company subsequently delivered a detailed written response that set out its ownership and operating structure and explained the purpose and content of a memorandum of understanding that was in place with the local police force and questioned as part of the UNHRC review.

Through the engagement Invesco UK obtained clearer insight into: (i) the written submissions provided by the company; (ii) how the company framed accountability boundaries between private security and public security forces; (iii) how the company described its human rights assessment cadence and its grievance mechanism; and (iv) its disclosure practices in response to recurring external claims.

Next Steps

We will continue to monitor the company's disclosures and any further developments relating to the UNHRC communication process, including any publication of responses and any subsequent correspondence that may affect the company's risk profile or the quality of investor relevant information.
We will also continue our dialogue with the company, where appropriate, to track how it evidences its implementation of the controls described in its response, particularly where those controls relate to security governance, human rights and stakeholder engagement.

Source: Invesco. For illustrative purposes only.

Case Study

Company E

Sector	Country	Method of Engagement	Topic
Mining	UK	Video call	Environment

Issue
Invesco UK's investment teams, alongside the SIS team engaged with the company to discuss their decarbonisation strategy, capital allocation, greenhouse gas emissions targets, water management, and UN Global Compact compliance as it was agreed that further claity was required.

Action
In 2025, the company announced a substantial reduction in direct decarbonisation capital expenditure, from its original $7.5 billion plan to approximately $1–$2 billion through 2030. The company attributed this revision to sector-wide and green technology constraints, noting that suppliers and third-party partners are better positioned to deliver certain decarbonisation solutions. Capital was expected to be reallocated toward the core business, with increased reliance on partnerships with energy developers for access to clean energy. The company also highlighted slower than expected technological progress and does not anticipate widespread deployment of green powered smelters or electric haulage this decade. Despite these changes, the company reaffirmed its climate targets, including a 50% reduction in Scope 1 and 2 emissions by 2030 and net zero by 2050. As in prior discussions, the company reiterated that a Scope 3 target was not currently viewed as feasible, given its reliance on steelmaking, and instead emphasised supply chain engagement. We also discussed water stewardship and human rights risks. The company acknowledged ongoing controversies related to groundwater extraction from certain operations and outlined its governance structure, with both central and asset level teams responsible for water management and quarterly reporting to the board via the sustainability committee.

Outcome
While the company, in line with broader market and policy trends, has placed less emphasis on certain priorities—particularly carbon—investors will continue to monitor developments closely. Though near term cost efficiencies may be achievable, shareholders will continue to consider the potential for policy and political shifts and any retreat from longer term decarbonisation efforts.

Next Steps
The investment teams continue to assess the company's decarbonisation plans.

Source: Invesco. For illustrative purposes only.

Supporting a well-functioning financial system

We acknowledge our role in contributing to the effective functioning of markets and pursue this through a variety of approaches. This includes, internal initiatives, ongoing dialogue with regulators, policymakers, clients, and the companies in which we invest.

Invesco's Global Investor Forum (GIF)

The Global Investor Forum ("GIF") is a crucial part of Invesco UK's approach to asset management. It allows our diverse team of experts to collaborate, share insights, and discuss various investment strategies. This holistic approach ensures that we are at the forefront of the latest trends and developments in the financial world, enabling us to deliver the best possible results for our clients.

In 2025, the GIF operating team organised 52 calls focused on various issues, including geopolitics, market conditions, government affairs, amongst other topics. The GIF also hosted 3 Team Spotlight calls, spotlighting particular investment teams and their processes.

In June 2025, the GIF hosted an Equity Summit in Houston, bringing together over 100 equity investors from global teams for two days of discussion and debate focused on strengthening connectivity across the global equity platform. The agenda covered macro and geopolitical themes, sector specific insights, and CIO level discussions, alongside perspectives on capital investment, AI driven change, and market bifurcation, with contributions from both internal leaders and external speakers.

