

Stewardship Report 2025



Our commitment



Jenny Johnson
President & CEO

Since our origins in 1947, Franklin Templeton has maintained a singular mission: to help our clients — ranging from individual investors and financial professionals to families and institutions — achieve their most important financial milestones. As an active manager, stewardship plays an important role in the management of the assets entrusted to our care. Engagement on issues that are material to long-term strategy, risk management and investment performance is a cornerstone of the fiduciary duty to our clients.

Our firm offers a diverse range of specialized capabilities across public and private markets — with deep expertise in equities, fixed income, alternatives and multi-asset solutions. Each of our specialist investment managers is empowered to tailor their stewardship, engagement and voting decisions in alignment with their respective investment strategies and clients' mandates.

To support these efforts, in partnership with Franklin Templeton's Global Head of Sustainability, Anne Simpson, our investment teams have access to firmwide resources, including our Stewardship and Sustainability Council, as well as subject-matter experts in data, research and policy from our Investment Sustainability Solutions Team. These shared capabilities are designed to enhance the investment-led decisions of our teams.

In this report, we outline the engagement and stewardship practices of our investment teams over the past year, as part of our enduring commitment to transparency and accountability in how we manage our investment responsibilities on behalf of our clients.

Franklin Templeton's approach to stewardship and sustainability



Anne Simpson
Global Head of Sustainability

As one of the world's largest asset managers, Franklin Templeton's scale and depth of expertise inform our investment teams' approach to stewardship, and allow for engagement with the companies in which we invest in order to drive value creation for the benefit of our clients. As a fiduciary, the duties of prudence, loyalty and care require that we consider a holistic approach to value creation. We ground our approach in economics, recognising that companies deploy financial, human and natural capital in managing both risk and opportunity.

Our client-centric approaches to stewardship and sustainability are rooted in the following principles:

- **Accountability:** To ensure transparency across our stewardship and sustainability practices as part of our accountability to clients and regulators.
- **Integration:** To support consideration of financially material factors which are integral to the investment process by embedding stewardship and sustainability resources across our investment teams.
- **Scale:** To leverage the advantages of the firm's position as a leading global manager of public and private assets through our Stewardship & Sustainability Council, a platform for the sharing of best practices around stewardship and sustainability resources, and through central resources.
- **Governance:** To bring effective oversight and coordination across the company and our investment teams through the Sustainable Investment Governance Committee and Global Public Policy Council.

This philosophy is reflected in Franklin Templeton's *Stewardship Principles*, which provide an overview of the general approaches to stewardship, engagement and voting that can commonly be seen across our investment teams, subject always to their respective investment philosophies and the terms of their clients' mandates.

We welcome the opportunity with this report to offer insights on our principles-based approach to stewardship.



About Franklin Templeton

We are one of the world’s largest independent investment managers with approximately US\$1.6 trillion in assets under management.¹ The company employs nearly 10,000 employees (including more than 1,600 investment professionals).

We drive client success through an unwavering focus on investment excellence delivered on a robust global platform. This is backed by investments in cutting edge technology and product innovation. In this way, our clients receive a consistent, coordinated experience and are empowered with an extensive range of specialized capabilities, all delivered through one trusted global partner.

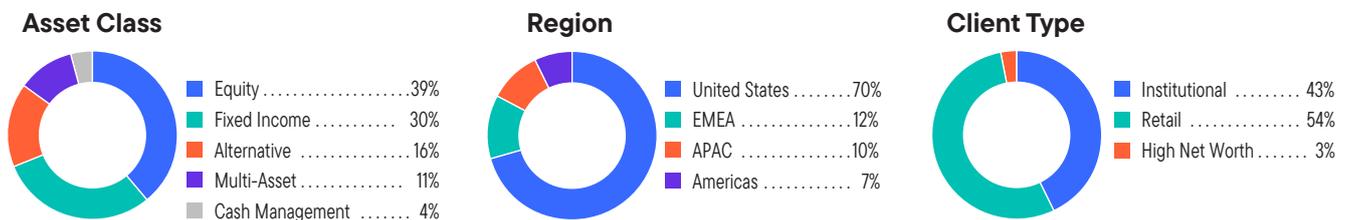
We’ve broadened our capabilities by attracting leading investment managers to our firm. Over the past five years, we have significantly expanded our investment capabilities and distribution reach across public and private markets. Today, we bring together multiple investment managers with specialized capabilities and differentiated strategies in equity, fixed income, multi-asset and alternatives.

