2024 Aggregate Share-Based Compensation



2024 AGGREGATE SHARE-BASED COMPENSATION

Table of Contents

Introduction	1
Executive Summary	2
Annual Fair Value Transfer (Grant Date Fair Value as % Market Capitalization at Grant)	3
Overhang	4
Allocation of Long-Term Incentives	4
Share Requests	5
Overview and Methodology	6
Research Sample	6
Annual Share Usage	7
Fair Value Transfer (FVT)	8
Overhang	9
Top 5 Officer Allocation	10
Summary Exhibits	11
Detailed Exhibits	13
Prevalence of Share Requests	22
Size of Share Requests	23
Research Company List	24
FW Cook Company Profile	27



INTRODUCTION

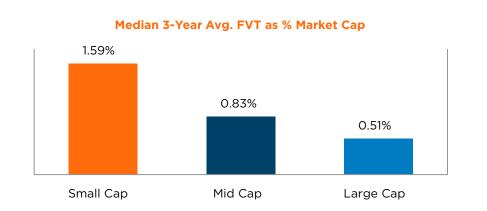
Fair Value Transfer (FVT)

Best measure of a company's aggregate annual long-term incentive grant levels because it adjusts for differences in cost

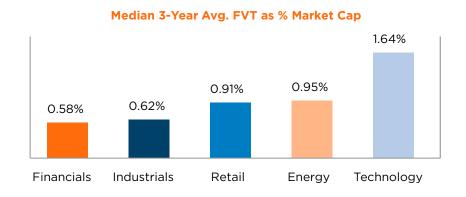
Grant Date Fair Value of All Long-Term Incentive Awards Made During Year

Company Market Capitalization at Grant

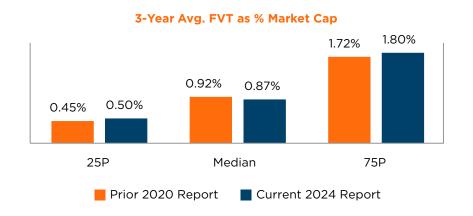
FVT is inversely proportional to company size...



FVT varies by industry...



FVT has been relatively stable over last three years...





We are pleased to present our fifth study of aggregate share-based compensation. Our research focused on 300 companies spread across five industry groups and divided equally among small-, mid- and large-cap segments. This report covers the three-year period from 2021 to 2023, and includes the following:

- · Company-wide annual grant rates, measured based on annual share usage and fair value transfer.
 - Annual share usage is the number of shares granted during a given year as a percentage of weighted average basic common shares outstanding.
 - Fair value transfer is the aggregate grant date fair value of all long-term incentive awards granted during a given year as a percentage of company market capitalization value at grant and as a percent of revenue.
- Overhang, measured based on potential share dilution as well as the fair value of outstanding grants.
- Frequency and prevalence of long-term incentive plan share requests.
- Allocation of long-term incentive pools to the CEO and other proxy officers ("Top 5").

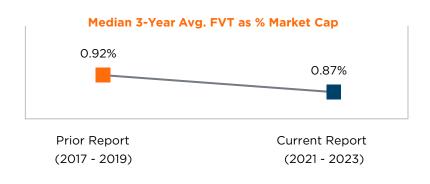
Analyzing FVT in relation to company market capitalization and revenue helps organizations evaluate the financial impact of their share-based compensation plans. With this data, companies can make informed decisions about structuring equity-based incentives that attract and retain top talent, while effectively managing shareholder dilution and fostering long-term financial stability. Additionally, proxy advisory firms evaluate a company's historical grant practices and overhang levels when assessing whether to recommend shareholder approval for new share pool requests.

The key findings of our 2024 aggregate share-based compensation study are shown on the following pages.



Annual Fair Value Transfer (Grant Date Fair Value as % Market Capitalization at Grant)

Annual FVT rates as a
 percentage of market
 capitalization were slightly
 lower compared to our prior
 2020 study, with the median
 3-year average annual rate
 decreasing from 0.92% in the
 prior study to 0.87% in the
 current study.



 Median FVT rates increased slightly for 2022 and 2023 compared to 2021.



- For 2022, median annual FVT grant values increased at a higher rate than median market capitalization, which contributed to the increase in FVT as a % of market cap.
- For 2023, FVT grant value and market capitalization declined slightly compared to 2022, resulting in FVT as a % of market capitalization remaining relatively consistent.

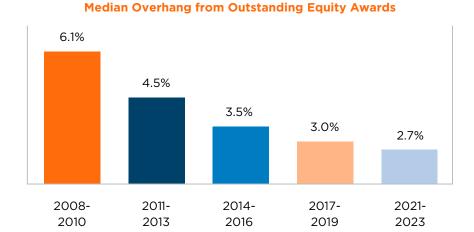






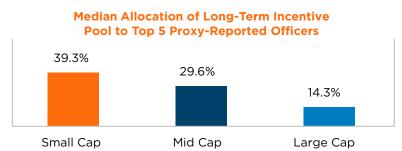
Overhang

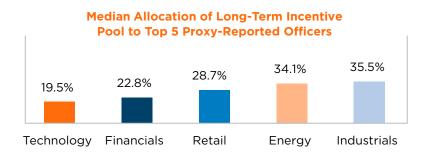
- Potential dilution from outstanding equity awards has trended downward over the last three years, falling from 3.0% at the median in the prior study to 2.7% in the current study.
- Continues a trend observed over the previous four studies.
- Driven by companies granting
 a greater proportion of equity
 awards in the form of restricted
 and performance shares, which
 generally use fewer shares than
 stock options for equivalent
 grant value and remain
 outstanding for far shorter
 periods of time.



Allocation of Long-Term Incentives

- Allocation of long-term incentive pools to the Top 5 proxy-reported officers (including CEO) is closely linked to company size, as small-cap companies grant a significantly higher percentage of the overall pool to their top officers companies, who generally have more long-term incentive participants.
- Technology companies
 continue to have the lowest
 concentration of awards granted
 to the Top 5 proxy-reported
 officers (including CEO),
 reflecting traditionally broad based equity participation in
 this industry.



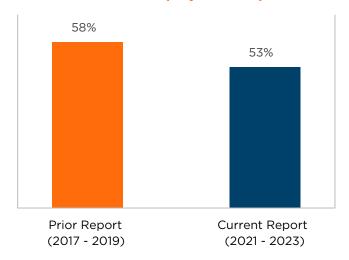




Share Requests

- Over the last three years, 53% of our sample companies sought shareholder approval of a new share authorization under employee stock plans.
- Compared to the 2020 study, the prevalence of share requests decreased from 58% to 53%, which is aligned with the decrease in FVT over the same period.
- The median size of the requests ranged from 3% to 4% of common shares outstanding, with slight variation based on company size and year of request.

Prevalence of Company Share Requests





Research Sample

This study is based on a sample of 300 U.S. public companies divided equally among small-, mid- and large-cap segments (100 companies in each) and further classified into five industries: energy, financials, industrials, retail, and technology (60 companies in each). Industry classifications are based on Standard & Poor's Global Industry Classification Standard (GICS) Industry Group codes. For a complete list of the companies included in this study, refer to pages 24-26 of this report.

Market capitalization and trailing 12-month revenue as of June 30, 2024 are shown below:

	Trailing 12 25th	-Month Rev	enue (\$M) 75th	Market Capitalization (\$M) 25th 75th				
	Percentile	Median	Percentile	Percentile	Median	Percentile		
Industry								
Energy	\$1,344	\$3,545	\$16,294	\$1,557	\$5,240	\$31,265		
Financials	\$522	\$2,059	\$13,749	\$1,191	\$6,321	\$30,503		
Industrials	\$1,341	\$4,139	\$12,857	\$1,185	\$5,083	\$25,121		
Retail	\$1,923	\$4,614	\$15,457	\$1,165	\$3,759	\$18,261		
Technology	\$649	\$1,384	\$6,301	\$1,541	\$5,349	\$34,039		
Size								
Small Cap (Less than \$2B)	\$426	\$971	\$1,722	\$525	\$834	\$1,455		
Mid Cap (\$2B - \$10B)	\$1,177	\$2,403	\$4,882	\$3,228	\$5,273	\$7,424		
Large Cap (Greater than \$10B)	\$9,914	\$20,585	\$54,965	\$29,101	\$49,194	\$112,373		
All Companies	\$1,050	\$2,942	\$13,749	\$1,381	\$5,273	\$29,101		



Annual Share Usage

- Measures a company's annual share usage rate as a percentage of weighted average basic common shares outstanding (i.e., the "run rate" or "burn rate").
- Unlike other measures such as FVT, does not consider relative differences in cost between stock options and full-value shares such as restricted and performance shares.