Policy response and engagement

Identifying, monitoring, and mitigating systemic risk and promoting well-functioning financial markets remained key public policy themes at global, regional, and local levels in 2025. Topics considered in 2025 included:

- The parallel workstreams of the Financial Stability Board (FSB) and the International Organisation of Securities Commissions (IOSCO) aiming to enhance the resilience of the non-bank financial intermediation (NBFI) sector, including asset managers, remained an area of focus over the last year.
- Other similar policy initiatives were undertaken across the markets in which we operate in North America, Europe, and APAC, with Invesco UK's engagement coordinated globally under the Global Public Policy office. In Europe, Invesco UK monitored and, where relevant, engaged with initiatives such as the European Commission's consideration of potential macroprudential policies for non-banks, most recently referenced in the December 2025 Commission Communication on capital market integration and supervision; and ESMA's draft Regulatory Technical Standards for open-ended loan-originating funds.
- Another ongoing area of focus for Invesco UK, following the move to a T+1 settlement cycle for securities trades in the U.S., Canada, and Mexico was engagement on plans to move to T+1 in the UK, the EU and Switzerland. In February 2025, these jurisdictions confirmed a coordinated move to T+1 settlement on 11 October 2027.

Thought Leadership

Our Global Thought Leadership team plays a pivotal role in bridging the gap between industry practice and academic theory. By collaborating with our internal teams, we ensure that our content is not only grounded in practical expertise but also responsive to our clients' needs. We stay updated with policy, governmental, and regulatory developments to provide the most relevant and timely advice.

Our external partnerships with academic scholars and other industry practitioners further enrich our research. This broad network allows us to contribute to wider conversations in the asset management industry and deliver top quality research that benefits our clients.

Engaging with Industry Associations

Engagement with industry associations forms an important part of our approach to identifying, monitoring and responding to market-wide and systemic risks that can affect long term client outcomes. Through active participation in organisations such as the Investment Association ("IA") and the Investor Forum ("IF" or "Forum"), Invesco UK is able to complement company level analysis with broader market insight, drawing on investor experience to identify emerging risks, evolving governance practices and areas of structural friction within the investment ecosystem. These forums provide a structured mechanism for investors to share perspectives on issues such as capital allocation, remuneration practices, market reform and regulatory change.

This engagement also enables dialogue with regulators, policymakers and market participants, supporting the development of proportionate market standards and helping promote well functioning capital markets. Insights gained through these industry associations can help inform our stewardship priorities, engagement strategies and escalation decisions, ensuring our approach remains aligned with long term value creation and the stability of the financial system.

Investment Association

During 2025, through our membership and participation in various IA committees, including the Investment Association's stewardship committee, our focus centred on aligning stewardship with long term value creation and well functioning markets, with an emphasis on financial materiality, proportionality and effectiveness rather than activity volume. The below sets out a summary of some of the areas of focus.

Board effectiveness and corporate governance	Corporate governance remained remained a central priority in 2025, with particular emphasis on: • Board effectiveness, independence and succession planning • Director accountability and responsiveness to shareholder concerns • Audit quality, controls and oversight
Executive remuneration and pay for performance alignment	There was a continued to focus on remuneration practices, including: • Alignment between executive pay outcomes and company performance • Use of discretion, one off awards and retention arrangements • Clear explanation of incentive structures and long term alignment

Case Study

Water

Issue

The UK water industry plays a vital role in providing essential services to a growing population. In 2025 it faced significant challenges that required urgent attention and substantial investment. As holders of many UK listed water companies, we continued our engagement with these companies, regulators and key stakeholders throughout the year.

Action

Risks relating to infrastructure, pollution, scarcity and water quality are structural, long-term and create a clear challenge for investors. Given this, Invesco UK engaged with various water companies alongside the IF. The objective was to better understand material systemic risks affecting sectorwide resilience and long-term value, including:

1. **Regulatory uncertainty**
   Understand the implications of the proposed abolition of Ofwat, the UK Water Services Regulation Authority and the creation of a new super-regulator.
2. **Environmental and public health risks**
   Engage companies on pollution, abstraction, climate resilience, and infrastructure deficiencies.
3. **Financial system resilience**
   Assess risks arising from increased capital requirements, rising bills, and sector debt levels.
4. **Governance and strategic readiness**
   Evaluate boards' ability to manage the "once-in-ageneration" regulatory reset.
5. **Public trust and operational transparency**
   Understand how companies are responding to public criticism and expectations for improved transparency.