We nurture and protect the investment independence of these managers while providing them access to capital, technology, risk management and sustainability resources. Alongside our investment offerings, we equip our clients with the tools, services and knowledge necessary to actively plan for a better future.

With a 75+ year tradition of closely held family ownership, we continuously focus on stability, innovation and long-term value creation. Above all else, we always stay true to our commitment to create better financial futures together. We believe that the broad range of investment strategies that differentiate our investment teams gives us an unparalleled ability to build the best outcomes for our clients.

We have detailed the investment management teams which are covered by the central Franklin Templeton policy framework on stewardship. Some investment management groups are outside the scope of this report, either because they are separate signatories to the UK Stewardship Code or because they have their own independent stewardship policy framework.

Breakdown of AUM across Franklin Templeton



Source: Franklin Templeton, as of 31 December 2024.

Investment Teams in Scope of this Report

(54% of Total AUM)

Franklin Templeton:²

Benefit Street Partners
Fiduciary Trust International
Franklin Equity Group
Franklin ETF and Index Investments
Franklin Income Investors
Franklin Mutual Series
Franklin Templeton Fixed Income
Franklin Templeton Investment Solutions
O’Shaughnessy Asset Management (OSAM)
Templeton Global Investments
Templeton Global Macro

Investment Teams out of Scope of this Report

(46% of Total AUM)

Alcentra ³
Brandywine Global ³
Clarion Partners
ClearBridge Investments
Lexington Partners
Martin Currie ³
Putnam Investments
Royce Investment Partners
Western Asset ³

1. Total AUM is as of 31 December 2024.

2. Throughout this report, such as in our case studies, we refer to certain investment teams that are covered by the central Franklin Templeton policy framework on stewardship: Benefit Street Partners, Fiduciary Trust High Net Worth, Franklin Equity Group, Franklin ETF and Index Investments, Franklin Income Investors, Franklin Mutual Series, Franklin Templeton Emerging Markets Equity, Franklin Templeton Fixed Income, Franklin Templeton Investment Solutions, K2 Advisors, O’Shaughnessy Asset Management (OSAM), Templeton Global Equity Group, Putnam Investments, and Templeton Global Macro.

3. Independent Signatory of the UK Stewardship Code. Reports also available on the FRC’s website at <https://www.frc.org.uk/library/standards-codes-policy/stewardship/uk-stewardship-code-signatories/>.

We offer a full range of investment strategies across asset classes and geographies

Our investment capabilities and asset mix

Our Investment Capabilities

Equity	\$620bn	Fixed Income	\$470bn
Emerging/Frontier		Loans	
Global		Credit	
Preferred/Convertibles		Emerging Markets	
Sector		Government	
Shariah		Green/Social Bonds	
Single Country Equity		Multi-Sector	
Thematic		Securitised	
US Equity		Sukuk	

Alternatives	\$249bn	Multi-Asset	\$174bn
Alternative Credit		Balanced	
Digital Assets		Income	
Hedged Strategies		Managed Volatility	
Private Equity		Model Portfolios	
Real Estate		Target Date	
Secondaries		Target Risk	
Venture Capital		Target Volatility	

Our Investment Managers	Asset Classes
Franklin Templeton (1947)	● ● ● ●
Alcentra (2002)	●
Benefit Street Partners (2008)	●
Brandywine Global (1986)	● ●
Clarion Partners (1982)	●
ClearBridge Investments (2005)	●
Lexington Partners (1994)	●
Martin Currie (1881)	●
Putnam Investments (1937)	●
Royce Investment Partners (1972)	●
Western Asset (1971)	●

Complemented by innovations in

Sustainable and Impact investing, Smart Beta, Custom Indexing, Frontier Risk Alternatives and others.

* As of 31 December 2024. Total AUM of \$1.6tn includes \$63bn in cash management not represented here.

Overview

This document provides an overview of how our sustainable investment strategy relates to our

- Purpose and governance
- Investment approach
- Engagement
- Exercise of our rights and responsibilities

Key highlights

85%

support level for management proposals



74%

support level for shareholder proposals



162

priority proposals flagged by central stewardship experts



39%

recorded stewardship engagements on environmental or social issues



996

different issuers engaged



10,376

total number of Annual General Meetings



98,241

items voted on



1,646

independent engagements on sustainability topics



52,521

sustainability related client communications



Purpose and Governance

Purpose

Franklin Templeton's core purpose is centred on helping our clients reach their financial goals. We have a fiduciary duty to our clients to select and manage assets with prudence, loyalty, and care.