		Latest FY						
St	Stock Options							
Α	Number of Options Granted	2,000,000						
Full-Value Awards								
В	Number of Restricted Shares Granted	500,000						
С	Number of Performance Shares Granted	500,000						
D	Total Number of Shares Granted (A + B + C)	3,000,000						
Е	Weighted Average Shares Outstanding	100,000,000						
F	Annual Share Usage (D / E)	3.00%						



Fair Value Transfer (FVT)

• Measures the aggregate pre-tax compensation cost of grants made in each year (the cost of which will likely be spread over multiple years for profit and loss purposes), and divides by weighted-average market cap to make cost proportionate to company size.

Grant Date Fair Value of All Long-Term Incentive Awards Made During Year

Company Market Capitalization

- Unlike traditional share usage, differentiates the cost impact of various grant types (i.e., recognizes that an option has a lower cost than a full-value share).
- Alternatively, can also be expressed as a percentage of revenue instead of market capitalization.

		Latest FY					
Αv	wards Granted						
Α	Options Granted	2,000,000					
В	Weighted Average Exercise Price	\$20.00					
С	Weighted Average Fair Value	\$5.00					
D	Restricted Shares Granted	500,000					
Е	Weighted Average Grant Price / Fair Value	\$20.00					
F	Performance Shares Granted	500,000					
G	Weighted Average Grant Price / Fair Value	\$20.00					
Fair Value							
Н	Options (A * C)	\$10,000,000					
I	Restricted Shares (D * E)	\$10,000,000					
J	Performance Shares (F * G)	\$10,000,000					
K	Cash Based Performance Units	\$0					
L	Total	\$30,000,000					
М	Weighted Average Common Shares Outstanding	100,000,000					
Ν	Weighted Average Share Price at Grant	\$20.00					
0	Weighted Average Market Capitalization (M * N)	\$2,000,000,000					
Р	Revenue	\$1,000,000,000					
Q	FVT as % Market Cap (L / O)	1.50%					
R	FVT as % Revenue (L / P)	3.00%					



Overhang

- · Measures the extent to which shareholders may be diluted by outstanding and future equity awards.
- Can be calculated in three different ways:
 - 1. Percentage of shares already granted and still outstanding and/or unvested as a percentage of fully diluted shares outstanding (i.e., common shares outstanding plus outstanding/unvested grants).
 - 2. Same as (1) above, except adding shares available for future grant to both the numerator and denominator.
 - 3. Value of shares already granted and still outstanding and/or unvested as a percentage of market capitalization, both valued as of fiscal year end.
 - Stock options are valued based on a Black-Scholes model that accounts for changes in the intrinsic value of outstanding options since the date of grant and updates for other key inputs.

1) Overhang From Outstanding Awards

		Shares Out'g at FYE
Α	Options Outstanding	4,000,000
В	Restricted Shares Outstanding	1,000,000
С	Performance Shares Outstanding	1,000,000
D	Total Shares Outstanding (A + B + C)	6,000,000
Е	Common Shares Outstanding	100,000,000
	Overhang - Outstanding Awards (D / (D + E))	5.7%

2) Overhang From Outstanding Awards Plus Available Shares

		Shares Out'g at FYE
Α	Options Outstanding	4,000,000
В	Restricted Shares Outstanding	1,000,000
С	Performance Shares Outstanding	1,000,000
D	Total Shares Outstanding (A + B + C)	6,000,000
Е	Future Shares Available	4,000,000
F	Common Shares Outstanding	100,000,000
	Overhang - Outstanding + Available	
G	Grants Outstanding = D / (D + E + F)	5.5%
н	Future Available = E / (D + E + F)	3.6%
ı	Total = G + H	9.1%



3. Overhang From Outstanding Awards as % of Market Cap

		Latest FY	Value per Share	Total Value
Α	Stock Options Outstanding	4,000,000	\$5.00	\$20,000,000
В	Restricted Shares Outstanding	1,000,000	\$20.00	\$20,000,000
С	Performance Shares Outstanding	1,000,000	\$20.00	\$20,000,000
D	Total Shares Outstanding = (A + B + C)	6,000,000		\$60,000,000
Е	Common Shares Outstanding	100,000,000	\$20.00	\$2,000,000,000
F	Overhang - Value of Outstanding = D / E			3.00%

Top 5 Proxy-Reported Officer Allocation

- Represents the percentage of the total grant value for the year that was allocated to the Top 5 proxy-reported officers (including the CEO).
- Provides perspective on how deep a company grants equity in the organization as well as the distribution of long-term incentives among the eligible population.

		Shares Granted	Fair Value per Share	Total Value
CE	O Grants			
Α	Stock Options Granted	100,000	\$5.00	\$500,000
В	Restricted Shares Granted	50,000	\$20.00	\$1,000,000
С	Performance Shares Granted	50,000	\$20.00	\$1,000,000
D	Total Granted = (A + B + C)	200,000		\$2,500,000
Pro	oxy Officer Grants (Excluding CEO)			
Е	Stock Options Granted	200,000	\$5.00	\$1,000,000
F	Restricted Shares Granted	100,000	\$20.00	\$2,000,000
G	Performance Shares Granted	100,000	\$20.00	\$2,000,000
Н	Total Granted = (E + F + G)	400,000		\$5,000,000
То	tal Company Grants			
-1	Stock Options Granted	1,000,000	\$5.00	\$5,000,000
J	Restricted Shares Granted	500,000	\$20.00	\$10,000,000
K	Performance Shares Granted	500,000	\$20.00	\$10,000,000
L	Total Granted = $(I + J + K)$	2,000,000		\$25,000,000
М	CEO Allocation = D / L			10.0%
N	Top 5 Proxy-Reported Officers Allocation = (D+H) / L			30.0%



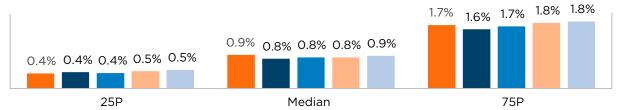
SUMMARY EXHIBITS

The following pages include summary charts presenting data for the full sample.

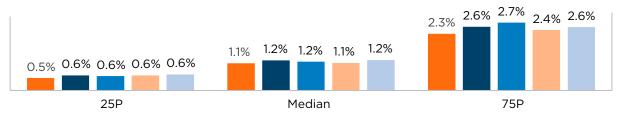
Annual Share Usage



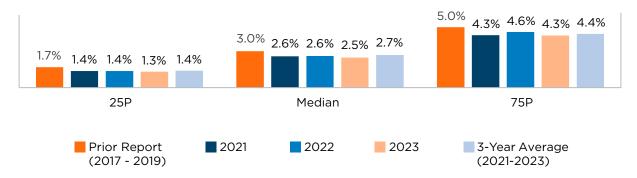
Fair Value Transfer as % Market Cap



Fair Value Transfer as % Revenue



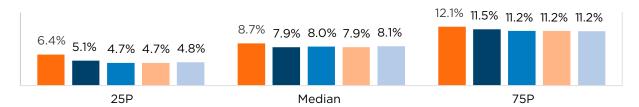
Fully Diluted Overhang - Grants Outstanding



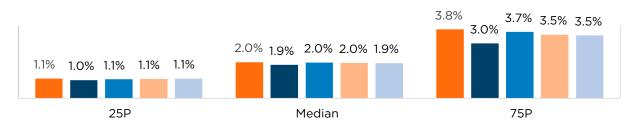


SUMMARY EXHIBITS

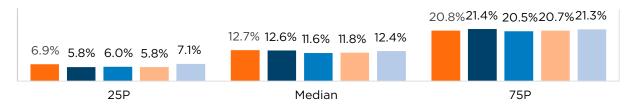
Fully Diluted Overhang - Including Available Shares



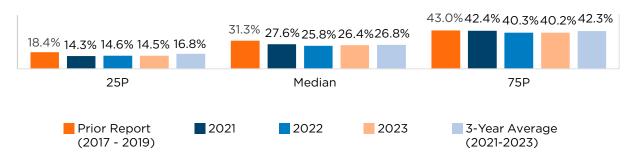
Value of Overhang as % Market Cap - Grants Outstanding