In addition to our independent engagements, we attended a series of roundtables convened by the IF with the board chairs of several UK listed water companies; senior representatives from government and regulatory bodies and other institutional investors. These sessions provided a platform for cross-company insight, essential for systemic-risk stewardship. We also engaged independently with listed UK water companies to better understand their views on their readiness for major regulatory reforms; environmental performance and pollution mitigation; talent retention and operational resilience and financial strength amid rising investment expectations.

Outcome

Our engagement deepened our understanding of the risks facing the sector. The engagements also highlighted certain, meaningful long-term investment opportunities. We continue to believe high-performing companies in the sector demonstrate strong potential to outperform through this transitional period of reform given the long-term asset-base growth opportunities.

Next Steps

We will continue to monitor and will look for other opportunities to continue engagement as the Water Reform Bill progresses and systemic risks and opportunities evolve.

Source: Invesco. For illustrative purposes only.

Developing a pathway for future female Portfolio Managers

At Invesco UK, we are committed to fostering an environment where talented people thrive. In order to achieve this goal and work towards actively changing the future of our industry to ensure it represents and understands the societies in which we invest and the clients that we serve, Invesco UK has joined The Diversity Project UK's Pathway Programme.

This programme is an award-winning initiative launched in January 2023, designed by the industry to increase the number of female portfolio managers across our sector. It is a 12-month long programme run annually to help equip women with the skills – both behavioural and technical – to become future portfolio managers. The programme has been designed and is being led by people within the industry.

The programme blends in-person and live virtual training, networking events, sponsor forums, and buddy-group learning. It covers both technical skills - like data modelling and portfolio construction – and behavioural development, including leadership, voice coaching, and career management. Each participant will also be supported by an Invesco UK sponsor to champion their growth and provide guidance throughout the year.

The Invesco UK Sovereign Investment Programme returns

In 2025, Invesco UK proudly hosted the 11th annual Invesco Sovereign Investment Programme (ISIP) in collaboration with Cambridge Judge Business School Executive Education, a flagship initiative designed to support sovereign investors in navigating today's complex global landscape.

ISIP was created to address key challenges in training, upskilling, retaining, and rewarding talent. Since its launch in 2015, the programme has become a cornerstone of our commitment to knowledge sharing, helping sovereigns build long-term investment capabilities. Our Invesco UK experts were joined leading academics from Cambridge Judge to deliver a dynamic, five-day programme blending academic rigour with real-world application, a combination attendees consistently value.

This year, we hosted 45 senior professionals at Robinson College, University of Cambridge, for a week of deep learning, debate, and collaboration.

Engagement

Principle 03

Engagements

At Invesco UK, we view engagement a key mechanism through which we translate our stewardship responsibilities into tangible investment outcomes. By using our voice as owners, we aim for positive corporate growth to mitigate risks and support the creation and preservation of long-term value for all stakeholders.

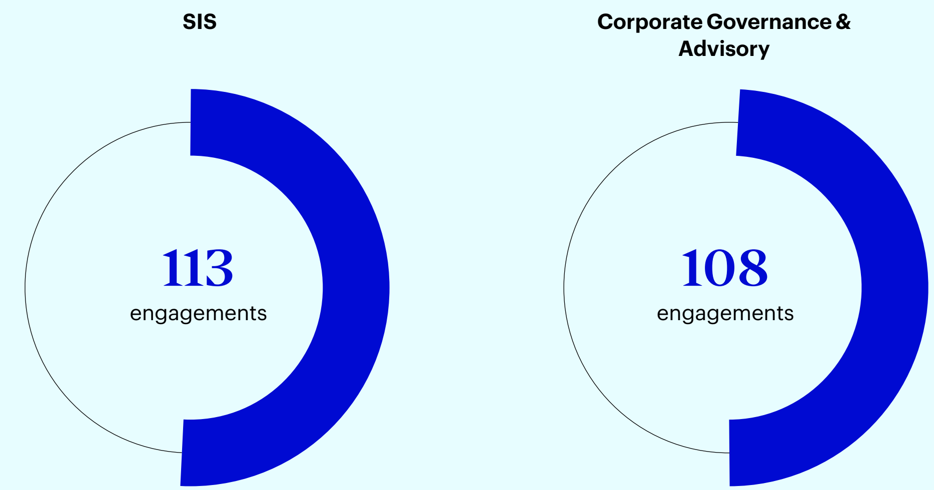
Invesco's engagement approach varies by asset class, region, and investment team. Our Investment Stewardship team and stewardship specialists may support investment teams in this process; however, investment teams maintain discretion over investment decisions.