Franklin Templeton brings together multiple investment managers with specialized capabilities and differentiated strategies in equity, fixed income, multi-asset and alternatives. Our investment teams are organized into distinct units known as "Specialist Investment Managers" (SIMs), each with their own brand and investment specialty. Each of our specialist investment managers is empowered to exercise discretion over stewardship, engagement and voting decisions. This approach ensures that our investment processes are aligned with the needs of our clients.

Our specialist investment managers evaluate many drivers of investment return in helping our clients meet their goals. This approach considers the financially material risks and opportunities that can impact the value of our clients' portfolios.

As a firm, we consider stewardship, engagement and voting as integral to the exercise of our fiduciary duty to our clients. Stewardship involves the responsible management of the assets entrusted to our care and includes both engagement with companies and issuers of the securities in which we invest on matters that are material to strategy and performance, as well as the responsible discharge of voting rights.

We believe that good stewardship includes engaging with policymakers and market regulators on themes of financial market stability and sustainable economic growth.

In 2022, we developed a sustainable investment strategy which rested on four elements: governance, beliefs, investment services and market influence. Throughout 2023 and 2024, our approach evolved to reflect continuous work to deepen our understanding of how we can best support our investment teams and serve our clients' needs in regard to stewardship and consideration of sustainability factors. The result is our principles-based and client-centric approach to sustainability.

Principles-based approaches to sustainability and stewardship

Sustainability considerations have grown in importance across increasingly complex global markets. Evolution in regulations and accounting standards have highlighted the necessity for sound governance practices and underscored the merits of transparency around how material risks and opportunities are considered and addressed.

As a global investment manager with a rich history of over 75 years as a fiduciary, Franklin Templeton is committed to strengthening our capabilities supporting the consideration of material sustainability related risks and opportunities across our platforms.

Our client-centric approach to sustainability is aligned with our fiduciary duty and rooted in the following core principles:

- **Accountability:** To hold others accountable, we must also hold ourselves accountable for good stewardship and sustainability practices.
- **Integration:** Sustainability considerations and stewardship focused on financially material factors are integral to the investment process. We have embedded sustainability resources across our investment teams.
- **Scale:** Our investment teams benefit from leveraging our scale through access to sustainability resources and participating in internal forums for collaboration.
- **Governance:** Strong oversight and governance across the company and the investment organization are imperative.

Through these **core principles, we ensure that we have the capabilities for varied client needs.**

To read more about how we have integrated these core principles, see [Principle 7](#).

Governance

We have established three governance bodies over stewardship and sustainable investing activities: the Stewardship and Sustainability Council, the Sustainable Investment Governance Committee, and the Global Public Policy Council. These bodies are composed of leaders and senior stakeholders from across the company, and serve as platforms for exchanges of thought leadership and best practices across and among our investment teams.

Sustainability governance/operational structure

Board of Directors committees

Corporate Governance Committee

The Corporate Governance Committee oversees Franklin Templeton’s corporate social responsibility (“CSR”) and sustainability initiatives (“SI”).

Audit Committees

The Audit Committee has oversight of the firm’s risk management program, including the risks to achieving the firm’s CSR and SI strategy and objectives.

Examples of work:

Quarterly updates on sustainability strategy and related activities across Franklin Templeton.

Group-wide executive committees

Sustainable Investment Governance Committee

Oversees and approves our sustainability related activities and disclosures.

Global Public Policy Council

Sets the firm’s top policy priorities and articulates key messaging to legislators, policymakers and regulators.

Stewardship & Sustainability Council

Forum for sharing of best practices related to sustainable investing, leveraging distinct approaches varied by asset class, sub-asset class, regional focus or client mandate.

Examples of Work:

Oversight and consideration of Franklin Templeton’s participation in sustainability related activities (e.g., COP29, OMFIF partnership); approval of signatory and other public statements.

Monitoring of and advocacy on regulatory and legislative proposals with potential impact to Franklin Templeton, its clients and their portfolios.

Discussion of market themes in sustainability, evolving regulations and review of evolving client landscape and client questions.