CEO Allocation of Long-Term Incentive Pool



Allocation of Long-Term Incentive Pool to Top 5 Proxy- Reported Officers





Annual Share Usage

						All S	Sizes						
		25P				Median				75P			
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.	
Energy	0.5%	0.3%	0.4%	0.4%	0.8%	0.7%	0.7%	0.9%	1.4%	1.3%	1.2%	1.5%	
Financials	0.4%	0.4%	0.5%	0.5%	0.7%	0.7%	0.7%	0.7%	1.2%	1.2%	1.4%	1.3%	
Industrials	0.4%	0.4%	0.4%	0.5%	0.8%	0.8%	0.8%	0.8%	1.3%	1.1%	1.2%	1.1%	
Retail	0.5%	0.7%	0.6%	0.7%	0.9%	1.1%	1.1%	1.0%	1.3%	1.8%	2.2%	1.9%	
Technology	0.9%	0.9%	0.9%	1.0%	1.6%	2.0%	1.8%	2.0%	2.6%	3.4%	2.9%	2.8%	
All Industries	0.5%	0.5%	0.5%	0.5%	0.9%	0.9%	0.8%	0.9%	1.6%	1.8%	1.8%	1.8%	

		Small Cap											
		25P				Median				75P			
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.	
Energy	0.8%	1.1%	0.9%	1.0%	1.3%	1.6%	1.5%	1.5%	2.1%	1.8%	1.9%	2.3%	
Financials	0.4%	0.5%	0.4%	0.5%	0.9%	1.1%	0.9%	0.9%	2.6%	2.6%	2.8%	3.0%	
Industrials	0.5%	0.6%	0.5%	0.6%	1.3%	1.1%	1.2%	1.3%	1.9%	1.9%	1.8%	1.9%	
Retail	1.2%	1.4%	1.7%	1.5%	1.5%	1.7%	2.4%	2.1%	2.2%	2.6%	3.2%	2.4%	
Technology	1.1%	1.3%	1.2%	1.4%	1.7%	2.7%	2.0%	2.6%	3.0%	4.4%	3.7%	3.9%	
All Industries	0.8%	0.8%	0.8%	0.9%	1.4%	1.6%	1.6%	1.7%	2.4%	2.6%	2.5%	2.5%	

		Mid Cap											
		25P				Median				75P			
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.	
Energy	0.6%	0.4%	0.5%	0.6%	1.0%	0.7%	0.7%	0.9%	1.5%	1.1%	0.9%	1.2%	
Financials	0.4%	0.4%	0.5%	0.4%	0.6%	0.6%	0.7%	0.6%	1.1%	1.0%	1.1%	1.1%	
Industrials	0.7%	0.6%	0.7%	0.7%	1.1%	0.9%	0.8%	0.9%	1.3%	1.1%	1.0%	1.1%	
Retail	0.6%	0.7%	0.8%	0.8%	0.8%	1.0%	1.0%	0.9%	1.1%	1.5%	1.7%	1.4%	
Technology	0.8%	0.7%	0.8%	0.8%	1.6%	1.3%	1.6%	1.6%	2.6%	3.4%	2.8%	2.7%	
All Industries	0.5%	0.6%	0.6%	0.6%	1.0%	0.9%	0.8%	0.9%	1.4%	1.3%	1.5%	1.4%	

						Large	e Cap					
		25P				Med	dian		75P			
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	0.2%	0.2%	0.2%	0.2%	0.5%	0.3%	0.3%	0.4%	0.8%	0.4%	0.4%	0.6%
Financials	0.4%	0.4%	0.5%	0.4%	0.7%	0.7%	0.7%	0.8%	0.9%	1.0%	1.2%	1.0%
Industrials	0.3%	0.2%	0.2%	0.3%	0.4%	0.4%	0.4%	0.4%	0.8%	0.7%	0.7%	0.8%
Retail	0.4%	0.4%	0.4%	0.4%	0.5%	0.6%	0.6%	0.5%	0.6%	0.9%	0.9%	0.9%
Technology	0.9%	0.9%	1.1%	1.0%	1.4%	1.6%	1.9%	1.5%	1.7%	2.4%	2.4%	2.3%
All Industries	0.3%	0.3%	0.3%	0.4%	0.6%	0.6%	0.6%	0.6%	1.0%	1.0%	1.1%	1.0%



Annual FVT as % Market Cap

						All S	Sizes					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	0.5%	0.3%	0.4%	0.5%	1.0%	0.9%	0.8%	0.9%	1.7%	1.5%	1.3%	1.7%
Financials	0.4%	0.4%	0.4%	0.4%	0.6%	0.6%	0.6%	0.6%	0.9%	1.0%	1.2%	1.0%
Industrials	0.3%	0.3%	0.4%	0.4%	0.6%	0.6%	0.7%	0.6%	1.3%	1.1%	1.1%	1.1%
Retail	0.4%	0.5%	0.6%	0.5%	0.7%	0.9%	1.0%	0.9%	1.3%	1.6%	2.2%	1.8%
Technology	0.8%	0.9%	0.8%	0.9%	1.5%	1.5%	1.7%	1.6%	1.9%	2.6%	2.6%	2.5%
All Industries	0.4%	0.4%	0.5%	0.5%	0.8%	0.8%	0.8%	0.9%	1.6%	1.7%	1.8%	1.8%

						Smal	II Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	1.0%	1.2%	1.2%	1.2%	1.6%	1.7%	1.6%	1.9%	2.7%	2.4%	2.0%	2.2%
Financials	0.4%	0.5%	0.4%	0.5%	0.7%	0.7%	0.6%	0.7%	2.2%	2.1%	2.6%	2.6%
Industrials	0.6%	0.7%	0.6%	0.6%	1.2%	1.1%	1.1%	1.2%	1.7%	1.9%	1.9%	1.8%
Retail	1.2%	1.3%	1.7%	1.5%	1.5%	1.7%	2.4%	1.8%	2.0%	2.6%	3.2%	2.4%
Technology	0.8%	0.9%	0.7%	1.0%	1.5%	2.1%	1.7%	1.8%	2.0%	4.3%	2.7%	3.0%
All Industries	0.7%	0.8%	0.7%	0.8%	1.4%	1.5%	1.6%	1.6%	2.1%	2.4%	2.4%	2.3%

						Mid	Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	0.6%	0.6%	0.6%	0.7%	1.1%	0.9%	0.8%	1.0%	1.8%	1.1%	1.0%	1.3%
Financials	0.4%	0.4%	0.5%	0.4%	0.6%	0.6%	0.6%	0.6%	0.8%	0.8%	0.8%	0.8%
Industrials	0.6%	0.5%	0.6%	0.5%	0.8%	0.8%	0.7%	0.8%	1.3%	1.1%	1.1%	1.2%
Retail	0.5%	0.6%	0.6%	0.6%	0.6%	0.8%	0.9%	0.8%	1.0%	1.3%	1.6%	1.3%
Technology	0.8%	0.7%	0.8%	0.8%	1.6%	1.4%	1.7%	1.6%	2.6%	2.2%	2.8%	2.5%
All Industries	0.5%	0.5%	0.6%	0.6%	0.8%	0.8%	0.8%	0.8%	1.4%	1.3%	1.3%	1.4%

						Large	e Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	0.3%	0.2%	0.2%	0.2%	0.5%	0.3%	0.3%	0.3%	0.8%	0.4%	0.5%	0.6%
Financials	0.4%	0.4%	0.4%	0.4%	0.5%	0.5%	0.5%	0.5%	0.8%	0.9%	1.1%	0.9%
Industrials	0.2%	0.2%	0.2%	0.3%	0.3%	0.3%	0.3%	0.4%	0.5%	0.4%	0.5%	0.5%
Retail	0.2%	0.2%	0.2%	0.2%	0.3%	0.4%	0.4%	0.4%	0.5%	0.8%	0.9%	0.7%
Technology	0.9%	0.9%	1.1%	1.0%	1.3%	1.5%	1.8%	1.5%	1.7%	2.4%	2.4%	2.3%
All Industries	0.3%	0.3%	0.3%	0.3%	0.5%	0.5%	0.5%	0.5%	1.0%	0.9%	1.1%	0.9%