Typically, the engagement process focuses on the following:

- **Prioritisation:** Multiple factors can prompt an engagement (e.g., financial materiality, potential valuation impact, position size/concentration, client-mandated priorities).
- **Address financially material risks:** Engagements may be initiated where financially material issues are relevant to the investment thesis or client objectives. Therefore, the process is driven by the investment teams, with support from the Investment Stewardship team.
- **Gain insight:** Alternatively, companies may engage to discuss a topic, particularly in advance of an upcoming Annual General Meeting (AGM) or to follow up on a previous engagement. These engagements may enrich understanding of a company's approach and inform investment analysis, decision-making, or proxy voting.
- **Focus on client objectives:** Invesco UK may undertake focused engagements on behalf of particular clients when those clients have defined engagement mandates or objectives.
- **Internal assessment and coordination:** Investment teams and stewardship specialists collaborate to select engagements, set agendas and objectives, and schedule engagement meetings.
- **Research:** Investment teams and the stewardship specialists review company disclosures, data points and identify sector specific topics that are financially material to the strategy in preparation for these meetings, in a way that benefits objective setting for each dialogue.
- **The engagement:** Engagements may be conducted via meetings/calls/letters, the format depends on the topic, company location, and management availability.
- **Follow-up and monitoring:** Key takeaways and next steps are recorded to enable follow up where appropriate.

Below is a summary of Invesco's engagements between the Investment Stewardship team and investment teams.

Engagements[2]



In 2025, Invesco UK's Investment Stewardship team conducted

221

engagements in collaboration with investment teams.

2. These numbers were calculated by reference to the number of documented engagements by the Investment Stewardship team in collaboration with investment teams.

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Policy and Context

In 2025, the Stewardship team carried out various engagements in collaboration with investment teams. In this section, we have demonstrated how stewardship supports investment decision making through case studies.

Case Study

Company F

Sector	Country	Method of Engagement	Topic
Asset Management & Custody Banks	UK	Email	Environment; Governance

Issue
The company's remuneration policy, which was put to a shareholder vote at their AGM in 2025, included a performance share plan (PSP) where payments were subject to certain financial metrics and share price criteria. The issue was whether these conditions could be met with organic growth only or if inorganic growth would also be included in the measurement.

Action
As part of our engagement with the company we gained a better understanding of how adjustments to their un-vested PSP were determined and obtained clarity on whether the performance conditions were based on organic growth.

The chair explained that the conditions were based on the inclusion of one specific acquisition, in line with their three-year plan that had been outlined to the investment team. The chair also noted that following our email she thought it may be helpful for the disclosures in their annual report to include more detail concerning the PSP.

Outcome
We voted in favour of the remuneration policy.

Next Steps
Our investment team will review future progress and use the engagement history as a starting point for future remuneration related engagement.

Source: Invesco. For illustrative purposes only.

Escalation

Invesco UK may use escalation strategies, such as engaging directly with the company's board and/or senior management, its advisors, industry associations, other shareholders, how we vote and/or divestment. Our escalation strategy varies by investment team and strategy and is dependent on the objectives set by the relevant investment team that are specific to the portfolio or strategy in question.

In addition, Invesco UK's chosen approach may vary by asset class and geography. For example, for fixed income, we cannot use voting as an escalation strategy with a company in the same manner as equity holders.

Engagement across a range of topics is an integral part of our investment process and is carried out on a continuing basis. As part of this process, prior to making an investment or divestment decision, ongoing engagement may take place during the decision-making period.

Collaborative engagement with Industry Associations

Where appropriate, Invesco UK may participate in collaborative engagements. These engagements may include multi-fund, or multiple investment centre engagements. In some circumstances, collaboration may involve external stakeholders.

Invesco UK uses collaborative engagement selectively and proportionately where such form of engagement may be more effective than individual engagement in protecting long-term shareholder value.

During 2025, participation in the IF formed one of part our escalation and engagement tool kit, complementing our direct company dialogue and voting activity. These engagements focused on areas, such as, transaction oversight, capital allocation, board leadership and succession, corporate governance effectiveness and listing-related considerations.

In 2025, we did not formally participate in a collaborative engagement with external stakeholders other that via our industry associations.