Thematic and asset class specific ad hoc working groups focused on areas of opportunity.

Teach-ins on topics such as biodiversity impact assessment or approach to data sourcing for reporting requirements.

Integration and scale

Our approach to stewardship and sustainability starts with our investment teams. Stewardship and sustainability capabilities are embedded into our SIMs through training of investment analysts and the inclusion of dedicated expertise where needed.

The **Investment Sustainability Solutions team** and its stewardship experts support our investment teams with proxy voting, engagement resources, data and analytical tools and training. Our proxy voting model puts the discretion of each investment team first, offering flexibility to allow voting to be a fully integrated tool within the investment process of each team.

Market presence

Our engagement activities also extend to active participation with public bodies and industry associations that play an important role in an efficient marketplace. We continually review the partnerships and memberships with which we are involved to keep abreast of developments on key sustainability topics. This area is important to our overall strategy, as engaging system level agents such as regulators, industry associations, standard setters and other policymakers is an effective way to promote a well-functioning system that protects our clients’ interests and supports long-term economic growth.

Culture

Our core values



Putting clients first

We strive to know and meet our clients' needs, and we fully accept our fiduciary responsibility to protect shareholders' interests.



Achieving quality results

We value professional excellence and expertise and we work together to produce consistent, competitive *results* for our clients.



Building relationships

We create valuable connections between our clients, our portfolio managers, business leaders and economic experts. These ultimately make us more responsible stewards of capital.



Working with integrity

We speak and act in an honest manner. We believe in being accountable for the impact we have on others.

Putting clients first: Our approach to stewardship ensures that we meet our clients' needs. Embracing our role as a fiduciary, each of our investment managers has discretion to engage and vote independently, supported by central, dedicated resources. Franklin Templeton brings together a wide range of investment brands and teams to provide our clients with deep expertise within and across asset classes, investment styles and geographies. Our unique business model combines the benefits of global strength and specialized investment teams with differentiated investment philosophies and independent decision-making.

Achieving quality results: Our governance structures and groups, such as the Stewardship and Sustainability Council, provide forums for learning and development. Against the complex and volatile market backdrop, our investment teams have remained true to their distinct disciplines and time-tested approaches. Investment performance continues to be strong and resulted in 56%, 47%, 55% and 64% of our strategy composite AUM outperforming their respective benchmarks on a one-, three-, five- and 10-year basis.

Building relationships: We continue to diversify our company to meet our clients' needs and preferences in pursuit of their financial goals. That includes progress executing on our long-term plan of further diversifying our business across asset classes, vehicles and geographies—as well as increasing interconnectivity within our growing

firm. From our expansion into alternative assets to solutions in the insurance and retirement channels and from private wealth management to customization and personalization to innovative technology-based solutions, we offer comprehensive investment capabilities across public and private markets to clients around the world.

Working with integrity: Central to our fiduciary duty—which obliges us to act with prudence, loyalty and care—is integrity. Our governance structures empower investment independence and discretion and ensure accountability, and our sustainability approach ensures collaboration and best practices, and helps to embed integrity into our day-to-day work.

Committed to corporate social responsibility

Corporate social responsibility (CSR) is a key component of our effort to deliver better outcomes for our stakeholders and is embedded in our corporate values. Over the past several years, we have developed a robust CSR framework which is reflected through initiatives, policies, reporting and more. In recognition of our CSR effort, we're pleased that Franklin Templeton was named as one of the "Top 100 US Sustainable Companies" by *Barron's*, which evaluates the 1,000 largest US companies by market capitalization, for both 2023¹ and 2024.²

1. [The 100 Most ESG Companies | Barron's Ranking - Barron's \(barrons.com\) 2023](#)

2. [The 100 Most ESG Companies | Barron's Ranking - Barron's \(barrons.com\) 2024](#)

Investment Approach

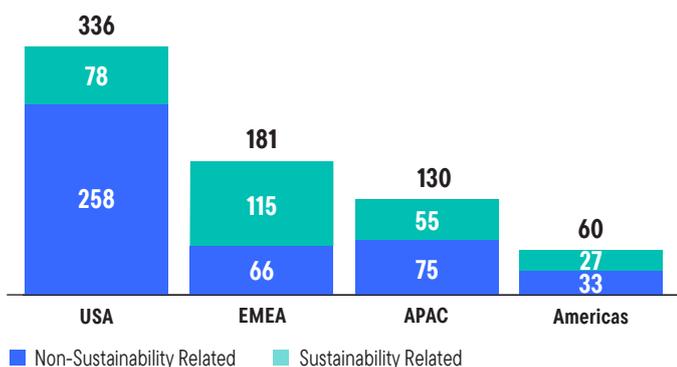
Raising the bar—greater client demand for sustainability

Sustainable investing continues to be an increasing area of focus for the asset management industry. Two main factors have driven this evolution: regulation and client demand.