Annual FVT as % Revenue

						All S	Sizes					
		25	5P			Med	dian			7:	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	0.6%	0.4%	0.6%	0.6%	1.2%	0.8%	1.0%	1.0%	1.8%	1.4%	1.4%	1.7%
Financials	0.9%	1.1%	1.1%	1.1%	1.6%	1.9%	1.7%	1.8%	2.9%	3.3%	2.7%	3.2%
Industrials	0.4%	0.4%	0.4%	0.4%	0.9%	0.9%	0.8%	0.8%	1.4%	1.5%	1.2%	1.4%
Retail	0.4%	0.5%	0.5%	0.5%	0.7%	0.8%	0.8%	0.8%	1.1%	1.2%	1.1%	1.1%
Technology	1.9%	1.8%	2.1%	2.3%	4.7%	4.2%	5.4%	5.4%	13.9%	13.2%	12.8%	13.9%
All Industries	0.6%	0.6%	0.6%	0.6%	1.2%	1.2%	1.1%	1.2%	2.6%	2.7%	2.4%	2.6%

						Smal	l Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	0.9%	0.8%	0.9%	0.9%	1.4%	1.3%	1.3%	1.5%	2.2%	1.8%	1.5%	2.1%
Financials	1.3%	1.6%	1.2%	1.4%	2.0%	2.5%	1.9%	2.4%	4.1%	4.2%	3.4%	3.7%
Industrials	0.4%	0.4%	0.5%	0.4%	0.8%	1.0%	0.8%	0.8%	1.4%	1.4%	1.1%	1.4%
Retail	0.6%	0.7%	0.5%	0.6%	0.7%	0.8%	0.8%	0.8%	1.1%	1.1%	1.1%	1.1%
Technology	1.5%	1.2%	1.0%	1.2%	2.6%	3.2%	2.5%	2.9%	6.7%	12.2%	8.8%	9.4%
All Industries	0.7%	0.7%	0.6%	0.8%	1.3%	1.3%	1.1%	1.3%	2.7%	2.7%	2.4%	2.7%

						Mid	Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	0.7%	0.4%	0.6%	0.7%	1.2%	0.8%	1.0%	1.1%	1.9%	1.5%	1.6%	1.8%
Financials	1.1%	1.3%	1.4%	1.3%	1.5%	1.7%	1.7%	1.8%	2.5%	2.7%	2.5%	2.3%
Industrials	0.4%	0.4%	0.4%	0.4%	1.3%	1.1%	0.8%	1.1%	1.6%	1.7%	1.2%	1.7%
Retail	0.4%	0.5%	0.4%	0.5%	0.9%	0.9%	0.8%	0.9%	1.3%	1.3%	1.1%	1.2%
Technology	2.4%	1.8%	2.5%	2.4%	5.8%	7.3%	8.0%	6.9%	28.3%	20.8%	15.1%	21.7%
All Industries	0.8%	0.6%	0.7%	0.8%	1.4%	1.4%	1.3%	1.4%	2.6%	2.6%	2.4%	2.4%

						Large	e Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	0.3%	0.2%	0.5%	0.4%	0.8%	0.6%	0.8%	0.8%	1.2%	0.8%	1.0%	1.0%
Financials	0.5%	0.6%	0.6%	0.5%	1.2%	1.9%	1.5%	1.7%	2.3%	3.1%	2.6%	2.6%
Industrials	0.4%	0.4%	0.5%	0.4%	0.7%	0.6%	0.7%	0.7%	1.1%	0.9%	0.9%	1.0%
Retail	0.3%	0.4%	0.4%	0.4%	0.6%	0.6%	0.7%	0.6%	1.0%	0.9%	1.1%	1.0%
Technology	2.5%	3.0%	3.5%	3.6%	5.1%	6.6%	6.4%	5.9%	12.9%	13.5%	11.3%	12.3%
All Industries	0.4%	0.5%	0.5%	0.5%	1.0%	0.9%	0.9%	1.0%	2.3%	2.8%	2.6%	2.6%



Annual Fair Value of LTI Grants (\$M)

						All S	Sizes					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	\$11	\$13	\$17	\$14	\$28	\$40	\$30	\$34	\$87	\$83	\$102	\$95
Financials	\$13	\$17	\$11	\$13	\$38	\$42	\$45	\$44	\$125	\$117	\$122	\$121
Industrials	\$14	\$14	\$14	\$14	\$31	\$30	\$29	\$33	\$80	\$88	\$84	\$97
Retail	\$18	\$20	\$19	\$19	\$35	\$45	\$40	\$40	\$91	\$101	\$103	\$102
Technology	\$23	\$24	\$29	\$27	\$71	\$70	\$78	\$62	\$377	\$410	\$388	\$370
All Industries	\$15	\$17	\$17	\$17	\$36	\$44	\$40	\$41	\$113	\$123	\$119	\$119

						Smal	II Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	\$7	\$9	\$10	\$9	\$11	\$14	\$15	\$14	\$20	\$18	\$19	\$19
Financials	\$3	\$4	\$3	\$3	\$7	\$7	\$6	\$7	\$26	\$24	\$22	\$27
Industrials	\$5	\$6	\$6	\$5	\$11	\$11	\$11	\$12	\$15	\$14	\$14	\$14
Retail	\$12	\$12	\$10	\$13	\$16	\$20	\$18	\$19	\$21	\$26	\$23	\$29
Technology	\$7	\$10	\$8	\$8	\$14	\$18	\$22	\$18	\$32	\$29	\$36	\$30
All Industries	\$6	\$7	\$7	\$7	\$12	\$14	\$12	\$14	\$22	\$23	\$23	\$25

						Mid	Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	\$14	\$12	\$25	\$19	\$25	\$27	\$29	\$29	\$41	\$47	\$46	\$48
Financials	\$17	\$20	\$21	\$19	\$23	\$31	\$35	\$33	\$50	\$52	\$57	\$53
Industrials	\$19	\$23	\$23	\$24	\$29	\$27	\$28	\$28	\$40	\$45	\$38	\$39
Retail	\$21	\$21	\$19	\$22	\$30	\$41	\$37	\$38	\$54	\$71	\$51	\$59
Technology	\$32	\$28	\$32	\$32	\$48	\$62	\$68	\$59	\$171	\$158	\$111	\$151
All Industries	\$19	\$21	\$24	\$22	\$31	\$36	\$35	\$35	\$52	\$69	\$62	\$57

						Large	e Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	\$88	\$78	\$104	\$99	\$153	\$134	\$175	\$147	\$209	\$244	\$245	\$233
Financials	\$102	\$117	\$116	\$115	\$248	\$242	\$238	\$242	\$497	\$603	\$649	\$575
Industrials	\$63	\$78	\$83	\$80	\$102	\$96	\$121	\$105	\$172	\$175	\$190	\$173
Retail	\$88	\$97	\$102	\$97	\$118	\$149	\$155	\$153	\$258	\$312	\$281	\$299
Technology	\$354	\$411	\$385	\$374	\$708	\$867	\$828	\$764	\$1,738	\$2,222	\$2,018	\$2,051
All Industries	\$90	\$96	\$112	\$101	\$179	\$191	\$196	\$187	\$391	\$451	\$480	\$458



Fully-Diluted Overhang - Grants Outstanding

						All S	Sizes					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	1.3%	1.1%	0.9%	1.2%	2.3%	2.1%	1.7%	2.0%	3.7%	3.3%	2.8%	3.3%
Financials	1.1%	1.2%	1.1%	1.1%	2.3%	2.5%	2.5%	2.5%	4.1%	4.2%	4.1%	4.1%
Industrials	1.2%	1.2%	1.2%	1.2%	1.9%	1.9%	2.0%	2.0%	4.1%	4.1%	3.8%	4.1%
Retail	1.5%	1.6%	1.7%	1.7%	3.4%	3.2%	3.3%	3.3%	5.3%	5.2%	4.8%	4.9%
Technology	1.9%	2.0%	2.0%	1.9%	3.2%	3.3%	3.5%	3.2%	6.1%	6.3%	6.5%	6.5%
All Industries	1.4%	1.4%	1.3%	1.4%	2.6%	2.6%	2.5%	2.7%	4.3%	4.6%	4.3%	4.4%

						Smal	l Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	2.0%	2.1%	2.1%	2.0%	2.4%	2.8%	2.8%	2.8%	4.4%	3.5%	3.5%	3.6%
Financials	1.0%	1.1%	1.1%	1.1%	2.7%	3.1%	3.5%	3.1%	6.5%	6.0%	6.4%	6.4%
Industrials	1.3%	1.2%	1.3%	1.2%	2.3%	2.3%	2.5%	2.3%	4.2%	4.4%	4.4%	4.3%
Retail	2.8%	2.9%	3.3%	3.2%	3.7%	4.0%	4.6%	4.7%	5.8%	5.7%	5.8%	5.5%
Technology	2.5%	2.6%	2.6%	2.7%	3.5%	5.0%	5.4%	4.8%	7.1%	7.7%	8.5%	7.4%
All Industries	1.7%	1.7%	1.7%	1.8%	3.3%	3.2%	3.4%	3.3%	5.2%	5.5%	5.7%	5.3%