Exercising rights and responsibilities

Principle 04

Our approach to proxy voting

At Invesco UK, we are committed to exercising our stewardship responsibly, by engaging in constructive dialogue and voting in the best interests of our clients' objectives. We seek to make voting decisions we believe best serve the interests of our clients and their investment objectives by supporting good corporate governance practices that promote long-term value creation at the companies in which they invest.

As detailed in the Policy & Context Report, Invesco UK has established a Global Proxy Voting Policy, which describes policies and procedures reasonably designed to ensure proxy voting matters are conducted in the best interests of our clients.

The Global Proxy Voting Policy annual review process takes into account views from investment teams and various departments within Invesco, considers clients' best interests, regulatory requirements, local market standards and best practices (see our Policy & Context report for more detail on our policy review process).

Our Global Proxy Voting Policy and our internal proxy voting guidelines are both principles and rules-based and cover topics that typically appear on voting ballots. To the extent our Global Proxy Voting Policy and internal guidelines do not cover a voting item, voting decisions are driven by a combination of our good governance principles and case-by-case analysis conducted by our Global Corporate Governance & Advisory team and investment teams who take into consideration the information and recommendations provided by the companies, and may also consider research provided by Proxy Service Providers.

Our investment teams retain full and independent discretion on voting decisions and instruct votes in a manner they believe best serves the interests of their clients and investment objectives. As a result, there may be instances where investment teams reach different positions on voting issues.

Invesco UK aims to vote all proxies where we have been granted proxy voting authority. In 2025, Invesco UK voted at 1,591 shareholder meetings, which represents 99.69% of votable meetings. In certain circumstances, investment teams may choose not to submit a proxy vote where temporary trading restrictions known as share blocking were in place, or where voting restrictions or other market or operational limitations existed. These matters are left to the discretion of the relevant investment teams. During the reporting period, we supported management on approximately 95% of votes cast.

For more information on Invesco's proxy voting activities during 2025, please visit: https://www.invesco.com/corporate/en/our-capabilities/investment-stewardship.html

2025 Overview

1,591
meetings voted

1,383
companies voted

48
markets voted

20,642
proposals voted

4,781
ballots voted

99.69%
of meetings voted

Source: Invesco UK. Reflects the aggregated voting record for reporting period 1 January 2025 through 31 December 2025.

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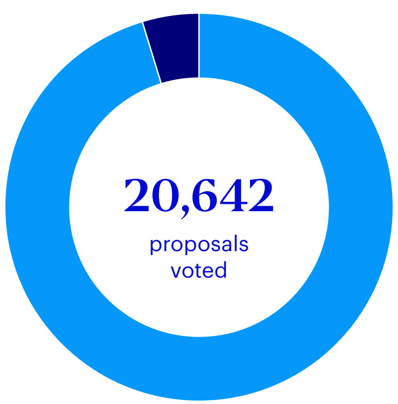
Policy and Context