We have seen a marked increase in clients demanding greater focus on some element of sustainable investment. For the 12 months ending 2024, over a third (39%) of all requests for proposals (RFPs) and requests for information (RFIs) were sustainability related. Similarly to last year, interest was greatest in Europe, the Middle East and Africa (the EMEA region), where 64% of client queries related to sustainability, followed by the Americas (ex-US) with 45%. In the US, we saw an increase in sustainability related RFPs and RFIs from 9% in 2023 to 23% in 2024.

RFI and RFPs in 2024

Net of Cases



Against this backdrop, the European Union’s Sustainable Finance Action Plan (SFAP) and related regulatory frameworks continued to drive progress on our reporting capabilities to regulators and our communications with clients.

Client demand for sustainability is becoming ever more sophisticated and we are noticing demands across the board for different ‘flavours’ of sustainability in the investment strategies provided by Franklin Templeton.

Key themes in 2024 included four areas in particular:

- **Exclusions:** Clients have initiated more discussions around particular asset types or industries that they believe are unsustainable in the long term.
- **Impact:** Clients are interested in investment that has a positive outcome—as well as a financial return.
- **Transition/improvers:** Clients are interested in opportunities for engagement to drive transition to more sustainable practices or improving governance.
- **Engagement:** While this has been a regular topic for institutional clients, we are seeing more retail clients taking an interest in how we engage with issuers and on what subjects.

Our conversations with clients

Communication is critical to our stewardship efforts. The two main ways of communicating with clients are review meetings and reporting. Certain clients have expressed increased interest in more detailed sustainability related reporting.

We aim to establish regular dialogue with institutional portfolio clients from the pre-sale stage through the onboarding process and into the ongoing portfolio management. With the increased demand for sustainability linked strategies, many clients are looking for greater levels of detail in the reports they receive. For us, client reports are a natural extension of our communications regarding stewardship. We produce annual stewardship reports that contain information on environmental, social and governance exposures and how we are managing clients’ portfolios to mitigate these risks.

Review

We hold formal reviews and ad hoc meetings with clients to better understand their needs and exchange views.

These help us build a detailed picture of goals and approaches to stewardship, with important information fed back to our investment teams.

Reporting

Reporting is a vital tool for us to update clients on investment performance and important developments with implications for their capital, as well as to provide greater insight into how their assets are managed. In 2024, we sent out 23,879 reports in total; 46% in APAC, 28% in EMEA and 26% in US regions.

Investment services—building our data potential

Building on our work in 2021, where we moved to provide firm-wide access to climate data, we conducted research in 2023 which enabled a deeper and more qualitative view to emerge on how best to source climate data to meet our investment teams’ needs. This work continued in 2024 with our partnership with Nature Alpha, a specialist climate and biodiversity data provider, along with deepened relationships with MSCI and Sustainalytics that leverage the maturity of their data. These efforts are evidence of the evolution and improvement of our data sourcing and integration.

In light of the growing awareness of the impact and dependencies our investments may have on nature, we have seen increasing demand for robust solutions to assess biodiversity-related risks, impacts, dependencies, and opportunities. In 2024, the SSC’s Biodiversity Assessment Working Group undertook a comprehensive evaluation of biodiversity data vendors, and Group members are now focused on applying the acquired data effectively based on each member’s specific requirements and investment approaches. The ISST has also engaged the Melbourne Biodiversity Institute to review and assess the biodiversity impact data landscape for financial institutions. Additionally, the ISST continues to explore additional data sources including open-source and geospatial data.

Engagement

Across multiple asset classes, engagement is one of the most impactful levers of change for investors, allowing for focused discussions on a range of issues that can impact the long-term returns on our investments. This is particularly prominent in public markets, where engagement is the main lever of change that influences real world outcomes.³

As a large, predominantly active institutional investor, our engagement style reflects how we can most effectively use these credentials. By virtue of our scale and exposure across asset classes, we have strong corporate access and often long-term relationships between fundamental analysts and company boards and management. This means our engagement is most effective when it is collaborative with company management.