						Mid	Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	1.8%	1.3%	1.0%	1.4%	2.9%	2.7%	1.8%	2.6%	3.9%	3.4%	2.6%	3.3%
Financials	1.0%	1.0%	1.1%	1.0%	2.0%	1.8%	1.9%	1.9%	4.0%	4.0%	3.7%	3.8%
Industrials	1.5%	1.5%	1.7%	1.6%	2.3%	3.1%	2.2%	2.6%	4.6%	4.3%	3.7%	4.0%
Retail	1.6%	2.0%	1.9%	1.9%	3.8%	3.8%	3.0%	3.9%	5.6%	5.0%	4.2%	4.6%
Technology	1.9%	2.1%	2.0%	2.1%	3.5%	3.3%	3.4%	3.2%	6.6%	6.3%	6.5%	6.5%
All Industries	1.6%	1.5%	1.4%	1.6%	3.0%	2.9%	2.5%	3.0%	4.5%	4.7%	4.1%	4.2%

						Large	e Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	0.9%	0.8%	0.6%	0.8%	1.4%	1.1%	0.9%	1.1%	2.4%	1.4%	1.3%	1.8%
Financials	1.3%	1.2%	1.3%	1.3%	2.4%	2.5%	2.5%	2.5%	3.4%	3.4%	3.3%	3.4%
Industrials	0.7%	0.7%	0.5%	0.6%	1.4%	1.4%	1.5%	1.4%	3.4%	3.5%	2.9%	3.3%
Retail	1.2%	1.3%	1.3%	1.2%	1.9%	1.8%	1.7%	1.8%	3.5%	3.4%	3.5%	3.5%
Technology	1.7%	1.6%	1.9%	1.7%	2.7%	3.1%	3.0%	3.0%	4.4%	4.9%	4.9%	4.8%
All Industries	1.1%	1.1%	0.9%	1.1%	1.8%	1.6%	1.7%	1.7%	3.5%	3.4%	3.3%	3.4%



Fully Diluted Overhang - Outstanding and Available Shares

						All S	Sizes					
		25	5P			Med	dian			7:	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	5.0%	4.4%	4.0%	4.6%	6.4%	5.5%	5.3%	5.7%	9.4%	8.4%	7.9%	8.9%
Financials	4.1%	4.3%	4.0%	4.3%	6.0%	6.4%	6.4%	6.4%	10.1%	10.6%	11.1%	10.4%
Industrials	4.5%	4.5%	4.1%	4.4%	6.2%	7.4%	7.3%	7.3%	10.1%	9.6%	9.5%	9.8%
Retail	7.4%	7.2%	7.0%	7.4%	9.9%	9.9%	10.1%	9.5%	12.9%	12.5%	12.7%	12.2%
Technology	7.2%	7.9%	8.1%	8.0%	9.7%	10.3%	9.7%	10.1%	14.4%	13.9%	14.7%	13.9%
All Industries	5.1%	4.7%	4.7%	4.8%	7.9%	8.0%	7.9%	8.1%	11.5%	11.2%	11.2%	11.2%

						Smal	l Cap					
		25	5P			Med	dian			7:	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	5.5%	5.0%	5.0%	5.2%	7.7%	7.7%	6.8%	7.2%	9.6%	9.3%	8.4%	9.2%
Financials	3.6%	3.3%	3.2%	3.3%	6.8%	6.3%	5.8%	6.1%	16.4%	15.7%	14.7%	15.4%
Industrials	4.4%	4.6%	4.4%	4.4%	6.9%	8.2%	8.2%	8.2%	10.8%	9.8%	11.3%	10.7%
Retail	7.7%	8.8%	9.8%	9.1%	10.3%	10.8%	11.9%	11.1%	13.7%	13.2%	13.1%	12.5%
Technology	7.0%	9.9%	9.0%	8.1%	12.9%	11.3%	11.1%	12.2%	14.8%	16.1%	16.6%	15.9%
All Industries	5.1%	5.1%	5.1%	5.2%	9.3%	9.6%	9.2%	9.2%	13.6%	13.1%	13.0%	13.1%

						Mid	Cap					
		25	5P			Med	dian			7:	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	5.5%	4.6%	4.3%	4.7%	6.7%	5.9%	5.5%	5.7%	10.6%	10.2%	9.4%	10.2%
Financials	3.7%	3.9%	4.0%	4.2%	5.7%	6.4%	5.9%	5.9%	9.3%	8.5%	7.9%	8.4%
Industrials	5.7%	6.4%	6.5%	6.6%	7.3%	8.0%	8.1%	8.1%	10.1%	9.3%	9.3%	9.7%
Retail	8.0%	7.6%	7.5%	8.1%	10.8%	10.2%	10.3%	10.6%	13.8%	12.7%	13.0%	12.9%
Technology	7.1%	7.5%	8.7%	8.2%	11.2%	10.8%	9.7%	10.6%	13.1%	11.5%	14.7%	12.1%
All Industries	5.5%	5.1%	5.2%	5.2%	8.3%	8.2%	8.2%	8.3%	12.1%	11.3%	10.7%	11.3%

						Large	e Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	2.7%	3.3%	3.1%	3.2%	5.3%	4.3%	4.1%	4.5%	8.2%	6.4%	5.7%	6.8%
Financials	5.2%	5.1%	5.2%	5.4%	6.0%	6.5%	7.5%	6.7%	8.2%	8.3%	8.5%	8.3%
Industrials	3.7%	3.2%	3.1%	3.8%	4.8%	4.5%	4.2%	4.4%	9.9%	9.3%	9.1%	9.5%
Retail	5.7%	4.8%	4.3%	5.6%	8.7%	8.4%	7.2%	8.5%	10.9%	11.0%	9.9%	9.7%
Technology	7.2%	7.2%	7.1%	7.1%	8.2%	8.6%	8.7%	8.7%	12.9%	12.6%	12.1%	12.8%
All Industries	4.7%	4.4%	4.1%	4.5%	7.3%	6.7%	6.5%	6.9%	9.5%	9.0%	9.1%	9.0%



Value of Overhang as a Percent of Market Capitalization - Grants Outstanding

						All S	Sizes					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	1.0%	0.9%	0.9%	0.9%	1.8%	1.8%	1.6%	1.8%	2.7%	2.8%	2.6%	2.8%
Financials	1.0%	1.0%	1.0%	1.0%	1.4%	1.3%	1.5%	1.4%	2.5%	2.8%	2.9%	2.7%
Industrials	0.6%	0.6%	0.8%	0.7%	1.2%	1.5%	1.5%	1.5%	2.4%	2.9%	2.6%	2.6%
Retail	0.9%	1.1%	1.3%	1.2%	1.9%	2.0%	2.1%	2.0%	3.4%	3.9%	3.7%	3.7%
Technology	1.8%	2.0%	2.0%	2.0%	2.7%	3.2%	3.5%	3.1%	3.8%	5.0%	5.6%	4.8%
All Industries	1.0%	1.1%	1.1%	1.1%	1.9%	2.0%	2.0%	1.9%	3.0%	3.7%	3.5%	3.5%

						Smal	l Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	2.0%	2.3%	2.1%	2.1%	2.5%	2.6%	2.9%	2.7%	3.9%	3.9%	3.5%	4.0%
Financials	1.1%	1.1%	1.0%	1.1%	1.8%	1.4%	1.6%	1.5%	3.5%	4.1%	5.5%	4.4%
Industrials	0.8%	0.9%	1.3%	0.9%	1.9%	2.2%	2.4%	2.3%	2.7%	3.5%	3.7%	3.4%
Retail	2.5%	2.2%	2.7%	2.7%	3.3%	3.9%	3.9%	3.7%	4.1%	5.1%	6.1%	5.4%
Technology	2.1%	2.8%	2.8%	2.8%	2.6%	3.4%	3.9%	3.7%	3.4%	5.8%	7.7%	5.5%
All Industries	1.8%	1.7%	1.7%	1.8%	2.5%	2.9%	3.2%	2.8%	3.8%	4.5%	4.2%	4.4%