Invesco UK's 2025 Voting Summary

Total meetings voted by key market and region

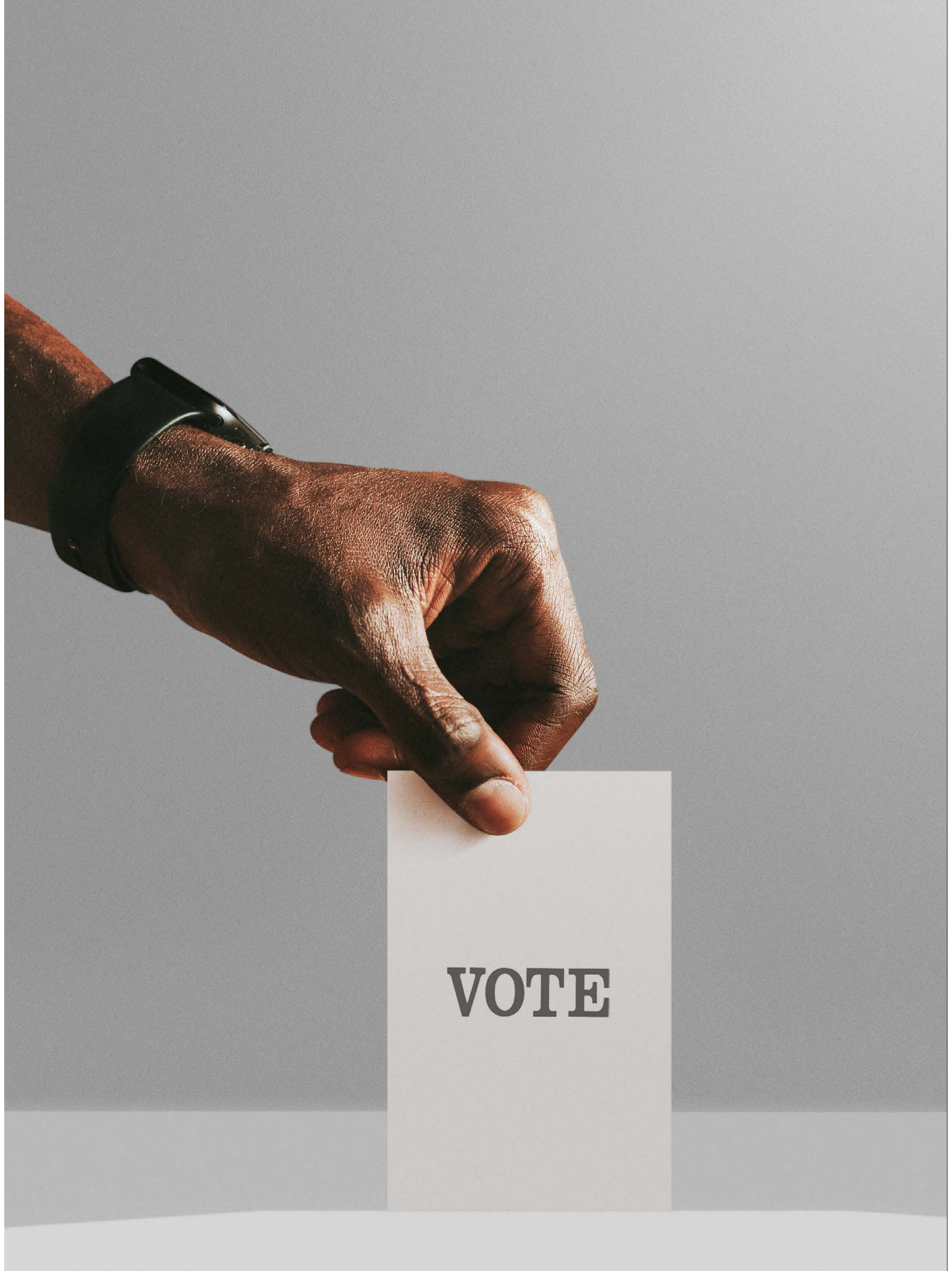
Key market and region	Companies voted	Meetings voted	Proposals voted
APAC (Ex Japan)	160	268	2,285
Japan	188	188	2,139
EMEA (Ex UK)	303	331	5,396
UK	231	267	4,574
Americas (Ex USA)	97	124	1,280
USA	404	413	4,968
Global total	**1,383**	**1,591**	**20,642**

How we Voted (Proposal Level)



Percentage of votes submitted with management	95.38
Percentage of votes submitted against management	4.62

Source: Invesco UK . Reflects the aggregated voting record for reporting period 1 January 2025 through 31 December 2025.



Activities and Outcomes
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Policy and Context

Voting decisions and rationale

Invesco UK's approach to voting can vary depending on the portfolio and investment teams and may consider the following factors, among others: aggregate size of holdings in the company, significance of the voting issue, whether we have engaged with the company on the topic which is being voted on and/or the potential impact on shareholder value. Below are some examples of voting decisions reached in 2025. For more details, including an explanation of the most significant votes pursuant to the European Shareholder Rights Directive II 2017/828 (SRD II) and the UK Financial Conduct Authority's Conduct of Business Sourcebook (UK COBS), please visit our website.

Case Study

Company G

Sector	Country	Proposal type
Health Care	Japan	Director Election

Issue
Invesco's Global Proxy Voting Policy recommended a vote against re-election of a director due to the board failing to meet the local jurisdiction's minimum expectation on board gender diversity

Action
The Corporate Governance & Advisory team reviewed the company's holistic board profile, performance, and proxy advisor research in order to better understand if a vote against was warranted.