When seeking to maintain or enhance the value of assets, our engagement approach holistically targets all drivers of investment return. This includes addressing risks to an individual issuer’s business model, as well as risks that may impact the value of the portfolio. When balancing these two engagement priorities, we do so in a manner that is proportionate to their role in portfolio return. Our engagement approach encourages companies to maximize their individual value and prosperity, whilst being disciplined in their impacts on financial, natural and human capital.

Engagement serves two primary purposes. We use engagement to support the building of our investment thesis, as the information obtained helps our investment case become more granular and nuanced, supporting an active approach. We also use engagement to effect change where it supports enhanced investment returns for our clients.

How we engage

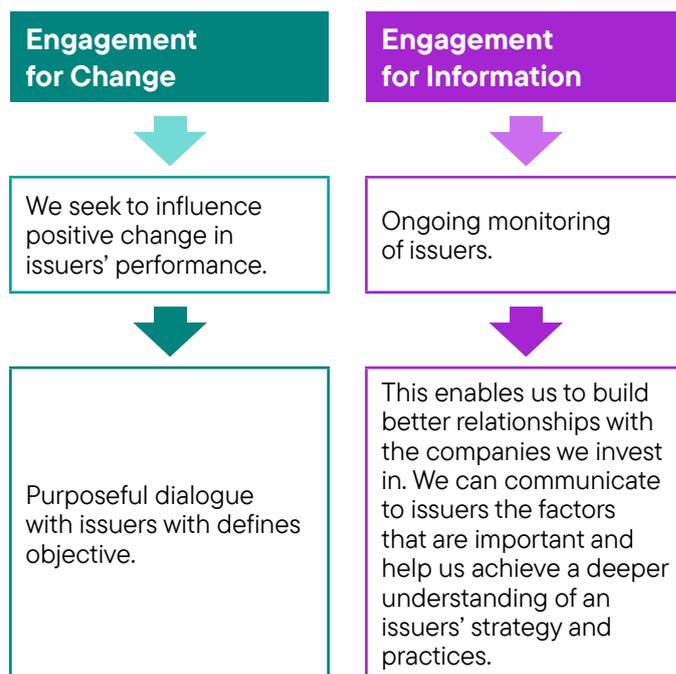
When seeking to protect the value of our clients’ assets, engagements are tracked under three categories.

- **Direct engagement:** This relates to engagement directly with the issuer of securities that we hold. This may be proactive or reactive to an issue, or routine engagement around earnings or company meetings.
- **Collaborative engagement:** These engagements may occur between investment teams internally or with external investors. This is tracked separately to direct engagement, as these engagements usually cover dedicated thematic issues and are subject to dedicated review. In all of these engagements our investment team acts independently in all respects to represent the best interests of our clients.

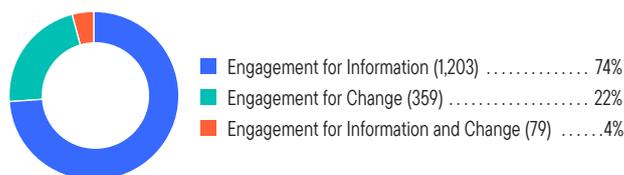
3. <https://www.smithschool.ox.ac.uk/sites/default/files/2022-04/Sustainable-Finance-and-Transmission-Mechanisms-to-the-Real-Economy.pdf>

- **Market engagement:** This type relates to engagement on market-wide issues via trade associations, NGOs, research groups, proxy advisers, regulators and standard setters.

Although some classifications will differ between investment teams, we further break down engagement into two broad categories—**engagement for change** and **engagement for information**.



Engagement Purpose



Note in some cases engagements may be recorded as both for change and information.

Classification of progress

In progress. Once an engagement has begun, it is first categorized as 'in progress.' It will remain in this state for most of its duration, until it either reaches conclusion or an escalation. To commence an engagement, we typically will use a combination of written communication, in person or virtual meetings or visits to operations. Generally speaking, we begin most engagements by seeking information, and will subsequently determine whether we feel this is sufficient to meet our objectives or needs to evolve into an engagement for change.