						Mid	Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	1.5%	1.2%	1.0%	1.3%	2.1%	2.1%	1.7%	2.0%	3.6%	3.1%	2.0%	3.1%
Financials	1.0%	1.0%	1.1%	1.1%	1.3%	1.2%	1.3%	1.2%	2.2%	2.9%	2.4%	2.7%
Industrials	1.1%	1.2%	1.1%	1.2%	1.4%	1.8%	1.7%	1.8%	2.4%	3.1%	2.3%	2.6%
Retail	1.1%	1.4%	1.4%	1.4%	1.8%	2.1%	2.0%	1.9%	3.1%	3.0%	3.2%	3.1%
Technology	1.6%	2.2%	1.6%	2.0%	2.8%	3.0%	3.4%	3.0%	3.8%	5.0%	5.1%	4.9%
All Industries	1.1%	1.2%	1.2%	1.2%	1.9%	2.0%	1.9%	1.9%	3.1%	3.4%	3.1%	3.1%

						Large	e Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	0.6%	0.5%	0.5%	0.6%	0.9%	0.7%	0.7%	0.8%	1.5%	1.1%	1.0%	1.1%
Financials	0.8%	0.9%	1.0%	0.9%	1.4%	1.4%	1.6%	1.5%	2.0%	2.0%	2.3%	2.1%
Industrials	0.4%	0.5%	0.4%	0.5%	0.6%	0.7%	0.7%	0.6%	1.2%	1.3%	1.5%	1.3%
Retail	0.6%	0.6%	0.7%	0.7%	0.9%	1.0%	1.1%	1.0%	1.3%	1.7%	1.9%	1.7%
Technology	1.7%	1.7%	2.1%	1.8%	2.6%	2.8%	2.9%	2.8%	3.6%	4.3%	4.3%	4.2%
All Industries	0.6%	0.7%	0.6%	0.7%	1.2%	1.1%	1.1%	1.2%	1.9%	2.2%	2.2%	2.1%



CEO Allocation - Percent of Total Value Pool

						All S	Sizes					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	9.5%	9.4%	7.2%	9.3%	15.9%	17.5%	12.5%	14.9%	24.6%	22.5%	22.7%	24.5%
Financials	4.5%	4.7%	4.2%	4.4%	9.2%	8.7%	8.7%	9.3%	15.3%	15.0%	17.5%	15.4%
Industrials	9.9%	7.7%	8.0%	9.3%	15.4%	15.0%	15.2%	17.2%	24.0%	22.9%	22.6%	23.7%
Retail	8.0%	7.1%	6.7%	8.0%	14.3%	12.4%	13.8%	13.6%	22.8%	20.3%	21.2%	22.5%
Technology	3.6%	3.2%	3.0%	4.0%	5.6%	7.8%	8.4%	8.7%	18.1%	14.2%	16.1%	18.0%
All Industries	5.8%	6.0%	5.8%	7.1%	12.6%	11.6%	11.8%	12.4%	21.4%	20.5%	20.7%	21.3%

						Smal	l Cap					
		25	5P			Med	dian			7:	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	13.7%	19.5%	14.0%	18.0%	23.3%	24.2%	23.1%	23.9%	32.9%	30.2%	28.1%	29.4%
Financials	8.8%	6.9%	7.9%	10.4%	11.3%	12.2%	15.9%	14.0%	18.2%	16.4%	18.6%	19.2%
Industrials	16.7%	16.2%	16.7%	18.8%	23.5%	22.8%	23.7%	23.9%	38.8%	25.7%	26.8%	31.4%
Retail	11.6%	10.6%	14.1%	12.7%	16.4%	16.6%	19.7%	19.1%	29.5%	22.0%	23.9%	25.5%
Technology	4.7%	8.7%	11.4%	11.8%	18.1%	18.4%	21.1%	19.0%	23.9%	22.8%	29.7%	22.0%
All Industries	9.9%	10.0%	11.5%	12.1%	18.6%	18.2%	19.0%	19.3%	28.2%	25.2%	26.2%	27.1%

						Mid	Cap					
		25	5P			Med	dian			7:	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	13.2%	12.7%	8.7%	12.7%	21.5%	18.0%	13.7%	16.5%	26.6%	19.8%	20.0%	24.5%
Financials	9.9%	8.3%	8.4%	8.7%	13.0%	11.4%	12.4%	11.2%	18.4%	18.4%	21.2%	21.5%
Industrials	11.8%	10.1%	13.3%	14.0%	15.4%	16.1%	15.1%	17.3%	21.4%	22.7%	20.6%	23.3%
Retail	13.3%	9.3%	9.8%	12.3%	18.3%	18.4%	16.7%	16.9%	26.2%	24.9%	21.0%	23.2%
Technology	4.7%	5.1%	6.3%	7.1%	11.4%	10.4%	11.3%	11.1%	17.3%	13.3%	14.3%	15.3%
All Industries	11.2%	8.4%	8.5%	10.3%	15.3%	13.8%	13.7%	14.9%	23.2%	21.2%	20.1%	21.8%

						Large	e Cap					
		25	5P			Med	dian			7:	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	4.8%	4.8%	4.4%	4.7%	7.5%	7.6%	5.5%	7.8%	10.6%	11.6%	11.5%	12.3%
Financials	1.8%	1.8%	1.8%	1.8%	4.9%	3.7%	4.2%	4.1%	6.9%	8.0%	8.0%	7.9%
Industrials	5.9%	4.9%	3.8%	5.4%	9.6%	8.1%	8.3%	9.2%	15.1%	13.4%	14.9%	12.5%
Retail	5.2%	6.0%	5.8%	6.0%	9.0%	7.7%	7.1%	8.0%	13.0%	10.3%	10.7%	10.5%
Technology	1.2%	1.2%	1.1%	1.3%	3.6%	2.8%	2.5%	3.0%	4.3%	4.8%	4.1%	5.1%
All Industries	3.8%	3.2%	2.6%	3.6%	6.2%	6.2%	5.7%	6.7%	10.2%	9.5%	9.6%	9.3%



NEO Allocation - Percent of Total Value Pool

						All S	Sizes					
		2	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	21.5%	21.6%	20.5%	20.1%	31.9%	35.0%	32.8%	34.1%	55.5%	48.7%	44.2%	51.6%
Financials	11.0%	12.9%	12.2%	12.0%	22.2%	18.5%	20.9%	22.8%	35.3%	33.5%	34.8%	36.1%
Industrials	20.1%	18.6%	22.5%	22.5%	34.5%	33.0%	32.0%	35.5%	44.5%	44.3%	40.1%	45.3%
Retail	17.3%	18.8%	16.9%	20.2%	29.5%	28.7%	28.2%	28.7%	42.4%	40.0%	41.9%	40.8%
Technology	8.7%	10.0%	8.1%	10.8%	16.7%	17.3%	20.0%	19.5%	32.2%	27.7%	32.4%	31.4%
All Industries	14.3%	14.6%	14.5%	16.8%	27.6%	25.8%	26.4%	26.8%	42.4%	40.3%	40.2%	42.3%

						Smal	I Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	29.2%	35.7%	30.8%	32.0%	43.3%	47.6%	42.1%	46.6%	63.0%	53.0%	53.6%	55.1%
Financials	21.2%	17.5%	20.3%	25.5%	34.0%	31.0%	30.9%	31.6%	41.7%	40.2%	42.8%	40.0%
Industrials	36.5%	39.7%	35.5%	39.4%	47.5%	45.7%	40.7%	48.2%	57.1%	65.0%	56.8%	55.0%
Retail	27.9%	22.1% 2	4.2%	27.5%	36.3%	30.9%	33.7%	36.0%	55.2%	42.9%	45.4%	45.9%
Technology	13.8%	18.8%	30.1%	26.3%	29.1%	30.8%	38.2%	32.7%	42.0%	39.2%	49.9%	44.7%
All Industries	25.9%	24.7%	29.0%	28.0%	38.3%	37.4%	38.1%	39.3%	53.4%	48.0%	51.4%	49.5%