Outcome
Given the analysis of board performance and the potential disruption caused by replacing a director, we were of the view that a vote against the director's reelection was not warranted.

Vote Outcome
The proposal passed with 69% votes in favour.

Next steps
We will continue to monitor and engage with the company if required.

Source: Invesco. For illustrative purposes only.

Case Study

Company H

Sector	Country	Method of Engagement	Proposal type
Industrials	UK	E-maill	Remuneration

Issue
The company sought shareholder approval for amendments to its remuneration policy and performance share plan. The key change was the introduction of a total shareholder return multiplier that could double the maximum performance share plan outcome. We were concerned that the structure could create an out-sized payout and that, without a clearly a defined cap on repeat use, the multiplier could reward broader sector performance rather than executive decision-making.

Action
We engaged with the company by email to seek clarity on how the total shareholder return metric would be set. Ahead of the annual general meeting, we reviewed proxy research and held further discussions with investment teams to determine a voting approach that recognised the performance delivered, while testing whether the safeguards around the use of the multiplier were sufficiently robust.

Outcome
The company confirmed:
(i) that the performance period in which the multiplier would operate would be aligned to the core performance share plan period; and (ii) that the baseline for caclulating the multiplier would be reset at the start of the period.

The company also stated that it would apply the multiplier to the FY26 award and would review carefully whether it is appropriate to apply it to future awards. In light of the clarifications provided by the company, we supported the remuneration policy and plan amendment.

Vote Outcome
The remuneration report was accepted with less than 2% dissent.

Next Steps
We will continue to monitor the company's remuneration disclosures to assess how the committee applies the multiplier in future periods.

Source: Invesco. For illustrative purposes only.

Case Study

Company I

Sector	Country	Method of Engagement	Proposal type
Industrials	France	E-mail	Director Election

Issue
In 2025, the company failed to meet board independence levels recommended by the French Corporate Governance Code. The audit committee was also insufficiently independent. Concerns around independence were compounded by the fact that CEO and Chair roles were combined and elections were staggered. In addition, the two controlling owners who held over 66% of the voting rights in the company, had 4 shareholder representatives on the board.

Action
We voted against the re-election of all shareholder representative board members given board independence concerns. We subsequently raised this issue with the company.

The company responded that it would discuss the composition of the board and the potential appointment of new directors with the controlling shareholder.

Outcome
All four shareholder representative director election proposals passed with dissent in the range of 12-17%.

Next Steps
We will continue to engage with the company and monitor independence.

Source: Invesco. For illustrative purposes only.