Outcome achieved. In most cases, the end result is that the issue engaged on is resolved. Either that means we have received the information we seek from the issuer, or they have committed to consider our feedback and take action to address the issues we have raised. Even where an issue is resolved and outcome achieved, we continue to monitor progress with the company.

Outcome not achieved. Not all engagements have a 'successful' outcome. Where an issue remains unresolved, analysts may seek to engage in a different manner. This can include voting action or adjusting our investment thesis. We also mark the engagement as closed when the reasons for engagement are no longer applicable (for example, when we have divested from the company).

Engagement in action. We have highlighted on the following pages select engagements in the contexts of fixed income, global equities, emerging markets equities and sovereign debt. We have chosen to keep private the names of some of our engagements to enable us to continue with work that may sometimes be of a sensitive nature.

Approaches to engagement

The nature of engagement varies depending on the asset class and whether we hold investments directly or indirectly. To add value for our clients, the stewardship approach must be the right fit for the specific client. We have summarized some asset class considerations below:

Private markets

Engagement can be more challenging in the private markets context, as compared with public markets, given transparency and informational issues. Our investment teams benefit from our scale and tenure which provide access to company management teams, sponsors and other key stakeholders.

Sovereign and supranational debt

Governance is a central theme in our research, with consideration given to governments' priorities, policies, regulations and ability to enforce regulations. Our investment teams visit regions to meet with central bank officials, government policymakers and local business leaders to assess fundamental economic conditions, gather information on tax revenue sources and trade data, and evaluate fiscal assumptions in budget planning.

Fund of funds

We may engage with managers of the underlying funds through which we invest, using our influence to promote our stewardship methodologies, philosophies and approach to risk integration. Stewardship is an important component of our investment research and ongoing due diligence in fund selection, and we endeavor to partner with managers to ensure transparency and alignment in approach.

Quantitative and passive funds

Stewardship opportunities are more limited with rules-based strategies (for example, adhering to a specific index or using quantitative models). However, we aim to vote 100% of votable securities in these strategies. The nature of the investment process and the quantity and duration of holdings within a strategy will determine if active engagement is in our clients' interests. We also recognize that these strategies typically have a very large number of holdings which may require a focused engagement approach, where applicable.

Real estate

Sustainability risks and opportunities can often be financially material factors in assessing the return potential on a real estate investment, and so will commonly be part of our investment research and dialogue with operations management.

Exercising rights and responsibilities

Voting as a client asset

Proxy voting is an underlying mechanism with the power to drive impact when it comes to our stewardship activities. The voting rights attached to investments are client assets and the formal legal right through which corporate issuers are accountable to their shareholders. Through exercising our rights and responsibilities, we demonstrate clear intentions to issuers and hold them to account, protecting our clients' interests. These actions include the production of research and provision of administrative services in support of the voting of proxies.

Vote decision-making

We recognize that the circumstances under which companies operate vary considerably and, as such, we consider the specific circumstances of each company and relevant market regulations when assessing how to approach the voting of proxies.

We may also consider, where relevant, information that involves residual impacts on investors that are inconsequential to investment returns but are of importance to clients' preferences.



When evaluating resolutions, four factors stand out:

Quality:

Whether the proposal is well written, with the proponent taking an appropriate analysis of the individual company and issue at hand. This includes assessment of whether the proponent has an investment interest at heart.

Outcome:

Whether the proposal is likely to contribute to a real-world outcome that will benefit Franklin Templeton's clients.

Specificity:

Whether the proposal is the right balance of specificity without being prescriptive.

Opportunity:

Whether the proposal has been filed at the right time and is relevant to market events.

Proxy voting policies

Our investment teams' proxy voting policies serve as guidelines for proxy voting decisions and detail the process by which decisions are made. All proxies received by the Proxy Group are voted based upon instructions received from investment teams, which are consistent with their fiduciary duty to clients and subject to their respective investment approach and client mandates.

The Proxy Voting policies for individual investment teams are developed and overseen by the portfolio managers and CIO within each investment team with advice from the Legal department. For clients in separate accounts, we may implement direct voting or custom policies at the clients' request.

Our *Proxy Voting Policies and Procedures* are available on our website and are updated and approved on an annual basis. Policies are organized by investment team and referenced in regional entity policies where appropriate to meet local regulatory requirements. Voting records are available on the same page, and regional voting disclosure reports are available on respective regional websites. Additionally, we can provide clients with summary information on the exercise of voting rights tailored to their areas of interest.

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