						Mid	Cap					
		25	5P			Med	dian			75	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	30.4%	28.0%	26.3%	27.8%	54.0%	36.8%	37.8%	44.5%	60.3%	49.3%	44.0%	55.6%
Financials	22.5%	16.3%	18.3%	21.6%	28.1%	26.1%	25.3%	25.4%	44.3%	39.6%	50.7%	45.2%
Industrials	23.3%	20.6%	25.4%	25.0%	30.4%	33.0%	29.3%	31.8%	43.5%	41.3%	37.6%	42.3%
Retail	27.4%	27.1%	22.1%	27.0%	39.6%	34.5%	35.8%	36.0%	42.4%	41.0%	42.6%	40.8%
Technology	14.4%	14.5%	15.4%	17.1%	23.9%	20.8%	22.4%	22.2%	34.9%	27.5%	27.0%	29.1%
All Industries	23.6%	19.9%	21.6%	23.4%	31.7%	30.2%	27.5%	29.6%	44.6%	41.0%	41.6%	43.1%

						Large	e Cap					
		25	5P			Med	dian			7:	5P	
Industry	2021	2022	2023	Avg.	2021	2022	2023	Avg.	2021	2022	2023	Avg.
Energy	11.2%	11.4%	9.4%	10.8%	14.1%	17.8%	13.7%	18.7%	25.0%	26.5%	24.1%	25.5%
Financials	6.0%	3.6%	6.6%	5.8%	10.1%	11.4%	8.8%	8.9%	16.2%	17.0%	16.0%	17.0%
Industrials	13.2%	10.3%	12.5%	14.5%	22.2%	17.7%	19.2%	20.2%	32.6%	27.6%	30.6%	26.7%
Retail	12.4%	11.1%	11.5%	13.4%	17.9%	17.8%	16.7%	18.4%	27.6%	26.5%	21.7%	24.7%
Technology	5.0%	2.9%	4.2%	3.8%	7.9%	6.5%	6.7%	7.7%	10.3%	12.5%	9.9%	11.5%
All Industries	8.7%	8.3%	7.0%	7.5%	13.9%	13.6%	12.0%	14.3%	23.7%	22.8%	20.4%	21.5%



Prevalence of Share Requests

Prevalence of Share Requests (Excluding ESPPs)

		All S	izes			Smal	l Cap			Mid	Cap			Large	Cap	
Industry	2021	2022	2023	Total	2021	2022	2023	Total	2021	2022	2023	Total	2021	2022	2023	Total
Energy	23%	17%	15%	43%	20%	20%	35%	50%	35%	20%	5%	50%	15%	10%	5%	30%
Financials	22%	23%	30%	63%	25%	20%	25%	60%	25%	30%	35%	70%	15%	20%	30%	60%
Industrials	17%	19%	20%	43%	20%	20%	35%	60%	20%	32%	14%	50%	10%	5%	10%	20%
Retail	17%	23%	15%	50%	20%	40%	20%	70%	20%	20%	25%	60%	10%	10%	0%	20%
Technology	31%	38%	30%	65%	35%	35%	20%	65%	21%	38%	30%	60%	35%	40%	40%	70%
All Industries	22%	24%	22%	53%	24%	27%	27%	61%	24%	28%	22%	58%	17%	17%	17%	40%

Note: Statistics are independently arrayed and do not sum to total



Size of Share Requests

Size of Share Requests - % of Shares Outstanding (Excluding ESPPs)

					All Sizes				
		25P			Median			75P	
Industry	2021	2022	2023	2021	2022	2023	2021	2022	2023
Energy	2.3%	3.0%	2.3%	3.4%	3.4%	2.9%	4.1%	6.2%	3.7%
Financials	2.5%	2.6%	2.0%	3.1%	3.5%	3.4%	6.8%	4.3%	5.5%
Industrials	2.2%	1.9%	3.2%	2.7%	2.4%	4.5%	3.5%	5.0%	6.0%
Retail	3.2%	3.4%	4.3%	5.0%	6.1%	6.9%	9.7%	7.3%	9.5%
Technology	2.9%	3.2%	4.0%	4.8%	4.9%	4.5%	6.7%	7.0%	7.2%
All Industries	2.4%	2.6%	2.9%	3.4%	4.0%	4.3%	6.0%	6.6%	6.6%

					Small Cap)			
		25P			Median			75P	
Industry	2021	2022	2023	2021	2022	2023	2021	2022	2023
Energy	1.9%	3.7%	2.4%	3.1%	5.5%	2.9%	4.2%	7.3%	3.4%
Financials	2.6%	3.5%	2.0%	3.4%	3.9%	4.7%	4.4%	4.3%	6.9%
Industrials	1.8%	1.7%	2.6%	2.5%	2.1%	3.2%	3.0%	4.1%	5.7%
Retail	4.1%	5.6%	5.7%	4.5%	6.1%	7.5%	7.2%	6.9%	10.0%
Technology	3.1%	4.2%	4.1%	6.7%	5.9%	6.3%	7.0%	7.0%	8.2%
All Industries	2.5%	3.3%	2.7%	3.7%	5.4%	3.8%	5.3%	6.8%	6.5%

					Mid Cap				
		25P			Median			75P	
Industry	2021	2022	2023	2021	2022	2023	2021	2022	2023
Energy	2.4%	3.1%	4.9%	3.2%	3.4%	4.9%	3.5%	4.8%	4.9%
Financials	2.4%	2.5%	2.3%	5.8%	2.6%	3.7%	10.9%	2.9%	6.4%
Industrials	1.9%	2.0%	4.5%	2.6%	2.5%	4.9%	3.2%	5.3%	7.3%
Retail	4.2%	4.2%	4.0%	7.8%	7.4%	6.9%	10.3%	9.8%	9.5%
Technology	5.3%	4.0%	4.5%	5.5%	5.6%	6.6%	5.7%	8.2%	7.2%
All Industries	2.1%	2.6%	4.0%	3.3%	3.4%	4.9%	5.8%	6.4%	7.5%

	Large Cap								
	25P			Median			75P		
Industry	2021	2022	2023	2021	2022	2023	2021	2022	2023
Energy	3.8%	3.0%	2.2%	4.1%	3.0%	2.2%	4.8%	3.0%	2.2%
Financials	2.4%	3.0%	2.3%	2.7%	4.0%	3.0%	4.6%	4.9%	4.3%
Industrials	3.5%	3.7%	4.4%	4.4%	3.7%	4.9%	5.2%	3.7%	5.5%
Retail	3.8%	1.7%	N/A	5.3%	2.2%	N/A	6.8%	2.7%	N/A
Technology	2.4%	2.5%	1.9%	3.1%	4.1%	4.2%	5.5%	5.4%	5.0%
All Industries	2.7%	2.6%	2.2%	3.4%	3.6%	3.8%	6.0%	4.6%	4.7%

RESEARCH COMPANY LIST

Retail

Small Cap

1-800-FLOWERS.COM, Inc.

Beyond, Inc.

Big 5 Sporting Goods Corporation

Big Lots, Inc. Caleres, Inc.

Conn's. Inc.

Dave & Buster's Entertainment, Inc.

Everi Holdings Inc. Fossil Group, Inc. Hanesbrands Inc.

Haverty Furniture Companies, Inc.

Lands' End, Inc. MarineMax, Inc.

Playa Hotels & Resorts N.V. Sally Beauty Holdings, Inc.

Shoe Carnival, Inc.

The Cheesecake Factory

Incorporated

The Children's Place, Inc.

The Container Store Group, Inc.

The ODP Corporation

Mid Cap

Abercrombie & Fitch Co. Acushnet Holdings Corp.

American Eagle Outfitters, Inc.

Bloomin' Brands, Inc.

Caesars Entertainment, Inc.

Columbia Sportswear Company

Crocs, Inc. Dillard's, Inc.

Dorman Products. Inc.

Foot Locker, Inc.

GameStop Corp.

Graham Holdings Company

Kohl's Corporation

Macy's, Inc.

Nordstrom, Inc.

Shake Shack Inc.

Steven Madden, Ltd.

Tempur Sealy International, Inc.

The Wendy's Company

YETI Holdings, Inc.

Large Cap

Amazon.com, Inc.

AutoZone, Inc.

Best Buy Co., Inc.

Booking Holdings Inc.

Burlington Stores, Inc.

CarMax. Inc.

DICK'S Sporting Goods, Inc.

Dollar General Corporation

Dollar Tree. Inc.

Domino's Pizza, Inc.

DraftKings Inc.

Lowe's Companies, Inc.

Lululemon Athletica Inc.

McDonald's Corporation

Ross Stores, Inc.

Target Corporation

The Home Depot, Inc.

The TJX Companies, Inc.

Tractor Supply Company

Yum! Brands, Inc.

Energy

Small Cap

Archrock, Inc.