Monitoring service providers

Principle

06

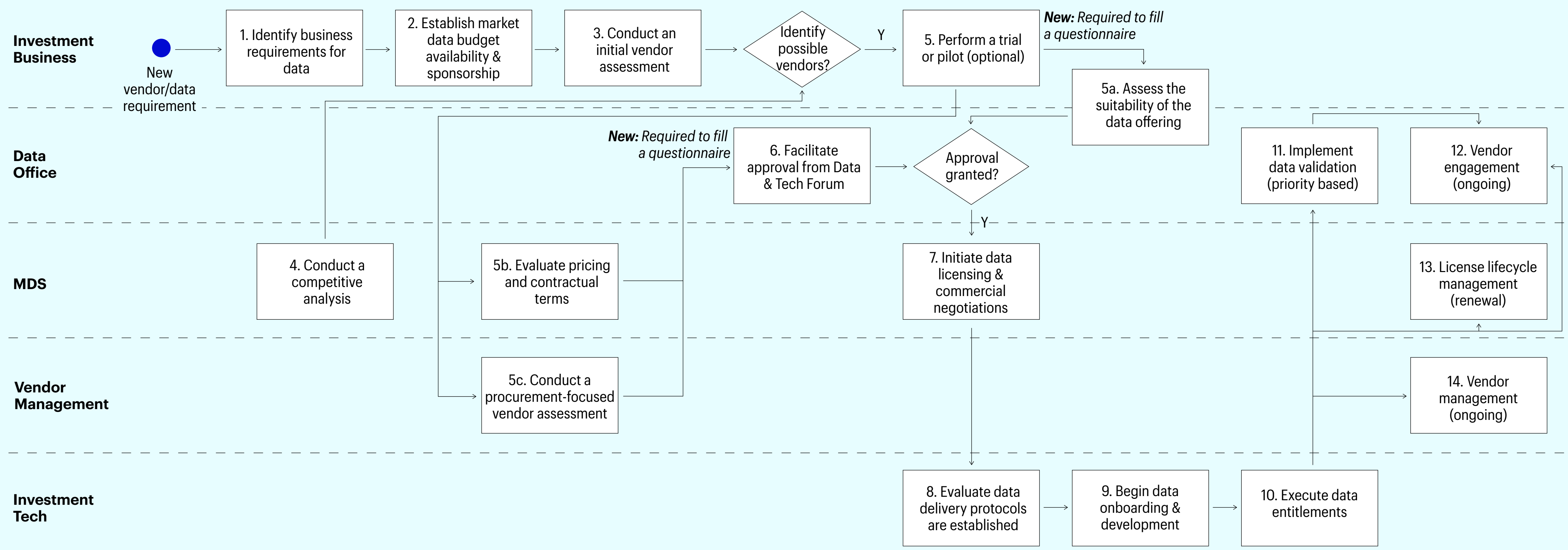
How we onboard external data providers

At Invesco, we generally follow the below process when on-boarding external data providers.

- Identify the business need and fill out a new data request template and make the business case.
- Conduct an initial vendor assessment to ensure that vendor data aligns with Invesco's policies and the business requirements. This includes the option to perform a trial run to see if the data fits the stakeholders needs.
- Assess the suitability of the data offering along with pricing and contractual terms and confirm the vendor's operations meet Invesco's Vendor Management Policies.
- The request is then put forward for approval from the Data & Tech Forum. If approved, begin data licensing negotiations – includes evaluation of pricing and contractual terms, confirmation that the vendor has proper data security protocols (data encryption, access controls etc.) in place.
- Work with Investment Tech and associated data office to begin data on-boarding process, including proper data entitlements, quality checks and development based on priorities and availability of funding and resources.

Operating Model for Onboarding New Vendor/New Data

Formalizing the new vendor/data onboarding process



How the services have been delivered to meet our needs

Through 2025, Invesco has been satisfied with how third-party services have been delivered to meet our and our clients' needs and expectations. Our exact process for determining effectiveness varied based on the service the third-party is providing.

Proxy Service Providers
Invesco has retained an independent third-party proxy service provider, Institutional Shareholder Services Inc ("ISS"), to provide administrative proxy support globally, including implementation of Invesco's Global Proxy Voting Policy and internal proxy voting guidelines. Along with ISS, another independent third-party proxy service provider Glass Lewis ("GL") also provides proxy research which is used to support the proxy voting process.

While Invesco may take into account the information provided by the proxy service providers, including recommendations based upon Invesco UK's internal proxy voting guidelines, Invesco UK's investment teams retain full and independent discretion with respect to proxy voting decisions. We monitor and conduct ongoing due diligence of both proxy service providers through periodic reviews and annual due diligence. Invesco UK will engage with both proxy service providers if concerns are identified or if our concerns have not been addressed. The Global Corporate Governance & Advisory team will escalate any issues to the Global IPAC.

Oversight of proxy service providers in 2025
Invesco UK maintains a robust oversight framework to monitor the quality and accuracy of proxy advisory services. A key component of this oversight is the annual due diligence process. As part of this, proxy service providers complete a comprehensive due diligence questionnaire structured around five critical pillars: business information, reputational and legal disputes, regulatory compliance, operational methodologies, and proxy voting services. Following this, Invesco UK conducts in-depth annual due diligence meetings with both ISS and Glass Lewis to review their activities, service levels, and any recent developments.

Throughout the year, Invesco UK continuously monitors and engages with proxy service providers to ensure their services meet our performance and policy standards.

Finally, Invesco UK conducts monthly post-vote analyses on a randomly sampled subset of voted meetings to verify that vote recommendations were applied in accordance with our Global Proxy Voting Policy. Any inaccuracies identified during this review trigger immediate engagement with ISS to ensure timely resolution.

Invesco

Find out more

To find out more about Invesco's approach to investment stewardship, please visit: inveso.com/corporate/our-capabilities/investment stewardship

Important information

Views and opinions are based on current market conditions and are subject to change. All information as at 31 December 2025 sourced from Invesco unless otherwise stated.

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