Core Laboratories Inc.

Diamond Offshore Drilling, Inc.

DMC Global Inc.

Dril-Quip, Inc.

Green Plains Inc.

Helix Energy Solutions Group, Inc.

KLX Energy Services Holdings, Inc.

Nabors Industries Ltd.

Newpark Resources, Inc.

Oceaneering International, Inc.

Oil States International, Inc.

RPC, Inc.

SilverBow Resources, Inc.

Talos Energy Inc.

Tellurian Inc.

U.S. Silica Holdings, Inc.

Vital Energy, Inc.

W&T Offshore, Inc.

World Kinect Corporation

Mid Cap

Arch Resources, Inc.

Cactus, Inc.

ChampionX Corporation

Chord Energy Corporation

CNX Resources Corporation

CONSOL Energy Inc.

DT Midstream, Inc.

Matador Resources Company

Murphy Oil Corporation

Northern Oil and Gas, Inc.

NOV Inc.

Patterson-UTI Energy, Inc.

PBF Energy Inc.

Peabody Energy Corporation

Permian Resources Corporation

Range Resources Corporation

SM Energy Company

Southwestern Energy Company

TechnipFMC plc Tidewater Inc.

Large Cap

APA Corporation

Baker Hughes Company

Chevron Corporation

ConocoPhillips

Coterra Energy Inc.

Devon Energy Corporation

Diamondback Energy, Inc.

EOG Resources, Inc.

Exxon Mobil Corporation

Halliburton Company

Hess Corporation

Kinder Morgan, Inc.

Marathon Petroleum Corporation

Occidental Petroleum Corporation ONEOK, Inc.

Phillips 66

Pioneer Natural Resources Company

Schlumberger Limited

The Williams Companies, Inc.

Valero Energy Corporation



© 2024 FW Cook

RESEARCH COMPANY LIST

Financials

Small Cap

AMERISAFE, Inc.

Apartment Investment &

Management Co.

B. Riley Financial, Inc.

Camden National Corporation

Central Pacific Financial Corp.

Crawford & Company

Donegal Group Inc.

Donnelley Financial Solutions, Inc.

Ellington Financial Inc.

Enova International, Inc.

German American Bancorp, Inc.

Green Dot Corporation

Heritage Commerce Corp

Heritage Financial Corporation

Lakeland Financial Corporation

Lemonade. Inc.

Premier Financial Corp.

The First Bancshares, Inc.

Veritex Holdings, Inc.

Virtu Financial, Inc.

Mid Cap

Cathay General Bancorp

CNO Financial Group, Inc.

Comerica Incorporated

Commerce Bancshares, Inc.

Cullen/Frost Bankers, Inc.

CVB Financial Corp.

Evercore Inc.

HA Sustainable Infrastructure

Capital, Inc.

Healthcare Realty Trust Incorporated

Lincoln National Corporation

MGIC Investment Corporation

Mr. Cooper Group Inc.

Reinsurance Group of America,

Incorporated

SEI Investments Company

Simmons First National Corporation

Tanger Inc.

Voya Financial, Inc.

Webster Financial Corporation

Western Alliance Bancorporation

Zions Bancorporation,

National Association

Large Cap

Aflac Incorporated

American Express Company

Arthur J. Gallagher & Co.

Bank of America Corporation

BlackRock, Inc.

Brown & Brown, Inc.

Capital One Financial Corporation

Cincinnati Financial Corporation

Citizens Financial Group, Inc.

Discover Financial Services

MetLife, Inc.

Morgan Stanley

T. Rowe Price Group, Inc.

The Allstate Corporation

The Bank of New York Mellon Corporation

The Goldman Sachs Group, Inc.

The Hartford Financial Services Group, Inc.

The Travelers Companies, Inc.

Truist Financial Corporation

Wells Fargo & Company

Industrials

Small Cap

AAR Corp.

CSG Systems International, Inc.

Ennis, Inc.

FuelCell Energy, Inc.

Gibraltar Industries, Inc.

HNI Corporation

IES Holdings, Inc.

JELD-WEN Holding, Inc.

Kelly Services, Inc.

Marten Transport, Ltd.

Matrix Service Company

Omega Flex, Inc.

Preformed Line Products Company

Quanex Building Products

Corporation

Resources Connection, Inc.

Spirit Airlines, Inc.

Thermon Group Holdings, Inc.

Triumph Group, Inc.

TTEC Holdings, Inc.

Viad Corp

Mid Cap

American Airlines Group Inc.

Applied Industrial Technologies, Inc.

ArcBest Corporation

Armstrong World Industries, Inc.

Beacon Roofing Supply, Inc.

CSW Industrials, Inc.

Enpro Inc.

GATX Corporation

Griffon Corporation

Hertz Global Holdings, Inc.

ICF International, Inc.

Kennametal Inc.

Maximus, Inc.

Plug Power Inc.

Ryder System, Inc.

Tetra Tech, Inc.

WESCO International, Inc.

Regal Rexnord Corporation

WillScot Mobile Mini Holdings Corp.

Woodward, Inc.

Large Cap

3M Company

CoStar Group, Inc.

Cummins Inc.

Deere & Company

Delta Air Lines, Inc.

Dover Corporation

Fortive Corporation

General Dynamics Corporation

General Electric Company

Jacobs Solutions Inc.

Lockheed Martin Corporation

Northrop Grumman Corporation Rollins, Inc.

Stanley Black & Decker, Inc.

United Parcel Service, Inc.

United Parcel Servis

Waste Connections, Inc.

Waste Management, Inc.

Watsco, Inc.

Xylem Inc.



RESEARCH COMPANY LIST

Technology

Small Cap

Small Cap Mid Cap Large Cap AMC Entertainment Holdings, Inc.

American Software, Inc.

Cass Information Systems, Inc.

Cohu, Inc.

Corsair Gaming, Inc.

CTS Corporation

Digi International Inc.

Digimarc Corporation

eGain Corporation

Harmonic Inc.

Kimball Electronics, Inc.

Model N, Inc.

OneSpan Inc.

PC Connection, Inc.

Q2 Holdings, Inc.

Ribbon Communications Inc.

Scholastic Corporation

SecureWorks Corp.

TTM Technologies, Inc.

Tucows Inc.

Mid Cap

Advanced Energy Industries, Inc.

Amkor Technology, Inc.

Axcelis Technologies, Inc.

Cognex Corporation

Dolby Laboratories, Inc.

Fastly, Inc.

FormFactor, Inc.

Itron, Inc.

Kyndryl Holdings, Inc.

Lattice Semiconductor

Corporation

MACOM Technology Solutions

Holdings, Inc.

Novanta Inc.

Rapid7. Inc.

Rogers Corporation

SentinelOne, Inc.

Smartsheet Inc.

Tower Semiconductor Ltd.

Varonis Systems, Inc.

Viavi Solutions Inc.

Workiva Inc.

Large Cap

Accenture plc

Adobe Inc.

Analog Devices, Inc.

Autodesk, Inc.

Cadence Design Systems, Inc.

Cognizant Technology Solutions

Corporation

CrowdStrike Holdings, Inc.

Datadog, Inc.

Dell Technologies Inc.

DocuSign, Inc.

HP Inc.

Intel Corporation

Intuit Inc.

KLA Corporation

Micron Technology, Inc.

Microsoft Corporation

NetApp, Inc.

Oracle Corporation

Trimble Inc.

Western Digital Corporation



COMPANY PROFILE

FW Cook is an independent consulting firm specializing in executive and director compensation and related corporate governance matters. Formed in 1973, our firm has served more than 3,000 companies of divergent size and business focus from our offices in New York, Chicago, Los Angeles, San Francisco, Atlanta, Houston, and Boston. We currently serve as the independent advisor to the compensation committees at a substantial number of the most prominent companies in the U.S.

Our office locations:

 New York
 Chicago
 Los Angeles
 San Francisco

 (212) 986-6330
 (312) 332-0910
 (310) 277-5070
 (415) 659-0201

Atlanta Houston Boston

(404) 439-1001 (713) 427-8300 (781) 591-3400

Website: www.fwcook.com

Author

This report was authored by **Blake Davidson** with assistance from **Becca Jordan** and oversight by **Austin Lee**. Questions and comments should be directed to **Mr. Davidson** in our Houston office at **blake.davidson@fwcook.com** (713) 427-8341 or **Ms. Jordan** in our New York office at **rebecca.jordan@fwcook.com** (212) 299-3745.

